Creating a WIN-WIN

The Next Generation of Huntsmans and Coveys launch the Stephen R. Covey Leadership Center
“Deep within each of us is an inner longing to live a life of greatness and contribution—to really matter, to really make a difference. We can consciously decide to leave behind a life of mediocrity and to live a life of greatness—at home, at work, and in the community.”

— STEPHEN R. COVEY
On November 2, 2018, I had the great privilege to announce the establishment of the Stephen R. Covey Leadership Center at the Huntsman School of Business. I want to begin with the end in mind, as Stephen would say, to relate how and why this center came to be.

I feel deeply fortunate to count myself as one of Dr. Covey’s millions of admirers and friends. I was a student of Stephen’s—first through his books, then by teaching his principles, and later through a deeply meaningful personal relationship. Stephen and I began talking about a leadership program in the fall of 2009, when he came to Logan to speak to our students. He then served on our faculty for two years as the inaugural Jon M. Huntsman Presidential Chair in Leadership. After his death, we had many conversations with members of the Covey family, several of our alumni who were also close to Stephen, and university leadership, all culminating with the announcement of the Covey Center.

As Stephen taught and as I believe, an organization’s purpose and mission are an expression of its most important aspiration or goal. Our purpose at the Huntsman School is to be a career accelerator for our students and an engine of growth for our community, the state of Utah, the nation, and the world. Our mission is to develop leaders of distinction in commerce and public affairs.

Purpose and mission must guide our every decision, our every action. Leadership is central to our mission. Developing leaders is our reason for being. We hope to make ethical, principle-centered leadership a core part of the Huntsman School brand and a core part of the brand of Utah State University.

In establishing this center, we acknowledge Stephen’s profound role and contribution to fostering principle-centered leadership, and our own desire to become better practitioners of the principles he taught. We honor and are inspired by his legacy. But we want to do more. We want to build upon it. We want to influence the lives of all students who graduate from the Huntsman School, from USU, and extend this influence beyond this campus to our state, the nation, and the world. Our mission is to develop leaders of distinction in commerce and public affairs. Purpose and mission must guide our every decision, our every action.

As you will note from the cover story in these pages, they are all committed to our purpose and mission. We are honored that this center could be established here at the Huntsman School. We know we have a great responsibility now to live up to that privilege. In the words of Jon Huntsman, who clearly shared a deep vision with Stephen, “no exercise is better for the human heart than reaching down and lifting another up.”

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HIGHER TALENT

1st Place 2nd Place 3rd Place
Qualtrics Sales Idol Competition

Grand Prize
Wake Forest Marketing Analytics Case Competition, beating teams from Wharton, Notre Dame and USC

Huntsman student named Beehive Five Under 25

1st Place 2nd Place
Huntsman DECA team at 2018 International Competition won

1st Place
CFA Institute Research Challenge

2nd Place
Business Ethics, Entrepreneurship, Corporate Finance

1st Place
Zions Bank Fixed Income Portfolio Competition, against 8 universities from around the world, including Oxford and BYU

These are just some of the ways to measure the talent at the Huntsman School. There’s also our nationally ranked accounting and HR programs, a slew of individual awards, including the Truman Scholarship, the Elijah Watt Sells Award, for the top accounting students in the nation, and the fact that 6 of the past 7 student body presidents of USU have been Huntsman students.

HIRE HUNTSMAN

huntsman.usu.edu/hire

My Huntsman Experience

My Huntsman experience has been nothing short of incredible. Inside the classroom, I have learned from professors worthy of the most elite business schools in the world, including Paul Fieldstad, Ben Blau, and TJ Bond. Outside of the classroom, I have experienced the world, including a month-long experience in Asia, visiting universities and companies in Vietnam, Thailand, China, and Hong Kong. As a member of Huntsman Scholars, I spent 10 days in London studying financial markets at companies like Bloomberg, Deloitte, and IBM. These experiences helped me develop a global vision of the world’s business and economic network, and to see the diversity of the world’s workplaces.

Because of this education, I was offered a summer internship with Strata Fund Solutions, an investment services firm. This internship allowed me to gain real world experience in accounting and finance. I subsequently applied for and was offered an internship in the risk management summer program with J.P. Morgan in New York City. Of the eight interns on my team, I was the only one who did not come from an ivy-league school.

As J.P. Morgan, I rubbed shoulders with some of the brightest finance professionals in the world, working on a high-exposure project affecting the company’s work with expected credit losses. I was given a return offer and will be rejoining my team in New York after I graduate in December.

Because of my experience at the Huntsman School of Business, I can compete with the best. I have learned that my education at Huntsman is no less in value than an education offered at Harvard or Yale.

EMILY HOWE, ACCOUNTING ’18

On my eighteenth birthday, as a senior high school student, I sat and listened to Jon Huntsman’s dream for the Huntsman School of Business at the Vision2020: Journey to the Top Tier conference. Right then and there, I decided where I was going to college. Nearly five years later, I look back at that moment as monumental. They say you are the average of the five people you spend the most time with. For me, those five people include incredible professors, classmates, colleagues, and mentors. I truly am who I am today because of their dedication, patience, generosity, and friendship. Ultimately, it was their belief in what I could accomplish and who I could become that pushed me through challenging coursework and life’s inherent difficulties.

