“IT IS NOT YOUR RESPONSIBILITY TO FINISH THE WORK OF PERFECTING THE WORLD, BUT YOU ARE NOT FREE TO DESIST FROM IT EITHER.”
LIVES OF IMPACT
Our colleague, Stephen R. Covey, would often ask audiences to “think of what you want people to say about you when you are 80 years old.” And although Dr. Covey, the first Jon M. Huntsman Presidential Chair in Leadership at USU, did not himself live to see his 80th birthday, his life’s work focused on principle-centered leadership. Covey believed that success occurs when you align your values with the universal and timeless principles that exist in our world.

The writer David Brooks has been pushing much the same message over the past several years. Responding to what he calls the culture of the Big Me, which emphasizes external success, Brooks challenges us in \textit{The Road to Character}, his latest book, to rebalance the scales between our “resume virtues”—achieving wealth, fame, and status—and our “eulogy virtues,” those that exist at the core of our being: kindness, bravery, honesty, or faithfulness, focusing on what kind of relationships we have formed.

In the following pages, you will read about several of our students and alumni who have dedicated their lives to improving the human condition. Some came to what they view as their calling early, while others experienced a singular event at the pinnacle of their career and pivoted, away from resume values and towards eulogy values. They are all tremendous examples of what can be achieved when we are inner-directed and other-focused.

At the Huntsman School we take seriously the role we play in helping young people develop lives of meaning, lives of impact. What can we do to prepare our students for life? How do we further their understanding of our world? How can we enhance their capacity to serve more effectively? Why are eulogy values and principle-centered leadership the key to lasting success? One way in which we hope to help our students answer these questions is through a revised undergraduate core curriculum, including two new required courses, a first-year course in the Foundations of Business and Leadership, and a second-year course in Leadership.

The end result we seek, from our curriculum and the entirety of the Huntsman experience, is to develop in our students the notion that they have a responsibility larger than themselves. Above my desk I keep a framed quote from Rabbi Tarfon, taken from the Pirkei Avot, a compilation of ethical teachings, that states: “It is not your responsibility to finish the work of perfecting the world, but you are not free to desist from it either.” That our students gain an understanding of, and an abiding commitment to this responsibility is our own noble aspiration.
My experience at the Huntsman School of Business has been second to none. The school challenges us to “dare mighty things” and provides amazing opportunities to get involved and accomplish our dreams.

One of the first experiences that changed the view of my future was the Huntsman School GoPro Case competition. I heard from many students, faculty, and school administrators that case competitions were great, and that I should give it a shot, even if it was simply to see what it was all about.

Going into the competition I didn’t know any students and was put on a random team. As I sat through the case presentation I thought, “I don’t know how I am going to work with three people I’ve never met and be successful.” That thought quickly changed as I met my team and listened to their ideas. That night I recalled the many students, professors and advisors who had encouraged me to dare mighty things and leave nothing behind. So throughout the next few days, I did just that.

My life was changed forever when they announced that our team had won. This experience confirmed in my mind that we really can accomplish anything we put our minds to — a lesson that I hope to always exemplify.

As I have gotten to know many alumni, professors, faculty, and staff, I have come to know that each and every one of them is deeply invested in our success as students. They have taught me valuable lessons that go well beyond the classroom. As I have shared with them my hopes and dreams, they have encouraged and pointed me in the right direction.

That has been the greatest difference in my education.

The opening of Huntsman Hall this spring will be a testament to the amazing support of the Huntsman School community. As a student leader, I am excited to be a part of this growth. I know that as we continue to dare mighty things, we can truly make a difference wherever our lives take us.

During my Huntsman Scholar semester, I had the opportunity to have most of my classes taught by Dr. Peterson and to travel to Europe with her. During each class and our time abroad, she taught the importance of thinking critically and looking at the world from a different perspective. Before this I never realized how often I had been looking at situations from only one point of view. She challenged my assumptions and encouraged me to embrace my full potential.

I look up to Dr. Peterson not only as an empowering professor, but also as an example of a strong female role model — my example of intelligence, confidence, and leadership. I could not be more honored to have had the opportunity to know Dr. Peterson.

Yours truly,

Ben Vera
Economics & Finance, ’16
USUSA Business Senator

BY BEN VERA, ECONOMICS & FINANCE, ’16

It is impossible to leave Dr. Shannon Peterson’s class without feeling academically challenged. She has challenged me in ways that have changed the way I think about learning, life, and myself.

It began in my freshman orientation course. As a class full of honors business students, you could say that most of us were overachievers in high school. Dr. Peterson taught us that the most important thing we could learn in college was how to learn. Memorizing information would only get us so far; in order to take full advantage of our collegiate experience, we needed to take control of our education and look for opportunities to challenge ourselves. She explained that if we focused on learning, we would leave Utah State with something far more valuable than just a diploma — we would have the ability to continually improve ourselves no matter the situation. This lesson completely changed my mindset and was the catalyst that sent me down a path of taking full advantage of my time at Utah State and the Huntsman School.

