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letter from the dean

The Jon M. Huntsman School of Business is on the move. The challenge set forth three years ago by Jon M. Huntsman has unleashed investment and growth, offering all of our stakeholders rich opportunities. This annual report will demonstrate that the Huntsman School community – our students, faculty, staff, alumni and friends – is working collaboratively to enhance the “inside the classroom” experience and expand the “outside the classroom” opportunities for all of our students.
It gives me great pleasure to report our progress at the Jon M. Huntsman School of Business during the course of the past year.

This year, our Beta Alpha Psi chapter achieved Gold Status for the 32nd consecutive year, a national record. Similarly, for the 14th consecutive year our Institute of Management Accountants chapter received the Gold Level Award of Excellence designation, an honor that no other chapter in the nation has achieved. A team of students from the business and engineering schools competed in the Microsoft Imagine Cup, the world’s premier student technology competition and placed second out of 22,000 entries. These students are now working to create a for-profit company from that impressive idea.

We also brought on board faculty members renowned for their research and teaching. Author and leadership guru Stephen R. Covey, our first Jon M. Huntsman Presidential Chair in Leadership, helped bring about a new course, Great Work, Great Career, which we believe will help our students focus on their own unique talents and passion. Eytan Sheshinski, a world-renowned authority on the privatization of social security, came to our campus as the first ever Jon M. Huntsman Presidential Visiting Professor. Finally, we welcomed aboard Jim Davis as the head of our Management Department. Dr. Davis launched the Gigot Center for Entrepreneurial Studies at the University of Notre Dame and has been recognized for the quality of his teaching throughout his career.

The Utah State Board of Regents also approved two items of significant importance to our school. First, they approved a new Master of Science in Financial Economics (MSFE) degree. We believe that this degree will better position our program by preparing students for a wide range of careers both within and outside the financial industry. Secondly, they approved an increase in differential tuition for upper-division undergraduate courses and graduate courses. While no one likes to increase the cost of education, the simple fact is that we are facing a war for talent for business faculty. In the past 24 months, we have hired 28 faculty members. Of that number, 16 faculty members’ salaries are fully or partially paid by differential tuition monies. To meet increasing demand, we plan to add 8 new faculty members and 11 new staff members that we anticipate will be partially or fully supported by differential tuition monies.

The energy and innovation occurring at the school was also furthered by the support provided by our alumni and friends. The Huntsman School of Business awarded $891,000 in scholarships in 2010, a four-fold increase over the past five years. They also gave us their time. Whether it was an intimate lunch for students hosted by Fenwal CEO Ron Labrum, the 2010 Huntsman School of Business Distinguished Executive Alumni, or class lectures by DaRue CEO Rich McElrath or The CW’s Executive VP Rick Haskins or a Dean’s Convocation given by JD Clark & Associates CEO Jeff Clark, it seems that every week brought another successful professional who shared his or her story with our students and often provided one-on-one mentoring. They demonstrated first-hand the culture of leadership and service behind the Huntsman School community.

Finally, this year we marked a very important milestone in our journey to top tier. Due to the extraordinary generosity of several of our friends and the leadership of USU President Stan Albrecht, we secured $30 million in funding for a new building for the school. The existing, iconic George S. Eccles Business Building has stood on our campus for 40 years, and tens of thousands of students have learned in the classrooms of this hallmark Cache Valley building. But we needed a new facility to not only account for the huge jump in enrollment but to plan for future growth. We are truly excited to announce that Jon Huntsman and his family provided the lead gift for our building campaign, bringing their total commitment to the Huntsman School of Business to date to more than $33 million. In his honor the university will name the new building “Huntsman Hall.”

Additions to our world-renowned faculty, expanded programs and facilities and a continued focus on creating value for our students are only possible through the combined efforts of the entire Huntsman School community – our students, faculty, staff, alumni and friends. I am confident that as you read our FY2011 Annual Report, you will understand that together, we are well on our way to moving the Jon M. Huntsman School of Business to new heights.

Douglas D. Anderson
60 percent of Huntsman students who speak a language besides English.

47 different languages are spoken by Huntsman students.

46 percent of Huntsman students have lived outside of their home country for at least six months.

75 percent of Huntsman students work 10+ hours a week while attending school.

43 percent of graduating Huntsman students plan on starting a business within the next 10 years.

86 percent of Huntsman students provide volunteer service each week.

Source: 2010 Huntsman School Student Census
### 3 YEAR SUMMARY

<table>
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<th>2008</th>
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- Average GMAT score of School of Accountancy Masters of Accounting (MAcc) student: 623
- Percent increase in the admissions of new students in the Masters of Science in Management Information Systems (MSMIS): 70
- Economic & finance majors enrolled fall 2010 (second largest enrollment at USU): 801
- Executive and professional students enrolled in Masters of Science in Human Resources (new program): 89
inside the classroom

School of ACCOUNTANCY

The School of Accountancy is student-centered, with a focus on developing young women and men for entry into the accounting profession. This entails a rigorous undergraduate curriculum and an expectation that the best students will continue in the masters program. Master degree students have a proven track record on the CPA exam pass rates and in finding professional employment upon graduation.

