

HUNTSMAN

A L U M N I M A G A Z I N E



A FOCUS ON

Student Success

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PUBLISHER

Douglas D. Anderson, Dean and Professor

MANAGING EDITOR

Dave Patel, Associate Dean, Student & External Affairs

ART DIRECTOR

Hilary Frisby

PRODUCTION MANAGER

Klydi Heywood

COPY EDITORS

Kim Larson
Robin Wheelwright

CONTRIBUTING WRITERS

Klydi Heywood
Dave Patel

CONTRIBUTING PHOTOGRAPHERS

Ron Adair
Donna Barry
Bracken Berger
Tyson Bybee
Russ Dixon
Casey McFarland
Kyle Spackman
Yin Tang

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Send comments and inquiries to:
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◀ Wind Caves, Logan Canyon in Autumn by Bracken Berger Photography

dean's message

a message from Dean Douglas D. Anderson



One of the great pleasures of serving as dean is getting to know some of our great students. Every year fresh faces come to us with great ambition and dreams, and it is our task to create opportunities and pathways for them so that they leave better prepared to lead lives of meaning.

Jill Aoki and Doug Fiefia are two of the scores of amazing young people I have had the opportunity to meet in my eight years as dean. Jill was valedictorian of her class, scholar of the year, and received the prestigious Elijah Watt Sells Award in 2012, one of just 39 out of 92,000 who took the CPA Exam. Doug is only the second USU student in history to be elected student body

president for two years. They have taken full advantage of our academic and extracurricular offerings and are driven and focused on their future.

Student success is at the heart of everything we do here at the Huntsman School of Business. Jill and Doug represent the many students who have succeeded at the Huntsman School and who are now succeeding in their chosen professions. And while success may be shown through multiple means, there are some linkages between education and long-term success in the workplace and in life.

This issue focuses on two of our initiatives to further student success: one focused on curricular redesign and one focused on career development. I want

to cite just one specific example from each to highlight the importance we place on student success. We are developing a new course, Foundations of Business & Leadership, which will

be required of all incoming Huntsman students. This course was developed as a result of our participation in the Aspen Institute's Business & Society Program.

To better prepare students for life beyond school, we have teamed up with one of our great supporters, Crystal Maggelet, to create the FJ Management Center for Student Success. This new center, which opened September 11, is both a physical space and an administrative function to advise, mentor, and engage students to build pathways of success.

These initiatives are designed to provide opportunities that together with our students' raw talent, hard work, ambition, and integrity will produce extraordinary results.

"Student success is at the heart of everything we do here at the Huntsman School of Business."

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Distinguished Executive Alumnus

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Cover photo by Casey McFarland.
Pictured left to right: Student Body President Doug Fiefia, Chuck Maggelet, Crystal Maggelet, Dean Doug Anderson, and President Stan Albrecht officially open the FJ Management Center for Student Success on September 11, 2014.

PHOTO BY RON ADAIR

my Huntsman experience



“And then there are the givers — those who go out of their way to support and help you, with no strings attached.”

Much like Jon M. Huntsman, the Huntsman School of Business itself is a giver. The term “giver” comes from Adam Grant’s book *Give and Take*, where he writes that there are three types of people in the world: takers, matchers, and givers. Takers are those who are always trying to get as much as possible from others. Matchers are those who, if they did you a favor, would expect one back (and vice versa). And then there are the givers — those who go out of their way to support and help you, with no strings attached.

I have to be careful when saying the Huntsman School supports and helps with no strings attached. I say this because I truly believe the administration, staff, and faculty give out of genuine concern for students. This is a distinguishing characteristic of a giver. The school gives to students so students can change the world.

The Huntsman School, however, does not give blindly. The school expects great things from its students. In fact, the school challenges us to “Dare Mighty Things.” I know that I, and hundreds of my fellow students, feel a tremendous amount of positive pressure to go into the world and perform well.

We leave Logan with a desire to succeed and to make a good name for the Huntsman School. The school doesn’t need to make us sign contracts or use force to instill loyalty. We naturally feel gratitude to the school because it has given us so much. Through its giving, the school is creating an army of devoted students who will spend the rest of their lives paying forward what they have received. These are feats that only givers can accomplish.

Now let me explain the kind of giving in which the school specializes. The school gives students opportunities, confidence, and skills to help us succeed in the real world. In my experience at the school, I have traveled to seven European countries, met with several renowned CEOs, kindled relationships with professors, gained valuable career skills, and created a network amongst my fellow Huntsman students that will benefit my career and personal life forever.

My experiences at the school have been exactly what I needed, and I confidently look forward to entering the real world. I will spend the rest of my life paying it forward and giving back so one day I, like the Jon M. Huntsman School of Business, can be a true giver.

Scott Laneri, '15, Economics & Finance, serves as the USUSA Business Senator for 2014-2015.

master class

Negotiation is the key to success

Dr. Merideth Ferguson, assistant professor of management, encourages her students to rock the boat. Her Negotiations class, MGT 4600, isn’t the type of class where students sit in rows and raise their hands. It’s a class where words are used as tools and nonverbal communication is king.

At least once a week the students undergo a negotiation simulation. In groups of two to eight, each side is given a role to play along with its associated positions and interests. The scripts entail monetary goals that must be reached, personal attributes that must be defended or specific details they must use. Each side is given time to study and prepare.

And then the students go.

The students may reach a settlement, which sometimes seems impossible. Other times, an impasse is the best outcome as not all negotiations can end in a deal that is good for both sides. Once the negotiation is complete, the students then share their side of the script. Often exclamations of “Oh, I didn’t realize...”, or “Why didn’t I think of that?” echo through the classroom.

“A lot of times we don’t negotiate because we don’t think there’s an opportunity to do so or because we’re afraid of what might happen if we do,” Dr. Ferguson said. “My goal is to help the students recognize every possible opportunity to negotiate and to engage in negotiations with confidence.”

Dr. Ferguson encourages students throughout the semester to keep a journal of each instance they negotiate something out of the classroom. This is where Dr. Ferguson says she sees the ripple effect take place.

“The students definitely benefit the most, but there is a huge ripple effect to anyone they interact with on a regular basis,” she said.

“Too often we assume that what we want is the opposite of what somebody else wants, and if we’re not willing to negotiate then we miss out on a win-win opportunity,” Dr. Ferguson said.

One example of success came when Annie Knight, Business Administration, '14, used her negotiation skills when she was charged a late fee for rent. Annie knew that if she went into the landlord and explained her situation, and was willing to listen to his, they might negotiate for the best possible outcome. And indeed, the landlord and Annie understood each other’s interests, and the landlord dismissed the late fee.

“Having taken Dr. Ferguson’s class makes me feel stronger in who I am,” Knight said. “I have learned what my weaknesses and strengths are in conversations, and that applies to almost everything I do.”

“This has become the class I am the most passionate about because you can see the impact it has on a student’s day-to-day life,” Dr. Ferguson said. “Everybody goes out and negotiates job offers, everyone buys a car, and everyone negotiates with their family. We’re always coming up against conflict, and with negotiation skills, we can deal with that conflict in a way that doesn’t burn bridges or damage relationships. When students leave my class I hope that they can negotiate more often and more effectively than they think they can.” KH

“Too often we assume that what we want is the opposite of what somebody else wants, and if we’re not willing to negotiate then we miss out on a win-win opportunity.”

— Dr. Merideth Ferguson



PHOTO BY RUSS DIXON

PHOTO BY TYSON BYBEE



a Focus on **STUDENT SUCCESS**

Over the past five years, students in the Huntsman School have won numerous university awards, including USU Man of the Year (three years in a row), Woman of the Year and University Citizenship Award (each twice), Scholar of the Year, and the Bill E. Robins Memorial Award. The USU student body president has come from the Huntsman School three of the past five years. Our students have also received national accolades, including the prestigious Elijah Watt Sells Award to three students over the past two years for top scores on the CPA Exam, and two groups of students have won first place in national MIS competitions.

PHOTO BY CASEY MCFARLAND

Rachel Rawlings Ward

International Business, Economics, Accounting, '15
2014 USU Woman of the Year

As a freshman I never imagined that my choice to come to the Huntsman School would provide me with unparalleled opportunities to learn about business while traveling the world as an undergraduate. After only one year, I traveled to Vietnam, China, and Korea with the Go Global Program, where I experienced incredible business visits to places like the Ho Chi Minh Stock Exchange and Nike, as well as cultural visits to places like the Terra Cotta Warriors and the Great Wall of China. As a candidate in the Huntsman Scholar Program, I developed confidence and critical thinking skills that assisted me as I led three expeditions of college students to rural villages in India to teach English to children, while also developing a partnership with an Indian organization to open a school for underprivileged girls. While in Europe with the Huntsman Scholar Program, I not only visited organizations like the WTO, the UN, and the EU, but I also developed deep relationships with my 25 classmates—incredible people with great careers ahead of them. While completing a microfinance internship in Ghana with the SEED Program, I discovered my love for accounting, which generated my pursuit of an accounting degree. Throughout all of these experiences, Dr. Shannon Peterson has provided a constant stream of encouragement with daily pep talks and support to pursue my interests, no matter how far out of reach they seem. In addition, Professor Bonnie Villarreal has taken me under her wing to prepare me well to enter the accounting world. The exposure I have gained as a student provides me with a competitive edge in seeking a career with companies for whom I never would have dreamed of working before coming to the Jon M. Huntsman School of Business.

Rachel Rawlings Ward
in Chamba, India,
with girls from a local
boarding school



Huntsman students have gone on to successful careers at Goldman Sachs, Google, GoPro, and graduate programs at Columbia, Yale, and Stanford, and many points in between.

