Opening night, Maverik Stadium, September 1, 2016.

Photo by Bill Garren, Assistant Athletic Director, Director of Video Productions.
Huntsman Alumni Magazine • Fall 2016

This year, July 1 was a personal milestone. It marked my tenth year as dean of the Huntsman School. It has been a singular honor to serve in this role, and to see the progress our School has made, with the help of so many of you. In those ten years, we have been transformed, with a new name, new faculty, new facilities, and higher expectations for ourselves and our students. We became the Jon M. Huntsman School of Business on December 3, 2007. We hope to live up to the very best that name stands for: integrity, entrepreneurship, service over self, global sophistication.

In March this year, we celebrated the opening of our new world-class building, Huntsman Hall, and the renewal of the George S. Eccles Building. Equally important is the quality of the faculty and staff who have joined us in the last decade. Three out of four members of our full-time faculty and five out of six of our staff are new to the School. They come to us with an abiding passion to share our purpose: “To be an engine of growth for our community, the state, the nation, and the world, and to enable our students to lead lives of meaning and contribution.”

Last semester, I was privileged to take administrative leave and return to teach at the Harvard School of Business for the first time in 29 years. I first joined the HBS faculty in 1978 and spent most of the next decade there. It was a great experience to be back in the teaching role. I hope to transfer some of what I learned teaching the course, “Leadership and Corporate Accountability” (LCA), to the Huntsman School. LCA examines the CEO’s three key responsibilities—creating economic value, making ethical decisions and commitments, and ensuring adherence to the rule of law. Students are challenged to grapple with questions that are not easily characterized as “black or white,” but more often take place in the “gray zone.” You will read a little more about what we are doing here at Huntsman to develop responsible leaders in this issue of the Huntsman Alumni Magazine.

The leadership principles taught in LCA, as well as those espoused by the Huntsman School, are at their core about enabling people to lead lives of meaning. In his new book Good Profit, industrialist and philanthropist Charles Koch states that “the greatest gift we can receive or pass on is the opportunity to find and pursue our passion, and in doing so, to make a difference by helping others improve their lives. To be truly rich is to live a life of meaning.”

The last decade has been a time of remarkable change at the Huntsman School. With state of the art facilities, outstanding faculty and staff, a supportive and engaged alumni base, and the expectation of excellence that permeates everything we do, we are poised for another great decade of growth. I hope you will join us in our mission to develop leaders of distinction in commerce and public affairs.

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doug

LEAD WITH DISTINCTION
Leadership is Responsibility

2016 DISTINGUISHED EXECUTIVE ALUMNUS
Why Steve Neeleman believes “culture eats strategy for breakfast”

LEADERSHIP IN THE CLASSROOM
Two innovative courses offered by outstanding faculty

The Huntsman Experience
@Huntsman
Alumni News & Notes
How I’m Building Huntsman

#Huntsman
At the Huntsman School, we believe in rewarding students who work hard to live up to our school motto to “Dare Mighty Things,” but we can’t do that without your support. Our goal to reach $2.5 million per year in Direct Student Support by 2020 is ambitious, but critical in our pursuit to provide every deserving student with the support they need to take advantage of all the opportunities the Huntsman School has to offer. Your gift, whatever the amount, can make all the difference in the life of a hard-working student.

Be the Difference.

Utah State not only gave me an education; it gave me invaluable experiences that I cherish to this day. Whether it be singing the Scotsman in Shanghai with my Global Learning Experiences group or studying for one of Professor Jef Doyle’s Accounting exams with my colleagues until late at night, these experiences were made possible thanks to the generous donations that the school receives. I want other students to have the Huntsman experience that I was fortunate enough to have. I want to pay it forward, even if it is in a small way.

This is why I give.

— Ana Patino, BS Accounting ’13, MAcc ’14
A few weeks ago I had the distinct pleasure of spending a day with Dick Motta, a great Aggie who spent a lifetime teaching young men about basketball and life. Motta won at every level of coaching, leading Grace High School to the Idaho state championship, Weber State College to three conference championships, and the NBA Washington Bullets to their only championship, in 1978. He was known as a players’ coach, and his players, including former Utah Jazz head coach Jerry Sloan, were fiercely loyal to him. This from a man who never actually played the game beyond high school.

During conversations about his life in teaching and coaching, including over 25 years in the National Basketball Association, it was clear that Coach Motta knew every player as an individual, from his high school players in Grace, Idaho, to professional hall of fame players, knew every part of their lives, personally cared about them, and kept in touch with them long after the end of their professional association. He had a deep sense of responsibility in his position as a leader of his teams.
For the past ten years, the Huntsman School journey has been marked by the guiding principle to get better fast. That simple direction has created transformational change in people, places, and programs. Incredible new faculty from world renowned programs, undergraduate extracurricular programs that expose students to entrepreneurship, leadership, study abroad, and critical thinking, and a new, classroom-centered building, are bringing amazing new students and engaging our alumni and friends.

The results from a focus to get better fast are reflected in the success of our students. Our nationally ranked accounting program has produced three Elijah Watt Sells Award recipients in the past five years. Student teams from our MIS Department have won two national competitions, and students in our Economics & Finance Department have received the nationally competitive Goldwater Scholarship and Truman Scholarship. Scores of others have received recognition at the region, state, and university level.

