Students discover their own unique contribution in summer programs

SPECIAL SECTION ON STUDENT INVOLVEMENT

ALSO INSIDE: Focus on Entrepreneurial Spirit
Great careers are built by meeting a deep human need and doing it the right way.

There is a story told about a man who came across three construction workers. He asked the first what he was doing and the laborer answered, “I’m laying bricks.”

He asked the second one the same question, and the man said, “I’m building a wall.”

He asked the third what he was doing, and the worker looked up and said, with pride, “I’m building a cathedral.”

We’re all known people who see themselves as nothing more than employees logging hours. If you’re lucky, you’ve also worked with people who have embraced their own noble vision of how their work can benefit others. A sense of purpose drives them, and their passion lifts everyone they work with. They can see the cathedral taking shape in the lives of those they serve.

This is the type of drive discussed in this year’s required reading, Great Work, Great Career, by Jon M. Huntsman Professor of Leadership Stephen R. Covey and coauthor Jennifer Colosimo. It’s a book I highly recommend, even if you are already years into your career. It can help you rediscover a sense of purpose in your work, and that can make any job more rewarding.

We thought the message in the book was so powerful that we invited Ms. Colosimo to guide us in a workshop at our annual faculty and staff retreat this year. Dr. Covey and Ms. Colosimo write that people accomplish great work when they can tap their own unique talents for something they’re passionate about. Great careers are built by meeting a deep human need and doing it the right way.

Many of the stories in this issue focus on the entrepreneurial spirit and moral vision that drive some of USU’s most successful and talented alumni. If you look for it, you’ll notice they talk of working with passion, about having a sense of purpose and finding their deepest rewards in serving. Greg Carr, ’82, history, is a good example of what happens when all these elements come together. His restoration work at Gorongosa National Park in central Mozambique is preserving biodiversity and generating jobs for the many people who live nearby. See the story on page 26. I also call your attention to the inspirational story about Ron Labrum, the president and chief executive officer of Fenwal, Inc. Mr. Labrum’s company makes products and develops technologies that support and improve blood collection, processing and transfusion medicine. He is the kind of leader who has created a culture where workers feel valued and where everyone is focused on the people the company serves. The Huntsman School of Business plans to honor Mr. Labrum, ’83, marketing, this fall with its highest honor, the Distinguished Executive Alumni Award.

Closer to home, our careers have been enriched by the life of someone we have worked with here at the Huntsman School of Business, Dr. Chris Fawson. Chris has made an extraordinary contribution to the school in his role as senior associate dean for the last four years. Fortunately, he is not going far. He plans to return to full-time teaching and research in the department of Economics and Finance. He leaves behind a solid foundation others can build on. Dr. Jeffrey Doyle, George S. Eccles Chair in Capital Markets Research, has agreed to become associate dean for academic affairs. Dr. Doyle is one of our most accomplished faculty members. We are deeply grateful to him for his willingness to take on this important role.

We hope you will enjoy reading about these great leaders and the cathedrals they are building in the lives of others.

A MESSAGE FROM THE DEAN

Douglas D. Anderson
While students were preparing for huntsman alumni magazine you, "Mr. James said. "but it's hard for eccles in 1970, when it was dedicated. in Honeywell executive emphasizes integrity

Huntsman students studying human resources had the opportunity to learn from a seasoned executive and USU alumnus, Mark James, when they sat down with him for a question-and-answer session. James talked to students about some of the difficult decisions human resource managers must make.

"The key is to be respected, which means none of the people may not like you," Mr. James said. "but it's hard for them to argue that you're not a good business person, or doing the right thing for the business and that you don't have integrity."

While studying at USU, Mr. James said he enjoyed finance and accounting classes. His understanding of finance benefitted his career in human resources.

"Going down the finance and ac- 
counting path helped me a lot because I had financial acumen and that's the lan-
guage of CEOs," Mr. James said. "If you want to sell them an idea or program and you can't tell them how it impacts the top or bottom line, you get dismissed in a lot of companies if you're the HR person. It turned into a huge advantage."

Mr. James said he never aspired to become a top HR executive.

"I never thought about it or tar-
geted it," he said. "I just wanted to make enough money to not have to worry about bills. My superiors would give me something to do, I'd do it and they'd say, 'hey, you did a pretty good job with that, we want you to do this next.'"

"It is safe to say that no other foundation will exceed their role in our community for they are the bridge — the indispensable bridge — from our pioneer prosperity to our future prosperity.”

— Dean Anderson

Spencer F. Eccles tours building, speaks to students

BY STEVE EATON

While students were preparing for graduation last May, a quiet birthday party of sorts took place in the George S. Eccles Business Building.

Spencer F. Eccles was touring the building named after his uncle, George S. Eccles in 1970, when it was dedicated. In 2007 and 2008, the building underwent major renovation work that was funded, in part, with a $1 million donation from the George S. and Dolores Doré Eccles Foundation. Dean Doug-

las D. Andersen guided Spencer Eccles and his wife, Clairen, on the tour. They were accom-
panied by Jami Dixon and Chance Murray, who are students and Business Ambassadors.

Mr. Eccles serves as chairman and CEO of the George S. and Dolores Doré Eccles Foundation. That foundation has granted more than $300 million in gifts since it began in 1982. He also serves on the boards of four other Eccles family foundations.

Later, at the school’s commencement ceremony, Dean Anderson introduced Mr. Eccles calling him “one of the most active leaders in Utah’s philanthropic community.”

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Senator Orrin Hatch talks about renewable energy

BY STEVE EATON

It was a keynote address with a surprise or two. In a speech by Senator Orrin 
Hatch at the Partners In Business Renewable Energy, CleanTech and Sustainable Business Luncheon, he admitted that "Unlike some of my colleagues, I'm actually a fan of fossil fuels." He went on to explain why.

"I've been hard pressed to find an alternative transportation fuel that can compete with fossils in terms of energy density, availability and affordability," he said. "However, for environmental, economic and national security reasons, I have argued that it is in our public interest to promote greater diversity in our transportation fuel mix." He added that if alternative sources can be found domes-
tically and can help to improve the environment.

Sen. Hatch told the group he sup-
ported the Clean Efficient Automobiles Resulting from Advanced Car Tech-

nologies Act or CLEAR ACT. When it passed in 2003, he called it "the most comprehensive legislation Congress has ever considered to promote the use of alternative fuel vehicles and advanced car technologies among consumers."

"From the beginning I attempted to align the CLEAR ACT with certain key principles," he said. "First, I choose market incentives over mandates. I believe the success, or failure, of alternative fuels and technologies is best decided by the free market; and so I focused these incentives on the market, which I consider the most powerful engine in this country."

The Renewable Energy Seminar featured the Utah premiere of "Wind Uprising," an award-winning document-

ary written and produced by USU mar-

teting professors Cathy Hartman and Edwin Stafford in collaboration with Michelle Nunez of Greenlight Films. Dr. Hartman said she was pleased. Sen. Hatch accepted their invitation to speak at the seminar because he has been key leader for Utah in the U.S. Sen-
ate. Dr. Stafford added.

"He's a strong advocate for the use of geothermal energy in Utah and the development of plug-in cars and the use of the electricity grid for reducing our addiction to foreign oil," Dr. Stafford said. "He's sought to work collaboratively to promote solutions that protect the environment and boost the economy."

The event also featured industry re-

searchers, experts and consultants who provided practical knowledge to help businesses, renewable energy entrepre-

neurs and policymakers capitalize on emerging technologies to move toward a cleaner, more-sustainable future.

"I appreciate the roots and the fine education I was given here at Utah State University and really encourage what is happening with the School of Business and all of the changes that seem to be happening here," Mr. Larsen said. "This is one of the finest institutions in the country and will continue to put out graduates who are dedicated, well-
wound and moral in what they do in businesses."

Honeywell executive emphasizes integrity

BY STERLING MORRIS

Huntsman students studying human resources had the opportunity to learn from a seasoned executive and USU alumnus, Mark James, when they sat down with him for a question-and-answer session. James talked to students about some of the difficult decisions human resource managers must make.

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There is only so much you can learn about sailing by reading books and listening to lectures.

Before attempting to captain a sailing vessel, sailors need to practice and experience first-hand the challenge of the wind and the will of the water.