Is there a common denominator of this success? Each student's journey to success is different, and likely includes some combination of natural ability, outstanding academic performance, engagement in practical experiences, and such individual values and habits of character as initiative and grit in setting and achieving long-term goals. But what can a university do to foster and increase the likelihood that any student can achieve success? Recent research from the Gallup organization and from debates about the role of higher education in preparing students for life after graduation, provide some clues.

This summer, *The New Republic* published the most read article in that magazine's history, "Don't send your kid to the Ivy League," by William Deresiewicz. In it the author offers a vision of what it takes to move from adolescence to adulthood, and criticizes the U.S. higher education system for creating a culture of box-checking. He argues instead that the role of higher education is to create opportunities for young men and women to build a unique individual self.



Doug Fiefa with USU
President Stan Albrecht
and Huntsman School
Dean Doug Anderson

Doug Fiefa

Marketing, '15
Student Body President 2013-14, 2014-15

Although I originally came to USU to play football, I fell in love with the academics and student involvement opportunities at USU. I have been involved with the Business Council, Student Alumni Association, Multicultural Recruitment Council, A-Team, USU Rugby Club, and joined Psi Sigma Phi fraternity. In 2013 and 2014 I was elected Student Body President of the Utah State University Student Association (USUSA) and have loved serving our student body.

As well as being involved in these amazing opportunities, I have truly come to appreciate all I have learned inside the classroom. It was the Huntsman School of Business that helped me believe in myself. My professors and mentors there have pushed me to work harder, smarter, and better. Their faith in me has helped me to see my potential and truly believe that I can accomplish anything I put my mind to.

The debate around this article was followed by the results of a massive study conducted by the Gallup organization over the course of the last year, examining the linkages between education and long-term success in the workplace and in life.

Gallup asked the question, "What are the things that happen in college that—more than anything else—combine to produce "engaged employees" who thrive in work and in life?" Two things stood out from the responses: "successful students had one or more teachers who were mentors and took a real interest in their aspirations, and they had a practical experience, such as an internship, that was related to what they were learning in school."

These ideas are driving an increased commitment at the Huntsman School to design pathways of success for each of our students that enable them to create meaningful careers and lives.

A new curriculum

On a recent career exploration trip to New York City, our students listened as a young employee at Bloomingdale's described her day-to-day responsibilities as the buyer for women's fragrances for the company. She spoke of hours devoted to market research and business intelligence so that she could understand purchasing trends, of the need to be up-to-date with the latest marketing and promotions techniques to appeal to multi-generational customers, the critical importance of understanding budgets, accounting, and finance, and perhaps most of all, the primacy of collaboration and teamwork.

It was clear to our students that there would be few, if any careers that did not require a holistic understanding of business.

This reality is informing the effort to restructure our undergraduate core curriculum, the set of courses all Huntsman undergraduates must take in order to graduate. Two of the more significant initiatives of this revision are to infuse the curriculum with critical thinking and communication skills, and to provide a course in Foundations of Business and Leadership that frames the broad field of business and economics in the global economy and sets a culture of rigor.

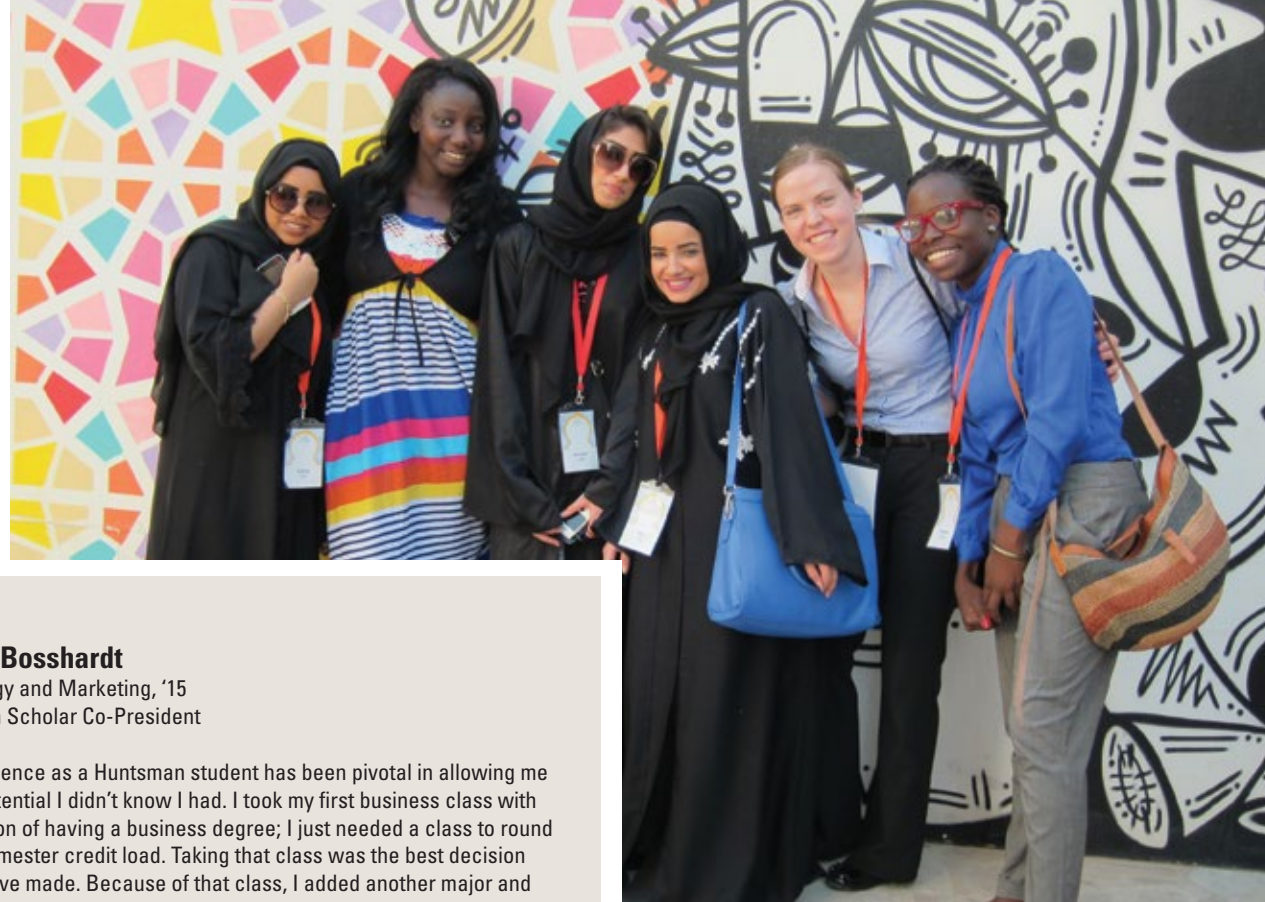
It was clear to our students that there would be few, if any careers that did not require a holistic understanding of business.

The Foundations Course is inspired by an effort led by the Aspen Institute's Business and Society Program. The Huntsman School, along with more than 30 top undergraduate business programs across the country, have joined together to create the Aspen Undergraduate Business Education Consortium, with an aim to answer questions such

PHOTO COURTESY OF RACHEL RAWLINGS WARD

PHOTO BY CASEY MCFARLAND

Wendy Bosshardt
in Dubai at the
Insight Dubai
2014 conference



Wendy Bosshardt

Psychology and Marketing, '15
Huntsman Scholar Co-President

My experience as a Huntsman student has been pivotal in allowing me to find potential I didn't know I had. I took my first business class with no intention of having a business degree; I just needed a class to round out my semester credit load. Taking that class was the best decision I could have made. Because of that class, I added another major and have completely changed my career goals. Faculty members became invested in me and I was able to take ownership of my education. After completing the Huntsman Scholar semester, I came to understand in a real sense how much I didn't know and how many opportunities and resources there are designed to help students. Four months later, I applied and was accepted to the Insight Dubai 2014 conference held in the United Arab Emirates. Due to my experience at the conference, I chose to collaborate with Dr. Shannon Peterson on my honors thesis, which looked into cross-cultural leadership among women. Using the network I had gained through Huntsman Scholars, Dubai, and career exploration trips helped place me in a competitive position to be selected for the Small Education and Enterprise Development (SEED) internship in Ghana. The Huntsman School invests in its students, not only through classroom discussions, but also by giving us real world experiences. I may have initially taken a business class to fill my schedule, but in actuality, I have found a place I can call home. I am proud to call myself a Huntsman student!

as: "What kind of new talent do we need in business today? How can we best prepare young citizens to participate in democracy? And how can undergraduate business education best equip students for their roles as both managers and citizens?"

The consortium's overarching objective is to "explore how business education can do what the liberal arts arguably do best – help students make sense of the world and their place in it, and prepare them to engage responsibly with the life of their times." In this, our existing Huntsman Scholar Program already provides an outstanding example. In fact, the Aspen Institute lauded the Huntsman Scholar Program at a conference this past summer for creating a model combination of liberal arts and business education.

The curriculum revision is also informed by an effort to create a set of courses that not only provide a means to acquire specific knowledge, to write clearly, and to reason statistically, but to provide a holistic foundation for business education. "Our goal is to set a tone for incoming students right from the start of school that continues throughout all of our required courses and those taken as electives and in fulfillment of the various majors about how we view business education and what we expect of our students in the classroom and outside the classroom," Dean Douglas Anderson said.

Preparing for life beyond graduation

The effort to revise our curriculum is one part of our effort to create a framework for student success. The other part is to provide a set of career development experiences and opportunities that complement excellence in the classroom.

Crystal Maggelet, CEO of FJ Management and one of our most distinguished alumnae, joins us in this effort. Preparing the young men and women of our community for meaningful careers is very important to her. "I had such a great time at Utah State, and feel strongly about preparing students for life beyond college. When an opportunity arose where we could help students from our community, we were glad to be able to help," she noted.

