TO WIN GLORIOUS TRIUMPHS, EVEN THOUGH CHECKERED BY FAILURE >>

P. 18
One of the more dramatic parts of the incredible landing of NASA’s Mars rover, Perseverance, on the red planet on February 18, 2021, was the unfurling of the rover’s parachute. The colorful design, shown on our cover, as well as here, revealed a pattern, later discovered as binary code, that spelled out a special message:

DARE MIGHTY THINGS

cover illustrations by sam peart
MESSAGE FROM THE DEAN

The world thrilled last February when the Mars rover, Perseverance, began its descent at more than 12,000 miles per hour, toward the surface of the red planet. It would have just seven minutes to slow down enough for a gentle touchdown. A series of maneuvers heated the capsule to 1,000 miles per hour. At that point, the landing system called for the use of a parachute. According to NASA and Jet Propulsion Lab engineer, Anita Sengupta, “It is the largest and strongest super-sonic parachute that we’ve ever built... It has to withstand 65,000 pounds of force, even though the parachute itself weighs about 100 pounds.”

Cameras captured the descent and the deployment of the parachute. At a news conference following the landing, the engineer in charge of the landing system dropped a hint that its pattern might contain a hidden message. About two hours later, a computer science student in Paris cracked the code and posted it on Twitter: “Dare Mighty Things!”

Huntsman students will recognize “Dare Mighty Things” as our motto, emblazoned on the walls of Huntsman Hall, and taken from a famous speech of President Teddy Roosevelt.

To me, “Dare Mighty Things” implies a bias for action and learning. It is important for students to understand that everything they do can be a learning opportunity—whether it results in winning or not. Naturally, we want our students to get the full measure of their college experience inside the classroom. But it is just as important for them to seek opportunities to learn outside the classroom through internships, competitions, student clubs, and the like. We call this “experiential learning,” and we know it is powerful. In this issue of Huntsman Business, you will read about how some of our students have applied this formula to great effect.

As NASA’s great success with the Mars rover, Perseverance, reminds us, we are a species of explorers. We learn by doing as well as by study. We face setbacks, but also engaged in co-curricular opportunities that deepen and expand the lessons we learn in the classroom.

Our students graduate not only with an excellent academic experience but having also fully engaged in co-curricular learning. It is important for students to understand the code and posted it on Twitter: “Dare Mighty Things!”

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We want to expand the number of students who experience these opportunities. To that end, we are embarking on a “Learning by Doing” campaign. For the next decade, we aim to supplement these investments by focusing and scaling our experiential learning opportunities. Our goal is to have more of our students graduate not only with an excellent academic experience but having also engaged in co-curricular opportunities that deepen and expand the lessons they learn in the classroom.

As NASA’s great success with the Mars rover, Perseverance, reminds us, we are a species of explorers. We learn by doing as well as by study. We face setbacks, but we “persevere,” we learn – and ultimately, flourish.

*These comments were taken from Dean Anderson’s Commencement Address, May 6, 2021. The full address may be viewed on the Huntsman School YouTube channel.

Dean Douglas D. Anderson

Huntsman BUSINESS

The Big Picture

To Win Glorious Triumphs, Even Though Checkered by Failure

Learning by doing as a complement to learning in the classroom may hold the key to success

At the Top of Their Game

Learn what drove Indra Nooyi and Michelle Smith to achieve excellence in their careers

A Man of Rare Utility

Six ways that David Jenkins helps people unlock their potential in business

Features

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A Year in Numbers
2020-2021

PROGRAM RANKINGS
- Master of HR RANKED #1 IN THE USA
- Degree in Economics RANKED #3 IN THE USA
- Master of Science in Financial Economics RANKED #9 IN THE USA

CLUB RANKINGS
- Beta Alpha Psi Student Chapter earns Superior Chapter status
  - 42 years in a row longest streak worldwide
- AIS earns DISTINGUISHED CHAPTER 3 years in a row
- ProSales earns Utah State Organization of the Year

COMPETITIONS
- 2021 Beta Alpha Psi Rocky Mountain Region Best Practices Competition
- CFA Institute Research Challenge, State and Regional
- PBL State Leadership Conference, Three First Places
- Enactus US National Sustainability Development Goal Pitch Competition
- State DECA Competition, Two First Places
- International Executive Challenge
- 2021 Utah HR Council State Competition

ENTREPRENEURSHIP
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STUDENTS RECEIVED
- $4,186,160 in scholarships from the Huntsman School
- Students received 4,186,160 in scholarships from the Huntsman School

CAREER DEVELOPMENT EVENTS
- The Huntsman School held 223 career development events during the past year, including 175 virtual events

THE HUNTSMAN SCHOOL
- Students received 14% of Presidential Scholars at USU are Huntsman students
In February of 2016, I landed in Fielding, UT. Why Utah? Because, like so many immigrants, it was the only place in the US where I had some family. After graduation from Bear River High School, I attended the Intensive English Language Institute (IELI) at Utah State University for two semesters. I graduated from IELI to start my college experience in January 2018. I spent two years just going to classes, and then going to work at Wal-Mart, without being involved in any activities or school clubs or other programs. I then found out about the Huntsman Scholar Program, applied, and was so elated to be accepted. Once I joined the program, my educational and professional experience changed 180 degrees. I started being open to more opportunities and got connected to faculty, staff, students, and business professionals. I participated in the Global Learning Experience in Peru in Summer 2019, and London in Spring 2020. These experiences would not have been possible without the scholarships provided by the Huntsman School.

More doors opened to me as I joined the International Business Club, where I now serve as the club president. I managed the USU Arabic Club and became a member of the Covey Leadership Fellows and the Huntsman Profsales program. I got inspired by many of my fellow students, and so I started looking for opportunities outside of the business school. I became an honors student and a student mentor at the Aggies First Scholars program. The Huntsman School pushed me to get out of my comfort zone by opening so many opportunities, like Focused Fridays, student clubs, and interactions with professionals. Because of this constant activity and learning, I could answer the question: “Who are you and what is your desire in this life?”

The decision to immigrate is very difficult and has its ups and downs. My family is now split between Algeria and the US. I went five years without seeing my mom, four years without seeing my nine-year-old brother, and two years without seeing my father. It is so hard to stay strong and keep my mental health higher while having many things going on at the same time. But I came to the US with one goal, to succeed. I have seen the sacrifices of my parents, who have sent their kids to the US from our native Algeria so that we can all have a chance for a better life.

Everyone in the Huntsman School is there to help students who ask for it. I advise my friends from all over the world and especially Algeria to come and study at Utah State University. I will convince people from around the world to get a chance to be an Aggie because I really have grown a lot these past two years and became a new Hadjer.
Huntsman finance students Jack Baldwin, Spencer Powell, Ryan Voges, and Jared Warnock, won the CFA Institute Challenge for the State of Utah, the fourth year in a row that a team from the Huntsman School has taken State, and then advanced to the sub-regional competition in the Western U.S. This placed them among the top 15-nationwide and the top 45 globally for the CFA Institute Challenge this year.

The students estimated that they spent between 100-150 hours over the last semester preparing to compete in the CFA Institute Challenge, an elite global competition of more than 6,000 of the brightest and most dedicated finance students from more than 1,000 universities in 95 countries across the globe.

The competition requires each student team to conduct an in-depth analysis on a publicly traded company. The students produce a written research report on the company, along with a recommendation of whether to buy, hold or sell the stock. They take on the role of a real-world research analyst and must evaluate every aspect of the company: its industry, competitive position, management, risks, cashflows and environmental, social and government-related factors affecting the company. All this must be distilled into a 10-page report, which is submitted to the competition judges, followed by a concise and compelling verbal presentation. The teams are judged based on the thoroughness of the analysis and knowledge of the company.

While the time commitment and rigor required by the competition may seem extreme, “they know what they’re getting themselves into,” said Paul Fjeldsted, senior lecturer in the Department of Economics and Finance at USU Huntsman, and the faculty advisor for the Finance & Economics Club. “It’s a major commitment.”

“I am continuously amazed at how much extra time some professors are willing to give,” said Baldwin. “I have no doubt that our advisors are not only some of the best that the business school has to offer but some of the best in the country.”

“I think we should all do more hard things – it makes us better people,” said Baldwin. “It doesn’t have to be the CFA Challenge of course, but it should be something equally difficult... I’m going to try harder things and I invite all Aggies to do likewise. We’ll be much more valuable to the world if we make it a habit.”

Huntsman Finance Students Among the Top 15 Nationwide

The Geraldine Robins award went to Brock Hardcastle, recognized especially for his work on a project to eliminate the cost of feminine hygiene products across campus.

The Nicholas Robins award went to Sami Ahmed for his advising efforts over the past two years serving as USU’s Student Body President, especially during this past year with the complexities of the pandemic.

The Legacy of Utah State award went to Ashley Money, who returned to school after becoming widowered with young children. During her time at Utah State, Ashley became the President of the Human Resource Management Club and used the challenges surrounding COVID-19 to include other national schools in virtual events.