The Center for Entrepreneurial Spirit is creating opportunities for students to get outside the classroom, hoist their own sails and test their innovative instincts. Dave Clark, the executive director of entrepreneurial programs, says the Jon M. Huntsman School of Business gives entrepreneurial-minded students some excellent classroom experience, but the center is looking to add to that training.

“We are creating opportunities to give students real-world experiences that will prepare them for the complexities of the business world in a way that goes beyond classroom work,” he said. Last year the center picked 15 students and created the New Venture Consulting Group (http://huntsman.usu.edu/venture). If a student or someone in the community has an idea, they can take their business plan to the group and have it evaluated, Mr. Clark said.

“The students receive an unparalleled educational experience by being exposed to those business plans,” Mr. Clark said. “And they add value to the people who have developed those business plans by reviewing them and giving them feedback.”

This fall the center plans to launch the New Venture Development Group that will actually generate new ideas and launch businesses.

Creating these kinds of opportunities for students, however, requires additional funding. Enter the Entrepreneur Founders Board, a group of 13 active founders who share a vision of what a top-tier institution can do to prepare students for the business world.

Members of the Founders Board not only give of their time but they each donate thousands of dollars to fund things like the annual e-Week festivities, which include an elevator pitch contest, imported expert speakers and a 72-hour business competition.

“When you start talking about experiences and programs that are structured outside of a classroom setting at a university, then you need resources that go beyond what would typically be made available to students through the university itself,” Mr. Clark said. “The way we’re attempting to accomplish that is with the support of the Founders Board.”

Board members have weathered the storms all businesses face, and they are willing to share what they’ve learned with students.

“Board members remember what it was like to be just starting out, and they want to help.”

“In our economy today and in this world in which we live, I believe that young people need to have that step-up that allows them to learn and stand on my back and the backs of everyone who is here,” said board member Paul Woodland. Members often seek out opportunities to interact with the students. He said their expertise and contributions are laying the foundation for some great things at USU.

“What we really want is to be recognized as a place where students can come to have an unparalleled education in the classroom and beyond,” Mr. Clark said. "If you really understand what is exciting to you and you have a vision of where you want to end up, then you just follow that and you follow it right to the end — you never stop.”

Brad Oldroyd, ‘82, marketing, is the CEO of Pinnacle Management Group. He emphasized that students should have a passion for excellence in whatever they are doing.

“Don’t be afraid to ask for help,” he said. “No matter how hard you try, you can’t do it by yourself.”

He said while students are in school they should work with people in other fields and disciplines so they can learn from those who have strengths and skills they may not have.

“If you look at really successful entrepreneurs, in almost every case, they’re going to be people who have enough humility to surround themselves with talent,” said Dave Clark, the executive director of entrepreneurial programs.
Welcome to the “real world”
Huntsman student internships create opportunity and connections

A challenging academic experience provides a foundation for critical thinking, deeper understanding and a broad skillset necessary for a student’s career. An internship provides the practical application of these skills and the networking opportunities that can propel a student’s career forward. A strong focus on student preparation, mentoring and placement at the Huntsman School has resulted in successful student internships at companies and locations around the nation and the globe. With 100 percent internship placement in the Huntsman Masters of Human Resources program and a large number of students in other programs successfully completing internships this summer, Huntsman students are excelling in their fields. Here’s a snapshot of where our students were working just this past summer.

Some companies and organizations where our students are contributing:

- ABC Sports
- Aeromet Technologies Inc.
- APS (Arizona Public Service)
- APX Alarm
- BD Medical
- Boeing
- Bosch
- Charles G. Koch Foundation
- The Church of Jesus Christ of Latter-Day Saints
- DCQ Engineering
- Department of the Interior,
- Bureau of Land Management
- Disney Interactive
- EDUCON
- Ernst and Young
- FranklinCovey
- Help International
- HII Air Force Base
- Honeywell Corporate
- Hudson Bagel Co.
- Inside Marketing
- Intu
- Intermountain Health Care
- Kohls
- Ministry of Higher Education for Science and Technology
- MondaVie
- NAA
- Obelis
- Overstock.com
- Praxair
- Presto Products
- Renaissance Insurance
- Rio Tinto
- SEED program
- Smuckers
- Target
- Thermofisher
- Trend Micro
- Viascom
- The Walt Disney Studios
- Weir Services
- Wells Fargo
- YMCA Camp Roger
- Zions Bank

Webster defines entrepreneur as “one who organizes, manages and assumes the risks of business or enterprise.” For the Jon M. Huntsman School of Business, entrepreneurial spirit is much more. It is the embodiment of innovative thinking and the ability to identify, create, analyze and seize opportunity. It is a passion for life, individualism, preparation and hard work. While entrepreneurial spirit is certainly found in a business owner, it can also be found in an employee who approaches a problem with innovative thinking, a mother who embraces her role of mentor with enthusiasm, a creative thinker who dares to put a new idea into the world. The alumni on the following pages inspire others with a work ethic, mindset and drive that exemplify entrepreneurial spirit. We applaud their careers, recognize their accomplishments, appreciate their dedication and are proud to call them our own.

Greg Peterson, ’93 Accounting, USU
Managing Partner, Aptus Advisors

A fourth generation entrepreneur, Greg has cultivated a deep understanding of the ups and downs of new business ventures. Greg is founder and managing partner at Aptus Advisors, a company that manages a private equity fund that provides growth and buyout capital for small businesses. Greg has learned that success requires persistence and an ability to be prepared for challenges and the possibility that you may fail. “I love exploring new ideas and making them a reality,” Greg said. “Some of those ideas have worked very well and became great successes that continue to fuel the spirit of entrepreneurship. I have had others that were not so great and became difficult but rewarding life lessons.”

Greg is actively involved in his community, having worked with the Friends of America Foundation in Sonora, Mexico, which provides goods and services to orphaned and underserved children. Greg and his wife, Hollie, are the proud parents of four children: Matthew, Trevor, Jacob and Andrea.

Jane Rogers, ’77 Business Education
Director, Business Development, The Insight Group

Jane Rogers certainly knows what it means to be an entrepreneur. From 1985-1991, she ran Red’s Frozen Yogurt and Ice Cream stores. From 1999-2001, she worked with O.C. Tanner to create a line of high-end Olympic jewelry, which was purchased by people around the world as a symbol of their experiences during the 2002 winter games. Jane now works at The Insight Group, which is an investment advisory corporation. Jane believes the right attitude and mindset are crucial to being successful in entrepreneurial endeavors. “There are some who are born with a sense of adventure, creativity and a willingness to take a risk,” she said. “This innate spirit oftentimes leads them to venture into something that intrigues them and they believe others feel the same and are willing to pay for it. A person with this spirit wants freedom and wants to see the fruits of their own hard labor. This spirit makes the world go around.”

Jane grew up in Salt Lake City. She enjoys golfing and watching the Utah Jazz.

What inspires you? Jane is inspired by “people who do things for the right reasons.”

HIRE A HUNTSMAN SCHOOL INTERN
Huntsman students are:
- Hard-working, honest and reliable
- Enthusiastic and excited for opportunities to grow
- Innovative and prepared to make a unique contribution

If you have a compelling market need and believe an internship program could help your organization, let’s talk. Call an internship coordinator at 435.797.2272 or e-mail us at huntsman.intern@usu.edu.
huntsman.usu.edu/internships

For the next four issues we will highlight a handful of alumni who display the qualities of our four pillars in their lives. This issue we focus on Entrepreneurial Spirit.

4 PILLARS EXEMPLIFIED:
entrepreneurial SPIRIT

BY ALLIE ANDERSON AND CAMI BOEHME

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Director—Business Development, The Insight Group

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What inspires you? Jane is inspired by “people who do things for the right reasons.”
Tyrell Gray, ’01, Finance
Co-founder, Junk House Riches

Tyrell Gray is the co-founder of Junk House Riches, a real-estate company that sells refurbished homes. To Tyrell, entrepreneurial spirit is “the desire for something better. The desire to get and achieve more than what the world offers you, to see what you can really accomplish.”

Eligence and hard work are the main factors in Tyrell’s success.

“As entrepreneurs we often make the mistake of jumping before we look. The old axiom ‘act now and talk later’ has been the downfall of many entrepreneurs. I take all of those problems.”

Tyrell also believes in staying motivated and doing family his first priority. “I am motivated by a desire to provide for my family. I am motivated by others I see succeed. I am motivated by my faith. I am motivated by my belief that the world is mine, and I want to see what I can make of it.”