With her inspiration and financial support, we have created the FJ Management Center for Student

PHOTO COURTESY WENDY BOSSHARDT

"But we found no difference
in terms of type of
institution you went to...
How you got your college
education mattered most."

— Brandon Busteed

Jill Aoki

Accounting, Economics, & Finance, '12, MAcc, '13
2012 Valedictorian

When I applied to USU, I never would have thought that I would travel the globe and meet with leaders from Microsoft and the WTO; share meals with a CEO of a leading professional services firm, a TIME magazine person of the year, and a billionaire philanthropist; develop a giant Plinko board, film a candy factory, and create t-shirts for recruiting efforts; generate business plans for marshmallow treats and mobile apps; build a network of peers who are becoming CEOs, economic leaders, and PhDs; and have numerous other unforgettable experiences all made possible from the Huntsman School. The school offered me so many opportunities through its programs, but I also had support and encouragement. On any given day, I could talk to any one of my professors or the staff at the school about anything, whether it was about coursework, career plans, or even vacations! They were obviously interested in my success. For instance, I remember conversations with Dr. Larry Walther where he would state, "When you get the Sells Award..." It was never a matter of if—always when. He constantly encouraged me. I saw my professors give up evenings and weekends to teach extra study sessions, cook breakfast burritos for teams of volunteers, and introduce students to alumni—all so students could dare mighty things and pursue their dreams. I learned more than textbook knowledge in my time at the Huntsman School; I learned networking, leadership, creativity, work ethic, and interpersonal skills that will continue to benefit me for years to come. I am proud to be a Huntsman alum.

Editors note: Jill Aoki was recognized as one of the top accounting students in the nation when she was awarded the 2012 Elijah Watt Sells Award. She and fellow Huntsman student Anthony Lemon were two of 39 award recipients, out of 92,000 who took the CPA Exam that year.

PHOTO COURTESY JILL AOKI

Success, which is both a physical space and a team of advisers and mentors. The concept (and now the reality) for the FJM Center is to bring together in one space and under one organizational structure undergraduate advising, including a pilot peer-to-peer mentor program; career development, with six new employer interview rooms; student engagement through clubs and organizations; and scholarship opportunities—all to provide a seamless means for students to access the great resources of the Huntsman School.

Brandon Busteed, the executive director of Gallup's education division who conducted the survey examining linkages between education and long term success, noted that "We think it's a big deal" where we go to college. "But we found no difference in terms of type of institution you went to — public, private, selective or not — in long-term outcomes. How you got your college education mattered most."

The Gallup findings were substantiated by a study conducted by the federal government to review education-to-work programs. According to Byron Auguste, a White House deputy national economic adviser, "In successful programs, students got as much applied, hands-on experience as possible, whether in a classroom or on a job site. And stu-

dents or working learners got a lot of coaching and guidance to understand how to trace a direct path between their training today and careers tomorrow."



In addition to the undergraduate staff advising currently offered to all Huntsman majors, programs such as the existing faculty mentoring in the School of Accountancy and a pilot student-mentoring program may be expanded across the Huntsman School. These and a planned alumni mentoring program could have a significant impact on how prepared Huntsman students will be for life beyond graduation.

Over time, the FJM Center will provide the infrastructure to bring together the entire Huntsman Community of students, faculty, staff, alumni, and friends to inform, to educate, to mentor students

and create a mechanism to help students navigate their academic careers at Utah State while also helping them develop pathways to career success. “Students will find caring mentors and informed advisers who can link them with the opportunities that together with their own raw talent, hard work, ambition, and integrity will produce extraordinary results,” noted Dean Anderson.

The purpose of the Jon M. Huntsman School of Business is to be a career accelerator for our students and an engine of growth for our community, our state, the nation, and the world. The effort at curricular reform and career development is part

and parcel of meeting that purpose, but larger questions of the role of business education and how we go about preparing students to lead lives of meaning are always the key drivers to understanding what student success really means.

The writer David Brooks said recently that there are three distinct purposes for a university: a commercial purpose (starting a career), a cognitive purpose (acquiring information and learning how to think) and a moral purpose (building an integrated self).

Our aspiration to create a world-class undergraduate program—to “produce students who can

compete with the best and the brightest anywhere in the world”—in the words of Jon M. Huntsman, must combine all three purposes of a university, providing our students the means to begin careers, to learn how to think, and to build a whole self. That defines student success, and that is our focus.

Dave Patel serves as Associate Dean for Student & External Affairs at the Huntsman School.

The FJ Management Center for STUDENT SUCCESS



Undergraduate Advising

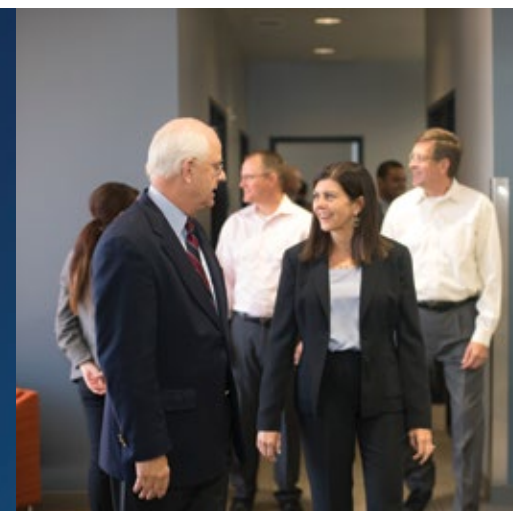
Career Development

Clubs & Organizations

Scholarship Opportunities



Images from the opening of the FJ Management Center for Student Success on September 11, 2014. This new center is both a physical space and an administrative function designed to advise, mentor, and engage students to build pathways for success. We are deeply appreciative of the partnership with Crystal and Chuck Maggelet for the creation of this center.



“USU students come prepared for anything; they are extremely hard workers and have a lot of integrity and honesty, which I really appreciate.”

— Crystal Maggelet



PHOTOS BY CASEY MCFARLAND

Service to Campus and Country

Timothy McFall is a Staff Sergeant in the Utah Army National Guard and has been an active member for over 12 years. He has served two overseas combat tours, once to Iraq in 2004 as an artillery forward observer, where he was awarded a Purple Heart, and once to Afghanistan in 2010 as a medical platoon sergeant, responsible for the daily medical operations of a base near the border with Pakistan. Between deployments, Tim taught leadership skills and small unit tactics at the 640th Regimental Training Institute in Riverton, Utah.

Following his most recent deployment, he returned to USU to earn a bachelor's degree in Management Information Systems. Tim greatly enjoys working with fellow students, and recently served as president of the USU Association for Information Systems (AIS), a student organization that helps MIS students prepare for careers in Information Systems and Technology. Tim was also selected as Conference Coordinator for the 2014 Partners in Business Leadership Conference.

Tim has found a passion for data science and is currently a research assistant and undergraduate teaching fellow working with Dr. Nicole Forsgren-Velasquez. His research involves using programming skills and statistical techniques to discover hidden patterns and trends in the world. Tim has a wonderful wife and two beautiful daughters, and is looking forward to taking them to Disneyland after he graduates next year.



Student Competition Leads to Career

After successfully competing in the Zagg marketing case competition held at the Huntsman School last spring, James Hutchison, Marketing and Business Administration, '14, was offered a summer internship position in Zagg's marketing department. His internship responsibilities focused on monitoring social media outlets, generating blog content, and creating surveys to analyze the current mobile accessory market.

James was also responsible for getting individuals to participate in market research projects. After a few unsuccessful ideas, including trips to several locations for on-site market research, he came up with a notion to place a booth at the Wasatch Back Ragnar Relay. James found great success at the booth, and received more than 500 participants for his project.

"I was invited into the Zagg family and learned firsthand what it takes to run the marketing operations of a global brand," James said.

After completing the internship, Zagg offered him a position where he can work remotely while completing the last semester of his undergraduate degree.

"I was invited into the Zagg family and learned firsthand what it takes to run the marketing operations of a global brand."

— James Hutchison



Accounting Student Receives Accolades for Inspiration

Each year, Beta Alpha Psi, the international honors organization for accounting, and the American Institute of CPA's jointly sponsor the medal of inspiration, which is awarded to the one student whose life story is most likely to encourage others to reach within themselves and find "greatness." This year they have chosen to honor Huntsman student A. Lucien Butler. The award was presented at the Beta Alpha Psi annual meeting in Atlanta, Georgia, and includes a \$5,000 cash scholarship.

From a very young age, Lucien was prevented from receiving an education and forced to work for his family at home. He was only discovered at the age of 14 and after a court order, his biological father was compelled to allow him to attend school.

Once in school he experienced significant difficulties and struggled to grasp academic concepts at the level of his peers. He overcame these challenges by working with his teachers and taking extra classes.

"One of the great things school did for me was it opened my eyes to what the world was like," said Butler. "I started to understand that the only way I was going to make something of myself would be through education."

Butler joined the National Guard after graduating from high school and was deployed on combat missions in Afghanistan. For his service, he was awarded the Purple Heart, which commemorates the sacrifices of America's servicemen and servicewomen who were wounded in battle.

After completing his military service, he acquired an undergraduate accounting degree from the Huntsman School, performed a tax internship with Grant Thornton, and was very involved in the volunteer work in his chapter and in the community, all the while excelling in the classroom.

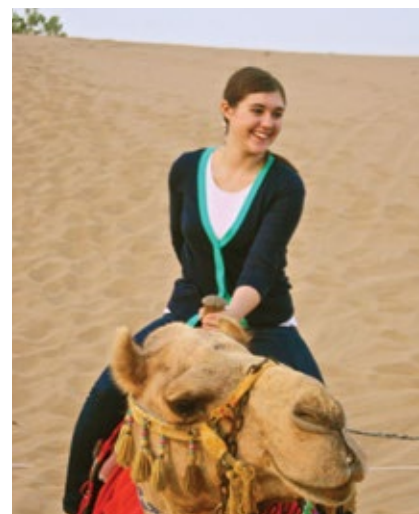
He is currently a Master's of Accounting candidate at the Huntsman School where he holds a 3.9 GPA. He is also a vice president in the USU Delta Omega Chapter of Beta Alpha Psi.