2021 Huntsman Student Awards

Valedictorian: Jack DeSpain, Finance
Scholar of the Year: Charity Parkinson, Accounting
Graduate Student Researcher of the Year: Ryan Voges, Financial Economics
Undergraduate Student Researcher of the Year: Jake Harrison, Management

2021 USU Student Awards

Undergraduate Student Researcher of the Year: Jake Harrison, Management

Undergraduate Student Researcher of the Year: Ryan Voges, Accounting

Graduate Student Researcher of the Year: Ryan Voges, Financial Economics

Scholar of the Year: Charity Parkinson, Accounting

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Hunt Student Awards

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Geraldine Robins Award

Brock Hardcastle, Marketing

Nicholas Robins Award

Sami Ahmed, Finance

Legacy of Utah State Award

Ashley Money, Management

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STUDENTS FORGE NEW CONNECTIONS AT INTERNATIONAL LEADERSHIP CASE COMPETITION

The Covey Leadership Center hosted the first virtual International Executive Challenge (IEC), on March 19, 2021, bringing together student teams from six countries. As a virtual leadership case competition, the IEC gave students from around the world the chance to develop their leadership skills, expand their network internationally, and compete for $2,000. The event included student teams from Stellenbosch University (Cape Town, South Africa), Erasmus University (Rotterdam, Netherlands), University of Zürich (Zürich, Switzerland), the University of Manchester (Manchester, England), Kühne Logistics University (Hamburg, Germany), the Wharton School at the University of Pennsylvania, and Utah State University.

To compete, 12 teams of four students each were given one week to create a 10-minute presentation based on a leadership-themed case study. In the first round, teams were divided into three virtual rooms and delivered their presentations to a panel of judges. In the second round, the three finalist teams were given a twist in the case and one additional hour to adjust their presentations. Following the final presentations, the winners were selected and awarded prize money.

This year’s judges were comprised of political, business, and education leaders from around the world, including The House of Lords of the United Kingdom, FedEx Corporation, John Deere, Acumen Learning, Algor Technology, Algorig Solutions, Conservice, Zerorez Franchising Systems, McOmber Capital, and SMCOVY.

The first and second place teams in the 2021 IEC were both from Erasmus University. Third place was claimed by USU. A networking event following the competition further developed the participants’ relationships with one another and gave the students a chance to network with the judges.
ON CAMPUS // NEWS

HEARD AT Huntsman

Every week, alumni and friends visit the Huntsman School to connect directly with students about careers and life. Here are some of their words of wisdom.

“I could spend my whole life worrying what other people think and never get to control that, because people are going to think whatever they want to think.”

Amy Rees Anderson, Founder and Managing Partner MindCure Global & REES Capital

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Amy Rees Anderson, Founder and Managing Partner MindCure Global & REES Capital

“There’s more pleasure in giving than taking. If you give you get back.”

Eddie Jaku, Holocaust Survivor, Author

“Even in the deepest of trouble and chaos, there is always that silver lining of what you begin to learn about yourself.”

Kenny Ingham, Co-Founder and Managing Director, Shireen Research

“Resiliency is not something that you are born with. It’s a skill that you develop through lived experiences. Resiliency is that trait or ability to bounce back. It’s the ability to bounce back long term.”

Michelle Smith, Senior VP of Designation and Operations, Larry H. Miller Management Corporation

“Unconditionally investing in others will actually give you a higher return than if you myopically invest just in yourself... I think in giving is a lot of receiving and any culture that wants to function and live in harmony with others needs to give as much or more.”

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“We all have an obligation to educate ourselves and to be prepared to be the next generation of leaders.”

Lisa Jackson, VP, Environment, Policy and Social Initiatives at Apple

“I’ll continue to do it because it needs to be done, whether it can be done or not—that’s not my concern.”

Muhammad Yunus, Founder of Grameen Bank, Nobel Peace Prize Laureate

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Watch our Focused Fridays playlist on the Huntsman School YouTube channel: huntsman.usu.edu/youtube
The First Annual Huntsman Student Research Symposium, our students who are planning to pursue academic careers capacity to conduct rigorous research. We wanted to provide an avenue to present and disseminate their research," said students anywhere in the world. This includes our students’ sponsored by the Huntsman PhD Preparation Association was presenting and three teams winning cash prizes. without their efforts and leadership, we would not have been able to compete at the top," said BAP advisor, Chris Skousen. “Colton and Diana are tremendous students who are difference makers both inside and outside the classroom for our students.”

The symposium was organized to allow undergraduate and graduate students an opportunity to present and discuss business-related research in an open and friendly atmosphere. The students at the Huntsman School rival the quality of graduate students an opportunity to present and discuss business-related research in an open and friendly atmosphere. The students at the Huntsman School rival the quality of research presentations including titles such as “Take a Chance or Play it Safe? The Influence of Risk Orientation on Business-related Research”, “Listening? How Leader Humility Increases Employee Voice”, “Public Opinion Toward Immigration Policy”, and “Is Anybody Jeopardy or Not? Investigating the Experience of Black Women Entrepreneurs Seeking Small Business Loans”. Participating students conducted their research with the Center for Growth and Opportunity, and other students worked with a faculty partner. Many of the projects presented will go on to be featured in university-wide symposiums or published in academic journals. First, second, and third-place prizes were awarded to the following groups:

First – Alexandra Tabbs and Dr. Sterling Bone, “Double Jeopardy or Not? Investigating the Experience of Black Women Entrepreneurs Seeking Small Business Loans”.
Second – Jake Harrison and Dr. Christopher Hartwell, “Structuring the Social Media Assessment During the Hiring Process”.
Third – David Jung and Varsha Mandadi “Immigration and Economics of U.S. Industries”.

The Intermountain Growth Summit, hosted by the Huntsman School entrepreneurship center, is the premiere forum for small and medium-sized enterprises—the often overlooked 99.9% of all businesses in the Intermountain West. The summit connects entrepreneurs, innovators, business owners, managers, and community leaders who want to expand their enterprises plus those supporting organizations that help facilitate growth in the community. The 2021 summit also recognized six organizations for innovation and community development, as well as Camp Chef founder Ty Measom for his entrepreneurial leadership.

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**Pathfinder Award**
Given to organizations that have shown innovation in managerial, marketing, or logistical strategy or operations that have resulted in a significant positive growth of the organization in the last 36 months.

**Bedrock Award**
Given to organizations that have made a determined effort to select or stay in intermountain communities with an aim to support and grow the economies of these communities.

**Touchstone Award**
Given to organizations that have stood the test of time, building their organizations within, alongside, and to benefit their communities for multiple decades.

**Beacon Award**
Given to an individual that exemplifies and stands as a shining example of community-focused entrepreneurial spirit and leadership.

“Even though we now live in a totally connected world and are part of the global economy, we still belong to a community of businesses, institutions, and people. Real value is found in supporting our communities in mutually beneficial ways. Mentoring, providing capital, and networking relationships that foster individual success, makes our communities a better place to live, work, and recreate.”

—Ty Measom
Beacon Award Recipient
Founder of Camp Chef
TO WIN GLORIOUS

TRIUMPHS

EVEN THOUGH CHECKERED BY FAILURE

BY MEGAN PARKER

Marketing major Gabby Mars believes that every new student that embarks on their academic path at Utah State University’s Jon M. Huntsman School of Business should visit the word mural on the north side of the ground floor of Huntsman Hall and read the Theodore Roosevelt quote that is illustrated there:

“Far better is it to dare mighty things, to win glorious triumphs, even though checkered by failure, than to rank with those poor spirits who neither enjoy nor suffer much, because they live in a gray twilight that knows not victory nor defeat.”

The typography of the mural emphasizes the Huntsman School motto to “Dare Mighty Things,” but Mars pointed out that two other words feature prominently in the artwork: victory and failure.

“It may seem odd to find the words victory and failure so close together,” Mars said. “I think this dichotomy is at the heart of what it means to learn by doing. Every mistake we make will lead us closer to the next learning victory. And for that reason, every failure and victory in our education is something to celebrate.”

Mars faced her moment of potential defeat when she took her first accounting class at the Huntsman School. Up until that point, the classes of her chosen major, while rigorous, had come naturally to her. But accounting was a different learning experience. Determined to succeed in accounting, she attended many student-led tutoring sessions and sought the help of her professor who showed a genuine interest in helping her. Eventually, Mars was able to learn the material and receive a grade that she was satisfied with.
MOST HUMAN BEINGS ARE COMPARABLE TO THE PROVERBIAL “UNBORN MASTERPIECE.” THEY NEVER KNOW WHAT TALENTS THEY POSsess UNTIL THEY TAKE THE PLUNGE. WE EACH HAVE WITHIN US A LOT OF ABILITIES THAT OFTEN TIMES WE DON’T RECOGNIZE UNTIL THEY ARE TESTED.

—JON M. HUNTSMAN

In describing the challenge, Marc realized that “my best doesn’t always look the same in every situation.” As a student entering her senior year at Huntsman, Marc has immersed herself in the college experience. And even when facing difficulty, Marc radiates optimism and drive.

This indomitable work ethic has been ingrained in the school’s culture through Utah’s hardy pioneer heritage, industrious first-generation immigrants, and the school’s namesake, Jon Huntsman himself. He believed that every student—no matter the opportunities they were born into—could become an influential leader.

Douglas Anderson, Dean of the Huntsman School of Business, believes that great leaders, like Theodore Roosevelt and Jon Huntsman, gain wisdom and insight of Business, believes that great leaders, like Theodore Roosevelt, who is an inspirational figure in Anderson’s life, experienced the death of his mother and young wife on the same day. He then threw himself into the work of cattle ranching in North Dakota, even earning the respect of authentic cowboys by learning to rope, hunt and ride western style. Simultaneously he went about organizing other ranchers to address problems of overgrazing and other shared interests, only to have his entire herd wiped out by an uncommonly severe winter a few years later. In his next foray into public office, he lost the bid for New York City mayor and feared his political career might never recover. The wide and varied experience Roosevelt gained through personal and professional challenges made him an effecual and unforgettable leader.