My first real experience outside of the United States was through the Huntsman School and ingrained in me a love for people of different cultures. I sat in the Bodleian Library at Oxford and on the dirt floors of homes in the Philippines. These transformative opportunities would not have been possible without the financial support of generous donors. My experiences, coupled with help from the outstanding accounting program and faculty, also assisted in my internship and full-time offer with KPMG as an audit professional in the Salt Lake City office. My Huntsman experience provided me with valuable professional skills and abilities that I promise to use to influence positive change throughout my career. More importantly, however, my Huntsman experience molded me into the woman I am today.
“We intend that the principles Dr. Covey has articulated will have a lasting impact on our students, our faculty, and our staff as the new Stephen R. Covey Leadership Center becomes a reality.”

Today these prophetic words spoken by Huntsman School Dean Douglas Anderson in 2010 about world-renowned author and businessman Stephen R. Covey have come to fruition with the inauguration of the Stephen R. Covey Leadership Center at the Huntsman School on November 2, 2018.

Stephen Covey’s initial connection with the Huntsman School began in May 2009, when he spoke at the annual conference of the Shingo Institute for Operational Excellence. The Shingo Institute, the executive education arm of the Huntsman School, has developed a worldwide reputation for helping companies change cultures, better tap employee strengths, and become more efficient. Dr. Covey noted at the time that he was impressed to see the Shingo organization’s philosophies and approach, and how it had “institutionalized principles.” That initial contact led to more and deeper engagement with faculty and students, and on February 18, 2010, Covey was named the inaugural Jon M. Huntsman Presidential Chair in Leadership. At a packed dean’s convocation one week later, Covey noted that “in a world where trust is becoming scarcer, we have the opportunity and responsibility to produce the kind of leaders who will not be swayed, but instead will become positive forces in their communities.” Huntsman School Dean Douglas Anderson echoed Covey’s call for positive moral leadership in business.

“In a world where trust is becoming scarcer, we have the opportunity and responsibility to produce the kind of leaders who will not be swayed, but instead will become positive forces in their communities.”
—Stephen R. Covey
“Today when people think of military science and leadership, they think first of West Point or Annapolis,” Dean Anderson said. “I look forward to the day when those who think of commerce and leadership will think first of the Jon M. Huntsman School of Business.”

Covey’s immersion into the Huntsman School left him impressed that the school, a secular institution, had been teaching some of the same principles he had taught for years. “The leaders and faculty just seem to ‘get it,’” he said. “They understand that by instilling in today’s students a principled new mindset and skillset — one equal to the complex demands and challenges of today’s new global, economic, societal reality — they will produce generations of leaders who will not only serve and lead their families and communities with greatness; they will attract to the organizations and in teams they lead, the world’s most talented, innovative, trustworthy people.”

Covey served on the faculty of the Huntsman School for two years, before his death in 2012. But his service, and the School’s focus on ethical leadership as a pillar of business education, led to many conversations with the Covey family, Jon Huntsman, alumni such as John Miller, and university leadership to create a center housed in the Huntsman School to develop and offer curricular and extracurricular opportunities rooted in integrity and respect, in principle-centered leadership. “Dad would say, ‘I know what I want to do—unleash human potential,’” said Stephen MR Covey, who has followed in his father’s footsteps to become a bestselling author, successful businessman, and internationally renowned leadership expert in his own right.

Miller, a graduate of Utah State, was heavily influenced by Covey’s teaching. Handed the reins of the family business, E.A. Miller & Sons, as a 26-year-old, he was trying to figure out how to compete against the multinationals entering the beef business. It was not long before he approached Covey to help him shape a leadership team, a cohesive business culture, and an incentive system for motivating and retaining management employees. He engaged Covey regularly over the years that followed, and Covey created an operational language that became uniform among Miller’s employees and raised the bar of performance within the company, leading to a tenfold increase in revenue over less than a decade. Miller credits his implementation of Covey’s philosophy with helping to create an atmosphere of trust and purpose that has led to long term stability in key positions and substantial growth in each of the company’s Miller has founded. “The seven habits became the framework for my leadership style, and that of our management teams.”

“Stephen liked to say, ‘You grow businesses by growing people.’” — John Miller

The Covey Leadership Center, which counts as its partners the Covey family and FranklinCovey, the company Stephen Covey helped build, will integrate FranklinCovey’s leadership curriculum into broader leadership training that will engage students in principle-centered leadership coursework, individual coaching and mentorship with trained experts, and global experiences. Students of the Center will also help to grow the knowledge base of principle-centered leadership through research collaborations with faculty. The Center will offer formal accreditations in leadership, including a Leadership Minor, with the flexibility for USU students from any college to participate, as well as a Leadership Certificate focused more on executive education in the community. “The Covey family is excited and honored to have this partnership and relationship with Utah State University,” says Stephen MR Covey. “Our goal is to build a distinctive brand and reputation consistent with everything the Huntsman School is already about.”

In 1999, the A.B. Combs Leadership Magnet Elementary School in Raleigh, North Carolina was facing decreasing enrollment and poor student performance when Principal Muriel Summers approached FranklinCovey about incorporating the 7 Habits into the standard curriculum. Together, they designed the Leader in Me curriculum to develop leadership skills in young students. That curriculum has now been implemented by nearly 4,000 elementary schools worldwide.

