

An artistic painting of two hands shaking against a teal background with brushstrokes. The hands are rendered in a realistic style with visible brushstrokes, one hand being lighter skin and the other darker skin. The background is a vibrant teal color with horizontal and diagonal brushstrokes in lighter and darker shades of teal and white.

Huntsman BUSINESS

THE MAGAZINE OF THE JON M. HUNTSMAN SCHOOL OF BUSINESS AT UTAH STATE UNIVERSITY // 2020



Some things never change.

Beautiful Logan Canyon, on a bright, Fall day. With so much that looks different this year, some things never change. #AggieStrong

Photo by Justin McFarland.



MESSAGE FROM THE DEAN

The motto, “*E pluribus Unum*,” a Latin phrase meaning “out of many, one”—was approved for inclusion on the Great Seal of the United States by Act of Congress in 1782. I thought of this when I read Associate Dean Dave Patel’s comments (page 22) in this issue of *Huntsman Business*.

Dave, who immigrated to the United States from India at age 10, graduated with bachelor and master’s degrees from Utah State University. This is how he responded when I asked him, “What does it mean to you to be a citizen of the United States of America?”

Patel: “*My story is one of possibilities. There are thousands of such stories. The idea of America is very powerful, especially for immigrants. That idea may be questioned from time to time, internally and externally. But I am a big believer that the perfect is the enemy of the good. The preamble to the Constitution says it right up front, “in order to form a more perfect union.” That’s a call to action and remains so. I find myself getting caught up from time to time in the thick of thin things, bemoaning the shortcomings of this or that. But the big picture is that my family came here with a few suitcases and not much else, and this place, and this people, enabled us to thrive. There is much work to do, but I am long on the United States of America.*”

I love that answer. It is quintessentially an American, and I would argue Huntsman School of Business point of view, as articulated in our statement of “Purpose, Mission, and Strategic Objective.” *

We say this about the culture of excellence we are attempting to establish at the Huntsman School:

“Our ‘culture of excellence’ brings focus to the values we seek to ‘hardwire’: a focus on student success as our top priority; a relentless drive to improve and to innovate; an aspiration to seek excellence in everything we do; the confidence to ‘dare mighty things’; the humility to recognize that we don’t have all the answers; the desire to attract talent from all corners of the earth; a commitment to results.”

Our three new endowed professors, Dr. Susan Madsen, Boyd Craig, and Lord Michael Hastings, featured in our cover story (page 24), embody the same values and drive I see in Dean Patel. All three have unique and inspiring life stories, and they will add immeasurably to our teaching of leadership. In recent years the Huntsman School has been home to colleagues who originally hail from Great Britain, Hungary, Poland, Iran, Israel, Turkey, Brazil, Germany, Denmark, Australia, New Zealand, India, China, Viet Nam, and Korea, as well as across the United States. They, too, embody these values. Several are featured in this issue, contributing their expertise about topics at the forefront of our minds as we adjust to a pandemic and its aftermath.

Regardless of where we come from, the ties that bind the Huntsman School are our values and our shared sense of purpose. “Out of many, one”—it’s a great motto, and we strive for it every day at the Huntsman School!

DEAN DOUGLAS D. ANDERSON

[*huntsman.usu.edu/about/mission-vision-purpose](https://huntsman.usu.edu/about/mission-vision-purpose)

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PHOTO BY DONNA BARRY

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If a life well lived is measured in our impact on those around us, then we have to have more than good intentions. We have to use our hands and our voices to do the work required of one who has found the purpose that drives them. As Batman says, “It’s not who I am underneath, but what I do that defines me.” The visual theme of hands illustrates the power in doing, and that in the toughest of times, even a small gesture of kindness can have great impact.

— Hilary Frisby, Art Director

My Huntsman Experience

BY ASHLEY MORREY, '21, MANAGEMENT

I will always be grateful for my Huntsman experience. I was intimidated by the thought of going back to school after being a stay-at-home mom for ten years. After my husband's death, I knew I had to earn a degree to begin a career to provide for my children.

From the first day I stepped into the bright open building called Huntsman Hall I felt the emphasis the school puts on the student experience. My first encounter with the school was my visit to the academic counselors' office where I was encouraged to not only attend the school but to apply to the Huntsman Scholars program as well. I will be forever grateful to that counselor who saw more potential in me than I saw in myself at that time and her encouragement to try and trust in my abilities. That first encounter has shaped my Huntsman experience. I was given the confidence to join a club leadership board, apply to internships, and to develop new skills I didn't know were possible for me. While attending the Huntsman School I have realized that my potential is only restrained by the constraints I put on it.

The Huntsman School will provide me with more than a degree. With all the optional opportunities in career development, leadership, and networking, I have been infused with confidence and am ready to answer the call to dare mighty things.

"I have realized that my potential is only restrained by the constraints I put on it."



Picture Yourself AT THE HUNTSMAN SCHOOL

Watch videos of more Huntsman students like Ashley to learn why they chose Huntsman.



▶ Meredith Richards



▶ Brock Hardcastle



▶ Courtney Tyacke

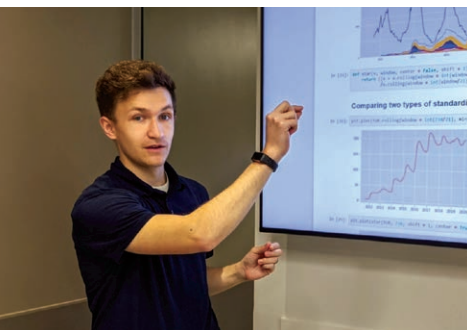
Come join the Huntsman School, where we begin each day with a relentless focus on student success. While we operate under unforeseen day-to-day challenges, we are also focused on many long-term opportunities to create and provide an education that allows our students to compete with the best and brightest anywhere in the world. That is the possibility Jon Huntsman saw in our students, and that is the promise we work hard to make a reality.

JON M.
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UtahStateUniversity.

huntsman.usu.edu/student-stories



ON CAMPUS



Spencer Perry, graduate student in USU's Master of Data Analytics program, explains analysis of data collected on varied respiratory virus strains by research partner BioFire Diagnostics, LLC. Photo by Janelle Perry.

Data Scientists Chase Respiratory Illness Outbreaks

In the back of her mind, Utah epidemiologist Lindsay Meyers, director of medical data systems at Salt Lake City-based BioFire Diagnostics, LLC, was keenly aware of the threat of a novel respiratory virus popping up among the usual suspects of cold and flu-causing viruses. She didn't know 2020 would be the year such a virus would envelope the globe.

In November, 2019, about a month before the novel coronavirus that causes COVID-19 was identified in China, Meyers ran into her colleague Jay Jones, a Utah State University alum who was hosting a visit with his former mentor, Chris Corcoran, head of USU's Department of Data Analytics & Information Systems.

"It was a chance meeting," says Corcoran. "Jay and I were discussing possible projects for students in our new Master of Data Analytics (MDATA) program; Jay spotted Lindsay and immediately saw a potential fit."

Meyers welcomed the idea. "BioFire first implemented its real-time, automated monitoring system at hospitals in 2014, and it's now installed in more than 5,000 customer sites throughout the United States, as well as overseas," she says. Collected data is uploaded to a cloud database, which forms a huge, and growing, dataset about the prevalence, seasonality and co-infections of dozens of respiratory pathogens detected in millions of patient samples. Harnessing the data to distill reliable information, including disease surveillance, is a formidable challenge.

Corcoran, with USU colleague Richard Cutler, selected 16 MDATA students for the project, and quickly set to work. An interdisciplinary program coordinated by USU's DAIS, Mathematics and Statistics, Economics and Finance, and Computer Science Departments, MDATA brings a diversity of backgrounds and skillsets that aligned well with project needs.

"Enlisting USU graduate students and faculty really bolstered our resources," Meyers says. "Tackling our dataset is like looking at a tree laden with cherries and only being able to pick a few."

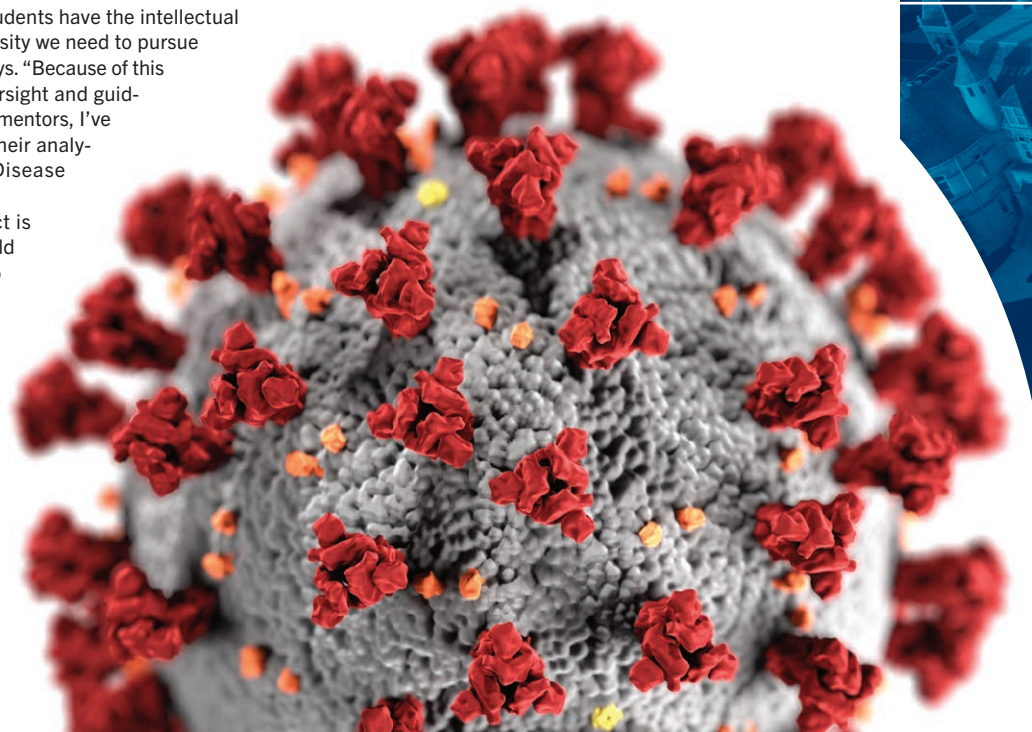
Among the team's aims is developing ways to organize the data to maximize use of every morsel of information, including sequencing of DNA and RNA to identify strains and cross-reference genetic data.

Student team member Spencer Perry noted that "The challenge is in coming up with a way of standardizing the flood of data coming in from very different sites, collected by varied methods, to the BioFire system."

Meyers says she has full confidence in the USU team's efforts. "USU's graduate students have the intellectual capability and intense curiosity we need to pursue these big questions," she says. "Because of this and because they have oversight and guidance from excellent faculty mentors, I've had no hesitation sharing their analyses with the Centers for Disease Control."

Corcoran says the project is exactly the kind of real-world experience he strives to cultivate for his students. "These kinds of partnerships are crucial to prepare our students for the workforce," he says. "Nearly every company is now a data company. Employers need employees who can take on messy problems with no back-of-the-textbook answers."

TOP PHOTO BY LEVI SIM



Sales Wins

The Huntsman School ProSales team competed alongside 39 universities at the University of Toledo Invitational Sales Competition (UTISC) and USU freshman, Andrew Marino, took home the 1st place prize in the Freshman/Sophomore Division. Fellow Aggie Braden York was one of 12 semi-finalists in the Junior Division. The USU team took 5th place overall and finished ahead of teams from Baylor University, Kansas State University, University of Minnesota and Purdue University. The students were coached by Drs. Aaron Brough and Sterling Bone.

"The results of this and other competitions we have participated in this year, provide further evidence of the progress we're making to become



the premier professional sales program in the world," said Dr. Bone.

Marino said the competition was the most challenging and rewarding weekend he's ever had. He said his favorite part was resolving the proposed objective in the final round and discovering he was the only finalist to do so. "I'm excited to continue refining my skills through the help of Dr. Bone and the experienced upper-class students," Marino said. "I'm also looking forward to helping new students in the coming semesters to discover their talents as they participate in competitions too."

Students from the ProSales club also competed with 36 universities in the RBI National



Sales Challenge, hosted by the Cotsakos College of Business at William Paterson University. Huntsman student Meredith Richards took sixth place overall, and also placed 2nd in the speed selling competition, with fellow Huntsman student Austin Jeppson taking third. USU Engineering student Bronson Battaglia won a separate speed selling contest at the same competition.

ProSales students also competed in the Arizona Collegiate Sales Competition, with Margaret Richards taking fourth and Ryan Brenchley taking fifth overall.

Learn more about the Huntsman ProSales program at Huntsman.usu.edu/prosales

2020-2021 ELECTED USU STUDENT LEADERSHIP

Of the 11 students on the USUSA Executive Council, four represent the Huntsman School. We are incredibly proud of these leaders for setting an example to their peers across campus.



PRESIDENT (REELECTED)
Sami Ahmed, Finance



EXECUTIVE VP
Lucas Stevens, Economics



ATHLETICS & CAMPUS RECREATION VP
Trevor Wilkey, Marketing



DIVERSITY VP
Oscar Diaz, Finance

"I finished my virtual internship with General Mills, and am excited to announce that I have officially accepted a job offer as a Business Management Associate in Philadelphia after graduation. I am so proud to be an Aggie, and a soon-to-be alumna of the Huntsman School of Business."

— Meredith Richards, Marketing



Huntsman Student DECA Victory

First place titles at the State DECA Competition: Freddy Ortiz, Alex Hall, Michaela Leishman, Drew Schafteitel, Ryan Brenchley, Michaela Leishman



Huntsman Students Celebrate Third Consecutive CFA Win

Students from the Huntsman School celebrated their third consecutive win at the state-level competition of the CFA Institute Research Challenge. Collin Butterfield, Peyton Knight, Callin Christensen, and Chris Haddock won the event, with fellow Aggies Grant Brinkerhoff, Lincoln Archibald, Poorya Mehrabinia, and JD Thorn, taking second place.

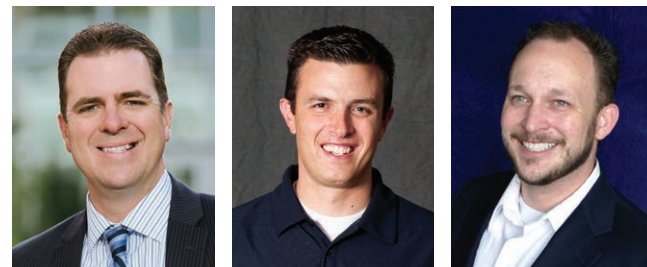
Butterfield, who was captain of the first-place team, said the group's unique talents and perspectives helped them tackle the research and valuation. "Each of us worked so hard and put in hours of work both individually and as a group," Butterfield said. "The fact that we were all on the same page and had the same vision from the start gave us the motivation to push through the hard and slow times."

"This is our third year in a row winning the state level. We are so very proud of both teams, these incredible students and what they have accomplished," said Paul Fjeldsted, Senior Lecturer in the Department of Economics and Finance. Professors TJ Bond and Pedram Jahangiry, and alumnus Michael Hendricks, along with Fjeldsted, were the team's advisors. "The students represented themselves and the Huntsman School with a high level of rigor, competence and professionalism," Fjeldsted said. "The strong support of our mentor team was also crucial to the successful outcome," he added.

The CFA Institute Research Challenge is an annual global competition that provides university students with hands-on mentoring and intensive training in financial analysis and professional ethics. Teams research and analyze a designated publicly traded company and then prepare a written report on that company that supports a buy, sell, or hold recommendation. Students receive advice and support from a faculty advisor and an industry mentor and then present and defend their findings to a panel of industry experts.



SHRM (the Society for Human Resource Management) awarded the 2019-2020 Superior Merit Award designation to the USU SHRM student chapter for providing superior growth and development opportunities to its student members.



Promotions

Three faculty members received promotions, with Dr. Sterling Bone and Dr. Kelly Fadel promoted to full Professor, and Dr. Jared Hansen promoted to Associate Professor.



Support for Work from Home Warriors

The Utah State University MBA Program and KSL Podcasts launched a new podcast series, "The Management Minute Home Team." Hosted by Professor Scott Hammond, the podcasts are a part of the "Management Minute" series on KSL, a long-time collaboration between KSL and the Jon M. Huntsman School of Business. Episodes, around 9-10 minutes long, are available at omny.fm/shows/home-team-podcast, and the podcast can be accessed on all major podcast distributors, including Apple, Google, and Spotify. Professor Hammond, who writes and produces the podcast, says, "This is for the COVID-19 outcasts who are now working from home." The podcast describes practical ideas for building your home team community and increasing your productivity.