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Dr. Peterson is always quick to point out where your thinking may be flawed, but never fails to make you feel like you already possess the potential to overcome whatever “flaws” you may have.

I look up to Dr. Peterson not only as an empowering professor, but also as an example of a strong female role model — my example of intelligence, confidence, and leadership. I could not be more honored to have had the opportunity to know Dr. Peterson.

BY CHELSEA HEPWORTH, ACCOUNTING, ECONOMICS, ’16

my Huntsman experience

BY BEN VERA, ECONOMICS & FINANCE, ’16
USUSA BUSINESS SENATOR

my favorite professor

BY CHELSEA HEPWORTH, ACCOUNTING, ECONOMICS, ’16
Our purpose statement to be a career accelerator for our students and an engine of growth for our community, the state, the nation, and the world, drives us to not only prepare students for successful careers in commerce, but to also provide to them a foundation to lead lives of meaning, to lead lives of impact, to do well and to do good, and thereby exemplify ethical leadership.

Leading lives of service
Rachel von Niederhausern, MBA ’04, wasn’t sure what she would do with an MBA until she realized she was meant to be a social entrepreneur. “I care about social change and I love serving people,” explains Rachel. A visit in 2004 to serve meals at a homeless shelter in Salt Lake City led her to co-found the Loaves & Fishes Cache Valley Community Meal with civic and religious leaders and USU faculty and staff. “After going to the homeless shelter in Salt Lake, I realized that there wasn’t anything like that in Logan.” What began as an annual meal for the homeless on Christmas Day now involves hundreds of volunteers, including USU students, who provide friendship and nourishment for residents of Cache Valley twice per month. The organization has served over 6,000 people in the past three years.

A humanitarian trip to Guatemala then led Rachel and her husband Steve to co-found the Family Humanitarian Experience (FHe). FHe is an organization that provides families the opportunity to work on sustainable humanitarian projects in communities of developing countries, and the impetus for creating such an organization stems largely from the von Niederhauserns’ desire to get their kids involved and engaged at an early age in the service of others. Their latest expedition included USU alumni who helped with agriculture development and food preservation. “We want to do projects that are driven by the villages,” according to Rachel. To date, FHe has led a total of six expeditions, five to Guatemala and one to Nepal with Choice Humanitarian.

“T o d o w e ll a n d t o d o g o o d ”

BY DAVE PATEL, ASSOCIATE DEAN OF STUDENT & EXTERNAL AFFAIRS

The roll call of Aggies who studied business at Utah State University and then went on to significant career success is long and storied. Nobel Prize in Economics. Check. Chief executive of the largest professional services firm in the world. Check. Head of the world’s leading brand. Check. President of a major Asian university. Check. Founder of the world’s largest fitness equipment company. Check. Influential member of a King’s court. Check. Member of Congress. Check. Owner of a professional sports franchise. Check. CEO, CFO, CMO, CXO. Check. Check. Check. Check. Check.

But perhaps overlooked amidst the long line of commercial success has been the number of Aggies who saw an affliction in their midst and then went on to devote their lives to change that world, and thus improved the lives of thousands.

To date, FHe has led a total of six expeditions, five to Guatemala and one to Nepal with Choice Humanitarian.
Leading lives of compassion

While at USU, Rich Haws was a co-captain of the men’s basketball team. In 1975 he finished his career as USU’s sixth highest scorer. He was drafted by the Seattle SuperSonics in the 1975 NBA draft, but turned down that opportunity to earn a master’s degree in Economics. Those who knew Haws, a straight-A student, characterize him as humble, quiet, and mild-mannered. At one point, he was directly responsible for commercial development, including shopping centers, apartments, office buildings, and golf courses throughout the Western United States. At one point, he was directly responsible for commercial development totaling over $1 billion.

In 25 years of professional success, and after riding out the 2008-2009 recession, Haws’ life changed dramatically when he lost his son Dustin to an accidental drug overdose in 2012. That experience focused Haws on helping others going through a similar pain. “One of the things we found as a family going through this process with our son, was that the community was pretty closed off. Our goal is to shine a light on the recovery process and give hope,” said Haws. And so the man who had been singularly focused on creating a real estate empire shifted his energy and community to earn a master’s degree in Economics. Those who knew Haws, a straight-A student, characterize him as humble, quiet, and mild-mannered.