Tyrell’s favorite quote: “Up to a point a person’s life is shaped by environment, heredity and changes in the world about them. Then there comes a time when it lies within their grasp to shape the clay of that I’ve into the sort of thing they wish it to be. Only the weak blame parents, their race, their times, lack of good fortune or the quirk of fate. Everyone has the power to say, ‘This is my life. That is to be tomorrow.”

— Louis L’Amour

Laird Washburn, ’98, MBA
CEO, Prov International

A balance of dreams and hard work are key to any success, says Ajit Nair: “A successful entrepreneur will have his head in the clouds and his feet on the ground,” he said. “We must never give up on our life goals while at the same time ensuring to stay grounded.”

Ajit’s willingness to be involved and lead by example began in col- lege. While at USU he was involved as a member of the International Student Council, MBA Student Asso- ciation and Graduate Student Ser- vices, in addition to writing a weekly column for the Utah Stateman titled “Country at a Glance.”

Today, Ajit is founder, chair- man, and CEO of Prov International, a premier information technology services provider. Ajit advises budding entrepre- neurs to strive to gain confidence.

“The most important piece of advice I can give to anyone is to always believe in yourself no matter what the odds,” he said. “If you be- lieve you can do something and you have the drive and perseverance to back it up, no one can stop you.”

Ajit’s love for USU: “It was the total package. I was in a foreign country on my own attending school and everything was new. I was getting a great education with wonderful profes- sors and making new friends. It was a great experience.”

Laird Washburn, CEO of proviH2O, is helping to make the planet a little greener. Laird has created a soft- fre water softener, which alleviates strain on the environment and costs 50-80 percent less than other water softeners. proxiH2O serves some of the nation’s largest businesses, including Disney, Walmypsons, MGM and the New York Yankees.

Laird is most inspired by his fam- ily and believes in treating everyone equally. His favorite quote, from Sir Winston Churchill, reads: “I live pigs. Cats look down on human beings, dogs look up on them, but pigs just ‘treat us as their equals.”

Laird believes educated risks, not gambles, can lead to success. “Most people use ‘entrepreneurial spirit’ as the justification to take unnecessary gambles in business,” Laird said. “It is true that someone with an entrepreneurial spirit is comfortable taking risk, but someone with true entrepreneurial spirit is not gambling but understands intelligently risk taking.”

Too it up!

In his spare time, look for Laird on the golf course, enjoying his favorite pastime.

Laird Washburn, CEO, proviH2O

Kent Alder, ’74, Finance, ’80
Accounting
President & CEO, TTM Technologies

For Kent Alder, entrepreneurial spirit begins with a clear and inspirational vision of what a company can become, and how to get there.

“The achievement of that vision must energize your team,” Kent said. “You must be totally dedicated and make sacrifices in other aspects of life in order to overcome obstacles and achieve success. You must be willing to learn, grow, adjust and adapt but never lose sight of your goal. Finally, you have to take risks and put your personal reputation on the line.”

Kent’s company TTM Technolo- gies makes printed circuit boards for commercial aircraft systems, high-speed routers for corporate networks, medical diag- nostic imaging systems and more. His entrepreneurial endeavors have taught him that success cannot be achieved alone.

He appreciates Harry Truman’s words: “It is amazing what you can accomplish if you do not care who gets the credit.” Similarly, Kent believes that an entrepreneur should “ambition, total dedication and the willingness to sacrifice and share in success.”

What about those Aggies?
Kent’s favorite color is Aggie Blue

Patsy Nodilo, ’67, Economics
Senior VP, Invest- ment Portfolio Man- ager, UBS Financial Servicres

Patsy Nodilo was recognized by “On Wall Street” maga- zine as one of the top 100 female money managers in the country.

As someone who started her own investment firm, Patsy believes you must often create your own suc- cess.

“To me entrepreneurial spirit is taking, or perhaps making, the op- portunity to establish an endeavor on your own terms,” she said. “It’s applying your passion, creativity, knowledge and skills in a positive way to something of your own design.”

Patsy enjoys helping others find success. “I know I have been able to make a positive difference in the lives of many of our clients,” she said. “I am inspired by people who have faced lots of challenges in life and have done so with a positive attitude, faith and courage and by those who use their time, talents and resources wisely to benefit others.”

Patsy’s Favorite Quote: “Watch the little things; a small act will sink a great ship.” — Benjamin Franklin

Jonathan Bullen, ’78
Business Administration
CEO & President, Eastgate College Group

Jonathan W. Bullen has seen suc- cess in the innumerable of many different things: he is one of the largest shareholders of portfolio real estate assets managed by Wasatch Property Management, he is owner and president of Eastgate College Group and Evolution Fitness, and he is owner and manager of Bullen and Harris LLC, a management and investment company.

For Jonathan, entrepreneurial spirit is not simply about success in business enterprises. “I believe that ‘entrepreneurial spirit’ applies more broadly to anyone who chooses to conceive and create what they dream about,” Jonathan said. “Thinking, conceiving, dreaming and then taking the risk to see if it comes about — you won’t be bored!”

Jonathan is motivated by accomplishing great things and by making an impact for those he works with and his family. Suc- cess, he says, begins in- ternally. “It all starts with our thoughts, especially the ones we have about ourselves,” he said.

A lot to learn from history: Jonathan is most inspired by Abraham Lincoln

CALL FOR NOMINATIONS:
Do you know a member of the Huntsman alumni community who exhibits global vision in their life and work? Who can you think of who has embraced the challenges of globalization, championed culture or discovered unique opportunities on the global stage? We want to know. We want to tell their story. Email your nominations to huntsmaneditor@usu.edu

Patsy’s most inspired by Abraham Lincoln

KENT ALDER
4 PIllARs Exemplified: entrepreneurial spirit

ON THE WEB
Read more insights from our featured alumni by visiting huntsman.usu.edu/spillernfeature
A Tribute and a Welcome

This fall the Jon M. Huntsman School of Business welcomes new administration. The role of senior associate dean, previously held by Dr. Chris Fawson, will be split into two deanships: an associate dean for academic affairs and an associate dean for international and entrepreneurial programs. Dr. Jeremy Doyle, George S. Eccles Chair in Capital Markets Research, will serve as associate dean for academic affairs. In addition, Dr. Fawson will continue to serve as associate dean for international and entrepreneurial programs until a permanent replacement is found. The leadership and respect of both these individuals is felt widely — among students, faculty, colleagues and alumni — as they each are integral in the school.

"We are thrilled to have Chris more deeply involved with our economics and finance students as well as our faculty. Chris brings a unique level of expertise, passion and energy, and we look forward to having his direct involvement with the Department of Economics and Finance." — Tyler Bowles, head, Economics and Finance Department

"Professor Doyle has all of the professional and personal attributes necessary to be a phenomenal leader in his new administrative assignment. Jef is a consummate professional, a world-class teacher who inspires greatness in his students and a committed researcher. I am very excited about Professor Doyle’s appointment and look forward to working with him in realizing our shared commitment to excellence in pursuit of the Huntsman School mission, vision and purpose." — Chris Fawson, associate dean for international and entrepreneurial programs

Dr. Chris Fawson exemplifies the spirit, the drive and the passion of the Huntsman School. Dr. Fawson is well respected as a teacher, a researcher, a critical thinker, an administrator and a colleague. He has served for nine years in university administration, including service as vice provost, department head of economics, and for the last four years as senior associate dean at the Huntsman School. During his tenure as senior associate dean, Dr. Fawson has been a friend, teacher, counselor and supporter to many. Dean Douglas D. Anderson said Dr. Fawson’s influence extends literally to each and every corner of the school. "His has been an essential voice as we have examined, debated and developed alignment around our sense of purpose, mission, values and strategy. His commitment to excellence has been unwavering. He leaves a great mark and an enduring legacy." A passionate researcher with a broad influence in his field, Dr. Fawson (’83 MS, Texas A&M, Economics, ’86 PhD, Texas A&M, Economics) has a unique view of the world that he is able to express in his interactions and his teaching. As a professor, he is dedicated to inspiring students to be lifelong learners and helping students to develop a deep understanding of economics and business. "I look forward to working closely with students and on my research, returning to the things I am passionate about in academia," Dr. Fawson said.