<table>
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<th>Metric</th>
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<tr>
<td>Number of years Master of Accounting program has been offered</td>
<td>30</td>
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<tr>
<td>Percent CPA exam pass rate for first time candidate taking all parts</td>
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<td>Percent placement rate for MAcc graduates</td>
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<tr>
<td>Number of undergraduate accounting students</td>
<td>300</td>
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<tr>
<td>Average GMAT of MAcc students</td>
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Growth through increased expectations and performance

The School of Accountancy’s strategic plan is squarely focused on achieving measurable increases in size, quality and image. For example, the average GMAT score for entering master’s students has increased for the past three years and should increase again this year. With an average GMAT score in excess of 620, the quality of the incoming master’s students in accounting rivals the nation’s very best schools and already exceeds the “visionary goals” included within the strategic plan.

Assisting in attracting the very best students are the Quigley Ambassadors. This talented group of six students is tasked with developing and delivering effective student recruiting initiatives. Several of the ambassadors have begun to focus on increasing the number of female accounting students at USU. Across the nation over 50 percent of accounting students are female; however, on the Utah State campus females are less represented in the School of Accountancy. Among the ambassadors’ objectives is to dispel stereotypes about accountants and teach about the varied opportunities for women in accounting. Technology enables many accountants to maintain a flexible schedule while working from home. Accounting is a future-focused, family-friendly and financially-rewarding career choice. The Quigley Ambassadors are supported by a generous endowment provided by USU Alumnus, James Quigley. Mr. Quigley current serves as Deloitte’s global CEO.

Our students and their results speak for themselves

Fred Ishola is the recipient of the AICPA Minority Scholarship (2009-11). In addition to being a Huntsman Scholar, Mr. Ishola is also a member of the Black Student Union at USU, the National Society of Collegiate Scholars, the Golden Key International Honour Society, the Financial Planning Student Association and the National Association of Black Accountants. He’s won the multi-cultural academic scholarship four times. As vice president of career services in the university’s Huntsman Scholar Program, Mr. Ishola helps other students through the process of finding employment.

Mr. Ishola is, to say the least, self-motivated, determined and diligent. In May 2009, Mr. Ishola embarked on a month-long trip with other students to Peru, Brazil and Chile, where his SEED team helped small start-up companies establish themselves. He recently fulfilled an internship with Grant Thornton in Salt Lake City doing verifications and computations in audit.
The mission of the Department of Economics and Finance is to promote economic and financial literacy; develop future leaders in business, government and academia by offering teaching excellence at the undergraduate and master’s level; advance economics and finance knowledge through high-impact research and strive to make that research accessible to students within our courses. The department also administers the undergraduate degree in international economics and trade offered at three campuses in China. There are approximately 900 students currently enrolled through this program.

- 7 faculty trips to China
- 18 student scholarships for CFA exam
- 35 faculty publications (refereed journal articles)
- 50 faculty conference presentations
- 355 BS/BA 2009/2010 graduates (highest at USU)
- 801 majors, fall 2010 (second largest at USU)
- 12,000 student credit hours, fall 2010
Faculty with a passion for excellence

The department recognized soon after its formation in 2008 that it needed a faculty member who not only had excellent academic training but also substantial experience within the financial industry and could focus those talents on undergraduate students through teaching and mentoring. Hiring Paul Fjeldsted, who has an MBA from Harvard and worked for Citigroup for over 20 years, was the result of that decision.

Mr. Fjeldsted has greatly expanded the size and activities of the Finance and Economics Club, which has a mission to be a career accelerator for students by exposing them to exceptional speakers, providing experiences for hands-on learning and developing lasting relationships with alumni to increase networking opportunities. From January 2009 through mid-February 2011, the club had 29 distinct events, including semi-annual field trips to Salt Lake City to visit brokerage and asset management firms like Smith Barney, UBS, Deseret Mutual, Goldman Sachs, Ensign Peak, vSpring and Wells Capital Management. The capstone event of this past year was a field trip to New York City in August 2010. A group of 15 students spent three days visiting alumni who are working in the major financial services firms in New York City. Mr. Fjeldsted will lead a similar trip to NY in August 2011. Ben Oveson, a finance student who went on the trip, wrote a note to Mr. Fjeldsted following the trip, “I don’t know how to thank you for the opportunity to go on the NYC trip. I loved every minute of it. Because of the trip, I solidified my goals to be on Wall Street, met some great contacts and fell in love with NYC.”

To better facilitate student learning, Mr. Fjeldsted reorganized the management of the D.A. Davidson $50,000 student investment portfolio. This portfolio is now run by a group of students in a new two-semester class, Investing Practicum, which is taught by Mr. Fjeldsted. Students in this course make real-time investing decisions using actual cash and are accountable on a weekly basis for the results.

Mr. Fjeldsted has also provided leadership in promoting student interest and preparation for the CFA Level 1 exam. The CFA (Chartered Financial Analyst) is a rigorous global credential that is a gateway to careers in finance and economics. A total of 18 economics and finance majors are enrolled to take the Level 1 in exam in June 2011, up from only two or three students in prior years. These students are receiving financial support from the department.

HIGHLIGHTS

New Graduate Program

- The Utah Board of Regents approved a new graduate degree called the Master of Science in Financial Economics (MSFE). The curriculum includes courses in the key areas of finance and the supporting areas of economics and quantitative methods. To date, the department has accepted 12 students with quantitative GRE scores above 700 and two have scores of 800.

Bloomberg Terminals

- The department recently invested in 12 Bloomberg licenses. This resource, a massive global datastream widely used in financial circles, will greatly enhance students’ preparations for careers in finance and economics. Certification on Bloomberg is a marketable skill that students can put on their resumes.

CFA Exam Support

- The department has begun sponsoring economics and finance majors interested in taking the CFA Level 1 exam. A total of 18 economics and finance majors are enrolled to take the Level 1 exam and are enjoying financial and preparation support from the department.

