

OF NOTE



Revival of the ugly clog?

Crocs were a consumer sensation a decade ago but have seemingly lost their appeal. In response, the company has launched its first advertising campaign in five years. "We want to re-energize our core clog silhouette," said Crocs president Andrew Rees. "It's what we stood for in the marketplace."

Industry News Briefs

page 6

Business Calendar

page 9

Real Estate Section

pages 18-19

Director: Lassonde failures will breed successful entrepreneurs

Brice Wallace
The Enterprise

It isn't often that a top executive speaks about his organization's high failure rate in positive terms.

But Troy D'Ambrosio, executive director of the Lassonde Entrepreneur Institute, said last week that the Lassonde Studios, an experimental learning center for aspiring entrepreneurial students at the University of Utah, will see most of the student ven-

tures hatched there be unsuccessful.

However, he stressed, through those failures, students will learn lessons that will aid them in their business futures.

He spoke from experience: While the university has had several student-launched companies succeed, most have been short-lived.

"We do expect a high degree of failure," D'Ambrosio said at a Salt Lake Rotary

see **LASSONDE** pg. 5



Brad Christensen's Deseret Nursery on the west side of Salt Lake City is one of the local retail nurseries that report booming sales. Most of the nursery owners credit the economy and warmer-than-usual weather for increased sales.

Business rosy for local nurseries

Sheena Steedman
The Enterprise

Despite national statistics reporting that garden nursery sales have fallen, Utah's plant retailers seem to have had an exceptional year in 2014.

This past year was "best year in years," according to Brad Christensen, owner of Deseret Nursery Perennial Farm, located at 5750 California Ave., Salt Lake City. He said that sales had gone up 30 percent.

The 10-year-old nursery with three employees grows everything it sells and Christensen said much of his business success has been due to sensing the growth in

the economy and planning accordingly.

He also attributes the health of his nursery to hard work. He said that ultimately he is a farmer and subject to all the hardships that weather brings. A motto that he lives by is: "It's hard fought, it's hard won, but I will win."

Glover Nursery, located at 9275 S. 1300 W., West Jordan, saw a 20 percent increase in sales from 2013 to 2014. And even for this year, sales have increased 40 percent, according to owner Rod Glover. This is good news for the fourth-generation greenhouse that has been a part of Utah since 1895.

see **NURSERIES** pg. 17

Consumers are still upbeat about economy

Low interest rates and a continually improving employment situation sent the Zions Bank Utah Consumer Attitude Index (CAI) above 110 for the third time in five months in March. The index, which measures consumer attitude about the economic situation, rose 7.9 points to 114.4.

The Utah CAI currently sits 15.2 points higher than its level 12 months ago. The corresponding national Consumer Confidence Index increased 2.5 points from February to March and currently sits at 101.3.

Expectations for the next six months jumped significantly in March — 10.7 points — and the Expectations Index now sits just below the Present Situation Index. The Expectations Index is the sub-index of the CAI that measures how consumers feel about economic conditions six months from now, currently registering at 113.4.

The percentage of Utahns who think business conditions in their area will be better six months from now increased two points to 30 percent in March, while the percentage of those who think there will be more jobs available six months from now also reached 30 percent, jumping four points from February. Utahns are slightly less optimistic about their income growth potential in the next six months, with only 27 percent believing their income will be higher than it is currently.

The Present Situation Index is the sub-index of the CAI that measures how consumers feel about current economic conditions and currently registers at 115.9. While there was virtually no change in the percentage of people who think jobs in their area are plentiful (35 percent), attitudes that business conditions are good increased three points to 53 percent. Overall, consumer attitudes about the present situation in Utah are 16.6 points higher than they were a year ago.

The most notable change from February to March is the number of Utahns who expect gasoline prices to increase. Eighty-nine percent of Utahns expect gasoline prices to go up over the next 12 months, com-

see **CAI** pg. 17



John Walton
SVP, Business Banking Team Leader
711 S. State St., SLC, UT 84111
(801) 924-3633 (801) 532-7111
jwalton@bankofutah.com
Experience. Service.



FINANCING UTAH'S ECONOMIC GROWTH

Heavy Machinery and Equipment Financing • Operating Lines of Credit
Commercial Real Estate Lending • Construction and Development Lending



Economic Summit attendees will learn to 'Innovate, Invest and Grow'

Under the theme “Innovate, Invest, Grow: Utah’s Ascent to the Summit,” the Governor’s Ninth Annual Economic Summit will be held April 17 from 8 a.m. to 4 p.m. at the Grand America Hotel in Salt Lake City.

“This year’s theme is an appropriate reference to Utah’s continued economic excellence,” said Gov. Gary R. Herbert, who will be the featured speaker in the afternoon portion of the all-day event. “The summit is designed to help business leaders learn about the strategies that have repeatedly put Utah at the top. Officials and leaders in attendance will be able to apply these strategies immediately to enhance their own firms’ growth and success.”

More than 1,000 business leaders and economic experts are expected to attend.

The morning keynote address will be given by Chris Warner, Wharton School of Business professor and president/CEO of Earth Treks Climbing. Warner’s 30-plus years of experience in mountaineering have taken him to the top of five of the world’s tallest peaks, including Mt. Everest and K2. A

successful business owner, author and filmmaker, Warner owns a 175-employee firm that has trained more than a half million people. He regularly conducts leadership training for groups like Google, Comcast, National Counter Terrorism Taskforce, Johns Hopkins University and more.

Following the keynote address will be a panel discussion called “Leadership Insights from Wonder Women in Power.” The panel will be headlined by U.S. Rep. Mia Love; Amy Rees Anderson, managing partner of Rees Capital; Andrea B. Thomas, senior vice president of marketing at Walmart; Carine Clark, CEO of MaritzCX; and Jacki Zehner, president and CEO of Women Moving Millions and former partner and managing director of Goldman Sachs.

Afternoon activities will include a number of custom breakout sessions led by respected leaders and experts in their fields. Session topics include workforce development, risk management, content marketing, small-business solutions, international trade and cyber security.

“To say this year’s event will

be inspiring would be an understatement,” said Val Hale, executive director of the Governor’s Office of Economic Development. “It’s no secret that Utah has been repeatedly reaching great heights economically. We want to provide every business the opportunity to catch that same spirit and to experience similar success. The summit has always proven to be an excellent tool for Utah’s business leaders for companies large and small. Events like this help us solidify the foundation of collaboration throughout the state. It’s only by working together that we’ll all stay on top.”

The summit will conclude with a “Utah’s Own” food and networking reception. At the “Utah’s Own” event, attendees will have the opportunity to network while enjoying food grown or manufactured in Utah and prepared onsite by local culinary students under the instruction of Grand America’s chefs.

Matheson named to Sallie Mae board

Former U.S. Rep. Jim Matheson has been appointed to the board of directors of Sallie Mae, the nation’s saving, planning and paying-for-college company. Also named to the board was Vivian C. Schneck-Last, a former managing director at Goldman, Sachs & Co. In connection with the appointments, Sallie Mae’s board of directors also voted to increase the number of board seats from 11 to 12.



Jim Matheson

Matheson represented the state of Utah in the U.S. House

of Representatives from 2001 to 2015 and served as a chief deputy whip for the House Democratic Caucus. He was a member of the Energy and Commerce, Financial Services, and Transportation and Infrastructure committees. Earlier this year, he joined Squire Patton Boggs, one of the world’s largest law and public policy firms, as a principal in the public policy practice. Matheson holds a bachelor’s degree from Harvard University and an MBA degree from the UCLA Anderson School of Management.

“Mr. Matheson and Ms. Schneck-Last further diversify our well-rounded board of directors, adding valuable public policy and risk management expertise,” said

Raymond J. Quinlan, chairman and CEO of Sallie Mae. “Each brings unique insight and perspective as we continue to grow our consumer banking business and enhance our customer experience.”

Matheson and Schneck-Last are independent directors who will stand for election at the annual meeting of stockholders in June. In connection with their appointments, each has also been appointed to the board of directors of Sallie Mae Bank, Sallie Mae’s Utah industrial bank subsidiary.

Commonly known as Sallie Mae, SLM Corp. and its subsidiaries are not sponsored by or are agencies of the U.S. government.

Wire Transfer
Business Internet Banking
Business Bill Payment
Direct Deposit
Cash Management
Business Checking Accounts

Remote Deposit Capture
Positive Pay
Direct Deposit

Merchant Services

Wire Transfer
Direct Deposit
Sweep Accounts
Merchant Services
Remote Deposit Capture
Cash Management
Business Bill Payment
Business Checking Accounts

Business Bill Payment

Keeping everything in order.

First Utah Bank offers all of the business banking tools you’ll need, along with a team of people who are ready to help you use these products to run your business more efficiently. We’re just the right size, positioned to give you the attention you deserve.

FIRST UTAH BANK
 Where You're Number One

www.firstutahbank.com 801 308 2212

Member FDIC

Out'a the linez - First Utah Bank Chalkboard - Finish Size 10.25 X 6.75

Chamber names Miller as 'Giant in Our City'

The Salt Lake Chamber honored Gail Miller as "A Giant in Our City" at a ceremony last week at the Grand America Hotel in Salt Lake City. Miller is the 36th person to receive the award in its 45-year history.

Miller is the owner of the Larry H. Miller Group of Companies that is composed of more than 80 businesses and employs more than 10,000 people. She also owns the Utah Jazz and the Salt Lake Bees professional sports franchises. Her late husband, Larry H. Miller, the founder of the enterprise she now owns, received the same award from the chamber in 2007.

"I'm the one who actually got to call and ask her if she would receive this award. What a wonderful, humble human being she is," said Lane Beattie, CEO of the chamber. "She was just sure there were other people we could choose."

"This is one of the awards that not very many people get, (and) I know it's given with great thought," Miller said in receiving the honor. "I couldn't imagine in my wildest dreams that I would be honored as a 'Giant In Our City.'"

Miller is just the second woman to receive the award. The first was Episcopal Bishop Carolyn Tanner Irish.

"What a pleasure it has been for me to know somebody whose children love her. And that's probably the greatest compliment anyone can have," Beattie said.