Upon graduation, our students have gone to graduate programs at Harvard, Stanford, Columbia, and Chicago, or to careers with Google, Goldman Sachs, and Honeywell. The entire Huntsman School community of students, faculty, staff, alumni, and friends shares in this success.

As we look to the next ten years, our attention has shifted from the input measures required to get better fast, to the output measurement evidenced by the lives and careers of our students. In fact, the mission statement of the school has changed to reflect that goal: Our mission is to develop leaders of distinction in commerce and public affairs.

Our definition of leadership is exemplified by the classic statement from Peter Drucker: "leadership is not rank or privileges, titles, or money. Leadership is responsibility." It is also deeply rooted in the examples of Dick Motta and countless of our alumni and friends who have demonstrated a principle-centered leadership focused not on the self, but on serving others. Some of them have shared their definitions of leadership in these pages.

Leadership and Corporate Accountability (LCA), the required first-year MBA course at Harvard Business School, focuses almost entirely on the responsibilities of leaders, whether as front line managers or chief executives. In fact, the course is divided into four modules that discuss the responsibilities of leaders to investors, customers, employees, and society. According to Dean Doug Anderson, who taught LCA at Harvard last semester while leave from the Huntsman School, the course "dealt with the 'gray area' issues a CEO deals with," through deep discussion of the ethical issues faced by organizations as varied as Enron, Johnson & Johnson, the National Football League, and IBRA.

"One of the cases we studied was the Enron case, which, of course, was a tremendous disaster: Jeff Skilling, the CEO of Enron at the time, graduated at the top of his class at Harvard Business School. The leadership lesson in that, for me, is to go back to the Greeks, back to Plato, which is, the importance of knowing yourself," stated Anderson.

When viewed through the lens of the leadership challenges all around us, Harvard's emphasis on teaching leadership and responsibility by making LCA a required course makes a lot of sense. From the questionable practices that contributed to the housing crisis in 2001 to the latest revelations of unethical behavior in the business community, the core issues of human behavior in the gray areas continue to vex us even while advances in technology improve the efficiencies around the mechanics of business operations.

For the past ten years, the Huntsman School journey has been marked by the guiding principle to get better fast.

Huntsman accounting professor Karl Olesen’s research on CEO narcissism also provides some evidence of the negative impact of aggressive or questionable behavior by corporate leaders with skewed views about responsibility, while research by Nate Washburn, another Huntsman faculty member, shows that leaders focused on others, be they employees, investors, or customers, and who practice a leadership based in humility, tend to be much more successful.

At the Huntsman School, the thought process for ways to better prepare our students for the gray areas they will encounter throughout their lives has been to supplement a skills-based education with curricular and extracurricular courses and initiatives centered around attributes such as integrity, responsibility, and ethical leadership. The 2015 redesign of our core curriculum, the courses required of all business majors, and the expansion and creation of programs in leadership are based on providing context for business decisions, so that students better understand the political, cultural, and ethical dimensions of an issue while also possessing the analytical skills required.

Among the initiatives to help us achieve our output-based mission of developing leaders of distinction are two new required courses, the Foundations of Business course for those entering the Huntsman School, and a capstone leadership course for departing seniors. Professors John Ferguson and Brett Crane led development of those two courses, highlighted on pages 14-15. These curricular offerings will be supplemented by a host of experiential opportunities, including our new initiative, entitled Focused Fridays, whereby we provide day-long programming designed to sharpen skills, explore career opportunities, and expose our students directly to the ethical leadership it takes to serve others, and thereby lead lives of meaning and contribution. It is also complemented by existing extracurricular opportunities such as our Buehler Leadership Scholar Program, a semester-long leadership development program whereby students learn about and cultivate leadership qualities through weekly readings and discussion-based leaders.

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leadership is responsibility

A responsible leader admits their mistakes and understands that some of the best learning comes from the mistakes they and their team make.

— Crystal Magglet, President & COO, FJ Management, Inc.

Business in its best form has certain understood responsibilities to society, including economic, social, and ethical components. These responsibilities are only truly accomplished through exceptional leadership. When properly understood and practiced, leadership builds — and improves — communities, provides valuable and meaningful employment, develops individuals for excellence, and creates something of greater value than something of lesser value. I firmly believe that if these key objectives are addressed first, with a passion that is clearly visible to those whom they lead, the exercise of identifying when to lead versus lean on others is truly at the heart of responsible leadership.

— David Jenkins, '85, Founder, President & CEO, Conservice

Leaders need to understand that they set the standard — both by how they lead and what they do. Humility is essential for leadership. No leader can know everything or always be right. Having the humility to seek the best knowledge — no matter where it originates — is a sure sign of good leadership.

— Charles G. Koch, Chairman & CEO, Koch Industries

We can be a leader every day by living our lives with integrity and mutual respect towards those who come in contact with us. When you are a leader of a team you have an obligation to do the best you can to help guide everyone to a common vision. A true leader listens, works hard, sets an example for those around them, makes a decision of a direction to pursue and stays out of the way after a vision is established. A responsible leader admits their mistakes and understands that some of the best learning comes from the mistakes they and their team make. There are many types of leaders in the world, but for me the best leader is the leader that can inspire others to be their best.