John Miller has been instrumental in supporting Leader in Me programs in elementary schools in Cache Valley because he believes Covey’s leadership principles can positively impact students of all ages. “I believe Stephen’s greatest legacy will be educating kids,” says Miller, who recalls the surprise and humility he felt when Covey, an international expert in leadership, unexpectedly attended a lecture Miller was giving at BYU on his experiences growing people and businesses. A conversation between Covey and Miller’s son, Alex, underscored Covey’s commitment to personal learning that was a driving force behind his success. When AlexAttendance at a Leader in Me leadership class at A.B. Combs Magnet Elementary School in Raleigh, North Carolina.

An elementary school in Cache Valley displays the 7 Habits, as they learn about them through the Leader in Me program.
“My dad defined leadership as communicating to another person their worth or their potential so clearly that they’re inspired to see it in themselves.”

— Sean Covey

Dr. Jim Davis, the Buchli Endowed Professor of Management, will serve as the first executive director of the Covey Center. Davis, who also serves as the head of the Marketing, Strategy, Leadership, & Entrepreneurship Department, is excited to form an intellectual alliance and partnership with FranklinCovey and the Covey family to promote a common cause. “Ethical leadership is one of the pillars of the Huntsman School of Business, and Stephen Covey defines that pillar,” says Davis, who travels the world teaching strategy and leadership. “This kind of leadership speaks to people’s hearts. People know they want this knowledge. Our students want this knowledge. We just need to give them the language to operationalize what they feel and the courage and knowledge to follow through.”

Speaking at the announcement, Hall of Fame football player and Covey disciple Steve Young recalled a chance encounter with Covey in 1991 while on a flight to San Francisco. At the time, Young felt he was at a crossroads in his career, backing up Joe Montana, one of the greatest football players, on the San Francisco Forty-Niners, a historically great team. But Young credits the conversation with Covey with changing his entire perspective. “Stephen changed my life in 60 minutes. Instead of being depressed about being the backup to the greatest quarterback in football, Stephen showed me that I had maybe the greatest platform that hell ever seen from which to find out how good I could become,” noted Young. “And then he asked me if I wanted to see how good I could get. It’s not about comparisons or outside expectations. My whole world turned upside down. He tapped into a part of me that could see that he was telling the truth. From that moment on, I repeated to myself, do you want to see how good you can get, and I repeated back to myself, yes, I do.”

As related by John Miller and Steve Young, a framework of values-driven leadership is meaningful for highly successful professionals. It can also serve adolescents, as is being shown across thousands of elementary schools. The Covey Leadership Center at Utah State University will focus on teaching this leadership paradigm to college students. Dean Douglas Anderson stated that “our students come to us with a strong ethical framework and the will to work hard. We help them develop the analytical skills they will apply in innovative ways in the global marketplace. But more importantly, we seek to reinforce their desire to succeed without ethical compromise. We teach them that as they center on correct principles, they will have the confidence and capability to weather the storms that life will inevitably send their way.”

“My father’s greatest gift, his genius, was to take complex things and make them simple and memorable; to organize, frame, and sequence things that are common sense but not common practice. It’s a leadership style that’s particularly attuned to today’s collaborative, interdependent work environment. It focuses on the development of the whole person,” notes Stephen R. Covey. “He created an operating system of personal effectiveness and leadership, and we’re giving this operating system to the students at USU. It will become a distinctive hallmark of the Huntsman School of Business and Utah State University.”

Full Circle

Stephen Covey served as the initial Jon M. Huntsman Presidential Chair in Leadership at the Huntsman School from 2010-2012. In a signal of their ongoing commitment, Huntsman Foundation President David Huntsman has helped to establish the Stephen R. Covey Endowed Professor of Leadership at the Huntsman School to plan for the success of the next generation of Huntsman student leaders. “Dad always admired Stephen Covey as a great teacher of leadership and a great human being. We’ve established this professorship in his honor to bring the very best talent to the Huntsman School to support our students and the new leadership center,” said David Huntsman. In announcing the establishment of the professorship, Dean Douglas Anderson noted that the mission of the Huntsman School is to develop leaders of distinction in commerce and public affairs. “This professorship and the center are a concrete example of the commitment of the Huntsman and Covey families to our university, and will enable us to establish leadership as a core part of the Huntsman School brand and a core part of the brand of Utah State University. We will immediately begin to search for an accomplished individual worthy of being named the inaugural Stephen R. Covey Professor.”

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— Douglas Anderson

told Covey that he was currently a student, “Stephen matter-of-factly said, ’I’m a student, too,’ and he was serious. He was a student of life,” says Miller. “He took every opportunity to learn whatever he could.”

The vision for the Covey Leadership Center in the Huntsman School is to serve the role at the higher education level that was played by the A.B. Combs Elementary School for primary education, to design and teach principle-centered leadership to college students. Sean Covey, another of Stephen Covey’s sons and currently President of FranklinCovey Education, was heavily involved in the development of the Leader in Me program. When he encountered Covey in 1991 while on a flight to San Francisco, Steve Young recalled a chance meeting with Covey in 1991 while on a flight to San Francisco. At the time, Young felt he was at a crossroads in his career, backing up Joe Montana, one of the greatest football players, on the San Francisco Forty-Niners, a historically great team. But Young credits the conversation with Covey with changing his entire perspective. “Stephen changed my life in 60 minutes. Instead of being depressed about being the backup to the greatest quarterback in football, Stephen showed me that I had maybe the greatest platform that hell ever seen from which to find out how good I could become,” noted Young. “And then he asked me if I wanted to see how good I could get. It’s not about comparisons or outside expectations. My whole world turned upside down. He tapped into a part of me that could see that he was telling the truth. From that moment on, I repeated to myself, do you want to see how good you can get, and I repeated back to myself, yes, I do.”