Sales Champions

Students from eleven universities competed in the 3rd Annual Marketstar Sales Champion Competition at the Huntsman School. The event included a networking social, individual speed selling competitions and a team case competition, as well as a leadership forum with Marketstar CFO and Aggie alumnus Ben Kaufman. Additionally, executives from Marketstar and Pinterest held two training sessions for students.

Students from the Huntsman School took 1st Place in three of the four speed selling competitions, with the USU White Team of Alicia Birrell, Ryan Brenchley, Erika Cunningham, and Cameron Miller winning the team competition, with the USU Blue Team in second. Ryan Brenchley was selected as the MVP.



AIS Student Chapter Award

The Huntsman School's Association for Information Systems (AIS) student chapter, led by Benton Smith, Taylor Petersen, Megan Fogarty, and Henry Blackburn, was recognized for the second year in a row as the national Student Chapter of the Year. According to AIS, this is the highest award given to a student chapter that has "demonstrated an exceptional, well-rounded, and organized program."

The Outstanding Student Chapter Award is given to chapters who have shown excellence in at least three areas of chapter activities. Those three areas awarded to USU were: Outstanding Professional Development, Outstanding Communication, and Outstanding

Advancing Information Systems (IS) as a Profession. "This is a phenomenal accomplishment by these students who are supported by faculty advisors Jeff Johnson and Ryan Beckstead and staff advisor Taci Watterson-Balls," said Chris Corcoran, Head of the Department of Data Analytics and Information System. "This is a truly student-led group. They organize weekly meetings with outside speakers and seminars for updating technical skills. Their efforts have a big impact on their peers, and it's great to see them get recognized."





“Remember that the short term is not your long term.”
 – Dustin Jones, '05, CEO, Unified Commerce Group

“Your greatest experiences come when you're at the bottom and you have to decide if you're going to keep fighting.”

– Amanda Butterfield, '00, PR Director, Woodbury Corporation



Be relentless in adding value, and be flexible.

– Theresa Foxley, '04, CEO, EDCUtah

Heard at Huntsman

Every week, alumni and friends visit the Huntsman School to connect directly with students about careers and life. Here are some of their words of wisdom.



“Constantly learning about things you don't know is an excellent way to own your career.”
 – Jeff Roberts, '03, EVP & CFO, Savage Services

“When you educate a girl, you educate a mother, and when you educate a mother you educate communities.”

– Davis Smith, CEO, Cotopaxi



“Find something you're afraid of doing, and then do it.”
 – Sara Dent, '20, Senior Media Strategist, ICON Health & Fitness



“Make the best of this time. Life is about resiliency, and being positive, and making the best of everything.”
 – Amy Venezia, Director of Employee Development, North American Plastics



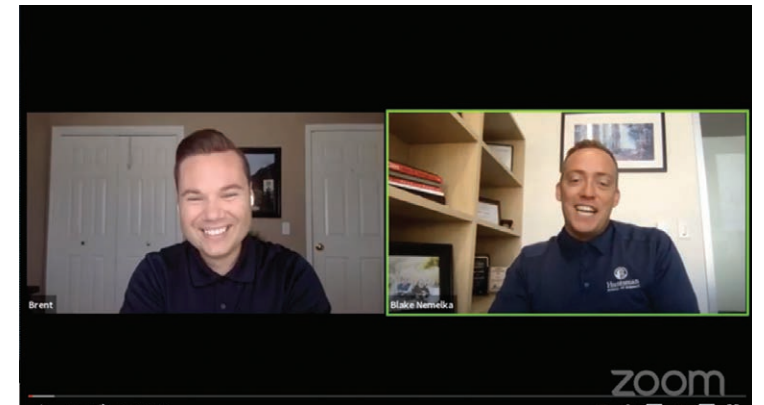
“Opportunity is risk. Think big, make it happen. Without risk, there is no reward. Don't shy away from risk.”

— Jon M. Huntsman, Jr.



“Everything good that has happened to me, professionally and personally, is because I have followed what I feel in my heart, even when it doesn't seem logical.”

— Brady Murray, '05, President & General Agent, Capstone Partners Utah



Who knew that staying at home could be your ticket to all our Focused Fridays events? The last several months have taught us about the opportunity to connect with our Huntsman community wherever they may be. We've continued producing quality Focused Fridays events that offer career advice and inspiring stories. It's all online, so be sure to subscribe to our YouTube channel.

Fall 2020 Leadership Forum Events

- SEP 11** **Dean Douglas D. Anderson and Associate Dean Dave Patel**
 A Conversation on Leadership
- SEP 18** **She's Daring Mighty Things Summit**
 3rd annual event featuring Amy Rees Anderson, Sara Dent Merrill, and Dr. Susan Madsen
- SEP 25** **Huntsman Career Expo**
 500+ students, 50+ corporate partners, all virtual
- OCT 02** **Dr. Teppo Felin**
 Professor of Strategy, Said Business School, University of Oxford
- OCT 09** **Kurt Larsen**
 2020 Distinguished Executive Alumnus
- OCT 16** **The Diversity, Inclusion, & Leadership Imperative**
 Covey Center leadership panel including Lord Dr. Michael Hastings, Anne Chow, Boyd Craig, Sandra Ojiambo, and James Manyika.
- OCT 30** **Heidi Melin**
 Chief Marketing Officer, Workfront



Watch our Focused Fridays playlists on the Huntsman School YouTube channel: huntsman.usu.edu/youtube



BAP Dominates

The Huntsman School's Beta Alpha Psi student club dominated the Rocky Mountain Region "Best Practices" competition among 14 universities. Our chapter was the only one to compete in all three categories: Engagement, Innovation, and Impact, receiving first place in engagement and innovation, and second place in impact.

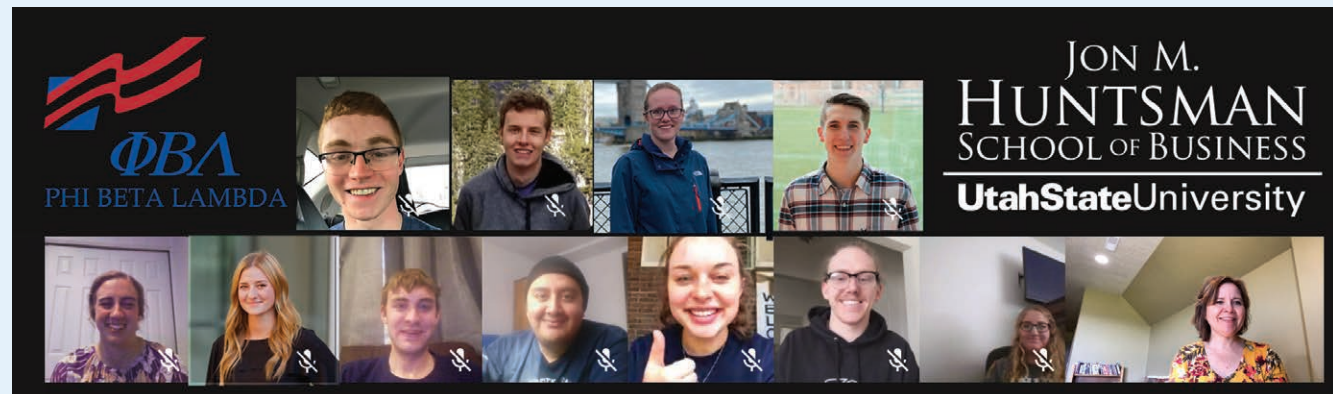
This year, teams recorded and submitted presentations electronically to the regional conference planners, instead of presenting them at the Regional Conference, which was moved to a virtual conference due to COVID-19. Jared Fry, the vice president of the club, served as the competition lead. "Without his efforts and leadership, we would not have dominated the competition," said BAP advisor, Dr. Chris Skousen. Fry would later go on to receive the Nicholas Robins Award at USU.

PBL Competes Virtually and Scores at Nationals and State

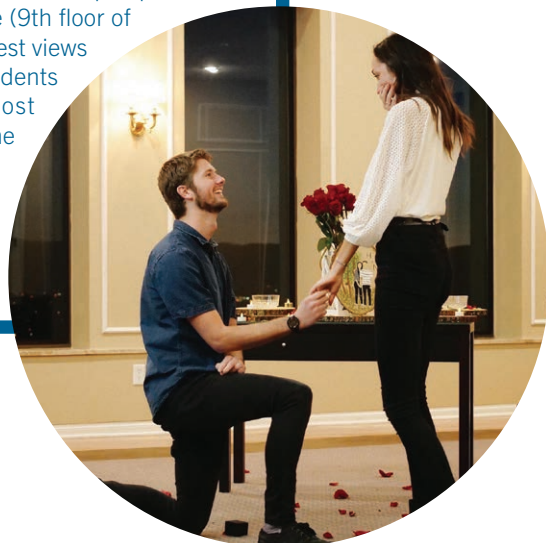
Aggies represented the Huntsman School well as they competed virtually in the Phi Beta Lambda (PBL) National Leadership Conference. Distribution of study materials and team collaboration took place via Slack and Zoom. Huntsman students placed in the top 10 nationally in five categories, with Salem Karren taking first in the Insurance Concepts category. Students received

all competitive event materials electronically with time constraints and specific event guidelines. Our students also competed in the PBL State Leadership Conference, bringing home 11 first-place, six second-place, one third-place, and one fourth-place awards. Students were awarded first place for every team event in which Huntsman students participated.

"Competing at State and Nationals this year was definitely different from last year, but the students were fabulous about joining the USU PBL Slack Workspace and adapting to the situation due to COVID-19," said Cheryl Burgess, PBL advisor. The students met via Slack and video conferencing using Zoom & Google Hangouts to compete in both individual and team events.



LOVE IS IN THE AIR
 The sky is the limit when it comes to creative proposals. Not only is the O.C. Tanner Lounge (9th floor of the Eccles Building) home to the best views in Cache Valley, but Huntsman students have discovered it's also the most romantic spot on campus to pop the Big Question. Heath Stephenson and Nichole Chiamonte got engaged January 17 from this very spot, and have set a trend. Congratulations, love birds!



STUDENT TRAVEL
Safe at home: Our students traveled to London this March, one of the last school-sponsored trips we would take during 2020. Photo by Erika Cunningham, Marketing '20.

Huntsman School Faculty Join ASPIRE to Go Green

Two Huntsman School professors have teamed up with the College of Engineering to reimagine transportation, accelerating the world into the future of green energy and its developing industries.

The National Science Foundation has awarded Utah State University a five-year, \$26 million grant, renewable to 10-year, \$50.6 million, to develop an international engineering research center (ERC) dedicated to advancing sustainable, electrified transportation. Named ASPIRE—Advancing Sustainability through Powered Infrastructure for Roadway Electrification—the center will develop holistic solutions that eliminate range and charging as obstacles to the broader electrification of all vehicles.

"Now is the time to move past century-old mindsets and rethink how roadways and electric grid infrastructure can be co-designed to support low-cost, sustainable solutions for vehicle electrification and decarbonization of the electric grid," says USU Professor of

Electrical and Computer Engineering and ASPIRE center director Dr. Regan Zane, the primary force behind the grant.

The center will drive developing industries related to roadway electrification by integrating efforts across engineering, social science, policy, and business disciplines. The Huntsman School of Business will play a critical role in this cross-disciplinary collaboration to produce a broader ecosystem of change.

Dr. Chris Fawson, Department of Economics and Finance, is one of four co-Principal Investigators for ASPIRE and will serve as Campus Director at USU, helping to support project design and execution strategies.

"A critical element of this ERC is the challenge to engage with private sector enterprises that are driving innovation in their respective market space," explains Fawson. "We'll focus our research efforts on the broad set of market and human ecosystems that will ultimately inform wide-spread adoption strategies and help frame effective and supportive public

policy. We are also committed to deep mentoring of students and supporting pathways to successful careers in the broad market sectors that will be impacted by ASPIRE."

Dr. Antje Graul, Department of Marketing and Strategy, will serve as co-lead of the Adoption Thrust, leading research projects that focus on consumer behavior and preferences in the adoption of electric vehicles and roadway electrification.

Huntsman School students will have the opportunity to join Graul and Fawson in a variety of research projects funded through ASPIRE.

"It is truly exciting to be part of an international research center that brings together strength and expertise from first-class researchers, students, and innovation partners across the world," says Graul. "Particularly, our key focus on workforce development is something I am thrilled about for our students."



Clean Air Poster Contest

Professors Edwin Stafford and Roslynn McCann (USU Extension Sustainability) are working to help improve Utah's air quality via a state-wide high school clean air poster contest including Cache, Carbon, Grand, Salt Lake, and Summit Counties in Utah and Franklin County, Idaho. Over 800 students were involved in the contest for the 2019-2020 year. Above is one of the winning posters.



Utah Public Radio Art Mug Contest

This year's UPR art contest was won by one of our own! Huntsman student Madeleine Alder, Marketing & Economics '21, said, "Since my childhood, I have seen how public radio brings people together. I wanted to show that radio is built by the community and that, in turn, radio makes the community a brighter place." Madeleine's winning design, "My Radio Family," was printed on this year's UPR Mug, and will also be in the UPR 2021 calendar available during its Fall Member Drive.

Quarter Century of Excellence

The Institute of Management Accountants (IMA) selected the Huntsman School student chapter as one of the 2020 Award of Excellence Outstanding Student Chapters. This marks 25 consecutive years of the USU chapter earning the Gold Award of Excellence designation, and within those 25 years, the 10th time of being recognized as an Outstanding Student Chapter. In addition to the chapter award, two students also received scholarships from the IMA. Accounting Department Head Chris Skousen, in congratulating Frank Shuman, the faculty advisor for the student chapter, noted that "There is not a finer IMA chapter or advisor in the world! Yet again you have demonstrated what it means to achieve the highest award. Thank you for your consistent dedication to excellence! I am grateful for your example and leadership with our students."

Shuman, who has served as the advisor for the IMA student club for each of the 25 years that the club has received the Gold Award, takes great pride in preparing students for professional success. "Being able to teach incredible students and work with the best IMA officers in the world has made all of the hard work and gray hairs worth it!" For his efforts in the classroom, Shuman was named the School of Accountancy Teacher of the Year in 1994 and 2007, the Huntsman School of Business Undergraduate Faculty Advisor of the Year in 2013 and Undergraduate Faculty Mentor of the Year in 2018. He was also honored at the national level with the 2014 IMA Campus Advocate of the Year.

Under his leadership and guidance, many students have also received highly selective IMA scholarships. Jacob Smith, an accounting student, noted that "When people ask me why I chose accounting, I respond, 'one part my dad and two parts Frank Shuman.' Frank has a talent of noticing individuals and remembering them. He wants his students to succeed."



Thought Leadership

Marketing Professor Sterling Bone was recognized by the American Marketing Association with the inaugural Responsible Research in Marketing Grand Prize for his research showing that minority and women applicants seeking small business loans receive poorer treatment and more scrutiny from bank lending officers. Dr. Bone and his co-authors were also invited to present their research to the Consumer Financial Protection Bureau. Done in partnership with the National Community Reinvestment Coalition (NCRC), Bone and his colleagues, which include Jerome Williams of Rutgers University and Glenn Christensen of Brigham Young University, studied 10 years of data on the financial lending landscape for minorities and women. "Small business financing is a \$1.4 trillion market, according to estimates by the CFPB," according to Bone. "Because of discriminatory customer service, banks are leaving money on the table instead of lending to minority and women small business owners who are very well qualified."



Best Teaching Case Studies Award

Management Associate Professor Mike Dixon and his co-authors Alyssa Henke, Morgan Jones, and Tyler Orr received the Best Teaching Case Studies Award at the 2019 Decision Sciences Institute Conference in New Orleans for "From A to Z-Capacity Issues of Arches and Zion National Parks."

ENGINE OF GROWTH

Through three different programs, supported by funds from the US Government and by private donors, Huntsman students and faculty have jumped in to help members of the community adversely impacted by Covid-19.



Learn and Work in Utah

As a part of the "Learn and Work in Utah" initiative, the Huntsman School created two programs to help members of the community adversely affected by Covid-19. Created and funded through the federal CARES Act, these programs are designed to help members of the community advance their personal skills or to grow their businesses, with tuition costs covered through the CARES Act.

Marketing Department faculty members Sterling Bone and Eric Schulz, and career specialist Mandy Stadel are leading a Marketing & Professional Sales Program. The seven-week online program launched on September 1 and included a curriculum comprised of marketing in the digital age, strategic sales management, and career development. The initial program, open for 120 participants, filled up within a week.