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Leading lives of meaning

In 2010, Aggies Casey Allred and Bushra Zaman founded Effect International to make education accessible for all of India’s underprivileged children. Between college semesters, they traveled back and forth to India to open a school in rural Bihar, India. In 2011, Allred received the Utah Campus Compact award for his work. Effect was awarded the USU Organization of the Year Award, and they brought on a new key team member, Huntsman student Moline Dastrup, who served as the chief operating officer for the nascent nonprofit organization. Speaking of the lean times the Effect team encountered in the early going, Allred said, “We had so many reasons to quit Effect after college but never gave up, even when our bank account was below thirty dollars.”

Using research collected from that pilot school, Effect uncovered high demand in the educational market where parents, especially those from the bottom of the pyramid, were willing to spend up to 13 percent of their income on education. With full enrollment in three months, low start-up costs, and a successful teacher training program, the Effect team quickly turned to researching a different view of education that met the demands of an illiterate population without the short-term reliance on foreign aid.

That research was the foundation for the development of a streamlined system of private schools in India and Nepal. Unlike failing government schools, Effect’s model offers a market-based approach to solving the education achievement gap in low-income communities.

“Effect has finally turned a corner in the last 16 months and is becoming the organisation I had always dreamed it to be. We are doubling in size and donations every year. Next year projections will put us at nearly a million dollars in donations. It’s a huge accomplishment for us. Since we are able to stretch a dollar really far we are able to impact a lot of people,” noted Allred.

While on an extended visit to India, Allred became aware of India’s human sex trafficking industry. And as he pictured Effect, Allred decided to do something about it. The result is Stolen Innocence, a documentary that
delve into a hidden world of young women captured and forced into a life of sex slavery. In addition, Allred and film director Chris Davis, created a website to provide a continuing forum on the issue.

Allred was also in New Delhi when the earthquake hit Kathmandu on April 25, 2015, and felt compelled to immediately go north. “Right after the quake we mobilized 125 volunteers, 75 motorbikes, and 8 vehicles importing and exporting supplies. We purchased 500 kg of food, more than 4,000 pieces of medical supplies, and 1,500 tents every day. We doubled that in the following days,” according to Allred. “During the earthquake it was quite a revelation to me and the rest of my group what determination and ‘never giving up’ has meant for us.”

Moline Dastrup, so instrumental in providing business acumen during the start-up’s early phase, transitioned from COO to board member when she took a position with Google. She has continued her involvement by championing Effect within Google and other technology companies in the Bay Area, including taking two teams of Google employees to Nepal to provide technology solutions to help with human trafficking and disaster relief.

Leading lives of impact

Addiction Recovery, Hunger, Poverty, Pornography, Education. Not the typical issues discussed as career options for business graduates. But Rich Haws, Rachel von Niederhausern, Clay Olsen, Casey Allred, and Moline Dastrup all emphasize that the education they received in their business classes helped immensely in creating and organizing their initial thoughts around the issues they were so passionate about, and their business training continues to help them grow their organizations, to reach more people, to help more people. As Clay Olsen stated, “Ever since I was young I knew that I wanted to be an entrepreneur. I knew I wanted to start companies that made a difference. While attending USU I gained a solid foundation of knowledge and understanding for business and how to apply that into the real world.”

Rachel von Niederhausern attributes her business education at Utah State as fueling a fire in her for service. “Traveling to Holland with an international business class and having opportunities to do projects with nonprofit organizations while studying helped fuel my passion for travel and service. My time in the business school at Utah State gave me the practical skills and hands on experience I need to manage people and organizations. I like to say it helped teach me how run an organization as well as how to be the CEO of my family.”

The entire Huntsman experience is structured to provide students with an understanding of the world, and more importantly, to instill in them a passion for making a difference. “Sometimes we get overwhelmed by pressing issues, we don’t know where to start, we feel helpless or that it’s out of our hands,” Dastrup said. “But sometimes you just have to stand up and do something – you have to be the difference that counts, you have to dare mighty things.”

For more information

Family Humanitarian Experience (FHe): familyhumanitarian.org
Red Barn Farms: red-barn-farms.org
Fight the New Drug: fightthenewdrug.org
Effect International: effect.org
Stolen Innocence Documentary: stolendocumentary.com
Nepal Rising Earthquake Relief Fund: nepalrising.org
A Personal Reflection

BY F. ROSS PETERSON, PROFESSOR EMERITUS OF HISTORY AT UTAH STATE UNIVERSITY

The December morning in 2007 was cool and clear with that ever-present breeze crossing the Utah State University campus. Hundreds of faculty, staff, and students joined Jon and Karen Huntsman and their family and friends, for a historic announcement at a lunch in the Stevenson Ballroom. Among the guests invited by the Huntsman’s was L. Tom Perry, a USU alumnus and LDS Apostle, who held two degrees from USU. Flanked by President Stan Albrecht and Dean Douglas Anderson, the Huntsman’s announced the gift to name the College of Business, the Huntsman School of Business.

