

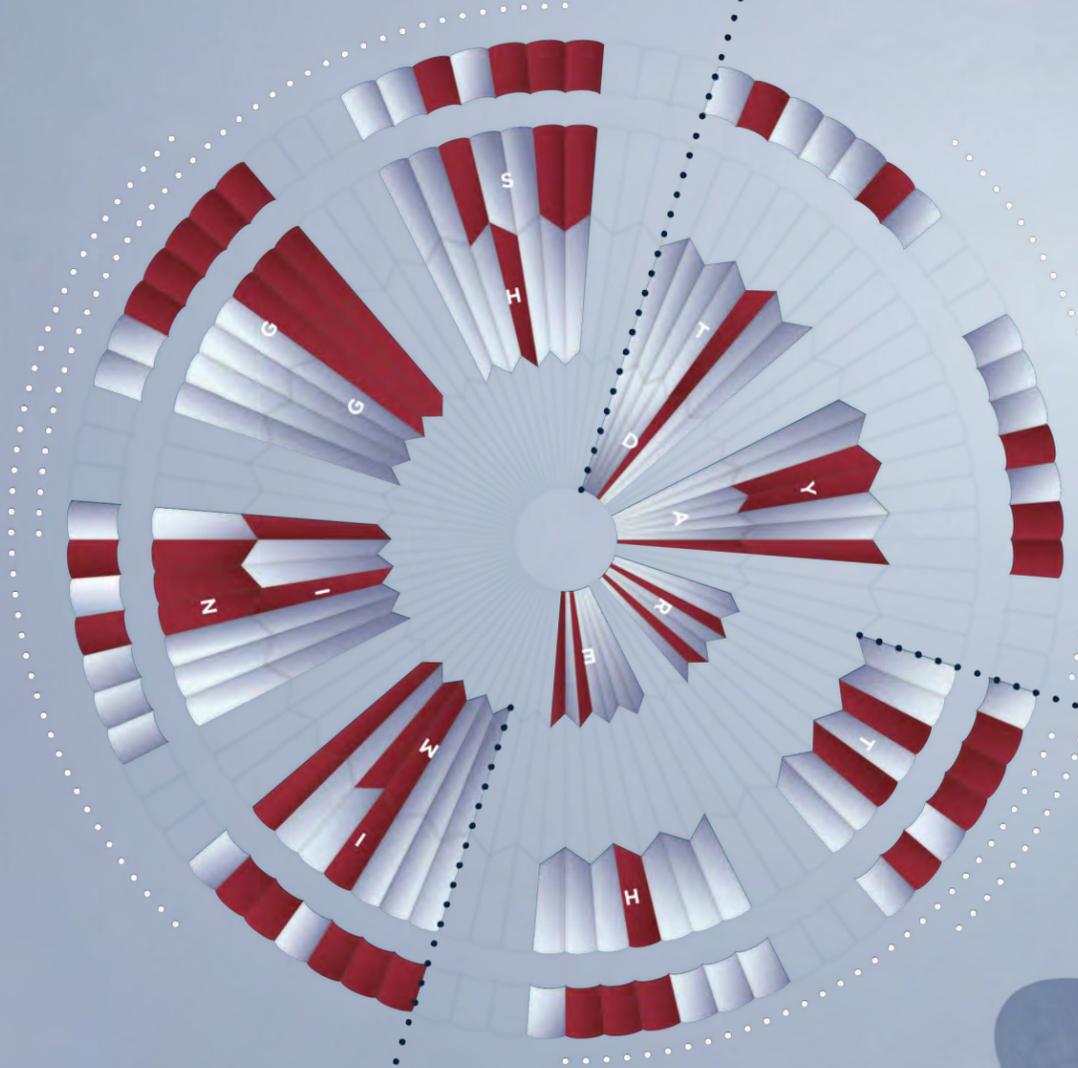
Huntsman BUSINESS

THE MAGAZINE OF THE JON M. HUNTSMAN SCHOOL OF BUSINESS AT UTAH STATE UNIVERSITY // 2021



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

DARE



MIGHTY

THINGS



COVER ILLUSTRATIONS BY SAM PEART



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



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 braked 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 only 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.

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 past decade, and more, we have invested in our students, faculty, and facilities. We have thoroughly revised our curriculum, and we have created many new academic programs. Over 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.

DEAN DOUGLAS D. ANDERSON

**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.*

Huntsman BUSINESS

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PHOTO BY DONNA BARRY

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BUILDING RENDERING BY CENTER STREET ARCHITECTS

PROGRAM RANKINGS



CLUB RANKINGS



Beta Alpha Psi Student Chapter earns Superior Chapter status

42 years in a row
longest streak worldwide

AIS awarded
NATIONAL DISTINGUISHED CHAPTER
3 years in a row



IMA earns Gold Level Award of Excellence

26 years in a row

ProSales awarded
UTAH STATE ORGANIZATION OF THE YEAR



SHRM awarded
OUTSTANDING STUDENT CHAPTER

34%
increase in First-Time Freshman over the last year

Students received
\$4,186,160
in scholarships from the Huntsman School

14%
of Presidential Scholars at USU are Huntsman students

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

A Year in Numbers

2020-2021

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

MY HUNTSMAN EXPERIENCE

BY HADJER BENSABA, '22, INTERNATIONAL BUSINESS

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 ProSales 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.



PHOTO BY EMILY BEUS

Picture Yourself AT THE HUNTSMAN SCHOOL

Watch videos of more Huntsman students like Hadjer to learn why they chose Huntsman.



▶ Courtney Tyacke



▶ Sam Nelson



▶ Meredith Richards

Come join the Huntsman School, where we begin each day with a relentless focus on student success. While we operate under unforeseen day-to-day challenges, we are also focused on many long-term opportunities to create and provide an education that allows our students to compete with the best and brightest anywhere in the world. That is the possibility Jon Huntsman saw in our students, and that is the promise we work hard to make a reality.

Jon M. Huntsman
School of Business
UtahStateUniversity.

PHOTOS BY ANALYSE CHIDISTER

huntsman.usu.edu/student-stories



ON CAMPUS

HUNTSMAN FINANCE TEAM AMONG THE TOP 15 NATIONWIDE

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.”

“This type of student is one that is really looking for a challenge and is looking for a capstone experience at Utah State, so I like the fact that it pushes them in ways that they may not get pushed in the classroom,” said Fjeldsted.

While the students themselves did 100 percent of the work, they each attributed much of their success to the guidance and mentorship of their faculty advisors: Fjeldsted; Pedram Jahangiry, an assistant professor in the Economics and Finance Department; and TJ Bond, a professional practice professor in the Economics and Finance Department, who are each CFA charterholders; as well as alumnus Michael Hendricks, who also competed in the CFA Institute Challenge while he was a student at USU.

“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.”



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



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.

GERALDINE ROBINS AWARD
Brock Hardcastle, Marketing

The Legacy of Utah State award went to Ashley Morrey, who returned to school after becoming widowed 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.

LEGACY OF UTAH STATE AWARD
Ashley Morrey, Management

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

NICHOLAS ROBINS AWARD
Sami Ahmed, Finance



PHOTOS BY ANNALYSE CHIDISTER



Felipe Acosta, Finance and International Business



Nick Heninger, MBA



Audrey Garrett, MBA

2021

JOE E. WHITESIDES SCHOLAR-ATHLETE AWARDS



USUSA PRESIDENT
Lucas Stevens, Economics



DIVERSITY VP
Emilee Harmon, Marketing



ATHLETICS & CAMPUS RECREATION VP
Taylor Sampson, Marketing



BUSINESS SENATOR
Drew Thorngren, Business Management

2021-2022

Huntsman Students Shine in USUSA ELECTIONS

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, Align Technology, AlignOrg Solutions, Conserve, Zerorez Franchising Systems, McOmber Capital, and SMCOVEY.

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.



Sales Pipeline to

General Mills

When Marketing Professor Sterling Bone came to the Huntsman School, he brought with him a vision for a professional sales program and a host of contacts. Our students have benefitted from both, evidenced by a growing pipeline of talent to General Mills.

<p>2016 Eliza Comer</p> <p>2017 Tess Arnold* Ivan Covarrubias* Chelsea Yoshikawa* Derick Morales</p> <p>2018 Christian Hobbs Garret Steed</p> <p>2019 Nick Menendez Marci Robbins Austin Emch</p>	<p>2020 Kendyll Nelson Brock Hardcastle Meredith Richards James Larsen Maggie Jensen</p> <p>2021 Nick Vasquez</p>
---	---

*No longer with GM



"There's more pleasure in giving than taking. If you give you get back."

– Eddie Jaku, Holocaust Survivor, Author

"The leader will always have to be the servant of the people. You're going to have to be there during some difficult challenges, complex moments, people's problems, and some of the less attractive elements of life."