Huntsman School Center for Entrepreneurship director Mike Glauser, along with faculty, staff, and students, designed a program to help local small businesses grow. The fourteen-week program provides business owners tools to rethink, relaunch and revive their companies; improve their livelihoods; and create jobs for others in their communities. The training is delivered through online modules, virtual collaboration groups, and personal mentoring from consultants.

Hope Corps

The Hope Corps is a statewide effort to assist small businesses, nonprofits, and the people of Utah by connecting students with internship and project opportunities to provide innovative solutions to issues posed by the pandemic and to stimulate economic recovery. Funding for the Hope Corps was provided through the Utah Community Builders organization and other private donors.

The Cache Valley chapter of the Hope Corps was formed in May 2020, with support from the Center for Entrepreneurship in the Huntsman School. A team of over a dozen student interns, possessing a variety of skills and a broad range of experience, were brought together with a mission to work side by side to support Cache Valley businesses and organizations through these difficult times. Over the last few months, the Cache Valley Hope Corps team has spent hundreds of hours working on projects for different organizations based on their individual needs. They have created social media advertising campaigns, developed websites, assisted with bookkeeping and accounting solutions, and designed digital marketing collateral among many others. Their impact has been felt and appreciated within the community, and the students have enjoyed the opportunity to take the knowledge and skills they have acquired in the classroom and use them in a transformative way.



Teacher of the Year

Lianne Wappett, a lecturer in the Department of Data Analytics & Information Systems, was recognized as the 2019-2020 Huntsman School of Business Teacher of the Year. In his nomination letter, Chris Corcoran, Wappett's department head, stated the following:

"I have spent nearly 21 years at USU, including 20 in Mathematics and Statistics—a department with many outstanding instructors. During the past seven years I have served either as an associate department head or department head across two different departments, with direct responsibility for assigning and evaluating individual teaching records. It is no exaggeration to say that I have never seen a faculty member who has exceeded the kind of extraordinarily positive impact Lianne has had in a similar span."

Wappett, who teaches business communications and digital marketing, brings twenty years of industry experience creating tech brands and digital experiences to the Huntsman School. Her expertise in brand strategy, digital marketing, design, and communications helped build brands such as Children's Miracle Network, Wilson Sporting Goods, Walgreens, Intel, AskJeeves, and Iomega. She also received a fellowship to study contemporary art and design in Beijing and Xi'an, China. Lianne is a practicing artist and her work was exhibited at MANA Contemporary Chicago and the International Sculpture Center. Prior to coming to the Huntsman School, Lianne taught at the University of Idaho.

A hallmark of Wappett's tenure at the Huntsman School is her broad commitment to students, well beyond her assigned courses. As Corcoran notes, "She is always willing to pitch in when it comes to their success, through recruitment or mentoring or any other connection she can make. Not only does she serve as the advisor for Women in Business and as a Huntsman Scholars mentor, but she has been enthusiastic about accompanying me on high school recruiting visits, and she takes whatever chance she can to spend time with students to talk to them about opportunities within our programs that will advance them toward their goals."

Baylee Haws, the president of the Women in Business Association, a student club in the school, noted that "Lianne is a professional, leader, mentor, and friend to all students she comes in contact with. Much like her love of bees, which represent a community, she creates a place for connecting students with alumni. Lianne is a powerful speaker and inspires many women in our program to build confidence in not only themselves but in others. I look up to her for her work ethic and eloquence in her convictions to push for change in our world today."



PHOTO BY ANA VALDE CHINEZ ET AL.

Huntsman School Faculty & Staff Awards



TEACHER OF THE YEAR

Lianne Wappett
DAIS



RESEARCHER OF THE YEAR

Julena Bonner
MSLE



FACULTY SERVICE AWARD

Antje Graul
MSLE



UNDERGRADUATE RESEARCH MENTOR OF THE YEAR

Matt Meng
MSLE



UNDERGRADUATE FACULTY MENTOR OF THE YEAR

Chad Simon
School of Accountancy



EMPLOYEE OF THE YEAR

Tonya Davis
External Relations

Student Awards



NICOLAS ROBINS AWARD

Jared Fry
MAcc



LEGACY OF UTAH STATE AWARD

Katherine Ashley
MIS



KIWANIS OUTSTANDING SENIOR

Benton Smith
MIS



CRITICAL LANGUAGE SCHOLAR, US STATE DEPT

Emilee Matheson
International Business



SCHOLAR OF THE YEAR

Brooke Gunnell
Finance



UNDERGRADUATE RESEARCHER OF THE YEAR

Josh Lyman
Finance & Economics



GRADUATE STUDENT RESEARCHER OF THE YEAR

Jake Meyer
Economics



UNDERGRADUATE TEACHING FELLOW OF THE YEAR

Charity Parkinson
Accounting

Researcher of the Year

Assistant Professor Julena Bonner had an incredible year, with papers in five elite academic journals around topics of behavioral ethics, ethical leadership, and workplace deviance. Her paper on the influence of bottom-line mentality on employee performance, published in the journal *Human Relations*, found that supervisors driven solely by profits could actually be hurting their bottom lines by losing the respect of their employees, who counter by withholding performance. Bonner's research on employee sabotage of customers who mistreat them, published in the *Journal of Applied Psychology*, found that despite understanding potential negative outcomes from backlash toward customers, such as reprimands, damage to company reputation, or even termination, employees will still consciously react to perceived mistreatment in a way that can cause harm to a customer.

"I am not aware of a student that has been more involved with campus activities and committed to excellence in all that he does than Jared. He truly loves all that USU has to offer and has sought for ways to give back. Jared is unique in that he seeks opportunities for all students. He has consistently been chosen by his peers for leadership positions in student organizations. He is highly personable and a joy to be around. His professors describe him as 'bright, intelligent, inquisitive, and a shining star.' Jared truly cares about helping others succeed."

— Chris Skousen, Head of the School of Accountancy

Farewell to long-time friends

Vance Grange: 40 Plus Amazing Years

Professor Vance Grange retired June 30, 2020, after more than 40 years of teaching USU students about taxes and personal financial planning. Under his leadership, the School of Accountancy began a minor in personal financial planning and organized the first financial planning association student chapter.

After completing his service as a military intelligence officer in the United States Army in 1974, Grange came to Logan to get his Master of Accountancy. Over the next two years, he studied accounting and business, met and married his wife, Tamara, and learned from professors like Larzette Hale. Upon graduation, he began employment with Price Waterhouse & Co. in Sacramento, California.

He worked in both the audit and tax departments at Price Waterhouse but kept thinking about how much he had enjoyed teaching accounting as a graduate student at Utah State. When an instructor position became available, he applied and began full-time employment at USU in the Fall of 1978. After teaching at USU for two years, he took a leave of absence to pursue a Ph.D. in accounting (taxation) at the University of Texas at Austin. He returned to USU in the fall of 1983, and completed 41 years of service at USU.

Vance will always be remembered for his kindness and willingness to go the extra mile. Brady Murray, '05, noted that "There's no possible way I could have quantified just how much of an impact Dr. Grange would have on my life after meeting him during my first semester at USU. He is the reason I pursued a career in financial planning. He is also a motivation for me to be a better husband, father and community leader. I feel confident that my experience is not unique to me but is the experience of countless Aggies. We love you Dr. Grange and will forever be inspired by your selfless career."



Maren Stromberg

Maren Stromberg, beloved by students for her careful reviews of resumes and for her genuine care for students' wellbeing, is retiring after more than 10 years at USU, the last five of which were with the Huntsman School. Brent Meacham, '12, Marketing, noted that "Maren helped me to polish my resume through direct and relevant critique, prepare effectively for interviews, and provided encouragement to know I would be a valuable addition to any organization. When I talk with current college students, I always recommend they meet with Maren because she had a direct impact in helping me to successfully get a job in New York City."



Kaye Anderson

Kaye Anderson, a stalwart presence in the advising office, is retiring after almost 20 years. Said Ruth Loveland, the director of the FJ Management Center for Student Success, "Kaye has been the welcoming face of the FJ Center since its inception. She assisted countless students through their academic experience utilizing her kind heart, attention to detail, and welcoming manner. After 16 years of service Kaye leaves behind a great legacy at the Huntsman School. We wish her well in her new adventures."



Dwight Israelsen

Professor Dwight Israelsen joined the Huntsman School of Business in 1980 and retired at the end of the Spring 2020 semester.

He carried a heavy teaching load for over 40 years at USU, sometimes teaching as many as nine classes in a single semester. Tens of thousands of USU graduates across multiple generations remember taking courses from Professor Israelsen and learning the basics of supply and demand as well as complex, upper-division material.

While his scholarly interests were broad and included macroeconomics, microeconomics, and econometrics, he was particularly known for his interest in economic history, the history of economic thought, and comparative economic systems.

During the last decade of his career, Professor Israelsen served as the Director of the China Cooperative Academic Program at USU. While in this role, he personally made over 50 trips to China, where he lectured and traveled extensively across the Chinese region.



At the Huntsman School, *we* provide incredible experiences that prepare students to *launch* their careers.

You get to help them soar.

Ruby Parkin Earl, '17, Marketing
MANAGER OF SALES DEVELOPMENT, LUCID

My undergraduate college experience at Utah State University was full of extraordinary and rich involvement. I had the pleasure to be a part of three life changing groups—The University Ambassador program, Huntsman Scholars, and Kappa Delta. University Ambassadors allowed me to share my love and passion for Utah State by recruiting high school students. Huntsman Scholars gave me the opportunity to learn abroad in England, and in multiple countries in Asia, with peers who helped me focus on learning to solve problems independently. Kappa Delta Sorority helped me to get to know people from diverse backgrounds and to build lifelong relationships. All of these experiences helped me build a network of supportive peers and extraordinary mentors that equipped me with the leadership and communication skills necessary to have a leg up to be successful here at Lucid.

These programs at Utah State taught me how to chase after my own happiness, drive myself towards my dreams, and find the good in every circumstance. Through the most arduous, but remarkable three years of my life, I learned that I can truly **dare mighty things**.



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what shapes us



“Dave Patel is the Associate Dean for Student and External Affairs at the Huntsman School of Business, and a remarkable leader. We are celebrating his 10th year at the Huntsman School. Having gotten to know him, I often wanted to have him share his story with a wider audience. This School would not be the same without Dean Patel.”

— Douglas D. Anderson, Dean

Dean Anderson: *Dave, you are a first-generation immigrant. What prompted your parents to immigrate to America? Was it difficult for them to leave India?*

Dave Patel: Neither of my parents had formal schooling beyond high school. My dad lost his eyesight when I was a little over a year old, so life in 1970’s India was a struggle. Our home was a rented room in someone’s house. That was our living room, bedrooms, kitchen. But I went to St. Xavier’s, the top ranked school in the state, at great sacrifice to my parents. The school was run by Jesuit priests from Portugal, and it was just an incredible place, with high academic expectations but an immensely caring environment.

Looking back, I realize my parents were hugely entrepreneurial, trying all sorts of things to make ends meet, like making and selling soap, selling textbooks, and tutoring students. But it was a daily grind. Like a lot of immigrants, they saw the US, while being foreign in every sense of the word, as an opportunity to become more, and to provide a much better environment for their only child. We had little materially, but it was a rich life filled with family and friends.

I was ten when we moved, and I was not really aware of what my parents left behind. In hindsight, I am sure it was incredibly difficult. My mom went from being an award-winning schoolteacher in India to a minimum wage assembly line job within a week of arriving in Salt Lake. My dad took two different buses each way, every day, to go to work at the Utah Center for the Blind. That left an indelible impression on me. And unlike today, when you can Zoom and Facetime 24/7 for free practically anywhere in the world, back then even phone calls to family back in India were rare. And yet they both believed unequivocally that they made the right decision.

DA: *How did the early years in the US inform your life?*

DP: My uncle had come to Utah around 1970 for school and work, and so we ended up in Salt Lake City. I was on a little league baseball team within a week or so of being in the US because my cousin, who was a really good baseball player, took me along for tryouts when

all I knew was cricket. I learned English at Twin Peaks Elementary School. I was a Boy Scout, tried lots of sports, and worked at Arctic Circle flipping burgers during high school. Whatever challenges there were from being different, from not looking like every other kid in the neighborhood or in the school—remember, we’re talking about late ‘70’s and early ‘80’s Utah, they were vastly outweighed by so many good people helping with small and big things along the way. I was so blessed to have many amazing people, from teachers and coaches, to friends and parents of friends, accept me into their lives. I learned from them and from my parents to treat people as individuals, and that relationships matter.

DA: *How and why did you choose to attend Utah State?*

DP: I was in the pre-med honors program at the University of Utah my freshman year, primarily because they gave me money, which was critical. But I discovered that I had zero aptitude for organic chemistry, and so it was a miserable year. After hearing great things about USU from high school friends who’d come here, I made I think my first adult decision and transferred. I loved USU from the start, from living in Mountain View Tower, walking on to the track team, being elected a student body officer, and even getting bad grades and changing my major three times. I made lifelong friends, and count teachers like Carolyn Rhodes, Randy Simmons, and Ross Peterson as amongst my greatest influences because they cared about me enough to challenge me.

DA: *You and your wife, Jen, also an Aggie, had great careers going in Washington, DC. In fact, you worked for several years for the Secretary of Defense. And then you came back home. What took you to DC, and how was the transition back to Logan?*

DP: I went to DC after graduating from USU and worked on Capitol Hill, putting to good use what Randy Simmons had taught me about taking large amounts of information and quickly distilling it into concise language. That skill served me well again and again, including writing memos from the SECDEF to POTUS. I learned a whole lot about leadership and building high-performing teams at the DoD. Jen went to law school at Georgetown, and then worked for a couple of large law firms. DC was such a huge learning opportunity, working alongside some really talented and dedicated people. We were there for 15 years, and the people we met and the experiences and opportunities we had there were life changing. Those experiences are also why I encourage students to get out of Cache Valley, out of Utah, when they graduate.

We all eventually return to the mothership though, right! Honestly, I didn’t see a return to Utah in the future when we were in DC, and now, after having

been back for ten plus years, coming back makes perfect sense. Cache Valley is just a great place to raise a family and to carve out a fulfilling life. At one point in DC, I had a 90-minute commute each way, and now, I can see my house from my office. Can’t beat that!

Utah State is my fourth employer. At every jump in my career, I’ve gone into a complete unknown, with no background in that industry. Being here is a bit different in that I went to school here and knew the place from that perspective. I love being surrounded by so much talent, from the incredibly capable and dedicated faculty and staff, to the fresh faces who cycle through, and the greater Aggie community that gives in so many ways. A university is all about building the future, so working in this environment is very fulfilling.

DA: *As you look out at the next 10 years, what are your hopes for the school?*

DP: As anyone who’s been in my office knows, I keep a printout of an email from Jon Huntsman taped to the wall next to my computer. In that email, from 2014, JMH challenged us to build the Huntsman School into one of the “top 3 or 4 schools in the country.” Not one of the best, or world class, or best in Utah. I may not be here when we get there, but I believe we can get there. The note is a daily reminder that everything we do ties to that big, hairy, audacious goal.

A top school is about impact on lives, not magazine rankings. Utah State retains the qualities that enabled this directionless college student to discover my place in the world, and I hope we continue to create and provide such opportunities for students.

DA: *What does it mean to you to be a citizen of the United States of America?*

DP: My story is one of possibilities. There are thousands of such stories. The idea of America is very powerful, especially for immigrants. That idea may be questioned from time to time, internally and externally. But I am a big believer that the perfect is the enemy of the good. The preamble to the Constitution says it right up front, “in order to form a more perfect union.” That’s a call to action and remains so. I find myself getting caught up from time to time in the thick of thin things, bemoaning the shortcomings of this or that. But the big picture is that my family came here with a few suitcases and not much else, and this place, and this people, enabled us to thrive. There is much work to do, but I am long on the United States of America.

“I learned from my parents that people and relationships matter, and I was so blessed to have many amazing people, from teachers and coaches, to friends and parents of friends, accept me into their lives.”



To Live & Live Well

BY JAIME CALIENDO

ILLUSTRATION BY HILARY FRISBY

Great leaders strive to live the kind of life that Ralph Waldo Emerson described, “The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

The Jon M. Huntsman School of Business is named after such a leader, driven by purpose, principle, and passion, and renowned for his ethical leadership, charitable giving across a broad spectrum of interests, and tireless fight to cure cancer.

The expectation and culture Jon Huntsman established around himself attracted other great leaders to his many causes. In 2010, Huntsman’s personal friend and leadership guru Stephen R. Covey accepted an endowed chair position to help further define the School culture and grow Huntsman School students into leaders of distinction. Now, a decade later, we are pleased to announce that three internationally renowned experts in leadership have joined the School to fill endowed chair positions in honor of the Huntsman and Covey family names.

