How will YOU change the WORLD?
The purpose of the Jon M. Huntsman School of Business is two-fold: first, to be a career accelerator for our students; and second, to be an engine of growth for our community, the state, the nation, and the world.

The Fall 2014 issue of this magazine focused on the career accelerator part, with the announcement of our new FJ Management Center for Student Success.

In this issue, we focus on our purpose as an engine of growth. Entrepreneurial spirit, ethical leadership, and global vision, are pillars of the Huntsman School. Of course, we did not invent these attributes. They are woven into the very fabric of the culture of the Mountain West. The work ethic, spirit of cooperative enterprise, vision, and creativity of our pioneer ancestors who tamed the Great Basin of the Rocky Mountains are evident in the lives of our alumni, and we expect them to be well developed in the lives of our students as they leave the Huntsman School to take up their responsibilities as productive members of society. Our role as educators is to build on this foundational strength by providing curricular and experiential learning opportunities that challenge our students and that enable them to reach their full potential.

Through our Jeffrey D. Clark Center for Entrepreneurship, we aim to foster the sense of excitement and fulfillment that comes from identifying and seizing opportunity. In our cover story of four preeminent alumni and one student, and in profiles of other alumni throughout this issue, you will read of how being open to opportunity—and acting on it—brought about great results, whether in creating new businesses or in creating successful careers inside large organizations.

The engine of growth that is Cache Valley Electric—celebrating its 100th anniversary this year—and the growth engine that is the much younger company, Monkey Bars Storage—now in its 12th year—are animated by opportunities seen and captured by Jim Laub, class of 1974, and Kris Nielson, current MBA student. The same may be said for companies built by Danielle Crosland Nielson, Darven Erickson, and Kurt Larsen, among others. And this same, pioneering entrepreneurial spirit inspires the outlook of Dustin Jones and Justin Wheeler, two of our younger alumni, who are realizing great success in their careers inside of large organizations.

At the core of our focus on growth engines is our belief that students are at the center of all we do. We consider ourselves lucky indeed to be working with such great raw material—our students, their values, and their heritage. They have such potential to make profound and positive contributions to our world. Our pitch is as simple as it is daring: Do you want to change the world? Study business at the Huntsman School!
“You don’t take courses; you take professors.” This statement was some of the best advice I received during my undergraduate education. Facing graduation in a few weeks, I can see that I was blessed with a slew of amazing professors and mentors.

My professors cared. Having professors who care is the major difference between my education and the education received by students attending other business schools. Not once did I have a course in the Jon M. Huntsman School of Business where I felt like a number. Even in some of my largest classes such as Managing Organizations and People, Corporate Finance, and Managerial Accounting, I felt as though all of my professors knew me and cared about my success.

I was challenged; challenged to think, to grow, and to push myself. Never was it enough to come to a solution. I learned quickly that the process of achieving a result is often far more important than the result itself. In my strategy class taught by Professor Chris Reutzel, he never graded us based on what our final recommendation was, but instead graded by the factors that resulted in us making a particular recommendation. I remember one time where my recommendation was far different from his, so I asked him to review my work. Dr. Reutzel read my paper and commented that the arguments were sound. “But I didn’t come up with anything close to what you had,” I remarked.

He commented, “Yes, but the process you used to reach your conclusion is sound, and that is what is important. The fact that you think differently from me is a good thing and is the reason I would want you on my team.”

I do not possess all the skills I will need in my career. No one has all the skills they need coming out of their undergraduate degree. Instead, the Huntsman School gave me something better; I learned to how to solve problems and more importantly, to solve the determined problems. To a hammer every problem looks like a nail. Instead of giving me a hammer, my undergraduate education taught me how to develop the specific skills to solve the determined problems. A to a hammer every problem looks like a nail. Instead of giving me a hammer, my undergraduate education taught me how to develop the specific skills to solve the determined problems. A

Now as I stand on the precipice of beginning my career with the legion of other hungry Huntsman alumni looking to make my mark on the world, I say thank you.
Entrepreneurial spirit is a strategic pillar of the Huntsman School of Business. For us, the focus truly is on those exact words, for entrepreneurial spirit is really about a mindset that is open to opportunity, whether that leads to the creation of a company celebrating its 100th anniversary this year, or continuously creating opportunities inside of an organization. In a rapidly changing global economy, identifying opportunities, becoming comfortable with risk, and pursuing your passion can indeed lead to lives of meaning and changing the world.

Jim Laub, ’74
President & CEO, Cache Valley Electric

Over 40 years ago, after graduating from college, I went to work for several years in the field as an electrician. I loved every bit of it. I learned a great deal about the electrical side of the business, but I also learned a lot just working with the other electricians, tradesmen, and people in the construction industry. These are the guys that really make our business successful. They are the ones in the field and in the trenches day after day in the cold and in the heat. I learned a great deal of respect for them.