"Fawson is a dynamic and thoughtful leader. His personal interaction with the National Advisory Board has resulted in deeply rooted alumni connections for myself and others." — Mark Holland, chair of the Huntsman School National Advisory Board

The unique focus the Huntsman School has to put students first is accentuated by the recent appointment of Dr. Jeffery Doyle to associate dean for academic affairs. Dr. Doyle exemplifies the standard of excellence in teaching and research the Huntsman School represents. In 2009, he received the Eldon J. Gardner Award, the university’s highest teaching honor, which carries with it the designation of "professor of the Year." A native of Utah and graduate of USU with a bachelor's degree in economics in 1994, (MS ’96 Virginia, PhD ’99 Michigan), Dr. Doyle brings a strong combination of academic and professional experience to his new role. Dr. Doyle's academic pursuits include financial valuation and the predictive ability of accounting information. His students appreciate his enthusiasm for teaching and his ability to help students see the relevance of accounting in all areas of business. One of his accounting students said that although Dr. Doyle’s classes were difficult and demanding, there were no surprises and the challenge was rewarding. When asked about his new role, Dr. Doyle said, "there is a lot of momentum here at the Huntsman School. It seems everywhere you turn there are new and exciting initiatives for academic and professional interaction. I look forward to serving in the new capacity.”

"I am deeply grateful for Dr. Doyle's willingness to accept my invitation to serve as associate dean for academic affairs. Jef exemplifies the standard of excellence in teaching and research that we aspire to at the Huntsman School, and I am confident that Jef will provide extraordinary leadership in our efforts to raise the bar in both teaching and research excellence." — Douglas D. Anderson, dean

"Chris has been a critical part of the great progress we have made in the Huntsman School. He has a wonderful vision of what the school can be. He loves the students, and he brings leadership and passion to our academic programs.” — Ken Snyder, executive dean and chief administrative officer

"You are entirely right. Chris has been a wonderful teacher. The students have said that they appreciate his enthusiasm for teaching and his ability to help them see the relevance of accounting in all areas of business. His personal interaction with the National Advisory Board has resulted in deeply rooted alumni connections for myself and others.” — Larry Walther, head, School of Accountancy

"Jef is a consummate professional, a world-class teacher who inspires greatness in his students and a committed researcher. I am very excited about Professor Doyle’s appointment and look forward to working with him in realizing our shared commitment to excellence in pursuit of the Huntsman School mission, vision and purpose.” — Chris Fawson, associate dean for international and entrepreneurial programs

"We are thrilled to have Chris more deeply involved with our economics and finance students as well as our faculty. Chris brings a unique level of expertise, passion and energy, and we look forward to having his direct involvement with the Department of Economics and Finance.” — Tyler Bowles, head, Economics and Finance Department

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STUDENT INVOLVEMENT

From campus in Logan and distance education campuses across Utah to international programs in locations that literally span the globe, Huntsman School students around the world are enriching their academic and career experiences through internships, research and innovative groups and programs. You don’t have to look hard to see powerful examples of the Huntsman Student Experience. This special section explores our talented students, dedicated faculty and staff, passionate alumni and the connections among them that contribute to a rewarding business school experience.

The Student Experience

The Huntsman Student Experience model illustrates the options available for a student to engage more fully with his or her educational experience. The foundation of the student experience is central to the path, with a rich and valuable academic track that gives students the business acumen needed to launch a rewarding career. But the Jon M. Huntsman School of Business recognizes that there are many valuable lessons to be learned outside the classroom. The school provides career acceleration opportunities and extracurricular programs that create the largest window of opportunity for its students.

Through internships, networking, interaction with alumni and exploration of industry, Huntsman School students gain insight into the world of business and more fully enrich their understanding of the concepts and ideas addressed in their various classes. Extracurricular programs provide students with opportunities to deepen their knowledge in specialized areas and find interdisciplinary connections as they engage in leadership roles, service projects, travel, research and innovation.

Each student at the Huntsman School is unique, forging his or her own path. By embracing opportunities to fully engage in academic growth, career acceleration and development of a sense of purpose, our students can be prepared for the opportunities that await — opportunities that will enhance their lives, their communities and the organizations where they serve in ways that best align with their individual goals and aspirations.
A ‘Great Career’ is found at the intersection of passion, talent, conscience and need

BY BENJAMIN WOOD

For most university students, the summer months represent a coveted escape from campus and the responsibilities of academia. The oasis between spring and fall semester generally conjures visions of relaxing on the beach, camping in the mountains, late nights and late mornings. For a group of ambitious students from the Jon M. Huntsman School of Business at Utah State University, however, this past summer was much more meaningful. The students spent the summer preparing to enter the business world armed with tools and skills necessary to land a job that would blossom into a satisfying career.

“You learn how to be a solution and to make a great contribution in your career.” — Bo Nemelka

Each Tuesday evening, 38 students met in the George S. Eccles Business Building to take part in the Great Work, Great Career Learning Group, a pilot program offered this summer at USU and a collaboration of the Jon M. Huntsman School of Business, FranklinCovey and USU Career Services. The eight-week course was structured around the book Great Work, Great Career, co-authored by Huntsman Professor Stephen R. Covey and Jennifer Colosimo. It offered students a chance to learn from Huntsman faculty and career professionals. Having a great career, say the authors of the book, is about much more than acquiring wealth and position. Instead, according to the book, “A person with a great career makes a distinctive contribution and generates a strong feeling of loyalty and trust in others. Anyone, regardless of title or position or profession, can do these things.”

For students coordinating the learning group, the experience was about discovering an opportunity to align themselves with the principles in the book and discover the beginning of their own paths to their own great careers. “It’s for people who want to learn how to land a good job, one that fits them,” said Blake Nemelka, a student in the Huntsman School. Blake, his twin brother, Bo, and Darcy Stewart, also students at the school, helped organize the program and structure it into a classroom format.

“You learn how to be a solution and to make a great contribution in your career,” Bo said.

MAKING THE CLASS

The course provided an opportunity for students to learn experientially and from each other. The class included weekly reading, an online community and in-class discussion groups and workshops. Hands-on work on things such as building resumes and cover letters created compelling takeaways for students involved. Weekly guest speakers, including Huntsman School faculty, USU career specialists and co-author Jennifer Colosimo of the Covey organization, created opportunities for student to learn from others with exemplary careers.

“The book is about to move you up to a Covey executive up to campus,” Bo said.

Unlike other summer courses at USU, participants in Great Work, Great Career did not receive university credit. Students accepted into the program exhibited initiative and personal dedication to advancing their careers through the experience.

“The ultimate goal is to tell employers that you went through Covey training,” Blake said. “You’re doing it because of the outcome and not the credit.”

The three student organizers were recruited by faculty and selected as interns by the Covey organization. After their selection, they worked with faculty to design the program and launch it. More than 70 USU students applied to the program, from which the final 38 were selected, with about half being majors in the Huntsman School.

“We were looking for students who would come to class with a smile on their face, looking to learn,” Blake said.

LEARNING IN ACTION: FROM CLASS TO THE COURT

Bo and Blake Nemelka (pictured on the cover) are, admittedly, hard to tell apart. Both are marketing majors in the Huntsman School, with minors in international business. Both are entering their senior years at USU; Bo is an Honors Scholar and played for the USU Tennis team for one year before serving two-year LDS missions; one in Peru, the other in Mexico.

Until recently, Bo was the married one. Blake, however, was married in August, removing yet another distinction between the identical twins who quarterback the Great Work, Great Career program at USU.

Though they no longer play for the USU team, Bo said he and his brother are still very involved with tennis. In addition to their work for the Covey Group and the Huntsman School, Bo and Blake host high school tennis clinics and work at Nike summer tennis camps.

Blake said the Great Work, Great Career course helped him look at different ways to make their tennis work more meaningful. “You learn how to be a solution and to make a great contribution in your career,” Bo said.

“My favorite part of Great Work, Great Career was the creativity section,” Blake said. “You’ve got to keep it creative, so you don’t fall into a routine.”

Blake said the need for creativity carries into almost every aspect of his life, from teaching tennis to high school students, to his studies at USU, to being a better husband and time in time to apply to great schools and to looking into careers. Looking toward the future, Bo said that Great Work, Great Career has changed his thinking about the application process.

“I used to try and reason out thinking ‘what could I do for me?’” Bo said. “You should flip it, and that’s what Great Work, Great Career did. What can I do for them?”