— Madelyn Fife, '18, Truman Scholar, Huntsman Scholar

Two great historical figures portrayed leadership in distinctly different ways. Former Israeli Prime Minister Golda Meir counseled that “a leader who doesn’t hesitate before he sends his nation into battle is not fit to be a leader.” In contrast, Christian apologists Thomas Aquinas observed that “the highest aim of a captain was to preserve his ship, he would keep it in port forever.” Both perspectives are necessary to be an effective leader. When entrusted with decision-making authority, a leader must be cautious about making rash commitments. At the same time, leadership cannot be divorced from risk-taking. The ship that remains forever in port is nothing more than a slowly rotting floating pier.

— The Honorable Craig Peterson, '98, Mayor, Logan City

Leaders operate from a platform of fixed principles, including personal integrity, accepting responsibility, having self-awareness and humility, self-discipline, and the ability to listen. Great leaders fight hard to maintain their identity. They will not yield and will accept responsibility for challenges in a manner that yields a lasting growth and sustainability.

— John Miller, '77, Chairman and Managing Director, Delta Pacific LLC

Great leaders put their own needs second to the needs of whom they lead by understanding that their role is to provide the tools, guidance, and support required for success. When we are willing to allow people to experience personal growth by making decisions and being accountable, we set up our organizations for long term growth and sustainability.

— The Honorable Craig Peterson, '98, Mayor, Logan City

I used to think leadership was an amorphous concept, one that called to mind the charismatic politician or the cool CEO. As something of an introsvert, I had a hard time identifying with these archetypal leaders. It wasn’t until college that my perspective on leadership broadened and matured. Group work in my business classes and my involvement in the Huntsman Scholar Program helped me see that leadership first and foremost means taking responsibility for our own actions. As something of an introvert, I had a hard time identifying with the charismatic politician or the cool CEO. As something of an introsvert, I had a hard time identifying with these archetypal leaders. It wasn’t until college that my perspective on leadership broadened and matured. Group work in my business classes and my involvement in the Huntsman Scholar Program helped me see that leadership first and foremost means taking responsibility for our own actions.

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Leadership in the Classroom

The Huntsman School instituted a new core curriculum, the set of courses required of all business majors, beginning this fall semester. Two new courses, MGT 1050, Foundations of Business, and MGT 3800, Leadership, serve as bookends to our core curriculum, and help provide the curricular component of our mission to develop leaders of distinction in commerce and public affairs.

The Foundations of Business

In September of 2014, Dean Douglas Anderson called me into his office. Inspired by efforts at Boston College, he wanted to create a course that would help students see the field of business in a holistic manner and create a set of expectations for incoming students aligned with our culture of excellence.

In the interest of creating a collaborative work I partnered with Dr. Shannon Peterson, Director of the Huntsman Scholar Program, and we put together a team of 15 students who would help create this new class. Since this was a unique course with no clear predecessor we spent the next 18 months collecting data from students, faculty, alumni and employers. Based on hundreds of interviews and surveys we found that Huntsman students needed engaged, challenging courses where they were pushed to consider different perspectives. The most interesting part of the research turned out to be the response we received from employers. Unanimously, and rather vociferously, every employer we talked to pointed to two themes: first, Huntsman students needed engaged, challenging courses; and second, employers wanted to hire people who were critical-thinking problem solvers and who could communicate clearly.

Given the task before us and the data we collected, we set out to create a course from a different perspective. Instead of using the usual business materials, we found ways of introducing students to the world of business through literature, art, history, philosophy and other liberal arts disciplines. We decided to introduce ethical dilemmas by having students read Aristotle and Locke, to grapple with questions of leadership and power by reading Dostoevsky and viewing Picasso, and think about organizations by reading Orwell and Tennyson. By forcing students out of their traditional comfort zones of learning we are hoping to create enough cognitive dissonance that students begin to question their assumptions and start thinking critically and creatively about business and the world around them.

Creating this course was one of the most rigorous and well-researched experiences I have had as a professor. I have high hopes that we will achieve our goals of creating a holistic introduction to business and of setting performance expectations for all Huntsman students. The best assessment of success right now may be from the students who took the pilot course during Spring 2016. As one student explained in their course evaluation, “Because of this class) I feel now as though I have a purpose in being in college. Before, college was just a means to an end. But now I care about my education, and I want to do the absolute best that I can.” Our hope is that they will take that excitement with them as they go through the Huntsman School and focus on how they can make a positive difference in the world.

Leadership

My first assignment, almost as soon as I joined the Huntsman School last year, was to develop and launch a new leadership course that would be required for all business majors. I began course development by analyzing syllabi and reaching out to colleagues from top business schools including Georgetown, Harvard, Stanford, Boston University and the University of Virginia. Through these discussions, I found that similar courses were designed to increase individual leadership capability and favored the application of leadership concepts through experiential learning, including real world projects. Building on these insights, we created a course that utilizes cutting edge theory coupled with innovative individual exercises and team-based activities to help students assess and develop leadership skills.

The guiding principles of the new leadership class are: first, leadership is positive influence, is not associated with a formal title and can be performed by anyone. Second, leadership development is the result of increased self-awareness, knowledge of leadership practices and principles, purposeful practice and thoughtful reflection. Finally, leadership is challenging and requires individuals to step out of their comfort zone.

To help students step out of their comfort zone, provide a real world opportunity for leadership practice and instill the values of the Huntsman School, students are required to develop and execute a “leadership challenge project.” This project requires students to identify a need in the community or at large, recruit team members, create a plan and lead a service effort to achieve an extraordinary result. Students are required to individually dedicate and lead a minimum of 16 hours of service during the 7-week class. Students have demonstrated both creativity and strong leadership in achieving remarkable results.