That experience has really informed my view as we enter our 100th year of being in business. I put a lot of trust in my team. They are free to run their part of the business as they see fit. They run it with integrity and honesty, and they take care of their customers and employees.

At the basic attributes we’ve had for almost 100 years are what my grandpa had. My grandpa started those values, my father was a master of it, and I’ve just tried to carry it on. It’s not rocket science; it’s just kind of basic human decency. If you treat people well, they respond. I have a lot of confidence in people. There are a lot of good people out there and some of them just need a chance to succeed. Most times if you give them the chance they won’t let you down.

I am just a firm believer that the harder you work, the luckier you get. So we work hard and our basic premise has always been to take great care of our customers. We were able to develop a few relationships with customers that started spreading their wings nationally and because we’d developed such a great relationship with them, they took us with them throughout the country.

We’ll continue to be an electrical construction company, but as the world changes with technology, we’re always going to be open to the technological advances and opportunities out there. Hopefully we can expand our footprint throughout the country.

I go back to the basics of treating your customers well and your employees like family, and when you do those things, it creates a solid foundation and when you have that solid foundation it creates opportunities that if you’re not afraid to take the next step, can knock a big impact. Sometimes you can’t be afraid to fail.

How will YOU change the WORLD?

Sometimes you can’t be afraid to fail.
Darven Erickson, ’92
Chief Operating Officer of Five Star North America

After graduation, I worked for Shell Oil, where I was exposed to international operations. I then moved on to Wells Fargo where I learned the importance of understanding your customer’s needs. My work at the bank led me to Maggie Sottero Designs, which had been one of my clients at Wells Fargo. During my tenure at Maggie Sottero, I managed sales teams in 65 countries. Those experiences led directly to my current position. Five Star owns 40 Five Guys restaurants across Canada, and we were recently recognized by GE Capital as one of the most profitable restaurant companies in Canada.

At Five Star, our biggest advantage has been a focus on understanding culturally diverse groups of people, communicating a common vision, and building trust. This has resulted in a culture that is not dependent on lines on a map. I am excited about our future. We recently acquired the rights to develop another fast casual brand in Canada and four western US states.

In my personal life, I am always trying to balance travel and family commitments. As I write this I am on a plane so I can make it to an orchestra concert tonight. My daughter informed me two months ago that it was important to her that I attend this concert. When I was at USU, I remember Phil Swensen telling me that the balance between professional and personal life is different for everyone and I would have to find the balance that worked for me.

An entrepreneurial spirit is, without hesitation, taking risks. It is also about establishing and strengthening relationships of all types, even with competitors. And it means knowing how to instill confidence in those around you.

To me an entrepreneurial spirit means having a vision of what you want a company to become and the discipline and attention to detail to execute the daily objectives necessary to make the vision a reality. The gulf between an idea and a successful company is execution.

Danielle Crosland Nielsen, ’99
Co-Founder & Executive Vice President, Diamond Wireless

As a child I grew up surrounded by entrepreneurs; my grandfather, my father and my uncle were all great examples of business owners who took risks. After graduation, my brother and I started a business selling wireless phones. After five months of telemarketing, we were in debt and living off of credit cards. However, we knew the wireless business was a rapidly growing industry that we were passionate about and we had developed great relationships with Verizon Wireless. Our next decision led us to where we are today. We opened our first retail location in Fashion Place Mall in Salt Lake City in March of 2000 and it took off! Over the past 15 years we have expanded our retail model across the country and currently operate 397 locations in 32 states and have become a National Agent for Verizon Wireless, with over 2,000 employees. It was the risk we took into the retail space that catapulted us to where we are today.

In May 2013 we were approached with the opportunity to assume ownership and control of 154 retail locations in eastern seaboard. We had less than 60 days to negotiate the deal, hire 500 employees, and open for business in a part of the country where we had little existing presence. With the help of our leadership team and the willingness of employees to move across the country, we accomplished this nearly impossible undertaking. I had confidence in our model and philosophy, and most importantly, in our people.

I believe you create your own opportunities in life and you have to be willing to take risks. In the end, I want to know if an opportunity will advance or hinder our core business philosophies and what my leadership team has to say about them.
Individuals who possess the drive to innovate before the opportunity becomes obvious, or who are comfortable with disruption, especially when told it can’t be done, are what an entrepreneurial spirit is all about.

Kris Nielson, ’15
CEO, Monkey Bars Storage

The only way you can progress in life is if you remain open to opportunities. There are always opportunities to stretch and grow and become a better person. When we close ourselves off to opportunities professionally or personally we never anticipate what our future. For example, I started this venture with some partners when I was a junior at college. That said, I have also learned to select and take advantage of all opportunities. I have screened opportunities through my professional life by making sure they are in line with my personal goals. Not all opportunities are equal, and I have learned to say no to a lot of potentially great opportunities. Monkey Bars Storage grew out of such an opportunity, and now we have 120 dealers across North America.