Department’s First Huntsman Presidential Visiting Professor

- Eytan Sheshinski, an internationally known scholar and business leader who has held faculty positions at Harvard, Stanford, UC Berkeley, MIT and Princeton, visited the department during February 2011 and taught a well-attended course on annuity markets and gave two public lectures.
The Management Department develops leaders of a diverse range of organizations who understand and appreciate how to leverage a management education to advance society. The department is committed to training leaders who not only demonstrate effectiveness and leadership in specific business domains but understand the broader impacts on the world. The department offers outstanding educational opportunities in management, entrepreneurship, international business, marketing and human resource management. In and out of the classroom, our students learn from a healthy mix of theory and practice from dedicated faculty members.
Making an impact as a Huntsman intern

Matthew Todd, one of our students, spent the first 12 years of his professional career as a high school biology instructor in central Texas and southern Oregon. For several years Mr. Todd had planned to earn an advanced degree; and after visiting Utah State University in 2008, he applied to join the 2009-2010 MSHR cohort. During the summer of 2009, Mr. Todd left his family in Oregon and spent 10 weeks earning his business prerequisites in the Accelerated Business Core. In August Mr. Todd’s family joined him in Logan and he officially began the MSHR program as well as starting work as a graduate assistant for the Management Department.

During the spring of 2010, Matt was chosen by Honeywell, Inc., to intern with the Corporate HR Strategy and Transformation team in Morristown, NJ, for the summer of 2010. Mr. Todd’s internship with Honeywell was a far better opportunity than he had imagined—on his first day Mr. Todd discovered that he was in the internship phase of Honeywell’s leadership development program and that a successful internship could lead to a job offer at the end of the summer.

Mr. Todd’s internship with Honeywell was nothing short of spectacular. He worked on several different projects and was eventually able to lead a global team of senior HR professionals in redesigning the global cross-functional role of an HR generalist for Honeywell. During this time Matt had incredible access to top HR leadership and was invited to accompany an executive on a multiple site visitation trip to Virginia. Mr. Todd also worked with the other three interns on a project for Honeywell’s Aerospace business that culminated in a presentation to Honeywell’s top HR leadership team.

Mr. Todd was able to demonstrate that he had the HR preparation, knowledge and skills to be able to compete successfully with members of top HR schools in the country and was offered an excellent position with Honeywell upon graduation. Matt completed his HR degree in the winter of 2010 and is now finishing up an MBA before beginning his first rotation with Honeywell’s Aerospace business as an HR generalist. Matt credits his success to the unwavering support of his family; hard work, foresight and a focus on over-delivery; and the excellent support and preparation provided by the faculty and staff of the Management Department at the Huntsman School.

HIGHLIGHTS

- A successful national search for the Management Department head was completed this spring, James H. Davis joins us from Notre Dame where he has served as John F. O’Shaughnessy Chair of Family Enterprises.

- In March, top professionals from a wide variety of fields visited the Logan campus for a cutting-edge seminar on leadership principles and practices.

- Over $20,000 in awards and prizes were given out to top student entrepreneurs during eWeek in April.
inside the classroom

Department of

MANAGEMENT INFORMATION SYSTEMS

The Management Information Systems (MIS) Department develops information technology leaders as well as outstanding communicators. The department is committed to training leaders who exemplify entrepreneurial spirit, demonstrate a global mind-set and ethical leadership and are focused on analytical rigor. We offer students opportunities to be engaged in the development of innovative software solutions in our entrepreneurship through innovation efforts. Analytical rigor is emphasized through our business intelligence efforts. These efforts accelerate our move toward research that matters and also provide a learning laboratory for our students. The department is committed to training leaders who not only demonstrate effectiveness and leadership in specific business domains but understand the broader organizational context of their actions and decisions.

1. new student club (Association for Information Systems)
2. place in Microsoft Imagine Cup Competition, out of 22,000 total entries
2. new research groups in MIS Department (CEBA and BI-Group)
10. countries represented in MSMIS program
70. percent increase in admissions to master’s program
100. percent increase in MSMIS graduates over 2009
**HIGHLIGHTS**

- The Business Intelligence (BI) Group headed by David Olsen has five working papers and three accepted and/or forthcoming conference papers, one of which was awarded the “Business Intelligence Congress Innovation in Pedagogy Award” at the second Business Intelligence Congress.

- Yong Seog Kim was invited as an editorial board member of *Journal of Emerging Trends in Computing and Information Sciences*.

- John D. Johnson led a group of students to the Microsoft Imagine Cup US finals where they finished in second place. The team developed a Facebook App that people can use to lend directly to entrepreneurs.

- Pam Dupin-Bryant authored studies on ethical behavior in cybersquatting and softlifting as resources for educators.


- Robert Hayden joined the department as the associate director of the MSMIS program. Dr. Hayden’s career included stops as department head and dean of the School of Computing, BYU-Hawaii, and vice president of instruction at Otero Junior College. Dr. Hayden was also cast as a stunt double for Larry Wilcox on the popular television series “CHiPs”.