Projects included:

• Donating 120 winter hats to children in Mongolia.
• A fundraiser that resulted in purchasing and gifting two cars for refugees in Cache Valley.
• A USU football “superfan” experience for an individual with special needs.
• A bubble ball tournament that raised over $1,000 for Project Smile.
• A reading glasses drive for individuals in the Philippines with deteriorating eyesight. 67 glasses were donated within 24 hours.

One indicator of the impact of the new class can be found in the response of students. In the words of one accounting major: “Beginning this class, I was not sure what I expected. I came in as an Accounting major, my brain scattered with numbers and equations, not at all what this class was about to start teaching me. What have I learned so far? I’m more than just a number-crunching accountant. I can be a leader and make a difference, and I’m just now learning the tools to become a great one.”

Bret Crane teaches Leadership and is an assistant professor with the Huntsman School.
How I Spent My Summer

Adventure in Asia

Last summer, I had the opportunity to visit businesses and learn about culture in Vietnam, Thailand, and China with the Global Learning Experiences Program at the Huntsman School of Business. This experience has been the highlight of my college experience. This amazing experience provided me with an opportunity to expand my horizons, understand global business issues in a broader perspective, and recognize and appreciate diversity.

Events include resume workshops, industry panels, skill-specific bootcamps, and the signature leadership forum, which brings senior executives to discuss leadership.

Videos of past leadership forums can be found at huntsman.usu.edu/focusedfridays

For more information on how to get involved email huntsman@usu.edu

Teaching and Learning in the Philippines

Not many people can say they had the chance to work with their spouse in a foreign country for three months, but we did just that through the SEED program at USU. Seth and Kimberly are grateful to the Jeffrey D. Clark Center for Entrepreneurship, the SEED program, and the Huntsman School of Business for the amazing opportunity we had to spend a summer in the Philippines. We loved working with local entrepreneurs and go-get-em youth.

In May, Seth and Kimberly graduated with their bachelor’s degrees. Seth is pursuing his Master of Science in Financial Economics degree in the Huntsman School and Kimberly is a Faculty Associate in the Caine College of Arts Music Department.
Cassandra Davis
Management
PhD, University of Arkansas
I would trade lives with: Maya Angelou, Zora Neal Hurston, or Beyoncé—all three are influential women of color who have shaped American culture.

Magno Queiroz
Management Information Systems
PhD, University of Wollongong, Australia
My advice to students: Enjoy every opportunity to engage with fellow students and with the University community during your studies. This is a time of joy, realizations, and growth.

Quyen Nguyen
Economics & Finance
PhD, University of Arizona
What I love about Cache Valley: Berries! Freshly picked raspberries, blackberries, elderberries… you name it! In addition, I was impressed by the level of devotion the faculty and staff at Huntsman show towards their work.

Lin Bemmon
Management
Information Systems MA, Brigham Young University
My root: My grandparents on both sides are from Cache Valley and I was drawn to the Huntsman School’s focus on students.

Devon Erickson
School of Accountancy
PhD, Indiana University
I would trade lives with: Maya Angelou, Zora Neal Hurston, or Beyoncé—all three are influential women of color who have shaped American culture.

Cassandra Davis
Management
PhD, University of Kansas University
My advice to students: Keep the big picture in mind. If you attend class with your end goal in mind, you will be more interested in the material and you will enjoy your college experience to a greater degree.

Alex Romney
Management
PhD, University of Utah
My roots: My grandparents on both sides are from Cache Valley and I was drawn to the Huntsman School’s focus on students.

Danjoe Shang
Economics & Finance
PhD, University of Arizona
My real world tip: Finance majors should add reading the Wall Street Journal to their daily routine.

Gary Thurgood
Management
PhD, Texas A&M University
My advice to students: Make the most of your time in college. It may not seem like it now, but those are some of the greatest experiences of your life and the time will be gone before you know it.

Julena Bonner
School of Accountancy
PhD, Oklahoma State University
If I could travel anywhere: One day I hope to experience Victoria Falls in southern Africa.

Rachel Martin
School of Accountancy
PhD, University of Wisconsin-Madison
I recommend: Blink by Malcolm Gladwell. I read it in my master’s program and it really changed my perspective on business.

Magno Queiroz
Management Information Systems
PhD, University of Wollongong, Australia
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TJ Bond
Economics & Finance
PhD, Harvard University
Why I chose the Huntsman School: I was really impressed by the dedication to teaching and delivering a high quality experience to the student body.

Lin Bennion
Management
Information Systems
MA, Brigham Young University
My hidden talent: I’m a dab hand at snow shoveling.

Devon Erickson
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PhD, Indiana University
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Pam Dupin-Bryant — Passion For Higher Education

In a constantly changing world, where the concept of working in one field, let alone for one employer, for a lifetime, is becoming a rare thing, Dr. Pamela Dupin-Bryant has been a “True Blooded Aggie” for over twenty years. She completed both her undergraduate and graduate degrees at Utah State and has held academic positions at Utah State since 1995. Dr. Dupin-Bryant attributes this longevity to her passion for teaching young people and for her love of Utah State. This dedication to teaching has brought numerous accolades throughout her career, with the latest the recognition by USU as the 2016 Eldon J. Gardner Teacher of the Year.