Elder M. Russell Ballard, a member of the Quorum of the Twelve Apostles of the Church of Jesus Christ of Latter-day Saints, also spoke at the banquet, calling Miller an individual who centered her life around service, both in small acts and in the wider community. "Salt Lake City is a better place to live because of you," Ballard said, addressing Miller.



Gail Miller

Retiring? Utah ranks third

Bankrate.com has ranked all 50 states by their desirability for retirement and Utah comes in third. Florida and Hawaii may be dream retirement spots for some, but Wyoming is actually the best state for retirees, according to Bankrate's ranking. The worst state for retirees is Arkansas.

Bankrate ranked all 50 states according to several factors. They included local weather, cost of living, crime rate, healthcare quality, tax burden and senior well-being (a measurement from the Gallup-Healthways Well-Being Index that quantifies how satisfied residents 65 and older are with their surroundings). Each factor was weighted according to a national survey on what people value in retirement.

Wyoming came out on top for its low cost of living, low crime rate and low tax burden. Colorado finished second, just ahead of

Utah. States that round out the top 10 best states to retire to are Idaho, Virginia, Iowa, Montana, South Dakota, Arizona and Nebraska.

The survey used in Bankrate's ranking also asked Americans which factors are most important to them when thinking of where to live in retirement:

- Three in five Americans want to spend their golden years in another city or state, but the desire to move away from home fades with age.
- 24 percent say being close to family is the most important factor in deciding where to retire.
- Women value a cheap cost of living more highly than men (59 percent vs. 43 percent).
- Four in 10 Americans say locales with access to mountains, rivers and other outdoor recreation would be most appealing, while 25 percent prefer living near a beach.

Entrepreneur Challenge winners named

A student startup providing an online service to help people secure green cards won first place and the \$40,000 grand prize at the annual Utah Entrepreneur Challenge at the University of Utah.

The top prize was among more than \$100,000 in cash and in-kind prizes awarded in the statewide student competition.

"Winning the \$40,000 is critical to helping us reach our first milestone of launching our website by this summer," said Sam Stoddard, a team member of SimpleCitizen and student at Brigham Young University. "The event provides each team with a mentor. Our mentor was amazing and gave us input and advice that will be crucial to helping SimpleCitizen be successful."

The business-plan competition is hosted by the Lasonde Entrepreneur Institute at the University of Utah and sponsored by Zions Bank. More than 200 teams competed in the annual competition, with business ideas ranging from medical devices and aluminum skateboard decks to hydroponic farming.

KiLife Tech, of Brigham Young University, earned seven honors for its wearable child-safety device that helps track children in public or crowded places.

"Our goal is to encourage creativity and provide an opportunity for these bright students to create companies that will shape the future of business and economy in Utah," said Scott Anderson, president and chief executive officer of Zions Bank, who attended the award ceremony and presented the grand prize.

Four University of Utah teams made it to the final eight and won \$1,000 each. Those teams included Blynscy, S3 Innovative Glaucoma Solutions, Scott Composites and Light Line Catheter.

"The University of Utah is one of the best schools in the nation for student entrepreneurs," said Dane Money, a co-chair of the Utah Entrepreneur Challenge and a business student at the University of Utah. "There are so many opportunities for students to create and launch their ideas here."

The Utah Entrepreneur

Challenge is one of many business-plan competitions provided by the University of Utah. The Utah Entrepreneur Challenge is the final event in the Utah Entrepreneur Series, a group of student-run competitions throughout the year. Last year, the university provided \$744,550 in prizes to student entrepreneurs.

"The mentorship and prize money are critical to the development of new student businesses," said Troy D'Ambrosio, executive director of the Lasonde Institute, a division of the David Eccles School of Business.

UEC award winners are:

- **Grand Prize** (\$40,000): SimpleCitizen, Brigham Young University.
- **Best Presentation** (\$5,000): KiLife Tech, BYU.
- **Best Tabling** (\$1,000): KiLife Tech, BYU.
- **Emerging Entrepreneur** (\$1,000): LuerLite, University of Utah; and Paper Trail, BYU.
- **Best Speed Pitch** (\$1,000): KiLife Tech, BYU.
- **Best Video** (\$2,500): KiLife Tech, BYU.
- **People's Choice Award, Video** (\$1,000): Accidental Gentleman, Dixie State University.
- **Best Technology** (\$5,000): Align Skate Decks, Utah State University.
- **Deloitte Services Prize** (\$3,000 in-kind): SimpleCitizen, BYU.
- **Best Product** (\$1,000): KiLife Tech, BYU.
- **Social Impact Award** (\$1,000 in-kind): Align Skate Decks, USU; Rental On Me, USU; SimpleCitizen, BYU; and Urban Yield, Westminster College.
- **Beehive Startup Award** (in-kind): Align Skate Decks, USU.
- **Top 8 Award** (\$1,000 plus \$1,000 each in-kind): Align Skate Decks, USU; Blynscy, University of Utah; KiLife Tech, BYU; Light Line Catheter, UofU; S3 Innovative Glaucoma Solutions, UofU; Scott Composites, UofU; SimpleCitizen, BYU; and Urban Yield, Westminster.
- **Top-20 Award** (\$500 each): Accidental Gentlemen, Dixie State; Align Skate Decks, USU; Blynscy, UofU; Brighter House Electric LLC, Weber

State University; Candor, Snow College; Haedrian, BYU; Hungry Media LLC, Westminster; KiLife Tech, BYU; Light Line, UofU; Luerlite, UofU; Paper Trail, BYU; Pura, Utah Valley University; Rental On Me, USU; S3 Innovative Glaucoma Solution, UofU; SimpleCitizen, BYU; Swap Top, Southern Utah University; The Menu, Salt Lake Community College; The Scott Composites NC Brick Tie, UofU; Urban Yield, Westminster; and Vykon Technologies LLC, BYU.

• **Bootstrap Award** (\$2,500): Align Skate Decks, USU.

Enterprise UTAH'S BUSINESS JOURNAL

USPS # 891-300

Published weekly by:
Enterprise Newspaper Group
 825 North 300 West Ste. NE220
 Salt Lake City, Utah 84103
 801-533-0556 FAX 801-533-0684
www.slenterprise.com

PUBLISHER & EDITOR
 R. George Gregersen

PRESIDENT
 David G. Gregersen
david@slenterprise.com

VP/GENERAL SALES MANAGER
 Dale Dimond
dale@slenterprise.com

MANAGING EDITOR
 John M. Rogers
john@slenterprise.com

CONTROLLER
 Richard Taylor
richard@slenterprise.com

OFFICE MANAGER
 Dionne Halverson
dionne@slenterprise.com

REAL ESTATE SECTION
 Rhonda Bachman
rhonda@slenterprise.com

CIRCULATION
 Diana Rogers
diana@slenterprise.com

ADVERTISING INQUIRIES
david@slenterprise.com

TO CONTACT NEWSROOM
john@slenterprise.com

ART SUBMISSIONS
art@slenterprise.com

Subscription Rates:
 Online only, \$65 per year
 Print only, \$75 per year
 Online and Print, \$85 per year

Any opinions expressed by the columnists are not necessarily the opinions or policy of Enterprise, it's owners or managers. Reproduction or use of contents without written consent of the publisher is prohibited. All rights reserved.

© 2015 Enterprise Newspaper Group Inc.
 Periodical postage paid at Salt Lake City, Utah
POSTMASTER: Send address corrections to:
 P.O. Box 11778, Downtown Station
 Salt Lake City, Utah 84147

BETTER DEALS, MORE CASHBACK

MONEY!!!

(now that we have your attention, let DubLi pay you to shop and travel)

Go to gotcashrewards.com

DubLi

Study: Narcissistic leaders aren't doomed to fail; they just need a little humility

It's no surprise that some of the most celebrated leaders in the business world also happen to be self-promoting narcissists.

A new study from Brigham Young University's Marriott School of Management finds those strong characteristics are not such a bad thing — as long as leaders temper their narcissism with a little humility now and then.

"Just by practicing and displaying elements of humility, one can help disarm, counterbalance or buffer the more toxic aspects of narcissism," said Bradley Owens, assistant professor of business ethics at BYU. "The outcome is that narcissism can possibly be a net positive."

One prominent example of this type of leader was former Apple CEO Steve Jobs. In fact, the study mentions Jobs specifi-

cally: "Although Jobs was still seen as narcissistic, his narcissism appeared to be counterbalanced or tempered with a measure of humility, and it was this tempered narcissist who led Apple to be the most valuable company in the world."

The research, published in the *Journal of Applied Psychology*, supports the softer portrayal of Jobs that appears in the new biography *Becoming Steve Jobs* released recently. The research finds that when leaders self-regulate their narcissism with humility, employees are more engaged, perform better and perceive their boss to be more effective.

Narcissistic leaders are typically self-centered, self-confident and believe their ideas are superior to others. They have bold visions and grand plans, and often swing for the fences. Owens said

these people don't value incremental changes but want to be involved with paradigm-shifting, industry-shaping, disruptive-technology-types of changes.

"However, the very traits that enable a leader to successfully launch a startup or enable a leader to emerge, can be the very traits — if not tempered — that cause a leader to derail," said Owens, lead author on the study.

How do narcissists show a little humility? Study authors say they should admit mistakes and limitations, spotlight the strengths and contributions of others and model teachability. Do enough of those things along the way and the most toxic aspects of narcissism can be avoided. This allows the less toxic, potentially beneficial aspects of leader narcissism to yield positive outcomes.

"Humility is not meant to

replace strong or typical leadership characteristics, but rather complement them in an important way," Owens said. "We are finding that virtues such as humility are subject to development or deterioration, depending on a willingness to practice them. In this way, they are like moral muscles."

For the study, Owens and colleagues from Arizona State University and SUNY-Buffalo surveyed 876 employees at a large Fortune 100 health insurance company. Employees rated 138 leaders in the organization on their humility and effectiveness, and then answered questions about their own engagement:

1. Humility: "My leader

admits when he/she doesn't know how to do something."