– Jeffrey R. Holland, Religious Leader and Educator



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 MediConnect Global & REES Capital

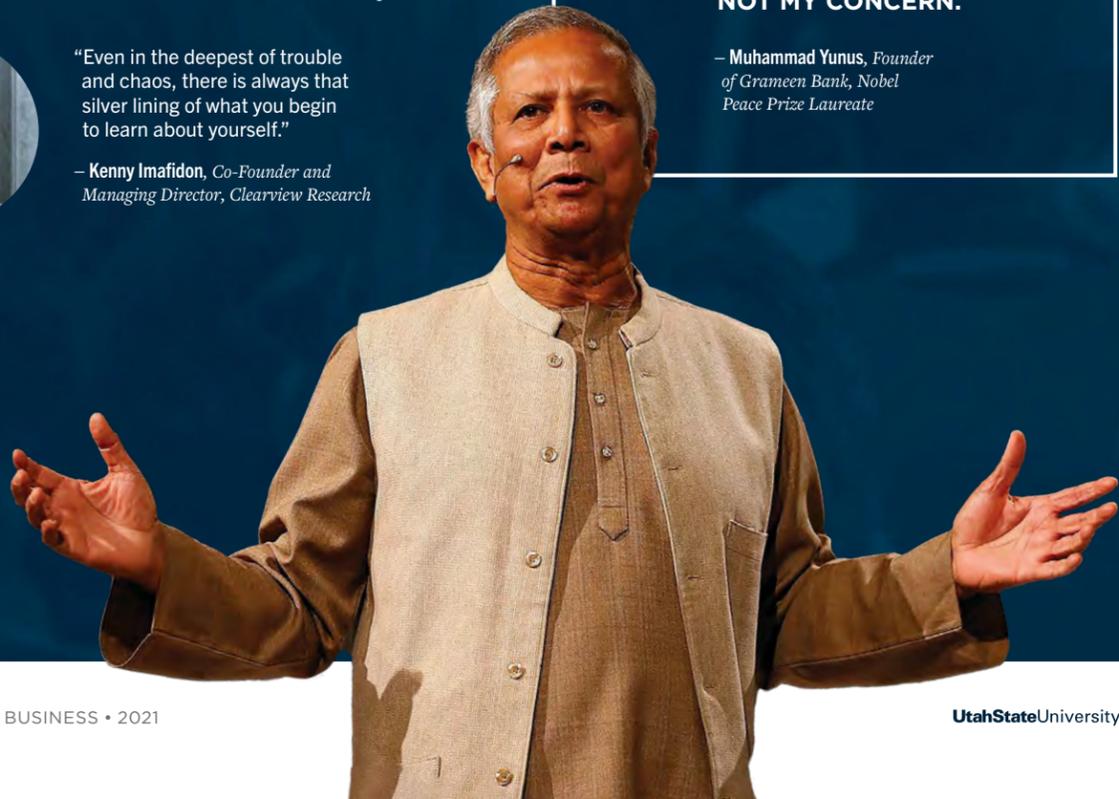


"Even in the deepest of trouble and chaos, there is always that silver lining of what you begin to learn about yourself."

– Kenny Imafidon, Co-Founder and Managing Director, Clearview Research

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



"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. Grit is the ability to bounce back long term."

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



LEAVE FEAR AT THE BACK DOOR. IT DOESN'T SERVE YOU WELL.

– Kurt Larsen, Founder of Resource Management, Inc.

“

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

”



"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."

– Sir Paul Polman, Former CEO, Unilever



"There will always be challenges... Life is tough and often unfair, but part of the leadership task is to recognize that and then to say, "How can I rise above it?" and "How can I make the most of the experience that I'm going to have?"

– Douglas Anderson, Dean, Jon M. Huntsman School of Business



Watch our Focused Fridays playlist on the Huntsman School YouTube channel: huntsman.usu.edu/youtube



BAP WIN

The Huntsman School's Beta Alpha Psi student chapter won first place in the 2021 Rocky Mountain Region "Best Practices - Invest in Yourself" competition. A total of 14 schools participated in the competition.

In this year's competition, teams recorded and submitted their presentations electronically to regional conference planners, instead of presenting them in person. The winning team was led by Colton Foy and Diana Stoddard, with Lacey Wilkey as their co-advisor. "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."

ENACTUS NATIONAL WIN

A team comprised of Sierra Benson, Zach Dickson, Isaac Dixon, Michael Henderson, Matisse Jensen, and Caleb Smith, took first place in the Enactus US National Sustainability Development Goals Pitch Competition. The team presented a project pitch on the UN's Sustainability Development Goal 8: Decent Work and Economic Growth. Their case study was titled "Plastic 2 Progress: Cleaning Up the Economy & the Streets in the Dominican Republic."



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.

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 those 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



FIRST ANNUAL HUNTSMAN STUDENT RESEARCH SYMPOSIUM

The First Annual Huntsman Student Research Symposium, sponsored by the Huntsman PhD Preparation Association was held virtually November 19, 2020, with nine student teams presenting and three teams winning cash prizes.

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 students anywhere in the world. This includes our students' capacity to conduct rigorous research. We wanted to provide our students who are planning to pursue academic careers an avenue to present and disseminate their research,” said Dr. Alex Romney, HPPA advisor.

Research presentations included titles such as “Take a Chance or Play it Safe? The Influence of Risk Orientation on Public Opinion Toward Immigration Policy”, and “Is Anybody Listening? How Leader Humility Increases Employee Voice”.

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 Tebbs 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”

TO WIN
GLORIOUS

TRIUMPHS

EVEN THOUGH CHECKERED BY

FAILURE

BY MEGAN PARKER



MARKETING major Gabby Marz 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 Marz 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," Marz 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."

Marz 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, Marz 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 OFTENTIMES WE DON'T RECOGNIZE UNTIL THEY ARE TESTED.

—JON M. HUNTSMAN

In describing the challenge, Marz realized that “my best doesn’t always look the same in every situation.”

As a student entering her senior year at Huntsman, Marz has immersed herself in the college experience. And even when facing difficulty, Marz 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 through life experience, including both successes and devastating setbacks. 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 effectual 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 some 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



Jon Huntsman, pictured here when he was White House Executive Secretary for President Richard Nixon, experienced his own set of challenges as an entrepreneur, but firmly believed in the value of experimentation as a key to innovation and growth.

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



Jared Fry was recognized with the 2020 Nicholas Robins Award, the highest student award given by Utah State University.

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

since 2017 focused on the intersection of economics and public policy. The Stephen R. Covey Leadership Center provides leadership coaching from student mentors, opportunities to build leadership skills, and gives students the chance to pitch companies on leadership 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 Global Learning Experiences 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 to 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 Haight Huntsman Professor of Leadership, bringing with her the Utah Women & Leadership Project, which is focused on strengthening



Renderings by Center Street Architects of the proposed experiential learning building, to be placed directly east of the current Eccles Business Building.

the impact of Utah women and girls. The recruiting of internationally known scholars such as Dr. Katarzyna Bilicka 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.”



Crystal Maggelet, President & CEO of FJ Management, surrounded by students at a She’s Daring Mighty Things Summit at the Huntsman School.

HuntsmanScholars

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The Center for Growth and Opportunity at Utah State University

UTAH WOMEN & LEADERSHIP Project

she's DARING MIGHTY THINGS



Gabby Marz, a transfer student from Snow College, is a Huntsman Scholar and USU Ambassador.



“The She’s Daring 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%** said they were engaged at work – meaning they were involved in and enthusiastic about their jobs – compared with 33% 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 intermediates company based in Wichita, KS, agrees. His experiences at Huntsman ranged from working as



I WAS TAUGHT HOW TO **DARE MIGHTY THINGS** AND THAT ISN’T JUST 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



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. Remarkably, the new virtual event format enabled the competition to expand to international university participants the following year.

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 principled 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,” he said. “It is something that takes time, effort, love, application of knowledge, and going out there and trying something you have never done before.”

LeAnn Ravsten, a Data Analytics major and Women in Business Association member who is beginning her senior year, said she also developed skills and confidence through experiential learning that helped her during her internship as a data analyst at The Church of Jesus Christ of Latter-day Saints.

Her experience as a teaching assistant for a data analytics class during Covid taught her how to pivot



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

LeAnn Ravston credits the experience gained as a teaching assistant in helping her with her internship.



and find new ways to solve problems while presenting material virtually. “This was a challenging adjustment because I had never taught classes and I thought it would be in-person instruction,” said Ravsten. “Adapting to virtual teaching [due to Covid-19] was interesting because I was not as easily able to gauge the understanding of material by the students by looking at their faces through a screen compared to in-person instruction. As the semester progressed, I was able to adjust how I presented the material. The adjustment helped me switch my perspective from ‘how can I make sure the material is taught?’ to ‘what do these students need to learn from the material and be successful in the course?’”

Later, while working on assignments during her internship, she said she would remind herself of her teaching experience, and that the best way 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 it 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 as students is obvious.

Kristen Ream, a Sr. Program Manager at Adobe Sales Academy, said that students catch the eye of potential employers 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 those 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



Dr. Vijay Kannan, the head of the Management Department, exemplifies the commitment to student success through excellence in classroom instruction and close mentorship of students.



Lianne Wappett brings a wealth of professional experience and a genuine love for her students into the classroom, and has quickly become a favorite among Huntsman students.

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.

“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



Olivia Archibald started the Happiness Project as a way to help fellow students connect with each other and increase mental wellness.



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 transferrable 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

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2021

FACULTY HONORS



ASCENDANT SCHOLAR
Dr. Julena Bonner

Julena Bonner, an assistant professor in Marketing & Strategy, was recognized as an Ascendant Scholar by the Western Academy of Management. The award recognizes outstanding research, teaching, and professional service. Dr. Bonner, the 2020 Huntsman School Researcher of the Year, received her PhD from Oklahoma State University. Her research in behavioral ethics, ethical leadership, moral emotions, and workplace deviance has been published in the leading academic journals in the fields of management, organizational behavior, and applied psychology. She has also consistently received high marks in the classroom, with students highly ranking the rigor and incredible content of her classes. Jim Davis, the department head of the Marketing & Strategy Department, noted that “in all my years of academia, I have not come across such a strong research scholar, especially at this early phase of her career.”