Dr. Dupin-Bryant has taught Management Information Systems at the Huntsman School of Business since 2006. In 2015, she was promoted and recognized as a full professor. When asked about her career success, Dr. Dupin-Bryant stated that she works really hard at all the small things which collectively make up a big thing. “I do my best little bits at a time,” she states. Her inspiration comes from Helen Keller, who stated, “I long to accomplish a great and noble task; but it is my chief duty to accomplish small tasks as if they were great and noble.”

This mentality has allowed Dr. Dupin-Bryant to be successful both inside and outside of her classroom. Even though she has a myriad of awards and honors, Dr. Dupin-Bryant remains down to earth. When asked about her successes she noted that she is “happy with the progress I make but I am constantly self-evaluating.”

Dr. Dupin-Bryant attributes her career in higher education and her passion for teaching to her parents. Both were involved in education and watching them influence their students helped them influence their students helped push her towards a career in teaching. One of her former students, Caleb Wilkinson, states, “Pam Dupin-Bryant is the best teacher! Her personality keeps the class interactive and highly involved. On top of all that Pam empowers her students and allows them to improve through her mentorship.”

Dr. Dupin-Bryant tells her students to “be a positive force in the lives of people who find you,” and she lives by example. When asked what advice she would give to students who are looking for success she stated, “Don’t let your disadvantages allow you to make excuses. Having difficult circumstances challenges you to take a leap of faith.” Her contagious energy and enthusiasm for life continues to influence her students, colleagues, and all those who come in contact with her.

“I do my best, little bits at a time.”

The Holy Grail of Information Security?

Patent #9319612, “Multi-node Encryption,” is an idea that could potentially upset the entire internet industry. Describing the genesis of his idea, Huntsman Associate Professor Jeff Johnson offered the following analogy, “In the cyber world we have bad guys who are constantly trying to hurt us. Our defense against these bad guys is to build great stone walls that act as a shield. Unfortunately, over time the bad guys obtain machines that can crash stone. Surprisingly, our solution is to simply use more stones in the wall.” So, why then are we building our defenses out of the very source of our enemy’s strength? He went on to explain that the “stone wall” represents math encryption (the traditional form of cyber security). The bad guys’ “stone crushing machines” are computers designed with the very purpose of processing mathematical codes better and faster than humans ever could. But computers struggle with some forms of language based information. The idea of language based authentication dates back to biblical times. Armies would use a particular word as a form of authentication for soldiers passing in and out of guarded borders. Each word used was selected because it was hard for anyone other than the enemy to pronounce correctly. Thus, making it even more effective.

After spending the last five years researching and developing his idea, Professor Johnson was granted a patent on the second section of his project. He is continuing his efforts to obtain the patent for the first section of his proposal. In the meantime, he plans to refine his work by building and testing prototype systems.

New Editorial Position Brings International Visibility

“Governments spend billions of dollars on social programs each year. To what extent are these programs successful at helping individuals, and how can our resources be put to more efficient use?” asks Dr. Scott Findley, associate professor of Economics and Finance.

The analytical rigor that Dr. Findley applies to his study of policy problems contributed to his recent appointment as editor of Public Finance Review (PFR), a journal with a strong reputation in the field of public economics. PFR focuses on the impact of government within the economy, and includes topics such as social security financing and reform, government budget deficits, the financing of public education, and design and reform of tax systems.

Dr. Findley was a recipient of the Young Economists Award for his research on social security reform. His research that stands out for its “scientific quality, creativity, and relevance.” In addition to his research, his visibility and experiences with the international academic community drew the attention of the publisher of PFR, who was seeking to expand the international exposure and scientific impact of the journal. Dr. Findley has presented his research more than 60 times worldwide and has held two international research fellowships, one at the Network for Studies on Pensions, Aging and Retirement in the Netherlands, and the other at the Center for Economic Studies in Munich, Germany. His international connections and global vision for the journal will prove valuable in organizing and managing an editorial board and soliciting reviewers for papers.

Accounting Awards

Kari Olsen, assistant professor of accounting, was recently selected as the recipient of the 2016 IF Emerging Scholar Manuscript Award by the Institute of Management Accountants. He was also awarded a grant from the Institute for Management Accountants to support work examining the effect of relative performance information feedback frequency and personality characteristics on performance.

Dr. Olsen joined the Huntsman School in 2015 after completing his PhD at the University of Southern California. He teaches Strategic Cost Management and Managerial Accounting Principles, and his research interests are in management control systems and personality characteristics. His research has been published in Journal of Management Accounting Research, Journal of the American Taxation Association, and Issues in Accounting Education.

What are your employees saying about you?

In an article published in the Harvard Business Review, Huntsman School Associate Professor Nate Washburn, along with Ben Gahan from BYU, provides some suggestions for leaders to develop powerful and inspirational leadership.

Washburn and Galvin argue that the most powerful form of communication is often not the formal communications emanating from the corner office, but rather the spontaneous stories about leaders that employees hear from their peers. Their research indicates that the stories told informally by what they call leader surrogates — employees who have deep admiration for the CEO, is a very powerful way to foster deep and authentic organization.