2. Effectiveness: "My leader influences the performance of others in achieving goals..."

3. Engagement: "I am immersed in my work." Or "I am enthusiastic about my job."

Researchers measured the narcissism of leaders through questions directed at those leaders. Leaders chose between statements that best described themselves ("I am an extraordinary person" versus, "I am much like everybody else").

Study results show leaders with high narcissism and high humility were perceived as more effective leaders with more engaged followers.

Osprey Packs opens new Ogden distribution center

Osprey Packs, a manufacturer of technical packs for outdoor, cycling, travel and urban pursuits, has opened the company's new distribution center in Ogden. While Osprey company headquarters, which includes sales, customer service, marketing, finance, quality assurance and other core functions, will remain in Cortez, Colorado, warehousing and shipping functions will operate out of the new Ogden facility.

"As a Colorado-based brand, we have long felt a kinship with Utah, a neighboring state with strong recreational values and the host of Outdoor Retailer trade shows," said Kenny Ballard, COO of Osprey Packs. "After a thorough study of several potential locations, Ogden rose to the top as our No. 1 choice for Osprey's new distribution center. We are excited to join this vibrant community and welcome new team members to the Osprey family."

Osprey's decision to locate the brand's distribution center in Ogden was a strategic one, according to Ballard. The change

positions Osprey's domestic fulfillment near the national rail network, allowing the company to better fulfill shipments to the brand's retailer base and significantly reduce its carbon footprint. It also places distribution in a transportation hub while focusing other company functions in Colorado. The company currently receives and distributes by overland truck.

The distribution center is in Business Depot Ogden with a staff of 23, some of whom will relocate from Colorado and some of whom will be new hires in Utah. The facility is expected to be fully functional soon. Osprey was founded in Colorado in 1974.

"We are excited Osprey Packs chose to build their U.S. distribution center in Ogden," said Ogden Mayor Mike Caldwell. "As the innovation leader in high-performance packs, Osprey's mission melds well with Ogden's pursuit of all things high adventure. I can't wait to see Osprey packs on the backs of those I see on our Ogden trails."



BUILDING MOMENTUM

2014-2015 BREAKFAST SERIES

NETWORK | LEARN | COLLABORATE | MAKE DEALS

Leading authorities on deal making and corporate growth coming together to network and learn.

ACG BREAKFAST SERIES

The 2nd Tuesday of the Month
7:15am

Little America Hotel

500 S Main Street
Salt Lake City, UT

Register to attend at www.acgutah.org

ACG[®] Utah

ENGINEERING

Blue Coat Systems Inc. has an opportunity for a **Staff QA Engineer** to work with development teams to create test plans and write automated scripts to perform repeatable tasks. Job site: Draper, UT. Applicants reference job code #1733BR & mail resume to:

Attn: S.Flores-Staffing Programs Specialist, Blue Coat Systems Inc., 420 N. Mary Ave, Sunnyvale, CA 94085.

No phone calls or e-mails please.

Must be legally authorized to work in the U.S. without sponsorship. EOE.

UCAP grant program available to help develop jobs and job skills

Brice Wallace
The Enterprise

A program designed to improve the skills of Utah's future workforce is getting more fund-

ing and a wider applicant pool this year.

The Utah Cluster Acceleration Partnership (UCAP) — a partnership involving the Utah Department of Workforce Services (DWS), the Governor's Of-

fice of Economic Development (GOED) and the Utah System of Higher Education (USHE) — this year is making \$3.45 million in grants available for programs that will lead to job creation and employee skill development in high-

demand industries.

That's above the \$2 million available last fiscal year. This coming year, \$2.2 million will be available for post-secondary institutions and industry trade associations, but \$1.25 million is slated for a new group, consisting of public school districts, individual schools and charter schools.

Applications will be accepted until May 26, with notification of awards taking place by late June.

The program is one way to build and expand the capabilities of the future Utah workforce, Kimberly Henrie, GOED's deputy director, said at the program rollout briefing last week at the Capitol.

"Almost without exception, when we meet with businesses, workforce is raised as one of the most important considerations for future economic growth," Henrie said. "Now, with the current unemployment [rate] being 3.4 percent, collaboration between industry and education are critically important to continued economic growth. ... The expanded UCAP program will develop and expand education and career pathways that will help Utah students to future success."

Henrie encouraged education applications to partner with industries in their respective regions to identify skills and occupations "that are both high-growth and high-demand."

UCAP began in 2009 and aided several statewide projects in aerospace, energy, healthcare and other industries. A couple of years ago, it was redesigned into

a competitive grant program for public post-secondary educational institutions to develop, implement or enhance programs that meet industry needs.

"This really is a unique opportunity that the state of Utah provides for better workforce collaboration here in the state," said Ben Hart, GOED's managing director for urban and rural business services.

"And it's something that I don't think is thought about or even conceived in other states, yet here we have the opportunity to support the good work that those in this room do. By helping provide funding to the initiatives that you're working on, ultimately we can better our workforce situation here in the state of Utah."

Dave Buhler, Utah's commissioner of higher education, said UCAP already has developed or expanded 42 new certificate or degree programs and created five internship or experiential learning programs, among other components, to meet workforce needs.

"Of course, it's well-known that higher education is the door through which economic success occurs, that Utahns who have the opportunity to receive a college certificate or degree are going to have higher earnings, are going to have better availability of health-care, they're going to be more civically engaged, and there are just many, many benefits for society as we have more Utahns with the opportunity to have higher education and to go as far as they are interested and able to go."

and what you do when you're not in class, it now becomes a holistic learning experience," he said. "You're walking by other people and seeing what they're doing in their business, you're talking to other entrepreneurs and other creative people about what they're doing, 24 hours a day while you're on campus."

The students will have lots of options for living and collaborating, with several types of residences available and several spaces for them to gather and meld ideas. They will have opportunities to learn at workshops, develop prototypes, tap into resources and even have space for their startup companies.

One central feature will be a 20,000-square-foot "garage" that will be open to any student. D'Ambrosio said he believes 5,000 to 7,000 students will use that space each week.

"Think about this as the library or the union building for the entrepreneur or the inventor or the team here. It's going to be open 24 hours a day, seven days a week, free of charge to the students there," he said.

He described co-working space as "Starbucks on steroids," where students of various disciplines can gather and add input to ideas. For example, an engineering student working on an electronic device might benefit from a design student "to make it look good" and a business student "to help sell it." Or a student developing

a video game could get a music student and fine arts student to improve elements of the game.

The Lassonde Studios will be an "idea incubator," he said.

"I think we're in 'Silicon Valley 2.0' at the University of Utah. We're in 'Entrepreneur Education 2.0.' We're the next iteration of what that's going to be. A lot of what you see in Silicon Valley and Boston grew up organically around universities," D'Ambrosio said.

He also expects its offerings to be fluid because it will be a new type of building with new types of experiences.

"The building itself is a very entrepreneurial endeavor, an experiment, and we're going to learn from students. My vision is, if the building is the same on the fifth anniversary as the day that it's opened, we've probably failed.

"But it needs to change and adapt to what the students are doing, what technology is doing. We're going to learn from the students and how they use it. ... We really are going to experiment and we're really going to learn a lot in the process about how creativity takes place, how people work and how these students are going to use it."

LASSONDE

from page 1

luncheon. "That's why I say we're invested in training the student in good business practices to be creative and solve problems and not so much invested in whether the enterprise is successful or not."

The university is seeking the 400 best student entrepreneurs to live and learn in the under-construction Lassonde Studios building when it is completed in autumn next year. The 160,000-square-foot structure will feature 410 beds, with spaces for students to collaborate to develop ideas that can be turned into companies.

"We're not so much concerned about whether the student's idea is successful as giving them a chance to try and fail and learn from that process," D'Ambrosio said. "And that's great, when you're going to hire that student as an employer, that they have that experience, that they know how to think about it, they know how to take an idea and put it to work, so they go to work for you better prepared.

"Ninety-nine percent of the students that come through our program are going to go to work for somebody in this room. One percent of them is going to start their own businesses."

D'Ambrosio said students will have a 24-hour, immersive learning experience.

"Instead of separating where you go to class and where you live

Utah cities leading nation

Once again a third party organization has recognized Utah's unique collaboration of education, private industry, workforce development and government. The Brookings Institute has reported that Salt Lake City and Provo have set national growth benchmarks unmatched by other states as they posted the lowest unemployment numbers in the nation, and more critically, that employment growth

increased faster in Salt Lake City than in any other large metro area in the country.

"The recipe we've made here in Utah is the gold standard for economic development across the nation," said Gov. Gary R. Herbert. "These numbers continue to support our efforts to bring prosperity to all Utahns, but the work is only just beginning."

ENGINEERING

Taulia Inc. has openings in Park City, Utah.

Engineering Process Manager – Serve as Scrum Master – lead the development teams each consisting of Software Engineers, Quality Engineers and Product managers to ensure timely delivery of product increments using the Scrum methodology and Agile concepts. Periodic Travel to other Taulia engineering offices required.

Send resumes to Taulia Inc., 201 Mission Street, Suite 900, San Francisco, CA 94105. Attn: David Grimes.



How is Your Financial Outlook?

Focus on what matters most when you plan for your financial future. A CPA operates on the front line of a business by analyzing finances and developing strategies. Hire a CPA to help you develop wealth-building strategies, set financial goals, and implement saving, investing and estate planning.

The UACPA supports and challenges members through advocacy, professional education, leadership development, networking and community service to help them succeed in a competitive and changing world.

Find a CPA by visiting uacpa.org.

UTAH ASSOCIATION of
CERTIFIED PUBLIC ACCOUNTANTS

UACPA

1240 E. 2100 SOUTH, SUITE 500
SALT LAKE CITY, UT 84106
801.466.8022 | UACPA.ORG

Industry Briefs

ASSOCIATIONS

• **Georgette Bevan** has been named vice president and secretary of the **National Association of Credit Management (NACM) Business Credit Services**. NACM is an association for business-to-business credit professionals that provides education, credit reports, industry credit groups and collections.



Georgette Bevan

Bevan will be adding responsibilities to her role as director of education and as secretary of the Intermountain Credit Education League (ICEL). Bevan has extensive practical field experience in credit management and credit education and has dedicated the past 12 years to training and educating business credit managers and accounts receivable collectors and helping them achieve NACM national certifications.