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**Faculty and students innovating and solving problems together**

The MIS Department continues to teach entrepreneurship through innovation by providing a hands-on learning environment for students. The primary method of teaching is through class projects. Some of the projects this year included the following:

- An iPad application for call-ahead seating at restaurants
- A video game swapping system
- A secure mobile application that monitors parking lots
- A BI dashboard allowing access to 10k filings
- A lottery system for school admittance

A new center for E-commerce and Business Analytics (CEBA) was created to give our students the opportunity to participate in hands-on learning. CEBA is a student-run business software development center with the following objectives:

- Provide real-world software development experience
- Provide professional quality software solutions for the customer
- Elevate the recognition of the Huntsman School

CEBA employs approximately 20 graduate and undergraduate MIS students. One of the key projects underway is a business assessment application that will be implemented by The Shingo Prize, an internationally recognized organization that promotes excellence in lean manufacturing. The system will provide sophisticated Web-based data collection and reporting tools that allow companies around the world to assess their progress toward manufacturing excellence. Other projects include a digital signage application that will be marketed to outside organizations, a database application and an iPhone application for the Huntsman School of Business. (*Download the free application by typing in “Huntsman School” in the App Store.*)
inside the classroom

MBA

The MBA program is committed to preparing our students to be effective and influential business leaders and to instill in every student an entrepreneurial mind-set and a passion to understand the world around them. Each student is empowered to reach a higher level of confidence in their application of analytical tools and skill sets to increase their level of sophistication in managing complex organizational dynamics.

3.6 average GPA of students
4 countries visited on international trips
19 languages spoken by on-campus students
28 faculty members
50 years in existence
57 full-time students
176 part-time students
Student spotlight

When you score in the 99th percentile on the GMAT, you pretty much have your choice of MBA programs. That was the case with Jim Roberts, Huntsman 2011 MBA candidate. Courted by MIT, Duke, Notre Dame and Yale, just to name a few, Mr. Roberts visited the Huntsman School of Business and said that he felt electricity in the air and saw excitement in the eyes of the students, something he didn’t experience when he went to other schools. Mr. Roberts says that the time he spends at school has proven he made the right choice. He states, “I am gaining a quality education that rivals any one-year program in the nation. I have more opportunities for employment than I can foresee accomplishing in my lifetime.”

Mr. Roberts was elected by his cohort to serve as the president of the MBA Association (MBAA) this year and coined the club’s motto, “No more somedays!” MBA students are giving back now, not waiting until after they graduate. They have organized and initiated service projects for the community, including staffing many activities during Business Week and collecting food for the Food Bank. Mr. Roberts feels that the MBAA has allowed MBA students to build unity that will last a lifetime, saying, “Our cohort has proven more collaborative than competitive, which builds a better environment for learning.”

HIGHLIGHTS

Required International Experience Implemented – The on-campus MBA curriculum has been updated to include MGT 6320, Operational Excellence and Leadership in a Global Context. An integral part of the course is the required international trip students take during spring break. While offering international trips is not new to MBA programs, making it mandatory puts the Huntsman MBA in line with leading MBA programs. During spring Break 2011, MBA students participated in four faculty-led trips to England, Italy, Japan and China.

“The opportunity to experience another country’s culture and relate that culture to business practices (on an international trip), is a prospect I would recommend to every USU student.”

- Ryan Baldwin, MBA student
OUTSIDE THE CLASSROOM
OUTSIDE THE CLASSROOM
outside the classroom

ENTREPRENEURSHIP PROGRAM

The Entrepreneurship Program at the Jon M. Huntsman School of Business promotes entrepreneurship throughout the university, as well as supporting the commercialization of university developed technologies. The purpose of the program is to instill in students innovative business thinking, new venture competencies, ethical leadership and principles of operational excellence. A combination of innovative educational approaches and a comprehensive entrepreneur training program is utilized to accomplish these goals.

USU team wins second place out of 22,000 applicants at Microsoft’s 2010 Imagine Cup national software competition
Entrepreneurship experiences are offered to Huntsman School students mainly through the activities of three groups, which include the Innovation and Entrepreneurship Council, the New Venture Consulting Group and the New Venture Development Group. A total of 36 students, each of whom receive scholarship support from donations provided by the Entrepreneur Founders Board, administer the programs of these groups and deliver workshops, speakers, competitions, strategy consulting services, due-diligence reviews, new idea generation and business start-up support. In 2010 hundreds of Utah State University students participated in these activities, approximately $20,000 in cash and in-kind prizes were awarded to student innovators and at least three new businesses were launched whose operations are on-going in 2011 (CupAd, Nutra True and BlueCache).

A customer’s perspective

Reflecting on the impact of the work of the New Venture Consulting Group on the clients it serves, the owner of a small business wrote to Travis Goddridge, the student president of the NVCG and said, “I wanted to drop you a line and say thanks for the awesome report that your group produced. We have already implemented many of the ideas and suggestions that you gave us. This information will be extremely useful as we work to create a secure foundation from which to build our business. We particularly liked your input on exclusivity agreements, brand name and targeted marketing.”

“I’ve held three internships while at Utah State. In all three of my interviews for these positions, I was asked about my work with the New Venture Consulting Group; and as a direct result of my responsibilities and experiences, I was hired. The NVCG has given me such an amazing opportunity to experience business at its core and helped me establish networks and relationships that will have a profound influence on my employment opportunities for the rest of my life.”

— Brandon Bitner
outside the classroom

GLOBAL ENGAGEMENT

Global engagement facilitates the integration of international experiences into the fabric of academic programs, building upon the strategic pillar of global vision. Inherent in this mission is the desire to develop within our students a greater capacity to understand and navigate the global business environment.