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— Douglas Anderson
Globally Competitive

The Huntsman DECA team made a big impression on the collegiate stage, taking 2nd place at the 2018 International DECA Competition, held in Washington D.C. Team member Alex Hall noted that “It was really rewarding to take the things that we were learning in the Huntsman School and apply them to business plans, in what some would call, ‘the real world.’”

Leadership Material

Eliza Lin, Marketing and Business Administration, ’19, notes that “as a first-generation college student, I am grateful to attend Utah State University and be involved with the USU Ambassador Program.” Selected from a competitive pool of over 650 applicants to assist in the recruiting and retention of new Aggies, Lin has served in various capacities including Leadership Ambassador, Diversity Ambassador, President’s Ambassador, and Administrative Assistant. This year, as a senior, she was selected to serve as the Ambassador President, leading a group of 108 ambassadors who serve the university by hosting high school visits, campus tours, university events, volunteer work and more. Lin, who interned with General Mills this past summer, will graduate in May 2019 with degrees in Marketing, Business Administration, and Human Resources.

CFA Challenge Winners

Seniors Scott Saunders, Brett Donner, and Brattan Ashcroft won the in-state competition for the CFA Institute Research Challenge. The competition entails research and analysis of a publicly traded company, with a final report recommending a buy, sell, or hold strategy for the company.

Top Honors

Christian Hobbs, Marketing ’18, received the Bill E. Robins Memorial Award, the highest student award given at USU. The award is based on total collegiate achievement, and takes into account academic achievement, leadership ability, and dedication to Utah State University. Hobbs served as president of the Utah State University Ambassador Program and was the Co-Founder and Vice-President of USU’s gentlemen’s a cappella group ‘The Octaves.’ He accepted an offer from General Mills and is working as a business management associate in Arizona.

Woman of the Year

Emily Turner, a quadruple major in International Business, Economics, Political Science, and Asian Studies, with a minor in Chinese, was named USU Woman of the Year.

Sales Idol Sweep

Huntsman School marketing students walked away with first, second, and third place in the statewide Qualtrics Sales Idol competition in March. Pitted against business schools from across the state, junior Paige Sampson took first place, followed by junior Jon Ambrose in second place and senior Chelsea Yoshikawa in third place.

UN Envoy

Student body President and USU Man of the Year Michael Scott Peters was selected as the 2018-2019 U.S. Youth Observer to the United Nations. Peters was chosen from a competitive pool of young Americans between the ages of 18-25 from across the country.

Art at Huntsman

Renowned Utah artist Howard Clark, whose art adorns the walls of Huntsman Hall, was a lifelong friend of Stephen Covey. When Clark learned about the establishment of the Covey Leadership Center, he reached out and donated several more pieces in honor of his friend Stephen. Clark also donated his art to the University of Utah, his alma mater, and to the Huntsman Cancer Institute.
This Fall, the Huntsman School held the inaugural Career Expo to connect Huntsman students with focused opportunities in finance, sales, marketing, and technology. Some 55 select employers connected with over 500 Huntsman students on a Friday morning, and reviews were resoundingly positive. “All in all, I thought that this event was one of the best networking and recruiting events I have been to as a Huntsman student,” commented Business Senator Cam Pitt.

**New Head of Academic Affairs**

Dr. Merideth Thompson has been appointed Associate Dean of Academic Affairs. Dr. Thompson is an associate professor of management and has taught at the Huntsman School since 2012. She recently served as a Faculty Fellow for the Office of Research and Graduate Studies at Utah State University.

“Merideth exemplifies the spirit of the Huntsman School in her excellent research and exceptional teaching ability,” said Douglas D. Anderson, Dean of the Huntsman School. “I’m thrilled that she has accepted a new role that will allow her to continue to help us develop the next generation of ethical and effective business leaders.”

Thompson will work closely with the dean’s leadership team and department heads to recruit, mentor, and support faculty, and ensure that the curriculum remains relevant and challenging. She will also collaborate with students and organizations to enhance the learning environment of the school. “I’m very excited about this new challenge,” said Thompson. “I look forward to strengthening the school’s culture of excellence, supporting faculty, and furthering the mission of the Huntsman School of Business.”

**With Appreciation**

Dr. Steve Hanks is stepping down after leading the Master of Human Resources (MHR) program with distinction, integrity, and unswerving commitment. Under his leadership, enrollments grew from 23 to 125 students, curriculum was significantly upgraded to align around strategy and analytics, the Executive Program and dual MHR-MBA and MHR-MMIS degrees were established, and placement improved significantly. More than 250 students have launched HR careers, average salaries have doubled, and over 80% of students are now placed in the Corporate HR Leadership Development Programs of Fortune 500 corporate.

**New Academic Department**

The Department of Management was divided into two departments, to enable future growth and initiatives to be managed more meaningfully than can be accomplished by a department that has already exceeded an efficient operating size.