BANKING

JOHN DEERE

0% APR FOR 48 MONTHS
ON SELECT COMMERCIAL WORKSITE PRODUCTS!

Call for more details. Offer ends 6/30/15.

HONNEN EQUIPMENT

1380 S. Distribution Dr., SLIC
801-262-7441

• **America First Credit Union**, Riverdale, has opened a new location at 1238 E. Timpanogos Highway, Lehi. The branch manager is **Michael Crossley**, who began his career with America First Credit Union more than 30 years ago in 1982 when he started at the Ogden Main location as a loan officer trainee. He moved to a management intern position before becoming assistant branch manager at the Layton location. Crossley was then promoted to manager of the Cottonwood branch and also served as manager at the West Valley branch. He has served as manager/market manager of the Orem location since 1993. The Lehi branch is the 110th location for the credit union, which serves Utah and southern Nevada.

ECONOMIC INDICATORS

• **Utah's exports** grew 2.37 year over year in January but were up 17.85 percent from December, according to an export report from

the **World Trade Center Utah**. Exports totaled \$1.19 billion in January, buoyed by a nearly \$200 million increase from December in the exporting of metals. Exports of metals in January accounted for 47.8 percent of Utah exports, followed by computer and electronic products at 19.6 percent. The three strongest trading partners continued to be the Hong Kong (\$375 million in January), Canada (\$159 million) and the U.K. (\$93 million).

EDUCATION/TRAINING

• **Western Governors University**, Salt Lake City, has appointed **Linda Knodel**, senior vice president and chief nursing officer for St. Louis-based Mercy, to its Health Professions Program Council. The 10-member council focuses on the education and professional readiness of thousands of nurses across the nation each year. Knodel served more than 30 years with St. Alexius Medical Center in Bismarck, North Dakota, before joining Mercy in 2010.



Linda Knodel

LAW

• **Parr Brown Gee & Loveless**, Salt Lake City, has announced that **Brian G. Lloyd** has been selected as the firm's president. Each April, the firm's management succession plan identifies a new, qualified attorney to serve as president. Lloyd served as the firm's secretary for the past year. He serves in the firm's business and transactions group, specializing in corporate and securities law. His experience includes advising public and private companies, as well as investors, on forma-



Brian Lloyd



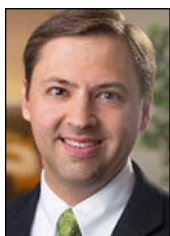
WE'VE GOT WHAT IT TAKES TO KEEP YOU GOING STRONG.



www.wheelercat.com
800-662-8650

tion, securities regulation, mergers, acquisitions, corporate governance and financing transactions including public offering, venture capital and private equity transactions. His education includes a B.S. in Finance from Brigham Young University.

• **Prince Yeates**, Salt Lake City, has named attorney **James C. Bergstedt** as a shareholder, effective at the beginning of 2015.



James Bergstedt

Bergstedt is a trial lawyer and commercial litigator and also devotes part of his practice to defending personal injury cases. Prior to joining Prince Yeates, Bergstedt was an associate attorney specializing in medical malpractice and was a clerk at the Utah Office of the Attorney General, Commercial Enforcement Division. He received his J.D. degree from the University of Utah School of Law.

MANUFACTURING

• **Dynatronics Corp.**, Salt Lake City, has announced that **Richard J. Linder** has been appointed to the company's board of directors. The appointment fills the vacancy created by the death in November 2014 of board member Joseph Barton. Linder began his career in the medical device industry in 1991 with Merit Medical Systems. In 1996, he co-founded Rubicon Medical Inc. and served as its president and chief executive officer. In 2005, Boston Scientific acquired Rubicon Medical, and Linder worked for Boston Scientific until leaving in 2006 to become president/CEO and director of Coherex Medical. He also serves as a director of Vital Access Corp. He is a co-founder and director of CoNextions and serves as president/CEO. Linder is a co-founder and chairman of the board of BioUtah and also founded the MD4 (Medical Devices, Diagnostics and Drug Delivery) annual life science meeting for Utah. Linder attended Brigham Young University and the University of Utah.

MEDIA/MARKETING

• **SnappConner PR**, Salt Lake City, has promoted **A. Cory Maloy** to executive vice president and hired six senior executives. Maloy has been a SnappConner PR executive since 2008. He also serves on the company's board of directors and the Utah Valley Chamber of Commerce, and leads client services and operations for SnappConner PR's Salt Lake City operation that serves organizations throughout the U.S. and a set of clients that are expanding to the U.S. from locations including Australia, Hong Kong and Brazil.

Senior hires include **Thomas C. Post**, former managing editor for



Cory Maloy

Forbes Media, editor/producer for "ABC World News Tonight" and general editor of *Newsweek*, who joins SnappConner as senior vice president of content strategy and will lead the development and launch of Content University, premiering in Salt Lake City in April; **Mark Fredrickson**, former vice president of e-commerce and marketing for Naartjie, who has joined as vice president and will be launching and directing the agency's soon-to-be-announced Content Hub; **Ansel Oliver**, PR specialist and writer/editor in Baltimore, Maryland, who has joined as manager of client special projects; **Amy Osmond Cook**, who assumes the role of content manager; **Lauren Solomon**, former vice president of professional image development at Chase Manhattan Bank, who assumes the newly created role of senior vice president of image and brand development; and **Cori Barnes**, who has joined the agency as executive assistant to founder and CEO Cheryl Snapp Conner.

in support of **Operation Smile**. Several celebrities went head-to-head with Olympic skiers on the slopes at Park City Mountain Resort in dual slalom races to raise funds for the charity for children born with cleft lip, cleft palate and other facial deformities.

RECOGNITIONS

• **Forbes** magazine has named **Intermountain Healthcare** as one of the nation's top 25 employers. Other Utah institutions on the full list of 500 companies were the **University of Utah**, No. 36; and **Vivint**, No. 315. The list ranks 500 employers across 25 industries and is based on a survey of 20,000 American workers at large U.S. companies, not-for-profit institutions, government agencies and U.S. divisions of multinationals. The survey, which was conducted on companies employing more than 2,500 workers in the U.S., asked employees how likely would they would be to recommend their employer, or another employer in their industry, to someone else. Among health organizations, Intermountain was the ranked third-highest in the nation.

• **Cecilia Romero**, an attorney for Holland & Hart LLP, Salt Lake City, is one of 10 recipients of the **Hispanic National Bar Association (HNBA) 2015 "Top Lawyers Under 40" Award**. The award honors lawyers who have demonstrated professional excellence, integrity, leadership, commitment to the Hispanic community, and dedication to improving the legal profession.



Cecilia Romero

Romero's practice focuses on employment litigation and consulting, and she also does commercial litigation. She earned her J.D. and her B.A. from the University of Utah.

see BRIEFS next page



Everything for the Contractors

We rent the best

4343 Century Drive
Salt Lake City, UT 84123

801-262-5761

www.centuryeq.com



The Home of Heavy Equipment

Dozers
Excavators
Scrapers
Water Equipment
Fuel/Lube Trucks
Articulated Trucks
Dump Trucks
Demo Equipment
Wheel Loaders
Mining Equipment

Ryan Johnson
Office: 801.978.3300
Cell: 801.699.7614
Rjohnson@wrsrents.com
www.wrsrents.com



1125 Legacy View Street, Salt Lake City, UT 84104

PHILANTHROPY

• **Will Worley**, a Staker Parson Cos. quality control technician, and **Staker Parson Cos.** recently helped in the humanitarian aid of families affected by Typhoon Yolanda in the Philippines by delivering much-needed food, clothing and toys. While in town, the team helped to rebuild bridges leading into the villages as well as supplying a local school and its students with school supplies.

• The recent fourth annual **Park City Celebrity Ski & Smile Challenge** raised over \$500,000,

Want a 100% closing ratio? Sell like you did when you were a kid

Think back to your selling ability when you were a kid.

That statement no doubt brought a big smile to your face. The toy you wanted. The place you wanted to go. The candy bar you wanted in the checkout aisle of the grocery store. The TV show you wanted to watch. The movie you wanted to go to. The friend you wanted to hang out with. Even staying up later than your bedtime.

All sales. And a high percentage of positive outcomes.

Whatever it was you wanted, you most often made the sale.

Fast-forward to the time that you got your business card printed and you got a job selling whatever. And you got training — training about your product, training about the history of your company. A little sales training about probing, overcoming objections and closing the sale. You were given sales tools like a CRM and a laptop. And finally you were given some kind of a sales plan — and a quota that you had to meet or get fired.



JEFFREY GITOMER

And then, all of a sudden, sales became a struggle. Ever ask yourself why? Why were sales so easy when you were 5 years old and became so difficult when you were 25 years old?

The simple answer is lack of emotional engagement with the prospect, lack of dedicated determination and drive and lack of emotional attachment to the outcome. All of which you had — and had employed — when you were 5 years old.

Pretty interesting, huh?

So I'm issuing you a challenge to go back to the days when you were 5 years old and made

100 percent of your sales.

No, you can't turn back the clock, but you can recall the elements that made your ability to sell and get your way so amazingly successful.

To help you relive your past success, I'm listing and re-creating the elements that helped you make that sale. And I'm not listing these in a vacuum. Because for me to go back to that time I would have to remember what happened 64 years ago. So I've enlisted the aid of my 6-year-old daughter. She keeps me on my toes, she keeps me current, she has emotional attachment to me and the outcome and her closing ratio is somewhere around 100 percent.

You're smiling right now because your kid has the same closing ratio. Or better stated, your kid has a better closing ratio than you do. Take a lesson:

- You knew your targeted customer intimately.
- You knew exactly what you wanted.
- You pictured ownership from the beginning of the conversation.
- You stayed focused.
- You were confident of victory.
- The first thing you did was ask questions and ask for the sale.
- You got everyone emotionally engaged.
- When in doubt you asked, "Why?"
- If you got any kind of resistance you asked, "Why?"
- You had all the reasons in the world why they should buy.
- You kept figuring out new ways and new reasons if they

said, "No."

