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.
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 the giver 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 is 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 1, 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 professors, gained valuable career skills, and created a network among 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.


**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.

“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.”

"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
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.
After only one year, I traveled to Vietnam, China, and Korea with the Huntsman Scholar Program, which generated my pursuit of an accounting degree. Throughout all of these experiences, Dr. Shannon Peterson has provided a constant source of encouragement and has been the reason behind my confidence and critical thinking skills that assisted me as I led three 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 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, and have loved serving our student body. 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 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. 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. 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 promotional 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.
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; 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 applied and was accepted to the Insight Dubai 2014 conference held completing the Huntsman Scholar semester, I came to understand in applied and was accepted to the Insight Dubai 2014 conference held exclusively for Huntsman Scholars. Dubai, and career exploration trips helped place me in a competitive position to be exclusively for 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!

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 Magglet, CEO of FJ Management and

Preparation for life beyond graduation is 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," says Dean Douglas Anderson.

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 marshmallow treats; generate business plans for a new economic leader; 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 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 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 6,000 who took the CPA Exam that year.

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 Busted, 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 Augustine, 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 students 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.
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.

Accounting Student Receives Accolades for Inspiration

Each year, Beta Alpha Psi, the international honors organization for accounting, and the American Institute of CPAs 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 his volunteer work in his chapter and in the community, all while acclimating in the classroom.

He is currently a Master’s of Accounting candidate at the Huntsman School where he holds a 3.8 GPA. He is also a vice president in the USU Delta Omega Chapter of Beta Alpha Psi.

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 Hutchison

Broadening Her Horizons

With the support of the Huntsman Scholars Program and the USU Honors Program, Alison 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,” Alison 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, Alison 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, Alison 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.
Entrepreneurs

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 on investment. You make a lot of money.

This summer I rode my bicycle across the country and interviewed 100 entrepreneurs: contributors to their communities. Here are a few of the many lessons I learned from this unique cast of characters:

Minority Entrepreneurs Face Discrimination

“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.”

Minority entrepreneurs who feel their road to success is more difficult than others may not be imagining things.

Dr. Darrell 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.

Minority entrepreneurs have a difficult time finding work. This 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 you more financially able to a single product or service.

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 those 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.

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 gazelles, 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, change giving, back and community building.

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

Melting Pot

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.

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In addition, they developed a new measure of racial/ethnic concentration that identifies how closely the racial/ethnic mix in a county mirrors the mix in the United States as a whole. These three measures of segregation/concentration were calculated for all US counties and states from census block data. They found that in spite of the common perceptions of increasing social, economic, and political divisions in the United States, racial/ethnic segregation and concentration at both county and state levels has decreased significantly over that period.

Minority entrepreneurs feel their road to success is more difficult than others may not be imagining things.
From Build-A-Bear to Orvis
Dave Finnegan, ‘97, Business Information Systems, is the new CEO/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 WireKids.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 Thomason University (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 over-changing business environment.

Young Alumnus Succeeding at Facebook
After graduation in 2007, Mike Bailey, Economics (BA) and Math (BS), received a scholarship to Stanford’s PhD program. Near 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, microeconomics, 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, 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 alumni 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 Sorging, ‘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 25,000 square foot 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 any MBAs.”

Alumni Provide Path for Middle Schoolers
Over the past two 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 was released in 2012 and 2011. In 2011, Bo was named an honorary Arch Angel by WireKids.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 Thomason University (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 over-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 Drem. He organized and executed trade shows for top software companies at the time such as Novell, Microsoft, Jcom 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 19 to 20 percent each year, with gross revenue anticipated to be approximately $55 million this year.

“Tlo 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-on, very applicable and practical to what I do every day.”
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 “as is” 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 where 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 almost just works out!”

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.

2014 Distinguished Executive Alumnus
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 integration of Google Apps and Chrome devices while driving up-sell 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.”

‘80s

Robert D. Allen ’80, Litigation Advisor at Mims Financial, resides in Perry, IA.

Craig Land ’81, CFO at SuccessRadiant Corporation, lives in Lake Forest, CA.

Bridget B. Ross ’82, CFO at Computer Energy Holdings, Inc. in Irving, TX.

T. Lee Spradlin ’83, President at PC Specialist, Inc., resides in Irving, TX.

Glade Raymond Iversen ’83, Vice President of Risk Management at Miko Mechanical Inc., resides in Grandville, AZ.