Developing global competence requires experience based on sound academic learning. The Huntsman School summer study abroad programs in Asia, Eastern Europe and South America provide students a fertile field in which they learn academically while experiencing the global business environment. In our programs we literally send students to all corners of the globe. This year we will take well over 200 students to Armenia, Belgium, Brazil, Chile, China, England, France, Ghana, Italy, Japan, Korea, Peru, Russia, Switzerland, Turkey, Uganda, the United Arab Emirates and Vietnam.

My participation in the summer study abroad program in South America in 2007 was a great experience that my employer found very impressive when hiring me. I credit that trip – and my education at USU – for having a job which allows me to travel, see the world and do something I truly enjoy.”

—John “Bubba” Ward, BA International Business 2008, Territory Representative, Milwaukee Tools
Chelsey Funk, who is currently majoring in economics and English, joined the Eastern Europe program in summer 2010. “Studying abroad in Eastern Europe through the Huntsman School of Business was an incredible experience! I was able to discuss the economy, government, education and culture of each country with local Russians, Armenians and Turks. I never expected to interact with so many business people and political leaders on such a personal level. This program enhanced my understanding of global business and politics and gave me the opportunity to build relationships with my professors and fellow students. I would go again in a heartbeat!”

Matt Packer, an accounting major, declares, “My experiences in the South America business study abroad shaped my career path. Participating in real projects in culturally unique settings, helped open my eyes to opportunities that are waiting to be found. Now, instead of seeing the business world with a narrow mind, I am able to think critically and broadly about challenges to uncover hidden opportunities.”

Huntsman alumna Kati Nilson, who received a BS in human resources in 2008 acknowledges her summer experience as her moment of clarity: “My study abroad experience to Asia in summer 2008 truly allowed me to plant my feet firmly on the path to success. I was able to broaden my vision of the world and gain confidence in my abilities. I understood what I personally could bring to the global marketplace. I learned to work with many types of people in many types of circumstances. After graduation, I obtained a job working with a global organization with locations in more than 90 countries. My study abroad experience prepared me to achieve goals I never even dreamed of. Going global not only elevated my college experience, it truly elevated my future.”
The Huntsman Scholar Program is a multi-year, business honors program that develops leaders who aim to make a positive difference in the world. The program enhances students’ critical thinking, communications and practical business skills in order to promote their ability to exercise ethical leadership and entrepreneurship locally, nationally and globally.
At the headquarters of the World Trade Organization in Geneva this past fall, Josep Broz, the guide, let his guard down and discussed the particularly troublesome countries and individual personalities that have worked to impede global trade negotiations over the past several years. Laughter erupted and the students were instantly drawn into an engaging intellectual dialogue with the speaker. The students peppered him with questions and it was plain to see that it hit home – that they were currently sitting at the center of global trade decision making and what was decided here effected how and what individuals, businesses and countries traded with one another.

One of the strengths of the Huntsman Scholar program is the combining of classroom knowledge and theory with real-world application and interactions. Besides the personal interactions with top business, governmental and nongovernmental leaders, which is illustrated by the WTO experience, students in the program gain confidence in their own potential. The rigorous scholar semester places students outside of their comfort zone and forces them to tackle difficult real-world issues from a variety of theoretical and ideological perspectives in an open discussion and debate format. The travel component pushes them to apply their classroom knowledge to the real world. As a result of these experiences, students develop close and lasting relationships with their peers and faculty and see first-hand the variety of stellar opportunities open to them around the globe that they now have the confidence and skills to tackle.

“The Huntsman Scholar Program pushed me to my limits. I was challenged, stretched and worked harder than I ever have in my college career. Now that I’ve finished the program, I feel like there isn’t anything in this world that I can’t do.”

– Mathew Kennedy, Fall 2010 USU graduate, Economics major, hometown: Brigham City, Utah
The Partners In Business program brings together business leaders, students, faculty and staff to discuss the challenges and opportunities of our global economy; provides an in-depth executive education resource for organization leaders, faculty, and students; and provides a networking opportunity for business partners, students and faculty. Students are involved in every aspect of operating this program.

**Student experience**

Nathan Niebergall, operations major, signed up to be a student host for the Operational Excellence Seminar in the fall of 2010. He was host to Stanley Prueit, director of the Business Process Improvement Team, ICS BPM, LDS Church. Mr. Niebergall met Mr. Prueit on the day of the conference and...
accompanied him to lunch, where they got to know each other. Mr. Niebergall commented on one of the slides that Stan used in his presentation – it was a scene from Moab, Utah. Mr. Prueit loves to take his jeep to Moab for recreational outings. After the seminar Mr. Niebergall kept building their relationship through a series of emails; and then a few weeks later, he got an invitation to join Stan in Moab. Mr. Niebergall and his wife ended up having a great time in Moab with Mr. Prueit and his family and even went to the Prueit house on another occasion. Mr. Niebergall isn’t sure of his career path but has received some great insight from a professional through his experiences from Partners In Business. Mr. Niebergall has taken the opportunity to host again this spring, he says, “It is definitely worth it to be a student host.”

**SHRM Crossroads Conference**

Partners In Business partnered with the Utah Human Resources State Council to present the SHRM Crossroads Conference. The conference drew over 400 attendees, and included Dave Ulrich, Bill Bennett and Larry Gelwix as keynote speakers. Partners enlisted the help of the USU MSHR program and the student chapter of SHRM.

**Operational Excellence**

The Operational Excellence Seminar focused on understanding and implementing proven tools and techniques to streamline operations and improve efficiency. The seminar was headlined by Roger Martin, dean of the Rotman School of Management, University of Toronto. His topic was “The Design of Business: Why Design Thinking is the Next Competitive Advantage.”