• You were emotionally attached to the outcome.

• Your persistence was remarkable. Unyielding. Passionate. You cried. You threw a fit. You were even willing to take corporal punishment to make the sale.

• Giving up was never an option.

• When you finally got what you wanted, you felt a sense of victory.

• You didn't have any literature, you didn't have a business card and it didn't matter what you were wearing.

• Winning once gave you the confidence that you could win again.

Now, while I don't expect you to go into to your next sales call stomping around, crying and demanding to get your way, I do expect you to add more emotion to your process. I do expect you to know your customer better. I do expect you to become more emotionally engaged. I do expect you to take more than a few rebuffs or objections and hang in there until you make the sale. I do expect you to continue to figure out new ways to get to "yes," rather than taking the first "no."

And I do expect you to have more emotional attachment to the outcome.

Oh, yeah, and I do expect you to have more fun at it. You had way more fun at sales when you were a kid.

Jeffrey Gitomer is the author of 12 best-selling books, including *The Sales Bible*, *The Little Red Book of Selling*, *The Little Gold Book of Yes! Attitude*, and *21.5 Unbreakable Laws of Selling*.

© 2015 All Rights Reserved.

BRIEFS

from previous page

• **Ski Utah** recently presented three awards to members of local media for their support of the Utah ski and snowboard industry. The **Local Media Member Award**, to the individual who best shares their passion for Utah winter sports through their work, was presented to **Curtis Ray** of ABC4. The **Weather Enthusiast of the**



Curtis Ray



Evan Thayer



Annie Cutler

Year, for the person who "best celebrates Utah's winter weather and encourages their audience to embrace the 'Greatest Snow on Earth,'" was presented to **Evan Thayer** of Wasatch Snow Forecast. The **Social Media Influencer of the Year**, for someone who best represents Ski Utah's core values on all social platforms, was presented to **Annie Cutler** of FOX13. Other nominees in the Media Member category were **Jen Hardman**, KSL; **Scott Cullins**, Salt Lake Magazine; **Mike Gorrell**, Salt Lake Tribune; **Diane Maggipinto**, KUER; **Tim Hughes**, KSL Radio; **Jason Nguyen**, ABC4; and **Tyler Tate**, T Squared Sports. Other nominees in the Weather Enthusiast category were **Curtis Ray**, ABC4; and **Chase Thomason**, KUTV. Other nominees in the Social Media Influencer category were **Ben Winslow**, FOX13; and **Heidi Hatch**, KUTV.

• **Alta Ski Area** and the **University of Utah** recently partnered to sponsor and honor the first recipients of the annual **Alta Sustainability Leadership**

Awards. Recipients demonstrate an "excellence in fostering leadership and commitment to the health of our community and planet" through a comprehensive understanding and action for sustainability. Each of the recent honorees received \$2,500. The **Campus as a Living Lab Award** was earned by **Youcan Feng**, a civil and environmental engineering graduate research assistant who completed a guide for green roof configuration, an initiative that has expanded beyond the U. in the sustainable building field. The **Sustainability Community Partnership Award** went to **Robert Kent**, a doctoral student who models the U's commitment to sustainability leadership through his community outreach work in bringing greater efficiency for long-term participant engagement to Salt Lake City's "Clear the Air Challenge." The **Sustainability Integration Award** honored **Julia Corbett**, a professor in the Department of Communication, for her work in

integrating sustainability education into all of her courses for the past 20 years. The **Sustainability Research Award** acknowledged professor **Barbara Brown** and her research in Family and Consumer Studies for the past 30 years that addresses the interdisciplinary needs of sustainability through neighborhood revitalization, healthy communities and public transit.

• **Visit Salt Lake (VSL)** recently recognized **Gabrielle "Gabby" Olsen** as the recipient of the ninth annual Dianne Nelson Binger Scholarship. The scholarship honors VSL's former president and CEO and her legacy to the Salt Lake hospitality community. It is bestowed annually to a female student at the University of Utah in the Department of Parks, Recreation and Tourism of the College of Health. A native of Salt Lake City, Olsen is studying Parks, Recreation and Tourism with an emphasis in sustainable tourism.

engineered, energy efficient, endura

ENDURA

WALL SYSTEM

EFFECTIVE: The most trusted Insulated, Reinforced, masonry, Dry stack, Surface-bonded, construction system in the world!

NEVER A PROBLEM IN OVER 25 YEARS: With 1,000's of satisfied customers.

DOLLAR-WISE BEST VALUE: The most cost efficient, dependable and longest-lasting construction system available.

UNIVERSALLY APPROVED: Thoroughly tested, approved and used by architects, engineers and contractors since 1986.

RATED HIGHEST: Premium thermal performance.

ACCEPTED WORLD-WIDE: Building sites are located across the United States and in foreign countries!

Endura Marketing & Sales International, LTD.
914 South State Street, Orem, UT 84097
PH 801-224-3002 FAX 801-224-3160
www.endurablock.com

Joy Stonehocker
615 South 1870 West, Orem, UT 84058
PH 801-787-5087
jstonehocker@endurablock.com



If it's your business to be on a golf course, then make it your business to check this out.

NEW FOR
2015

The Salt Lake City VIP Corporate Golf Pass provides unlimited access to eight fantastic Salt Lake City golf courses. No day or time restrictions. No hassles. Cart rental and range balls included! We're making it easy for you to bring clients, vendors and employees to the golf course.

Golf is a great way to build relationships, discuss business, reward hard work and to just unwind after a busy day. No need to hunt down every golf business-related receipt because we've got it all included in one annual price. Two price options to meet your business golf needs:

- Two passes: **\$4,995**
- Four passes: **\$9,599**

Card sales begin February 1, 2015 at any Salt Lake City golf course.

Visit slc-golf.com for more information.



slc-golf.com



Bonneville ❖ Forest Dale ❖ Glendale ❖ Nibley Park
Mountain Dell Canyon & Lake ❖ Rose Park ❖ Wingpointe

Calendar

April 6, 5:30-7:30 p.m.

Business After Hours, a Murray Area Chamber of Commerce event. Event is open to everyone (chamber membership is not required). Location is Olympus Hills Lanes, 4015 S. Wasatch Blvd., Holladay. Cost is \$10 (which includes three games and shoes). Details are at murray-chamber.org.

April 7, 7:45-9 a.m.

ACG (Association for Corporate Growth) Utah Breakfast Meeting, part of its "Building Momentum" 2014-15 Breakfast Series. Speaker is Paul Clifford, president of Simplifile. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Details are at <http://www.acg.org/utah/>.

April 7, 8:30-9:30 a.m.

"Learn the Lingo," a "10 Tips" seminar presented by the World Trade Center Utah. Event is designed to advance understanding of the technical language of exporting and international business. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

April 7, 11:30 a.m.-1 p.m.

Business Alliance Luncheon, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Details are at davis-chamberofcommerce.com.

April 7-9

Domopalooza, the first-ever Domo user event and business management conference. Keynote speakers are Sheryl Sandberg, chief operations officer at Facebook; Billy Beane, general manager of the Oakland Athletics; Rita Sallam, research vice president at Gartner; and Jer Throp, co-founder of the Office for Creative Research. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$1,896, although Utah locals can get 50 percent off. Details are at <http://www.domo.com/domopalooza>.

April 8, 8-9:30 a.m.

"Lurking Legal Liability in Your Internal Investigations," an Employers Council (EC) event. Bryan Benard of Holland & Hart will discuss internal investigation best practices. Location is Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$95 for EC members, \$130 for nonmembers. Details are at <http://www.ecutah.org>.

April 8, 8:30-10 a.m.

"Expand Your Visa Options for Professional Employees with

Creative (But Legal) Solutions," a Utah Technology Council (UTC) Kirton McConkie clinic. Presenter Jacob Muklewicz, chairman of the firm's Employment and Immigration section, will discuss visa options beyond an H-1B. Location is Kirton McConkie, 50 E. South Temple, Salt Lake City. Free for UTC members, \$40 for nonmembers. Details are at utahtech.org or (801) 568-3500.

April 8, 11:30 a.m.-1 p.m.

Connect 4 Luncheon, a Sandy Area Chamber of Commerce networking event. Location is Christopher's Steak House & Grill, Hidden Valley Shopping Center, 1122 Draper Parkway, Draper. Cost is \$15 for members, \$20 for guests. Details are at sandy-chamber.com.

April 8, 3-5 p.m.

"Set Up Your Business Website Using Easy Templates," a Salt Lake Chamber event. Presentation will focus on creating a website and publishing it using easy templates; e-commerce options and selling online; mobile optimization as part of the template; connection with your social media sites; and available resources, tutorials and other support. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Rooms B-C, Salt Lake City. Details are at slchamber.com.

April 8, 5-7 p.m.

Business After Hours Mixer, an Ogden Weber Chamber of Commerce event. Location is Courtyard by Marriott, 247 24th St., Ogden. Cost is \$10, except for annual pass holders. Details are at ogdenweberchamber.com.

April 8-9, 5:30-8:30 p.m.

Bi-Annual Seminar for architects studying for the structural portion of the Architect Registration Examination, hosted by BHB Engineers. Location is BHB Engineers, 2766 S. Main St., Salt Lake City. Free. Reservations may be made by emailing Amber Craighill at amber.craighill@bhbengineers.com.

April 8, 6:30 p.m.

2015 "Lectures in Entrepreneurship" series, presented by Westminster College's Center for Entrepreneurship. Speaker at 6:30 p.m. is Corbin Archer of Glass Mechanix Solutions. Speaker at 8 p.m. is Chelsea Sloan of Uptown Cheapskate. Location is the Bill and Vieve Gore School of Business Auditorium at Westminster College, 1840 S. 1300 E., Salt Lake City. Free. Details are at https://www.westminstercollege.edu/center_for_entrepreneurship/?parent=8020&detail=9745.

April 9, 8 a.m.-3 p.m.