Like Roosevelt, Dean Anderson said, “you never know where you’re going to collect the building blocks for a career. They come both through success and through failure. As I reflect on my own life, I think of the most important, powerful lessons I’ve had were setbacks.”

Providing students with robust opportunities both in and out of the classroom to actively learn by doing—including the freedom to take chances and even make mistakes during their formal education—is at the heart of the teaching philosophy at the Huntsman School of Business.

When Huntsman alumnus Jared Fry, now a CPA with PricewaterhouseCoopers, started Huntsman’s accounting program as a freshman, he felt strongly about getting involved in activities outside of the classroom. He immediately joined the school’s chapters of Beta Alpha Psi (BAP), an honor society for accounting, finance, and information systems, and the Institute of Management Accountants (IMA) student club. He soon began participating in the school’s Volunteer Income Tax Association lab (VITA), in which accounting students prepare taxes for other students and low-income tax payers in the community. Fry became the student administrator for the VITA lab and ran its operations for four years, while also serving as the club president and vice president of BAP and IMA respectively.

“Working in the VITA lab is kind of like being responsible for running your own practice,” said Fry. “To have that responsibility thrust on me as a 20-year-old in college exponentially helped me grow my talents.”

Fry discovered that his involvement with VITA helped him advance his knowledge and understanding of accounting while honing his interpersonal skills by interacting with people and advising them on tax strategy. His experiences with BAP and IMA gave him invaluable access to accounting professionals and the opportunity to work closely with faculty club advisors.

“I tried to overextend myself as much as I could,” Fry said, “because that’s when the most growth and development occurs—when you’re pushing your own limits.”

Now in his career, Fry is still pushing his own limits. He developed an interest in coding and robotics, and was able to develop robotic tools that have automated processes and saved his company hundreds of hours on engagement. Sometimes students, said Fry, “are afraid to risk their grades by doing too many things.” “As a student, it was more important for me to say I tried and did my best. I felt that I couldn’t build myself as a well-rounded professional without trying as much as I could.”

Investing in Experiential Learning

“We have made a very conscious effort of putting students and their success as our top priority,” Anderson frequently repeats. He is passionate about giving students the very best real-world learning experiences possible. “We’ve built a world-class faculty, a world-class facility, we’ve worked really hard at refining and
improving the curriculum our students learn in the classroom, and we have been developing a lot of our own hands-on, outside-the-classroom learning experiences.”

In fact, over the past several years, the Huntsman School has become a premier hands-on learning center, with ongoing development of its extracurricular and experiential learning offerings. The Huntsman Scholar Program provides experiential learning requirements and mentoring for top-performing Huntsman students. The Center for Entrepreneurship has launched 200 student-led businesses since 2013 and provides entrepreneurship courses and experiences for students across USU’s campus. Focused Fridays offers development workshops and guest speakers from successful businesses. The Center for Growth and Opportunity has completed over 100 student-led research projects and provides entrepreneurship solutions.

As the public health situation improves post-Covid, Huntsman will also continue its international travel programs. The globally recognized SEED program (Small Enterprise Education and Development) sends students to emerging markets for three months at a time where they teach and advise local entrepreneurs in best business management practices. The Huntsman School offers the Huntsman Global Learning Experiences to take students to Asia, Latin America, and Europe to experience the global economy on location. Students meet with business leaders in their offices to learn about the organizations and environments in which they operate.

“The whole idea of experiential learning, applied learning, learning opposed to teaching, has been a trend in education,” said Vijay Kannan, head of Huntsman’s Department of Management and executive director of International Programs, “but at Huntsman it is core to our identity.”

“We want our students to have big aspirations,” said Kannan. “If we’re going to push our students to do more and have bigger aspirations, we need to be partners in that effort. When our students feel they have support, partners, and people who will help them achieve their goals, then we can help them be successful.”

This emphasis on learning by doing is why Huntsman plans to break ground on a new Experiential Learning Building. The 40,000 square foot, $25 million building will house Huntsman’s expanding experiential learning programs and create room for new hands-on learning initiatives, like a new Utah Data Solutions Center and the Institute for Interdisciplinary Studies. It will also include professional co-working space for student use for remote internships or other needs. The building is a part of a campaign to increase experiential learning opportunities across the school.

“This investment is all about providing more of our students with more of these transformative opportunities,” said Dave Patel, Associate Dean of Student & External Affairs at Huntsman. He recognizes that not every student will have the desire or ability to participate in multiple simultaneous extracurricular activities.

“We want to serve all of our students and ensure that every Huntsman student can participate in hands-on learning on their own terms,” said Patel. “This initiative expands capacity for us. It scales our vision of how we can partner with students in directing their own education by providing more opportunities for more students.”

One experiential program the school plans to expand is its She’s Daring Mighty Things initiative. Originally created as a one-day summit by female faculty and staff to provide female students with an opportunity to mix with and to learn from other successful female professionals, the new She’s Daring Mighty Things program would create ongoing skill and confidence building workshops, opportunities for mentorship from student peers and alumni, networking events, and scholarship support for female students. Across the United States, and especially in the Intermountain region, female students are underrepresented in business education. The Huntsman School has made increasing female representation in their faculty and student body one of their top three priorities. Huntsman recently recruited Dr. Susan Madsen as the inaugural Karen Knight Huntsman Professor of Leadership, bringing with her the Utah Women & Leadership Project, which is focused on strengthening the impact of Utah women and girls. The recruiting of internationally known scholars such as Dr. Katarzyna Bilkic from Oxford University, and incredible teachers such as Lianne Wappett, the 2020 Teacher of the Year and 2021 Undergraduate Mentor of the Year, will directly impact students.

“Having a dedicated space for female students and challenging them to dare mightily gives them a sense of purpose,” said Lianne Wappett, a lecturer in the Data Analytics and Information Systems (DAIS) department and Huntsman Scholar Program Academic Director. “When I look at students, especially female students, I really see them as future leaders.”

She’s Daring Mighty Things is an opportunity for female students to receive the support they need to grow their professional networks and find internships and mentors, Wappett said. “This will be a space where they can build confidence. It’s a space that can be a springboard for opportunity.”
“The She’s During Mighty Things initiative would reach out not just to women in the business school, but to women across the USU campus as well,” said Dean Anderson.

Experiential Learning Leads to Career Success

The opportunity for experiential learning was a major factor in Marz’ decision to transfer to the Huntsman School from another college. While at Huntsman, she has served as a University Ambassador, undergraduate teaching fellow in the Marketing Department, Hope Corps Team Lead, Entrepreneurship Center intern, and a Huntsman Scholar. Practicing concepts she learned in the classroom through these extracurriculars has helped Marz in her internship at 97th Floor, a marketing firm in Lehi, Utah.

“I am able to see the details of how certain concepts function in the workplace,” said Marz. “Because I have been able to participate in experiential learning, I know that I don’t have to wait until I am handed a diploma to begin applying the principles learned in my classes.”

Research has shown that students who have the opportunity to engage in hands-on experiential learning are more likely to both land work after graduation and to be engaged and excited about their jobs, according to a 2014 study by Gallup-Purdue University.

71% of students who had useful internships in college found full-time work after graduation, compared with 56% of students who did not take part in an applied internship experience. Of the graduates who had an internship where they could apply what they were learning during college, 56% they were involved in and enthusiastic about their jobs – compared with 36% who did not.

Overall, if employed graduates felt their college prepared them for professional life, the odds that they were engaged at work nearly tripled, the study found.

“We know this formula works. Students who engage deeply inside the classroom, and participate in meaningful, outside-the-classroom activities are not only sought out first by corporate recruiters, but find meaning and contribution in their communities,” noted Patel.

McKlayne Marshall, a 2020 Huntsman graduate currently working at INVISTA, a fiber, resin and inter-mediates company based in Wichita, KS, agrees. His experiences at Huntsman ranged from working as an Undergraduate Research Fellow at the Center for Growth and Opportunity and a Huntsman Scholar, to participating in Focused Friday events, helping non-profit organizations, traveling in international learning trips, and even starting a family (Marshall and his wife recently welcomed their second child).

“These experiences created a rich narrative for me as I launched into my career,” Marshall said. While student president of the Covey Leadership Fellows organization in March of 2020, Marshall – like the rest of the world—found himself in a seemingly impossible situation. The Covid-19 pandemic caused all in-person activities and classes to be cancelled, including the organization’s business case study competition called the Executive Challenge, which event organizers and competitors had been planning for many months. Marshall and the other organizers were able to move forward with the competition by rethinking the event in a virtual format and managing complicated logistics. This type of ingenuity and perseverance led to a successful event.

Because of the unique education and training he received at the Huntsman School, Marshall said he’s able to look at problems differently at work and take a holistic approach to his career. He has realized the importance of principle leadership, honesty, adding value, and giving back.

“I was taught how to Dare Mighty Things, and that isn’t something you learn while sitting in a classroom. It is something that takes time, effort, love, application of knowledge, and going out there and trying something you have never done before.”

—McKlayne Marshall

McKlayne Marshall graduated as a triple major and served in the presidencies of several student clubs.

\[\text{huntsman.usu.edu} \]
LeAnn Raveston credits the experience gained as a teaching assistant in helping her with her internship.

I was not as easily able to gauge the understanding of material by the students by looking at their faces during a lecture. I had to figure out what to do was to dive right in, start with what she knew, and then build from there. “No matter what you are working on, keep trying different options,” Ravsten said. “Do not throw your hands up in the air saying you cannot do it. You can do it. You can figure out a solution.”