But how does a busy executive develop the type of relationships whereby leader surrogates propagate a positive view of leadership? The authors provide six suggestions, including spending time with employees, allowing for spontaneity, focusing on a couple of areas of personal development, creating a few meaningful relationships, doing rather than talking, and identifying and working on voids within your organization so you can focus surrogates.
This spring marked the inauguration of our new Huntsman Hall. As new doors were opened and the dust settled, we took time to reflect on the school’s journey and the legacy that Huntsman Hall houses. And so the inaugural Emeriti Luncheon came to be. A perfect marriage of the old and new, the luncheon bridged the gap and provided an opportunity for current faculty to interact with their predecessors. The day also included tours of the new facility and, of course, no visit to campus is complete without Aggie Ice Cream. Senior Associate Dean, Department Head, and EY Professor, Larry Walther, states, “The Emeriti luncheon provided a great opportunity for me to showcase our new building to recently-retired friends, and to meet for the first time some of the not-so-recently-retired stalwarts who gave so much to initially establish the School of Business that we enjoy today. As the Jon M. Huntsman School of Business evolves we reflect on the foundation upon which it is built. The gratitude we feel for the faculty is pronounced and we look forward to making the Emeriti Luncheon a long standing tradition at the Jon M. Huntsman School of Business.”

@Huntsman

News and achievements happening on campus

Huntsman Inaugural Emeriti Luncheon

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

Have you written a book or climbed a mountain? Had a baby or started a new job? You can submit your class note online at usu.edu/alumni/records

Dr. Kaminanda Bin Min, 1966, Senior Special Task Officer at Ministry of Prime Minister’s Department of Laos in Vietnam.

Richard P. Montequin, 1971, Pharmaceutical Representative at Pfizer Inc. in Los Angeles, CA.

Robert N. Jackson, 1977, ER Manager at Rockwell Collins in Kayville, UT.

Craig Cordasco, 1988, Mortgage Loan Originator at Lonestar State Bank in Hyde Park, UT.

Dr. Mark A. Cronin, 1988, Owner at Ability in Menlo Park, CA.

Daniel Scott Wilson, 1988, Regional Manager at Soft Wires Innovations in Parker, TX.

Robyn G. Artist, 1990, Director of Communications at Rainier Home Health and Hospice in Logan, UT.

Todd Barsa, 1990, Chief Financial Officer at Multidimensional Software Contractors, LLC in Logan, UT.

Kay Lynn Anderson, 1984, Public Relations Coordinator at Orbital ATK in Ogden, UT.

Richard Kent Mundtich, 1984, Intelligence Community (CI) Strategist, Director, CI at Elanco Systems Inc in Kelso, WA.

Todd V. Ericsson, 1985, Consultant.

Mark Zollinger, 1985, Therapeutic Specialty Representative at Geist Scientific Inc in South Jordan, UT.

Donna Reinolds, 1985, Account Development Representative at Solutionreach in Yakima, WA.

Clark P. Skeen, 1985, President at Oxbow Engineering, LLC in Trumonton, UT.

Craig Crockett, 1988, Mortgage Loan Originator at Home Mortgage in Kaysville, UT.

Steve K. Jenson, 1988, Mortgage Loan Originator at Independent Mortgage in Salt Lake City, UT.

Ian R. Postlethwaite, 1989, President at Cytogenetics in Ogden, UT.

Wendy M. Moffitt, 1989, Director, Human Resource Department in Kaysville, UT.

Fred and his wife, Hilary, have four children and are welcoming a new baby in January. He enjoys serving in his church and supporting the Aggies—missing only one home football game in the last 12 years.

Fredric J. Goeck, BA Economics ’90, was recently named to the HousingWire 2016 Rising Stars List of 50 young leaders energizing the housing economy. He is the General Counsel and VP of Compliance at Docutech, LLC, a company based in Idaho Falls, Idaho. Under his leadership, his team has facilitated webcasts on critical mortgage industry topics to over 500 lenders across the country.

Docutech produces loan document preparation software for the financial services industry. Fred manages the legal and regulatory compliance affairs, including ensuring that the software is compliant with numerous federal and state laws, regulations, and rules. He also handles general legal matters for the company.

“The financial services industry is highly regulated and I want our clients to know that our solution can be trusted to deliver products and services that are compliant with all applicable laws, rules, and regulations. This position allows me to be on the ground floor to help the industry manage regulatory burden.”

While studying at the Huntsman School of Business, Fred became particularly interested in markets and learning more about how regulation impacts businesses. This perspective has helped him understand Docutech’s customers and helped the company produce technological solutions that help financial institutions deal with the regulatory burdens they face.

“ Fred was during my time at the Huntsman School of Business that I realized that the academic principles that I was learning had real life applications. I also really enjoyed my time working with Dr. Chris Lewis in the economics department as I had the opportunity to work as a teaching assistant in his courses on Microeconomics.

Fred also manages a law practice that focuses on document preparation for residential mortgage loans in Texas, and is involved with the Mortgage Bankers Association and lobbying efforts on behalf of the industry.

Launching a new venture

Sean Bailey, BS Accounting ’12, M.Acc ’13, is the Co-Founder of Docutech, a software company that allows mobile application which enables CPA candidates and accounting enthusiasts to study in a new and exciting way. The app was built on the premise that competition makes studying more manageable. Users are able to challenge one another to sets of retired CPA exam questions and their scores are tallied and applied to their school’s or firm’s overall score.