Following lunch, the excited guests moved toward the south doors of the ballroom that emptied into the Taggart Student Center. My assignment was to escort the students, plunged into the crowd, clapping hands and hugging appreciative students. For Tom Perry, the Huntsman announcement provided a homecoming.

A native of Logan, Tom Perry, at the urging of his parents, started at Utah State Agricultural College in the fall of 1940. After one year, he left on an LDS mission to the midwest and when he returned in 1943, he enlisted in the U. S. Marines. Assigned to the Pacific Theater, he was part of the force that occupied Japan at the end of the war. His unit found themselves near Nagasaki, one of the cities destroyed by an atomic bomb. He spent his time in Japan restoring, rebuilding, and serving the recently vanquished foe.

After the war, Perry returned to Utah State to finish his education with the assistance of the G. I. Bill. Numerous times, he expressed gratitude for those who had the vision to invest in his educational future. As part of what Tom Brokaw labeled “The Greatest Generation,” Perry epitomized sacrifice and service throughout his life. He met his first wife, Virginia Lee, as a student, and he later lost both her and a daughter to cancer. Yet this prophet of a positive outlook always maintained that he never had a bad day.

Every summer he tried to bring his family back to Logan and Bear Lake. His career in business, for Tom Perry, is “a roller coaster ride.” His family back to Logan and Bear Lake. His career in business, California, New York, and Massachusetts, but they still found Logan each summer. The Perry’s used this annual excursion as an opportunity to teach their children and grandchildren about their heritage. Among the stops were always a visit to campus, the Quad, and then the final treat at “the Aggie Ice Cream” store. To honor his family’s commitment to USU, he joined his siblings, Dr. Mignon Perry and Ted Perry, in establishing endowed scholarships in the Huntsman school.

Five months following the naming of the Huntsman School, Elder L. Tom Perry received an Honorary Doctorate from his alma mater. Dean Anderson invited Elder Perry to address the graduates at the school’s graduation. Anderson summarized Elder Perry’s career: ‘He has consistently emphasized the importance of integrity in the workplace, in the home, and the importance of community service.’ Elder Perry openly talked about his life as being a “roller coaster ride.” His challenge to the graduates was to “trust their fellow human beings and develop friendships.” Then he enthusiastically proclaimed: “My generation is ready to turn over to you the title of ‘the Greatest Generation.’ The world is ready for you to assume the title. Now go out and earn it!”

Elder Perry passed away from thyroid cancer on May 30, 2015. In a message to us on May 21, Elder Perry encouraged us to “carry on and build the best business school possible for the students.” USU is honored that L. Tom Perry remained true to his Aggies and to his hometown. In recognition of this great Aggie, the Huntsman School will name the most prominent space in the new Huntsman Hall the L. Tom Perry Community Pavilion. Our friend will be sorely missed, but never forgotten.

Opposite right: L. Tom Perry (holding the ball) played basketball while a member of the Logan 9th Ward. Left: L. Tom Perry was among the first waves of marines to go ashore in Japan after the signing of the peace treaty at the end of World War II. When they reached the shores of Nagasaki, he later recalled, it “was one of the saddest experiences of my life.” He and other soldiers helped rebuild Christian churches damaged during World War II in their free time.

The Perry Community Pavilion will occupy 3,600 square feet in the center of the top floor of Huntsman Hall. The space offers spectacular views to the west, south, and east of Cache Valley, the home of Elder Perry. The space will host seminars, conferences, executive education, and special events. It will serve as a hub for community activities due to its size and premier location.

Elder Perry, a native of Logan and an alumnus of USU, was honored as the Distinguished Executive Alumnus of the Huntsman School in 2006 and received an honorary doctorate from USU in 2009. He and his brother Ted Perry established the Mignon Perry and Nora Sonne Perry Scholarship in the Huntsman School to honor their sister and their mother.

L. TOM PERRY 1922-2015

“MY generation is ready to turn over to you the title of ‘the Greatest Generation.’ The world is ready for you to assume the title. Now go out and earn it!”

— L. Tom Perry
Aggies in India

This summer, Huntsman student, Gavin Salisbury, MIS, ’16, and recent Huntsman MBA alumnus, Riley Duke, ’15, traveled to India to work with the KVM Foundation, a nonprofit organization that provides English language and professional skills education to university students and community members in Visakhapatnam, a small city on the mid-eastern coast of India. Because the foundation only has the capacity to admit 10 percent of its applicants, Salisbury and Duke helped make plans to open a new for-profit business, The American Academy. This new venture will be staffed by college students from the U.S. and local professionals to provide English language training, interview preparation, and accent training courses. Any profits from The American Academy will be directed to the KVM Foundation to provide similar education and opportunities to those unable to afford the Academy.

Although the majority of their time in India was spent conducting market research, creating a business plan, and finding seed funding, Salisbury and Duke also wanted to help in other ways. A few days before their departure, the pair asked their friends, family, and classmates in the US for donations to help provide food, clothing and hygiene items for the Visakhapatnam community. Within 24 hours they had raised $800 and began working with a local humanitarian organization to distribute the donated items.