Fourth Annual Mining and Manufacturing Safety Conference, sponsored by the Utah Manufacturers Association and the Utah Mining Association. Keynote speaker Bill Sims Jr., president of the Bill Sims Co., will discuss "Green Beans & Ice Cream: The Definitive Recipe for Employee Engagement, Motivation and Recognition." Keynote speaker Jeff Griffin will discuss "Impossible: How to Change the Impossible into the Possible." Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$125. Details and registration are available at teresa@umaweb.org or mining@utahmining.org.

April 9, 8-9:30 a.m.

"What's Happening: Utah County Growth and Development," ULI (Urban Lands Institute) Utah event. Panelists are Cameron Gunter, founder and chief executive officer, Peg Development; Jim Seaberg, president and chief executive officer, ICO (Ivory Commercial and Multifamily) Cos.; Jeff Woodbury, vice president of development and acquisitions, Woodbury Corp.; and John L. West, chief executive officer, Cottonwood Partners. Location is Provo Marriott Hotel and Conference Center, 101 W. 100 N., Provo. Cost is \$30 for ULI members, \$45 for nonmembers. Registration can be completed by calling (800) 321-5011.

April 9, 8-9 a.m.

"Review of the 2015 Utah Legislature," a Utah Technology Council (UTC) event. Speakers are Parsons Behle & Latimer attorney/lobbyist Michael Bailey and lobbyist Shelly Cordon Teuscher. Location is Parsons Behle & Latimer, 201 S. Main St., Suite 1800, Salt Lake City. Free. RSVPs can be completed by April 7 by contacting Jeremy Jones at (801) 536-6626 or jjones@parsonsbehle.com.

April 9, 8 a.m.-2:30 p.m.

Intellectual Property Workshop, sponsored by Workman Nydegger and USU Partners in Business. Location is Granite Education Center USU, 2500 S. State St., No. 500, Salt Lake City. Details are at partners@usu.edu or by calling Eden Jones at (435) 797-8270.

April 9, 8:30 a.m.-noon

Sixth Annual Waxy Crude Workshop, presented by the Utah Science Technology Research (USTAR) Initiative's Eastern Utah Outreach Team; the Utah Division of Oil, Gas and Mining (DOGMA); and Integrated Energy Cos. Workshop will explore solutions to the challenges associated with

transporting Utah's waxy oils. Held in conjunction with DOGMA quarterly meetings in Vernal. Location is the Uintah Basin Applied Technology College, 1100 E. Lagoon St., Roosevelt. Free. Details are available by contacting Alan Walker at alanwalker@utah.gov.

April 9, 11:30 a.m.

BYU Management Society Monthly Luncheon. Presenter is Timothy Ballard, author, TV host, and founder and chief executive officer of Operation Underground Railroad. Networking begins at 11:30 a.m., followed by noon luncheon. Location is Joseph Smith Memorial Building, Empire Room, 15 E. South Temple, Salt Lake City. Details are at https://saltlake.byuums.org/event?event_id=998.

April 9, 11:30 a.m.-1 p.m.

Monthly Luncheon, a Building Owners and Managers Association (BOMA) Utah event that will feature information about Salt Lake City's Project Skyline, the state of Utah's energy plan and BOMA Utah's "Kilowatt Crackdown" competition. Location is Marriott Salt Lake City, 220 S. State St., Salt Lake City. Registration can be completed at www.bomautah.org.

April 9, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Rice Basil, 2337 E. Murray Holladay Blvd., Salt Lake City. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

April 9, 11:30 a.m.-1 p.m.

WIB Networking Luncheon, a Davis Chamber of Commerce event. Speaker and location to be determined. Cost is \$15 for WIB (Women in Business) members, \$20 for nonmembers. Details are at davischamberofcommerce.com.

Apr. 10, 7:45 a.m.-4:30 p.m.

Center for Innovative Cultures Tools & Practices Workshop, designed for leaders wanting to better understand the tools and practices of high-performing organizations. Participants choose four modules from 12 course options. Presenters include Rod Collins, an innovation and design expert; Niel Nickolaisen, CIO at O.C. Tanner; and Doug Kirkpatrick, a leader of the Institute for Self-Management for Morning Star. Location is Westminster College's Gore School of Business Auditorium, 1840 S. 1300 E., Salt Lake City. Cost is \$895. Details are at <http://www.innovativecultures.org/tools-practices-workshop>.

April 10, 8:45-11 a.m.

Networking Without Limits,

a Salt Lake Chamber event. Presenter Jim Woodard of CCI Mechanical Services will discuss "Building Better Business Relationships." Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Details are at slchamber.com.

April 15, 3:30-5 p.m.

"Afternoon Jump Start: Intro to Entrepreneurship," a Salt Lake Chamber event. Presenter is Deb Bilbao, business consultant at the chamber's Women's Business Center (WBC). Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

April 15, 4-6 p.m.

"Challenges in Implementing, Designing and Delivering Coherent Curricula in STEM (And Particularly Biology)," a Hugo Rossi Lecture Series event. Presenter is Michael W. Klymkowsky, professor of molecular, cellular and developmental biology at the University of Colorado Boulder, co-director of "CU Teach," and a founding fellow of the University's Center for STEM Learning. Location is the University of Utah's Aline Skaggs Wilmot Biology Building, ASB Room 210, 259 S. 1400 E., Salt Lake City. Details are at <http://csme.utah.edu/>.

April 15, 5:30-6:30 p.m.

CEO Roundtable Event, a Sandy Area Chamber of Commerce Young Entrepreneurs Academy event. Location is Salt Lake Community College's Miller Campus, 9750 S. 300 W., Sandy. Details are at sandy-chamber.com.

April 15, 6-8:30 p.m.

Governor's Medals for Science and Technology Awards Ceremony. Event will feature the 2014 winners of the awards in the fields of academia, education and industry, plus one special recognition this year. Location is the Salt Lake City Masonic Temple, 650 E. South Temple, Salt Lake City.

April 15, 6:30 p.m.

2015 "Lectures in Entrepreneurship" series, presented by Westminster College's Center for Entrepreneurship. Speakers at 6:30 p.m. are Ryan Smith and Stuart Orgrill of Qualtrics. Speaker at 8 p.m. is Jason Barber of Friendemic. Location is the Bill and Vieve Gore School of Business Auditorium at Westminster College, 1840 S. 1300 E., Salt Lake City. Free. Details are at https://www.westminstercollege.edu/center_for_entrepreneurship/.



Celebrating 100 Years of Excellence: A Retrospective Look at Cache Valley Electric.

When you first enter the Logan headquarters of Cache Valley Electric, you're met with exposed brick, large industrial steel beams, and a magnificent stone floor. All of this seamlessly flows into a glass conference room proudly displaying the servers and electrical equipment most companies hide behind closed doors. "This design was very deliberate; done intentionally to illustrate our evolution from steel mills to current technology, and everything in between," states CEO, Jim Laub, the grandson of CVE's founder.

A century has passed since Henry F. Laub founded Cache Valley Electric on April 1, 1915, in the then-small town of Logan, Utah. Under Henry's direction CVE completed its first major contract: the chemistry building at Utah State University. Since then, CVE has completed numerous projects here in the state, national projects in 44 other states, and global projects in Puerto Rico, Trinidad, and Thailand. Notable Utah-based projects CVE has been involved in include: City Creek—Tower One, Adobe's Lehi campus, Huntsman Cancer Institute, Primary Children's Medical Center, Hotel Monaco, and countless other landmark buildings, making CVE the largest electrical construction company in Utah. The team at Cache Valley Electric prides themselves on being able to fulfill any and all customer



needs; no project is too large, no project is too demanding. Delivering from beginning to end is what CVE does. From the foundation to the finishing touches, CVE is a dominant player in the large-scale construction market. As Jim likes to say, "You don't have to be in a big city to be a big player."

**"Our greatest asset at CVE is not just our attention to detail, it's our attention to people."
— Nate Wickizer, COO**

CVE's strength lies in its full-range construction capabilities — anything from fiber optics, to airports, hospitals, universities, and more. But none of this would be possible without the right people. "Our greatest asset at CVE is not just our attention to detail, it's our attention to people. Whether it's the customer, or an employee, we always put the individual first and



do what we can to fulfill their needs.” remarks Chief Operating Officer, Nate Wickizer, a 17-year veteran of the company.

“Every day brings a different surprise and a new challenge. But whatever it is, CVE will be on the forefront.” – Jim Laub, CEO

It’s this strong desire to fulfill the needs of both the customer and individual that has led Cache Valley Electric to expand operations beyond electrical construction and into six other areas: Service and Specialty Projects, Technology, Teledata, Avtec-Systems Integration, Transmission Lines and Substations, and Signals and Utilities. As the customer’s needs grow, CVE grows right along with them, ensuring that a partnership with Cache Valley Electric is one that can withstand an ever-changing, technology-driven world. When asked, “What’s next for Cache Valley Electric?” Jim answers, “It’s hard to say because every day brings a different surprise and a new challenge. But whatever it is, CVE will be on the forefront.”

Proving you don’t have to be in a big city to be a big player.

A company that started in a town of only 8,500 residents has now become a national leader in



electrical construction. The success of CVE can be attributed to multiple things, but largely, it’s the refusal to cut corners that keeps Cache Valley Electric on top of the game. With the mindset, “We’re running a marathon, not a sprint,” CVE takes the time to thoroughly plan and execute every project — a work ethic and tenacity Henry instilled in his workers early on. Needless to say, the future for Cache Valley Electric is bright. With a workforce second-to-none, the ability to adapt to an ever-changing architectural landscape, and a leadership team of executives that truly care about the customer and the employee — there is no doubt CVE will be around for another hundred years — and another hundred after that.