Broadening Her Horizons

With the support of the Huntsman Scholars Program and the USU Honors Program, Allison Fife, '15, Economics and History, recently attended the Insight Dubai conference in Dubai, United Arab Emirates. Throughout the conference, she attended lectures and discussions focused on subjects ranging from governance and culture in the UAE to Sharia law to being a leader as a twenty-first century woman.

"This exceptional conference helped me to expand my understanding of different cultures and provided me with an incredible opportunity to get to know women my age from all over the world," Allison said. "When I returned to the United States, I came with a strong desire to share my new insights about women in Islam, Dubai, and the UAE with others to combat misunderstanding and stereotypes."

One way she has done this has come through her involvement in the USU Interfaith Initiative. After her return from Dubai, Allison was introduced to a number of interested faculty, staff, and students that were coming together to build awareness and safe spaces for interfaith cooperation on campus. They organized into a committee as the USU Interfaith Initiative. Specifically, the initiative "works to create positive and meaningful interactions among people who orient around religion differently." As president of the new Interfaith Student Association, Allison hopes to personally fulfill this mission by developing events, networks, and opportunities for students of diverse faith backgrounds to voice their values, engage in discussion, and act together in service for the good of the community.



Deeper into China

The Huntsman School of Business and the Northwest University for Nationalities (NWUN), based in Lanzhou, China, announced an academic partnership to offer an undergraduate degree in International Economics. This is the fourth such partnership for the Huntsman School, which now counts over 900 students in China enrolled in a bachelor's degree program in International Economics.

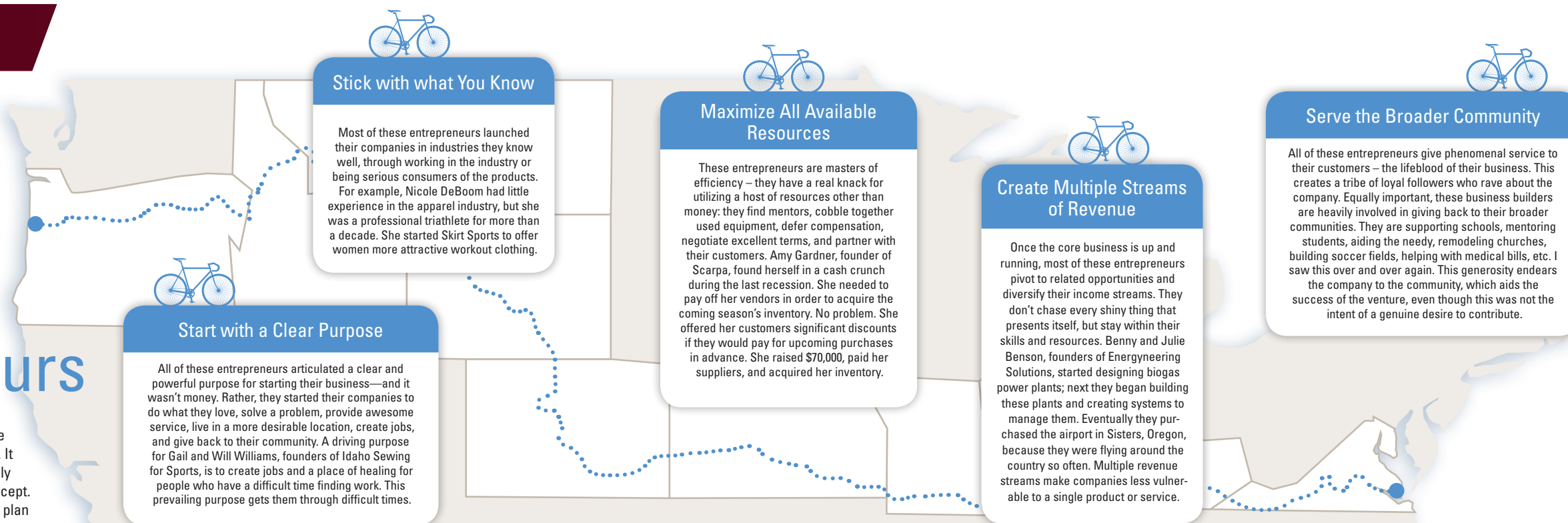
Dean Douglas Anderson and Associate Dean Frank Caliendo visited NWUN for the Fall 2014 opening ceremony for the first class of students enrolled as Huntsman/NWUN students.



100 Cities 100 Entrepreneurs

The Silicon Valley approach for building companies has become the main strategy taught at many business schools around the country. It goes like this: You create a prototype you can quickly test, preferably in the tech industry. You find a group of users and gain proof of concept. You raise capital and scale the business as rapidly as possible. You plan an exit strategy that may include going public or selling to an industry buyer. You shoot for a 10X return to investors. You make a lot of money.

This summer I rode my bicycle across the country and interviewed 100 successful entrepreneurs. Not one of them followed the Silicon Valley approach. Rather, they found a desirable location where they wanted to live; they found a need in the community they were uniquely qualified to fill; they used a host of resources other than money to get started; and they diversified their products based on intimate interaction with their customers. They have become vital contributors to their communities. Here are a few of the many lessons I learned from this unique cast of characters:



Stick with what You Know

Most of these entrepreneurs launched their companies in industries they know well, through working in the industry or being serious consumers of the products. For example, Nicole DeBoom had little experience in the apparel industry, but she was a professional triathlete for more than a decade. She started Skirt Sports to offer women more attractive workout clothing.

Start with a Clear Purpose

All of these entrepreneurs articulated a clear and powerful purpose for starting their business—and it wasn't money. Rather, they started their companies to do what they love, solve a problem, provide awesome service, live in a more desirable location, create jobs, and give back to their community. A driving purpose for Gail and Will Williams, founders of Idaho Sewing for Sports, is to create jobs and a place of healing for people who have a difficult time finding work. This prevailing purpose gets them through difficult times.

Maximize All Available Resources

These entrepreneurs are masters of efficiency – they have a real knack for utilizing a host of resources other than money: they find mentors, cobble together used equipment, defer compensation, negotiate excellent terms, and partner with their customers. Amy Gardner, founder of Scarpa, found herself in a cash crunch during the last recession. She needed to pay off her vendors in order to acquire the coming season's inventory. No problem. She offered her customers significant discounts if they would pay for upcoming purchases in advance. She raised \$70,000, paid her suppliers, and acquired her inventory.

Create Multiple Streams of Revenue

Once the core business is up and running, most of these entrepreneurs pivot to related opportunities and diversify their income streams. They don't chase every shiny thing that presents itself, but stay within their skills and resources. Benny and Julie Benson, founders of Energyneering Solutions, started designing biogas power plants; next they began building these plants and creating systems to manage them. Eventually they purchased the airport in Sisters, Oregon, because they were flying around the country so often. Multiple revenue streams make companies less vulnerable to a single product or service.

Serve the Broader Community

All of these entrepreneurs give phenomenal service to their customers – the lifeblood of their business. This creates a tribe of loyal followers who rave about the company. Equally important, these business builders are heavily involved in giving back to their broader communities. They are supporting schools, mentoring students, aiding the needy, remodeling churches, building soccer fields, helping with medical bills, etc. I saw this over and over again. This generosity endears the company to the community, which aids the success of the venture, even though this was not the intent of a genuine desire to contribute.



Mike Glauer at trail's end

In sum, the Silicon Valley approach to business building is super; it leads to remarkable innovations and thousands of jobs. But not everyone can create a Facebook, Google, or eBay. My crazy bicycle ride across America confirmed that just about anyone with passion and tenacity can build the kinds of businesses I saw all summer. While we hope some of our students can create the rapidly scaling gazelle, at the Huntsman School of Business we will continue to teach the fundamentals of entrepreneurship that have made this country great: passion, hard work, tenacity, value creation, exceptional service, flexibility to change, giving back, and community building.

Michael Glauer serves as Clinical Professor of Management, and Executive Director of the Jeffrey D. Clark Center for Entrepreneurship.



Minority Entrepreneurs Face Discrimination

Minority entrepreneurs who feel their road to success is more difficult than others may not be imagining things. Dr. Sterling Bone, an Assistant Professor of Marketing, said his research shows that entrepreneurs who are minorities face more obstacles to success and deal with rejection differently than their Caucasian counterparts.

"People often refer to this nation as a land of opportunity," Bone said, "but the truth is the opportunities are very different for some people just because of their race." The research included sending "mystery shoppers" to banks seeking information about loans, as well as holding interviews with 39 people who already own small businesses in the United States about their work and the obstacles they have faced. "In the United States of America we are all about freedom of choice," he said. "A lot of

research and business practice starts with the premise that individuals have equal opportunity and what we found, instead, are that there are systemic restrictions to opportunities for some people just because of their ethnicity. We hope that this study will help people become aware of the inequalities that exist in the marketplace." Bone and his team's conclusions were published in the *Journal of Consumer Research*, a top academic publication, as well as *The Washington Post*, *Business Week* and the *Boston Globe*.



Melting Pot

International Conference this summer, looks at determinants of life expectancy, migration, and racial/ethnic segregation and concentration. This is the first research in these areas that drills down to the US county level. One interesting question they examined was whether the degree of racial/ethnic segregation had changed in US counties during the past 20 years. In order to answer this question, they used the two most common measures of segregation, which they generalized to account for all six racial/ethnic groups used by the US Census.