**Principle-Centered Leadership**

The First Annual Principle-Centered Leadership Seminar brought together great leaders from the corporate and academic worlds, including Gary Anderson, Utah State University’s head football coach; Andrew Cherng, chairman of the Panda Restaurant Group; and Mary Gentile, Ph.D., director, Giving Voice To Values, and senior research scholar, Babson College.
outside the classroom

**RESEARCH PROGRAM**

The Consortium for Applied and Scholarly Research is the cornerstone of the student research program in the Jon M. Huntsman School of Business. The consortium is a professional association dedicated to providing students with opportunities to engage in activities that facilitate career advancement and life-long success. The underlying principles of the consortium are a fundamental quest for knowledge and a respect and consideration for how that knowledge can advance the profession and science of business. Each program within the consortium is committed to the principles of engagement where students, faculty and practicing professionals enter the arena and “Dare Mighty Things.”

- "Best Paper" conference awards
- active corporate partners
- student/faculty authored publications in journals and proceedings
- active faculty partners
- active student associates

20
“Businesses, academic scholars and students benefit from collaboration. Through engagement, businesses share insights into the relevant questions facing the market and how they can best be addressed. Scholars share theoretical developments that can be further refined and tested in the context of these questions. Finally, students become better prepared for their careers through meaningful experiences that bridge the gap between business practice and theory.”

JJ Klein, Chairman & CEO, Ocucom Corporation

The Consortium for Applied and Scholarly Research was developed to create synergies among Huntsman School programs that have a shared dedication to providing professional development opportunities for our students. These include the Research Group, the Business Intelligence Group, the Career Accelerator Group, the Innovation and Entrepreneurship Council and the Society for the Advancement of Ethical Leadership. Together, these programs embody the pillars of the Huntsman School of Business: Analytical Rigor, Entrepreneurial Spirit, Ethical Leadership and Global Vision.

In recognition of exemplary dedication to professional development, the consortium sponsors the Engaged Scholarship Award. In 2010, this award was presented to Professor Robert Mills from the Huntsman School and to Energy Solutions Arena / Utah Jazz for their co-development of an innovative learning model that effectively delivers solutions to business problems while, at the same time, providing students with real-world career preparation.

The consortium also began publication of The Research Group Quarterly in the spring of 2011. This online journal is the first of its kind to specifically recognize, support and value engaged research from students, faculty and practicing professionals.

In these and other ways, the consortium is committed to providing innovative value to our students, the profession and the science of business.

“Collaborative research provides students an opportunity to refine their analytical business skills in an environment that is both challenging and dynamic. The result? Students acquire lifelong problem-solving skills that facilitate career acceleration and success.”

J. Robert Malko, Professor of Finance, Huntsman School of Business

“Not only did my experience in the research program give me confidence that I could actually do research, it was exactly what Texas A&M was looking for when I applied to their PhD program. And the thrill of seeing your name on a journal publication is indescribable.”

Brady Twedt, Huntsman School of Business, Class of 2009 and current doctoral student in accounting, Texas A&M University
outside the classroom

SMALL ENTERPRISE EDUCATION AND DEVELOPMENT (SEED)

SEED provides Utah State University students with a hands-on learning experience through mentoring and educating aspiring entrepreneurs in developing economies.

International Experience

The SEED mentorship program provides students with the opportunity to be immersed in a foreign culture. Teaching entrepreneurs how to create business plans and helping others to launch and run their businesses is the primary focus of this international experience. Students also have a chance to enhance their communication skills as they converse in a foreign language. Conducting business in a foreign country pushes students to adapt to unfamiliar environments and learn how to solve problems independently.

Business Education

SEED is centered on both teaching and learning, allowing students to apply all aspects of their business education. In order to successfully mentor the entrepreneurs, students must have a concrete understanding of core business principles such as entrepreneurial strategy, accounting, finance, economics and marketing. This program provides students with experience in real-life business situations and opens the doors to understanding how all the disciplines work together to successfully run a business.

Make a Difference

Through the mentorship program students are able to provide valuable service to those in underdeveloped economies as they assist them in improving their standard of living. Mentors not only educate the participants in business but also help them to understand the art of setting and reaching goals. They also teach them how to increase their confidence and capabilities. The mentors help make it possible to turn dreams into reality as they carefully guide entrepreneurs along the path to success.
From the initial program launched in Peru, USU colleagues and alumni have helped to expand the program into Africa. One alumnus, Stephen Abu, arrived at USU 10 years ago, literally without 10 cents in his pocket. He was taken in by a faculty member, placed on his feet, received his education and returned to his native Ghana. Today, he is a prosperous entrepreneur and an example to his community. Mr. Abu helped place SEED students in his home village of Abumosu.

These students set up and taught business education classes to groups as large as 40-70 people. From these courses our students screened not only for viable business ideas but also for hardworking committed participants. One of these was a young single mother named Esther. She didn’t have many skills, but she knew how to cook. She felt their village needed a restaurant. The interns helped her put a business plan together and then provided her with just under $600. The money was a loan to be paid back over 12 months. Esther’s business was so successful she paid that money back in just over one month. In fact, the interns were able to re-loan her money before their tenure was up. The average villager’s wage in Abumosu is $105. She made more than six times that her first month. And this is only one of 30 stories from this past summer.

“The SEED Program offers an opportunity to dig deep into a business plan, experience a new culture and interact one-on-one with people willing to put it all out there for their business. The icing on the cake – have an impact in the lives of people of great dignity and humility, such as the people we work with in Peru and now in Africa. Business education doesn’t get any better than this! Congratulations to all the students who “dare” to tackle this experience. It will benefit you for the rest of your lives.”