The Department of Marketing and Strategy will concentrate on macro- and market-focused disciplines including entrepreneurship and leadership as well as marketing and strategy. Current Management Department Head and Buehler Endowed Professor of Management, Dr. James H. Davis, will lead the newly created department.

"The Department of Marketing and Strategy has a phenomenal faculty who will provide cutting-edge instruction and research on Marketing, Strategy, Leadership, and Entrepreneurship. I am confident that students graduating from our programs of study will not only land great jobs, they will be among the leaders in their fields," commented Dr. Davis. "I believe that the Department of Marketing and Strategy will be among the top programs of study and student placement in the nation in Marketing, Leadership, and Entrepreneurship."
New Faculty

Bruce Boucher ’12
Director, Master of Human Resource Executive Program
MHR, Utah State University

@Huntsman
News and achievements happening on campus

Rick Hardcopf
Assistant Professor of Operations Management
Ph.D., University of Minnesota

James Cannon
Assistant Professor of Accounting
Ph.D., Business Administration (Accounting emphasis), University of Utah

Jared Hansen
Assistant Professor of Marketing
Ph.D., Marketing, Texas Tech University

Katarzyna (Kat) Habu
Assistant Professor of Economics
D.Phil, Economics, Oxford University

Curt Howes
Lecturer, Center for Entrepreneurship
MA, Organizational Communications, Brigham Young University

Pedram Jahanbry
Visiting Assistant Professor of Finance
Ph.D., Economics, Arizona State University

Antje Graul
Assistant Professor of Marketing
Ph.D., Marketing, Business and Management Pathways, Leeds University Business School

Jared Hansen
Assistant Professor of Marketing
Ph.D., Marketing, Texas Tech University

Matt Jaremski
Associate Professor of Economics
Ph.D., Economics, Vanderbilt University

Steve Milovich ’79
Senior Lecturer & Executive in Residence
MBA, Pepperdine

Ayse Sapci
Assistant Professor of Economics
Ph.D., Economics, Vanderbilt University

Chalon Keller ’97
Professional Practice Assistant Professor
Ph.D., Utah State University

Pedram Jahanbry
Visiting Assistant Professor of Finance
Ph.D., Economics, Arizona State University

Sepideh Raei
Assistant Professor of Economics
Ph.D., Economics, Arizona State University

Craig Palsson
Assistant Professor of Economics
Ph.D., Economics, Yale University

Lianne Wappett
Lecturer
MFA, Studio Art + Design, University of Idaho

Lynn Rees
Bonnie B. and James H. Quigley/Deloitte Foundation Professor
Ph.D., Arizona State University

New Faculty
Common Myths of Workplace Anger

Message in the Madness: Debunking Common Myths of Workplace Anger
Published in Academy of Management Perspectives
Ronda Callister, Professor, Management department, and others

Myths about anger are common in organizations. The authors outline three myths, which include equating anger with aggression, viewing employees who express anger as insubordinate or believing that anger is a productive motivational tool. This article examines previous work to dispel these myths and provide new thinking about emotion expressions at work. By examining scholarship on positive and negative outcomes of anger expressions and clearly differentiating between aggression (which is more damaging) and anger - the authors identify positive outcomes. This article examines a positive perspective on workplace anger suggesting anger expressions can promote valued dialogue and facilitate the airing of differences. These can result in improved working relationships and movement toward organizational goals and beneficial change.

Why Sabotage Customers Who Mistreat You? Activated Hostility and Subsequent Devaluation of Targets as a Moral Disengagement Mechanism
Published in Journal of Applied Psychology
Juleena Bonner, Assistant Professor, Marketing & Strategy department, and others

When people are mistreated they often experience an impulse to retaliate against the perpetrator. This is a common occurrence in the workplace and a natural reaction to this is to lash out in retaliation toward the perpetrator. In recently published research my colleagues and I find that when customers mistreat (e.g., yell at, belittle, demean) employees, employees experience an intuitive emotional reaction in the form of hostility. Hostility then triggers a rationalization process, which allows the employee to justify mistreating the customer in return (retaliation). However, while the process from mistreatment to retaliation happens fairly intuitively and quickly, we also find that this process can be disrupted in organizations that foster an ethical climate, thereby reducing instances of employee retaliation.

Passive Institutional Ownership, R2 Trends, and Price Informativeness
Published in The Financial Review
Jared Decuir, Assistant Professor, Economics & Finance Department, and others

Financial market efficiency depends on investors actively trading stocks based on information acquired about the firms. However, passive investing (e.g., index mutual funds and index exchange traded funds) is becoming increasingly popular to individual investors due to its low transaction and monitoring costs. Passive investing is not information-based investing. Its trades are based on maintaining a benchmark index and passive institutions buy and sell stocks in lockstep. Although retail investors clearly benefit from the diversification provided by passively managed portfolios, it comes at a cost of reduced market efficiency. We show increased passive investing is associated with increased stock return correlations (which decreases diversification benefits and increases crash risk) and less informative stock prices (e.g., stock prices are less reflective of the firms’ underlying value).

Winner of the 2017 Readers’ Choice Best Paper Award in The Financial Review.