USU Professor of Economics Dwight Israelsen and Assistant Professor of Finance Ryan Israelsen from Indiana University have been conducting research in demographic economics at the county level, using data from all 3,141 US Counties. Their research, presented at the Western Economics Association

International Conference this summer, looks at determinants of life expectancy, migration, and racial/ethnic segregation and concentration. This is the first research in these areas that drills down to the US county level. One interesting question they examined was whether the degree of racial/ethnic segregation had changed in US counties during the past 20 years. In order to answer this question, they used the two most common measures of segregation, which they generalized to account for all six racial/ethnic groups used by the US Census.



Bo and Blake Nemelka during their tennis days at USU

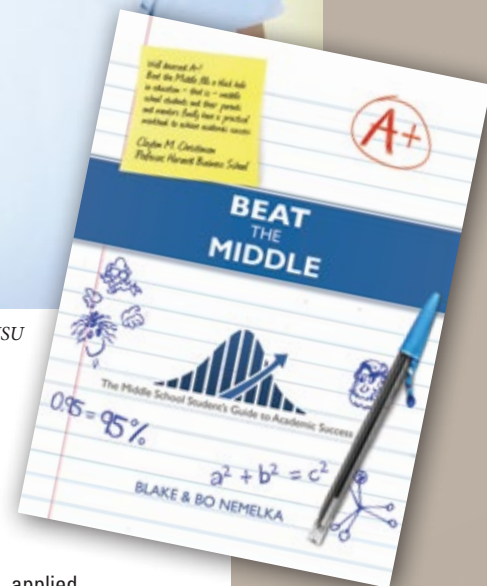
Alumni Provide Path for Middle Schoolers

Over the past five years, Huntsman alumni and twins Blake, '12, Marketing, and Bo, '12, Marketing, Nemelka have counseled hundreds of young students in their educational pursuits. In doing this, they began noticing certain factors that could be learned, applied, and accounted for before a student's last year in high school—assuring the highest likelihood for future academic success. Exactly one year ago their father suggested they create a student guide to academic success, and that's exactly what they did.

Beat the Middle: The Middle School Student's Guide to Academic Success is based on the idea that actively pursuing higher education, which traditionally begins at about age eighteen as a high school senior, should begin as early as middle school and requires accountability to parents and mentors over time. Throughout the book, students and their parents and mentors are engaged in 12 important conversations pertaining to 12 factors of academic success.

Beat the Middle has already received national attention and interest from school districts, state education offices, and private organizations. Blake and Bo will be piloting a bulk distribution research study in partnership with the State of Utah Governor's Office and are also collaborating with other companies to promote the book in schools nationally, internationally and on the retail market.

"We would like to thank the faculty and staff at USU and the Huntsman School for believing in us and preparing us for our future academic success at Vanderbilt [Blake] and Yale [Bo] Universities and in our professional success," the Nemelka's said. "Our engagement in the classroom and with programs such as Huntsman Scholars, Ambassadors, and the Men's Tennis Team, shaped our collegiate experience and allows us to now help other students realize their own potential."



From Build-A-Bear to Orvis

Dave Finnegan, '97, Business Information Systems, is the new CIO/VP of Information and Interactive at Orvis. Prior to Orvis, he held senior leadership roles of increasing responsibility with Build-A-Bear Workshop, ultimately serving as Chief Information and Interactive Officer for the company. He was instrumental in the development of the award winning, newly imagined Build-A-Bear Workshop store, an innovative blend of digital technology and experience. Dave currently serves as Chairman of the National Retail Federation-Chief Information Officer Council.

In 2013, Dave was named on the "Top 100 CIO" list by *CIO Magazine* and was nominated as "Innovative CIO of the Year" by *Retail Information Systems* magazine. He was also nominated as "CIO of the Year" by *Oracle Retail* in 2012 and 2011. In 2011, Dave was named an honorary Arch Angel by *WiredKids.org* for his meaningful service on their board, including testifying before Congress on internet safety for children.

Dave's work has been featured in numerous publications including the *New York Times*, *Wall Street Journal*, *Ad Age*, *Retail Information Systems News*, *Integrated Retailer* and *Retail Connections*. Dave has been a contributing author of two books. The Thomson Reuters book *Inside the Minds*, focused on Dave's involvement in the development and successful launch of the newly imagined Build-A-Bear Workshop store and *The Strategic CIO: Changing the Dynamics of the Business Enterprise* (Taylor and Francis) which focuses on the role that CIO's play in innovating in today's ever-changing business environment.



Aggie Replacing Aggie at the Top

Mark Soelberg, '97, Finance, has been promoted to President and CEO of Resource Management Inc., more commonly known as RMI, taking over from long-time President and CEO, Kurt L. Larsen, '69, Production Management.

Coming out of USU in 1997, Mark worked for an advertising agency in Orem. He organized and executed trade shows for top software companies at the time such as Novell, Microsoft, 3com and FranklinCovey. After three years he made the move to RMI as an account executive and was promoted to Director of Sales and Marketing in 2001.

RMI provides technology and HR services to small and mid-size companies. With a presence in all 50 states in the U.S., RMI has grown 15 to 20 percent each year, with gross revenue anticipated to be approximately \$500 million this year.

"I hope to continue the legacy of growth Kurt instilled here," Soelberg said. He aims to open a number of new branch offices and increase the level of services in the coming years.

"I can't say enough good things about USU," Soelberg said. "The education I received there was hands down very applicable and practical to what I do every day."

Young Alumnus Succeeding at Facebook



facebook

After graduation in 2007, Mike Bailey, Economics (BA) and Math (BS), received a scholarship to Stanford's PhD program. Nearing graduation from Stanford, Bailey began work at Yahoo! Research. He and his team studied the effectiveness of online targeted advertising and published one of the first papers on the topic. That paper is now one of the most cited research articles in the field of online advertising.

In 2011, Bailey joined Facebook as one of its first economists and led the building and design of Facebook's advertising demand estimation and forecasting system. He now leads a team of economists, data scientists, social scientists, and engineers conducting use-inspired research in the areas of pricing, forecasting, macroeconomics, mechanism design, auctions, and economic modeling and simulation.

"My education both at the Huntsman School and at Stanford was amazing because it gave me a huge breadth of business knowledge including finance, economics, accounting, product management and more," Bailey said. "The professors I had, and the range of topics they introduced to me to, have really shaped and impacted my career."

Huntsman Alumni Flip Town

Five years ago Hamilton, Missouri, felt like a ghost town. Thanks to Jenny Doan, now YouTube quilting star, and a few entrepreneurs, this town is now a top tourist destination. Doan began making quilting tutorials to earn extra money for her family, but with help from her kids and a family friend, Missouri Star Quilt Co., now receives more than 30,000 orders a month for pre-cut patches and other quilting supplies.

Huntsman alumnus Mike Mifsud, '12, Finance, learned about the company early on and was interested in joining. Fourteen months ago he left his job at Goldman Sachs to be the CFO for this booming company. Since working for Missouri Star Quilt Co., the company has grown 250 percent, and what started out with three employees is now more than 120.

Another Huntsman alumnus, Caleb Gorringer, '12, Economics, has also come aboard as the Marketing Director for the company.

The company has become the second-largest employer in this town of 1,800, with its operations covering a patchwork of formerly vacant downtown buildings that include a "sleep and sew" retreat hotel, restaurants, and a soon-to-be visitor's center. Most days, 50 to 100 tourists visit the town.

The company was featured on *NBC Nightly News*, *MSNBC*, and the front page of the *Wall Street Journal*.

"Making the most of my education at the Huntsman School has made all the difference since I've graduated," Mifsud said. "Because of great teachers, clubs, organizations and opportunities, I'm finding that my bachelor's in business is more valuable than some MBAs."

2014 Distinguished Executive Alumnus

Duane Shaw, even at a young age, was determined to find easier and better ways to do things. It was this challenge that guided Duane through his education at the USU Business College, the banking industry of the 70s and 80s, and eventually to starting one of the most successful independent mortgage banking companies in the nation.

In 1973, after graduating from USU, Duane started his career in mortgage lending at Commercial Security Bank. He soon found himself at the right-hand of a new vice president in charge of all real estate lending. "He was a good man who really didn't know much about the lending industry and especially lending in Utah and he selected me to help him." Duane was given the opportunity to direct the real-estate lending division of the bank, giving him an incredible learning opportunity and the experience to begin the necessary steps to start his own company.

"Climbing up the corporate ladder was what everyone did back in the 70s," Duane said, "but it just wasn't exciting enough for me. There had to be a better way to serve and to use my skills and talents."

As he pursued different opportunities, Duane also experienced the hurly-burly of the business world. In the early 80s, when all of the savings and loans institutions were going under, they also dragged with them the company Duane had moved to when he left the bank. He moved twice more after that and then made his biggest move yet.

In 1988, he started Academy Mortgage, as an independent mortgage banker.

"It was a long process to get to a point where I felt like I could start my own company," Duane said. "A process of not just my personal growth but also the industry had to develop and mature. The idea of an independent mortgage banking company in the 70s was unheard of."

When he started the company he remembers committing subconsciously to the idea that he was willing to lose \$150,000 before giving up on his dream.

"We actually made about \$4,600 the very first month of business," he said. "And with the exception of a random month here and there we never lost money."

The late 80s, when Academy began operations, were a tough time in the industry, and a lot of lenders were fearful of lending. Despite those hurdles,

Academy Mortgage became one of the top four lenders in Salt Lake County within nine months of launching. The company had six offices in Utah within two years and then expanded quickly inside and outside of Utah.

Academy Mortgage continued to find innovative ways to succeed. In the late 90s, and even to this day, most companies would sell loans (best efforts) one at a time, at the best price, and deliver it "if" it closed. Duane knew that there had to be a better way. He hired a fellow Aggie to help develop a new business model and after a number of months, solutions and systems to improve upon the execution model began to develop.