In 2019, the Huntsman Foundation created a \$15 million Fund for Faculty Excellence to attract additional distinguished leaders and scholars to the School

“The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.”

— Ralph Waldo Emerson

and accelerate opportunities for students. Consistent with the School’s continuing efforts to shape principle-centered leaders, the Fund established the Stephen R. Covey Endowed Professorship and the Karen Haight Huntsman Endowed Professorship.

Dr. Susan Madsen, founder of the Utah Women & Leadership Project, has been named the inaugural incumbent of the Karen Haight Huntsman Endowed Professor of Leadership. She joined the Marketing and Strategy Department in the Huntsman School of Business July 1, 2020,

with a joint appointment in Utah State University Extension.

“Dr. Madsen’s is one of the leading voices in the state of Utah for women in business and higher education,” said Huntsman School Dean Douglas D. Anderson. “She is an extraordinary colleague, teacher, public intellectual, and role model. I am confident Susan will have a profound impact at Utah State University as she has had with every other organization with which she has been involved.”

“I know of no one who has been more effective as an advocate for girls and women in Utah during the course of the last decade than Dr. Madsen,” said USU President Noelle Cockett.

Boyd Craig and Lord Michael Hastings have been named the joint inaugural Stephen R. Covey Endowed Professors of Leadership. “Lord Hastings and Boyd Craig are close personal and professional friends, and in addition to their teaching and mentoring responsibilities will be outstanding ambassadors of the Stephen R. Covey Leadership Center at the Huntsman School,” said Anderson. “Through the Huntsman School’s global learning experiences in London, Hastings and Craig have demonstrated an exceptional connection

“I know of no one who has been more effective as an advocate for girls and women in Utah during the course of the last decade than Dr. Madsen.”

—USU President Noelle Cockett

with USU’s students, providing them with unique and transformational experiences that have deepened their understanding and commitment to principle-centered leadership. We are excited to leverage the impact of their influence to the benefit of many more of our students. Both of them, like Stephen R. Covey himself, see the potential in people and have a gift of inspiring others to realize that potential.”

Craig and Hastings will share the honor, among other assignments, and team teach a course, “Leading in a World of Constant Change: The Power of Principle-Centered Leadership,” during the 2020-2021 academic year. Their appointments began July 1, 2020.

“Michael, Boyd, and Susan are great individuals, and their appointment is a huge victory for the entire USU community,” said David Huntsman, member of the USU Board of Trustees and President of the Huntsman Foundation.

DR. SUSAN MADSEN

Dr. Susan Madsen considers it her life calling to help women and girls realize their leadership potential, because confident female leadership is an integral part of a thriving social system. “It’s important to remember that raising women and girls also raises men and boys, families, communities, and beyond,” explains Madsen.

Before joining the Huntsman School at Utah State University, Madsen was the Orin R. Woodbury Professor of Leadership and Ethics at UVU. A highly sought-after speaker and consultant, as well as a prolific writer and researcher, Madsen focuses on women’s leadership development. She is passionate about helping women establish a leadership identity and develop the confidence to lead, increasing awareness of leadership potential, and raising women’s leadership aspirations. Because education is a key factor in leadership success, Madsen created the Utah Women and Education Initiative and founded the Utah Women in Higher Education Network to help increase female college attendance and graduation rates.

One of Madsen’s greatest professional endeavors is the Utah Women & Leadership Project, which she founded in 2009. Through its numerous events, speeches, and social media, the UWLP reaches nearly 25,000 individuals each year. Madsen explains that the mission of the UWLP is “to strengthen the impact of Utah girls and women...by producing relevant, trustworthy, and applicable research; creating and gathering valuable resources; and convening trainings and events that inform, inspire, and ignite growth and change for all Utahns.”

“This is hard work. It’s a bit like moving mountains sometimes, and in fact, that’s the new slogan of our initiative, ‘Moving Mountains for Utah Women,’” says Madsen. “It evokes our state’s unique pioneer heritage and our history of climbing mountains toward something better. It renders a visual of the monumental

effort required to accomplish our work, and also the monumental impact women can have.”

Madsen’s 2015 policy brief titled *Why Do We Need More Women Leaders in Utah* discusses the impact of gender diversity in the workplace. It states, “Organizations will increasingly thrive when both men and women hold management and leadership roles [... because men and women] exhibit different leadership characteristics and attributes. These are not necessarily better or worse, merely different. [...] Both sets of attributes can add value to a situation, strategy, or effort.”

The brief explains that gender inclusivity has a wide range of positive effects on an organization including improved financial performance, a stronger organizational climate, increased corporate social responsibility and reputation, a more effective use of talent, enhanced innovation, and greater collective intelligence. “When there’s gender inclusivity, there’s greater innovation, creativity, improved problem-solving ability, new products, improved methods and procedures and processes in business. Gender inclusivity enables us to make better collective decisions because, together, we explore the full range of possible options to choose from.”

“There’s a need for complementary strengths,” explains Madsen. “If we only have one gender making the decisions, we’re only half as strong as we could be. In reality, there’s enough for all of us to do to make a meaningful impact.”

Madsen is excited about bringing the UWLP to the Huntsman School and USU Extension because it will provide a broader platform to educate both women and men in how to utilize women’s voices more effectively. “Leadership encompasses influence across the whole dimension of things our lives touch, so we need to influence the influencers—educators, fathers, mothers, both present and future,” says Madsen. “Women’s voices are often not utilized due to unconscious bias. Education is key in changing that. I want to help men and women in all areas change existing processes, systems and practices that inhibit the influence of women.”

BOYD CRAIG

Dr. Stephen Covey gave the young Boyd Craig *The 7 Habits of Highly Effective People* and *Principle-Centered Leadership*, and an invitation to reach out to him with his thoughts once Craig finished reading the books. Craig finished reading both books within the next 72 hours, and what was meant to be a 15-minute chat between appointments turned into hours of productive discussion between the two men, and ultimately became a lifelong partnership and mission to unleash

human potential by teaching individuals to lead lives of contribution and principle.

“I could sense the fire of Stephen’s dedication to teaching people around the world that principles ultimately govern our happiness and the most important outcomes we seek in life—in business, in relationships, in education, in society, in government, in families,” says Craig. “Universal, timeless, self-evident principles (natural laws) govern human effectiveness, relationships, and success in life just as much as natural laws such as gravity govern the natural world. His principle-centered leadership framework resonated deeply with me, and I wanted to help him achieve his mission.”

Covey famously defined leadership as the ability to communicate to people their worth and potential so clearly that they are inspired to see it in themselves. “He walked the talk,” recalls Craig. “Those eight words, ‘You can do it...I believe in you,’ became a theme and pattern of my work and partnership with Stephen. Time and again, Stephen gave me significant opportunities to lead and contribute to projects way beyond my experience. At every stage Stephen saw in me far greater potential than I saw in myself. And his affirming belief combined with the greatness of the need in the world stretched me to become equal to the challenge.”



“There’s a need for complementary strengths. If we only have one gender making the decisions, we’re only half as strong as we could be. In reality, there’s enough for all of us to do to make a meaningful impact.”

—Dr. Susan Madsen

Boyd Craig served as Executive Director of the Stephen R. Covey Group and Vice President of Higher Education at FranklinCovey for 23 years, and was also Stephen R. Covey’s collaborating partner, writer, and editor of 10 major books and more than 100 articles published in the *New York Times*, *USA Today*, *Huffington Post*, and *Harvard Business Review*. He is a Trustee at Intermountain Healthcare, a member of the National Advisory Board of the Jon M. Huntsman School of Business, and Vice Chairman of the Stephen R. Covey Leadership Center at Utah State University.

“Leadership is the enabling art,” says Craig, who is now dedicated to helping children worldwide develop the mindset, skills, and tools to unlock their own unique potential. “Every field of endeavor shows that leadership is the highest of the arts, simply because it enables all the other arts and professions to work.”

In 2012, Craig founded *Leader.org*, a non-profit organization that seeks to develop habits of leadership in the world’s underserved children. His foundation’s

“In the last few years of his life, Stephen Covey came to believe this work with children would be his most consequential contribution to the world, and I am honored to carry on this mission.”

— Boyd Craig



transformative work in influencing public education has brought “The Leader in Me” process, Covey’s 7 Habits geared toward children, to nearly a million school children and youth in poverty—profoundly impacting their lives, their families and communities, and their futures. His work expanded internationally in 2020, beginning in the Middle East.

“In the last few years of his life, Stephen Covey came to believe this work with children would be his most consequential contribution to the world, and I am honored to carry on this mission,” says Craig, who will begin teaching courses in principle-centered leadership at the Huntsman School in Spring 2021.

“There is no one who understands the leadership principles my father taught more deeply or broadly than Boyd,” said Stephen M.R. Covey. “He was my father’s most intimate collaborating partner for nearly a quarter century. He was not only deeply influenced by my

father, Boyd’s insight and thought leadership greatly influenced and enabled my father and his work.”

Mr. Craig is looking forward to the opportunity to work with Huntsman School students. “Over the next five, ten, twenty, fifty years, I believe the students and graduates of the Huntsman School of Business at Utah State University—and particularly those who become engaged in the Huntsman School’s Stephen R. Covey Leadership Center—will become known as leaders of the finest character and competence in the world. Lord Hastings and I are dedicated to the realization of this vision and will give our very best to this end.”

LORD DR. MICHAEL HASTINGS

Born in northwestern England near Liverpool, Michael Hastings moved with his parents and older brother to Jamaica in the mid-1960s. Within a few years, political tensions in Jamaica led to crumbling education and economic structures and a scarcity of goods and services. The once-peaceful people absorbed the toxic atmosphere of the leadership and turned to violence. Ongoing turmoil made it difficult for the Hastings family to obtain even the most basic food items and

“Michael, Boyd, and Susan are great individuals, and their appointment is a huge victory for the entire USU community.”

— David Huntsman, member of the USU Board of Trustees and President of the Huntsman Foundation

necessities. Young Michael’s earliest observations of hunger and poverty provided a profound lesson in social responsibility and the freedom of giving away the things he didn’t need, as he watched his mother dividing a box of food and supplies from relatives in Canada into equal piles to distribute to her friends and neighbors. She kept only one apple, one onion, and one bar of soap for their family, because that was all she felt they needed.

By the time he was a teenager, Hastings had seen enough of hunger and poverty that he knew his purpose in life. Speaking of purpose in a TED talk in 2014, Hastings said, “This is what will matter to me forever: to bend the power of the prosperous towards the potential of the poor.

To open doors. To engender enthusiasm. To empower change.”

For Hastings, leadership is inextricably tied to purpose. It’s about engagement, activity, commitment, sacrifice, and working to ensure other people’s freedoms.

“We find purpose in bending ourselves to the interests of others. We find purpose in identifying the reason for which we were born. We find purpose when we choose to move away from the self-indulgence that perpetuates our modern society. We find purpose when we work and we give. But we start first of all with the call that lies upon all of us which is to choose life, and in choosing life we get the greatest of it, which is to give it away.”

This philosophy has carried Hastings through a distinguished career in education, government, television broadcasting, business, and public service. He has worked extensively on inner city employment and development issues, crime, and racial equality, and has served as the first head of Corporate Social Responsibility at the BBC, as a trustee of the Vodafone Group Foundation, and is currently a vice president of UNICEF. In 2017, he was installed as the chancellor of Regent’s University London.

Hastings was awarded a Commander of the British Empire (CBE) for services to crime reduction, awarded a life peerage to the House of Lords, and received a UNICEF award for his outstanding contribution to understanding and effecting solutions for Africa’s children.

From 2006 to 2019, Hastings was Global Head of Citizenship at KPMG, a network of financial services firms across 147 countries with nearly 220,000 employees. His primary objectives there revolved around three ways the company could improve the quality of life for others: take the climate seriously, support the poor, and create a leadership culture where everybody knew how to give themselves away.

Initially, the board at KPMG didn’t understand the meaning of Hastings’ third objective. But then he discovered Pemba Island—a destitute, disease-ridden place near Tanzania—that the rest of the world had forgotten. With no specific plan in mind for how to



“Age is not the boundary of our potential. Principles, purposes, commitments, covenants, determination, the acts of the spirit and the will, these are the things that decide whether at 70 we have something useful to be, or at 17 we’ve given up.”

— Lord Michael Hastings

remedy the situation, Hastings asked the board to take a chance on his third objective. They were stunned that he would present a multi-million dollar proposal to an audit, tax, and business services organization with no business connection to the place. “They said, ‘Why should we do this?’ My response was simply, ‘Because we can—and because we can, we should. I gave them no other reason than that,’” recalls Hastings. “They told me, alright, then go and do it!”

Under Hastings’ leadership, KPMG invested nine years and three million dollars into the tiny island. “We built toilets, put in the electricity, created a working environment, a seaweed farming industry, reconstructed properties, redeveloped the fishing industry, and recovered the schools. Female attendance in the school went from around 20% to nearly 90%,” says Hastings. “We built a community of thriving, economically free people.”

Quoting theologian and philosopher John Stott, Hastings observes, “Perseverance is an indispensable quality of leadership. It’s one thing to dream dreams and to see visions. It’s another to convert a dream into a plan of action. It’s yet a third to persevere with it when opposition comes, for opposition is bound to arise. Real leaders have the resilience to take setbacks



“We find purpose when we work and we give. But we start first of all with the call that lies upon all of us which is to choose life, and in choosing life we get the greatest of it, which is to give it away.”

— Lord Michael Hastings

in their stride, the tenacity to overcome fatigue and discouragement, and the wisdom to turn stumbling blocks into stepping-stones. Real leaders add to vision and industry the grace of perseverance.”

Lord Hastings’ sense of purpose and perseverance propels him forward in his current efforts to eradicate hunger and poverty. When he received the Stephen R. Covey Principle Centered Leadership Award at USU in 2019, Hastings remarked, “I’m still at the beginning of the things I must do and the challenges in life that I need to fulfill and the calls that I haven’t yet made right, so to receive an award of this nature is exceptional; it’s beautiful, it’s compelling. But, it’s fearful because it carries with it a burden that goes deep into my own heart.”

“Age is not the boundary of our potential,” he continues. “Principles, purposes, commitments, covenants, determination, the acts of the spirit and the will, these are the things that decide whether at 70 we have something useful to be, or at 17 we’ve given up.”

Hastings closed his address at USU with a plea that leaders everywhere express increased love and consideration for humankind. “In taking on the choice to be people of principles, values, determination, and perseverance, we can love to deliver and deliver to love. All of us sit with this huge potency which, when an open-

hearted people give themselves away, creates a society that is known for its extremes of significant and meaningful generosity.”

Dr. Susan Madsen, Boyd Craig, and Lord Dr. Michael Hastings share a desire ‘to be useful, to be honorable, to be compassionate’ that is immediately evident in their work. They bring with them a lifetime of striving to lift and develop the underserved, the disadvantaged, and the defenseless among society. For the countless individuals already touched by their collective work, and for those whose paths they will yet cross, it makes a difference that these great leaders live, and live well. Their unique examples of compassion and brilliance will help Huntsman students to find their own purpose and unlock their limitless potential.

What gives life purpose?

perspective from Huntsman School friends



Scott Anderson, President & CEO, Zions Bank

In a letter to his granddaughter (Caroline Amelia Smith de Windt, January 24, 1820), John Adams defines what I believe to be the purpose of life and how we should live it. “Do justly: Love mercy; Walk humbly; This is enough for You to know and to do,” he wrote. “The World is a better one than You deserve; strive to make Your Self more worthy of it.” As one strives to live by the advice of Adams, they will have truly lived well and made a difference.



Karen Huntsman, Philanthropist, Huntsman Foundation

Our founders framed the American experience as being one of life, liberty and the pursuit of happiness. It is in working this unique template that we find purpose and ultimately employ our God-given talents to lift and serve others. This is where true happiness is found and something we’ve always tried to use as our foundation for life.



Noelle Cockett, President, Utah State University

My decisions, both professionally and personally, are guided by an emphasis on honor and compassion. An expectation for myself and people on my leadership team is that we act altruistically—that decisions we make are done for the good of others, not because of any apparent return benefit to the individual making the decision. The COVID-19 pandemic is a very real example of how our individual and collective actions affect other people. USU students, faculty, and staff are demonstrating every day that they are shifting their perspective from “I and me” to what they can do for others. I am so proud of the members of our Aggie family.

The Big Picture

BY JAIME CALIENDO

Daily life around the world has been deeply impacted by the Covid-19 pandemic, from how we communicate, work, spend, and engage with healthcare, to our consumption of food, education, and the availability of goods and services. In a look at *The Big Picture*, faculty from the Huntsman School provide their thoughts on some of the fundamental changes in business, propose solutions to tough problems, and raise concerns that emphasize the need for ethical leadership especially in times of change and turmoil.