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Teaching By Using Real World Example
Mike Dixon, Assistant Professor, Management department

After receiving a request to complete a survey about his experience at a local branch, Assistant Professor Mike Dixon reached out to senior executives at America First Credit Union to see if they’d be interested in designing a teaching case study about the quality of service interactions. With the help of two graduate students Justin Canova (MBA 2018) and Luis Armenta (MHR/MBA 2018), Dr. Dixon worked with executives to create a case study that could be used in his MBA Strategic Supply Chain Management course to give students closer access to real problems faced by a leading community organization. The case challenges students to generate solutions to customer service issues in a call-center environment. The case was recently nominated as a finalist for a Best Teaching Case Award to be decided in the Decision Sciences Institute annual conference in late November in Chicago.
Keep us updated! Email your news to huntsman@usu.edu.

LA Influential
Gene Dunford, Marketing ’91, was named by the Los Angeles Business Journal as one of the 500 most influential people in Los Angeles. Dunford, a senior vice president in corporate banking with Umpqua Bank, is a 25-year veteran of LA’s commercial banking sector. Dunford’s team specializes in middle-market and upper-middle-market commercial and industrial companies. Recent deals include financing and deposit arrangements with commercial insurance, apparel, auto parts, pharmaceutical and real estate companies. Dunford also helped secure $42 million in bond financing for three private schools in Los Angeles. In an interview with the LA Business Journal, he noted that “helping clients achieve their dreams and aspirations is always my proudest moment as a banker.”

Community Organizer
Huntsman School Director of External Relations Kim Larson, Marketing ’00, MBA ’03, was named as the Utah State University Associate Vice President for University Advancement, responsible for alumni relations. Larson was a key contributor to the completion and opening of Huntsman Hall and the School’s branding and marketing effort for the past seven years.

Empowering Others
Dalton Wilson, Management Information Systems ’16, began his career as a software engineer for the Huntsman Cancer Institute in the research informatics department. Soon after, he began shadowing the founder and executive director of the Opportunity Fund for Developing Countries (OFCD). The OFCD is a Utah-based non-profit that raises capital to “empower women, educate children, and enhance health for all.” The fund currently focuses efforts on schools and women’s health in Kenya.

“The organization was winding down when I came on board and was in its last year of operation,” Wilson said of his experience beginning with the OFCD. “I shadowed underneath the founder to become more familiar with the organization and take over the role of executive director to keep the organization going.”

Wilson took his first trip to Kenya with the fund in September 2017 and was voted in as the executive director by the board of trustees in November 2017. He continues to work full-time at the Huntsman Cancer Institute in addition to his volunteer work at the OFCD.

Alumni of the Year
Finance grad Duane Shaw ’73, and his wife Marci were named USU Alumni of the Year. Their Aggie pride runs deep. Duane grew up near Old Main Hill, and all six members of his family graduated from Utah State. Marci also grew up in Cache Valley and attended USU. Duane began a career as a mortgage banker shortly after graduation and went on to found Academy Mortgage Corporation in 1988. Today, with over 330 branch offices and licensed in 49 states, the company is one of the nation’s largest independent mortgage lenders. Duane and Marci are longtime supporters of the Huntsman School, where Duane serves on the National Advisory Board.
Professional Achievement Award Recipients

Each year, the Huntsman School recognizes outstanding achievements or sustained excellence of our alumni and friends through our Professional Achievement Awards. During 2018, we recognize three amazing entrepreneurs, all three of whom are recipients of the EY Entrepreneur of the Year award, two of whom are loyal Aggies, for being open to opportunity and creating value for themselves and for their communities.

Sam Malouf, ’04
President & CEO, Malouf

In trying to upgrade their bedding during college, Sam and his wife Kacie discovered an enormous markup on high-end sheets. What started as a business in their two-bedroom apartment is now a multinational company with over 1,000,000 sq.ft. of space. Malouf was recently recognized as #7 on the Utah Business Fast 50 list. In addition to running a fast-growing business, Sam and Kacie are also deeply engaged in their community through the Malouf Foundation, and especially in helping combat sex trafficking through a partnership with Operation Underground Railroad.

David Jenkins, ’95
President & CEO, Conservice

While working in property management, Jenkins recognized the need for a better utility billing solution in the multifamily industry. Conservice, the company he founded with two employees and one customer, now serves over 3 million units across residential, multi-family, and commercial segments across all 50 states and Canada.

Amy Rees Anderson
Founder & Managing Partner, REES Capital

Entrepreneur, author, philanthropist, Amy Rees Anderson is the founder and managing partner of REES Capital and of IPOP Foundation, both of which focus on entrepreneurship. She was also the founder and CEO of MediConnect Global, one of the largest cloud-based health information exchanges.
It's fair to say few people have taken the full measure of their experience at Utah State, or given back in so many ways, more than Mark Holland: water bomber, student body vice president, Chairman, Huntsman School National Advisory Board, USU Trustee, donor, True Aggie.

A 1986 marketing graduate, Holland began his career as a financial planner before finding his way to Intermountain Staffing. He also founded Ascend HR Solutions, an HR outsourcing company, and more recently, co-founded Ascend Medical.

Intermountain Staffing, among the largest staffing companies in the United States, provides temporary staff for companies specializing in light industrial work, entry-level trade position and entry-level clerical positions. They have offices in Utah, Idaho, Colorado, Nevada and Arizona, and they fill jobs throughout the West. In 1995 Holland founded Ascend HR Solutions, an HR outsourcing company. Ascend was listed as #17 in Inc. Magazine’s Inc. 500 list in 2000 and has been included in the Utah 100 nine out of ten years in a row. The company was honored as the 8th largest revenue increase of all companies in Utah in 2010. Holland is co-founder of another high growth company, Ascend Medical, a provider of temporary doctors working throughout the U.S.