Read more about our 100 years at: CVE.com/100-years

Corporate Office - Logan, UT
435.752.6405

Salt Lake City, UT
801.908.6666

Additional offices located in Oregon, Texas and Arkansas



Travel Agencies in Utah

Ranked by Total Sales in 2014

Rank	Company Name Address	Phone Web	Total Sales in 2014	% Business Travel % Vacation/ Leisure Travel	# of Offices in Utah	Number of Utah Employees	Specialties	President/CEO
1	Christopherson Business Travel 5588 S. Green St. Salt Lake City, UT 84123	801-327-7700 cbtravel.com	\$510 million	68% 32%	1	95	Business travel management & business travel technology	Mike Cameron
2	Hess Travel 150 N. Main, No. 200 Bountiful, UT 84010	801-292-8687 hesstravel.com	\$135 million	95% 5%	1	32	Business travel management	Mike Davidson, COO Alan Hess, CEO
3	Morris Murdock Travel 515 S. 700 E. Ste. 1B Salt Lake City, UT 84102	801-487-9731 morrismurdock.com	\$65 million	0% 100%	6	105	Cruises, guided vacations, LDS tours, meetings & incentives	Brian Hollien, President
4	Get Away Today 1650 E. 5700 S. South Ogden, UT 84403	855-GET-AWAY getawaytoday.com	\$60 million	DND 100%	1	50	Disneyland Resort, Hawaii, cruises, incentive travel	Chuck Smith, President & Julie Smith, CEO
5	Destinations Inc. 1194 S. Jordan Pkwy. Ste. B/C South Jordan, UT 84095	801-446-5000 destinationsinc.com	\$23.5 million	DND 3%	1	18	Incentive, meeting and event travel	Rick Lambert
6	Columbus Travel 563 W. 500 S. Ste. 180 Bountiful, UT 84010	801-295-9568 800-373-3328 columbusvacations.com	\$22 million	5% 95%	1	22	Corp. incentive groups & personal vacation/leisure	Mark Faldmo, President Larry Gelwix, CEO
7	Snelgrove Travel Centers Inc. 145 W. Gentile St. Layton, UT 84041	801-544-1800 snelgrovetravel.com	\$21.7 million	5% 95%	1	27	All inclusive vacations, ski vacations, cruises & international airfare	Richard Snelgrove
8	Cruise & Travel Masters 4376 S. 700 E., No. 200 Salt Lake City, Utah 84107	801-268-4470 cruiseandtravelmasters.com	\$18.9 million	40% 60%	1	45	Managing corp. & incentive travel, family reunions	Toby Nash
9	Clawson Travel 216 S. 1300 E. Salt Lake City, UT 84102	801-582-0303 DND	\$16 million	95% 5%	1	8	Business & international travel	Brad Clawson, CEO & President
10	Wren & Fida International 320 E. 900 S. Salt Lake City, UT 84111	801.364.4481 wfintl.com	\$10 million	90% 10%	1	10	Private co. incentive travel, intl. group travel, charters	Douglas Wren
11	Thomas Travel 535 E. 4500 S., No. D-200 Salt Lake City, UT 84107	801-266-2775 thomastravel.com	\$5 million	15% 85%	4	10	Group, theater tours, leisure, cruises	Robert Guymon
12	Wycoff World Travel 3501 S. Main St. Salt Lake City, UT 84115	801-487-5991 800-444-5991 801-487-5995 DND	\$4.5 million	65% 35%	1	3	Corporate & specialized personal	David Anderson
13	All Points Travel LLC 2751 Fort Union Blvd. Salt Lake City, UT 84121	801-466-1101 allpointstravelonline.com	\$2.2 million	2% 98%	1	3	Honeymoons, destination weddings, group travel & cruises	Marjorie R. Donoghue & Corina D. Johnson
14	A Travel Center 4376 S. 700 E., No. 221 Salt Lake City, UT 84107	801-523-8030 800-728-1506 yourvacationstation.com	\$2 million	0% 100%	1	DND	Family & group vacations	James Robert Svendsen



*Travel
Confidently
with Hess*

Business travel
management that
really makes
a difference.

Sometimes you just need a friend, an ally. In the tough business of business travel, you need someone who has your back. We know that business travel is hard work and we have spent nearly 30 years helping businesses and travelers navigate their way to success.

State-of-the-art tools • Seasoned professionals • The right attitude

Find out what the Hess team can do for you.

(801) 292-8687 • (800) 882-8028 • www.hesstravel.com

150 North Main Street, Bountiful, Utah 84010

Opinion

Iran has already proved it can't be trusted - deal or no deal on nukes

EDITORS NOTE: The U.S. and Iran announced late last week that they had agreed to a framework for continuing negotiations over nuclear development in Iran. This column was written before that decision.

Recent statements from United Nations officials that Iran is already blocking their existing efforts to keep track of what is going on in their nuclear program, should tell anyone who does not already know it that any agreement with Iran will be utterly worthless in practice. It doesn't matter what the terms of the agreement are, if Iran can cheat.

It is amazing — indeed, staggering — that so few Americans are talking about what it would mean for the world's biggest sponsor of international terrorism, Iran, to have nuclear bombs and to be developing intercontinental missiles that can deliver them far beyond the Middle East.

Back during the years of the nuclear stand-off between the Soviet Union and the United States, contemplating what a nuclear war would be like was called "thinking the unthinkable." But surely the Nazi Holocaust during World War II should tell us that what

is beyond the imagination of decent people is by no means impossible for people who, as Churchill warned of Hitler before the war, had "currents of hatred so intense as to sear the souls of those who swim upon them."

Have we not already seen that kind of hatred in the Middle East? Have we not seen it in suicide bombings there and in suicide attacks against America by people willing to sacrifice their own lives by flying planes into massive buildings, to vent their unbridled hatred?

The Soviet Union was never suicidal, so the fact that we could annihilate their cities if they attacked ours was a sufficient deterrent to a nuclear attack from them. But will that deter fanatics with an apocalyptic vision? Should we bet the lives of millions of Americans on our ability to deter nuclear war with Iran?

It is now nearly 70 years since nuclear bombs were used in war. Long periods of safety in that respect have apparently led many to feel as if the danger is not real. But the dangers are even greater now and the nuclear bombs more devastating.

Clearing the way for Iran to get nuclear bombs may — and probably will — be the

most catastrophic decision in human history. And it can certainly change human history, irrevocably, for the worse.

Against that grim background, it is almost incomprehensible how some people can be preoccupied with the question whether having Israeli prime minister Benjamin Netanyahu address Congress, warning against the proposed agreement, without the prior approval of Pres. Obama, was a breach of protocol.

Against the background of the Obama administration's negotiating what can turn out to be the most catastrophic international agreement in the nation's history, to complain about protocol is to put questions of etiquette above questions of annihilation.

Why is Barack Obama so anxious to have an international agreement that will have no legal standing under the Constitution just two years from now, since it will be just a presidential agreement, rather than a treaty requiring the "advice and consent" of the Senate?

There are at least two reasons. One reason is that such an agreement will serve as a fig leaf to cover his failure to do anything that has any serious chance of stopping Iran from going nuclear. Such an agreement will protect Obama politically, despite however much it exposes the American people to

unprecedented dangers.

The other reason is that, by going to the United Nations for its blessing on his agreement with Iran, he can get a bigger fig leaf to cover his complicity in the nuclear arming of America's most dangerous enemy. In Obama's vision, as a citizen of the world, there may be no reason why Iran should not have nuclear weapons when other nations have them.

Politically, Obama could not just come right out and say such a thing. But he can get the same end result by pretending to have ended the dangers by reaching an agreement with Iran. There have long been people in the Western democracies who hail every international agreement that claims to reduce the dangers of war.

The road to World War II was strewn with arms control agreements on paper that aggressor nations ignored in practice. But those agreements lulled the democracies into a false sense of security that led them to cut back on military spending while their enemies were building up the military forces to attack them.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is www.tsowell.com.

COPYRIGHT 2015 CREATORS.COM



THOMAS SOWELL

Bush & Rice understood the dangers of blind support for Arab dictators

Yemen's descent into chaos — with jihadi groups jumping in to fill the vacuum of authority — has startled many observers. Just months ago, the White House was touting the country as a model for its anti-terrorism campaign. But Yemen's trajectory should not surprise anyone. It follows a familiar pattern in the Arab world, one that we are likely to see again — possibly in larger and more significant countries like Egypt.

Yemen was ruled for 33 years by a secular dictator, Ali Abdullah Saleh. He ruthlessly suppressed opposition groups, especially those with a religious or sectarian orientation (in this case, the Houthis, who are Shiite). After 9/11, he cooperated wholeheartedly with Washington's war on terror, which meant he got money, arms and training from the United States.

But the repression ensured that, over time, dissent would grow. His regime faced political and military opposition and eventually, during the Arab Spring, he was forced to resign. While people both in Yemen and in Washington promised a more representative government, they quickly settled into a comfortable relationship with Saleh's former deputy, Abed Rabbo Mansour Hadi, who broke promises for political inclusion and participation and quickly began to rule as repressively as his predecessor. As Farea Al-Muslimi wrote in a perceptive essay in *Foreign Affairs* last summer, "the number of elected officials in Yemen was effectively set at zero."

Soon, the opposition and insurgency mounted. To understand how power politics is often behind religious and sectarian opposition, consider this: Saleh is himself a Shiite, but cracked down on the Shiite Houthis forcibly. Now deposed, he and his family have allied with Houthis in a bid to come back into office.

This is the pattern that has produced terrorism in the Arab world. Repressive, secular regimes — backed by the West — become illegitimate.

Over time they become more repressive to survive and the opposition becomes more extreme and violent. The space for compromise, pluralism and democracy vanishes. The insurgents and jihadis have mostly local grievances but because Washington supports the dictator, their goals become increasingly anti-American.

Since we have learned little from this history, we are now repeating it. The Obama administration praises Egypt's Pres. Abdel Fatah al-Sissi, who arguably rules in a more repressive manner than did Hosni Mubarak. Sissi's regime has killed hundreds of protesters and jailed tens of thousands, mostly members of the political opposition, according to Human Rights Watch. It has censored the press and imprisoned journalists.

And it is not just the Obama administration. Intellectuals like Ayaan Hirsi Ali praise the general for wanting a moderate version of Islam. Sen. Ted Cruz praises Sissi for his courage in calling out Islamists, contrasting him with Pres. Obama. Rep. Louie

Gohmert compares the general to George Washington for his singular determination.

But it is hardly unusual for an Arab military dictator to want a moderate form of Islam. In fact, that was the norm. Modern Egypt's first military ruler, Gamal Abdel Nasser, consistently spoke out against the backward and obscurantist religious views of the Muslim Brotherhood, as he jailed its members. His successor, Anwar Sadat, intensified this crackdown. And it was in this atmosphere of repression, in Egypt's

jails in the 1970s, that al-Qaeda was born.