Q

Numerous commentators believe the pandemic will forever change the nature of market exchange in America. What can you tell us about **e-commerce and online communication** as drivers of growth?

The trend for the last several years was already heading toward e-commerce—for instance, year-over-year growth in the e-commerce space over the 2019 holiday season was about four times what was seen in physical retail. That said, consumers' experiences during COVID will likely accelerate the effect by broadening the types of shopping that they conduct online. For instance, people who had never before grocery shopped online may realize that doing so and picking up their orders at Wal-Mart, which they might not have ever done were it not for the quarantine, was actually a pretty convenient experience and worth having again once the retail world goes back to normal. However, products that require more interaction (e.g., clothing, cars) probably won't see retail behaviors change due to the epidemic.

It will be interesting to see how people's shifting from in-person to online behavior affects us culturally. For instance, it's long been held that Gen Z, which has grown up communicating through online means, lacks face-to-face interpersonal skills. Does this shift, where work is being done remotely and the boss is more likely to text an employee than stop by a cubicle, mean that this group now has some job-related advantages from its more-native use of text and social communications?

It is well-known that online communication facilitates greater media selection bias—online, people can find the media messages that already confirm what they believe, which seems to push individuals further into already-established belief silos and makes them less open-minded about contradicting opinions. Relatedly, in recent years, as more and more people are getting their information from social media, we've seen an apparently deepening political divide among Americans and related concerns emerging regarding new-found viability of more-radical political messages. With people more likely to work from home and avoid the social spaces, some of these issues are likely becoming even more salient. If quarantine-style behaviors have a lasting effect and people continue their online behaviors in lieu of what they used to do face-to-face, these negative outcomes may possibly escalate. This could eventually cause some concerns for companies—not just from an HR perspective, but we've also seen a tendency of consumers to express concerns about what they perceive as the political views (or lack thereof) held by companies.

Brian Dunn

Assistant Professor, Department of Data Analytics & Information Systems



ILLUSTRATION BY HILARY FRISBY

PHOTO BY EMILY BEUS

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The **world of work** has been turned upside down by the Covid-19 pandemic. Remote work, WFH (that's Work From Home), and Zoomania have given new meaning to work-life balance. Three Huntsman professors share their thoughts on employee management during the pandemic and beyond.

Q: What will employee selection, development, and **performance management** look like in an era of remote work?



Chris Hartwell
Assistant Professor,
Department of
Management

are also gaining popularity. Utah-based HireVue is one of the companies many firms are using as a video interview platform for the initial interview filter. The hiring manager is recorded asking the video question (or the question is simply shown on the applicant's screen) and then the applicant records their response to the interview question. This is a very appealing option for companies because those involved in hiring can watch and rate the applicant on their own schedule, instead of having to be there at the same time as the applicant. However, applicants tend to have a negative reaction to these kinds of interviews (when compared to in-person interviews) because there is no two-way communication and they are unable to ask their own questions.

In the area of employee selection, Covid-19 is turbocharging an already evolving interview process. More and more, employers are opting for virtual interviews instead of in-person interviews. These can be done synchronously through technology like Zoom or Google Meet, where the applicant and interviewer(s) can hear each other and see each other on their computer screens. But asynchronous video interviews

Social media is another platform that employers use to source and recruit prospective employees. Survey responses estimate that more than 80% of employers use social media in employee recruitment and selection. Social media is especially important for finding passive job candidates - those not currently looking for a job, but who would be open to opportunities matching their skills and experience. Employers may also turn to personal social media sites such as Facebook or Instagram to market open jobs. Users should be wary of what they post on these sites (and who has access to view their information), as employers tend to view personal social media profiles looking for any red flags that might indicate that a person should not be hired.

Employee onboarding, or the process of training and orienting a new employee in the organization, has been deeply impacted by the pandemic. Since many jobs are now remote, much (if not all) of the onboarding is also remote, making it more difficult for new employees to establish relationships with their supervisor or other employees, or to be immersed in the company culture. Some companies are providing virtual trainings, sending swag in the mail, and even setting up virtual lunches or other opportunities for employees to interact.

Performance management is also made more difficult when employees are working remotely. Supervisors are forced to give up some control because they can't judge an employee's contribution by whether or not they are working at their desk all day. Instead, the new norm is quickly becoming management by objective, or focusing on the objectives of the job (what value does the job bring to the company?), the outputs delivered, and measuring an employee's contribution by the work they do and how well they meet the job objectives.

PHOTO BY EMILY BEUS



Julena Bonner
Assistant Professor,
Department of
Marketing and
Strategy
HSB Researcher of
the Year

Q: With an increasing number of people working remotely, how can **employers** keep their teams engaged and **productive**?

Prior to Covid-19, approximately 50-60% of the world's largest companies used some form of monitoring to track their employees' actions. As the pandemic unfolded and millions of employees were sent home to work remotely, sales of monitoring technologies used to collect and record data about employees' on-the-job behaviors surged.

Monitoring technologies allow employers to electronically monitor employees using email scanning, telephone recording, or keystroke tracking software. Technology also enables employers to randomly capture screenshots or video shots of employees throughout the day to assess whether at-home workers are working or using work time for personal pursuits.

However, monitoring may paradoxically facilitate the very behaviors such practices are intended to inhibit. Higher levels of performance monitoring may have unanticipated consequences for employees by making them feel that they are not truly the initiator of their actions. Rather, the over-monitored employee sees their supervisor or boss as being responsible for the employee's actions, allowing the employee to more easily rationalize bad behavior. This may facilitate increased deviant behaviors in the workplace.

This is not to say employers should not monitor employees. There are some benefits to monitoring, including using surveillance cameras as a protective measure for employees or using information gathered from monitoring to provide constructive feedback to employees on how to improve. However, it is also critical that employers are aware of potential unintended consequences of monitoring when considering whether and how to implement such systems.

Q: How does work from home impact the **work-family** interface?

The biggest challenge with remote work (more so when that remote work is from home) is the blurring of lines between our work and non-work lives, time, and attention. This is even more true during the pandemic because that remote work is not only being done from home, but kids may also be at home and trying to do schoolwork, etc. Thus, you'll see a lot more work-to-family conflict (work interfering with family) and family-to-work conflict (family interfering with work). Research indicates that broadly speaking, most people are not good at being in two roles at once. It's very difficult—some argue, impossible—to be both in our parent or partner role and in our worker role simultaneously. Mindfulness is key here, and in the pandemic, it is relentless because the entire family may be home all day, every day.

There are also significant "switching or transition costs" from having to mentally switch back and forth between our role as a professional and our role as a parent or significant other. Those transition costs deplete our mental, emotional and physical resources. So, we need to ask ourselves, "What role am I in right now?" and just be in THAT role. Don't try to occupy two roles in the same moment. That may mean turning away from your computer when a child comes in needing help with homework. Or putting a sign on your home office door that says, "Mom is in a meeting from 1-2:30. If you need something during that time, ask Dad/Mom or big brother/sister."



Merideth Thompson
Professor, Department of
Management



While the Covid-19 pandemic has negatively impacted jobs and spending in numerous sectors of the economy, we have seen a dramatic recovery in **stock prices**. What might explain this?

COVID-19 has had an unprecedented impact on society. Each person's daily life has significantly been turned upside down over the last six months. One indicator of the rollercoaster ride that we have been on the last six months is the stock market. The volatility in the stock market (over a 10-day period) in March, 2020, surpassed the volatility from the Global Financial Crisis (December 2008) and was similar to what was observed in the Great Crash (1929) and lasting Great Depression.

However, if we gauged whether our lives were getting back to a sense of normalcy from the stock market alone, we would be in error. In March, we observed a stock market that was down over 33% from its previous highs a month prior. Nevertheless, as of August

26, and just five months after the S&P 500 low, the market had rebounded to an all-time high. Many of us are left bewildered by a stock market that seems to be defying economic reality. It took about five years to recover from the Global Financial Crisis. What is causing this quick rebound?



Briggs Depew
Associate Professor,
Department of
Economics and
Finance

There are many factors at work, but there are three factors that are really pushing the market forward:

- 1 The anticipation of a vaccine. The market is sensitive to the news of a vaccine. Analysts at the financial firm UBS studied positive and negative vaccine related news and how it impacts the market. They found that positive news for a vaccine accounts for 6.5 percentage points of the S&P 500's growth since May. In effect, the market has priced-in the expectation of the development of the vaccine.
- 2 The growth of large tech companies. Indexes such as the S&P 500 are weighted by the market cap of the firms included in the index. Although Alphabet, Amazon, Apple, Facebook, and Microsoft only account for 1% of the firms in the S&P 500, their value accounts for over 20% of the S&P 500's market value. These five firms have grown approximately 40% this year and have had 100% growth since their low in March.
- 3 The Federal Reserve printing money. Congress has authorized over \$3 trillion in spending since March and additional stimulus packages are currently being discussed. To a great extent, stimulus packages are performed by the Federal Reserve printing money. In February, the total assets of the Federal Reserve were around \$4 trillion. By August, total assets were approximately \$7 trillion. In less than six months, the Fed has printed roughly \$3 trillion. In comparison, during the peak of the Global Financial Crisis, the Fed printed \$1.3 trillion from September 2008 through January 2009. Such stimulus programs under COVID-19 have effectively propped up the stock market.



It seems that massive **corporate bailouts** of historic proportions have become the new normal in times of economic turmoil. Do you expect this trend to continue?

During the 2008-09 financial crisis, the federal government provided an incredibly expensive \$840 billion fiscal stimulus package while the U.S. Federal Reserve created a number of new emergency lending facilities to keep banks and other types of firms afloat. The Federal Reserve's monetary stimulus amounted to approximately \$1 trillion in emergency lending during the peak of that financial crisis. The mere size of these programs was unheard of at the time. In the current day, however, the policy response to the recent Covid-19 pandemic and the accompanying economic shutdown makes the size of the 2008-09 bailout seem rather small. For instance, the 2020 CARES Act carried a price tag of \$2 trillion while the Federal Reserve introduced a "Main Street Lending Program" that will amount to a reported \$2.3 trillion in new borrowing. Will the trend in bailouts continue going forward? Given the two most recent crises, I would think that not only will the number of government bailouts increase, but the size of the bailouts will likely also increase.

How concerned should we be about this phenomenon?

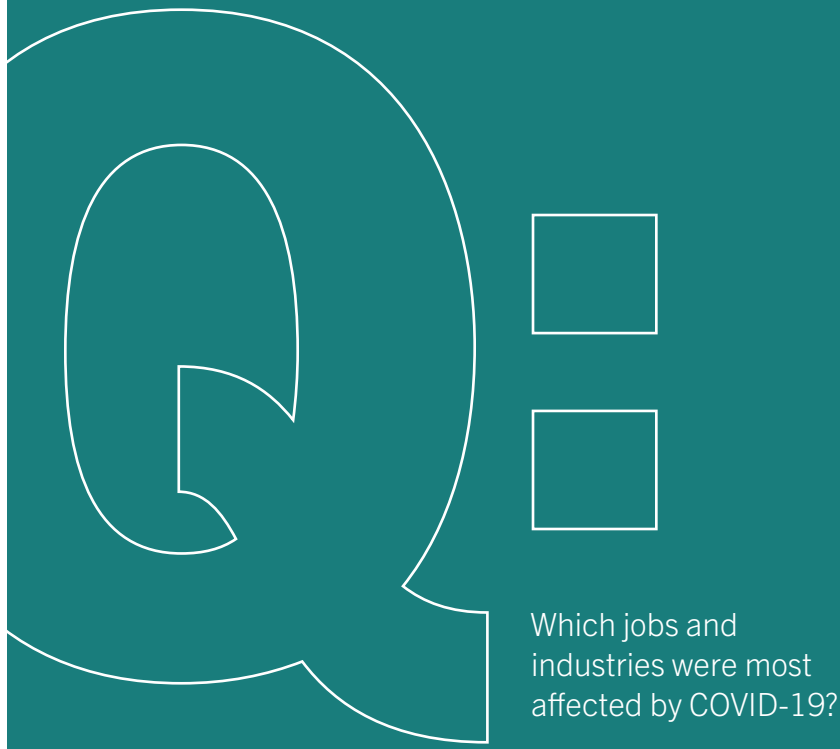
Aside from the contribution to the already-high national debt, I have at least two additional concerns. First, there is some evidence that suggests that those who are insured will typically engage in riskier behavior than those who are uninsured. This is called "moral hazard" and has been found to exist in various types of insurance markets. To the extent that bailouts (and other forms of stimulus) act as a sort of "synthetic insurance" against times of distress, the incentives of businesses

and individuals are likely to change, which might result in greater risk taking. Ultimately, the moral hazard associated with bailouts suggests that past bailouts are likely to generate greater risk taking both by firms and individuals, which could lead to more (and larger) bailouts in the future.

Second, I have a more subtle concern. Capitalism has assisted in creating some of the greatest prosperity the world has ever known. Recent data from the World Bank suggests that the percentage of the world's population living in extreme poverty (less than \$2 a day) has recently dropped below 10%. In the year 1820, that number was 94%. I'm afraid that government bailouts might create incentives for firms to become more politically active, through things like lobbying activity or participation in political campaigns, in an attempt to extract subsidies during periods when new bailout policies are being formed. This may be harmful for two reasons. First, instead of innovating and producing goods that society demands, firms might instead use capital on political activities. Any foregone innovation is likely to have negative economic effects. Second, this type of "cronyism" might become confused with capitalism and could eventually lead to the possible demise of capitalism and the incredible prosperity that goes with it.



Ben Blau
Head, Department of
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George S. Eccles
Endowed Chair in
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Katarzyna Anna Bilicka
Assistant Professor, Department
of Economics and Finance



The COVID-19 pandemic created an unprecedented effect on the economy, increasing unemployment to levels not seen even during the Great Depression. Many jobs have been lost, and claims for unemployment insurance have surpassed by far the all-time high. In light of this crisis, Congress quickly stepped in with support, spending nearly \$3 trillion on a host of programs to provide public health and economic support at the onset of the pandemic.

As public officials debate the need for additional government support, it is necessary to first understand which groups of the population are most vulnerable to this pandemic. We investigated four sets of characteristics that can shed light on the groups of jobs and workers that have been most adversely affected by COVID-19, including the contributing share and employment share of sectors and industries to a state's GDP, and the demographic characteristics of a state's employed and unemployed populations.

After analyzing a set of characteristics which have the potential to provide insight into vulnerability of states to COVID-19, we found that unlike what we usually hear in the media about the impacts of large sectors being affected by the pandemic, having a larger GDP-share or employment-share in a vulnerable sector, like retail, does not necessarily mean that the state is more vulnerable compared to others.

In a nutshell, we found that the variables that seem to best predict the vulnerability of states are demographic characteristics of the population, as opposed to specific industries. More precisely, we found that minority groups, young workers, and those without private insurance and college education are more

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PHOTO BY EMILY BEUS

vulnerable to the adverse economic effects of the COVID-19 pandemic. Further, states with a large percentage of already unemployed female workers, people below age 35, and minority groups have also seen larger increases in new unemployment claims.

Based on our results, a set of demographic characteristics that identify a subpopulation offers more predictive power regarding the vulnerability of a state to COVID-19-related job losses. Our research indicated that states in which female, young, and minority workers make up a larger share of the unemployed population experienced a larger increase in initial unemployment claims and are more vulnerable to the adverse effects of the COVID-19 pandemic.

These results suggest that certain population groups are more likely to be adversely affected by the economic effects of the crisis. The subpopulation that is defined based on these demographic characteristics is more likely to earn a lower income. We often think of low paid jobs as being associated with non-college educated, young, minority uninsured workers. These characteristics are not necessarily related to a type of occupation but are likely more prevalent in retail jobs.

COVID-19 has also resulted in many people having to stay at home to take care of their children. Low-cost childcare options are no longer available to large groups of the population in many areas. This is because schools, kindergartens, and nurseries have been forced to shut down by government mandates. This has resulted in some low-income workers not being able to afford childcare. We identified that states with a large portion of female, young, and minority workers who are already unemployed are more vulnerable to the adverse effects of COVID-19. These people may also be providing childcare in their households. This makes them even more vulnerable to the effects of COVID-19, especially in terms of their future labor market outcomes.

All of this suggests that policymakers should, in fact, structure future aid packages to be more directed towards this subpopulation. One potential way to do this is to make the next round of the stimulus checks more progressive. Instead of defining a cutoff at \$75,000 annual income for an individual or \$150,000 for a couple as the eligibility threshold for receiving the federal transfer, policymakers could offer a larger amount, but only to lower-income groups who are more likely to have lost their jobs, and also more likely to be short on savings. They could then decrease the transfer value as income level increases. Making future aid packages more targeted based on demographics rather than industry will help get aid to those who need it most.