Holland attributes his entrepreneurial spirit and his leadership philosophy to his childhood and adolescence. His father passed away when he was 5 years old, and the family moved 20 times in Holland’s first 20 years. Those experiences have contributed to his personal mission statement, which states that nothing is more important than family; old friends are a most valuable treasure; and balance leads to profitability. It is also a big reason why he and his wife Wendi have provided scholarships for USU students who are single parents.

Holland views one of his roles as CEO to be the gatekeeper of culture, and a central tenet in building a healthy workplace culture is to assume good intent. “If I can assume good intent, I become healthier, I become happier, I’m nicer to be around. It leads to trust. To be able to develop a strong culture, we have to have trust,” Holland notes. Trust is also predicated on integrity. “Life is too short to make conscious decisions to compromise our integrity.”

The integration of personal values and work values has ended up contributing to the balance between life and work, and that balance has been a key to success. As Holland states, “Finding balance in an increasingly busy world creates life success alongside of work/family/other things we put our talents to. Mix in some exercise and adventure and a passion for the Aggie Nation - that is a great recipe for success!”
Microsoft to Nike

Tyler Allen, Management & Human Resources ’00, is the Senior Director of Human Resources at Nike. After graduating from the Huntsman School, he joined Arthur Andersen, one of the Big Five Public Accounting firms. He went on to Michigan State University for a Master’s degree and landed a job in Microsoft’s newly formed Human Resources Development Program. At Microsoft, Tyler worked on the Mergers & Acquisitions team and performed a two-year assignment in Munich, Germany, where he had significant responsibilities in Human Resources for Central and Eastern Europe. “This was an amazing experience both professionally and personally,” Tyler said. “Living amongst and working with people from so many different countries and backgrounds and where we were in the minority was an amazing long term learning experience not only for me but for my wife and children as well.”

Tyler received the Practice Management Award for his work on the acquisition and integration of Nokia, a culmination of two years of work. In his current role at Nike, Tyler leads the HR team for the global apparel business. His division is responsible for the product management, design, and manufacturing of all of Nike’s clothing, accessories, and equipment business. “My team is responsible for building extraordinary teams that will achieve our business strategy – to bring inspiration and innovation to every athlete in the world,” Tyler explained.

Tyler encourages his colleagues to develop and maximize the power of a network and the importance of doing great work on a daily basis. “Rarely do you work on anything in isolation,” he says of networking. “Being able to tap into your network to learn from others’ experience can be most helpful in solving problems and accomplishing objectives.” Tyler says that many workers take their eyes off the ball (the daily routine) in search of the next project, and these people fail to produce great work. “Keep your eye on the ball and knock it out of the park – then they’ll come calling.”

Aggie Communicator

Jessica Larsen, Marketing ’12, joined the Utah Governor’s Office of Management and Budget earlier this year as their communications director. She is responsible for devising and implementing a communications strategy for the office, using the full gamut of marketing and communications, including media relations, graphic/web design, social media and content creation. Prior to this position, Jessica spent three and a half years as the communications director for World Trade Center Utah.

A New Adventure

Huntsman School National Advisory Board member Texas White was often the only woman on the leadership team in a 20-year career spent in the C-Suite at various companies. And so, she decided to step down as the EVP of human capital at Vivint Solar to help develop and highlight the talents of women across the globe as the founder of SHE Team. She has already put her new hat to work for the Huntsman School, moderating panels as part of our Focused Fridays initiative.

Aggie Legacy

Alan Raymond, Finance ’88, and Skyler Raymond, Marketing ’13, MBA ’16, shared their life and career experiences at the Huntsman MBA Fall Start-up meeting. Alan is vice president of sales at DigiCert, a technology company based in Draper, Utah, while his son Skyler is an ACCOUNT executive with Adobe. Alan’s grandparents, Ace and Arvilla, both graduated with degrees in business from USD, making Skyler and his sister Savannah fourth-generation Aggies.

Silicon Valley Success Story

Jimmy Stephens, Finance ’17, initially landed with SoFi, an online personal finance company based in San Francisco. When a couple of senior executives left SoFi for a tiny start-up called Brex, Jimmy joined them. In a very short period of time, Brex has found the perfect product-market fit, providing capital for start-ups through corporate credit, rather than the personal credit of founders, and is becoming the go-to company for Silicon Valley entrepreneurs.
LEADERSHIP GIFTS

In recognition of individuals and organizations whose cumulative giving to the Jon M. Huntsman School of Business exceeds $100,000.