FACULTY RESEARCH FELLOW
Dr. Katarzyna Bilicka

Economics assistant professor Katarzyna Bilicka has been appointed a Faculty Research Fellow of the National Bureau of Economic Research (NBER). “This is a singular honor in the economics profession,” said Huntsman School Dean Douglas D. Anderson, “but for a young scholar like Kat, it is simply extraordinary.” The NBER, a private nonprofit organization based in Cambridge, MA, counts thirty-two current and former affiliates as Nobel laureates in Economic Sciences, with 13 having chaired the President’s Council of Economic Advisers. Dr. Bilicka’s research focuses on public economics, public finance and applied microeconomics, with a focus on corporate tax avoidance of multinational firms. Prior to joining the Huntsman School faculty in 2018, she obtained a PhD (DPhil) in June 2017 from the University of Oxford and Nuffield College.



2020 WOMAN OF THE YEAR
Dr. Susan Madsen

Susan Madsen, the Karen Haight Huntsman Endowed Professor of Leadership in the Huntsman School, and the Founding Director of the Utah Women & Leadership Project, was named a 2020 Woman of the Year by Utah Business Magazine. Dr. Madsen’s research and outreach focuses on strengthening the impact of Utah girls and women through increasing college completion rates and helping girls and women find their voices and become leaders. She has become the leading voice in the State of Utah for women in business and higher education and has been heavily involved for decades in researching the lifetime development of prominent women leaders, personally interviewing a host of female university presidents, U.S. governors, and international leaders. Dr. Madsen has authored or edited six books, published hundreds of articles, chapters, and reports, and is a sought-after speaker in local, national, and international settings. Dr. Madsen received her doctorate from the University of Minnesota in work, community, and family education with a specialization in human resource development.



Welcome
Dr. Teppo Felin

Douglas D. Anderson Endowed Professor of Strategy & Entrepreneurship

BY JAIME CALIENDO



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

Professor Felin comes to the Huntsman School from the Saïd Business School, University of Oxford, where he served as Academic Director of the Oxford Diploma in Strategy and Innovation and academic 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.

Felin continues, “A university education, at its best, is interdisciplinary and broad. It pushes us. It’s at the nexus interaction points where lots of interesting opportunities and insights come from. I want to provide an environment for that.”

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.”

2021

HUNTSMAN
FACULTY
& STAFF
AWARDS



FACULTY RESEARCHER OF THE YEAR

Todd Griffith, Assistant Professor, Economics & Finance

"Todd is an incredibly productive researcher. Not only has he published a large number of his academic studies, but he has also managed to publish his work in some of the most elite finance journals."

—Ben Blau, Department Head, Economics & Finance



CAZIER PROFESSOR LIFETIME ACHIEVEMENT

Randy Simmons, Professor, Economics & Finance

"Randy has taught and mentored thousands of students at USU during his prestigious career. His legacy has left an incredible mark in the lives of his students and the university as a whole."

—Ben Blau, Department Head, Economics & Finance



UNDERGRADUATE RESEARCH MENTOR OF THE YEAR

Alex Romney, Assistant Professor, Marketing & Strategy

"Alex has found his passion in mentoring, coaching and advising undergraduate student research. His work this year with undergraduate students is noteworthy as it has established a formal structure that makes it possible for any interested undergraduate student to engage in meaningful research."

—James Davis, Department Head, Marketing & Strategy



UNDERGRADUATE FACULTY MENTOR OF THE YEAR

Lianne Wappett, Lecturer, Data Analytics & Information Systems

"Lianne's commitment to mentoring students outside of the classroom is astonishing. She has volunteered to serve as an advisor for the Huntsman Scholar program and the Huntsman School's Women in Business Association. Lianne also serves as a USU Connections instructor to mentor incoming freshman."

—Chris Corcoran, Department Head, Data Analytics & Information Systems



OUTSTANDING GRADUATE MENTOR OF THE YEAR

Yong Seog Kim, Professor, Data Analytics & Information Systems Department

"Yong is easily the most active faculty graduate mentor in the DAIS department. He continually includes graduate students in his research projects, and frequently has student coauthors involved in his conference presentations and published papers. Yong has an incredible talent for helping students make independent contributions that significantly enhance their professional profiles and employment opportunities."

—Chris Corcoran, Department Head, Data Analytics & Information Systems



FACULTY UNIVERSITY SERVICE AWARD

Zsolt Ugray, Professor, Data Analytics & Information Systems Department

"I have been deeply impressed by Zsolt's continual willingness to pitch in wherever needed within the department and across campus. He has an astonishingly extensive record of service. Just over the past few years, he has served as a USU Faculty Senator and as a member of at least 6 committees within the college and across campus."

—Chris Corcoran, Department Head, Data Analytics & Information Systems



EMPLOYEE OF THE YEAR

Shara Gibbons, Webmaster and Marketing Automation Specialist

"Shara's thoughtfulness, attention to detail, and incredible organization skills have made her a trusted resource across the Huntsman School. In the past year, she and her team undertook a comprehensive redesign of the website that involved multiple collaborators. The end result of many months of work is a robust and up-to-date web presence, with clear and informative content displayed in a clean and consistent design."

—Dave Patel, Associate Dean



USU NEW ADVISOR OF THE YEAR

Dawnetta Mahnken, Undergraduate Advisor

"Dawnetta's early career accomplishments represent the best of academic advising. She has centered the needs of students in her advising practice, implemented tools and technologies to improve persistence and completion, and contributed to the development of her colleagues in advising."

—Ruth Loveland, Director, FJM Center for Student Success

Dr. Bret Crane

2021 Teacher of the Year

BY JAIME CALIENDO

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.

"Leadership is not just 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 they'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.

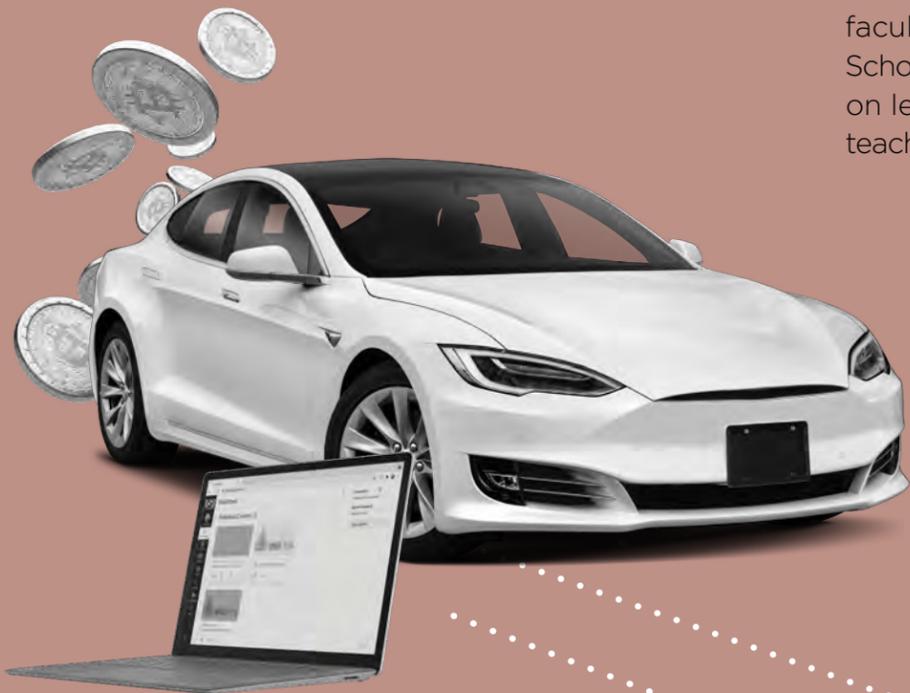
Dr. Jim Davis, head of the Department of Marketing and Strategy, observes, "Student engagement is perhaps Professor Crane's greatest strength. I have rarely seen a professor so actively engaged with students and who so proactively develops programs and activities for even more engagement. It is his passion and where 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."



The Big Picture

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.

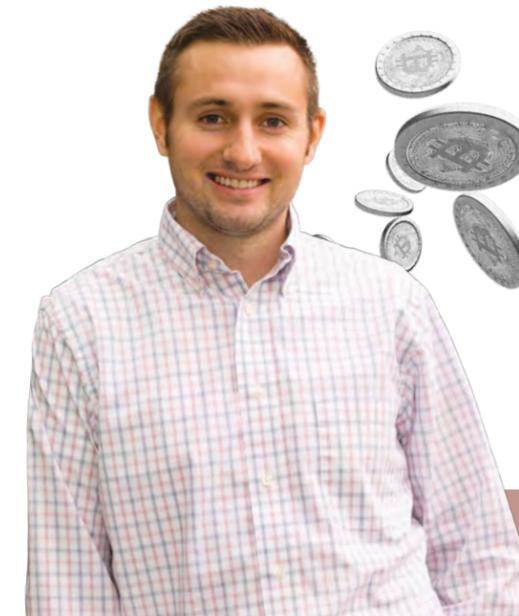


What are **cryptocurrencies** and why do they matter?