"The line of thought that, 'There's no opportunity left in the world.' or 'There aren't any other good ideas out there.' has been around for as long as I can remember – we all not only believed that but were certain of it back in the 70s," Duane said. "I would encourage anyone to find what they enjoy doing in life, what they really have a passion for and then improve upon it or find a way to make it better."

In the aftermath of the 2008 recession, as fear and uncertainty gripped the mortgage banking industry, Duane saw an opportunity for growth. Academy Mortgage had not been a "subprime" lender, and their focus on "A paper" lending contributed to business growing from \$1 billion in loan closings in 2008 to almost \$6 billion a year today.

"It's typical for a business to establish their business model and then say, 'This is how we function and this is how we do it – take it or leave it.' Whereas we go out to realtors and builders and our repeat clients and say, 'We are here to provide the best service for you that the industry has ever seen and we want to be your 'first choice' in lenders. How and what would you like us to do differently?'" Duane said. "And then we listen and evolve when possible."

Academy Mortgage is licensed in 47 states, and has over 140 branch offices across the country.

Duane says it all started with competitiveness and passion. "Work doesn't need to be painful or just a "job". In fact, it shouldn't be," he said. "There are so many opportunities for good out in the world. Focus on what you enjoy doing and then be the very best that you can be at it and everything else will work out." KH



PHOTO BY YIN TANG

keepintouch



Have you written a book or climbed a mountain? Had a baby or run for office? Gotten married or started a new job? We would like to know—and so would your classmates! Share your news by submitting your class note online at usu.edu/alumni/records

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

'60s

Michael K. Rich '62, Executive Director at Southwest Marketing Advisory Center, lives in Marshall, MN.

Bruce A. Courtright '63, Chairman at National Wildfire Institute, resides in Fort Jones, CA.

John Charles Buist '66, CFO at Western Oil Filtration Inc, lives in South Jordan, UT.

Dallas J. Valentine '69, Vice President at Willis Group Holdings, resides in Centennial, CO.

Craig Lund '80, CEO at SecureAuth Corporation, lives in Lake Forest, CA.

Brenda D. Rees '80, CFO at Arbitersports, lives in Highland, UT.

Jay Foersterling '81, President at PC Specialties Inc., resides in Irving, TX.

F. Lee Spraktes '81, President at Telesolutions, lives in Riverton, UT.

Paul S. Badger '82, Manager, Key Account Management at eBay, Inc., resides in South Jordan, UT.

E. Jed Barton '82, Mission Director for the United States Government, lives in Dulles, VA.



Non-profit Founder Goes to Google

Moline Dastrup, '11, International Business, is now an Enterprise Account Manager at Google. While at the Huntsman School, Dastrup co-founded Effect International, an organization dedicated to offering affordable education in India. At Google she will work with existing Google for Work customers on strategic integration of Google Apps and Chrome devices while running upsell campaigns for new products across the Americas.

"I'm excited to be at Google where I am surrounded by great minds and big ideas," she said. "It's an amazing opportunity to learn and grow while working for a company I admire."

'70s

James R. Kearsal '71, Sr. Consultant at CRA International Inc., lives in Provo, UT.

Richard Hunt Burn '73, President at RiLi Right Rail, lives in Holland, MI.

W. Kim Anderson '74, Vice President at USA Bags, resides in Logan, UT.

J. Phillip Ada '78, Owner of Ada Capital Investments LLC, lives in Brigham City, UT.

Ernesto Montalvo '78, Owner of Strategic Planning Center, SPC, resides in Hattiesburg, MS.

Timothy P. Ainge '79, Vice President at Stellar Holdings Inc., resides in Fall City, WA.

Jerry E. Holdaway '79, Vice President at Miko Mechanical, lives in Paradise Valley, AZ.

'80s

Robert D. Allen '80, Litigation Administrator at John Deere Financial, resides in Perry, IA.

Brian C. Israelsen '83, Vice President/Sr. Equity Analyst at Verapath Global Investments LLC, resides in North Salt Lake City, UT.

Niel Raymond Nickolaisen '83, Chief Technology Officer, OC Tanner Co., lives in Salt Lake City, UT.

Ken Bartlett '85, Regional Vice President at Besler Consulting, lives in Littleton, CO.

James R. Cooper '85, SVP at Zions First National Bank, resides in Centerville, UT.

Teresa C. Dombroski '85, Director of Sales at The Broadmoor, lives in Colorado Springs, CO.

David P. Holland '85, Owner of Holland and Associates, resides in Mountain View, CA.

Steven Parkinson '85, Co-Owner of Clearwater Wealth Management LLC, lives in Logan, UT.

William P. Webster '85, Owner of Business Intelligent Solutions Inc, resides in Jamison, PA.

Scott Y. Doxey '86, Athletic Director and VP of Student Service at Southern Virginia University, lives in Buena Vista, VA.

Clark Todd Mabey '86, Director at Intermountain Substance Abuse, resides in South Jordan, UT.

Dale Lowell Peterson '86, Director of Tax Administration for Davis County, lives in Layton, UT.

Ahmad Elkiwan '88, Division VP at Kraft Foods Inc, resides in Gilbert, AZ.

Carl David Nielsen '88, Managing Partner/CFO at CDN Company, lives in Corona, CA.

Ronald M. Beckstrand '89, Director of SYSCO sales at Schreiber Foods, Inc., lives in West Bountiful, UT.

John P. Evensen '89, President/CEO at AVEC Health Solutions, lives in Sandy, UT.

Blake R. Johansen '89, Engineering Manager at Boeing Company, resides in Auburn, WA.

'90s

Sherman R. Conger '90, Human Resource Director at Campbell Scientific, Inc., lives in Logan, UT.

Glade Raymond Erikson '90, Vice President/Sr. Equity Analyst at American Express Company, resides in Glendale, AZ.

Jeff F. Hunsaker '90, Chief Services Officer at UK2 Group, resides in Providence, UT.

Kelly Lynn Moore '90, Director, Organizational Development at University of Utah Health Care, lives in Kaysville, UT.

Chris T. Randall '90, Director of Accounting at Urban North Region of Intermountain Healthcare, resides in Hyde Park, UT.

Lindsay Burton, '91, President & CEO at Michael Todd & Co, lives in Omaha, NE.

Nolan Parker Gunnell '92, HR Director at Innovative Medical Device Solutions, resides in Wellsville, UT.

Bryan S. Magleby '93, Owner/CEO at eTECH Accessories, lives in Idaho Falls, ID.

Randy W. Sparrow '93, President at Sparrow Enterprises, resides in Salt Lake City, UT.

David R. Colling '94, CEO at Henriksen-Butler Properties, lives in Sandy, UT.

Damon Jerome Smith '94, CEO at Souletics, resides in Folsom, CA.

Jason B. Baker '95, Executive Vice President at InterLinc Mortgage Company, lives in Katy, TX.

Frank A. Felice '96, Vice President of Sales and Marketing at DAKCS Software System Inc, lives in Ogden, UT.

Susan L. Hunsaker '96, CFO at Triax Turbine Components, resides in Phoenix, AZ.

Lynn Berry Kennington '96, CFO at Alaska Regional Hospital, resides in Anchorage, AK.

Adam Anthony Andelin '97, Partner at North Star Financial Partners, lives in Elk Grove, CA.

Harvey Edson Black '97, Sr. Principal Analyst, Information Security at General Dynamics Information Technology, Inc., resides in Woodbridge, VA.

Brett Gardner Harris '97, Business Development Specialist at Pennzoil Co., resides in Plano, TX.

Scott A. McCausland '97, Vice President at Polaris Library System, lives in Mapleton, UT.

Jack Bradford Winward '97, Director of Policy Management at Fidelity Investments, lives in Kaysville, UT.

Tyler S. Barfuss '98, Vice President at A.M. Todd Botanical Therapeutics LLC, lives in Smithfield, UT.

John B. Thompson '98, Senior Vice President at ACE Group, resides in Pittstown, NJ.

Brian T. Weston '98, Vice President of Technology at Goldman, Sachs, and Company, lives in Salt Lake City, UT.

Andrew A. Croshaw '99, President at Leavitt Partners, LLC, resides in Draper, UT.

Daniel Joseph Hansen '99, Owner at Northern Utah Dermatology, lives in Morgan, UT.

Chad D. Waddoups '99, Vice President of Investment and Insurance Service at Mountain America Credit Union, lives in Fruit Heights, UT.

'00s

Cami C. Boehme '00, Chief Strategy Officer at Viridian Energy, resides in Weston, CT.

Boyd K. Chappell '00, CFO at Fourth Street Clinic, lives in Lehi, UT.

Ryan Jessen Dent '00, Partner at PricewaterhouseCoopers, lives in Kaysville, UT.

Troy Wayne Knighton '00, Partner/Owner at Knighton Erb & Company, lives in Park City, UT.

Christopher M. Neilson '00, Footwear Product Test Analyst at Nike, resides in Portland, OR.

Lance S. Broderick '01, Director IT in Business Integration at Nu Skin International, Inc., resides in Payson, ID.

David P. Christensen '01, President at Activz Whole-Food Nutrition, lives in American Fork, UT.

Trisha Henderson-Northcutt '01, Director for Graduate Studies at Utah Valley University, resides in Springville, UT.

Laurie Moll '01, Communications Manager at Collegiate Licensing Company, lives in Atlanta, GA.

Elliott Phillips '01, Market Development Manager at Biomet, lives in Coppell, TX.

Richard H. Andrus '02, Partner at Spink Butler, LLP, lives in Boise, ID.

Nathan K. Harward '02, Manager at Chase Las Vegas Branch, lives in Las Vegas, NV.