— Scott Davis, National Advisory Board Member, Jon M. Huntsman School of Business
THE SHINGO PRIZE FOR OPERATIONAL EXCELLENCE

In a global economy where businesses of all kinds are desperate to differentiate themselves, The Shingo Prize at the Huntsman School has emerged as a world standard for the execution of operational excellence by focusing on organizational assessment and executive education.

14 countries represented by annual conference attendees

175 percent self-sustaining operating income improvement over 2009

250 Mexico Shingo Conference attendees

400 UK Shingo Conference attendees

400 Shingo North East Conference attendees

800 corporate executives who graduated from Shingo/Huntsman Executive Education courses
Shingo Executive Education programs teach leaders how to balance performance metrics with behavior metrics and build cultures within their organizations where every individual is respected for their full potential to contribute to the bottom line. Managers are taught how to develop and align management systems to drive associate behavior that is congruent with principles of operational excellence. They learn the value of teaching people not only what and how but most importantly, why. In an executive session conducted in Jacksonville, Fla., recently, a corporate vice president for human resources for a multi-billion dollar company stated, “For the first time in my professional life, I understand how important my role as a corporate officer in shaping the development of our culture. I now understand why leaders must focus on principles, managers must focus on systems and how to fully engage every single employee every day in creating greater value for our customers with the least amount of waste.”

This year we have successfully expanded the scope of Shingo Prize influence beyond manufacturing into financial, insurance and health care sectors. We are partnering with McKinsey & Company to offer the Shingo Executive Education program to McKinsey’s banking clients. Additionally, nearly 50 major US health care companies are now using the Shingo model for self assessment and business improvement. Denver Health was the first health care organization to be recognized with a Shingo Medallion at our March 2011 conference.

We are also partnering with a leading consulting and training firm to develop a specialized executive program for health care providers. This program will include a strong mix of classroom education and hands-on leadership exercises.

“You get a lot of problems thrown at you when you’re a leader. When a problem comes up, the most important thing to do is to go where the work is being done and observe first-hand what is happening. Seeing is understanding.”

— Ritsuo Shingo
SUPPO
ACADEMIC ADVISING

The academic advising team for the Jon M. Huntsman School of Business is committed to building relationships that foster student empowerment through the exploration and navigation of scholastic opportunities. Our programs and services are designed as a cooperative effort between advisor and student to facilitate the student’s ability as an independent learner.

Academic advising

The academic advising team is comprised of four full-time advisors helping over 2,000 students pursuing a Bachelors of Science in one of 14 majors. These students are located around the world with the majority on the main campus in Logan. The academic advisors work with students from summer orientation through graduation.

In addition to advising, the team also participates in a number of high school recruiting events across Utah and Idaho. They also reach out to junior college students looking to transfer to Utah State University and the Huntsman School.
Student spotlight

When I look back on my experience with the Jon M. Huntsman School of Business, I find myself overcome with feelings of gratitude. I am truly grateful for the individuals who have assisted me and made it possible to reach so many of my goals.

My advisor and I have had numerous in depth conversations concerning various career path opportunities. During each conversation the thing I remember most was that she spent time actually listening to my concerns and truly cared about me as a person. I can remember discussing with my advisor my desire to work for Browning Co. She listened to my ambitions and concerns and then gave me a simple warning of not putting all my eggs into one basket. I am truly grateful for this advice because Browning, for various reasons, is no longer a possibility of employment after graduation.

Scholarship opportunities that have been offered to me also have left me with feelings of gratitude. My advisor and I had a discussion this past spring about how I was in serious need of a scholarship. The summer had turned out disastrous for my job in the roofing industry and money was running low. I had kept in contact with my advisor throughout the summer, and in July I received an answer to my prayers. I still do not know what happened, but I was informed that I would be, in fact, receiving a scholarship. I received the letter late and had little time to accept the letter before it was to be given to another student. I immediately contacted my advisor and thanked her for her role in helping me acquire such a prestigious scholarship. She informed me that all I had to do was send the letter of acceptance and that she would inform the school of business I would be accepting the award. To this day I am truly grateful for role she has played in my life.

Zach Morris, 2011, Business, Mountain Green, UT
ADVANCEMENT

The Office of Advancement increases awareness of the school, creates and sustains lifelong relationships with stakeholders and increases philanthropic giving through alumni engagement. Its goal is to inform, educate and engage stakeholder communities into a collaborative Huntsman School Community of students, faculty, staff, alumni and friends.

Three years ago, Jon Huntsman challenged us to build a world-class institution and to produce students who could compete with the best and brightest anywhere in the world. His generosity has helped to transform our school.

The cornerstone of our philanthropy continues to be the generous donation from The Jon and Karen Huntsman Foundation, allowing us to move forward in significant ways, prompting a major increase in philanthropic support from alumni, friends, foundations, corporations and the public sector.

The Huntsman School’s National Advisory Board, led by Chairman Mark Holland, also provided incredible leadership. Under Mr. Holland’s leadership, board members contributed almost $300,000 during calendar year 2010. As important, members contributed their time by mentoring students, speaking in classes, joining our study-abroad trips and being active ambassadors for the school.

Their leadership was critical in a huge jump in the number and amount of scholarships awarded by the Huntsman School. During the 2010 academic year, the Huntsman School awarded 487 scholarships totaling $891,000, a four-fold increase since 2006.