“The Huntsman School of Business gave me the skills and confidence necessary to start a business and follow through with my professional aspirations. My personal interactions with professors and peers was very meaningful for me. Especially in the M.Acc, the class sizes were very small which allowed professors to provide more one-on-one interactions and tailored instructions. This also allowed me to get to know my classmates on a much deeper level.”

Brandon T. Eggert, 1996, Associate Director Commercial Operations at ThermaFuser Scientific Inc in Eustis, ID.

Donna C. Wafford, 1996, Plant Manager at Allied ASIP Inc in Ogden, UT.

Rafael S. Avila, 1996, Operations Manager at RSF Systems Inc in Ogden, UT.

Eric C. Johnson, 1994, Partner at Docutech, LLC in Idaho Falls, ID.

Kevin Ross Fox, 1996, Plant Manager at Autoliv ASP Inc. resides in Salt Lake City, UT.

Michael E. Mazzoni, 1992, Managing Partner Co-owner at Arquitectes Inc in Logan, UT.

Lauren J. Egbert, 1992, Executive Vice President at Lytro, Inc in Logan, UT.

Kathy F. Lamb, 1992, Director at Augustine, Inc in Logan, UT.

April Julia Cooper, 1997, President CEO at Alpine Compliance Solutions Inc in Alpine, UT.

Gary D. Guegan, 1997, President at Allied ASIP Inc. in Ogden, UT.

Cody L. Brabham, 1997, Zone Director at Carondelet Health Network in Katy, TX.

Roline G. Artist, 1989, Director of Innovations lives in Parker, TX.

Daniel Scott Wilson, 1988, Manager at Ability in Motion in Salt Lake City, UT.

Michael E. Mazzoni, 1992, Managing Partner Co-owner at Arquitectes Inc in Logan, UT.

Patrick Shawn McGinnis, 1992, President at Precise Outsource Fitness Inc in Inverness, IL.

April Julia Cooper, 1997, President CEO at Alpine Compliance Solutions Inc in Alpine, UT.

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Celebrating 45 Years

“...we believe that stimulating independent intellectual curiosity, cultivating a commitment to lifelong learning and the renewing of current knowledge and content features are building blocks for the next generation of organizational leaders. We hope to be your partner in helping you effectively build both individual and team leadership potential within your organization.”

—Dr. Chris Francis, Executive Director of Partners in Business

For the past 45 years, the Partners in Business program, in the Jon M. Huntsman School of Business at Utah State University, has been dedicated to helping small, medium and large organizations effectively implement a comprehensive leadership development program that is both impactful and cost-effective. Offering five extraordinary conferences that cover impactful economic themes, commodity price projections and economic trends, their goal each day is to generate superior risk-adjusted returns for their clients. He also oversees a research team that provides portfolio construction and sector teams with sovereign credit opinions, economic forecasts, analysis of key economic themes, commodity price projections and views on key economic events. He also assesses the impact of monetary, fiscal, and regulatory policies on asset prices. His goal each day is to generate superior risk-adjusted returns for their clients.

Brian Smelldy, BS Finance and Economics ’03, works with the Chief Investment Officer to develop and communicate the macroeconomic outlook of the firm, which manages more than $25 billion across various fixed income, equity, and alternative strategies. He also oversees a research team that provides portfolio construction and sector teams with sovereign credit opinions, economic forecasts, analysis of key economic themes, commodity price projections and views on key economic events. The team also assesses the impact of monetary, fiscal, and regulatory policies on asset prices. Their goal each day is to generate superior risk-adjusted returns for their clients.

Brian’s new position at Guggenheim required that he relocate to the Santa Monica, California office, which features panoramic views of the Pacific Coast. Prior to joining Guggenheim, Brian spent five years as a U.S. rates strategist at Bank of America Merrill Lynch in New York City. Previously, he worked at the Federal Reserve Bank of New York, where he was involved in the Fed’s emergency response to the 2008 financial crisis. Brian, his wife, and their two children moved to California this summer.

For more information on the Jon M. Huntsman School of Business, please visit huntsman.usu.edu.

As an Experienced Associate at EY, Andrew works with healthcare/life science clients on multiple relocations, these Aggies have a hundred year to remember. As an experienced Associate at Ernst & Young, Andrew also has an extensive background in Sarbanes-Oxley Act, fundamental testing with multiple relocations, these Aggies have a hundred year to remember.

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Dr. Stephen Neeleman, ’94
Founder and Vice Chairman, HealthEquity

The idea for HealthEquity, one of the nation’s largest health savings custodians, was germinated in a class at USU during Steve Neeleman’s sophomore year. "I took this class, medical sociology, taught by Reed Geertsen, and it really opened my eyes to the cost of healthcare and our system of health insurance," recounted Neeleman. After graduating from Utah State, where he also played football, he went on to the University of Utah Medical School. After juggling two careers, as a surgeon and running HealthEquity for more than a decade, Steve gave up practicing surgery about 18 months ago to focus his time and energy on building HealthEquity.

"I decided to start HealthEquity as I was completing my surgical residency. I love practicing medicine and feel a great sense of responsibility for patients who have been entrusted to my care. That being said, I realized that while a busy surgeon may treat several thousand patients and employ a few dozen people during the course of a long career, starting a company has the potential to serve millions of people."