“We were shocked to see the difference a little bit of rice and household goods made to completely transform these families’ lives,” Salisbury said. “They were so grateful for things we take for granted. Seeing these families celebrate over basic necessities of life was a life-changing experience. We would like to thank all our friends and classmates who made this small project such a success.”

New Record for Accounting

For 20 consecutive years the Institute of Management Accountants (IMA) Student chapter in the Huntsman School has been selected to receive the Award of Excellence as an Outstanding Student Chapter. In addition, this year the chapter also won the award for Outstanding Programs & Activities award.

“Only four chapters nationally earn the Outstanding Programs & Activities recognition each year, and out of the 20 years of earning the gold award of excellence, this is the sixth time we have received it,” Huntsman IMA advisor, Professor Frank Shuman said. “The continuing success of our IMA student chapter is a testament to our top-notch accounting program and the dedicated student officers who work tirelessly in delivering quality technical meetings and service projects.”

The chapter has also continued a several year long streak of having a student officer receive one of the national IMA scholarships. This year, for the first time ever, two students received scholarships. Jacob Fryer, the 2015-16 incoming IMA chapter president, received a $2,500 scholarship in the graduate student category, and Joseph Brewer, the 2014-15 IMA chapter treasurer, received a $1,000 scholarship in the undergraduate student category.

The chapter will receive a trophy for the Award of Excellence, $1,000 for being awarded as one of the Outstanding Student Chapters, and $500 for the Outstanding Programs & Activities.
Branding Products

“It all began at Utah State,” Vice President of Marketing at Vista Outdoor, Brett Merrell said. Through the Partners in Business organization at the Huntsman School, Merrell got his first job at CitiBank after graduating in Finance & Economics in 1986. After two years at CitiBank, he decided to go back to school and earned his MBA with an emphasis in marketing and general management from Northwestern University. Merrell then continued his career at Procter & Gamble in brand management, and then later moved to consumer products, and product management before going to Gerber Products Company. There he was the Vice President of Marketing and climbed to General Manager, Global Baby Care.

The next move was to Giant Eagle, a $10 billion grocery and pharmacy company where Merrell was the Chief Marketing Officer and then served as the Senior VP/General Manager for 230 pharmacies. In March, 2015, Merrell made the move to Vista Outdoor, a designer, manufacturer, and marketer of consumer products in the outdoor sports and recreation markets. Some of the brands under Vista are CamelBak, Bushnell, Jimmy Styks, Federal Premium, and Savage. At Vista, Merrell is the VP of Marketing and New Product Development, responsible for more than 40 brands.

“My favorite part of the job is developing new products,” Merrell said. “It is exciting to identify an emerging consumer need, lead efforts to develop a new product that meets that need, and then launch it into the marketplace and see the sales grow.”

Flying High in San Francisco

Sarita Mohapatra earned her PhD in Economics from the Huntsman School in 1996. After teaching for four years at USU, Mohapatra moved to San Francisco to work for Deloitte before moving to PwC in 2001. She was promoted to partner in 2016, and currently serves as the leader of PwC’s San Francisco Transfer Pricing Group. Since moving to San Francisco, she has more than doubled the size of the practice, successfully recruiting and developing a diverse team of transfer pricing specialists. In addition, she has established a broad client base, which includes companies of all sizes and in a broad range of industries including technology, retail, and consumer and shipping companies.

“I loved that I have been able to take what I learned in the classroom at the Huntsman School and apply it to my career,” Mohapatra said. “I loved living in Logan; it will always hold a very special place in my heart.”

Let’s Go to Luxembourg

After graduating with a bachelor’s degree in accounting from the Huntsman School in 2004, Ben Oates started with PwC in their Grenada office, located in the Caribbean, where he worked with both local and international clients in their Assurance and Business Advisory Services. He then worked with PwC in New York City and Washington, DC, before going to Goldman Sachs, where he worked as a project manager in their Private Wealth Management group. Oates then returned to PwC as a manager. In 2014, as a Director in PwC’s Risk Assurance practice, Oates moved to Luxembourg for a two-year assignment. Over the past year he has worked on several international financial services clients in both English and French. His various assignments have included a process improvement engagement for one of France’s largest banks, reporting on internal controls for several international clients that play integral roles in the financial markets, and providing consulting services to many local clients.

Oates has been able to keep in touch with many at the Huntsman School and has assisted in arranging visits for the School’s summer study-abroad program. Because of PwC’s global footprint he has arranged site visits for groups on three continents and has enjoyed being able to help students broaden their experiences.

“Many of the business, networking, and interpersonal skills that I possess were honed while attending the Huntsman School of Business,” Oates said. “Those skills coupled with my accounting degree have been my keys to success at PwC.”