I have also found the intimate setting of our classrooms very beneficial. I have been able to reach out to my professors, and these connections with students and professors have provided a great deal of valuable unbiased feedback along with much needed instruction. I am being taught things that I didn’t even realize I needed to know. I often tell my wife that I would pay to receive this kind of consulting. However, I am getting an MBA from USU in the process.

I am excited with our future. We want to change the way the home services industry works, and take advantage of emerging technologies to align customer needs with quality products and timely service.

Dustin Jones, ’05
Senior Vice President, Macy’s

Since graduating from USU I have lived in NYC for almost ten years. In those ten years I have held ten different positions at Macy’s. I’ve worked to get a holistic view of the industry and of a Fortune 500 company in an attempt to make myself as marketable as possible and to make the process of decision making as complete as possible. It has been an extremely exciting time and I work with incredible people. Personally, I’ve taken advantage of everything the city has to offer. I have been part of some incredible organizations that have helped me learn about leadership, government, service, and culture. I have two amazing daughters who share this journey with me. They are my closest friends. We have a fun life.

I worked at the Kater Shop in Logan while attending USU, and it gave me a place to experiment with my ideas. While there, I started an eBay business selling tuxedos that I found in the Kater Shop attic—the kind Jim Carey wore on Dumb and Dumber. They were a gold mine. This experience taught me how to start a business, work with banks, build business plans, and ultimately how hard it can be to see it to success. I also learned a host of leadership and management skills that gave me a great jump start at Macy’s.

I joined Macy’s when it was an $8B retailer and a regional department store with a great Parade and Christmas movie. Now we are a nationwide Fortune 500 company approaching $30B with 880 stores. My goal is to be a leader in getting it to $150B.

An entrepreneurial spirit means three things to me—curiosity, being comfortable with change, and a sense of optimism.
At the Jeffrey D. Clark Center for Entrepreneurship in the Huntsman School of Business, we have a unique and effective program for teaching students the skills of entrepreneurship. It starts with our six-course minor which is available to students from all majors across the university. The overall goal of our curriculum is to help students create a sound plan for a new product, service, or business they can actually implement. These courses teach a proven sequence of events successful entrepreneurs follow when building a new venture. In the first course, students learn about social responsibility and how to link their venture with the broader community. Students from a wide variety of majors are taking these courses: business administration, finance, mechanical engineering, electrical engineering, communication, psychology, landscape architecture, music, etc.

To support this formal coursework, we have a very active entrepreneurship club that is run by our students. The club sponsors weekly workshops, lectures, competitions, and a number of activities during our Entrepreneurship Week every spring. One of the most important services the club offers is business consulting for student entrepreneurs and companies from the community. Approximately 30 club leaders from a variety of majors receive scholarships each year to perform consulting services. They meet in a class each week to learn the skills of business consulting, and then form project teams that work with a number of startup and growing companies. Many of the clients these teams support come from other organizations within the university: Commercial Enterprises, the Small Business Development Center, the agribusiness program, and faculty research projects. These students gain valuable experience for their own careers, and help a number of new ventures launch and grow.

One of the greatest assets of our program is our Founders’ Board, consisting of 30 talented entrepreneurs, business owners, executives, attorneys, and investors. These board members speak in classes, judge competitions, mentor students, and help us acquire the resources we need to expand our programs at the Clark Center. Several of our board members are currently creating a new venture fund that will help students develop their brands, build prototypes, create websites, and launch their businesses.

One of the most unique experiences we offer students is our Small Enterprise Education and Development program—SEED. Students selected for this SEM program spend a semester studying social entrepreneurship, micro-lending, and business consulting, and then spend a semester in Peru, Ghana, or the Philippines. During this semester, they teach classes on new business development, help participants create business plans, make funding recommendations, and mentor business owners who receive loans. This program helps people in developing countries obtain self-sufficiency through business ownership, but equally important, it is a life-transforming experience for our students.

Whether our students build their own business or not, we believe that an entrepreneurial spirit is the new leadership model for the 21st century. The practices used by successful business founders can benefit all types of organizations and all types of careers. The skills of innovative problem solving, developing brands, building teams, diversifying product lines, and serving communities are desperately needed in our rapidly changing world. At the Huntsman School of Business, our students are developing these skills.

Graduates from college and university entrepreneurship programs, compared to general business graduates:

- Are 3 times more likely to start a business
- Are 3 times more likely to be self-employed
- Have annual incomes that are 27% higher
- Own 62% more personal assets
- Are more satisfied with their jobs
- Earn $23,500 more per year if they work for a large corporation
- Are more likely to work in new product development and R&D activities

“Whether our students build their own business or not, we believe that an entrepreneurial spirit is the new leadership model for the 21st century.”