Today, HealthEquity services more than 2 million health savings accounts for 80 health plan partners and employees at more than 33,000 companies across the US. The company went public during the summer of 2014, and has $4.2 billion of assets under management. And while the financials remain on a growth trajectory, Neeleman is perhaps most proud of the company culture. The firm encourages community volunteerism, refers to workers as team members instead of employees, and even has a designated company color, purple, meant to denote HealthEquity as unique and exceptional. Quoting Peter Drucker, Neeleman states that “culture eats strategy for breakfast.” This focus on company culture has led to HealthEquity being regularly ranked as a great workplace.

“Culture eats strategy for breakfast.”
— Peter Drucker

Neeleman believes that the link between health care and personal savings puts his company in a unique position. "There are few things more important than people’s families, faith, their finances, and health care. By managing people’s money in a health setting, we have a wonderful opportunity to impact lives in a meaningful way."
Collinston, UT. at Autoliv ASP Inc. lives in Roosevelt, UT.
Lelani Nelson, 2006, HR Manager of Interprise Operations at Merit Medical Systems, Inc. lives in Wellsville, UT.
Brady B. Hoggan, 2006, Vice President of Finance at Yosemite Mortgage & Solar Marketing & Business Development at Zions First National Bank resides in Layton, UT.
Brad R. Phillips, 2006, Integrated Scholar at Boeing Company lives in mesa, AZ.
Timothy Bowen, 2007, Senior Sales Analyst at Thermo Fisher Scientific resides in Providence, RI.
Arizona Solar resides in Kaysville, UT.
Eagle Cheung Ying Li, 2008, CID, Cost/Price Analyst at United States Government Department of Defense resides in Ogden, UT.
Juniper Systems, Inc. resides in Herriman, UT.
Bevin Ray Johnson, 2009, President of Finance at LGCY Foundation resides in Seattle, WA.
Siegfried Group lives in Fairfax, VA. Jacob Danyl Marble, 2008, CID, Cost/Price Analyst at United States Government Department of Defense resides in Ogden, UT.
Juniper Systems, Inc. resides in Herriman, UT.
Bevin Ray Johnson, 2009, President of Finance at LGCY Foundation resides in Seattle, WA.
Valedictorian Fulfills Dream
Jill Aoki, BS, Accounting & Finance
Jill credits her technical knowledge she gained at the Huntsman School for helping her pass the CPA exam and building a strong foundation of general business knowledge. She participated in a host of extracurricular activities, including the Huntsman Scholar Program, Global Learning Experience, Beta Alpha Psi, club leadership, and the Volunteer Income Tax Assistance.

These clubs and organizations also helped her develop leadership and teamwork skills.

Working for The Walt Disney Company was always a dream for Jill. In her 2012 Huntsman School Valedictory Address, Jill quoted several songs from Disney movies as life lessons to the graduates.

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From snowy walks up Old Main Hill, to thundering basketball games in the Dee Glen Smith Spectrum, to late night study sessions in the library, I loved my time at Utah State University and the opportunities it offered me. Attending USU opened my eyes to different perspectives, places, and things — I made friends from small western towns and big international cities. I studied abroad in France and interned on Capitol Hill in Washington, D.C. These opportunities, which shaped me as a person and helped me find my way down a rewarding career path, were made possible by the vision and generosity of others.

Making those types of opportunities and others available to current and future Aggies is why I’m building Huntsman. But how am I building Huntsman?

1) Staying Engaged: Dean Anderson asked me to serve on the Huntsman School of Business National Advisory Board in 2013. I was honored to accept the position. In this role, the Board provides strategic advice and support to the Huntsman School.

2) Promoting the School: I have been accused of being a USU “homer” — and it’s true. I find that one of the best ways to build Huntsman is to be aware of the tremendous assets within the school and to widely promote Huntsman as the world-class institution it is. Through my involvement on the National Advisory Board I’ve learned a tremendous amount about the school, what it offers students, and its very real and tremendous impact on our community. That story deserves to be told!

3) Mentoring Students: The energy of college students is contagious. I love interacting with students, learning what makes them tick, and offering insight and sharing experiences. By serving as an informal mentor, I am able to help students achieve their goals and deepen the Aggie network.

I encourage my fellow alumni to engage with the school in any way that aligns with your passions. Building Huntsman today will ensure that generations of Aggie scholars to come will continue to “Dare Mighty Things.”

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

- Coming to campus
- Speaking in a class
- Mentoring students
- Hiring our students
- Making a gift

Visit huntsman.usu.edu to get involved and help Build Huntsman for the next generation of Aggies.
Stain-resistant carpet, stretch denim jeans, absorbent diapers, and the connectors in cellphones are just a few of the products made by Koch Industries, a $100 billion privately-held company with over 100,000 employees in 60 countries. How did this company, whose growth exceeds the S&P 500’s five-decade growth by 27-fold, become so profitable?

In Good Profit, Charles Koch, the chairman and CEO of Koch Industries since 1967, lays out an argument that good profit results from products and services that customers vote for freely with their money, products that improve people’s lives, and a culture where employees are empowered to act entrepreneurially. It is about creating long-term value for customers, employees, shareholders, and society.

The framework for generating good profit is Koch’s own system, termed Market-Based Management. The MBM system includes five dimensions, including crafting a vision to thrive in times of disruption; selecting a workforce possessing virtue and talent, with the emphasis on virtue; creating an environment of knowledge sharing at every level; awarding employees decision rights; and structuring incentives aligned with value creation.