“We’re looking for students who exemplify the values embedded in Covey’s work. They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.” — Dr. Fawson

“Great Work, Great Career course helped him look at different ways to make their tennis work more meaningful.” — Bo Nemelka

BEING A SOLUTION

“The Great Work, Great Career program is fully aligned with the mission of the school of business to be a career accelerator, said Dr. Chris Fawson, associate dean of academic and entrepreneurial programs. The program was part of the school’s efforts to help students transition from academia to the employment market.

“What the book tries to do is help students realize their career aspirations,” Dr. Fawson said. “Stephen Covey’s work has been to empower individuals to reach their full potential.”

The course goes far beyond landing a first job. The book focuses on ongoing needs to build a great career, including finding strength in challenges, knowing your own personal strengths and finding synergy with those around you.

“Bo is broader than just a career,” Dr. Fawson said. “You can’t look at your career independent from the other aspects of your life.”

Lynne Pettit, a career accelerator in the Huntsman School, worked with the three student interns to craft a curriculum for the eight-week program. In its original form, Great Work, Great Career was an online program, but Mr. Pettit said students suggested adding a classroom element.

“That’s really been one of the successes,” Mr. Pettit said. “The learning seems to be more complete when the students are able to share with each other. Each student brings his or her own experiences and perspective to the discussion; it really adds a whole dimension.”

The group has already seen success. Blake said a number of students obtained meaningful employment during the course of the program.

“Our program is changing the way the students feel about the employment market. They’re learning how to be a solution,” Mr. Pettit said.

“We’re looking for students who exemplify the values embedded in Covey’s work. They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.” — Dr. Fawson

MOVING FORWARD

Response from the course has been extremely positive, and all of the organizers were confident that the program would continue at USU beyond the summer term or even expand to other campuses.

“The program will not be stopping at USU.” Bo said. “Ultimately, these kinds of concepts are ideal for any university.”

Dr. Fawson agreed. “We hope to provide Great Work, Great Career ongoing from now on,” Dr. Fawson said.

The course is also intended to benefit students beyond the business school. Janita Andersen, a project manager for FranklinCovey, said the lessons learned through the program are for anyone seeking employment or job advancement.

“We’re exploring ways to take this broader throughout the business school and the university through career services,” Ms. Andersen said. “We saw this as an online program. As we started working with USU, we decided that we really wanted to have a hands-on experience. It really turned out to be a fabulous idea.”

Dr. Fawson said the class will continue to be for students who demonstrate the desire to achieve their potential.

“We’re looking for students who exemplify the values embedded in Covey’s work,” Dr. Fawson said. “They’re well-rounded, they’re energetic, they’re fun and they’re also really smart. They represent the best we have to offer.”
The word design means many different things to a lot of different people. To some, design is about making things look pretty. To others, it is about making something functional. To a growing number of others, design is much more. Marylough says that design thinking, unlike the products it often produces, is not tangible—it's a process. Design unquestionably fits in a business curriculum for Roger Martin, dean of the Rotman School of Management at the University of Toronto who wrote “The Opposable Mind” and “The Design of Business. Why Design Thinking is the Next Competitive Advantage.”

“Business people don’t need to understand designers better,” Dean Martin says. “They need to be designers.” He says design, as a process and a way of thinking, provides a sustainable advantage because it creates a culture where an organization finds a constant balance between relying on existing successes and exploring new innovation. A culture that embraces questioning, challenge and discovery.

Design thinking at its core, is simply a way of looking at the world and a way of improving what is. One entry of an exhibition called “The Good Design Manifesto” created by Richard Shed at the Design in London Festival said simply with a definition that good design “is finding new places where we can dream meets what we can make happen.” Another said design “is about improving things… just a little or a lot. The price, the functionality, the desirability or focus. It can be a process that enables individuals and organizations to better define problems, research solutions and ideate or prototype possibilities based on empathetic reasoning and human-centered approaches.

For a group of 90 business students in a pilot course at the Jon M. Huntsman School of Business, design thinking will form the foundation of their learning experience as they explore business concepts and universal and timeless principles that undergird personal and professional success. The course, called Business by Design, is an interdisciplinary approach to giving students an introduction to business. The course will focus on the interdependency of business functions, with the goal of expanding the students' understanding of business beyond their chosen major or focus.

In his book, A Whole New Mind, Daniel Pink suggests that design has “altered the competitive logic of business.” This is not in the market, he says, because design takes products, processes and services beyond simply what works and turns them into something people love. Referring research that demonstrates increased profits as well as increased market share, Mr. Pink makes a business case for design thinking as an integral element of the innovation processes that sustain value creation. He also asserts that design thinking impacts all aspects of society, not just business and that “cultivating a design sensibility can make our small planet a better place for us all.”

But does introducing design into a business curriculum really make sense? It does when you embrace the idea that design thinking, unlike the products it often produces, is not tangible—it's a process. Design unquestionably fits in a business curriculum for Roger Martin, dean of the Rotman School of Management at the University of Toronto who wrote “The Opposable Mind” and “The Design of Business. Why Design Thinking is the Next Competitive Advantage.”

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In summer 2010, The Huntsman international programs took students around the world to gain a variety of business, international organizations, government offices and important cultural sites.

SOUTH AMERICA: 21 students
Chile, Brazil, Peru

ASIA: 22 students
Vietnam, China, South Korea

TURKEY/EASTERN EUROPE: 8 students
Russia, Armenia, Turkey

SWITZERLAND DESIGN THINKING: 39 students
(interdisciplinary program with business and graphic arts students)

Making Connections In South America
21 students journey to understand culture, international business and each other

BY PAUL FJELSTED

I was thrilled to see the students’ willingness to do things they may have never imagined doing and giving themselves a preview of their limitless potential.

I was terrified in August 2009 when Chris Fawson asked me to lead a group of students to South America the following summer. I had traveled there frequently in my financial services career, but leading 21 students on a month-long adventure through Chile, Brazil and Peru was well outside my comfort zone. Now, having just returned from the adventure, I am not only relieved that we returned with all 10 fingers and toes but amazed at what I had traveled there for. The trip was more than just business.

There is much to be said for travel- ing with students and helping them to see the opportunities that come from having a global mindset. In one month, our ‘RAT pack’ traveled through Russia, Armenia and Turkey. We visited internationally recognizable firms, such as Toyota and Coca Cola, as well as small entrepreneurial furniture and chocolate-making businesses. We learned about the realities of doing business in Russia, the challenges Armenia faces as a small land-locked country with challenging neighbors and the opportunities Turkey has embraced as it seeks to strengthen ties with countries of the European Union and Middle East. The students made the most of every chance to learn from our hosts and embrace the opportunity they had been given. Seeing them ‘get it’ was the ultimate reward.

The trip was more than just business. We spent time at an orphanage in Armenia. Hearing the director’s vision of how he wanted to provide a home for children and give them the chance to grow was inspirational. Seeing the reality, children who were loved and cared for, was a stark contrast to some of the images in the media of orpanages in the former Soviet Union where children have little to look forward to. The energy and commitment our students showed while interacting with the children and helping with repair projects was moving.

In the short time we spent, connections were made, and the entire group left wishing we could have done more.

We enjoyed a diversity of cultural experiences. Traveling by train into the heart of Russia, visiting the birthplace of Tchaikovksy and the lake that inspired the Swan Lake, and seeing the ballet performed by the Russian Ballet Company in St. Petersburg were memorable and unique experiences. We experienced Russia’s “fourth of July” in a city that was once closed to foreigners. Despite temperatures in the 80s, walking through the Armenion Genocide Memorial in Yerevan was enough to bring chills to the bones. Feeling the pain of an entire nation was a sobering experience. In contrast, experiencing Sunday morning at a fourth century church in the world’s oldest Christian country (Armenia), and the splendor of the magnificent Blue Mosque and Hagia Sophia Mosque in Istanbul, was moving in very different ways.

Most people do not experience in a lifetime what we did. To help our stu- dents do so in one month was a privilege, to see their commitment and enthusiasm, a source of pride.
Students at the Jon M. Huntsman School of Business are gaining premier research experience, working with faculty and presenting to academic communities through a program that puts real-world questions front and center.

“Any time you have a group together you can build something really special. We worked together so closely on it that we built this wonderful relationship.”

— Darcy Stewart

The group, which began to take form in 2002, is based on a business model, as opposed to an academic model, meaning faculty members function like partners in a corporation with students filling the role of an apprentice or intern. Students and faculty work side by side and publish their results as co-authors. The results have been impressive. The group has produced award-winning research that has been published in scholarly journals and presented at professional and state research symposiums.