Sepideh Raei
Assistant Professor, Department
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Q=

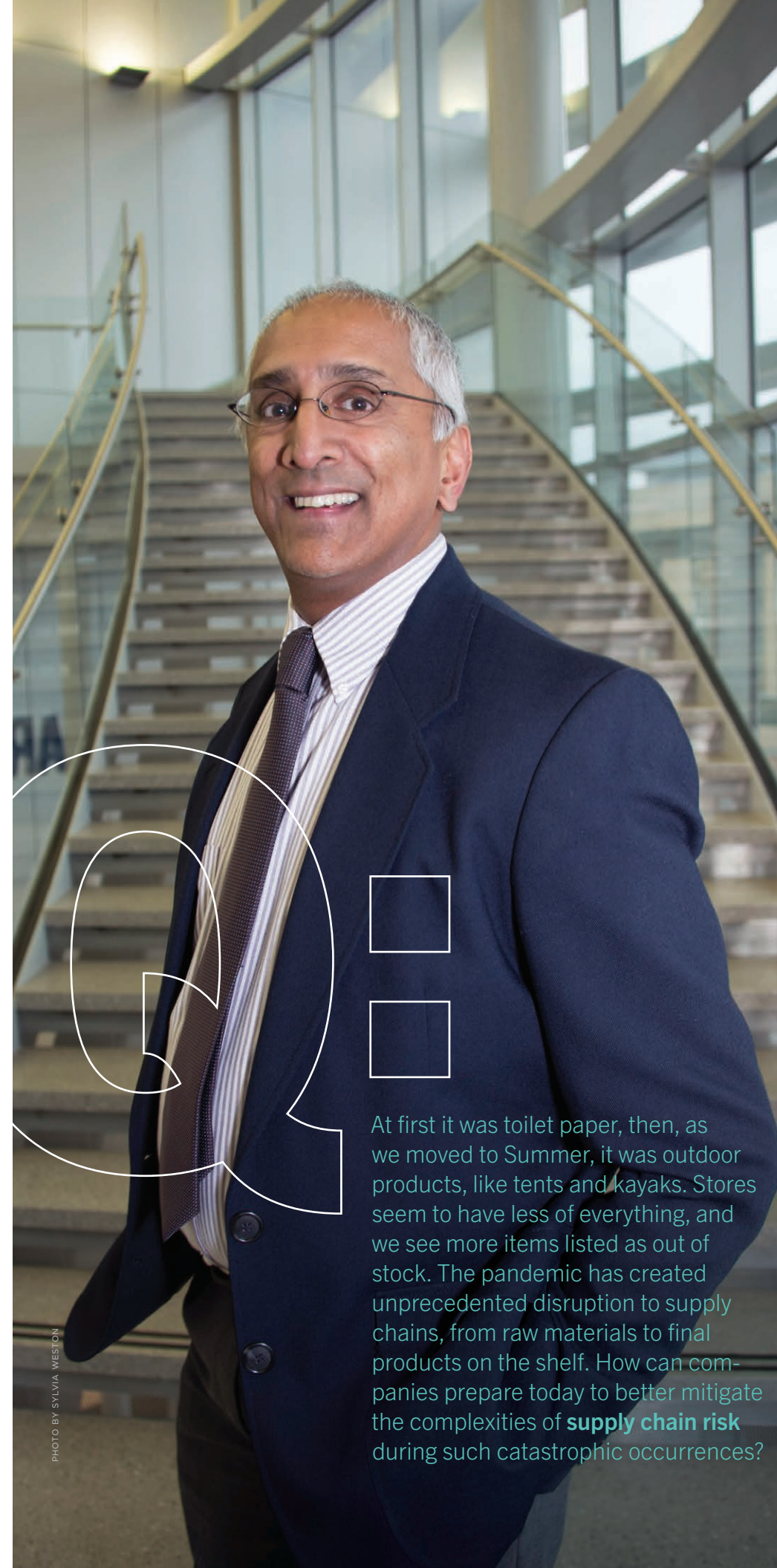
We've seen a number of **global trade agreements** and alliances dissolve in the last few years. What opportunities and challenges do you see on the horizon, especially as the global economy attempts to rebound from the pandemic?



John Gilbert
Professor, Department of Economics and Finance

While there have been some high-profile cases such as Brexit, overall the trend of liberalizing international trade through global trade agreements has accelerated over the last few years. For example, in 2019 the European Union signed two new free trade agreements, with Japan and the Southern Common Market (MERCOSUR), thereby linking Europe with East Asia and South America. In terms of the 'mega-regional' agreements in Asia, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) negotiations were concluded and signed in 2018, and the members of the Regional Comprehensive Economic Partnership (RCEP) have also completed negotiations. The current anti-trade stance of the United States, exemplified by the withdrawal from the Trans-Pacific Partnership and on-going trade disputes with China, Canada and the EU, is an exception to global trends, an exception with serious consequences for the US and global economies. The US, traditionally a leader in the push for more open trade, has been left largely on the sidelines as China and Europe have greatly expanded their influence. This represents both an opportunity lost and a challenge for the US to regain its former authority.

Covid-19 has exacerbated an already precarious position. We don't yet know how much impact the pandemic will have on trade, but it will be substantial. The closest point of comparison we have is the recession of 2007-2009 that came in the wake of the financial crisis. US trade fell by more than 25 percent, with almost all industries impacted, and it took nearly three years to recover to pre-crisis levels. The WTO has projected that global trade will decline by up to 32 percent as a result of Covid-19, and even that may be optimistic. Early US figures are not encouraging. US merchandise exports, already down in 2019 due to rising trade tensions, fell 10 percent for the first four months of 2020, and 30 percent in April (year on year). Services exports were down eight percent and 23 percent over the same periods. We have a long and difficult road ahead.



Vijay Kannan

Head, Department of Management
Vernon and MaRee Buehler Endowed Professor
Executive Director of International Programs

Most supply chain disruptions result from either a supply shock such as a strike or natural disaster, or a demand shock such as a new product entry or change in economic conditions. Typically they are also geographically localized. The current situation is unique and responses to it challenging because of the simultaneous and global supply and demand shocks. So how to do better next time?

The difficulties with PPE availability and COVID testing are a microcosm of the challenge to the entire spectrum of products and supply chains. Seemingly inadequate advance planning and pre-positioning of resources, and inherent supply constraints once the global scale of the crisis was clear, quickly led to material and product shortages. Disruptions are a fact of life for supply chain professionals, and while Covid-19 is unprecedented, it can be a wake-up call in planning for future disruptions.

Geographically diversifying supply chains, reducing dependence on a small number of global manufacturing centers, and de-emphasizing cost reduction and efficiency in favor of responsiveness can position supply chains to respond more effectively to sudden change. We were already seeing a move away from manufacturing dependence on China due to cost, and the pandemic may increase that movement. Better mapping, understanding, and availability of the dynamics of the entire supply chain, not just immediate customers and suppliers, will provide greater visibility of potential pinch points throughout the supply chain, and could create opportunities for more effective supply chains.

At first it was toilet paper, then, as we moved to Summer, it was outdoor products, like tents and kayaks. Stores seem to have less of everything, and we see more items listed as out of stock. The pandemic has created unprecedented disruption to supply chains, from raw materials to final products on the shelf. How can companies prepare today to better mitigate the complexities of **supply chain risk** during such catastrophic occurrences?

PHOTO BY SYLVIA WESTON



ALUMNI

ALUMNI NOTES

*We want to celebrate life's moments, milestones, and achievements with you!
Send your alumni news update to huntsman.editor@usu.edu*

'60s

William W. Brinton '69 is the Owner of Brinton Investments, LLC

'70s

Gerald L. Brown '77 is a Commissioner District 5 at Idaho Wheat Commission

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James R. Kearn '71 works as a Senior Consultant for Charles River Associates

Richard L. King '72 is on the Advisory Board at Digimarc

Paul Miller '75 works as a Regional Production Manager for Academy Mortgage Corporation

Santiago Morera '75 is a Managing Director & Executive Consultant at CEIS Review Inc.

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John C. Payne '77 is the President of Logan River Academy

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D. Fred Stiver II '73 works as the Director of Business Development for Giant Move Equipment Co.

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Ryan Carmen Woolf '81 is the Director of Finance & Shared Services at Beijer Electronics Inc.

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Shan G. Edwards '98 is the CFO at Zars Inc.

Dennis Ray Elwood '93 is the VP of Finance at Kaman Corporation

Sherise Federico '99 is a Director at Chatham Financial

Colin Warren Forbes '90 works as a Group Sales Manager for Davidson Companies

Daniel S. Garceau '97 works as the VP of Lean & Business Operations for GE

Natalie L. Grange '99 is an Assistant Controller at Salt Lake Community College

Mitchell R. Hansen '90 works as a CPA, CMA, and CFE for Clark Nuber PS

Brandt Joseph Hellstern '97 works as a Business Development Manager for IPS Meteostar Inc.

RoLynne W. Hendricks '94 works as a Marketing Executive for Cooper Norman CPAs & Business Advisors

Aggie in Minnesota

After interning at General Mills in 2017, **Chelsea Yoshikawa, Marketing & Business Administration '19**, was hired full-time in 2018 as the Amazon Trade Planning Associate and Recruiting Lead for USU. While at USU, she was a member of the Society for International Business and Economic Development, and also served as USUSA Diversity & Clubs VP, USUSA Activities Club Director, USU Out-of-State Ambassador, and Programming Specialist for USU ProSales Professionals.



Lynn J. Hirschi '93 works as a Partner for Express Employment Professionals

Kolby J. Hoelzle '99 is a Managing Consultant at IBM Corporation

Travis Lee Hoopes '97 works as the President of Lazy One Inc.

Boyd Hunter '95 works as the CFO for TAB Bank

Steven L. Jack '92 is the Managing Director of Forest Management at Timberland Investment Resources

Darin West Jacobs '97 works as the CFO for Beauty Industry Group

Todd Jensen '94 is the CFO at Lewis Cabinet Specialties

Brent R. Johns '95 is a Controller at the Universal Trailer Corporation

Rick John Krebs '94 works as a Principal for My Biz Value

Ajay C. Krishnan '95 is a Portfolio Manager at Wasatch Advisors Inc.

Shailaja S. Krishnan '95 works as a Microenterprise Program Coordinator for the International Rescue Committee

Bruce W. Lee '94 is the Owner & President at ComForCare

Joon Ho Lee '90 is an Honorary Research

Fellow at the Korea Small Business Research Institute

Bobby Liu '90 is the CFO at Burbank Water & Power

Bryan S. Magleby '93 is an Executive Director of the Idaho Innovation Center

Burton W. May '92 works as a Senior VP for Continental Bank and Trust Company

Robert H. McKenna '97 is the Principal & CEO at Fovea, LLC

Nate R. Morreale '98 is a Chief Flight Paramedic at the Air Medical Resource Group

Rebecca Moulton '98 works as a Corporate Counsel for MX Technologies

David E. Mumm '90 works as a VP Branch Manager for D. L. Evans Bank

Shane A. Norman '97 works as a Finance Credit Manager for Wheeler Machinery Company

Ryan N. Ogden '98 works as the CFO for Jeunesse Global, LLC

Tyler R. Olsen '98 works as the President for Platte River Wealth Advisors

Jason Joseph Parker '97 works as a Sales Manager for J. D. Heiskell & Company

PHOTO BY BLAKE NEMELKA



On Top

(Left to Right) Blair Gardner, Mitch Hayden, Gavin Washburn, Garff Hubbard, Mark Holland, Laird Washburn, and Steve Baker dared mighty things by summiting Mount Kilimanjaro, the highest point in Africa.

Scott F. Parkinson '92 is a Controller at Autoliv ASP Inc. Chief Investment Officer for Surety Wealth Management

Nate C. Peterson '91 is a Director of HR at Gossner Foods Inc. **Tyler T. Rast '98** is the General Manager & VP of Operations at Beehive Brick & Stone

Troy Peterson '94 is the Director of Construction for the Arizona Cardinals Football Club

Tyler Brad Quigley '97 works as a VP of Business Development for Arthur J. Gallagher & Co.

James Dean Raney '97 works as a Quality Control Manager for Schaffer Industries

Jason Scott Rasmussen '92 works as a Managing Director for SlateStone Wealth, LLC

Jason Scott Rasmussen '92 works as the President &

Chief Investment Officer for Surety Wealth Management

Tyler T. Rast '98 is the General Manager & VP of Operations at Beehive Brick & Stone

Sherrie L. Rees '90 is a CFO & Senior VP at Medallion Bank

Heidi Peterson Risk '93 works as the VP of Finance & CFO for Tradition Golf Course J. Gallagher & Co.

Justin Ray Robinson '97 is the CFO at Lundahl Building Systems

Mitchell K. Rowe '97 works as the Chief Revenue Officer for Ivanti Inc.

Cory Roger Smith '97 is a Financial Planner at Allegis Financial Partners

Nathan M. Smith '96 is the President at LightCam, LLC

Timothy Carl Snooks '95 is the VP of Sales at the Minburn Technology Group, LLC

Shaunalee Stanger '90 works as a Managing Sales & Delivery Partner for MultiTek, LLC

David H. Stump '90 works as the CFO for Mentors International

Mark Aaron Suvak '97 is the VP of Operations at Basin Material Handling

Lori A. Thomas '97 is a Debt Management Specialist at Chatham Financial

Steve D. Thurber '99 is a Software Architect at inContact

Curtis K. Turner '98 works as the CEO for Candelaria Mining Corp.

Spencer Allen Wagner '99 is the VP of Sales and Marketing at Koelsch Communities

Janice Wallentine '90 is a Director at ELITech Group

Raymond C. Wariner '94 works as the Controller for Wasatch Storage Partners

Jason Richard Wendel '98 works as the Senior Manager of Information Technology for KPMG International

Colby R. Wheeler '98 is a Principal at Bardin Hill Investment Partners

Brad J. Wilson '96 works as a Director of Business Development for the HR Certification Institute

Curtis Skip Wilson '94 works as a Western Regional President for Chartway Federal Credit Union

Dave R. Woolstenhulme '95 is the Commissioner for the Utah System of Higher Education

Krissa N. Wrigley '91 works as the Director of Operations for AppDetex

Darrell S. Yeates '95 is the Assistant VP of the Commercial Loan Team Lead at Security Service Federal Credit Union

Matthew L. Zollinger '96 is a General Manager at Mine Site Technologies Limited

Travis L. Allen '00 is the President & CEO of Loudoun Credit Union

Chad Lewis Anderson '02 works as the Director

of Accounts Receivable for Links Health Care

Kade Leon Applegate '09 is the Senior Manager of Digital Content at Cricut

Darren Lamont Arnold '06 works as a Controller for MKS Instruments Inc.

Garrett A. Atwood '05 works as a Marketing & Logistics VP for Wolverine Fuels

Judd J. Austin '06 is the President at Lewiston State Bank

Benji Baumann '03 is the CFO at Brigham City Community Hospital

Joshua J. Baxter '02 is the CEO of Net Documents

Casey M. Beck '02 works as a Branch Manager for Western AgCredit

Brett R. Behling '00 is a Regional Manager at Farm Bureau Insurance

Greg Bellessa '04 works as a Senior District Sales Manager for AdvancedMD

Brian R. Blotter '00 works as a Human Resources Manager for Malouf Fine Linens

Scott D. Boman '00 works as the VP & CFO of DataMaster Company

Emile F. Bonfiglio '01 is the Owner of Luxury Home Magazine

Joe Brewer '05 is the Director of Portfolio Management at Calpine Energy

Brandon Blake Broadhead '09 works

as the Director of IT for Davis & Bott

Ben S. Byington '08 is a VP at Moreton Capital Markets

Gabriel M. Christensen '07 is a Broker at GBS Benefits Inc.

James G. Coburn '05 works as an Associate Manager for Emids

Gregory G. Cole '03 works as a VP of Finance for Gabb Wireless

Thomas Wilson Colligan '07 is a Corporate Controller at Venafi

Jordan Richard Collins '07 works as a Managing Partner for Divergent Wealth

James Jackson Cone '06 works as the Director of Cone Family Properties, LLC

Trevor L. Cook '03 is a Corporate Compliance Officer at Bear River Mental Health Services Inc.