Todd Griffith, Assistant Professor, Economics & Finance

A cryptocurrency, or crypto, is a digital exchange system in which units are generated and transacted 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 a safer, faster, and more cost effective medium of exchange than centralized payment methods.



Dr. Todd Griffith graduated with honors, earning a Ph.D. in Finance from the University of Mississippi. He received an MS in Financial Economics and a BS in Economics from Utah State University. He teaches Corporate Finance, Investments, and Markets and Trading.

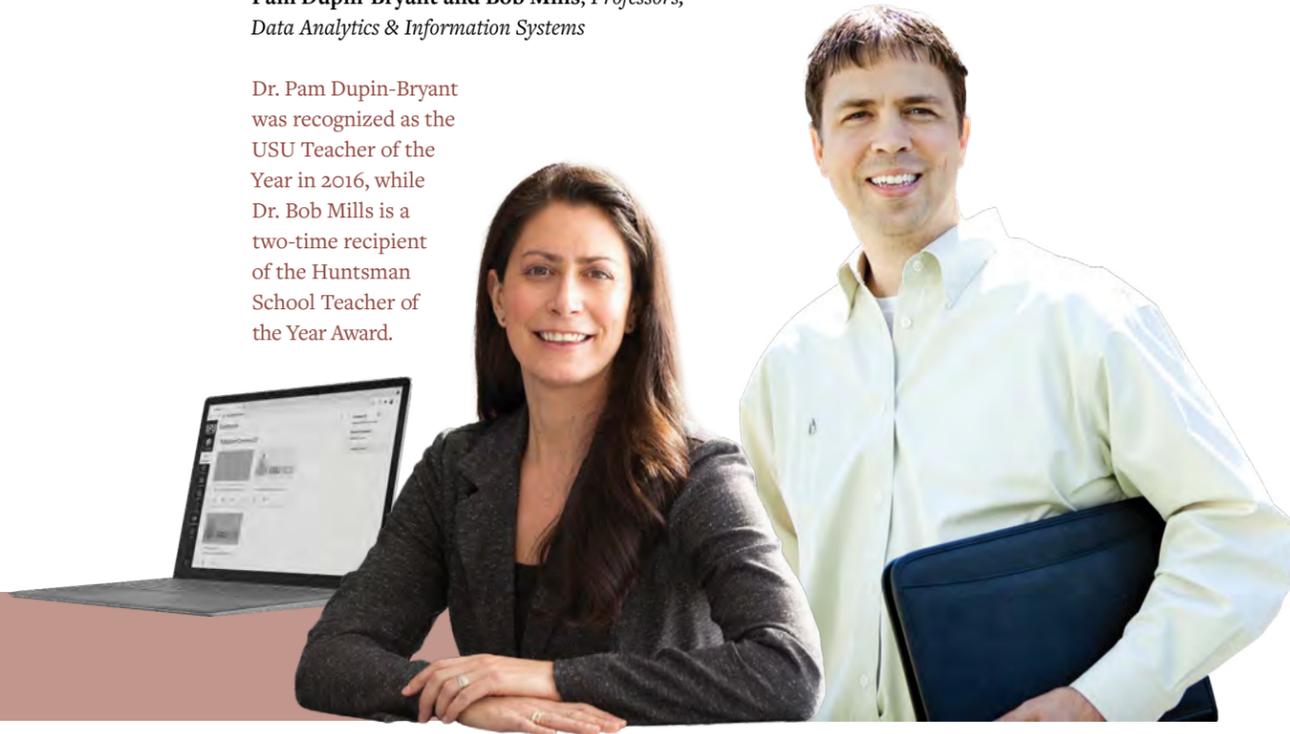
Many individuals include cryptocurrencies in their investment portfolios. The main challenge is estimating the value of cryptocurrencies, as they lack fundamentals. Hence, unlike traditional investments such as stocks, bonds, real estate, and commodities, there is no underlying asset backing cryptocurrencies. 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 learning and teaching mid-semester last Spring created numerous challenges, we also learned how students learned online, and in many cases, we created wholesale changes to course organization, sequencing, assessment, collaboration, engagement, motivation, and detailed course expectations for Summer and Fall

semesters. As we adjusted to a new reality, our new student-centered online and hybrid courses were designed with a level of quality that in many ways exceeded traditional onsite courses.

We believe the myriad challenges overcome this past year will create lasting improvements in the educational experience. Providing students with a choice in educational delivery methods (traditional onsite, online, interactive broadcast, or hybrid) enables students to become active learners who can balance internships, work, family, and other off campus commitments without disrupting their education. Participating in courses utilizing a variety of technologies helps prepare future business leaders for remote work and dispersed workforces.

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



Dr. Antje Graul is an Assistant Professor of Marketing. She teaches Sustainability Marketing and Digital Marketing. Dr. Graul received her Ph.D. in Marketing, Business and Management, and an M.A. in Corporate Communications and Public Relations from Leeds University.

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 upcoming 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.

Coming from a business and social science background, my work focuses specifically on understanding

aspects of consumer behavior and motivation related to electrified transportation and charging infrastructure. These insights are important as they help identify ways in which EV adoption at scale can be reached in the Intermountain West and beyond. Our team's insights come from data analysis, lessons learned, and tools we develop from multiple sub projects that we conduct. For example, as part of a multi-year long research project led by PacifiCorp, my research helps inform charging infrastructure deployment and incentives that could help increase EV adoption in rural areas and National Parks. In another interdisciplinary research project funded by the Department of Energy, my team and I aim to better understand consumer perceptions of electrified transit bus transportation in the greater Salt Lake area. For example, electric buses offer quiet operation and better acceleration, which could also improve the quality of service and potentially increase bus ridership.

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.

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 Blau, Todd Griffith, and Ryan Whitby, *Journal of Business Ethics*

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

“Development and validation of the workplace hazing scale”
Julena Bonner, *Human Relations*

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

“Attribution of Responsibility after Failures within Platform Ecosystems”
Brian Dunn, *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 Product Attachment in Consumer-to-Consumer Transactions”
Antje Graul and Aaron Brough, *Journal of Consumer Psychology*

“The impact of a spill or pollution accident on firm environmental activity: An empirical investigation”
Rick Hardcopf, *Production and Operations Management*

“Political bias in the media’s coverage of firms’ earnings announcements”
Lynn Rees, *The Accounting Review*

“It’s not just what you say, it’s how you say it: How callings influence constructive voice delivery”
Alex Romney, *Human Relations*

“How Symbolic Human Resource Function Actions Affect the Implementation of High Performance Work Practices: The Mediating Effect of Influence on Strategic Decision Making”
Mike Ulrich, *Human Resource Management Journal*

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. Leaders must now:

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 an “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 employees, 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.

2021 Commencement

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.

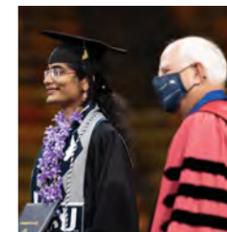
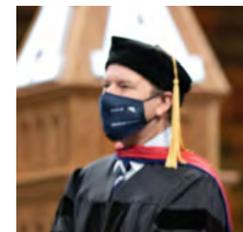
Valedictorian Jack DeSpain encouraged graduates to learn from failure and to take risks. "Right now, we have very few necessities, which is why it's the perfect time to take risks. I think we should reflect on what

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!"



PHOTOS BY LEVI SIM





ALUMNI

ALUMNI NOTES

*We want to celebrate life's moments, milestones, and achievements with you!
Send your alumni news update to huntsman.editor@usu.edu*

'70s

Dr. James R. Kearl '71, is a Senior Consultant at Charles River Associates

N. George Daines III '72, is the Chair & CEO for Cache Valley Bank

Terry Hodges '73, is the Owner of Hodges Capitol

Robert D. Humphrey '76, works as a Principal for Experion Capital

Alan D. James '76, is the CFO at Nucor Vulcraft Group

Gerald L. Brown '77, is a Commissioner for District 5 at Idaho Wheat Commission

David R. Zilles '78, is an Owner at Zilles Cattle Ranches LLC

Brad H. Bearnson '79, works as an Attorney for Bearnson & Caldwell LLC

Gary Vance Campbell '79, works as a Partner and Managing Shareholder for Campbell Jones Cohen CPA

'80s

Lee W. Christensen '80, is the Owner of Ricoh USA Inc.

David F. Farnsworth '80, works as an Executive VP & Chief Credit Officer for Citizens Business Bank

Timothy F. Wilson '80, is a CFO at Learning Ally Inc.

Kevin S. Hafen '81, is the Regional Director

at John M. Floyd & Associates Inc.

Ryan Carmen Woolf '81, is the Director of Finance & Shared Services at Beijer Electronics Inc.

Craig A. Bachner '82, is the Founder of KeyTechSource

Lloyd Darvel George '82, is the CFO at Advanced CFO Solutions

Kevin Beutler '83, is the Associate Leader

of Human Resources at Kaiser Permanente

Brian C. Israelsen '83, works as a Senior Portfolio Manager for Deseret Mutual Benefit Administrators

Todd W. Poulsen '83, is the VP of Sales and Service at Wytcode Inc.

Brett Keith Sellers '83, works as a Partner for Rubin Brown LLP

Frank M. Shaw '83, works as a Director of

Program Management for Peterson Inc.

Paul L. Allen '84, is a VP at AgReserves

Robert M. Baker '84, is a Sales Manager and Coordinator at G3 Solar

Brent Larson '84, is a CFO at MMI Tank Inc.