Tiffany L. Belliston '03, Vice President in Regulatory Reporting at Goldman, Sachs, and Company, resides in Salt Lake City, UT.

Greg Cole '03, CFO at Conserve, lives in Providence, UT.

Jonathan L. Foster '03, Associate Director at GE Healthcare, lives in Logan, UT.

Andy Hyer '03, Client Portfolio Manager at Dorsey Wright Money Management, resides in Glendora, CA.

Brooks D. Larson '03, CFO at Unique Custom Exteriors, lives in Kaysville, UT.

Kelly Mendenhall '03, Director of Product Management at First Data Corporation, resides in Powder Springs, GA.

Greg D. Bleazard '04, Director of Finance at SecureAlert, lives in Grantsville, UT.

Dan L. Gay '04, Vice President of Investments & Acquisitions at Kensington Capital Holdings, lives in Wellesley, MA.

Darren J. Gooch '04, CFO at ACES Athletics, resides in Alpine, UT.

Thomas J. Murphy '04, CEO at Weiser Memorial Hospital, lives in Weiser, ID.

Richard S. Swart '04, Director of Research at UC Berkeley, resides in Berkeley, CA.

Justin M. Zollinger '04, Finance Director at Murray City, resides in Salt Lake City, UT.

John L. Henderson '05, HR Director at Bonneville County, resides in Ririe, ID.

Jeremiah L. Jolicœur '05, Regional CFO at Alliance Residential LLC, lives in Phoenix, AZ.

Michael R. Seeley '05, Vice President at LifeVantage, lives in Stansbury Park, UT.

Jason D. Stephens '05, Plant Manager at Schreiber Foods, Inc., lives in Logan, UT.

Jason M. Thomas '05, Director of Football Operations at University of Wisconsin, resides in Madison, WI.

Justin C. Johansen '06, Assistant Vice President at Washington Mutual Bank, resides in Castle Dale, UT.

Zachary D. Nelson '06, President and CEO at Agent Advisor Group, lives in North Salt Lake, UT.

Kerry M. Shepherd '06, VP of Finance and Controller at Bellavita, resides in Farmington, UT.

Richard Chambers '07, Director of Operations at Sutter Physician Services, resides in Draper, UT.

Bradley Davidson '07, Vice President at Pacific West Certified Development Corporation, resides in Mission Viejo, CA.

Jonathan D. Field '07, Director of Supply Chain at Optronics International, lives in Saint George, UT.

Eric Noble '07, Assurance Manager at PricewaterhouseCoopers, lives in Farmington, UT.

KEEP IN TOUCH

Cory B. Brown '08, IS Director at Consulmed, resides in Farmington, UT.

Jennifer Gudmundson '08, Owner and Operator at Landmark Consulting, LLC, resides in Salt Lake City, UT.

Steven Richins '08, Senior Project Accountant at Holland Partner Group, lives in Vancouver, WA.

Gwendolyn Smith '08, VP/PMO at Allegiance Healthcare, lives in Draper, UT.

Dale Crawford '09, Director of New Product Development at Cerrowire, lives in Ogden, UT.

Adam Naumann '09, Director of Operations at Mercy Health, lives in Cincinnati, OH.

Ryan D. Naylor '09, President at Local Work Marketing, resides in Phoenix, AZ.

Dax M. Nelson '09, Director at Dakcs Software System, resides in Ogden, UT.

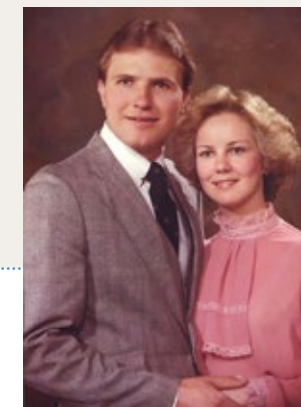
Kent Thatcher '09, CFO at Spectrum Industrial Products Inc., resides in Logan, UT.

Jeffrey W. Wright '09, Sr. Compensation & Benefits Specialist at Honeywell, resides in Washington, DC.

Carrying on the Huntsman Legacy

Kent and JoLyn Ure's first date was to "study" at the old Merrill Library; they married four months later, and spent the next two years finishing their degrees. Kent and JoLyn graduated together, along with their four-week-old son, Joseph, in June of 1983 from the College of Business.

The importance of education and the Huntsman tradition continues for the Ure Family. Their oldest son Joseph graduated from the Huntsman School with degrees in International Business and Operations Management (he has since received an MBA from Northeastern University in Boston). Their daughter Celeste Campbell graduated with a degree in Marketing, and their youngest son Austin is a current student at the Huntsman School. Since Kent's retirement from Milk Specialties Co. in 2011, the Ures have focused on philanthropic endeavors, including generous scholarships for other young married Huntsman students.





From New York to Seattle for Young Alumnus

Eric Levesque, '12, Economics, recently changed jobs from being a junior analyst in the Corporate Ratings Groups at Standard & Poor's in New York City, to being a research analyst in Alternative Investments at Russell Investments in Seattle. At Russell he is in charge of researching private equity and private debt investment opportunities to provide Russell portfolio managers and advisory clients with an active buy list of investment opportunities.

"My role at Russell is intellectually challenging given the breadth of the investment strategies I cover and the global scope of the research," Levesque said. "Having the strong analytical foundation I gained at the Huntsman School has been key to my success – whether it's recalling lessons learned from Frank Caliendo's Macroeconomics course or incorporating the regulatory and economic frameworks of the European Union I learned about as a Huntsman Scholar into an investment thesis, the skills I gained as a student continue to develop and give me an edge in my professional life."

Eric and his wife, Shayly, are also proud parents of their 15-month-old daughter, Ellie.

'10s

Joseph G. Arnold '10, Owner of Western Chemical, lives in Roosevelt, UT.

Jonathan Ross Bingham '10, Director of Marketing at BKA Content, lives in Farmington, UT.

Matthew G. Bingham '10, Partner/Owner at Movement Marketing, lives in Georgetown, TX.

Morgan Cox '10, Associate at McKinsey & Company, resides in Flower Mound, TX.

Adam C. Croshaw '10, Sr. Manager - Client Services at UK2 Group, resides in Logan, UT.

Linda Enilda Volquez Herasme '10, Development Architect at Teleperformance USA, lives in Sandy, UT.

Justin C. Naylor '10, Senior Financial Analyst at CR England Trucking, resides in Providence, UT.

Lance Christian Soffe '10, State Employment Services Supervisor for the State of Utah, resides in Sandy, UT.

Frankie Dawn Tate '10, Regional Sales Manager at Cymphonix, lives in Salt Lake City, UT.

William Martin Christensen '11, Media Director at HyperX Media, lives in Bountiful, UT.

Rachel Gustin '11, System Administrator at L-3 Communications, resides in Tooele, UT.

Joseph Kimball Irvine '11, Senior Consultant at Booz Allen Hamilton, lives in Madison, AL.

Melanie Marsh '11, Administrative Services Director for American Fork City, lives in American Fork, UT.

Tyson Perkes '11, Account Executive at Beehive Insurance Agency Inc., resides in Springville, UT.

Gordon Chris Olsen '11, Business System Access Administrator at eBay, Inc., resides in Draper, UT.

Adam Garside Smith '11, CFO Consultant at Dental Intel, lives in Lehi, UT.

Justin John Allred '12, Sr. Analyst at Goldman, Sachs, and Company, lives in Ogden, UT.

Mark Castillo '12, Associate HR Director at Teva Pharmaceuticals, lives in Highland, UT.

Randy Fischer '12, Vice President at Lewiston State Bank, resides in Richmond, UT.

Brady C. Jardine '12, Sr. Financial Advisor at Financial Insight Center, resides in Hyde Park, UT.

Landon R. Pope '12, Financial Officer at Utah Educational Savings Plans, resides in Sandy, UT.

Michael Bilbao '13, Administrator at Direct Financial Solutions, resides in Logan, UT.

Katelyn Carmen '13, International Content Manager at Deseret Digital Media, resides in Salt Lake City, UT.

Michelle Howa '13, Director of HR at Conservice, lives in Logan, UT.

Laura Jean Laney '13, Vice President of Marketing at DigiCert, Inc, lives in Salt Lake City, UT.

Anna Vardanyan '13, Operations Analyst at Goldman, Sachs, lives in Salt Lake City, UT.

Jeremy L. Schumann '14, Director of Marketing and Business

Development at Envolve Agency, lives in Salt Lake City, UT.

Kim Baker '14, HR Manager at Global Consulting International Inc., resides in Salt Lake City, UT.

Nathan Thomas Henshaw '14, Operations Analyst at Goldman, Sachs, lives in Salt Lake City, UT.

Andrew Gooch '14, Data Conversion Specialist at Workday, resides in Salt Lake City, UT.

Jake Mulford '14, Operations Analyst at Goldman, Sachs, lives in Farmington, UT.

Chair of Salt Lake Chamber Board of Governors



Terry Buckner, '79, Business Administration, president and CEO of The Buckner Company, is the 106th person to serve as chair of the Board of Governors of the Salt Lake Chamber of Commerce. He will serve a one-year term as chair.

After assuming full control of The Buckner Company in 1992 from his father and uncle, Buckner made several strategic moves that allowed the company to experience explosive growth, propelling it to become one of the region's largest independent insurance brokers.

One thing he says will help the Salt Lake Chamber in the coming year is to find the "common ground" to connect more people.

"When the Chamber was formed in 1887, you had two opposing forces in our community. Leaders of the community saw the value in organizing the first iteration of the Salt Lake Chamber to find something in common as a community. The one thing they could agree on was to host the July 4, 1887 Independence Day celebration," Buckner said. "Over the past 127 years, we've come together on many issues. Moving forward, we must look to the younger generation to get them involved in business issues and policy. The new generation coming up thinks differently than many have and we must again bring the community together and find common causes and common ground."