Ravsten said the experience helped her gain confidence in her knowledge and her ability to develop new skills, and taught her to keep looking for new ways to solve problems. She also credits involved faculty for helping students prepare to enter the professional realm: “They want to see us succeed just as much as we want to see our fellow classmates succeed.”

For employers, the benefits of hiring recent graduates who explored experiential learning opportunities when they come with stories highlighting their experiences, challenges they’ve faced, the outcomes and the lessons they’ve learned.

“Candidates that can use their experiences, particularly when it comes to leadership skills, critical thinking, problem solving and customer service, stand out because they show us that they’ve successfully navigated these situations and will be able to apply these skills in a corporate environment,” said Ream. “This is an absolute must when interviewing candidates and making hiring decisions.”

Paul Grant, the Chief Customer Officer for MarketStar, noted that the company’s sales teams are working for many of the biggest and brightest tech brands in the world, “so having salespeople who are prepared to sell dynamic technology solutions is a must.”

MarketStar, a corporate sponsor of the Huntsman School, also conducts an annual sales case competition at the school. “When you create these active sales competitions, it pairs a real-life sales experience with the student’s ongoing education,” Grant said. “That combination is an amazing way for students to get ready for a big sales job. We see it from them during the competition, and we see it in our own teams through the Huntsman School students who have come to work for MarketStar.”

Engaged Mentors Yield Future Leaders

The 2014 Gallup-Purdue study noting the importance of experiential learning also found that a recent graduate’s odds of being engaged at work and thriving in their overall well-being will double based on three critical elements: first, a professor who cares about them; second, a professor who makes them excited about learning; and third, a mentor who encourages them to pursue their dreams.

“We’ve noticed when a student has a personal relationship with a faculty mentor, and has the opportunity to work with that individual outside of the classroom – maybe it’s a club, maybe it’s an extracurricular activity, maybe it’s a research project – they develop an extraordinary sense of confidence and vision for what the next steps for them might be,” said Anderson.

Huntsman alumnus Lincoln Archibald, a fund consultant and CFO of startup Investment Fund Secrets, said his professors at Huntsman inspired and helped him to want to achieve great things in life.

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“For me these are not just professors but lifelong friends,” Archibald said. “I still go to lunch with them. I still text them.”

Archibald added that he still receives mentorship from Paul Fjeldsted, a senior lecturer in Finance and the faculty advisor for the Economics & Finance Club, as well as other Huntsman faculty: “I’m so appreciative of their guidance and willingness to help me,” he said.

Archibald’s enthusiasm for Huntsman influenced his younger sister to also attend the business school, where she has found supportive mentorship in her professors as well.

“The Huntsman faculty makes it clear that student success is their priority, and they are willing to help us attain our goals,” said Olivia Archibald, a Finance major who serves as president of the Women In Business Association. “They never stop expressing their confidence in us.”

Archibald said she has loved having the opportunity to learn from Lianne Wappett, and have in-depth discussions about living a balanced lifestyle, including the desire for motherhood, a career, and fulfilling personal passions. “I am grateful for all the women professors...”
and staff that have shown me that it’s all possible – that I can dream big, sit at the table, utilize agency, and lean into life with vigor and enthusiasm!”

Many Huntsman faculty also express deep satisfaction in their role as mentors. “A lot of students at USU balance much more than classes and coursework – they work, they pay for their schooling, they might even be married,” said Wappett. “I love my job more when I can talk to a student, find out what’s going on, and hopefully be a resource to them.”

Like many of her colleagues, Wappett’s style of mentorship includes being accessible to her students. She has generous office hours and even shares her cell phone number with the students she mentors through the Huntsman Scholar Program and the Women in Business Association. During the pandemic, she realized that through “the magic of Zoom” she could hold virtual one-on-one meetings with each of her 150 students each semester.

Under Anderson’s leadership, Wappett and other faculty have fully embraced Jon Huntsman’s vision of the Huntsman School as a laboratory for creating future leaders who will make their mark on the world. They encourage students to find experiences outside of the classroom that align with their chosen fields and to not fear a course correction, as needed, while discovering a career that will bring them satisfaction.

“I think the experiential part of the college education helps define the student and helps them better understand where they thrive,” said Wappett.

Chris Skousen, Department Head of Accounting, encourages students to seek experiences that require them to gain “relevant experience that is tangible to anyone” and transferable in any field, in addition to developing hard skills.

In these experiences, he said, “you’re communicating with other individuals, leading a group, and developing soft skills pertaining to leadership, communication and organization. They may not be the technical skills required but they’re helpful in any organization.”

Guiding tomorrow’s leaders is a high-stakes goal for a school nestled in “the prettiest valley in the Mountain West,” as Dean Anderson describes. But he sees investment in rich experiential learning as the critical ingredient in the school’s journey to meet Jon Huntsman’s challenge to train graduates ready to compete with the best and brightest anywhere in the world.

As part of my involvement in the Huntsman School’s ProSales program, I competed at ICSC, the nation’s largest sales role-play competition with professional sales students from more than 80 universities. The experience truly changed my life. It forced me to step outside my comfort zone, challenged me to achieve greatness, and helped prepare me to interview at Adobe, a Fortune 500 company.

AMANDA HARRIS
Marketing 18

CERTIFICATIONS EARNED AT THE HUNTSMAN SCHOOL
• Griffin Hill Sales
• Challenger Sales
• Winning by Design Mastership 1
• Salesforce

Explore the opportunities to recruit and connect with students at huntsman.usu.edu/HIRE
Dr. Teppo Felin

Douglas D. Anderson Endowed Professor of Strategy & Entrepreneurship

Welcome

Professor Teppo Felin has been named the inaugural Douglas D. Anderson Endowed Professor of Strategy and Entrepreneurship. The Anderson chair is one of five endowed professorships established in 2019 by the Jon M. Huntsman Foundation.

FeLIN comes to the Huntsman School from the Said Business School, University of Oxford, where he served as Academic Director of the Oxford Diploma in Strategy and Innovation and academia and area head in strategy, organizational theory, international business and marketing. He will be the founding director of the Institute for Interdisciplinary Study at Utah State University, which will develop cross-disciplinary thinking in business and societal questions through teaching and research opportunities with preeminent scholars from all fields of study. The Institute will create deep connections with Utah’s entrepreneurial, technology, and business communities.

Felin has spent much of his career engaged in interdisciplinary research, publishing extensively in biology, business, psychology, economics, sociology, philosophy, law, strategy, and entrepreneurship. He has won numerous awards for teaching and research and is a sought-after editor and commentator.

“I am thrilled to be joining the Huntsman School of Business and Utah State University as the Douglas D. Anderson Endowed Professor of Strategy and Entrepreneurship,” says Dr. Felin. “I am not only impressed by the students, but also extremely impressed with Dean Anderson’s leadership and vision, and the Huntsman family’s deep and ongoing commitment to the business school and Utah State University. I am excited to establish the Institute for Interdisciplinary Study, and the opportunities this will enable for research, teaching and engagement with the broader Utah business community.”

Douglas Anderson, Dean of the Huntsman School, said, “I am thrilled that Dr. Felin has decided to join us at the Huntsman School and humbled that he has agreed to become the inaugural Anderson Professor. Nearly every year since 2013 Teppo has graciously agreed to teach our Huntsman Scholars in his Oxford classroom. I am excited that our students in Logan will now have that same opportunity.”

From early interactions with his graduate advisor, Nobel laureate Herbert Steinem, to exploring topics of science, arts, and humanities during High Table dinners at Oxford, Felin’s ideas have often come from unplanned interactions with scholars from all fields of study. “Casual conversations allow us to explore the ways in which different fields intersect, and that yields a deeper understanding of the world,” he says.

Because many of the tools used in business and economics come from fields like mathematics, philosophy, and biology, interdisciplinary interactions allow individuals across different fields to find new ways to apply their tools. “Most disciplines are tightly interwoven, so there’s a natural linkage to think about how we can build common interests. That shared learning can influence how we think about business,” notes Felin, whose current research project applies insights from biology to decision making within organizations.

Dr. Jim Davis, head of the Department of Marketing and Strategy, notes the widespread enthusiasm among faculty at Felin’s hire.

“During his visit, faculty from every functional discipline throughout the School signed up to visit with him. It took three days to accommodate all of the faculty who wanted to visit with Professor Felin. I have never had a visitor energize faculty the way he did. I am confident he will help us achieve the level of excellence for which we strive.”

David Huntsman, President of the Huntsman Foundation, notes, “Attracting a professor of the caliber of Teppo Felin was precisely what my father had in mind when he set aside the funds that enabled us to establish the Huntsman Fund for Faculty Excellence in 2019. As this fund grows, we expect to create additional chairs and attract other world-class scholars to the Huntsman School Faculty.”

ON CAMPUS // FACULTY

ASCENDANT SCHOLAR

Dr. Julena Borner

Economics assistant professor Katarzyna Bilicka has been appointed an Ascendant Scholar Fellow at the Huntsman School.

Dr. Teppo Felin has spent much of his career engaged in interdisciplinary research, publishing extensively in biology, business, psychology, economics, sociology, philosophy, law, strategy, and entrepreneurship. He has won numerous awards for teaching and research and is a sought-after editor and commentator.