Steven Paul Nielsen '84, works as the VP of Strategic Accounts for Innovative Interfaces Inc.

PRESIDENTIAL PROMOTION

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.



UtahStateUniversity

Gerald K. Piggott '84, works as a Sales Manager for Ryson International

John L. Tippetts '84, is the President at RSM Foods

Kent Wilson '84, is the President of Wilson Financial Advisors

William P. Zebe '84, is the Head of Real Estate at WoodSpring Hotels

Kenneth Viking Knebel, Jr. '85, is a Pilot for American Airlines

Jeffrey Lloyd Phipps '85, is the Owner & CFO at DNT Construction

Michael Dennis Carlsen '86, is the Owner of Stylish Fabrics/Bernina

Harry Norris Fugate '86, is a Business Development Manager at Northwind Inc.

Barry P. Heninger '86, is a Managing Partner at Keiretsu Capital

Todd G. Loosle '87, is an SEC Reporting Manager at Zions First National Bank

Michael D. Spaulding '87, works as a CFO for West Coast Self-Storage Company

Wade C. Bitter '88, works as a Chief Accounting Officer & Treasurer for NCS Energy Services

Alma Lee Everton '88, is a Digital Marketing Consultant at ALEGROUP

Miles C. Nelson '88, is a Public Works Director for the City of Price

Richard A. Ostberg '88, is the CEO for The Electric Company

Paula L. Rosson '88, is the Senior VP at MarkWest Hydrocarbon Inc.

Michael K. Child '89, is the Associate Director

of Cache Valley Home Builders Association

Matthew Y. Jarrett '89, is the Executive VP & CFO for Western AgCredit

Michael L. Morgan '89, works as a Postmaster for the United States Government

Anthony John Sansone '89, is the Owner of AJS Consulting LLC

'90s

Colin Warren Forbes '90, works as a Group Sales Manager for Davidson Companies

Mitchell R. Hansen '90, is a CPA, CMA, & CFE-Shareholder for Clark Nuber PS

Bobby Liu '90, is the CFO at Burbank Water & Power

Sherrie L. Rees '90, is the CFO & Senior VP at Medallion Bank

David Scott Schwanke '90, is an Executive Director at Utah Higher Education Assistance Authority

Shaunalee Stanger '90, works as a Managing Sales & Delivery Partner for MultiTek LLC

David H. Stump '90, is a CFO at Mentors International

David B. Thornley '90, is the Owner of Princess Industries LLC

Jeff Wangsgard '90, is the Owner & CPA of Jeffrey R. Wangsgard & Associates LLC

Nate C. Peterson '91, is the Director of HR at Gossner Foods Inc.

Nolan Parker Gunnell '92, is the VP, Financial Advisor & Assistant Branch Manager at Davidson Companies

Burton W. May '92, works as a Senior VP for Continental Bank and Trust Company

Michael Ross McMullin '92, is the CFO at Precision Systems Engineering

Amy L. Bancroft '93, works as the VP of Services for Viridian Sciences

Dennis Ray Elwood '93, is the VP of Finance at Kaman Corporation

Lynn J. Hirschi '93, is a Partner at Express Employment Professionals

Sean C. Kartchner '93, is the Purchasing Manager for Pepperidge Farm

Bryan S. Magleby '93, is the Executive Director at Idaho Innovation Center

Heidi Peterson Risk '93, is the VP of Finance & CFO for Tradition Golf Course

Travis R. Young '93, is the Owner of Printa Systems

Tim C. Beardall '94, is the Head of Internal Audit at Nebo School District

Peggy L. Carrico '94, is a Manager of UCR Operations at IHC Health Services

RoLynne W. Hendricks '94, works as a Marketing Executive for Cooper Norman CPAs & Business Advisors

Rick John Krebs '94, works as a Principal for My Biz Value

Kimberly Coray Larson '94, is an S and OP Analyst at Malouf

Rex L. Morgan '94, is the Director of Engineering at O.C. Tanner Company

Raymond C. Wariner '94, is a Controller at Wasatch Storage Partners



NATIONALLY RECOGNIZED

Cindy Durtschi, History and Economics, '78, and former accounting faculty member, has been awarded the J. Michael and Mary Anne Cook/Deloitte Foundation Prize, the foremost recognition from the American Accounting Association. The award recognizes individuals who consistently demonstrate the attributes of a superior teacher in the discipline of accounting. Dr. Durtschi, the EY Professor of Accountancy and Director, MS in Audit and Advisory Services Program at DePaul University, was recognized in the graduate teaching category.

Curtis Skip Wilson '94, is the Western Regional President at Chartway Federal Credit Union

Dixie N. Banham '95, is the Director of Administration at Nebo School District

Doyle K. Collings '95, is a Solutions Architect at Zions First National Bank

Tara Davenport '95, is the President & Co-Owner of Encore Land Services

Bruce Vernon Dent '95, is a Human Resources Director at Intermountain Health

Boyd Hunter '95, is the CFO of TAB Bank

David R. Jenkins '95, is the Chairman of the Board at Conservice

Ajay C. Krishnan '95, is a Portfolio Manager at Wasatch Advisors Inc.

Timothy Carl Snooks '95, is the VP of Sales at Minburn Technology Group LLC

Robert H. Tracy '95, works as an Executive VP for R.H. Foster Energy

Janna M. Barlow '96, is the Owner of Nani Swimwear

Bruce D. Bischoff '96, is the VP of Internal Sales at CLS Investments

Tyler J. Burningham '96, is the VP of Administrative Services at Capstone Nutrition

Nathan M. Smith '96, is the President of LightCam LLC

Brad J. Wilson '96, is the Director of Business Development for HR Certification Institute

Matthew L. Zollinger '96, works as a General Manager for Mine Site Technologies Limited



RISING IN THE RANKS

Rachel Allred, Marketing, '19, 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 Basic Officer Leadership Course.

Jill Cox '97, is a VP of Sales at Sun-Glo of Idaho Inc.

Bryan P. Crowell '97, is the COO for Petersen Incorporated

Daniel S. Garceau '97, is the VP of Lean & Business Operations at GE

Brandt Joseph Hellstern '97, is a Business Development Manager at IPS MeteorStar Inc.

Justin B. Hill '97, works as the Support VP of Professional Services for QL2 Software

Scott A. McCausland '97, is the Executive Director for OCLC Inc.

Robert H. McKenna '97, is the Principal & CEO for Fovea LLC

Shane A. Norman '97, works as a Finance Credit Manager for Wheeler Machinery Company

Jason Joseph Parker '97, works as a Sales Manager for J. D. Heiskell & Company

Justin Ray Robinson '97, is a CFO at Lundahl Building Systems



Mitchell K. Rowe '97, works as a Chief Revenue Officer for Ivanti Inc.

Mark Aaron Suvak '97, is a VP of Operations at Basin Material Handling

Craig S. Adams '98, is a Chief Product & Engineering Officer at Recorded Future

Erika Donnet Bonner '98, is a Tax Partner at KPMG International

Gregory R. Call '98, is a Financial Advisor at Equitable Advisors

Shan G. Edwards '98, works as a CFO for Zars Inc.

Ryan N. Ogden '98, is a CFO at Jeunesse Global LLC

John B. Thompson '98, is a Division President at CHUBB Federal Insurance Company

Ken S. Thompson '98, works as a Principal Partner for AlignOrg Solutions

Curtis K. Turner '98, works as a CEO for Candelaria Mining Corp

Jason Richard Wendel '98, works as a Senior

Manager of Information Technology for KPMG International

Tyler J. Barton '99, is an Assurance Senior at Ernst & Young LLP

LeeAnn Blanchard '99, works as a Director of Client Services for Cohn Financial Group

Sherise Federico '99, is a Director for Chatham Financial

Kolby J. Hoelzle '99, works as a Managing Consultant for IBM Corporation

Jared S. Horner '99, is the Owner of JSH Consulting

Joseph D. Parker '99, is the Owner of Parker Orthodontics

Aaron R. Schubach '99, is the CEO for Opticare of Utah

Michelle Smith '99, works as the SVP for Integration and Operations for the Larry H. Miller Management Company

'00s

Scott D. Boman '00, is the VP & CFO for DataMaster Company

Troy Wayne Knighton '00, works as a Partner & Founder for Veritas Wealth Management LLC

Bradley O. McBride '00, is the Assistant Controller at Proficio Bank

Cameron S. McBride '00, works as a Chief Operating Officer for Valley Behavioral Health

Reese W. McNeel '00, is the CEO for Sembcorp Marine Ltd

Patrick S. Nelson '00, is the CEO of Nelson Brothers LLC

Richard C. Price '00, is the Founder & Managing Partner for Global Business Solutions LLC

Jared Smith '00, is the Associate Director at WebAIM

Kory J. Smith '00, is the VP of Capital Improvements at Wasatch Commercial Management

Robert K. Stoddart '00, is an Actuarial Associate at CareFirst Inc.

Christian T. Stout '00, works as a Partner & Wealth Manager for Commonwealth Financial Network

Todd W. Taylor '00, works as a Director of Low Voltage & IT Design for Infinity Engineering

John R. Adams '01, works as a Partner for Cook Martin Poulson, P.C.

Colby J. Allsop '01, is the Senior Director of HR at PepsiCo Inc.