“Why entrepreneurship?”

99% of all firms in the US have fewer than 500 employees

8% of Huntsman students own their own business

75% of Huntsman students work at least 16 hours a week

40% of Huntsman students want to start their own business

50,000 people each month are in the process of launching a new venture

500,000

In the last three decades, formal programs (majors, minors, and certification in entrepreneurship) have more than quadrupled, from 104 in 1975 to more than 500 in 2008.

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Resiliency for Entrepreneurs and Careerists

Resilience is a choice. Almost every case we studied of people who survived being lost in the wilderness said they “decided” to survive. Even an eight-year-old boy lost overnight at 11,000 feet said, “I knew I wanted to live.”

The same is true for entrepreneurs and careerists who face what are seemingly insurmountable challenges. They make a choice. They say to themselves, “I want to get through this. I will do what it takes to survive until I can find a way to thrive.”

Of course making the choice to be resilient does not guarantee a positive outcome, but it does have two interesting effects on individuals in “survival” situations.

First, they report envisioning the ideal future. A good example of this is the famous canyoneering climber Aron Ralston who cut off his arm with his pocket knife when he was trapped in a narrow canyon. His story can be seen in the documentary 127 Hours. Ralston reports that while in a space between sleep and hallucination he saw his unborn son running towards him. He saw himself holding the young boy and laughing. He remembers a vivid sense of joy as he held his child. When he awoke he realized again his predicament, and also that he had no son, no wife, and no future. But he did have a vision of the ideal that motivated him to action. Rarely do we realize the ideal in our lives, but visualizing the ideal creates hope and hope motivates resilience. When an entrepreneur feels like their business is hitting a brick wall, impossible to see through and discouraging to look around, they must stick to the vision of the ever-promising future. Go back to the roots of why the business was started. And for the careerist, remember your dreams. Envision yourself working with the people who will get you to the top. Envision yourself accepting the promotion and how that will feel.

Second, making the decision to be resilient helps us see our situation differently. In my book Lessons of the Lost: Finding Hope and Resilience in Work, Life, and the Wilderness, I tell the story of Victoria Grover who was lost in the wilderness for four days with a broken leg. Victoria, who is a hero of mine, broke her leg at the base of a dry waterfall, 100 yards from water. She was in a place where she could not see or be seen, nor could she get to the needed water and climb up and over the rocks with her broken leg. She wondered what to do. “There has to be a way,” she told herself. Then she reported to me that she saw herself backwards, as if in a mirror. Backwards. Yes. Backwards. She turned around and went backwards over the rocks. It took her 12 hours, but she got to water and warmth. The “backward” thinking saved her life.

Our creativity is sometimes the only differentiator we may have. As a careerist, always think of the new best way to move ahead, stand out or do something that has never been done before in your field. Entrepreneurs know it in their blood to be different. Don’t be afraid to take the well-calculated risk. “Backward” thinking has made many entrepreneurs successful, such as Steve Jobs, co-founder of Apple or Billy Beane, general manager for the Oakland Athletics baseball club.

There are tragic tales in the wilderness of strong people who chose not to be resilient— who gave up. Four in five business startups fail, though that does not necessarily mean they were bad ideas. Some portion of those failures come because the entrepreneur or careerist was not resilient enough. When it seems like your arm is caught in a rock or that resources are out of reach, remember to envision your dreams and don’t be afraid to go where no one has before.

Professor Hammonds work on resiliency was recently quoted in Fast Company.

“...visualizing the ideal creates hope and hope motivates resilience.”
Huntsman Students in Dubai

Seven Huntsman students were invited to the Insight Dubai Women’s Conference in the United Arab Emirates. One of those students, Wendy Bosshardt, Marketing, ’15, took home the first prize winnings of $3,500 out of more than 100 students from various colleges in Utah.

“T his conference gives such an insight into women across many cultures and how we all play a part in the global marketplace,” Wendy said. “Morgan’s preparation and performance were amazing. Morgan and Korban Smith, Business Administration, ’15, took advantage of the conference to further their academic research. Their project was to find what women from around the world value in careers and how that translates into their choices of college majors. The duo interviewed nearly 80 women from 30 countries, all focused on business.

Morgan was chosen because of the leadership and international experiences she has had at the Huntsman School. In addition to being the president of the business honors program, Huntsman Scholars, Wendy also participates in many clubs and organizations around campus and has traveled to 18 countries during her time as a student. As an international facilitator, she oversaw 15 international students attending the conference and led group discussions and projects.

Two other students, Viviane Baji, Economics ’16, and Shalley Jones, International Business and Economics, ’17, took advantage of the conference to further their academic research. Their project was to find what women from around the world value in careers and how that translates into their choices of college majors. “There’s a lot of research on why students choose a certain university, but we wanted to go more in depth,” Viviane said. “By taking a knowledge-based approach to marketing to these groups, we hope to not only have more success with recruiting more diverse students but also better understand what they value.”