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Humans are at their best when they are deeply connected to other people, live with purpose and authenticity, and work to fulfill their unique potential. Together, these concepts encompass the philosophical ideal of human flourishing, and form the foundation of great and ethical leaders. For Dr. Bret Crane, 2021 Teacher of the Year in the Huntsman School of Business, the cultivation of human flourishing among his students is essential. “You can’t just be interested about what you do, but also about who you become,” says Crane, who focuses on Learning, Empathy, Authenticity, and Drive (LEAD) to help students develop their leadership potential. “These four pillars are helpful, but when you put them together, they become synergistic and complementary, and then you create real contribution as a leader.”

Crane is a facilitator of students’ learning and a promoter of self-discovery. His classes help students develop a strong sense of self-awareness, discover what’s unique and valuable about them, and learn how to apply that to add value wherever they may be. Human flourishing and ethical leadership are intertwined. “You’re less likely to make ethical violations when you have a clear understanding of what your most important values are and how you’re operationalized every day. You’re more ethical if you consider the needs of other people before making decisions,” says Crane. “Purpose, authenticity, and self-actualization help our students to ultimately be ethical and to flourish. That’s why these principles are so important.”

Crane has consulted on leadership issues with American Express, Honda, Lowe’s, and General Mills, among others. Crane is an associate professor in the Department of Marketing and Strategy and the Executive Director of the Stephen R. Covey Leadership Center. Since joining USU in 2015, he has developed a multi-year holistic integrated leadership program that provides hands-on opportunities to discover, practice, and experiment with leadership. Students participate in transformative experiences to develop self-confidence and life direction, learn how to utilize their own strengths, serve others by helping elementary school students develop leadership competencies, see leadership in an international context, and present business problem solutions to executive alumni in a case competition.

Dr. Jim Davis, head of the Department of Marketing and Strategy, observes, “Student engagement is perhaps Professor Crane’s greatest strength. I have rarely seen a professor so actively engaged with students and who so proactively develops programs and activities for student engagement. It is his passion and he seems to find energy as a professor.”

Crane challenges students, “Leadership is not a position, but a choice. Choose to be a leader every day by stepping outside your comfort zone and challenging the status quo, seeing and connecting deeply with others, making progress in your personal purpose and living your most important values. Choosing to be a leader every day is choosing a life of meaning and contribution and a way of life that enables you to flourish.”
As we begin to recover from the COVID-19 pandemic, how will our world be different? In a look at The Big Picture, faculty from the Huntsman School provide their thoughts on leadership, learning and teaching, finance, and energy.

What are cryptocurrencies and why do they matter?

**Todd Griffith**, Assistant Professor, Economics & Finance

A cryptocurrency, or crypto, is a digital exchange system in which units are generated and exchanged without a central authority. Unlike traditional currencies that are regulated and controlled by a government entity, cryptocurrencies are created, stored, and exchanged in online ledgers (blockchains) that are spread across many computers. Therefore, instead of a small number of organizations, like central banks, controlling, maintaining, and updating a ledger, cryptocurrencies operate in a decentralized system with a distributed ledger. The verification process in which new coins are entered into circulation and transaction amounts are confirmed is called mining. Cryptocurrencies use a variety of different mining technologies, such as restricting the number of transactions per unit time. There are currently over 10,000 publicly traded cryptocurrencies with a total value of more than $1.4 trillion. Bitcoin is the largest of the cryptocurrencies with a value of nearly $750 billion.

In practice, the two primary roles of cryptocurrency are money and investment.

To be perceived as money, cryptocurrencies need to satisfy the following three functions: (1) medium of exchange, (2) store of value, and (3) unit of account (measurement of value through time). First, the number of individuals and merchants that use cryptocurrencies as their primary transaction method is still low relative to conventional payment systems, such as Visa or PayPal. Second, the strong demand for, limited supply of, and monetization of cryptocurrency gives it the potential to protect against inflation, making it a decent store of value. Last, the price discrepancies of cryptocurrencies across markets without the possibility of arbitrage, and high time series volatility, may undermine their usefulness as units of account. I believe that cryptocurrencies operate like money in some environments, but do not yet contain all the attributes of currencies like the U.S. dollar. With that said, cryptocurrencies have the potential to be safer, faster, and more cost-effective medium of exchange than centralized payment methods.

Many individuals include cryptocurrencies in their investment portfolios. The main challenge is estimating the value of cryptocurrencies, as they lack fundamentals. Hence, unlike traditional investments such as stocks, bonds, real estate, and commodities, there is no underlying asset backing cryptocurrencies. The uncertainty in the value of cryptocurrencies makes them subject to much speculation and, consequently, highly volatile. Additionally, in order to profit off cryptocurrency investments, someone must pay more for the currency than you did (“the greater fool” theory) as it does not generate cash flows. As of now, I view cryptocurrencies as high-risk speculative investments not for the faint of heart.

The future appears to be in cryptocurrency technology, which was created to safeguard information, speed up transactions, and remove intermediate links. Thus, if operating efficiently, a cryptocurrency may allow for peer-to-peer transfers without the risk of a single entity gaining excessive power over the monetary system.
The Impact of COVID for Teaching and Learning

Pam Dupin-Bryant and Bob Mills, Professors, Data Analytics & Information Systems

Dr. Pam Dupin-Bryant was recognized as the USU Teacher of the Year in 2016, while Dr. Bob Mills is a two-time recipient of the Huntsman School Teacher of the Year Award.

While Utah State University has been in the vanguard of distance learning opportunities for students for the past few decades, many students and instructors had not had the opportunity or inclination to participate in remote learning prior to the COVID-19 pandemic. That all changed on March 12, 2020, when all USU students and instructors were notified that in-person classes would be canceled and made available online beginning March 18.

As instructors were forced to transition to alternative delivery formats, the educational benefits of online and hybrid courses became more pronounced. With about one week to transition to all remote learning and teaching, we, together with our colleagues, focused on how we could exceed student expectations by including an effective, efficient, and immersive learning experience where students felt connected. While the shift to remote work and dispersed workforces. While Utah State University has been in the vanguard of distance learning opportunities for students for the past few decades, many students and instructors had not had the opportunity or inclination to participate in remote learning prior to the COVID-19 pandemic. That all changed on March 12, 2020, when all USU students and instructors were notified that in-person classes would be canceled and made available online beginning March 18.

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Harvard Business Professor Clayton Christensen considered online course delivery a ‘disruptive innovation’ in higher education. The pandemic disruption to education has accelerated the implementation of the hybrid educational model. The innovations and technologies employed during the past year will make quality education more accessible and prove beneficial to the future of higher education.

Understanding Consumer Adoption of Electrified Transportation

Antje Graul, Assistant Professor, Marketing and Strategy

The electrification of transportation is currently on the rise. Especially in areas such as the Intermountain West, electric vehicles hold a huge potential to help decrease vehicle emissions and air pollution. Often driven by environmental considerations or expected fuel cost savings, more and more consumers are starting to switch to an electric vehicle model, such as the Chevrolet Volt or the Tesla Model 3. Transit agencies are also implementing electric bus lines into their networks. For example, Park City, UT, is currently operating several zero-emission electric bus lines, and the city is planning to expand their electric bus network over the coming years.

But would you personally invest in an electric vehicle if you could? Barriers to electric vehicle (EV) adoption still exist, especially in rural areas. Concerns regarding the vehicle’s driving range and the availability of charging infrastructure, along with the comparatively high initial up-front costs, are important considerations for consumers.

As co-lead of the Adoption Research Thrust at the ASPIRE (Advancing Sustainability through Powered Infrastructure for roadway Electrification) NSF Research Center headquartered at USU, my research aims to detect and categorize those potential challenges from a consumer perspective and turn them into equitable opportunities that accelerate EV adoption.

For example, the ASPIRE Center prototypes new battery and charging technologies, including inductive charging technologies, that could help catalyze EV market share if adopted by consumers and agencies. Inductive, or wireless in-motion charging, allows vehicles to charge while driving. This novel technology can help eliminate range anxiety, charging wait times, and ultimately reduce the vehicle’s costs due to a decrease in the battery size that is needed. The Federal Highway Administration supports such innovations. Together, increasing adoption of electrified transportation will continue to be an important topic not only in the Intermountain West but across the globe. As an increase of widespread electrification across vehicle classes can help provide a sustainable future, it improves air quality and health for generations to come—an amazing impact of this work.

If you want to learn more about this research, please contact antje.graul@usu.edu or visit aspire.usu.edu.
Leadership in a Post Pandemic World

Steve Milovich, Executive in Residence and Senior Lecturer

“The future is already here— it is just not very evenly distributed,” I love this quote. The workforce of the future is already here. What American speculative fiction author William Gibson is alluding to is the fact that what will constitute “normal” in the lives of those living in the future already exists for some of us today.

If you had asked every Fortune 500 CEO and their staffs even a month before the pandemic whether they could imagine having even 15% of their workforce working remotely every day within the next two to three years, those answering yes would have been in the low single digits. Yet these same companies had 50% to 75% to even 100% of their workforces working remotely for the past year.

Almost overnight companies were forced to break with old paradigms, thinking and assumptions. They had no choice but to quickly adapt to this emerging new normal. They were, in effect, forced to trust their employees. Not just those at the top, but their entire workforce. The old belief systems of leaders were also challenged and eroded almost overnight. Time spent physically at work, for example, with all its attendant biases about performance and potential equaling time at work, faded quickly. Most leaders would never publicly admit that this was a conscious factor in their assessment of employees.

Many leaders had to reflect upon whether or not they were “trustworthy,” as the late Dr. Stephen R. Covey defined it. It was likely uncomfortable for more than a few leaders to trust that their employees would actually carry on working from their bedrooms and kitchens—which they did quite well, in fact, and at even higher levels of productivity. All this occurred without their leader’s physical oversight. And what might this have done to the leader’s ego and leadership style? Change can be hard, even for the boss. Like the consumer world, leaders will need to “personalize” and tailor their leadership to individual employees to successfully lead in a post-pandemic world.