Emile F. Bonfiglio '01, is the Owner of Luxury Home Magazine

Lisa Burns '01, is the Founder and Owner of Sprout's Learning Academy

Spence E. Cornia '01, is the Senior Project Manager for Biomerics

Jeffrey A. Crockett '01, works as a Controller for Sentry Financial Corporation

Scott M. Didericksen '01, works as a Business

Development Manager for Select Security Inc.

M. Jason McKee '01, is the CFO of Strata Networks

Jordan E. Needles '01, is a Principal for CBIZ Inc.

Michael C. Rockwood '01, is the VP of Finance at Balsam Brands

Adam J. Scott '01, is the Owner of JH Builders Inc.

Ryan L. Snow '01, is the City Manager for the City of Roosevelt

Brittany L. Thompson '01, works as an Attorney for Craig Swapp & Associates

Matthew S. Toone '01, is the CEO at Alterra Medical

Mark S. Woodland '01, works as a Consultant for Accelerate Performance Sales Consulting

Jerry A. Wright '01, is the Director of Business Development of Strata Fund Services LLC

Cory D. Alder '02, is the Principal Master Plan Leader at Cytiva Life Sciences

Joshua J. Baxter '02, is the CEO of Net Documents

Casey M. Beck '02, is the Branch Manager at Western AgCredit

Kari Grover '02, is an HR Manager at Hexcel Corporation

Treavor T. Hill '02, is the Managing Director for Piper Sandler

Nathan B. Holman '02, is the VP of Sales & Marketing at Juniper Systems Inc.

James L. Jenkins '02, works as the VP & Director of Finance for CAO Group

Tristan L. John '02, is a Managing Partner at John & John PLLC

Joel C. Johnson '02, is the Manager of Operations at Wasatch Photonics Inc.

Tyler R. Kirkham '02, is a Controller at CoorsTek Inc.

Edward Payne '02, is the Director of Logistics at Onsite Dental

Daniel P. Rinehart '02, is an Assurance Partner at Wisan, Smith, Racker & Prescott LLP

Nathan R. Webb '02, is the Owner & Closing Officer for Cache Title Company

Adam Alder '03, works as a Project Director for U.S. CAD company

Hal D. Allen '03, is the Owner at Hal R. Allen & Associates

Heather Allen '03, works as a Tax Partner at Tanner LLC

Daniel W. Applegarth '03, is a Chief Analyst at Insurance Regulation

Benji Baumann '03, is the CFO at Brigham City Community Hospital

Chris P. Bingham '03, works as a VP of Global Marketing for Advanced Bionics Corporation

Andy Buteau '03, is a Software Engineer at Facebook

Gregory G. Cole '03, is the Owner of GL Cole Capital LLC

Aaron G. Cook '03, is the Owner and Partner at Core Innovative Solution Inc.

Adam Goodsell '03, is the Owner of Mammoth Machinery LLC

Stephen C. Hammond '03, works as a Senior Director of Experience Cloud for Adobe Systems Inc.

Andy Hyer '03, is a Client Portfolio Manager at NASDAQ

Lisa C. Levanger '03, is the VP of Human Resources for Wasatch Commercial Management

Mace Rockwood '03, is Co-owner at Citrus Pear

Jeffrey D. Steed '03, is the Chief Legal Officer at Malouf Fine Linens

Jessica S. Stones '03, works as the Group Director of HR for McWane Inc.

Robert W. Ward '03, works as the Director of Marketing Programs for Cherwell

Shane S. Calder '04, is the Owner of Zion Homes Inc.

Michael J. Cooper '04, works as a Human Resources Manager for Lamb Weston Holdings

Darren J. Gooch '04, is the COO & CEO at Loveland Innovations LLC

Gregory J. Hatch '04, is a Business Excellence Lean Leader for R&D at Merit Medical Systems Inc.

Andrew D. Laing '04, is the CEO of Ogden Polar Group

Jeffrey D. Lindsay '04, is an Investment Advisor at Peterson Wealth

Tyler J. Mchenry '04, is the Assistant Director of Aviation Finance for McCarran International Airport

Amy L. Randle '04, is a Director at Brandenburger & Davis

Thomas R. Sunderland '04, works as a VP of IT for Inovar Inc.

Jonathan G. Winn '04, works as a Senior Attorney for Cordell & Cordell

Dr. Lei Zhou '04, works as a Senior Research Scientist for Activate Research

Garrett A. Atwood '05, works as a Marketing & Logistics VP for Wolverine Fuels

Spencer T. Erickson '05, is a Managing Director of Fund Tax at KPMG International

Jeremiah L. Jolicoeur '05, works as a Managing Director of the Pacific Northwest for Alliance Residential LLC

Dustin Jones '05, is the CEO of Unified Commerce Group

Matthew A. Ethington '06, is a Controller at Wasatch Commercial Management

ALUMNI ALL STARS

Tara Thue, Political Science and Economics '05, and Clay Olsen, att, '08, were recently named as Utah Business Magazine's '40 Under 40 Honorees'. Tara is AT&T's President of the Mountain West States for external and legislative affairs. In this role, she leads all external, governmental and community affairs for AT&T in Idaho, Montana, and Utah. 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 hundreds of thousands of individuals around the world find deeper healing and recovery.



Kendall S. King '05, is a Digital Strategist at Sprout Pharmaceuticals

Michelle McBride '05, is a Controller at Advanced CFO Solutions

Badri Narayanan '05, is the Founder & CEO of Equity Levers

Trent C. Nate '05, works as the Director of Sales for SelectHealth

Christoffer D. Neal '05, is a Partner at Cherry Bekaert LLP

Nathan E. Thompson '05, is a District Sales Manager at Industrial Scientific

Ryan M. Vaughn '05, works as a Director of HR for Honeyville Inc

Matthew C. Waters '05, works as a Corporate Recruiter for Zions First National Bank

Darren Lamont Arnold '06, works as a Controller for MKS Instruments Inc.

James Jackson Cone '06, is a Director at Cone Family Properties LLC

Hutch H. Daniels '06, is a Business Development Specialist at Conserve

Matthew A. Ethington '06, is a Controller at Wasatch Commercial Management

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Michael J. Cooper '04, works as a Human Resources Manager for Lamb Weston Holdings

Darren J. Gooch '04, is the COO & CEO at Loveland Innovations LLC

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Jonathan G. Winn '04, works as a Senior Attorney for Cordell & Cordell

Nathan E. Thompson '05, is a District Sales Manager at Industrial Scientific

Janica M. Wright '06, is an IT Manager at VFC Lighting Protection

Jordan Richard Collins '07, works as a Managing Partner for Divergent Wealth

Devin C. Daines '07, is a Litigation Associate at Fox Rothschild LLP

Jonathon T. Gay '07, works as a Principal for Kenzington Capital Ventures

Andrew V. Israelsen '07, is the Owner of Elevate Pest Control

Preston O. Otte '07, is a PGA Head Golf Professional at The Highlands at Dove Mountain

Matthew A. Ethington '06, is a Controller at Wasatch Commercial Management

Michael J. Cooper '04, works as a Human Resources Manager for Lamb Weston Holdings

Darren J. Gooch '04, is the COO & CEO at Loveland Innovations LLC

Gregory J. Hatch '04, is a Business Excellence Lean Leader for R&D at Merit Medical Systems Inc.

Andrew D. Laing '04, is the CEO of Ogden Polar Group

Jeffrey D. Lindsay '04, is an Investment Advisor at Peterson Wealth

Tyler J. Mchenry '04, is the Assistant Director of Aviation Finance for McCarran International Airport

Amy L. Randle '04, is a Director at Brandenburger & Davis

Thomas R. Sunderland '04, works as a VP of IT for Inovar Inc.

Jonathan G. Winn '04, works as a Senior Attorney for Cordell & Cordell

Nathan E. Thompson '05, is a District Sales Manager at Industrial Scientific

Lance V. Fanger '06, is an Executive Advisor at SnapNurse

Cory H. Jenson '06, works as a Regional Sales Manager & Product Manager for McLanahan Corporation

Spencer Malin Lewis '06, is a Chief Technology Officer at Eleutian Technology Inc.

Daniel Todd Orchard '06, is the President of Scentsy

John Nathan Abel '08, is the Owner of Abel's Enterprises LLC

Ben S. Byington '08, works as a VP for Moreton Capital Markets

Mike S. Haslam '08, is a Managing Partner at Voyant Legal PLLC

AT THE Top OF THEIR Game



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 diversity 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.”

BY JAIME CALIENDO

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 patience 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 Principle-Centered Leader Award Recipient

Jared L. Jensen '08, works as a Senior Director for Floor Coverings International LTD

Payton S. Sharp '08, is the Executive Director of Operations at Compliatric

Brett Ryan Stimpson '08, is a Managing Partner at Eagle CPA

Erik R. Swensen '08, works as a Co-Owner and Loan Officer for Beam Lending

Brandon Blake Broadhead '09, works as the Director of IT for Davis & Bott

Wesley C. Crandall '09, is the President at Jones Creek Lamb LLC

Jesse R. Gibbs '09, works as a Territory Manager for Malouf Fine Linens

Daniel B. Jensen '09, is a Plant Controller at Schreiber Foods Inc.

Nathan Needham '09, is a P&L and

Go-To-Market Lead at Intel Corporation

Preston David Perkes '09, is the Executive Director of Administration at S & S Worldwide Inc.