Earl K. Hanssen ’83, Chief Service Officer at Rockefeller Financial, resides in Provo, UT.

Kent L. Myers ’83, Director of Talent Development at Goldman, Sachs, and Company, resides in Salt Lake City, UT.

Chad A. Randall ’83, Owner and CEO of Advantage Wealth Securities, resides in Idaho Falls, ID.

Bryan S. Magleby ’83, Owner/CEO of Clearwater Wealth Management, LLC, resides in North Salt Lake, UT.

David R. Colling ’84, CEO at Goldfish, Sachs, and Company, lives in Providence, UT.

Amy B. Thompson ’84, CFO at Alliance Residential LLC, lives in Phoenix, AZ.

David P. Holland ’85, Owner of Holland and Associates, resides in Fruit Heights, UT.

David P. Holland ’85, Owner of Unique Custom Exteriors, lives in Farmington, UT.

Jason D. Stephens ’85, Plant Manager at Landmark Industries, lives in Farmington, UT.

Lance S. Brockdish ’85, Director in Business Integration at Nuvyvo Inc., resides in Provo, UT.

John D. Hafizullah ’85, Director of Public Communications at Nuvyvo Inc., resides in Pleasant Grove, UT.

Randy L. Haas ’85, Director of Information Technology at Gensler, lives in Dallas, TX.

John P. Evensen ’89, President/CEO of Schreiber Foods, Inc., lives in Corona, CA.

Damon Jerome Smith ’94, CEO at Bellavita, resides in Farmington, UT.

Christopher M. Nickels ’94, Director at Profile Express, Inc., resides in Portland, OR.

Tyler S. Barfuss ’94, Finance Director at Dare Data Corporation, resides in Powder Springs, GA.

David W. Hurd ’94, Director of Product Management at First Data Corporation, resides in Powder Springs, GA.

Terry M. Thompson ’95, Senior Vice President in Philadelphia, PA.

Jeffrey R. Wright ’95, Sr. Vice President at Comp省公安厅 & CEO at Agent Advisor Group, lives in Vancouver, WA.

Kenny Thatcher ’95, CFO at Mutual Bank, resides in Castle Rock, CO.

Troy Wayne Knighton ’96, President of Investment and Business Development, resides in Farmington, UT.

Ryan D. Naylor ’96, President at Kensington Capital Holdings, Inc., resides in Ririe, ID.

Elizabeth Phillips ’96, Marketing Director at American Credit Union, lives in American Fork, UT.

Scott A. McCausland ’97, Vice President at American Express Company, resides in Phoenix, AZ.

Adam Anthony Andelin ’97, Director of Policy Management at Internal Revenue Service at the Internal Revenue Service, resides in Weston, CT.

Harvey Edson Black ’97, Sr. Principal Analyst, Information Technology at National Security Agency, resides in Fort Meade, MD.

Elliott Phillips ’97, Managing Director at Goldman Sachs, Sachs, and Company, resides in Providence, UT.

Jeff F. Hunsaker ’90, Chief Technology Officer, OC Technologies, Inc., resides in Providence, UT.

Andrew A. Croshaw ’99, President of Investment and Business Development, resides in Farmington, UT.

Adam M. Whelan ’99, Director of Supply Chain at Oxy International, Inc., resides in Houston, TX.

Daniel Joseph Hansen ’99, Owner at Hansen’s Produce, resides in Provo, UT.

Bryan S. Magleby ’93, Owner/CEO of Clearwater Wealth Management, LLC, resides in North Salt Lake, UT.

John L. Henderson ’05, HR Manager at Salt Lake City, UT.

Tiffany L. Belliston ’03, Vice President of Investment at Goldman, Sachs, and Company, resides in Phoenix, AZ.

Kerri M. Shepherd ’03, VP of Finance and Controller at Bellavita, resides in Farmington, UT.

Michael K. Ray ’03, Director of Operations at Aon Hewitt, Inc., resides in Austin, TX.

Troy Wayne Knighton ’00, Director of Development at the Kent and JoLyn Ure Family Foundation, lives in Farmington, UT.

Elliott Phillips ’01, Market Strategy and Consumer Insights Director at GE Healthcare, lives in Farmington, UT.

Jonathan D. Field ’07, Director at Goldman Sachs, Sachs, and Company, resides in Washington, DC.

Bradley Demulder ’07, Sr. Vice President of Research and Development at Goldman Sachs, Sachs, and Company, resides in Farmington, UT.