Here are my Top Five of the many key learnings and implications for leaders as part of their workforce of the future planning and development.

1. **Lead in Multiple Worlds and Dimensions**

   Become proficient in leading their entire organizations in the virtual, the physical, and the augmented worlds. All three are now mandatory. How you show up, how you behave, all your non-verbal cues and tells are amplified positively and negatively. Be present. Be aware of your potential impact as you engage employees in these dimensions.

2. **Leverage Technology to Amplify and Augment Human Capabilities**

   Amplify and augment individual workforce and team capabilities, creating “workforce superheroes” underpinned by various technology platforms, including artificial intelligence and machine learning. The idea here is to supplement rather than supplant human capability.

3. **Impact and Influence a Diverse Workforce at all Levels**

   Influence and gain the trust of an increasingly diverse workforce. Creating inclusive workplaces, in the broadest sense, will become a differentiator for who ultimately succeeds as a leader and as an organization. A leader must treat employees the way employees want to be treated, not how the leader would want to be treated. This goes somewhat against what your parents and teachers may have told you.

4. **Incorporate a Default Strategy of Leading Centered On Empathy and Storytelling**

   The pandemic put a spotlight on leaders and companies who successfully led with empathy and who engaged their employees with storytelling, not primarily with data and numbers. As humans, we are still moved to action in much the same way as our earliest ancestors: through empathy and storytelling.

5. **Recognize and Employ the “And” Strategy**

   Recognize and employ the “And” approach and strategy to workforce of the future opportunities and challenges. For example, it is not just about remote work vs. onsite work; it is about remote work and onsite work. Leaders need to shift to an optimization model that factors in the competitive advantages of appropriately weighting the voice of the employee, and not by default overemphasizing the voice of the CEO or a small cadre of senior leaders. Those who get this right will win. Period.

Steve Milovich enjoyed a long career in human resources, culminating in his service as the Senior Vice President, Global Human Resources, Talent and Workforce Diversity for Disney | ABC Television. He also serves on the Huntsman School National Advisory Board.

ON CAMPUS // FACULTY

100+ academic research papers from Huntsman faculty were accepted for publication in the past year, including the following 11, which were accepted for publication in some of the top academic journals in the world.

“On the Ethics of ‘Non-Corporate’ Insider Trading”
Ben Bru, Todd Griffith, and Ryan Whitley, *Journal of Business Ethics*

“Management without morals: Construct development and initial testing of amoral management”
Juliana Bonner, *Human Relations*

“The Effect of International Takeover Laws on Corporate Resource Adjustments: Market Discipline and/or Managerial Myopia?”
Jim Carrera, *Journal of International Business Studies*

“Attribution of Responsibility after Failures within Platform Ecosystems”
Brian Darr, *Journal of Management Information Systems*

“Do (Should) Brokers Route Limit Orders to Options Exchanges that Purchase Order Flow?”
Todd Griffith, *Journal of Financial and Quantitative Analysis*

“Why We Don’t Rent What Others Love: The Role of Discipline and/or Managerial Myopia?”
Juliana Bonner, *Human Relations*

“The Future of Work in the New Normal Era”
Juliana Bonner, *Human Relations*

“Why We Don’t Rent What Others Love: The Role of Discipline and/or Managerial Myopia?”
Juliana Bonner, *Human Relations*

“Why We Don’t Rent What Others Love: The Role of Discipline and/or Managerial Myopia?”
Juliana Bonner, *Human Relations*

“Why We Don’t Rent What Others Love: The Role of Discipline and/or Managerial Myopia?”
Juliana Bonner, *Human Relations*
It may have looked different from other years’ celebrations, what with limited guests, social distancing all around, and masks required, but we held the annual rite of passage for graduates, with the traditional processional through campus and the awarding of individual diplomas.

Valedictorian Jack DeSpain encouraged graduates to learn from failure and to take risks. “Right now, we have very few necessities, which is why it’s the perfect time to take risks. I think we should reflect on what motivates us and what makes us happy, and then get after it. Pursue whatever that may be with hard work and get out of your comfort zone by taking risks.”

Graduates appreciated the opportunity to take part in an in-person ceremony, after more than a year spent in a remote college experience. “Commencement allowed us to not only celebrate the big picture of what it took for us to receive our degrees,” said Alyssa Child, BS, Marketing & Business Administration, “but also the victories we had during 2020 to make it to that point.” Gregory Mortensen, MA, Management Information Systems, also expressed his gratitude. “As a first-generation college and graduate student, it meant the world to me for my children to see our procession. Hopefully, it inspired them to dare to do great things!”
Kasey Christensen, Finance, ’91, has been named as the President of Arctic Circle Restaurants. Christensen joined the Arctic Circle’s corporate team in 1994, after a short stint as a loan officer and managing an Arctic Circle franchise location in Hyrum, Utah.
ALUMNI ALL STARS

Tara Thue, Political Science and Economics ’05, and Clay Olison, ‘08, were recently named as Utah Business Magazine’s ‘Under 40 Honorees.’ Tara is AT&T’s President of the Mountain West for external and legislative affairs. In this role, she leads all external, governmental and community affairs for AT&T in Idaho, Utah, and Montana. Earlier this year, Tara was appointed by Utah Governor Spencer Cox to join Utah’s Alcoholic Beverage Control Commission. Clay is the CEO and Founder of Impact Suite, which owns and operates a suite of award-winning wellness apps that have helped thousands of individuals around the world find deeper healing and recovery.

Rachel Allred, Marketing, ‘93, a Second Lieutenant in the US Army, will be going to Army Ranger School this fall. Allred received the Distinguished Female Physical Graduate Award during Officer Candidate School, and has graduated from the Airborne Course and the Infantry Officer Basic Leadership Course.

RISING IN THE RANKS

New Addition Congratulations to our own amazingly talented Art Director Hilary Frisby, who welcomed future Aggie, Eleanor!
Michelle Smith, 2021 Huntsman School of Business Professional Achievement Award recipient

Congratulations to Michelle Smith, 2021 Professional Achievement Award Recipient in the Jon M. Huntsman School of Business.

Ms. Smith currently serves as Senior Vice President, Integration and Operations, for the Larry H. Miller Management Company (MMC). A self-described “business executive passionate about building culture and teams,” Smith leads the onboarding and integration strategy for newly acquired businesses at MMC. Fostering diversity, inclusion, and a sense of belonging are a priority for Smith because these are essential to the health of an organization. Differences in life experience, learning, and thought processes provide an enhanced ability to create solutions to problems, find new ways to engage with and enrich the organization, and promote long-term growth.

Smith, who was named to “30 Women to Watch” by Utah Business Magazine in 2020, observed, “Everything in an organization happens because of the people. It’s said that people are an asset, but they’re so much more than just an asset. The people are the company.” She continues, “If you can lead with true compassion for another human being that’s next to you or partnering with you in any space, then success will follow.”

Developing relationships is at the heart of her work. Smith notes, “The core of any relationship is trust, and that requires absolute vulnerability. Vulnerability includes so many things: to be courageously authentic; to remain true to one’s viewpoint; to present an idea with all of the power necessary to see it through to completion. Vulnerability means having the courage to pull from our individual ideation and creativity and lived experiences to identify areas where, together with our teams, innovation can occur and where we can go from great to greater.”

“Human beings have an absolute need to belong. Environments where authenticity and vulnerability are valued and respected open up the power of empathy, which fosters a sense of belonging. This allows an organization to attract diverse and retain diverse perspectives. Belonging is a key component. It has business sense.”

Smith has spent more than 20 years developing business strategy in the sports and entertainment industry, including her most recent position as Chief People Officer for the Utah Jazz and Larry H. Miller Sports & Entertainment. She is an active voice for women and diversity issues in Utah. She is a founding board member of Women In Sports and Events (WISE), an executive board member for Encircle, and has served as co-chair of the Gail Miller Women’s Leadership Group.

Smith is a proud graduate of Utah State University, where she received a BS in Marketing (’99). “I’ve really connected with the Huntsman School’s Dare Mighty Things motto because that’s the core of absolute vulnerability. I love that the Huntsman School is inspiring students to see the power within that idea, and is challenging them to reach, stretch, grow, and to learn that everything can be achieved with hard work and resiliency.”

Indra Nooyi, the former Chair and CEO of PepsiCo, was recognized with the Stephen R. Covey Principled-Centered Leader Award. Famous for her mantra “Performance with Purpose,” Indra Nooyi believes that purpose drives transformation, which ultimately leads to higher performance. She explains, “We need to engage our people’s heads, hearts, and hands… Purpose is not about giving money away for social responsibility. It’s about fundamentally changing how to make money in order to deliver performance.”

Born in India in 1955 to a conservative Brahmin family that emphasized the importance of education, Nooyi earned degrees in chemistry and business administration in India before moving to the US for a master’s degree in public and private management from the Yale School of Management in 1980. She worked for Boston Consulting Group, and then in executive roles at Motorola, Inc. and Asea Brown Boveri (ABB). She joined PepsiCo in 1994 as a senior VP in strategy, and became the first female CEO of PepsiCo in 2006. “Indra Nooyi gets results in a way that inspires trust,” says Stephen M.R. Covey, Board Chairman of the Stephen R. Covey Leadership Center in the Huntsman School. “She meets the needs of all of the stakeholders involved—communities, the environment, employees, customers and consumers.”