“We thought that knowledge transfer would be stronger if the students and professors worked collaboratively,” Dr. Bartkus said.

RELEVANCE AND RIGOR

Dr. Bartkus said the program strives to identify research questions that are applicable in the business world. Insights from the business community, as well as literature on marketplace problems, are cultivated to create findings that are relevant outside academia. “Our program reflects engaged scholarship,” Dr. Bartkus said. “We don’t like to do research in the absence of what the market values.”

The primary question for all the group’s projects is “how can we use this?”

Dr. Bartkus said as the group grows, so is the involvement of the private sector, helping to formulate questions that can drive the research. “We’re trying to help companies,” Dr. Bartkus said. “It’s not just an academic exercise. We liken what we do to a professional development program.”

For example, the group has completed projects dealing with things such as nutritional labeling, consumer environmental awareness and student evaluations of teaching.

For one project an audit was done on customer comment cards in major U.S. hotel chains. Cards were collected and examined for design errors such as category biases, double questions, anonymity assurances, closed-in questioning and multiple choice. The results of the study were published in the Journal of Travel Research and were presented at Research on Capitol Hill in Salt Lake City, Utah.

Stacey Hills, a clinical associate professor of marketing in the Huntsman School, worked with then-student Janette Blackham for the comment card study, collecting and analyzing cards from more than 50 major hotel chains.

Dr. Hills said the comment card study was featured in the media and was adapted into a credible journal article, making it one of the pioneering projects for The Research Group. The group’s research offers a unique presentation skills after participating in the program. The Research Group has taken students to symposiums in Utah, California, Illinois and Washington and at every turn the students are expected to present their research.

“People come out of this changed,” Dr. Hills said.

LOOKING FORWARD

Darcy Stewart, a 2010 entrepreneur-ship graduate of the Huntsman School, has been on campus this summer finishing an internship for The Convey Group. As a student, she participated in a research project looking at how culture affects entrepreneurial activity. The idea for the project came out of Ms. Stewart’s interest in entrepreneurship and involved Ms. Stewart traveling to South America for research, something to which she felt personally connected.

The research of her group found that cultural characteristics such as power, distance and uncertainty avoidance correlate with entrepreneurial rates — information, she said, that is valuable for businesses making investment decisions.

Ms. Stewart was able to present her research at Research on Capitol Hill, the Utah Conference on Undergraduate Research in Cedar City, Utah, the National Conference for Undergraduate Research and at the Western Decisions Science Institute.

“Any time you have a group together you can build something really special,” Ms. Stewart said. “We worked together so closely on it that we built this wonderful relationship.”

This experience, Ms. Stewart said, broadened her perspective as to what she could do and where she could go.

“It enhanced my education and refined me as a student,” Ms. Stewart said. “It was really special.”

Dr. Bartkus said a significant objective of the group is to prepare students for their careers. The business model of The Research Group offers students resume-building work experience and publication is heavily encouraged.

“We’ve found our students have been very, very successful when they go out for jobs,” Dr. Bartkus said.

Dr. Bartkus said the goal is to expand the breadth and depth of the group. In the fall, the group will become the Research Institute.

Any time you have a group together you can build something really special. We worked together so closely on it that we built this wonderful relationship.”

— Darcy Stewart

The group, which began to take form in 2002, is based on a business model, as opposed to an academic model, meaning faculty members function like partners in a corporation with students filling the role of an apprentice or intern. Students and faculty work side by side and publish their results as co-authors. The results have been impressive. The group has produced award-winning research that has been published in scholarly journals and presented at professional and state research symposiums.

“We thought that knowledge transfer would be stronger if the students and professors worked collaboratively,” Dr. Bartkus said. “It’s not just an academic exercise. We liken what we do to a professional development program.”

For example, the group has completed projects dealing with things such as nutritional labeling, consumer environmental awareness and student evaluations of teaching.

For one project an audit was done on customer comment cards in major U.S. hotel chains. Cards were collected and examined for design errors such as category biases, double questions, anonymity assurances, closed-in questioning and multiple choice. The results of the study were published in the Journal of Travel Research and were presented at Research on Capitol Hill in Salt Lake City, Utah.

Stacey Hills, a clinical associate professor of marketing in the Huntsman School, worked with then-student Janette Blackham for the comment card study, collecting and analyzing cards from more than 50 major hotel chains.

Dr. Hills said the comment card study was featured in the media and was adapted into a credible journal article, making it one of the pioneering projects for The Research Group. The group’s research offers a unique experience to students, Dr. Hills said. Business research requires “managerial import” and a way to improve the bottom line of a business entity. Also, the students are given latitudes on projects in the co-author structure that often don’t manifest in professor-mandated assignments.

“From a student perspective they have to rise to that challenge of having to figure things out,” Dr. Hills said. “I think it teaches students to be creative, to look for problems and solutions and not always be told what to do.”

Dr. Hills said students see notable improvement in their writing and
Everyday at the Jon M. Huntsman School of Business, faculty are engaged in meaningful research that is contributing to the world of knowledge. In addition to contributing thoughtful and innovative research to academic journals and presenting at prestigious conferences in their fields or expertise, our faculty are also collaborating with students, alumni and practitioners to provide research that adds insight to industry and information to aid in decision making. This fall, we focus on just a few highlights from our Management Department and the impact faculty members are making through the rigor and relevance of their scholarly contributions. Watch for highlights from our other departments in upcoming issues of the Huntsman Alumni Magazine.

**Research Highlights**

**MANAGEMENT DEPARTMENT**

"Much of the research in which the management faculty is engaged is in collaboration with our students. Our faculty look for opportunities to enhance student learning through their direct participation in discovery and new knowledge dissemination. Student mentor Darcy Stewart, for example, was recently recognized by the Huntsman School as the Undergraduate Researcher of the Year for her collaborative work with Dr. Brenda Callister on the influence of cultural characteristics on entrepreneurship. Each year a number of students participate in the school’s Research Group coordinated by Dr. Ken Bartkus. In collaboration with faculty, they produce research products that are presented in a variety of public forums, including professional meetings and journals."

— Clifford Skousen, Interim Department Head of Management

**Tyler Brough**

**finance**

Tyler J. Brough joins the Jon M. Huntsman School of Business after finishing up his Ph.D. from the University of Arizona. Dr. Brough received his master’s degree in finance from the University of Illinois. Dr. Brough specializes in empirical market microstructure.

**What has been most rewarding to you as a teacher or researcher so far?**

I view teaching and research as complementary processes of knowledge discovery. It is a thrill to discover new ideas that change the way one views the world. Helping others as they proceed through that process is the excitement of teaching. Discovering new facts in financial data that change the way researchers view the markets is the great payoff in research.

**TAIARA KOYBAEVA**

**management**

Taira Koybaeva is a visiting professor of management where she will teach an international business class and conduct joint international business research with her colleague.

**Why did you choose to come to the Jon M. Huntsman School of Business?**

The Huntsman School of Business is in a very unique position to develop a superb first-rate, cutting-edge international business program and has a critical mass of students with significant international experience. I just can’t help but want to be of assistance in developing this new international agenda for our students and assist them in finding their place in a very rapidly changing world.

**Kevin McBeth**

**accounting**

Kevin McBeth recently joined the School of Accountancy faculty and will teach as an associate professor at USU’s regional campus in Tooele, Utah. Dr. McBeth has also held faculty positions in accounting at Brigham Young University – Hawaii and at Weber State University. Dr. McBeth earned his Ph.D. from the University of Utah in business administration.

**What is the strangest or most unusual thing that you experienced as an undergraduate or graduate student?**

I once had a professor who suffered from narcolepsy. Occasionally, he would have a sleep attack in class or in his office. He could feel the onset of the attack and would warn whoever he was with at the time. Then he would suddenly and completely fall into a state of sleep for five or ten minutes. When he woke up, he would simply apologize and take up where he had left off. He had a very warm and engaging personality that made it easier for his students to deal with the awkwardness of the attacks.

**Nick Guo**

**economics**

Incoming economics assistant professor Lei (Nick) Guo holds a B.S. degree in mathematics from Wuhan University in China. Dr. Guo also earned B.A. and M.A. degrees in economics from Wuhan University before coming to U.S. to study. Dr. Guo came to the Huntsman School after recently earning his Ph.D. from the University of Minnesota.