The third Huntsman student chosen as a semi-finalist was Bree Arnold, Marketing, ’14. Bree’s presentation was on the role women play in business.

Sales Idol

For the second consecutive year, a Huntsman student won first place at the Intercolligate Sales Idol Competition. Morgan Spichak, Marketing, ’17, took home the first prize winnings of $1,500 out of more than 100 students from various colleges in Utah.

“I was beyond shock when they called my name as the overall winner,” Morgan said. “I cannot express enough gratitude to Professor Sterling Bone. I didn’t think I would have my name called to move on in each round, and each time, but that means that I could win the whole thing. Taking my sales class and working through his Griffin-Hill assignments were the sole reasons I was able to do it.”

All students were given a case brief in which they prepared a sales presentation based on the Griffin-Hill Integrity Sales training. At the competition, students had eight minutes as nearly to get through their presentation with the “buyer.” The first round was a one-on-one experience between the candidates and the buyer from the judges. Of the 18 semi-finalists, six were Huntsman students, with Morgan and Kieran Smith, Business Administration, ’15, representing the Huntsman School as the only. In the final round, Morgan and Kieran were among the four judges and the whole crowd, while being filmed and holding a microphone.

“Morgan’s presentation and performance were amazing. Morgan and her teammates impressed not only the Quatrics judges, but a number of corporate recruiters in the audience from many notable technology, medical and industrial product companies,” Professor Bone said. As a junior, Morgan has already received seven job offers upon her graduation.
New Leadership for Partners in Business

Professor Chris Fawson, the Dr. Vernon Maughan Buehler and MaRee C. Buehler Endowed Professor, was recently appointed as the Executive Director of the Partners in Business program at the Huntsman School. As the Executive Director at PIB, Professor Fawson will fill a leadership role in the organization and work with the professional staff and student employees to design and deliver a set of extraordinary conference experiences for working professionals, scholars, and students.

“I am honored to be a part of the legacy Dr. Buehler started at Partners in Business,” Professor Fawson said. “This program has the potential to affect many lives, including students and professionals.”

Professor Fawson arrived at Utah State University in the winter of 1990 and has taught economics and economic systems in the department of economics and finance for the past 21 years. During his tenure at USU he has served as Director of International Programs and Vice Provost for Academic and International Affairs for USU, and Department Head and Senior Associate Dean in the Huntsman School of Business.

“We want to be the first conference program that working professionals and business scholars think of attending when they are looking for ways to keep abreast of the most interesting advancements in business leadership and the broad set of management competencies that drive organizational success,” Professor Fawson said. “If we can fulfill that one goal—all other milestone goals along the way will have been achieved.”

Larzette G. Hale

Larzette Hale, a mighty force in the lives of all she touched, passed away on Thursday, February 5, 2015. Dr. Hale was an accounting faculty member and department head of the School of Accountancy from 1971 to 1988.

She began her life humbly, attending Langston University in Oklahoma, in as much as a young black woman was not permitted to enroll in the state’s leading institutions at that time. Completing a business degree there, she then proceeded to the University of Wisconsin, earning a master’s degree, and eventually her PhD. She initially taught at Clark University in Atlanta, passed the CPA exam, and founded a prosperous CPA firm.

Her personal successes must be framed against their historical context, which mark her achievements as being possible only by someone of talent, integrity, fortitude, and conviction. Dr. Hale was recently recognized by the American Institute of CPAs as one of the most influential CPAs of all time.

Despite her impressive accomplishments, Dr. Hale was more known at USU by her students and colleagues as a loving and compassionate faculty member. She embraced those around her as members of her family, and used “tough love” to instill a drive for personal excellence by all she came in contact with. Her former students around the country are quick to relate that much of their motivation to succeed was in part to not disappoint Larzette Hale.

Quoting Emerson: “To laugh often and much, to win the respect of intelligent people and the affection of children, to earn the appreciation of honest critics and endure the betrayal of false friends, to appreciate beauty, to find the best in others, to leave the world a bit better, whether by a healthy child, a garden patch . . . to know even one life have succeeded!” Indeed she did, indeed.

— Larry Walther, Department Head, School of Accountancy

Above: Accounting student Curtis Anderson with Larzette G. Hale, circa 1985
Below: Faculty members Richard Jenson, Cliff Skousen, and Larry Walther with Dr. Hale, circa 2009
Two graduates of the Huntsman School, Blake Kirby, Accounting, ’92, and A Cache Valley native, Blake Kirby founded Inovar, Inc., in 1998. Inovar provides manufacturing services to a variety of industries. He served as CEO of the company, earlier this year. Kirby was appointed as full-time CEO.