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why we give ★

Utah State University was a key element in the beginning of many businesses and social and life experiences that have brought about and placed my family in a successful situation. We feel fortunate to be able to be currently involved with the exciting events, growth and entrepreneurial endeavors of the University and look forward to an amazing future for current students.

James Davenport, '97, Finance



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why I give ★

My late husband, Mike, earned his PhD at USU while I was a faculty member, and we always loved being a part of this beautiful valley. We believe in and trust the direction the Huntsman School of Business is going. We are grateful to continue our family tradition in giving others the opportunity of education.

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why we give ★

We give because we love USU and the students who attend here; they are awesome! We also give to remember and honor the people here at USU who have given so much to our family, in so many ways. USU has truly blessed our lives.

Kathy McConkie, BA '93, MS '11

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VISION

Mark Erickson, '95 Partner, Tanner & Company
Incoming Chairman, Huntsman School National Advisory Board

Leadership Philosophy

I have always been an avid reader and have been inspired by great books on leadership. Through the years, I have also found valuable insights, sometimes in the most uncommon places, but I think the three principles that really guide my leadership philosophy were instilled by my parents long ago.

- 1. Work hard.** I might not be the smartest guy in the room, but I realized very early on that hard work and honest effort can make up for what I might lack in raw intelligence. Early in my career I made the effort to be the go-to guy, the one that my supervisors knew they could turn to with difficult tasks or critical projects that had a tight deadline. Stepping up and working hard is a great equalizer!
- 2. Have gratitude.** Always be mindful of the contributions of others and recognize those contributions sincerely and often. A feeling of gratitude keeps me grounded, reminding me that any success that I might achieve is based on the contributions of many.
- 3. Be nice.** My parents are nice people. They have always been nice. I was raised in a home where I was expected to treat other people with kindness. I believe that treating others well not only leads to better results in business, but also makes me feel better too.

To "Dare Mighty Things"

Life is full of risk but so is playing it safe. Sometimes the risks seem too high, and other times we feel up to the challenge. To me, "Dare Mighty Things" doesn't mean taking unnecessary or foolish risks. It means assessing the risk and then not letting fear prevent us from doing something that is out of the ordinary and sometimes truly great.

I remember 1998 very well. I was progressing nicely in my career in public accounting and seemed to have the full confidence of the owners of my firm. But I was unsettled on one aspect of my career: I didn't feel like I was a true expert in any particular area of accounting and wasn't sure how I was going to become one. At the time I had numerous public company clients that had reporting obligations with the Securities and Exchange Commission (SEC), and I identified a need for an SEC specialist that could respond quickly and accurately to the needs of these clients. Even though we felt secure and had two young children, I decided to apply for a position with the SEC in Washington, DC. When I was offered the job, the decision became difficult. I loved my job and the people with whom I worked. There were a lot of reasons to stay and not take the job, but after carefully considering the risks and opportunities, we decided to move to DC. My two years with the SEC were an amazing learning experience that accelerated my career in public accounting. Looking back now it seems like a very logical move, but at the time we felt like we were making a big move to "Dare Mighty Things." Don't let fear or feeling comfortable get in the way of creating great opportunities. **ME**

Mark and his wife Jennifer, both Aggies, also count many family members across multiple generations as Aggies, and are devoted to ensuring all six of their children become Aggies as well.

PHOTO BY KYLE SPACKMAN

VOICE

Roger McOmber, '91

Managing Partner, McOmber Capital
Member, Huntsman School National Advisory Board

“BEING
a great
leader
must
precede
the doing.”

When Warren Buffet took over Salomon Brothers in the early 90s after the infamous treasury scandal, I was a junior research analyst learning how to analyze companies and pick stocks. Buffet is a great leader. He talked openly with us all. I asked him what he looked for when buying stocks, and he responded, “I don’t buy stocks; I buy companies that are well managed by true leaders.” Buffet’s leadership pulled Salomon Brothers out of the ashes.

I have worked with many efficient managers, but true leaders are rare. I currently serve on the Board of Directors for EagleView Technologies. The CEO, Chris Barrow, is one of those rare leaders. We acquired a company that needed leadership. On the first day Chris noticed people signing out a key for the coffee machine. Many other useless, controlling rules were stopped immediately. Although small, the message sent to employees was significant. Within a year employee engagement scores and productivity dramatically improved. I asked Chris how he achieved this. “People need a culture of both trust and candor to truly engage. It is important to have an environment of honest engagement. A true leader is so much more than just a manager,” he said.

True leadership is more about “being” than “doing.” It transcends the box checking of day-to-day management. Leadership is art not science. Consultants teach tools and techniques of “doing” that can be measured. Good leadership is long-term oriented. Why we do things is as important as what we do. BEING a great leader must precede the doing.

Be a Giver—serve because it is the right thing to do without any expectation of a return (Adam Grant).

Be an Example—be willing to do what you ask of others.

Be Trusting/Honest—surround yourself with smart people. Respect is earned and must be mutual.

Be Forgiving/Have a short memory—failure is not permanent, innovation is born out of failure, obsession with perfection kills honest collaboration.

Be Empathetic—have genuine concern, connect and compromise (Sam Richards).

Be Aware—know the goal, know yourself, know your team and seek broad understanding, ask why.

Be Gritty—be positive and persistent, be passionate and persevere toward long-term goals (Angela Lee Duckworth).

Adolf Hitler is the textbook example of a bad leader but a very efficient, popular and successful manager. He had one of the first radio shows where people would listen for hours. Unfortunately, he used it to incite hate, divide/exclude and dictate obedience and belief over understanding. Poor leaders need blind obedience to complete their goals.

Great leaders promote understanding, innovation and the honest success of others. They make decisions that are not necessarily popular in the present but broadly celebrated in the future (Gandhi, Abraham Lincoln, Winston Churchill and Martin Luther King, Jr.).

Great leaders carefully chose our Nation’s motto. I am always surprised by how many Americans do not know our motto: E Pluribus Unum—out of the many, ONE. What a wonderful, timely message and powerful concept of leadership, unity, cooperation and compromise. **RM**



PHOTO BY RON ADAIR

welcome

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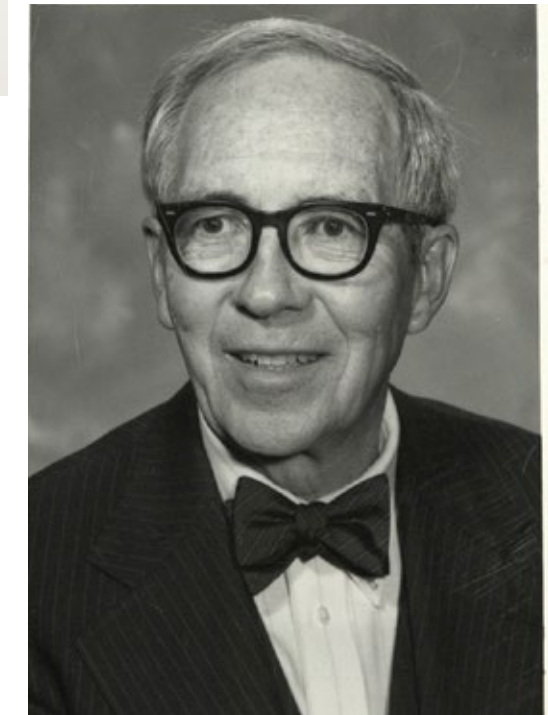
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farewell

We remember the
ethical leadership
of two
great Aggies.



Dr. Evan N. Stevenson, 1927-2014



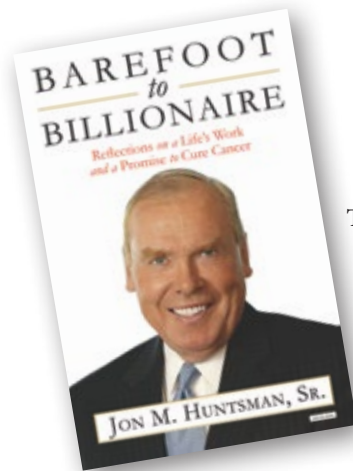
Dr. Vernon M. Buehler, 1919-2014

Born in rural communities, Vern and Evan demonstrated integrity, initiative, and a strong work ethic throughout their lives. Their service to our country, our community, and our campus serves as a lasting example of their other-centered lives.

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Required Reading



BAREFOOT *to* BILLIONAIRE

The company Jon M. Huntsman, Sr., founded in 1970, the Huntsman Corporation, is now one of the largest petrochemical manufacturers in the world, employing more than 12,000 people and generating over \$10 billion in revenue each year. Success in business, though, has always been a means to an end—never an end in itself.

Growing up in the rural West, Huntsman, the son of a schoolteacher, learned the values of integrity, initiative, and hard work that he credits with his professional success. In *Barefoot to Billionaire*, Huntsman revisits the key moments in his life that shaped his view of faith, family, service, and the responsibility that comes with wealth, including confronting bankruptcy three

times, four bouts with cancer, and the personal challenges of a severely mentally challenged son, the kidnapping of a child, and the death of a daughter. He writes candidly about his brief tenure in the Nixon administration, which preceded the Watergate scandal but still left a deep impression on him about the abuse of power and the significance of personal respect and integrity. He also shares his faith in the Church of Jesus Christ of Latter-day Saints.

But most importantly, Huntsman reveals the rationale behind his commitment to give away his entire fortune before his death. “I desire to leave this world as I entered it – barefoot and broke,” he says. In 1995, Huntsman and his wife Karen founded the Huntsman Cancer Institute and have since dedicated more than a billion dollars of their personal funds to the fight for a cure, to help organizations improve access to education, and to various humanitarian causes.