**Benefactor**
$500,000 – $1,000,000
- William & Patricia Child
- O. C. T anner Company
- Duane, ’73 & Marci M. Shaw
- Woodye B. Searle & Vonetta S. Searle Trust
- The Larry H. & Gail Miller Family Foundation

**Leadership**
$100,000 – $499,999
- The Huntsman Foundation
- Utah Jazz Foundation
- Zions Bank

**Sustaining**
$50,000 – $99,999
- American Express Travel Related Services
- Time Warner Cable

**Supporter**
$20,000 – $49,999
- AIM Utah

**Friend**
$10,000 – $19,999
- AIM Utah
- ABS Utah

**Advocate**
$5,000 – $9,999
- Salt Lake Building Trades

**Contributor**
$1,000 – $4,999
- Workday

**Supporter**
$100 – $999
- Wesley J. & Cori A. Yeomans

**GIVING MAY 2017 – AUG 2018**

**To the Jon M. Huntsman School of Business**

**$500,000 and above**
- Frank E. and Helen M. Clark
- Menlo F . Smith
- Duane & Marci M. Shaw
- Dell Loy Hansen, ’82
- Kem & Carolyn Gardner
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**$100,000 – $499,999**
- Booz Allen Hamilton
- Boeing Company
- Joseph L. & Karen Dunn Black, ’58
- Alan K. & Kathleen Allred, ’72
- Great Plains Software
- Goldman, Sachs, & Company
- FJ Management, Inc
- Ernst & Young Foundation
- Mark V . , ’95 & Jennifer Erickson ’94
- Charlie & Trina Denson
- Deloitte Foundation
- Harold W ., ’48 & Ruth B. Dance, ’49
- Howard Clark

**$10,000 – $19,999**
- AIM Utah
- ABS Utah
- ABS Utah

**$5,000 – $9,999**
- Salt Lake Building Trades

**$1,000 – $4,999**
- Workday

**GIFT MATCHING**
Will your company match your gift to the Huntsman School?

Through matching gift programs, many companies allow employees the opportunity to multiply the impact of their personal contributions. If your company sponsors a matching gift program, you can easily increase the impact of your gift.

To see if your company will match a gift, please visit: www.usu.edu/alumni/giving/giftMatching.html
The contributions listed above reflect direct donations to the Jon M. Huntsman School of Business from May 1, 2017 to August 30, 2018. We apologize for any inaccuracies.

Thank you to our alumni and friends for always putting our students first.

$99 and below
Alexis C. C.活動
Makoto Atobe
Takahiro Okuda
Yoshiki Takeuchi
Takahiro Uemura
Takumi Katagiri

$100 to $250
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Takumi Katagiri

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$500 to $1,000
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Takumi Katagiri

$1,000 to $2,500
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Takahiro Okuda
Takahiro Uemura
Takumi Katagiri
How I’m BUILDING HUNTSMAN

Crystal Maggelet
Chairman & Chief Executive Officer, FJ Management, Inc; Huntsman School National Advisory Board Member; USU Board of Trustees

I grew up in Brigham City, and can still remember coming to Logan to start school. I got involved with the Alpha Chi Omega sorority and student government, and had a great time at Utah State, and I’ve always felt that USU offers so many great opportunities to students. So even though I ended up graduating from Pepperdine University, my time at USU was a really formative experience. I feel strongly about preparing students for life beyond college because we believe it’s really important to hire quality students. We wanted to help with the creation of a career center because we knew it would be a launching pad for a lot of students and a lot of careers, and I hope some will be at FJ Management.

I have served on the Huntsman School National Advisory Board and currently serve as a Trustee of Utah State University. This service has provided wonderful opportunities to interact with faculty and staff and the incredible students at USU. My husband Chuck and I support the Huntsman School and Utah State because we believe Utah State students are grounded. They have great values. They have been given a great education. They are extremely hard workers and have a lot of integrity and honesty, which I really appreciate. Students should follow their dreams. You don’t always know exactly what your dream is. The best you can do is work hard, study hard, and when opportunities come your way, take those opportunities even though they may scare you.

Every one of us has the power to help Build Huntsman and propel us forward in our journey to the top-tier. It’s as simple as:

- Find future Aggies
- Mentor students
- Hire Aggies
- Host students
- Make a gift

Visit huntsman.usu.edu to get involved and help Build Huntsman for the next generation of Aggies.
This School, the State, the nation and the world lost a great leader, a highly successful entrepreneur, and a global visionary on February 2, 2018 when Jon M. Huntsman died at age 80 at his home in Salt Lake City.

Jon loved Utah State University, and he loved the School of Business that since December 3, 2007 has borne his name. He liked to say, “I have been observing Utah State University for the past 50 years, and this is the finest college in America. I didn’t go there, but I recognize it as the institution where I would go today if I had to select the best university.”

The son of an Idaho schoolteacher, Jon and his wife Karen have devoted their lives and $1.5 billion to improving the human condition, working to eradicate cancer, and to provide educational opportunity for thousands of students.

In 2007 he challenged us to build a business school that produces students who can compete with the best and the brightest anywhere in the world. Last year, he doubled his investment to more than $50 million and helped us secure another $25 million from his friend, Charles Koch.

His challenge in 2007 has brought us world-class faculty, incredible new curricular and extracurricular opportunities, local, national and global accolades, and in 2016 a beautiful, state-of-the-art building.

Jon saw our potential when he said, “There is a remarkable atmosphere on the campus and in the community of Logan. The university has a sense of purpose. There is a remarkable quality of life here. These features will all combine to help us make this business school one of the finest in the country.”

Jon Huntsman believed in us. USU is a much better institution because of his generosity, friendship, and love. He was our partner every step of the way. He was totally aligned with our vision, but he constantly encouraged us to reach higher, dig deeper, and accomplish more. If I were dean for 100 years, I doubt we could find another partner of such surpassing gifts. We miss him greatly.

— DEAN DOUGLAS D. ANDERSON