Noting rising demand for healthier drinks and snack foods, Nooyi expanded PepsiCo’s product line by acquiring companies like Tropicana, Quaker Oats and Gatorade, and reduced salt, sugar, and fat in flagship products. She considered the design aspect of every product, redesigning where necessary to better align with consumer preferences. She aggressively pursued environmentally conscious policies and embraced sustainability in PepsiCo’s facilities, processes, and packaging long before green energy was mainstream.

Under her direction, PepsiCo grew from $35 billion in 2006 to $64.6 billion in 2018. She was consistently ranked among the world’s most powerful women by Forbes and Fortune until her retirement in 2018.

Nooyi considers the building up of people an integral part of any organization’s success. She assumes positive intent from those around her, and leads with an abundance mentality where each individual’s contribution is celebrated. At PepsiCo, she strengthened relationships with employees through written letters praising their contributions and through personal visits to their families. Her genuine care for individuals cultivated PepsiCo’s reputation as a “destination job” where talented individuals felt invested in the company.

In her retirement letter she reminded PepsiCo employees, “No matter how smart your strategy, success or failure usually comes down to one thing: the team.”

“Indra Nooyi is a great blend of humility and courage,” says Covey. “She has the presence to invest in people and the strength to uphold principles of human and organizational effectiveness. She has the courage to perform with purpose. She’s a true example of a principle-centered leader.”

Indra Nooyi, 2021 Stephen R. Covey Principled-Centered Leader Award Recipient
During the last year of his life, Dr. Lewis provided scholarship support to USU students conducting research in economics and finance. Many students have already been greatly blessed by his generosity, and have felt deeply humbled and grateful for his efforts to assist them in their educational pursuits.

In addition to his financial contribution to students, Dr. Lewis will be remembered for his generosity of both time and spirit. He taught and mentored thousands of students during his 37 years at USU, and always praised others’ accomplishments and well-spoken, patient, kind, and ever to students, Dr. Lewis will be remembered during the last year of his life, Dr. Lewis taught Economics at Utah State University for over 20 years, and, as she puts it, “couldn’t begin have felt deeply humbled and grateful for his generosity of both time and spirit. He taught and mentored thousands of students during his 37 years at USU, and always praised others’ accomplishments and well-spoken, patient, kind, and ever to students, Dr. Lewis will be remembered during the last year of his life, Dr. Lewis taught Economics at Utah State University for over 20 years, and, as she puts it, “couldn’t begin
“When my twin brother Greg and I were ‘15, works as a Key Account Manager for Moabi Country Club.”

Tanner C. Wade ’15, is VP for Qualtrics for Oracle Corporation. Chantelle M. Hall ’15, works as an Advertising at iFIT. Tolman ‘15, is Senior Director for Convictional. Samuel Spencer Fiefia ‘15, is the Women’s Basketball Head Coach at University of Alaska. Michael Christopher Tolman ‘15, is Senior Product Manager at Donevock.com. Ryan Chris Bateman ‘15, is Founder of Wi-Fiber Inc.

2021 CEO of the Year

Lori Weston, MBA, ’11, was honored as a 2021 CEO of the Year by Utah Business Magazine. Weston currently serves as the CEO & Administrator of Intermountain Park City Hospital.

TWO NEW SCHOLARSHIPS HONOR HUNTSMAN FACULTY

The 2020-2021 student leadership of the Finance and Economics Club and the Investment Banking Club have organized an endowed scholarship to honor advisor and mentor, Paul Fieldsted. Over his tenure at Utah State, Paul has mentored thousands of students to “Dare Mighty Things,” raise their aspirations and their belief in themselves, and help land them in careers they never thought possible. Through his initiative, the school launched a career exploration trip to New York City in 2010. This trip soon became a staple and spawned numerous additional exploration trips. Similarly, Paul’s leadership of the finance club led to participation in the annual CFA Research Challenge, and now Huntsman students have won the state CFA competition four years in a row. Paul spends countless hours with student clubs, providing one-on-one mentorship, hosting mock interviews, and reviewing resumes. This sacrifice of time has transformed countless lives and helped place students at some of the most prestigious financial firms in the world.

The Basudeb and Renika Biswas Scholarship was established to tribute to Economics Professor Basudeb Biswas and his wife Renika, will support scholarships for students majoring in Economics or Finance. Basudeb taught in the Economics Department for 33 years, winning not only numerous awards, including USU Teacher of the Year, but also the hearts and minds of his students. He believed in the potential of every student who walked through his door and felt that he could help make a difference in their lives. According to Basudeb’s former student and current Huntsman Senior Associate Dean, Frank Callendo, “I know of no other professor who exceeds Basudeb’s focus on the success of his students. If ever his students fell behind, it bothered him deeply at a personal level. He was known to call his students at home if they missed class and invite them to one-on-one review sessions to help them catch up. He didn’t count the time he spent, but he certainly counted the success of his students among his greatest achievements.”

Officer for United States Government

Zackary Lance Dougher ‘19, works as a Business Analyst for CVS Health Corporation. April Fackrell ‘19, is an Assurance Associate at PwC.

Megan M. Healy ‘19, works as a Senior Analyst for Goldman, Sachs, and Company. Luke L. Jones ‘19, is a DSPML Marketing Analyst at Qualcomm.

Dean John Mills ‘19 is a Product Marketing Manager at Jefferies. Braden Spencer O’Brian ‘19, works as a Deal Advisory Associate for KPMG International.

Officer for Product Marketing Manager for Adobe Systems Inc.

Karlee Peterson ‘19, works as a Tax Analyst for Daxko LLP.

Officer for Tax Senior Assurance at Experteer

Ryan Jackson ‘17, works as a Tax Senior Assurance at Experteer.

Officer for Partnership with Adobe Systems Inc.


Officer for Assistant Tax Manager for Experteer

Sarah Pack ’18, works as an Assistant Public Defender for the State of Virginia.

Officer for Assistant Tax Manager for Experteer

Michael S. Peters ’18, works as a Corporate Sales Development at Workday.

Officer for Tax Manager for Experteer

Scott M. Saunders ’18, works as an Investment Analyst for Utah Retirement Systems. Tyler Simmons ‘18, works as a Regional Sales Manager for Energy Management Corporation.

Officer for Assistant Tax Manager for Experteer

Chalena Yehoshua ‘18, is a Senior Category Development Account Executive at Partner & Gable.

Officer for Assistant Tax Manager for Experteer

Rachel Akilen Alain ‘18, is an Industry Researcher at Adobe Systems Inc.

Officer for Tax Senior at Adobe Systems Inc.

Jared Daines ‘18, is a Customer Marketing Analyst for Adobe Systems Inc.

Officer for Tax Senior Analyst at Experteer

Jack K. Baldwin ‘18, is an Operations Analyst at Experteer.

Officer for Tax Senior at Experteer

Edward Bonastrein ‘18, works as a Growth Marketing Manager for Experteer.

Officer for Tax Senior at Experteer

Connor James Bryzen ‘18, is the Owner of Sun Peak Shade.

Officer for Tax Senior at Experteer

Saman M. Dowlef ‘18, is the VP of Sales at Flexineff.

Officer for Tax Senior at Experteer

Ela Grewehl ‘17, is a Software Quality Assurance Analyst at EarthSoft Inc.

Officer for Tax Senior at Experteer

Ryan Jackson ‘17, is the Head of Revenue at Moabi.

Officer for Tax Senior at Experteer

Courtney L. Jensen ‘17, is a Technical Support Specialist at Experteer.

Officer for Tax Senior at Experteer

McKay W. Lindsey ‘17, is a Tax Senior for Square and Company.

Officer for Tax Senior at Experteer

Mandy Nicole LoPatrich ‘17, is a Contract Specialist for United States Government.

Officer for Tax Senior at Experteer

Charity Parkinson ‘17, works as an Analyst for JP Morgan Chase and Co.

Officer for Tax Senior at Experteer

Joshua T. Smith ’17, is a Management and Strategy at PwC.

Officer for Tax Senior at Experteer

Jennifer Stephens ‘17, is a Director of Chemical Sales at Bex.

Officer for Tax Senior at Experteer

W. Steven Wilcox ‘17, is a Tax Senior at Experteer.

Officer for Tax Senior at Experteer

Kevin C. Duncan ‘15, is a Senior Manager for Voltage Smart Home.

Officer for Tax Senior at Experteer

Alexander Daines ’15, is an Early Stage Investor at Peterman Ventures.

Officer for Tax Senior at Experteer

Kyle F. Draper ‘15, is an Operations Team Lead for RKI Logistics.

Officer for Tax Senior at Experteer

Jennifer P. Gaddy ‘15, is a Tax Senior for Quality Spirit.

Officer for Tax Senior at Experteer

Mandy Nicole LoPatrich ‘17, is a Director of Sales Development at Via.

Officer for Tax Senior at Experteer

Megan Coliaus Hill ‘15, is a Talent Acquisition Partner at Bamburgh.

Officer for Tax Senior at Experteer

Benjamin C. Johnson ‘15, is the VP of Finance at Infuze Hydration.

Officer for Tax Senior at Experteer

Travis Vietanc Zikoplaschew ‘15, is an Assistant Executive at Coalition.

Officer for Tax Senior at Experteer

Preston Dennis Naugle ‘15, is a Founding Team Member at Vortex.

Officer for Tax Senior at Experteer

Gregory Geoffrey Osterholz ‘15, works as a Product Marketing Manager for Adobe Systems Inc.