In Memoriam

Professor emeritus Reed Durtschi passed away on August 13, 2015, in North Logan, Utah. Durtschi was raised on a dairy farm in Teton Valley and served in the Navy during World War II and the Army during the Korean War. He married Jean Blackbum in 1950. He graduated with a bachelor’s degree in Economics from Utah State University in 1932. He received a PhD in Economics from the University of Washington in 1937.

Dr. Durtschi was an Aggie through and through. Over 37 years he taught Economics to over 40,000 students, and was known for his enthusiasm and sense of humor in class. He served as department chair in Economics from 1967-1971, but his heart was always in the classroom with his students. He insisted students learn to think for themselves rather than memorize answers.

Professor Durtschi was also engaged in the community and was elected and served on the North Logan City Council for six years. He also served three terms on the Cache County School Board from 1974-1986. His favorite people to be with were his wife and children. He enjoyed hiking in the Tetons, camping, and always attended his children’s sports, musical and theatrical events. He was proud of all his children and often commented that he loved being able to ask them for advice.

Professor emeritus Reed Durtschi 1926-2015

The world is a diverse place, every person is unique and every person you meet, educated or not, knows more about some things than you do; therefore you can learn from them. Learning from others is difficult. We all feel more comfortable listening only to people who agree with us. So, widen your circle of associates, and learn from them. Become a citizen of the world rather than merely a citizen of your small religious or political clan. In the final analysis, we are all brothers and sisters coexisting on this small globe. We are all dependent on each other for something. A cooperating group will always have a higher standard of living than one self-sufficient individual. So be concerned about the well-being of people who are not members of your small homogenous group. ☯

— Reed Durtschi
Welcome to the Huntsman School

Our journey to becoming a top-tier business school continues, and thanks to the support provided by our students, alumni, and friends, we hired 26 faculty and staff members over the past year. They have already begun to have an impact on our curricular and experiential programs.

Huntsman.usu.edu
Huntsman Education — Not Just for Business

By Dr. Vijay Kaman, Associate Dean for Academics

Recent changes to the core set of courses required of all Huntsman majors, including the addition of four new courses, are designed to prepare students for meaningful careers in commerce and public service.

**Foundations of Business** is an interdisciplinary course that introduces students to the broader context of business and decision making. Drawing on readings from Kant, Dostoievsky, Shakespeare, Isen, and others, the course will explore the roles and responsibilities of business in a global society, the nature of ethical leadership, and the realities of decision making in an ambiguous and fluid environment. One of the first courses students will take in the Huntsman School, Foundations is designed to set expectations for students and help them refine their sense of purpose in pursuing a business education.

A new course in **Leadership** will focus on how students can demonstrate integrity, authenticity, and a commitment to the well-being of others. The course reflects the ideals of principle-centered leadership and the need to develop leaders that can both motivate others and serve as role models. Students will be challenged to shape their identities as leaders, and define the values that will guide them in leadership and decision making roles.

Advances in technology make it possible for organizations to acquire significantly more data than in the past. However, the ability to effectively leverage this data to inform decision making depends on having appropriate quantitative reasoning skills and the ability to meaningfully parse and organize data. **Big Data Analytics** introduces students to business intelligence and to the technologies available to identify patterns and trends in large datasets that can be used for predictive purposes. The course is based on the principle of evidence-based decision making and has an applied focus that will give students the confidence to use business intelligence tools.

The goal of **Systems Strategy and Problem Solving** is to apply foundational knowledge from courses in finance, marketing, and operations in a decision making context. While several of our courses focus on ‘knowing’, Systems Strategy emphasizes ‘doing’, giving students frameworks that can be used to analyze complex, cross-functional problems, and opportunities to apply them to real world situations. Helping students develop applied problem solving skills will not only add to their preparation for the workplace but give them experience working with ambiguous, unstructured problems.

**Work-Linked Couples are Happier at Home and More Productive at Work**

Dual career couples with the same occupations or work places may have a happier family life and less job and family tension as a result of the work-related support they can offer one another. According to Merideth Ferguson, study author and associate professor in the Management Department at the Huntsman School, the beneficial impact is twice that for work-linked couples compared to non-work-linked couples.

“Not only does this benefit employees’ personal lives, but they also become more productive at work,” Ferguson said. “This research suggests that both families and employers stand to gain a significant benefit from work-related spousal support, especially in work-linked couples.”

Because of the shared aspects these couples have of one another’s workplaces or occupations, their work/home boundaries are blurred, which allows work-related information to be more freely shared but which also may make balancing work and family more challenging, Ferguson said.

“A spouse is in a unique position to provide support to a partner in that spouses have greater understanding of one another’s needs and thus are better able to provide support in ways that successfully address those specific needs and reduce the likelihood that a partner’s work stress will influence family life,” Ferguson said.