Promotion in Caracas

Benjamin Leatham, MHR, ’12, and MBA, ’13, was recently promoted to HR Analyst in Chevron’s Latin America Business Unit in Caracas, Venezuela. He hit the ground running by performing an efficiency review of the department’s 188 processes, resulting in successfully eliminating over 3,000 wasted man-hours. In addition to improving efficiency within the department, he will be managing performance evaluations and salary administration, and coaching the department through a reorganization.

Leatham graduated from the Huntsman School in 2012 with a Master of Science in Human Resources and took advantage of the dual master’s degree option to also get a MBA in 2013. He started with Chevron in San Ramon, California, as an HR Business Partner, where he was involved in developing a health care reform implementation strategy for a segment of their employees. He then relocated to Bakersfield, California, home of one of Chevron’s most profitable oil fields, where he prepared the company for negotiations with the United Steelworkers union before being transferred to Venezuela.

“The education that I got in the Masters of Human Resources program really set me up for success in my career,” Leatham said. “The hands-on experience I got in my classes was perfectly aligned with what I’ve needed to be strategic in my work at Chevron, both at home as well as in Venezuela.”

Alumni Named CEO of Buffett Company

Justin Wheeler, Finance and French, ’96, has been appointed as the CEO of Berkadia Commercial Mortgages, LLC. After graduating from USU, Wheeler worked for a small private equity firm and then went on to earn his MBA from Brigham Young University. He spent the next 14 years working for Leucadia National Corporation, eventually being appointed CEO in 2010. In 2009, Leucadia formed a joint venture with Warren Buffett’s Berkshire Hathaway to acquire one of the largest full service commercial mortgage banks in the country, which they named Berkadia. After eight months as interim CEO of the company, earlier this year Wheeler was appointed as full-time CEO.

Wheeler is in charge of all strategic and tactical direction of Berkadia, where he oversees approximately 1,500 people, 700 of whom reside in India. In 2014, the company arranged $17 billion in real estate transactions. It services $240 billion in commercial real estate mortgages.

“To put it simply, we want to be the best in what we do,” Wheeler said, “and that means growth in activity and profitability.” Wheeler hopes to grow and diversify Berkadia’s current activities, including significant inroads into retail, office and industrial finance and investment sales, identify smart acquisitions and investments and continue to hire the best mortgage bankers and investment sales advisors in the industry.

“I grew up on a farm in Idaho and didn’t know a thing about business before USU,” Wheeler said. “I had great professors and an education there that really opened my eyes and gave me a great foundation upon which to build my career.”

Canada Bound

Natali Naegle, Marketing, ’10, recently joined the consulting firm McKinsey & Company at their offices in Calgary, Canada, where she will focus on inroads into retail, office and industrial finance and investment sales, identify smart acquisitions and investments and continue to hire the best mortgage bankers and investment sales advisors in the industry.

“I love being in Calgary and working with some amazing colleagues and clients, and I’m really excited about being back in the Rocky Mountains,” said Naegle. After graduating as the valedictorian of the Huntsman School, she went on to earn an MBA from Columbia University. She enjoyed her experience at the Huntsman School so much that she convinced her three brothers to also enroll in the school. One brother, Nate, graduated in 2014, with another, Preston, due to graduate in 2016. Her youngest brother, Andrew, is due to start soon.
Micheal D. Mann, 79, Director at Mountain View States Government, resides in Grantsville, UT.

James M. White, 78, Operations Director at Financial Services, resides in Logan, UT.

Lana L. White, 78, Attorney at Nalder Law Office, PC, resides in Midvale, UT.

Linda N. White, 76, Manager at American Express Company, resides in Vineyard, UT.

Leigh L. Lassen, 75, Financial Analyst of General Mills Inc., resides in Maple Grove, MN.

NaCl Lugtfeld, 76, Software Consultant at Fast Enterprise LLC, resides in Salt Lake City, UT.

Brent W. Wood, 76, Senior Advisor at Commercial Financial, resides in Sandy, UT.

Robert J. Dwyer, 75, Director of Budget and Finance at New College, resides in Moab, UT.

Charles E. LeClerc, 72, Associate Medical Director at University of Southern Mississippi, resides in Hattiesburg, MS.

Adam Fewkes, 77, Patent Agent at Harris Bricken, resides in Seattle, WA.

Kacey J. Henderson, 77, Senior Finance Manager at Aerospace Company Inc., resides in South Salt Lake, UT.

Al Tucker, 77, Audit Manager at Deloitte & Touche LLP, resides in Salt Lake City, UT.

Brian P. Wang, 77, Operations Manager at Innovation Center, resides in Colorado, CO.

Tony Hermes, 79, Production Manager at The Buckner Dental Specialties, resides in Lehi, UT.

Stephen T. Stoudenmire, 79, Tax Manager at Nalder Law Office, P.C., resides in Salt Lake City, UT.

Michael C. Norgaard, 79, CEO of SMI, resides in Salt Lake City, UT.