**Many individuals who study economics choose to build their careers outside of academia. What attracted you to academics?**

The freedom to think and study by myself attracted me to economics. I have also been attracted to the ability to interact with other intellectual souls, with my college and with students. In addition, the opportunity to get great economic ideas across to people is exciting to me.
There aren’t many millionaire philanthropists who still live in the basement of their mother’s house.

But there aren’t many millionaire philanthropists like Greg Carr.

It’s not that Mr. Carr, who graduated from USU in 1982, with a degree in history, doesn’t have anywhere else to go. He’s got a nice place in Manhattan and another in Sun Valley. And he spends much of his time in Mozambique, although one wouldn’t call his minimal accommodations there ritzy.

It’s just that when he’s in his hometown of Idaho Falls, where he says he spends 51 percent of his time, he likes to be with his mother.

“Those two are buddies,” said Jeff Carr, a nephew. “They go to Taco Bell together. They go to movies together. He’s fantastic at getting her out of the house and making sure she has fun.”

Greg made millions in the 1980’s and ’90s when the company he co-founded, Boston Technology, developed a way to make digital voicemail available through the public telephone network.

One of Greg’s first employees at Boston Technology was Katherine Raphaelson. She has since worked with him on many projects and became a good friend. She says the money and the trappings that can come with it were never the real motivators for Greg.

“Greg really cares most about people,” she said. “When we were at his first start-up and it became wildly successful — and he became wildly rich — he was most gratified by how much people loved working there. He felt his greatest accomplishment was creating jobs that were satisfying and fulfilling and exciting.”

Jeff said if you met Greg you might never guess he was wealthy.

“If you had a lineup of people and you were asked to pick out the millionaire, he might be last on your list,” Jeff said.

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Greg Carr offers tips for entrepreneurs

BY STEVE EATON

Greg Carr visited the Jon M. Huntsman School of Business last spring to speak with students and hear a report a Field Studies team had prepared for him. (See story below.) Later we asked him what tips he would offer an entrepreneur just starting out.

Have a plan and a way to measure your success. Don’t be afraid to revise your plan.

“Changing plans based on some feedback and some data is different than flying by the seat of your pants and not having any plan at all,” he said.

You can overcome setbacks if your goals are really important to you.

“I think it is important to remember the deep, deep goals that you have and those should be inspiring enough that you’ll always get going again even if you have a setback,” he said.

It’s important to do your research. Before he even started tackling the Gorongosa project, he took some classes on conservation at Harvard.

“Learn what’s already happened,” he said. “It’s not just a nice thing to do, it’s important to do your research. Before you have a setback,” he said.

Make sure your goal is a meaningful one.

“By protecting a national park, by protecting a forest, we are contributing to the goal of saving species on our planet,” he said. “That’s a pretty meaningful goal. That’s something I can think about that will have an effect for centuries to come and beyond that.”

MBA team travels, studies to help the Carr Foundation

OUR MBA FIELD STUDIES team had the opportunity to work with the Carr Foundation in Spring 2010 on a project that focused on the development of an interpretive center at Gorongosa National Park. This interpretive center will share the story of Gorongosa, highlight all the good work he was doing in Africa. This interpretive center will share the story of Gorongosa, highlight all the good work he was doing in Africa.

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“My job is what I do, it’s not who I am,” he said. Referring to his four sons and one daughter, he added, “if they look at what I do, and still like their dad, I’ve done a good job.”

With the career and influence Mr. Labrum has had since graduating from USU in business administration in '83, it’s no wonder he is in good standing with his children. He is certainly well respected and admired among those he has worked closely with in his 25-year career in the medical device and distribution industry.

“Ron is well known in the healthcare community,” said Brik Eyre, ‘89, finance, who has known Mr. Labrum as a colleague and employee for 20 years. “He’s very well respected and he’s very knowledgeable. Besides that, he’s just a great individual to work with.”

Mr. Labrum attributes both his personal achievement and the success of the organizations he has led to the relationships he has built during his career, first with mentors who helped him early in his career, and now with his employees, customers, suppliers and colleagues.

“You have to create an environment where people feel they are trusted and wanted,” he said. “That’s a motivator for them to do bigger and better things. This comes down to relationships and communication.”

Mr. Eyre, currently the general manager of BioPharma Solutions, a business unit of Baxter Healthcare, said he remembers a time early in his career when he challenged Mr. Labrum regarding a business decision during a meeting. He later worried about what the response would be to his passionate expression of disagreement, wondering if he had damaged his career. Instead, Mr. Labrum told him “the day you stop challenging me is the day I don’t need you anymore.”

“Ron sets very high expectations, but he is always very, very fair,” Mr. Eyre said. “He hires people that he trusts, communicates well, makes sure you understand what’s expected and then allows you to be successful while giving you enough leeway to grow and develop.”

Mr. Labrum helps the people he works with focus on who they are serving, not just the product they are creating. He said this gives greater meaning to everyone’s work.

“I make sure people understand where we’re headed and make sure they understand how they can contribute to that success. You’re working for somebody other than yourself,” he said. “That motivates people.”

Mr. Labrum is now president and chief executive officer of...
ultimately, the patient is you, or your

in a very technical industry that
to day, Mr. labrum enjoys mentoring

The one thing i’m always amazed

s uccess involves working collab-

32

Mr. labrum’s career is an example of

Mr. labrum encourages students
to fully engage with their academic
diversity and get involved outside the

"It’s not about what you know, it’s

about how you interact with individuals and
how you fill a need in the market," he
said. "What are you doing as an individual
or an organization to stay in the game
longer than any of your competitors?"

Mr. labrum’s career is an example of
his own sentiment. His interaction with
individuals has helped him fill a need in the
market, beginning with his first job
while still in college for American Hospi-
tal Supply Company, taking him through
leadership positions with Allegiance
Corporation, and Integrated Provider So-
lutions and Cardinal Health. In addition
to his position at Fenwal, Mr. labrum
currently serves on the board of trustees for
the National Blood Foundation, is a
director of BCU, an Illinois-based
national credit union, and serves on the
executive board of the Northeast Illinois
Council of the Boy Scouts of America.

“Ron is an excellent choice for this
honor, as he exemplifies a leader who
works and lives with a sense of purpose,”
Dean Douglass D. Anderson said. “Ron
has an extraordinary career in which
he has enriched lives, mentored
many people and created value in every
word of the unswerving dedication to
family, deeply rooted principles, service
and hard work has been a foundation
for his professional life. He is an
excellent model for Huntsman students.”

Mr. labrum said he is honored to
receive the Distinguished Executive
Alumnus Award and is humbled by the
recognition.

“There’s nothing magic about what
I’ve done,” he said. “I’ve had a great op-
portunity to have some wonderful men-
tors. They were all great individuals and
this gave me a great opportunity to grow.
As I’ve been given greater responsibility
towards my career, all these opportu-
nities stretched me. Throw in a little in, and here I am.”

Mr. labrum believes working collab-
atively and interdependently with all
aspects of his organization, both inter-
ally and externally, a concept he has leveraged
as Huntsman School Professor Stephen
R. Covey’s work.

“The way you interact with Ron is
how much he remembers
details of the business,” Mr.
Covey said. “He says he’s always amased
with Ron over the past 20 years.”

Today, Mr. labrum enjoys mentoring
employees, recruiting new students and
helping others find their unique way
to lead. This is only appropriate,
since he says his own career path has been
helped through many mentors who
taught him the value and need for hard
work. His mentors taught him three
things he has found invaluable in his
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work. His mentors taught him three
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career and continues to practice today.
As a recent MBA graduate, I asked myself, why would I recommend the Huntsman School of Business to somebody I care about? After reflection, there are many answers.

Over the past five years, I have witnessed great strides at the school. The association with the school’s new namesake Jon M. Huntsman and the hiring of Dr. Steven D. Covey as a member of the faculty have brought prestige to the school as well as a reputation for uncompromising ethical behavior. These events have already put the school on the map. Just beyond the headlines are several payers developing countless hours orchestrating elements of this continuing evolution.

A distinguished alumni gives time and professional perspectives to help students grow and succeed. Faculty members emphasize the importance of developing some of today’s most successful and honest businessmen and women. And the school’s expanding international programs stretch literally around the globe. It is this collective effort that has been emphasized by Dean Douglas D. Anderson as essential to the long-term success and legacy of the Huntsman School.