Carol Louise Stimpson '09, works as a Managing Partner for Eagle CPA

'10s

Chad M. Bosen '10, is a Purchasing Agent at Merit Medical Systems Inc.

Jacob W. Cook '10, is the Director of Revenue Operations and Analytics at Instructure

Anthony James Frustaci '10, works as a Managing Partner for Rise Insurance

Michael N. Fullmer '10, is a Sales Director at NetWize

William Randolph Gainer '10, is the VP of Sales Operations for Pollis Inc

Spencer D. Hansen '10, works as a Principal for Davis School District

Brandon J. Homer '10, is VP for Enterprise Sales at Qualtrics

Christopher K. Lecates '10, is an Associate at Holland & Hart LLP

Layne Austin Lovell '10, is a Cost Accountant at Flowserve Corporation

Edward Karl Norton '10, is the VP of Finance & Operations at Amicus.io

David Webb Passey '10, works as a Principal & Investment Analyst for Clifford Capital Partners

Tyler Riggs '10, works as the Manager of Solutions Consulting for Adobe Systems Inc.

Trevor Lorin Thatcher '10, works as the VP & Corporate Contoller for LifeVantage

BJ Vander Linden '10, serves as the Chief Information Officer for the Larry H. Miller Management Company

Stephen Gary Allred '11, is an Immigration Manager

& Compensation Consultant at Zions First National Bank

Sean Glenn Bailey '11, is a Manager & Assistant Controller at CallTower Inc.

John Austin Irwin '11, works as a Director of Finance & Controller for Portneuf Health Partners

Adam C. Kirschman '11, is the VP of Franchise Development Marketing for Neighborly

Cameron M. Lewis '11, works as the COO for Northwest Medical Center

Craig A. Maughan '11, is a Financial Analyst at Cache Valley Bank

Sterling R. Morris '11, Marketing and Communications Manager for Community Health at Intermountain Healthcare

Adam Del Moulding '11, is the Founder and CEO of Sifted

Tyler J. Raymond '11, is the Associate General Counsel at Wasatch Commercial Management

Donald James Scott, Jr. '11, is a Tax Operations Manager at Facebook

Shane Skeen '11, works as an Employment Benefits Advisor for RBI

Bonnie Crellin Vaneck '11, is the Director of Operations at Tri-Starr Personnel LTD

John R. Worthen '11, is the Principal Owner and Illustrative Designer for Worthen Design

Drew A. Berryessa '12, works as a Senior Human Resource Manager for VSP Global

Randy Fischer '12, works as a Senior VP for Altabank

Darin Joseph Fullmer '12, works

as a Tax Manager for Haynie & Company

Brent N. Jensen '12, is an HR Manager at Leavitt Partners LLC

Mark J. Levie '12, is the Director of Finance at Ascent Programs

Brent A. Meacham '12, is a Marketing Director at Strider Technologies

Philip T. Noble '12, is a Senior Accountant at Cache County Corp

Jacob M. Smith '12, is a Controller at BlueRim Networks

Brandon M. Adams '13, is the CEO for Pure Maintenance

Gina Lynn Baldazzi '13, works as a Salesforce System Architect for Qualtrics

Brian K. Chin '13, is the CEO for Utah Health Information Network

Dustin P. Eyre '13, works as the VP of Finance for NB Private Capital LLC

Daniel S. Groberg '13, works as a Manager of Engagement for Cicero Group

Delanie Hathaway '13, is a Financial Advisor at Advanced Financial Planning

Michelle Ann Larsen '13, is a Manager of Operations at Keystone National Group

Jianjie Li '13, works as a Supervisor of Lead Tax for RSM US LLP

Jacob D. Loosle '13, works as an Associate Wealth Manager for Goldman, Sachs, and Company

Richard G. Norman '13, is a Director of Decision Support at HealthEquity Inc.

Damian Eric Peterson '13, is the VP of Sales Operations at LGCY Power LLC



REMEMBERING DR. W. CRIS LEWIS, 1940-2021

Dr. W. Cris Lewis was born in Chicago on Nov. 5, 1940. He graduated in Economics and Statistics in 1962 from

Brigham Young University, received an MBA from Northwestern University in 1964, a PhD in Economics and Statistics from Iowa State University in 1969, and accepted a teaching position at the University of Oklahoma. During graduate school, Lewis served from 1962-1969 as an active-duty soldier and reservist in the U.S. Army, where he trained in an artillery unit and military intelligence.

From 1972 to his retirement in 2007, Dr. Lewis taught Economics at Utah State University where he also served as head of the Economics Department, Associate Dean for Graduate Affairs, and director of the MBA Program in the College of Business. A naturally gifted teacher, he delivered his lectures with the brilliance, wit, and confidence of a true expert. Lewis authored and co-authored many academic papers and textbooks, including the popular textbook *Managerial Economics*. He was a much sought-after forensic economics expert specializing in personal injury and wrongful death cases.

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 abilities. Well-spoken, patient, kind, and ever the perfect gentleman, he was well loved and respected by students, faculty, and staff alike. Dr. Lewis passed away at his home in Bountiful, Utah on May 15, 2021. He will be sincerely missed by everyone at the Huntsman School.

in memory

OF HUNTSMAN ALUMNI AND FRIENDS



Myron S. Abbott, '57
Grant Ware Adams, '59
Winston G. Allred, '65
Florence P. Alvey, '42
Clyde Merlin Anderson, '57
Bill G. Barnes
D. Chris Bean, '71
Robert J. Botsford, '62
Harvey W. Boyce, '66
Lynn Cooper Brenchley, '71
John Charles Buist, '66
Lanny John Buttars, '69
Joe Caldwell, '60
Karri Jo Campbell, '82
LuDean Campbell, '50
Brent R. Carling, '93
Dr. Royal T. Carver, '53
Ellis N. Child, '74
Michael L. Christopherson, '92
Desiree Cooper, '81
Richard L. Crapo, '66
Delbert C. Dabb, '66
Curtis Darrow, '67
Malin Mark Davis, '67
Kaytherine H. Denton, '56
Dr. Myron L. Dickey, '66
Dana L. Dorsey, '71
Larry Edwards, '61
Dick Everton, '59
Richard A. Fuit, '95
David R. Gammon, '51
Norma K. Gessel, '48
Kay G. Glenn, '50
Callie C. Godfrey, '76
Gerald T. Godfrey, '57
Dr. John Garth Hacking
Eugene C. Hardy, '66
Chad Walter Harmon, '07
Brenda Joy Harper, '78
Alan R. Harter, '58

Philip W. Hartvigsen, '87
Allen Henricksen
James M. Hess
Frank R. Hill, '60
Dr. Harold H. Hiskey
James C. Hoffman, '55
Dr. George G. Howell, '53
Owen G. Hunsaker, '76
Leon A. Hyde, '63
Douglas W. Jensen, '74
Zachary W. Jensen, '11
Charles W. Jones, '55
Barry Duane Jordan, '69
Dr. Eugene C. Kartchner
Doris Knight, '50
Debbie Casteel Larsen
Steve J. Leiser, '86
Dr. W. Crismon Lewis, '69
Coye N. Liechty
William R. Loftus, '70
Cherrill O. Marx, '69
William G. McFarland, '57
JoDe B. Miles, '70
Tiffany Miller
Scott Eric Moore, '83
Richard G. Morehouse, '85
Catherine G. Morris, '90
W. Budd Mortensen, '66
Patrick Morton, '69
Clyde L. Motes, '58
Deanna Muffler, '94
Ruth Murphy, '48
Don L. Naser, '71
James W. Neff, '57
Terry C. Nelson, '63
Janet M. Nowell, '60
Gilbert C. Olsen, '50
Ron Pedersen, '74
James A. Pendray, '66
William Mark Player, '76

Susan Porter, '92
Nedra Tanner Price, '75
Merl Prince, '50
Antone I. Reeder, '65
David A. Reeve, '77
Randall Rhead, '83
Clark Norman Ricks, '98
Nick J. Ridd, '02
Arthur L. Rivers, '58
Donna Roberts, '75
Mark R. Romney, '87
Royce W. Searle, '57
Roxanne Shallenberger
Jean Marie Showell, '54
La Wanna M. Shurtliff, '57
Neil A. Simmons, '95
Joyce M. Slack, '82
Jo Anne C. Smith
Annabel D. Spencer
Cody Mark Stromberg, '19
Ryan Kenneth Stuart, '11
Brian Kellan Suite
Bryan G. Swartz, '67
Milton D. Tacconi, '62
Wilburn D. Talbot, '61
Matt Albert Thalman, '80
Jan P. Thomas, '68
Steven D. Thomas, '70
George L. Thompson, '68
M. Don VanNoy, '87
Harlan C. VanOver, '65
Paul Watson, '65
R. Dale Webber, '50
Robert L. Whitaker, '67
R. M. Whitesides, '51
Sidney C. Yeates, '54
John P. Zielke, '73



SOCIAL MEDIA STAR

Huntsman School National Advisory Board member **Tessa White** had been a human resources executive for over 20 years, and, as she puts it, “couldn’t begin to count the number of re-organizations, layoffs, hires, or lawsuits I’d overseen. I had always worked in fast paced, growing companies, and I found my sweet spot was fixing and building. But as soon as a company stabilized and began to run smoothly, I lost my enthusiasm.”