This study was published in the *Journal of Occupational Health Psychology*.

**Retire Now!**

Huntsman Economics professors Aspen and Devon Gorry recently completed a study that found retirement improves both health and life satisfaction.

“The most surprising findings from our study were the positive long-run effects both in subjective well-being, or happiness, and in the objective health measures,” Aspen Gorry said. “For subjective well-being, most studies find that happiness returns to a baseline level so that life events only have temporary effects. Our findings for retirement contrast with that typical result.”

The study notes that it can take up to four years for any health benefits to become apparent. “For the objective health measures, past studies have not found effects of retirement on such measures,” Gorry explained, “so we think that looking at longer term patterns has helped us uncover significant effects since health typically changes slowly over time.”

The study was published by the National Bureau of Economic Research and examined results from the respected Health and Retirement Survey (HRS) conducted by the University of Michigan, a longitudinal study of approximately 20,000 Americans age 50 conducted every two years.
At a gathering with students in the Huntsman School a couple of years ago, Dell Loy Hansen, ’82, offered three simple rules for the students to consider as they set off in their life journey:

1) save or invest more than you spend,
2) don’t go into debt on a consuming asset, such as a car, or a house, and
3) be true to your personal value system.

Hansen founded Wasatch Property Management in 1988 and serves as its chief executive officer. The company employs approximately 700 employees, managing 70 multi-family residential communities with approximately 3,600 apartment units, and commercial, retail, and parking structures totaling 4 million square feet throughout the western United States. Wasatch and its affiliated investor-owned entities maintain a real estate portfolio in excess of $3 billion.

He is also an owner in nearly 41 venture companies, with approximately 4,500 employees located across Utah, Idaho, and California. The companies range from a recycling and waste disposal company in Sacramento, a plastic injection & molding company, a wood milling company, and a golf course in Utah. Perhaps most famously, at least for those of us in the Beehive State, he is the owner of Real Salt Lake, a professional soccer club in Major League Soccer.

Given that impressive professional success, it’s easy to see how the first two rules Hansen offered our students may have affected his own career. But press him a little, and Dell Loy will tell you it’s all about the personal value system.

Press him a bit more, and he’ll talk about the importance of family, of the role education has played in his life, of helping people however you can, of his personal motto — “God gets to judge, I get to serve.”

The man can quote from Aurelius’s Meditations at the drop of a hat, courtesy of a high school graduation gift by his favorite English teacher, Jackie White. “That book changed my life,” Dell Loy says. “I still have the copy Mrs. White gave me, and the Stoic philosophy has had a huge impact on my life.” His mother, Belva Hansen, taught in Cache Valley schools for almost 40 years, and Hansen’s respect for teachers and education has resulted in millions of dollars over the years for Utah State University and schools across Cache Valley.

“We are here to serve. Our abilities may be our time or our resources but we as responsible people have no other choice if we truly value those around us.” And that may end up being the real legacy of this proud Aggie and successful entrepreneur.
Morgan Covarrubias, Accounting, ’09, is now an Engagement Manager at McKinsey & Company. He specializes in operations and has served companies across the world in health care, telecom, railroads, mining, and basic materials.

After graduating from USU, Morgan and his wife, Katie, ’09, financial services professional, have been working in Washington DC where Katie completed her MBA at Troy University. They then moved to Virginia where Morgan joined his MBA at the Stanford Graduate School of Business. They now live in Dallas, Texas, with their two-year-old son, Ethan.

“Both Katie and I are very grateful for our experience at Utah State. We love the school and the opportunities it has created for us. We still stay in touch with many of the professors and other students who touched our lives and helped us find a path we were excited about. It is an amazing institution.”
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**Brandon Vollmar, ‘99**

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We gave because it was the right thing to do, but I’m sure that you, about the others. When you’re giving, you’re consciously setting your own desires aside in order to help someone else. The Huntsman School gave me tremendous gifts, and I fully expect to continue paying that forward the rest of my life.

**Jessie Randall, Economics, ‘09**

**why I give ★**

The great thing about giving is that it’s not just about you. It’s about the others. When you’re giving, you’re consciously setting your own desires aside in order to help someone else. The Huntsman School gave me tremendous gifts, and I fully expect to continue paying that forward the rest of my life.

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**Jen, Mis, ‘94, MMIS, ‘96, and Tamara Elwedy, ‘94**

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I believe that the person you become is determined by the books you read and the people you associate with. Throughout my life I’ve been fortunate to surround myself with exemplary men and women. Many of whom have been through my affiliation with the Huntsman School of Business. Their examples have helped shape who I am today. However, one person stands above the rest as an example of someone I hope to become; His name is Nash. He is 8 years old. He is my son and he has Down syndrome.