Abby Schuyler Nitek, 78, Director at Three Nimble Development Limited, resides in Logan, UT.

Blake N. Schneider, 72, President at Three Nimble Development Limited, resides in South Jordan, UT.

Erin A. Sommers, 72, Director of Human Resources at Adena Health System, resides in Chillicothe, OH.

Brent T. Stewart, 72, Director at CorpCom at Family & Friends, resides in Jacksonville, FL.

Daniel L. Stuart, 72, Director at Draper Park at Family & Friends, resides in Human Rights Fund, resides in Logan, UT.

Michael A. Cropper, 99, Senior Consultant at Nalder Law Office, PC, resides in Salt Lake City, UT.

Kathy A. Murdoch, 99, President of Higher Education, resides in Roy, UT.

Kirt A. Palmer, 90, President at Brock and Associates, resides in Payson, UT.

Douglas M. Wootton, 96, Director at The Barn, resides in Provo, UT.

James F. Stovall, 97, President at Discovery Ray, CA.

Richard J. Low, 98, Contracting Officer at State of Utah, resides in Ogden, UT.

Have you written a book or climbed a mountain? Had a baby or run for office? Got married or started a new job? We would love to hear from you—and so would your classmates!

Home page: http://www.huntsman.usu.edu/records

News by sharing your submitted class note online at huntsman.usu.edu/records

Don’t miss out—let your fellow classmates know what you’re up to!

KEEP IN TOUCH

Huntsman Alumni Magazine • Spring 2015

GREETINGS FROM DUBAI

As-salamu alaykum My family moved to Dubai, United Arab Emirates in 2012. It is friendly, clean, safe and I am having a great time here. We have made friends across from the world and we are learning Arabic. Dubai is a great location for travel; we are having four weeks of eastern Africa, Europe, Asia and Australia, and the United Middle East. We moved to the Middle East for my husband Jeff’s job.

The picture is of my daughter and me in Khasab, Oman. We went on a flying demolition cruise, and when we got back the local fishermen had just arrived with their daily haul.

Jami Dixon Hanson, Human Resource Management, IT

KEEP IN TOUCH
LEADERSHIP GIFTS

In recognition of individuals and organizations whose cumulative giving exceeds $100,000.

**Society of 1888**

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<tr>
<td>$10,000 – $49,999</td>
<td>Brian R. &amp; Natasha Bredthauer</td>
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<td>William D. &amp; Jennifer Erickson</td>
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<tr>
<td>$100,000 – $500,000</td>
<td>C. L. &amp; Marcy Milovich</td>
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<td>$500,000 and above</td>
<td>William G. &amp; Billie L. Murray</td>
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**Juniper Society**

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<td>$250,000 – $499,999</td>
<td>Jeff &amp; Kristin Esay</td>
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<td>$500,000 – $999,999</td>
<td>Jordan M. &amp; Jillian Toback</td>
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<td>Chris &amp; Kari Roberts</td>
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<td>Lance &amp; Darla Brown</td>
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<td>Jordan M. &amp; Jillian Toback</td>
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**GIVING SFP2014 - E2015**

In recognition of the JOHNS HUNTSMAN SCHOOL OF BUSINESS.

**Making a Difference in Korea**

Andrew Arvayish, International Business and Economics, 14 and Luci Griffeth Arvayish, Economics, 14, both Huntsman Scholar alumni, are currently working for Saigon, a Korean NGO located in Seoul, South Korea, that primarily provides medical and social services to defectors from North Korea. In July they will move back to the US where Andrew will pursue a master’s degree in International Affairs, and Luci will work in the economics field.

**Contributions**

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<tr>
<td>$5,000 – $9,999</td>
<td>Gary &amp; Marnee Schuman</td>
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<td>$10,000 – $19,999</td>
<td>William &amp; Patricia Ackerman</td>
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<td>$20,000 – $39,999</td>
<td>Larry R. &amp; Myra Hendricks</td>
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<td>$50,000 – $99,999</td>
<td>Chad &amp; Mattie Moulton</td>
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**KEEP IN TOUCH**

Huntman Alumni Magazine • Spring 2015

huntsman.usu.edu
Theresa Foxley ’04 and James Duke

why we give ★

My experience at Utah State has exceeded all expectations. As well as being involved in great-or-class breakthrough opportunities, I have truly come to appreciate all I have learned in the classroom as well. I owe so much to this school and all it encompasses. I am honored to give back in any way I can.

Douglas Fijiola, Marketing, ’15 Student Body President 2013-14, 2014-15

why we give ★

We give to honor our Aggie forbears and faculty, important staff, and administrators that touched our lives when we were USU students. Today we can join with many others in building future Aggies by helping them receive a tremendous education so they can launch and accelerate in their careers.