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alumni and friends hosted on campus
number of scholarships awarded
number of gifts
dollars in scholarships awarded
dollars raised
dollars pledged
As a result of the extraordinary generosity of several of our friends, and the leadership of President Albrecht during the 2011 Legislative session, the Huntsman School raised $30,000,000 for a new business building. Jon Huntsman, who has done so much for the school, pledged a very substantial additional gift that will serve as the building’s anchor gift. In his honor the university will name the new building “Huntsman Hall.” In addition to the Huntsman gift, several other, very substantial commitments, including from the Tanner Charitable Trust and from National Advisory Board member Jeff Clark and his wife, Bonnie, provided private support totaling $16,000,000. This level of support garnered a further $14,000,000 from the State of Utah.

This was indeed a banner year for development and alumni outreach at the Jon M. Huntsman School of Business. The passion, innovation and commitment of our alumni and friends is transforming the Jon M. Huntsman School of Business and taking it to a new level.
CAREER ACCELERATION & INTERNSHIPS

The Huntsman School of Business Career Acceleration Center and Internship Program prepares students for professional careers through active mentoring in résumé writing and interview skills and assists students in obtaining practical and valuable work experience through internships and career placement.

16 countries outside of the US where internships took place

50 students participated in career networking trips to Wall Street, Seattle and Salt Lake City

271 organizations that hired Huntsman School Interns

432 students who participated in internships
Lance Larsen – Summer 2010, BS Economics and Finance, Centerville, UT

I always refer to the internships I completed at the Huntsman School of Business as ‘my internships’. I think it’s critical that students apply—and thus take ownership of—their knowledge. In my experience, the most meaningful way to leverage an education is to begin as early as possible to use it. Even more importantly, internships are an important step in building an invaluable professional network. Everyone I know that launched a great career right out of school completed at least one internship.

The first time I heard the title “Career Accelerator”, I wasn’t sure what to think. After 15 minutes with one, I was certain that they had been properly named. Lynne provided scope, perspective, and best of all, confidence that I would not otherwise have had going into the somewhat arduous career-launching process. His final words as I left his office were, “They’d be crazy not to hire you.” The confidence he instilled stayed with me, providing some of the courage it took to say no to the job offers that would have been only mediocre launch pads for a career—and pursue the dream job I now have with Goldman Sachs.

Justin J. Allred – Fall 2011, BS Finance/Economics, Ogden, UT

“And in all your getting, get understanding”, these words taken from Proverbs are one of the first things that we see walking into the Merrill-Cazier Library at Utah State. What a profound statement. There are thousands of other students throughout the world that will graduate with the same degree as we will. What will set us apart, what will make us different?

Participating in an internship has given me an edge, a step above those students that I must compete with for a job next year. I will go into the workforce with a better “real world” understanding of the business. Unibanco Itau in Sao Paolo, Brazil, is a world-class organization, and working there has been a pleasure. It gave me the context to apply what I learn about in class. I will graduate with a better knowledge of how the things I’ve learned at Utah State apply in the financial world.
The Huntsman School brand is evident in the voices and life-examples of our students, faculty and staff and our incredible alumni around the world. Professional marketing and public relations resources combine with energetic student interns and graduate assistants to conduct research, design, create, implement and promote the Huntsman School brand to our stakeholders.

**Research**

With a baseline set of data from FY 2009, the FY2010 report showed a positive increase in student awareness and attitudes towards the Huntsman School and the brand. Students are responding positively to the brand being built across the college, and in many cases are sharing messages related to core branding messages. The following quote was given by one of the student respondents in the 2010/2011 Student Engagement Study.

“This is a huge time for the Huntsman School. Students are noticing the changes and transformation that have been taking place, especially those who were here before the transformation began, and they are excited and believe that it will continue to grow in a positive way.”
Student Engagement

This fall semester, the Huntsman School Business Council planned and implemented a significant increase in student and alumni activities during Business Week 2010. The students, with help from the faculty and staff, organized multiple activities with a unified focus to raise funds for the Huntsman Cancer Foundation. These activities included a dance contest, a benefit concert, a relay race and a golf tournament and drew thousands of students and alumni.

While most of these events were first-ever activities, the students plan to continue the events each year as part of Business Week, in the hopes they grow into legacy events and long-term donation streams for the Huntsman Cancer Foundation. In 2010/2011, $9,000 was raised and delivered to the Huntsman Cancer Foundation.

Social media & online presence

In 2010, the school drove significant growth in our social and online media presence. A new website was designed and launched with integrative links to new media and the communication tools our students, site visitors and returning alumni use every day. The Huntsman School can now be accessed through multiple media sites like Facebook, LinkedIn, a new iPhone application, YouTube and Twitter. A few milestones we have hit with these efforts include:

- More Facebook followers than any other Utah business school and more Twitter followers than all other Utah business schools combined
- Among the top-ten in Twitter followers of any business school in the world
- More Facebook followers than half of the top-20 business schools in the nation
EXECUTIVE OFFICERS

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Dean and Professor of Management

Tyler Bowles
Economics & Finance Department Head

Jeffrey Doyle
Associate Dean for Academic Affairs and George S. Eccles Chair in Capital Markets Research

Christopher Fawson
Professor and Associate Dean for International and Entrepreneurial Programs

John Johnson
Professor and Management Information Systems Department Head

Clifford Skousen
Ernst & Young Professor and Interim Management Department Head

Ken Snyder
Executive Dean and Chief Administrative Officer

Larry Walther
Professor and School of Accountancy Department Head

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