Michael J. Cooper '04 works as a Branch Resources Manager for Lamb Weston Holdings

Wesley C. Crandall '09 works as the President of Jones Creek Beef

Devin C. Daines '07 is a Litigation Associate at Fox Rothschild, LLP

Cory M. Davidson '03 works as a Lawyer for Gravis Law

Eric D. Defries '08 works as the Senior VP of Mortgage Risk and Operations for the Bank of Utah

Spencer T. Erickson '05 is a Managing Director of Fund Tax at KPMG International

Jason D. Esplin '00 is the VP of the Senior Loan Group at Voya Financial

Matthew A. Ethington '06 is a Controller at

Wasatch Commercial Management

Miguel A. Fernandez '03 works as a Controller for Fisk Electric Corp.

Nicole Forsgren '01 is the VP of Research & Strategy at GitHub

Jonathon T. Gay '07 is a Principal at Kenzington Capital Ventures

Shara Gibbons '06 works as a Data Analyst for Utah State University

Jesse R. Gibbs '09 works as a Territory Manager for Malouf Fine Linens

Darren J. Gooch '04 is the Chief Operating Officer & CFO at Loveland Innovations, LLC

Kari Grover '02 works as an HR Manager for Hexcel Corporation

Nathan B. Holman '02 works as the VP of Sales & Marketing for Juniper Systems Inc.

Michael J. Holt '05 works as a VP for Brighton Bank

Andy Hyer '03 is a Client Portfolio Manager at NASDAQ

Brian R. Innes '04 works as a Partner for Hansen Black Anderson Ashcraft, PLLC

James L. Jenkins '02 works as the VP &

Preston P. Jensen '02 is a Partner at Panda Accounting

Cory H. Jensen '06 works as a Regional Sales Manager & Product Manager for McLanahan Corporation

Tristan L. John '02 works as a Managing Partner for John & John, PLLC

Joel C. Johnson '02 is the Manager of Operations at Wasatch Photonics Inc.

Jordan R. Knutson '08 is a Manager of Human Resources at Casper's Ice Cream Co.

Brett M. Kraus '05 is an Associate Counsel at Conserve

Andrew D. Laing '04 is the CEO at Ogden Polar Group

Bart K. Larsen '01 is a Shareholder at Kolesar & Leatham, Chtd.

Erik K. Larsen '01 works as a Private Banker for City National



Mike S. Haslam '08 works as a Managing Partner for Voyant Legal, PLLC

Martin D. Hassell '06 is an Assistant Professor at Marquette University

Jotham D. Hatch '02 is the VP of Training & Development at Chem-Dry

Timothy P. Heare '05 is a Sr. Marketing Manager at Expedia Inc.

Director of Finance for CAO Group

Jared L. Jensen '08 works as a Senior Director for Floor Coverings International, LTD

Katie Christensen Jensen '09 is a Business Development Manager at Business Wire

Michael S. Jensen '02 works as the CEO for Utah Community Health Inc.

Dalynn Jones '00 is a Human Resources Manager at Autonomous Solutions Inc.

Kendall S. King '05 works as a Digital Strategist for Sprout Pharmaceuticals

Tyler R. Kirkham '02 is a Controller at CoorsTek Inc.

Shaun S. Kjar '07 works as the City Manager & Airport Manager for The Ephraim City Utilities

Community Service

iFit Interactive Fitness, founded and operated by Huntsman alumni, donated one million medical-grade surgical masks to the state of Utah. In addition to this donation, iFit also provided additional masks to the City of Logan, Logan Regional Hospital, Logan police and fire departments, Utah State University, Cache Valley Hospital, local nursing homes, and essential workers in Logan, where the company is located. In a statement, iFit Chairman and CEO **Scott Watterson '79** noted that "Helping people stay healthy is what we do every day in our business. We know exercise provides real physical and mental health benefits to people during a pandemic. Masks also provide a real health benefit. Donating these medical-grade surgical masks is a natural extension of our mission to help people lead healthy and balanced lives. We invite other Utah companies to continue to assist their communities where and how they can."



GM Promotion

After just under two years as an Inside Sales Rep at Laird Plastics, **Jeremy Bowe**, Marketing, '16, was recently promoted to General Manager of one of their biggest regional offices in Las Vegas.

Built *to* Last

BY JAIME CALIENDO

“A boss is a boss, it is ever so clear. But a boss and a friend, is ever so dear,” writes Hal Edison, the 101-year old Huntsman School of Business alum who recently made a generous donation in memory of his employer and friend, Earl Stone.

Edison met Earl Stone right after high school, when he started working at Stone’s Grocery Store in Logan, Utah. They took an immediate liking to each other, and their friendship left a lasting impression on Hal. “He was a good boss. We respected each other,” says Hal, who remembers Stone as kind and patient with his employees. Stone treated them with dignity, and once he even lent Hal his car so Hal could take a girl to a dance.

Stone’s quiet generosity is still a wonder to Hal, and inspired his gift to the Huntsman School of Business in Earl Stone’s name. “He was always being asked to contribute to causes and he did so without anyone knowing,” recalls Hal. “Most of all he gave me a job, twice, once before the war and once afterwards. Jobs were hard to come by in those days, and I’m so grateful to him.”

Hal Edison was born in the Budge Hospital in Logan on August 24, 1919. Amid the economic boom of the Roaring Twenties, Hal passed an idyllic childhood in rural Hyrum, ten miles south of Logan. By the 1930s, the US was deep into the Great Depression and 12-year old Hal, who had milked cows on his grandparents’ dairy farm since his early childhood, got a job at the general store sacking potatoes into 10-pound bags to help contribute to the family finances.

The Edison family moved to Logan when Hal was 15 years old. Finances were tight, and he was determined to keep working, so every Friday after school, Hal rode the train to Hyrum where he worked in the general store until closing, slept in a cold room above the store, then worked all day Saturday and rode the bus home Saturday night. His gratitude for the opportunity to work outweighed the hardships of the job. “I made about five dollars [for 18 hours of work], and considered myself fortunate to have a job when so many others were out of work,” Hal recalls. He was grateful to find a job closer to home after high school, at Earl Stone’s store.

Economic and political turmoil erupted into World War II, and in 1942 Hal enlisted as a paratrooper in the Army, and was assigned to the 505th Regiment of the 82nd Airborne Division. Nicknamed “Slats” by his army comrades for being exceptionally tall and slender, Hal’s grit and also a good bit of luck helped him survive five successful combat jumps in some of the deadliest campaigns in Italy, Holland, Belgium, and Germany. While in the Army, he also contracted malaria, nearly froze to death, and spent a month in the infirmary with a punctured lung and several broken ribs. Landmines and nearly constant enemy fire claimed the lives of many of his dearest friends, whom he has never forgotten.

Sociable by nature, Hal studied Business Administration at Utah Agricultural College following the war, where he graduated in 1947 from what would later become the Huntsman School of Business at Utah State University. By this time, Earl Stone had opened Low Cost Drug Store, and Hal was a natural fit for the manager position. He welcomed the opportunity to work with his friend again.

“Earl was carefree and fun. He never fired me though there were several occasions when he could have,” says Hal. He remembers the time a watermelon got broken, and the stock boys started an impromptu food fight in the store. “Somebody hit the spice section—the pepper, the Schilling cans. They spilled all over the place. But he didn’t

“Being successful boils down to working hard, and doing your job. My motto was, ‘A job worth doing is worth doing well.’ And I was lucky because I liked what I did. It was the people that made my job fun.”

get mad about that,” Hal laughs. “We had a lot of good times together,” he continues, remembering shared lunches at the Pigpen Café, listening to the jukebox, playing snooker (similar to pool), and flipping coins to see who would buy sweet buns for the group every day.

In 1951, Hal became a pharmaceuticals and medical supplies rep for McKesson & Robbins where he worked for more than 33 years, eventually covering the western half of the United States. He was well liked by his customers, and was promoted many times within the company.

“Being successful boils down to working hard, and doing your job,” says Hal. “My motto was, ‘A job worth doing is worth doing well.’ And I was lucky because I liked what I did. It was the people that made my job fun. I had a lot of friends,” he chuckles.

Still going strong, Hal plays pool every Friday, eats sweet buns and drinks half of a Coke daily, and enjoys watching the Utah Jazz. He is a voracious reader of the Smithsonian, National Geographic, the sports section in the newspaper, and anything about music history, which is a special interest of his. He can sing the lyrics of every song from 1930 to 1950.

“If you should survive to 105, look at all you’ll derive from being alive,” he sings, quoting Frank Sinatra’s “Young at Heart,” which captures the essence of this man who is determined to live to at least 105.

With more than a century of memories and life experiences to reflect upon, Edison’s thoughts turn most often to gratitude for his education, work opportunities, and to the people who made a difference in his life, like his family and Earl Stone. “Earl was A1. Best of the Best. He’s A1 in my heart,” says Hal. “I’m most proud of marrying my wife and having children. I’ve had 100 years of blessings.”

At more than 100 years old today, Hal embodies the timelessness of grit, gratitude, and graciousness. The Huntsman School of Business is proud to call this remarkable centenarian an alum. We hope to produce students who, like Hal Edison, are built to last.



MORE ABOUT HAL:

His mom chose the name “Hal” based on a character in Jack London’s *The Call of the Wild*. (Hal is the middle brother.)

Hal miraculously missed D-Day when an auto-bicycle accident kept him in the hospital.

Hal graduated from USU in 1947 with a degree in Business Administration.

Before Hal married his wife Alice Nelson, he had hired her for a summer job at the drugstore.

Hal has traveled the world with Alice and their daughters, Carol Anne and Margaret.

Hal still has a portrait drawn by one of his pals, in Paris, in 1944.

Hal can tell you the history of all the drug stores and pharmacists in Salt Lake and Davis counties.

Hal has recorded hundreds of hours of music from the 30s and the Big Band era for his girls. He knows the life stories of the musicians as well as most of the lyrics.

PHOTOS COURTESY OF CAROL EDISON



Alumni All Stars

Alison Evans, HR Management '10, MHR '13, and **Matt Vance**, Business Administration '14, recognized as HR Professionals of the Year by Utah Business magazine. Alison is the Director of HR at Your Employment Solutions, while Matt serves as the employee experience manager at Malouf.



Bryce Larsen, Marketing '15, recognized as one of the 40 Under 40 by Home Furnishings Business. Bryce serves as the Marketing Director for Maven, a home furnishings business located in Cache Valley.



Heather Mason, Marketing and Journalism '96, recognized by LASSO Workforce as one of the top 50 women in the events industry. An entirely self-made "girl from Idaho," Heather grew her Caspian Agency into the elite 3% of women-owned businesses in the US with over \$1 million in revenue.



Michelle Smith, Marketing '99, recognized by Utah Business as one of 30 Women to Watch. Michelle is the Senior Vice President for people at the Larry H. Miller Group.



Lori Weston, MBA '11, one of the Top Five Hospital Administrators During the Covid-19 Pandemic as determined by the emergency physicians who staff their ERs. Lori is the CEO of Intermountain Healthcare Park City.



Tara Williams, Accounting '11 received the UACPA award for Women to Watch: Emerging Leader at the UACPA's Annual Inauguration & Awards Banquet. Tara is a CPA with Cook Martin Poulson.



Lisa C. Levanger '03 is the VP of Human Resources at Wasatch Commercial Management

Spencer Malin Lewis '06 is a Chief Technology Officer at Eleutian Technology Inc.

Shane B. Lowe '01 is an Account Director for Microsoft Corporation

Cameron S. McBride '00 works as a Chief Operating Officer for Valley Behavioral Health

Michelle McBride '05 works as a Controller for Advanced CFO Solutions

Rylee Travis Mcdermott '08 is a Senior Fiduciary Advisor Specialist at Wells Fargo

Tyler J. Mchenry '04 is the Assistant Director of Aviation Finance at the McCarran International Airport

M. Jason McKee '01 is the CFO at Strata Networks

Shawn T. McNamee '03 is a Senior Sales Operations Analyst at Repligen

Michael L. Mellor '05 works as a Senior Director of Information Security for Adobe Systems Inc.

Casey M. Monsen '05 is a Managing Partner at Andina Inc.

Badri Narayanan '05 is the Founder & CEO at Equity Levers

Christoffer D. Neal '05 is a Partner at Cherry Bekaert, LLP

Nathan Needham '09 is a P&L and Go-To-Market Lead at Intel Corporation

Jordan E. Needles '01 is a Principal at CBIZ Inc.

Jason R. Nelson '05 works as a Financial

Advisor for LPL Financial Services

Patrick S. Nelson '00 is the CEO at Nelson Brothers, LLC

Brandon O. Nielsen '03 is a Lead Programmer at R. R. Donnelley & Sons Company

Jacob Nielson '04 works as the CFO for Wasatch Residential

Colby J. Nish '00 works as the Sales Leader of Zoom Phone for Zoom Video Communications

Dylan J. Olsen '07 works as the President of Wasatch Acquisitions and Capital

Daniel Todd Orchard '06 works as the President for Scentsy

Preston O. Otte '07 is a PGA Head Golf Professional at The Highlands at Dove Mountain

Mike Otto '03 works as the Team Lead of Supply Chain for the Parker Hannifin Corporation

Jami A. Perrett '01 works as a Senior HR Consultant for IHC Health Services

David S. Perry '04 works as a Branch Manager for Academy Mortgage Corp.

Randall Thompson Petersen '06 works as a Business Development Officer for KLC Financial

Richard C. Price '00 is the Founder & Managing Partner for Global Business Solutions, LLC

Amy L. Randle '04 works as a Director for Brandenburger & Davis

Nathan Rhees '00 works as a Principal for AIS Capital Management

Justin H. Ricks '02 is a Financial Planner at Massachusettes Mutual Life Insurance

Benjamin H. Riley '02 works as a Chief Global Sales Officer for Younique

Daniel P. Rinehart '02 works as an Assurance Partner for Wisan, Smith, Racker & Prescott, LLP

Erik L. Robinson '02 is a Sales Manager at Academy Mortgage Corp.

Jason H. Rockwood '03 works as an Executive VP for Conserve

Michael C. Rockwood '01 works as the VP of Finance for Balsam Brands

Adam J. Scott '01 is the Owner at JH Builders Inc.

Payton S. Sharp '08 is an Executive Director of Operations at Compliatric

Jake H. Smith '06 is a Sales Director at BMC Software

Jared Smith '00 is an Associate Director at WebAIM

Kenneth L. Snarr '04 is a General Manager at Acumen Learning, LLC

Ryan L. Snow '01 is the City Manager of the City of Providence

Jeffrey D. Steed '03 works as a Chief Legal Officer for Malouf Fine Linens

Michael D. Steed '06 is the Director of Finance at The Walt Disney Company Foundation

Jeremy L. Stewart '02 is a Business System Analyst at Zions First National Bank

David Gregory Stock '08 works as an Insurance Agent for State Farm Mutual Automobile Insurance

Lewis N. Stoddard '01 is a Senior Associate at Aldridge Pite, LLP

Robert K. Stoddart '00 works as an

Actuarial Associate for CareFirst Inc.

Brian J. Stoker '05 works as a Founding Partner & Financial Consultant for BlackRidge Wealth Management

Christian T. Stout '00 is a Partner & Wealth Manager at the Commonwealth Financial Network

Jeremy T. Stroup '01 is a Director at NICE inContact

Thomas R. Sunderland '04 works as the VP of IT for Inovar Inc.

Mykola Valerjevich Suvorov '07 works as an Assurance Manager for CBIZ MHM

Todd W. Taylor '00 is a Director of Low Voltage/IT Design at Enfinity Engineering

Jeffrey Dean Teichert '02 is an Attorney at Robert J Debry & Associates PC

Nathan E. Thompson '05 is a District Sales Manager at Industrial Scientific

Ryan M. Vaughn '05 is the Director of HR for Honeyville Inc.

Monica Vozakis '01 works as a Lawyer for Long Reimer Winegar Beppler

Matthew Benjamin Wallace '07 works as a Director of Global Risk Management for Venator Materials Plc.

Robert W. Ward '03 is a Directory of Marketing Programs at Cherwell

Matthew C. Waters '05 is a Corporate Recruiter at Zions First National Bank

Bryan A. Webb '01 works as a Chief Operating Officer for Cache Valley Electric Company

Brant Whiting '05 is a Chief Engineer at

Man of Action

"There's a grit to people who go to work early in life," says Doug Fiefla, "I grew up seeing my parents put everything on the line, juggling several jobs to create better opportunities for their kids. Because of their sacrifices, I don't sit back and wait for opportunities to come to me. I go out and get them."

Doug's parents emigrated to the United States from Tonga in the 1970s and later raised him and his four older siblings in the suburbs of Salt Lake City, Utah. For years, they lived in a modest single-family home with many other families. By age seven, Doug was riding along with his dad to construction sites and pitching in where he could. That gave him a strong sense of gratitude and a deep understanding that everything he received had been obtained through hard work.