I’ll never forget the day Nash was born. It was filled with all the excitement that comes with a new baby. A rush to the hospital. The inspiring efforts of my wife Andrea as she endured intense labor. The awe and wonder of seeing our baby for the first time. But just as life sometimes, the unexpected took place.

Shortly after Nash was born the doctor quietly pulled me aside and said, “Brady, we think your son has Down syndrome.” Fear and anxiety overcame me as I tried to make sense of the news. I wasn’t sure what the future held for me and my young family.

The next few hours were filled with tears as well as moments of deep reflection as together, Andrea and I, held our new baby. It was during that time that I came to realize that everything was going to be okay. I recall looking into my son’s eyes and feeling something very special. I felt that this boy would inspire the hearts of many. The first heart he would inspire was my own.

Having a son with Down syndrome gave me the opportunity to become involved in the Down syndrome community. It was through this association that I learned of the many babies throughout the world who are born with Down syndrome and are abandoned at birth because of their perceived disability. I knew I had to help them.

The idea came for me to start competing in triathlons to help raise awareness and funding for adoption grants for these children. This started as I began competing in small local triathlons but quickly grew into the chance to race in the Ironman World Championship in Kona, Hawaii where my son and I were featured on the 2012 NBC Ironman broadcast. The momentum from that experience allowed me to launch the non-profit organization RODS (Racing for Orphans with Down Syndrome). Today over 200 athletes from around the world and countless volunteers give of their time and talents to help orphaned children find homes. Through their efforts, hundreds of thousands of dollars has been raised as adoption grants and most importantly, 17 orphaned children and counting, now have loving homes!

The person we become is determined by the books we read and the people we associate with. I believe that anyone willing to “Dare Mighty Things” and allow themselves to get caught up in a cause greater than themselves will experience insights about different eyes. Eyes that inspire a more meaningful vision. Eyes that enable us to live a life of heartfelt impact toward improving the lives of others.
How do you suggest students foster a spirit of giving in their careers and in their lives?

Find out what you are passionate about. What moves you? Once you figure that out then everything else usually comes naturally. In most cases what you are passionate about is a result of your life experience. Focus your energy in the direction of your passion. Also, as a student or if you are early in your career, your spirit of giving may be your time or your skill and later it may be a combination of your time, skill, and money. When Paul and I started our scholarship at USU we didn’t have a lot of money, we just had an idea; we wanted to help students. We also shared a passion for helping students from day one and understood we had an obligation to give back. As students we were very involved and giving of our time (because that’s all we had as students). That is how we got started with our spirit of giving. Now we continue to volunteer our time and resources to better the lives of students as well as organizations within our community.

What are some guiding principles that anchor your leadership philosophy?

Lead by example and with integrity. Service before self. As a leader, I like team decisions and I tend to use everyone’s strengths and ideas to move projects forward. I learned early in my career that I could only be the best “me,” I can’t be anyone else. While you can certainly learn from other leaders, you have to take the best traits from others and implement what works best for you based on your personality, skills, and talent.

What does “Dare Mighty Things” mean to you?

Be bold, take chances, and stretch yourself both professionally and personally. Show up at your best and always be willing to take risks. If you always play it safe and do things that are comfortable and participate in things that come easy to you, it becomes difficult to grow and be all that God intends you to be. When you think of the time you were a kid and someone “dared” you to do something, you had to decide if you were going to be courageous. If you decided to accept the “dare,” you would give it your best and see what happened. It’s the same in life and in your career. So, if someone sees something in you and wants to give you a chance to lead or create, believe them and step up, be courageous and lead. Take advantage of opportunities, believe, and “Dare Mighty Things!” It also means you’ll have to roll up your sleeves. One of my favorite quotes is by Thomas Edison — “Most people miss opportunities because it’s dressed in overalls and looks like work.”

— Thomas Edison

Most people miss opportunities because it’s dressed in overalls and looks like work.
A NEW ERA BEGINS SPRING 2016.
We live in a culture that nurtures external success, at times to the detriment of internal morality. We live in a society that encourages us to think about how to have a great career but leaves out how to cultivate the inner life. The logic of economics — input leads to output, effort leads to reward, takes precedence over the logic of morality — give to receive, surrender to something outside yourself to gain strength within yourself. Pursue self-interest, maximize your utility, impress the world over humility and learning.

Responding to what he terms the “culture of the Big Me,” Brooks frames these competing value structures as résumé virtues and eulogy virtues. Through examples of some of the world’s great thinkers and inspiring leaders, he then explores how, through internal struggle and a sense of their own limitations, people as diverse as Dwight Eisenhower, Francis Perkins, St. Augustine, George Marshall, and others built a strong inner character.

Blending psychology, politics, and morality, The Road to Character provides an opportunity for the reader to rethink their priorities and to “strive to build rich inner lives marked by humility and moral depth.”