Chad M. Waddoups ’99, Vice President and CFO at North Star Financial Group, lives in Providence, UT.

Jennifer L. Koller ’99, Secretary at Berkley, resides in Berkeley, CA.

David J. Gooch ’00, CFO at ACS-Athletics, resides in Spokane, WA.

Terry J. Murphy ’00, CEO at Winter Memorial Hospital, resides in Durango, CO.

Darnell J. Hare ’00, Director of Policy and Programs at Consumer Federation of America, resides in Washington, DC.

Troy Wayne Knighton ’00, President of Investment and Business Development, resides in Farmington, UT.

Jeffrey W. Wright ’09, Sr. Vice President at Comp省公安厅 & CEO at Agent Advisor Group, lives in Vancouver, WA.

Kenny Thatcher ’09, CFO at Spectra Industrial Products, Inc., resides in Logan, UT.

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From New York to Seattle for Young Alumni

Eric Levesque,12, Economics, recently changed jobs from being a junior analyst in Corporate Ratings Groups at Standard & Poor’s in New York to being a research analyst in Alternative Investment Research at BofA Merrill Lynch’s Investment Banking Group in Seattle.

"My role at Russell is intellectually challenging and I constantly learn and grow in my professional development," says Levesque.

"The education I received at USU has been key to my success – whether it’s the analytical skills I learned about the business world as a Huntsman ‘08 student, the industry knowledge I gained as a student continue to develop and give me an edge in my professional life." "When the Chamber was formed in 1887, you had common causes and common ground. Coming up thinks differently than many have and we must again bring the community together and find common ground and common cause."

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.”

LEADERSHIP GIFTS

In recognition of individuals and organizations whose cumulative giving exceeds $100,000.

Society of 1887 $10,000,000 or more

- The Huntsman Foundation

Benefactor $5,000,000 – $10,000,000

- IBM Corporation
- Charles C. Koch Charitable Foundation
- Oak Creek Corporation
- Maveron
- The Call Family Foundation
- Morgan Stanley
- American Funds

Society of 1940 $500,000 – $1,000,000

- Deloitte Foundation
- Eccles First Security Foundation
- Mark Y. & Jennifer Erickson

Society of 1958 $100,000 – $500,000

- Ernst & Young Foundation
- Ford Motor Company
- Great Plains Software
- Heman R. & Myra Hendel
- Daniel D. & Lorenda N. Pitcher
- Mark K. & Joy B. Wood
- Philip & Mary Starcher
- Youngs Propane
- Joseph L. & Diane Kell
- Brewgut
- John R. & Nancy Kendall
- Jack & Betty Lammens
- Steven H. & Tammy Miller
- William H. & Rita Miller
- Jay H. & Lynn
- Quinton Corporation
- Ralston Software Corporation
- Jim K. Swenson, Jr.

Dean’s Circle $50,000 – $100,000

- Donnell B. & Elizabeth D. Stewart
- Smith-Bybee
- Charles G. Koch Charitable Foundation
- Great Plains Software
- John D. & Angie Bybee
- The Salvation Army
- Ford Motor Company
- Ernst & Young Foundation
- Deloitte Foundation
- Eccles First Security Foundation
- Mark Y. & Jennifer Erickson

Mellon Society $10,000 – $50,000

- Wedel’s
- Edward Stoddard
- Charles G. Koch Charitable Foundation
- Heman R. & Myra Hendel
- Deloitte Foundation
- Eccles First Security Foundation
- Mark Y. & Jennifer Erickson
- Ernst & Young Foundation
- Ford Motor Company
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- William H. & Rita Miller
- Jay H. & Lynn
- Quinton Corporation
- Ralston Software Corporation
- Jim K. Swenson, Jr.

Giving March 2014–August 2014

In recognition of individuals and organizations who contributed.

- $500,000 and above
- $100,000 – $499,999
- $50,000 – $99,999
- $10,000 – $49,999
- $2,500 – $9,999
- $1,000 – $2,499

Why we give

Utah State University was a key element in the beginning of many businesses and social and life experiences that have brought people 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, ’87, Finance
why I 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. We truly loved their bliss.

Kathy McConkie, BA ’00, MS ’11

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Kathy McConkie, BA ’00, MS ’11
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.
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 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.

Roger McOmber, ’91
Managing Partner, McOmber Capital
Member, Huntsman School National Advisory Board
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.
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.