"Anyone can read about leadership, work ethic and customer service. But when I went to work with my dad, I *experienced* it," he says. "I learned what it was like to meet deadlines. I saw what it meant to make less money so you can pay your employees more. I witnessed him doing the right thing for even customers who were in the wrong. Those early life lessons helped me become the leader I am today."

The interpersonal skills he developed as a child made Doug a natural fit for student government in middle school, high school and at Utah State University, where he was elected student body president two years in a row. While in college he married his incredibly supportive wife, with whom he now has three beloved daughters. He graduated from USU with bachelor's degrees in both business administration and marketing in 2015.

Doug worked in corporate sales at Workday before he and his family headed to Houston, Texas so he could pursue a master's in business administration (MBA) at the Jones Graduate School of Business at Rice University. Right away he saw opportunities to do more than just study business.

"I have a hard time seeing areas that could improve and not doing something about it. At one point I was basically doing what the president of the Jones Student Association would do. So everyone said I should be the next president," said Doug. Soon his fellow students elected him to that role.

Doug brought a strong sense of family and culture to the school. Among many other meaningful initiatives, he paired each international student with an American family so they could experience the Thanksgiving tradition. He also developed the Owl Voice tool that now ensures students' voices can be heard by school administration.

He earned his MBA in 2020 and teamed up with his father, his hero, to start a construction company. Doug was also recruited as a manager of Google Customer Solutions, a role he now enjoys while remaining strategically involved in the business with his dad.

"We each have so much potential. But many of us don't realize the impact we can make or the change we can create by speaking up and putting in the work to make things happen," says Doug. At the rate he's leading by example, others are sure to follow.





Dallas Bound

After graduating with an MBA from the University of Chicago this Spring, **Tim Fenton**, Finance & Economics, '14, will begin work with the Boston Consulting Group.

Freeport-McMoRan Copper & Gold Inc.

Kirsten Widdison '09 works as an Assurance Manager for BDO Seidman, LLP

Jonathan G. Winn '04 is a Senior Attorney at Cordell & Cordell

Mark S. Woodland '01 works as a Consultant for Accelerate Performance Sales Consulting

Lei Zhou '04 is a Senior Research Scientist at Activate Research

Mitch L. Zundel '03 is the Director of Economic Development for Box Elder County

'10s

Sean Glenn Bailey '11 works as a Manager & Assistant Controller for CallTower Inc.

Quentin Gary Belnap '14 works as an Audit Associate for Tanner, LLC

Nate C. Bendall '11 is the CEO of Final Mile Solar

Drew A. Berryessa '12 is a Senior Human Resource Manager at VSP Global

Trevor Braunberger '18 is an Acquisitions Officer at the United States Government

Jordan David Brown '11 works as an Account Manager for Med One Group Inc.

Shawn M. Carlsen '16 works as the Top Analyst Director for SMS Worldwide

Jeffrey M. Colledge '14 works as a Director of Analytics for Ultradent Products Inc.

Ethan M. Cortazzo '17 works as a Sales Director for ONEtechnology

Cassidy L. Creech '13 is a Lecturer at Utah State University

Dallin Dahl '19 works as a Program Planning & Control Analyst for Electric Power Systems

Alexander Daines '16 works as an Associate for Peterson Ventures

Tanner Tessmer Dance '15 is the Founder and CIO at Core Capital Wealth Management

Jaren Benjamin Davis '19 works as an Accountant for Wasatch Commercial Management

Ashley Jordan DeLong '19 is a Sales Representative at Adobe Systems Inc.

Sean M. Dowdle '18 is the VP of Sales at Filevine, LLC

Samuel B. Evans '15 is a Development Associate at the Wasatch Residential Group

Dustin P. Eyre '13 is the VP of Finance at NB Private Capital, LLC

Kyler Bruce Fackrell '16 is a Football Player & Linebacker for the New York Giants

Trevor Feigleson '11 is a Senior Attorney at Federal Reserve

Shane Richard Feuz '16 is a Credit Analyst at Western AgCredit

Anthony James Frustaci '10 is a Managing Partner at Rise Insurance

Michael N. Fullmer '10 works as a Sales Director for NetWize

Caleb Gorringer '12 works as a Chief Operating Officer for the Missouri Star Quilt Company

Brandon Stephen Grange '13 is a Program Manager at Parker Hannifin Corporation

Daniel S. Groberg '13 is the Engagement Manager at Cicero Group

Melanie Christine Hafen '15 is the Sr. HR Representative at the Pepsi Beverages Company

Chantelle M. Hall '14 is an Application Developer at Conserve

Spencer D. Hansen '10 is a Principal at the Davis School District

Casey R. Hoopes '14 is the Manager of Yard Operations at the Union Pacific Corporation

Alan Huang '18 is a Data Analyst at Utah State University

James Albert Huber '15 is an Investment Analyst at Peg Development

Tauni Hyde '10 is an Assurance Senior at BDO Seidman, LLP

John Austin Irwin '11 works as the Director of Finance & Controller for Portneuf Health Partners

Brent N. Jenson '12 works as an HR

Manager for Leavitt Partners, LLC

Benjamin C. Johnson '16 is the VP at Infuze Hydration

Michelle Amalia Johnson '15 works as a Director of Client Services for Buyboxer

Courtney L. Jones '17 is a Technical Support Analyst at Insure-rite

Arun Prasanna Bhargava Kambhammettu '16 works as a Development Manager for Truckstop.com

Travis Vincent Kolupanowich '16 works as a Senior Account Development Manager for Podium Commerce, LLC

Michelle Ann Larsen '13 works as the Manager of Operations for the Keystone National Group

Dayton D. Law '15 works as a Principal for the Civil Solutions Group

Nathan Lee '19 is an Audit Associate at Tanner, LLC

Mark J. Levie '12 works as the Director of Finance for Ascent Programs

Cameron M. Lewis '11 is a Chief Operating Officer at Northwest Medical Center

Jianjie Li '13 works as the Lead Tax Supervisor for RSM US, LLP

Jacob D. Loosle '13 works as an Associate Wealth Manager for Goldman, Sachs, and Company

Jessica Lynn McGraw '16 is a Senior Consultant at Booz Allen Hamilton

Josh A. McNeely '10 works as a Finance & Planning Manager for Weyerhaeuser Company

Jace Taylor Merrill '13 is an Assistant Controller at Purch Inc.

Erik David Mikkelsen '14 is a Corporate Development Analyst at Western Governors University

Nathan Bradey Morgan '13 works as a Commercial Banking Manager for Banner Bank

Steven M. Morrill '11 works as the Senior Manager of Tax Services for Ernst & Young, LLP

Chance Murray '11 is a Manager at Sorenson Impact Fund

Andrew Kyle Nielson '15 is an Operations Data Analyst at Goldman, Sachs, and Company

Philip T. Noble '12 works as a Senior Accountant for the Cache County Corp.

Jesse J. Owen '12 works as a Sr. Director of Operations for Coast 2 Coast Facilities Support

Hesston Calvin Parkin '17 works as the VP & HR Business Partner for JPMorgan Chase & Co

David Webb Passey '10 works as a Principal Investment Analyst for Clifford Capital Partners

Damian Eric Peterson '13 works as the VP of Sales Operations for LGCY Power, LLC

Tyler Rasmussen '15 works in Business Development for V6 Media

Tyler J. Raymond '11 is an Associate General Counsel at Wasatch Commercial Management

Erin GerRae Reed '18 works as a Financial Planning Specialist for Adams Wealth Advisors

Tanner Richins '12 is a HR Business Partner at Vivint

Brett Arlin Sawyer '15 is the Women's Basketball Head Coach for the University of Alaska

Brynn S. Seamons '10 works as a Partner for Davies Allen

Daniel D. Shurtleff '19 works as an Audit & Assurance Senior Assistant for Deloitte & Touche, LLP

Kirsten M. Sims '13 works as a Process Engineer for Westech Engineering Inc.

Shane Skeen '11 works as an Employment Benefits Advisor for RBI

Jacob M. Smith '12 is a Controller at BlueRim Networks

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Meghan Lea Taylor '18 works as a Business Analyst for Caselle

Trevor Lorin Thatcher '10 is the VP & Corporate Controller at LifeVantage

Andrew S. Thunell '10 is a Program Coordinator III at Utah State University

Austin M. Truman '14 works as an HR & Operations Director for BuyBoxer

Bonnie Crellin Vaneck '11 is the Director of Operations at Tri-Starr Personnel, LTD

Matthew Nicholas Welch '12 is a Private Equity Associate for ADIA at the United Arab Emirates

Bryson B. White '10 is an Ecommerce Manager at Amer Sports Winter & Outdoor

Scott Campbell Wilcox '16 is a Risk Analyst at JPMorgan Chase & Co

W. Steven Wilcox '17 is a Marketing Strategy Associate at the Walt Disney Company

Lesia Lynn Wilson '13 is the Owner of Caffe Ibis Inc.

Erik Ryan Wolff '14 is a Financial Analyst at Avlaon Healthcare

John R. Worthen '11 is the Principal Owner at Worthen Design

Michael Jacob Zajac '17 works as an Account Manager for Pinterest

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a Life's Work

BY LETA BAKER

When Kurt Larsen was eight years old, he asked for a new bicycle and got this life lesson instead: If you really want something, you're going to have to work for it. In other words, he could have his sister's old bike or buy his own. His father was an accountant who'd grown up during the Great Depression and believed in everybody doing their part. Kurt knew what he had to do.

"I went down to the bike shop, picked out a green Schwinn, put a few dollars down and picked beans all summer to pay it off," Kurt recalls. He'd board the bus at 6 a.m. with his bucket and lunch, pick beans all day and drag them in for weighing. Within a few years, he graduated from the bean fields to the service station his father and uncle owned in Logan, Utah.

"That early work ethic helped me to say: I know how to set goals. I realize how important they are. And I can actually accomplish what I set my mind to," he says. He set his sights on Utah State University (USU). That's where his father had earned his degree and then worked his way up from accountant to assistant to the president, eventually managing all of USU's investments—all while running a service station and serving as a church leader.

Kurt's freshman year at USU ended up being more social than academic, so he paused to get his priorities straight, serving a two-year mission for the Church of Jesus Christ of Latter-Day Saints in the Pacific Northwest. "I worked really hard and ended up in leadership positions very early on. I don't know why. Maybe because I knew how to work," says Kurt. "I learned to forget about myself and just give to others. I got a lot of satisfaction out of really being able to help people."

He returned to school with new motivation and joined the USU Reserve Officer Training Corps (ROTC). His experiences there and in the USU School of Business taught him more about how to lead, and lead by example. He earned his bachelor's degree in personnel and industrial relations from USU in 1969. Even then, Kurt recognized that he had much more to learn, and give.

"I always knew I represented not just myself, but my family, my community, my school and my faith," he says. "I felt it was my responsibility to serve—as a human, a Christian and a member of

society." He was commissioned as a lieutenant in the U.S. Army and served 10 years, including two tours of duty in Germany and one in Vietnam. He was a company commander, platoon leader and major staff officer, and earned a Bronze Star for his service in Vietnam.

"The military was a place where you did a lot of giving," says Kurt. "It was all about experiential leadership, from role playing to being assigned as the leader of a group. That had a great influence on my later life." The military sent him to Ball State University, where he earned his master's degree in public administration in 1976. He was then assigned to teach leadership and military history in the Brigham Young University ROTC. "An Aggie teaching a bunch of BYU students," he laughs. "I thoroughly enjoyed that."

After a decade in the military, Kurt got down to business. He spent some time in real estate, which taught him how to keep perspective amidst failure. Then he rolled those lessons into a new chapter focused on helping companies succeed. Eventually, Kurt, his wife Dawn and two friends co-founded Resource Management, Inc (RMI) in 1992 to allow businesses to do what they do best while RMI handles the human resources.

"Dawn is the best partner *and* business partner anyone could ever have," said Kurt. She's RMI's long-time chief financial officer and Kurt is the current chairman, and formerly president and CEO. Today, RMI has over \$640 million a year in gross revenue and handles human resources for 320 employers with more than 14,000 employees across the U.S.

"Who you surround yourself with is incredibly important in life—who you choose as friends and a mate, the people at your work or school," says Kurt. "General (and later President) Dwight D. Eisenhower, who was instrumental in winning World War II, said, 'Learn as much as you can from those who know more than you do.' He was never afraid to bring in the very best. Through that he achieved the greatest amount of success."

Kurt is no stranger to success. He's led teams. Founded organizations. Earned awards. Achieved prosperity. But his greatest honors include being a father to three, a grandfather to eight, a great-grandfather to two, and a husband to one incredible wife. It's no surprise that all of his children are entrepreneurs. They've learned from the best that if they really want something, they're going to have to work for it.

— 2020 Distinguished Executive Alumnus: Kurt Larsen

"I learned how to forget about myself and give to others, which is an important leadership trait. I got a lot of satisfaction out of being able to really help people."



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Kurt Larsen, '69

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WHY I GIVE

We have been longtime supporters of the University and have always wanted to leave a legacy at Utah State, which is why we established a planned gift at USU to support our departments, Accounting (Paula) and Landscape Architecture and Environmental Planning (Brian). But last year, when we heard about USU's new Aggie Family Scholarship and how it could help us immediately establish a scholarship endowment, we jumped at the opportunity. The limited-time, matching gift opportunity established the endowment over five years, and began awarding scholarships to students that year. We loved the idea so much that we established two, one for each of our colleges. Now we get to hear yearly how our gifts are helping fellow Aggies.

— Paula Rosson '88 and Brian Hucolak '87



WHY I GIVE

“Our education and experience at Utah State and the Jon M. Huntsman School of Business has benefited us in countless ways. We are passionate about education and the leadership opportunities and experiences that come from the college experience. We give because Utah State has, and will always have, a special place in our hearts. Our time there opened our minds to new ideas, introduced careers we had never imagined, started great relationships, and so much more. We started the Morgan & Katie Cox Scholarship because we want to help others grow in similar ways and to have a firm foundation from which to launch into a successful and fulfilling life.”

— Morgan '09 and Katie Cox '09

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thank you.



WHY I GIVE

“I give for two primary reasons: to honor my father’s legacy and the deep impact his actions had on my life and quite literally on my graduation from Utah State, and to support the next generation of business leaders. I had decided not to go back to Utah State to finish my senior year in what was then the College of Business. My father would not hear of it, and personally drove me back to Logan in the fall to finish my senior year. He passed away from cancer at the age of 52, but not before watching his eldest son, whom he had driven back to school that fall, graduate. He passed away four months after attending my graduation. Supporting this next generation of business leaders through the various scholarships I fund allows me to share my father’s legacy with them while also allowing me to put my own personal touch and impact on this generation.”

— Steve Milovich '79

Darren Davis Menlove was raised in Bountiful, but it was as a student at Utah State University that he truly found himself and made most of his lifelong friends. Darren’s success during college was built upon the foundation of lessons learned at home, taught through word and experience by his parents James and Joan Menlove. James and Joan’s journey took them around the world and rewarded their efforts with financial and personal prosperity. Taking those lessons to heart, at USU Darren discovered and then began working hard at his own passions. Throughout life, Darren applied himself to a 33-year career in real estate, had countless adventures, and maintained the closest friendships imaginable. In order to enable others their chance at the kind of success James and Joan found together, Darren endowed and named a scholarship after the parents that enabled him to ask questions and, more importantly, to find his own answers.

Having earned both his BS in Finance and his MBA at the Huntsman School of Business, it is only fitting that Darren will now also have a memorial scholarship endowed in his name at the School to enable future Aggies to find their passions and begin their own stories of success.

— Tess Menlove Seare, niece of the late Darren Menlove





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Invite

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Chat


Record

Reactions

End Meeting

#ZoomLife

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Our academic advisors called every one of our
 **1,700** students
 during Spring semester, as we unexpectedly
 transitioned to virtual learning.

Fall 2020 showed a
 **25%**
 increase in first-time freshmen.

This is a
 **251%**
 increase over the past decade.

 **\$3,715,159**
 in scholarships awarded by the Huntsman School
 This is a **312%**
 increase over the past decade.



2019-2020 BY THE NUMBERS



56

languages spoken by
 Huntsman students

657

students participate in at
 least one of our **24**
 student clubs



9%

of all USU
 Presidential Scholars are
 Huntsman Students



Beta Alpha Psi Student Chapter
 earns Superior Chapter status

41 years
 in a row

longest streak worldwide



AIS awarded
NATIONAL
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 of the Year
2 years in a row



IMA earns
 Gold Level Award of Excellence

25 years
 in a row



BAP Rocky Mountain
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7 Students at State
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