That drive to “fix” led her to a new path. When the pandemic hit, she turned on her creativity and came up with *The Job Doctor*, which instantly felt like the idea that would stick. Her daughter offered to post some of her videos to TikTok, and within 48 hours she had gone viral, and now averages 1,000 new followers a day. White notes that “the pandemic allowed me to build a business where I have been able to help people accelerate their careers or their pay, refine their interviews, or work through complex workplace issues like discrimination. I’ve found that I am finally hitting my stride and tuning into my natural gifts in a way that is so satisfying. Feels like this was what I was intended to do all along.”



STRIDER

“When my twin brother Greg and I were looking to hire a few key roles for our tech startup, Strider, we knew we could reach out to our Huntsman School/USU network. We hired **Jeff Parker** as our leading data scientist and **Brent Meacham** to head up all of our marketing. Equally important to the education I received at USU are the friendships and connections that are still impacting my life, and now our business.”

– *Eric Levesque, Co-founder and Chief Strategy Officer for Strider*

Alan Skyler Raymond '13, works as an Area VP for Qualtrics

Kirsten M. Sims '13, is a Process Engineer at Westech Engineering Inc.

Tanner C. Wade '13, is VP, Synergy, for Conservice

Samuel Spencer Christensen '14, is a Manager at Opsahl Dawson LLP

Becca J. Crandall '14, works as a Key Account Manager for Convictional

Chantelle M. Hall '14, is an Application Developer at Conservice

Jonathan Soldan '14, works as the VP of Application Delivery for Oracle Corporation

Ryan Chris Bateman '15, is the Co-Founder of Wi-Fiber Inc.

James D. Broadbent '15, is a Marketing Executive at Broadbent Financial Services

Spencer Champlin '15, works as an Investment Associate for Koch Industries

Sara Dent '15, is the Global Director of Social Advertising at iFIT

Douglas Kaleikini Fiefia '15, is a Manager of Google Customer Solutions at Google

Dayton D. Law '15, works as a Principal for Civil Solutions Group

Tracey Parker Nilsen '15, works as an Account Manager for Qualtrics

Brett Arlin Sawyer '15, is the Women's Basketball Head Coach at University of Alaska

Michael Christopher Tolman '15, is Senior Product Manager at Overstock.com

Jared Erastus Wilkinson '15, is an IT Programmer at UST MFG LLC

Patrick John Adams '16, is a Water Policy Analyst at Arizona Municipal Water Users Association

Colton J. Arave '16, is a Deal Support Analyst for Qualtrics

Aaron Bartholomew '16, works as a Senior Tax Accountant for Davies + Allen P.C

Alexander Daines '16, works as an Early Stage Investor at Peterson Ventures

Kyle F. Draper '16, is an Operations Team Lead for KBX Logistics

Kevin C. Duncan '16, works as a Senior Manager for Vivint Smart Home Arena

David Emery '16, works as a National Sales Manager for Aspen Exteriors Inc.

Shelby Fitzpatrick-Daines '16, is a Director of Sales Development at Via

Megan Celisia Hill '16, is a Talent Acquisition Partner at BambooHR

Benjamin C. Johnson '16, is the VP of Infuze Hydration

Travis Vincent Kolupanowich '16, is an Account Executive at Coalition

Preston Dennis Naegle '16, is a Founding Team Member at Vortex

Grant Timothy Patty '16, is a Research Analyst at Charles G. Koch Charitable Foundation

Rachel Stenta '16, works as an Executive Director for Moab Country Club

Jacob Charles Barney '17, is a Data Scientist II at Qualtrics

Elsa Greenwalt '17, is a Software Quality Assurance Analyst at EarthSoft Inc.

Ryan Jackson '17, is the Head of Revenue at MX

Courtney L. Jones '17, is a Technical Support Analyst at Insure-rite

McKay W. Lindsey '17, works as a Tax Senior for Squire and Company

Mandy Nicole LoPatriello '17, works as a Contract Specialist for United States Government

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

Joshua T. Smith '17, works as a Research Manager for The Center for Growth and Opportunity

Jimmy Stephens '17, is Director of Channel Sales at Brex

W. Steven Wilcox '17, works as a Marketing Strategist for Walt Disney Company

Caleb Roland Wilkinson '17, works as a QA Analyst for Koch Industries

Tess A. Arnold '18, is a Customer Marketing Manager at Domo Inc.

Jack K. Baldwin '18, is an Operations Analyst at Brex

Edward Borenstein '18, works as a Growth Marketing Manager for Experteer

Connor James Bryson '18, is the Owner of Sun Peak Shade

Sean M. Dowdle '18, is the VP of Sales at Filevine LLC

Melissa A. Funk '18, works as a Global Investment Research Analyst for Goldman, Sachs, and Company

Cole Wayne Hammond '18, is a Marketing Coordinator & Lead Researcher at I.E. Productions

Sarah Peck '18, works as an Assistant Public Defender for the State of Virginia

Michael S. Peters '18, works in Corporate Sales Development at Workday

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

Chelsea Yoshikawa '18, is a Senior Category Development Account Executive at Proctor & Gamble

Rachel Allison Allred '19, is an Infantry

Officer for United States Government

Zackry 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 DPSILC Marketing Assistant at Qualtrics

Devan John Mills '19, is a Product Marketing Manager at Lifetime Products

Brayden Spencer O'Brien '19, works as a Deal Advisory Associate for KPMG International

Eric Gregory Osterhout '19, works as a Product Marketing Manager for Adobe Systems Inc.

Karlee Peterson '19, works as a Tax Analyst for Deloitte Tax LLP

Jordan Q. Price '19, is an HR Business Partner at Chevron Phillips Chemical Company LP

Paige Elizabeth Sampson '19, is a Sr. Business Development Representative at Adobe Systems Inc.

15

NEW SCHOLARSHIPS WERE CREATED IN THE PAST YEAR



164

TOTAL SCHOLARSHIPS ARE OFFERED BY THE HUNTSMAN SCHOOL

<ul style="list-style-type: none"> Brad Anderson Leadership Legacy Scholarship Endowment Basudeb & Renuka Biswas Scholarship Endowment Defries Family Scholarship Endowment Robert V. Doyle Scholarship Paul and Patricia Fjeldsted Family Endowed Scholarship 	<ul style="list-style-type: none"> The Gold Standard Scholarship Justin & Leslie Haskell SEED Scholarship James B. & Kathleen T. McDonald Scholarship Endowment Darren D. Menlove Scholarship Endowment Panda Group Scholarship Pendable 	<ul style="list-style-type: none"> Duane & Marci Shaw Scholarship Endowment Shulsen Family Scholarships Jones Simkins Scholarship Joe and Mari Strain Scholarship Utah Business Week Scholarship on behalf of Peggy Larsen
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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 their faculty

advisor and mentor, Paul Fjeldsted. 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 helping 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 Renuka Biswas Scholarship, established as a tribute to Economics Professor Basudeb Biswas and his wife Renuka, 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 Caliendo, “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.”



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.



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 2,500 people in Cache Valley and other locations and has generated an impressive savings of precious resources through a 30% reduction in utilities consumption.

Considering his contribution through Conservice, and with varying degrees of ownership in more than 70 additional business ventures, how Jenkins captures human potential is worth noting.

LISTEN, LEARN, AND LEAD. Jenkins surrounds himself with people of diverse talents and perspectives, who are compatible in the business sense and work well together. “Smart people are everywhere. Surround yourself with the smartest people you can find. Really listen to what they have to teach you, learn the dynamics of how things work, and then provide the vision and prioritization to make great things happen.”

FOSTER COMMUNICATION AND TRANSPARENCY. Jenkins encourages employees to work across departments to address problems and generate solutions together. He implemented an open meeting policy where anyone can attend any meeting in the company, as long as they participate in some way. The Questions for Dave program enabled employees to submit written questions on any topic to Jenkins, who personally responded to as many as 150 questions each month. “These programs helped us build a positive environment and put the responsibility for solving problems on the individual instead of the boss or the organization. The complaining, questioning, and roadblocks diminished significantly. People felt empowered, and believed they had greater ownership of their destiny.”

HARD THINGS BUILD CHARACTER. Jenkins recalls the pressure of working to make payroll during the early years of Conservice with a deep sense of gratitude. “Those were hard times, but essential to who we became as a company. We learned to be industrious and figure things out. We found ways to do things better. We appreciated what it took to keep the company going as it evolved and grew. Hard things build character, and you can see the underpinnings of that in our culture.”

EMBRACE CHANGE. Jenkins was determined to provide his employees with job security during the coronavirus pandemic, and he believed they could rise to the challenge of suddenly switching to remote work. Through the tireless efforts of IT and HR teams,

more than 2,000 employees were able to work full time remotely. 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 20 additional boards 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.”



2021 DISTINGUISHED
EXECUTIVE ALUMNUS

David Jenkins

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

PHOTO BY EMILY BEUS

LEADERSHIP *Gifts*

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

Society of 1888

\$10,000,000 or more

The Huntsman Foundation
Charles Koch Foundation

Juniper Society

\$1,000,000 – \$10,000,000

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Extraordinary Impact

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 Marci 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 Lord 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."

GIVING *Aug 2020–Jun 2021*

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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
01 Intermountain Growth Summit
L. Tom Perry Pavilion // 10:30 a.m.
- Oct
08 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





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AND I **INVITE** ALL **AGGIES** TO DO LIKEWISE.
WE'LL **MORE VALUABLE**
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-JACK BALDWIN, '21