Stirling, BA, ’96, MBA, ’01, and Tara B., ’98, ’03

The contributions table above reflects direct donations to the Jon M. Huntsman School of Business from September 1, 2014 to February 28, 2015. We apologize for any omissions.
My early years were filled with examples of good leadership and an entrepreneurial mindset because of my father, a USU graduate in accounting, who, with his brother, started a business that thrived in Logan for over 35 years, and the opportunity to work in the family business from the age of 12. Growing up helping my father on the floor and in the back office doing some of the bookkeeping at 15, I watched my father work two jobs, one at the University and the other in the business as well as in leadership positions at our church. I learned at an early age that there was no substitute for determination, hard work, dedication, and perseverance. While attending USU, I obtained the skill set to begin my career both as an army officer, real estate developer, and a human resource professional.

My professional journey has been salted with a variety of careers and experiences that have prepared me to deal with failure as well as success. We all talk about success, but learning to deal with abject failure is every bit as important as enjoying the success created by good choices and proper timing. Let me share a few examples of this.

Changes to US tax law in 1986 led to the reduction in real estate values nationally, including $20 million of the real estate projects that I owned. I found myself sitting on property that no longer could sustain bank underwriting, and that had decreased in value by 30%, and I had no buyers. I found that learning how to fail and still maintaining perspective was a very important attribute. Eventually, all of the projects were sold, but my personal net worth dropped below 0.

I made the decision to leave real estate development and get into a business that created recurring income with little debt. After looking at a lot of different opportunities, my wife and I found one that appealed to us, put in years of sweat equity, and in 1992, we started Resource Management, Inc., a Professional Employer Organization (PEO).

Failure and success have taught me a number of leadership qualities that can lead to success not only in business but in my personal life. These qualities are as follows:

1. No one in this world is entitled to a free ride
2. Success comes only through smart decision making, hard work, and dedication
3. Make well thought out decisions and follow them fearlessly
4. Failure will happen, be strong enough to work through it
5. Surround yourself with people as good or better than yourself
6. A good leader provides authority equal to the responsibility assigned
7. Love what you do or get out of it and find something that you do love
8. Set your goals and stay focused on them
9. Continue to study and learn. Just because you are out of school doesn’t mean you stop learning
10. Don’t focus on money—focus on being the best at what you do—the rest will follow
11. Demand loyalty, but remember that is a two-way street
12. Remember it’s not all about you
13. Humility is a God-like attribute and allows you to keep green and growing, no matter what position you hold
14. If you love what you do, others around you will catch the vision and associated enthusiasm
15. Leave fear at the back door, it doesn’t serve you well
Born in 1928 in Ashburn, Georgia, Ann Rice has spent her life teaching and serving others across the country and around the world. Dr. Rice is an expert on personal and family finance and also owns commercial property in California, Georgia, Nevada, and Utah. She is also a committed philanthropist, having endowed scholarships at five universities, including Utah State, and is a member of several community boards and organizations. Dr. Rice taught at the USU-Brigham City campus, and her husband Myron received his doctorate from USU.

How do you suggest students have success in their careers and in their lives?

There is great wisdom in learning the principles of saving and sharing not only money, but also time. Early on in marriage, my late husband, Mike, and I decided that we wouldn’t get each other gifts for Christmases, birthdays, or other holidays. When those holidays would come around we would celebrate by giving something to someone in need. For our first Christmas together, we got Christmas presents for another family instead of for each other, and it set the tone for our marriage and our lives. Each year as we became more financially established, we enjoyed doing bigger and better things for those in need.

It is important to learn to give before we have an excess. It builds the habit of giving. And I found that giving created success, professionally and personally. It created happiness. It created meaning.

What are some guiding principles that anchor your leadership philosophy?

My husband used to have a friend that was a top-notch leader, and he always said, “One of the biggest things you have to remember with leadership is that people do not do what you expect them to do, they do what you inspect.” So it’s not the expectation, it’s the inspection that lets them know you will hold them to their responsibilities. When you find yourself in a leadership position remember that you’re there because you have earned someone’s confidence and you’re expected to do that inspection.

I also think there is great value in correct delegation. If you delegate well, and inspect well, your team will learn to respect you and feel your confidence in them. Pretty soon, your team will be efficient, and you won’t have to worry about the quality of work being produced.

What does “Dare Mighty Things” mean to you?

This quote is one of my favorites. I firmly believe that people who are afraid to dare are afraid to fail. And if you never fail, you’ll miss out on so many great learning opportunities that could be the key to your success. Failing makes us human. We should all live in the moment and live deeply. We should never just wander through life but should take each moment in and truly live. If you can live, you can dream, and dreaming leads to success.
Two terraces, a courtyard, and spacious commons areas for the entire Huntsman School community to gather.

Our dream is becoming a reality, thanks to the support of generous alumni and friends.

Huntsman Hall. Opening January 2016.