Students show initiative, pursuing internships and study programs around the globe, competing across the nation in prestigious business events and carrying with them the Huntsman and Apple names wherever they go. Some students jump at the chance of a graduate assistant position and successfully build businesses while still attending classes! This level of owner-accumulated prestige is a true testimonial of the Huntsman School.

As for myself, ‘Why would I recommend this business school to somebody I care about?’ After reflection, there are many answers.
When asked to contribute to the Vision section of the Huntsman Alumni Magazine, I seriously pondered the importance and meaning of the word vision. Vision is a vitally important principle for business people and entrepreneurs to understand and embody as they answer the question, “Where are we going and how will we get there?” I define vision as the ability to see what others do not, or to create value in new ways that have not yet been discovered. It’s about anticipating what will come to be. It is the definition of how an entrepreneur thinks about the world. It means seeing rough outlines and shapes and then defining and translating them into actionable items.

**ACTION.** Ideas can be worthless unless you create a viable operating entity around that vision. The genius of vision is execution. A successful vision requires an incredible amount of sheer energy, focus and time to see it through. Entrepreneurs are always open to new ideas and possibilities and possess the courage to try new things without looking back. **SUCCESS.** Entrepreneurs are open to new ideas and actions and possess the courage to try new things without looking back.

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**LEADERSHIP.** Vision implies leadership and visionary leaders are masterful at articulating their vision and mobilizing others to action. I did not build Bill-Matrix or ProCore Labs myself. While at articulating their vision and mobilizing others to action. I did not build Bill-Matrix or ProCore Labs myself. While

**GIVING BACK.** Include in your plans the principle of giving back. I recognize the contributions of others in my own journey, and I want to create a legacy of creating value in a way that resolves a problem or fills a void. I have a passion for entrepreneurship and education that is realized in how I invest time and resources. I see great promise in the next generation of principle business leaders, and I challenge the USU Alumni community to help our incredible students become innovative entrepreneurs who will likewise create value for their community, nation and the world.
Design Thinking from page 19

human-centered design will be integral to the course. An openness to rapid prototyping, and the Stanford Design School philosophy of “fail early and fail often” will help students foster an attitude of collaboration and innovation in their academic experience and their careers. “When first encountering a mystery, design thinkers have to look at every-thing, because they don’t yet know what to leave out,” Dean Martin says in The Design of Business. This fall’s class employs this logic in its very design. An interdisciplinary team of faculty members represent-ing each Huntsman School academic department and Professor Bob Winward from the Caine College of the Arts worked together for over eight months to ideate and prototype concepts and activities that would merge many varied themes into a transformational learning experience. The course design process included visits to Stanford’s Design School and the California College of the Arts, a Design Principles in Practice conference and a design thinking seminar hosted by IDEO, a product innovation firm. Students will also interact with professionals from the FranklinCovey Group to better understand principle-centered leadership based on the 7 Habits of Highly Effective People. The class itself is a prototype, with instructors encouraging open feedback from students on a daily basis about what works and what does not. Although the class uses design thinking as a foundational framework, it is not a class about design thinking. The course concepts focus on understanding the broad context of business. The class will also discuss analytical rigor, entrepreneurial spirit, ethical leadership and global vis-ions — the four pillars of the Huntsman School — as students foster a greater sense of purpose in designing their own path of discovery that will serve to ani-mate their dreams and aspirations. □

Join The Alumni Network
Be part of the great discussion happening on the web. Stay connected with the Jon M. Huntsman School of Business on Facebook, LinkedIn, YouTube and Twitter!

We’d love to hear from you!
Please let us know how we’re doing by sending a note to HuntsmanEditor@usu.edu.

Gary Anderson

Gary Anderson’s involvement at USU is deep and it follows his passion for business, entrepreneurship and athletics. His efforts have raised both awareness and funding for the Jon M. Huntsman School of Business and USU athletic-isms. Programs like Entrepreneur Week and the DeLutte Anderson Memorial Golf Tournament are the result of Mr. Anderson’s vision and dedicated service to bring alumni back to USU in a spirit of service and contribution.

YOU HAVE SEEN A LOT OF SUCCESS OVER THE YEARS, WHAT PRINCIPLES DRIVE YOUR EFFORTS?

A willingness to stand back and look at an issue or opportunity from multiple angles, involve smart and energetic people and then really go to work.

WHY ARE YOU INVOLVED WITH THE HUNTSMAN SCHOOL OF BUSINESS?

There are so many opportunities for alumni to get involved, and the atmos-phere is very pro-innovation. I wanted to give more than just a financial dona-tion. I wanted to help build something sustainable, a legacy that could help multiple people and would pay back year-after-year. When I approached the school about establishing Entrepreneur Day, the idea was embraced, supported and implemented almost immediately. From its inception in 2006, Entrepreneur Day has grown every year, and we have some exciting plans for 1-week in spring 2011. Today, the New Venture Development Group works with students and professionals to identify innovative ideas with commercial potential, form busi-ness plans around the ideas and build management teams to take the ideas forward.

WHERE DO YOU SEE THE GREATEST OPPORTUNITY?

Engagement with our alumni. Be involved and share your intellectual capital and experience. For alumni who have fond recollection of being a student at USU, being involved as an alumni brings back so many great memories. We have a lot of successful alumni out there who, when they take the time to interact with the students, express that they love the experience. Come back to campus. Volunteer to speak at an event. Judge a competition or sponsor a new program. Establish a scholar-ship or even help a student find a job or internship. At a minimum, get involved and spend a day with the students and experience the connection for yourself.

WHAT DOES ‘DARE MIGHTY THINGS’ MEAN TO YOU?

It means thinking outside of the box, looking at a problem or an opportunity from a different angle. It also means doing your homework and then having the courage to try it out and to bring others in quickly. Entrepreneurs look at life in much the same way, which is why this theme seems to really embody the entrepreneurial spirit at the Huntsman School. To our young alumni, a large fi-nancial contribution may not be feasible, but you can be involved by helping a student find a job or help better prepare them for the workforce. Each person can contribute in their own unique way to help our Huntsman students realize their potential as scholars, entrepreneurs and leaders. □

"For better it is to dare mighty things, to win glorious triumphs even though checked by failure, than to rank with those poor spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat.”

— Theodore Roosevelt

INTERNATIONAL CONTRIBUTION

ENTREPRENEUR INTERNATIONAL UNDERGRADUATE PROFESSOR AFRICA TRAVEL INVOLVEMENT CONTRIBUTION

SUDOKU

WORD SEARCH

ENTREPRENEUR

1 2 3 4 5 6 7 8 9
5 2 8 1 3 4 6 9 7
3 6 9 7 2 4 8 2 1
9 1 4 8 7 3 5 2 6
4 5 6 9 2 1 7 8 3
6 7 3 4 8 9 2 1 5
7 8 5 3 1 2 4 9 6
2 4 1 6 5 7 3 9 8
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ENTREPRENEUR INTERNATIONAL UNDERGRADUATE PROFESSOR AFRICA TRAVEL INVOLVEMENT CONTRIBUTION

Office of the Dean  
3500 Old Main Hill  
Logan, UT 84322-3500

Great Work, Great Career

Building a great career is largely about creating a legacy as you focus on your own unique talents and passion for opportunities. This is one of the key messages of this year’s required reading, *Great Work, Great Career*, by Stephen R. Covey, professor at the Jon M. Huntsman School of Business and Jennifer Colosimo, chief operating officer at FranklinCovey.

The book teaches that when people begin to stop asking themselves questions like “How do I get a job?” or “How can I get promoted?” and instead ask themselves questions like “What is the difference I want to make?” or “What is the legacy I want to leave?,” they are able to focus on doing something extraordinary and on building a great career. Focusing on the intersection of your talents, your passion, your conscience and a compelling market need is the authors’ suggested first step in discovering your unique contribution.

“A great career comes down to making a great contribution, to making a difference that matters to you and to the people you serve,” Dr. Covey and Ms. Colosimo said.

The book offers a series of activities, worksheets, introspective assignments and anecdotes to help the reader envision the possibilities of their own contribution and build the skills needed to create their own great career.

Building and maintaining relationships, expanding your circle of influence and “building your own village” of people who support you are examples of the suggestions the book gives for people striving to create a great career that will leave a legacy and not simply one that pays the bills.