Officer for Tax Senior at Experteer

Jared Erastus Whiteman ‘15, is an IT Project Manager at UST MFG LLC.

Officer for Tax Senior at Experteer


Officer for Tax Senior at Experteer

Colton J. Arave ‘15, is a Deal Support Analyst for Quadrants.

Officer for Tax Senior at Experteer

Aaron Barthoimew ‘16, works as a Senior Tax Accountant at Davies + Allen PC.

Officer for Tax Senior at Experteer

Shelby Fitzgerald-Daines ‘15, is a Director of Sales, Development at Via.

Officer for Tax Senior at Experteer

Saman M. Dowlef ‘18, is the Owner of Sun Peak Shade.

Officer for Tax Senior at Experteer

Alexander Daines of Wi-Fiber Inc.

Samuel Spencer Fiefia ‘15, is the Women’s Basketball Head Coach at University of Alaska. Michael Christopher Tolman ‘15, is Senior Product Manager at Donevock.com.

Alexander Daines ’15, is an Early Stage Investor at Peterman Ventures.

At the same time, the friendships and connections that are still impacting my life, and now our business.”

– Eric Leverge, Co-founder and Chair Strategy Officer for Strider

Alyas Skylar Raymond ’18, works as an Area VP for Qualtrics.

Kiran M. Sircs ’18 is a Process Engineer at Weekes Engineering Inc.

Tanner C. Wade ’15, is the Women’s Basketball Head Coach at University of Alaska.

Samuel Spencer Fiefia ‘15, is a Manager at Oshiki Development LLC.

Becca J. Cranall ‘14, works as a Key Account Manager for Corvias.

Charles M. Hall ’14, is an Application Developer for Converse.

Jonathan Solitar ‘14, works as the VP of Application Delivery for Oracle Corporation.

Ryan Chris Bateman ‘15, is Founder of Wi-Fiber Inc.
A MAN OF Rare Utility

By Jaime Caliendo

David Jenkins believes in people, and this is the secret to his success. “The most gratifying thing I’ve been a part of in business is providing opportunities for people to unlock their potential to do things they didn’t think they could do. To do great things. Business is a means of creating resources to help other people. That’s how it should be used. If you use it for other things, it’s a waste.” Jenkins founded Conservice in 2000 to help landlords manage the cost of unlimited utilities usage and encourage tenants to be mindful of consumption. It has grown to employ nearly 3,400 people in Cache Valley and other locations and has generated an impressive savings of precious resources through a 30% reduction in utilities consumption.

Embracing change in unexpected circumstances has positioned Conservice to meet demand for a flexible work environment long-term. “Moving forward, people are going to demand more work from home or split schedule opportunities. The pandemic forced us to adapt quickly, and effectively laid the groundwork for us to expand the location of our workforce and reimagine how we do things.”

There’s no such thing as an average person. “Many of our business and social structures are designed around ‘average,’ but since nobody is average, standard metrics don’t fit,” observes Jenkins. Instead of standard assessment tools and numerical averaging, Conservice focuses on how each individual meets expectations. “If a person isn’t meeting expectations, we allocate more resources toward helping them be successful. This creates an individualistic approach to evaluating people where you can more fully consider their potential.”

Give back. As a young father working full time to support his family, Jenkins felt frustrated that he couldn’t step away to do things like volunteer in his children’s schools. “There are things that are important in people’s lives, that have meaning, and one of those is helping other people. The opportunity to do that has a significant impact on a person’s wellbeing.” The Conservice Cares program pays employees for two hours of community service per month, which also generates good feelings and positively impacts the workplace. “I’ve hoped this would gain momentum through the business community. If there’s anything to be learned from Conservice, I hope it’s the ability to recognize, as a company, that we’re part of a community and we need to give back to that community. Both those who give back as well as those who receive it are blessed.”

Jenkins sold Conservice in 2020 and remains an active board member. He also sits on an additional board where he continues to focus his efforts on helping others grow.

The development of human talent trickles down from one generation to the next, lifting individuals and families too, and I’m really grateful to have a part in that. My goal is to enable people to gain a broader perspective on what they can do and where they can go in life. To help them gain confidence. Seeing this kind of impact on other people is why I’m in business. Utilities just happens to be the business where I accomplished it first, but it’s really about the people and what we can do together.”

David Jenkins
MS, Human Resource Management, 1999
BA, Business Management, 1995

2021 Distinguished Executive Alumnus
LEADERSHIP Gifts

We received three new gifts, each more than $1 million, this year. Additionally, a significant donation increased another scholarship endowment to over $1 million. These gifts will support scholarships for students and support faculty members in accounting and leadership. We are deeply honored and humbled to receive this incredible support from our friends.

The Duane and Marcia Shaw Endowed Scholarship will provide scholarships for 20 students per year. Duane, a member of the Huntsman School National Advisory Board and founder of Academy Mortgage, noted that “I have donated to USU in many different ways over the years because I have been blessed in life. As I was thinking of ways to continue that process, I decided that an endowment that survived forever that provided twenty scholarships a year to students who may have a difficult time attending college because of financial constraints was something that I wanted to help with. Over the years I may never know the students that receive this help, but it is still satisfying to me that in some small way I can help others.”

Few individuals have left a legacy at Utah State University such as Jay Price. After retirement from Arthur Andersen at age 62, Price began his second career as an educator, donating his time teaching accounting at USU and the University of Wisconsin, along with serving as a visiting professor at Stanford University, teaching economics for public utilities. Through a gift from his estate, the school will establish an endowed professorship to support the School of Accountancy. “This gift is particularly meaningful to me,” said Chris Skousen, the head of the School of Accountancy. “I first met Jay during my high school years. He asked me to spend a few days showing kids from Chicago the beautiful Cache Valley mountains and surrounding area. I was able to attend his funeral in July 2019 and share stories of Jay with his family. He has always had a generous heart and sought for ways to make a difference.”

The family of the late Stephen R. Covey added to their previous contributions to support the Stephen R. Covey Endowed Professorship in Leadership and the activities of the Covey Leadership Center. “We are so grateful for this support from the Covey family,” noted Dean Douglas Anderson. “Their incredible generosity will allow us to expand on the great work already being done through the Covey Leadership Center, and benefit students across Utah State.” The professorship is currently held jointly by Boyd Craig, a longtime associate of Dr. Covey and founder of Leader.org, and Lond. Dr. Michael Hastings, former Global Head of Citizenship at KPMG. The Covey Leadership Center in the Huntsman School serves as a leadership development hub on campus, with programs and resources available to all USU students. Stephen M.R. Covey, representing the Covey family, stated that “Each of us in the Covey family is humbled and grateful to see the leadership ideas and principles of our father continue to influence and impact students and others through the Stephen R. Covey Leadership Center at Utah State University. We are thankful to be able to support and enhance the Center with our contribution and our ongoing personal involvement.”

Brian and Natalie Broadbent created an endowed scholarship in 2006 to support finance students, and with a significant contribution last year, that endowment is now over $1 million, creating lasting support for countless students. Through their generosity, the Broadbents have not only provided scholarship support that will continue in perpetuity, but they are creating future scholarships by impacting the students who have received their scholarship. As a recent recipient of the Broadbent Scholarship indicated, “It is through scholarships that I have come to have a deep desire to give back to my community. In the future I intend to start my own scholarship the same way you two have, to promote learning and achieving dreams.”
The Huntsman Foundation
David L. & Ronda M. Wadman
North American Plastics
Kem C. & Carolyn Gardner

$20,000 – $49,999
Foundation for Private
Hansen Charitable Trust
Doug & Annette DeFries

$100,000 – $499,999
Acumen Learning LLC
Ross D. Stokes

$1,000 – $4,999
Jeff & Sonia S. Woodbury
The Jacquelyn & Gregory
Zehner Foundation
Danna Redmond &
Sheldon L. & Angela Peck

$50,000 – $99,999
Foundation for Paraly
Site Development
John R. Miller

$250,000 – $499,999
Quincy Loaiza

$100,000 – $199,999
we contribute to the advancement
of the Jon M. Huntsman School of
Business and our incredible students.

Huntsman  BUSINESS • 2021
ALUMNI // GIVING

35
5756

Huntsman  BUSINESS • 2021
ALUMNI // GIVING
Mark Your Calendars
Upcoming Fall Events

Aug 30
First Day of Classes

Sep 10
Leadership Forum and Distinguished Executive Alumnus Award, David Jenkins
L. Tom Perry Pavilion // 10:30 a.m.

Sep 17
She’s Daring Mighty Things Summit
L. Tom Perry Pavilion // 10:30 a.m.

Sep 24
Huntsman Career Expo
L. Tom Perry Pavilion // 10:30 a.m.

Oct 1
Intermountain Growth Summit
L. Tom Perry Pavilion // 10:30 a.m.

Oct 8
Marketstar Sales & Analytics Competition
L. Tom Perry Pavilion // 10:30 a.m.

Oct 29
Leadership Forum and Covey Principle-Centered Leader Award, Indra Nooyi
L. Tom Perry Pavilion // 10:30 a.m.

Nov 15
Malouf Marketing Case Competition
L. Tom Perry Pavilion // 10:30 a.m.

Dec 10
Last Day of Classes

We are always finding new ways to connect and adding to our calendar. Stay updated by visiting huntsman.usu.edu/calendar
I think we should all do more hard things. It makes us better people. I’m going to try harder and I invite all Aggies to do likewise. We’ll be more valuable to the world if we make it a habit.

—Jack Baldwin, ’21