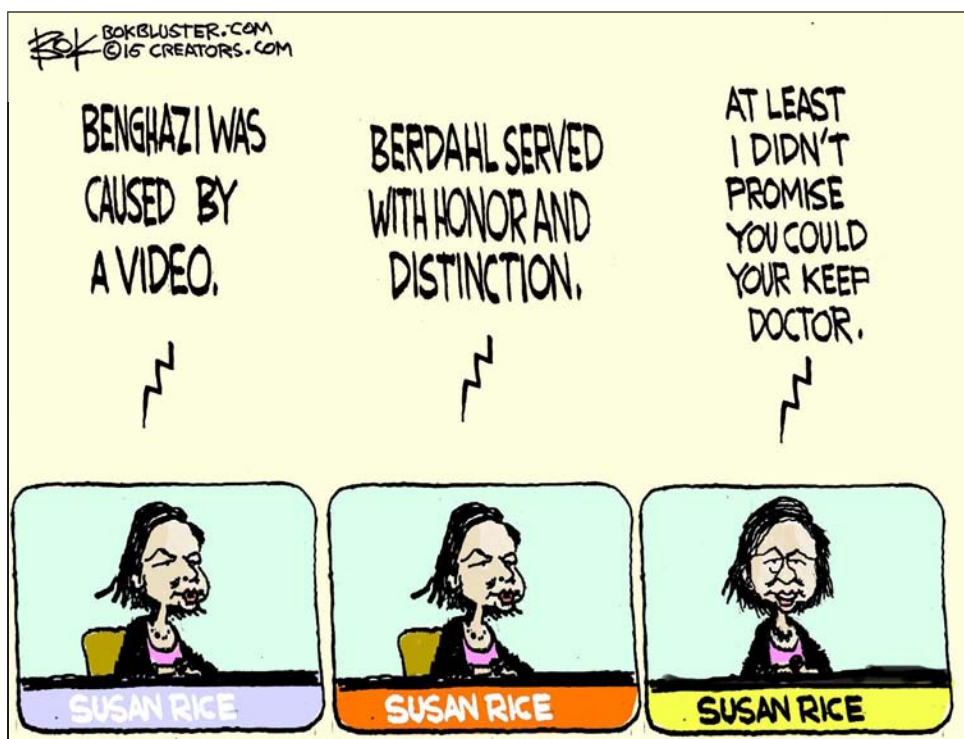
There was an American president who understood the danger of blind support for Arab dictators, no matter that they were admirably secular in their outlook or willing to jail jihadis or to stay at peace with Israel. He said, "Sixty years of Western nations excusing and accommodating the lack of freedom in the Middle East did nothing to make us safe."

His secretary of state was clearer about

see ZAKARIA page 17



FAREED ZAKARIA





**MOAB VALLEY INN,
MOAB, UTAH:**

- Saves **\$9,700** and **160,000 kwh/year**
- Received **\$11,540** in incentives
- Payback before incentives: **2.4 years**;
payback after incentives: **1.2 years**

There's always room for energy efficiency.

Moab Valley Inn isn't just serving guests, they're saving money. With the help of our wattsmart® Business program, the Inn upgraded to energy-efficient LED lighting. They used our cash incentives to start saving and the changes have been boosting their bottom line ever since. Your business can benefit too by upgrading lighting*, HVAC, compressed air systems and more. To learn more, call 1-800-222-4335, contact a participating vendor or visit wattsmart.com.

*Please call us before you start your project.



Let's turn the answers on.

Pictured from left to right: Colby Lilly and Tim Gardner, maintenance department with Moab Valley Inn, Debra Dull, customer and community manager, Rocky Mountain Power and Dave Seibert, maintenance supervisor, Moab Valley Inn.

A model for effective leadership during those unexpected crises

One of the most essential leadership skills is that of problem solving. We all face the day-to-day headaches that provide varying degrees of challenge. And, occasionally, we face a full-blown crisis.

The difficulty inherent in major crises is that most of them seemingly come at us "out of the blue." Not only are they unexpected, they tend to be highly disruptive, forcing us into unanticipated high levels of stress and anxiety. One minute we are sitting at our desk checking our email — and the next, the desk is shaking uncontrollably in an earthquake.

While such crises are stressful for everyone, they represent an extraordinary challenge for leaders. How should you, as the head of your organization, respond to a significant crisis? How do you plan for the unexpected, for the random emergency?

Thankfully, much has been done in the realm of emergen-

cy preparedness regarding how communities, families and individuals can — and should — prepare for catastrophic events. It is not my purpose here to reiterate that information. Rather, it is to outline a process whereby leaders can provide an appropriate "command presence" in the face of the turbulence and turmoil that typically accompany an unforeseen crisis.

Over the past 20 years, I have been lucky to work closely with Steve Dunaway, my friend and business partner. Steve has brought unique skills to our coaching and training, especially in the area of crisis management. His insights here are based on his early career in the fire service, both as a frontline fire fighter and as a battalion chief. Later, he served as Utah state director of fire training.

In recognizing the need for leaders to present a strong command presence in the face of emergencies, Steve developed a model based on the acronym

CHAOS. It represents a simple, yet powerful, mindset for any leader faced with a sudden, seemingly catastrophic situation. The model follows:

• **C: Calm**

Rudyard Kipling penned these immortal words: "If you can keep your head when all about you are losing theirs ... you'll be a man, my son." Of course, this statement is not exclusive to men. This demeanor on the part of a leader sends the immediate, reassuring message that he or she is fully engaged, is unruffled by the stress others are experiencing and that the problem can be solved.

• **H: Hold**

Hold off taking immediate action. Crises, especially those of the life-threatening type, tend to bring out the hero in many people. However, lots of would-be heroes have perished rushing into a burning building.

A strong leader will avoid an immediate reaction in favor of stabilizing the situation. This often means reining in well-intentioned individuals who are

inclined to precipitous, dangerous responses.

• **A: Assess**

At this stage, the leader marshals his resources to assess the situation. How bad is it? Are there immediate needs that must be met? How widespread is the effect? In some cases, this must be done within a few seconds, but in most there is time to be sure that the situation is well understood.

Utilize the time available, but don't procrastinate. As you rely on the observations of others to assess, make sure that communication is clear. Ask a lot of questions. Seek to understand the situation as clearly as possible.

• **O: Options**

With the best understanding of the situation possible, define the options you have for dealing with the crisis. Evaluate the risks inherent in each option against the likely outcomes. Where possible, engage others in this discussion. If time allows, work toward consensus regarding the best option.

• **S: Select**

At this point, a strong leader will decide on the actions to be taken. As Pres. Harry Truman said, "The buck stops here." You must be decisive, own the decision and rally the troops. At this point, deliberation is done and action must be taken.

It may seem that this process is too slow to be utilized in many crisis situations. Undoubtedly, emergency often equals urgency. However, recognize that the CHAOS model is meant to be a leadership mindset — a mental checklist to assist leaders in having the command presence needed to deal with turbulent situations.

I have observed those who have employed this entire model in literally a few seconds and others who have used it over several weeks. The key is to evaluate the time available to respond — and use it wisely, applying the CHAOS model.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.



RICH TYSON

THE GOVERNOR'S UTAH

ECONOMIC SUMMIT 2015

UTAH'S ASCENT TO THE SUMMIT.

FRIDAY, APRIL 17, 2015. SALT LAKE CITY

SPACE IS LIMITED.
Register today.

FEATURED SPEAKER, GOVERNOR GARY R. HERBERT.



JOIN GOVERNOR GARY HERBERT and a prestigious field of experts who will present many of the best business practices for advancing Utah and its global economic position.

This year, the Summit will focus on Exceeding Expectations in Utah and provide business leaders and decision-makers the opportunity to learn more about strategic opportunities and challenges facing businesses today.

KEYNOTE SPEAKER, CHRIS WARNER.



LEADERSHIP PRINCIPLES.

A rare adventurer and leader, Chris has worked with thousands of CEO's, sales teams, senior executives and entrepreneurs at firms as diverse as Google and the National Counter Terrorism Task Force.

Chris is an expert at creating and leading high performance teams. Chris is one of only 9 Americans to summit both Everest and K2. He's led more than 175 international mountaineering expeditions.

You will never see leadership in the same way after you learn Chris Warner's leadership principles and share in a small way his Ascent to the Summit!

WOMEN LEADERSHIP PANEL

A conversational-style discussion by a group of Utah's high powered, yet fun women on leadership, balance and success.



MIA LOVE
U.S. Congresswoman



AMY REES ANDERSON
Managing Partner and Founder of REES Capital, an angel investment firm that provides entrepreneurs and business executives' support and guidance to help their companies grow.



CARINE CLARK
President and CEO, MaritzCX. Carine has decades of experience building successful software companies.



JACKI ZEHNER
As the President of The Jacquelyn and Gregory Zehner Foundation, Jacki funds a variety of projects and organizations with a particular focus on women's rights, women's foundations, movement building and media.



ANDREA THOMAS
Andrea B. Thomas is the Senior Vice President of Marketing for Walmart Stores US. Her team is responsible for Marketing Strategy, Brand Marketing and Local Marketing.

REGISTER TODAY AT UTAHECONOMICSSUMMIT.COM

PRESENTED BY:

SPOTLIGHT PARTNERS:

EVENT PARTNERS:

ASSOCIATE PARTNERS:

ORGANIZED AND PRODUCED BY:



Learn how your company can be a **Participating Partner**. Contact Kadee 801.204.6826 kadee@utahmediagroup.com

NURSERIES

from page 1

Glover believes the recent success he's seen in his business is due to increased housing development in the area. There has been more commercial work, he said. The exceptional sunny weather has also been a real boost.

His number of employees has

stayed the same over the years, generally around 60 to 70 employees during the "in season." Glover said his gross sales haven't reflected the number of employees he has kept except during the recession when he let go of about 10 employees.

When asked about future expansion, Glover said, "not really." He is waiting for the next generation to take over.

CAI

from page 1

pared to 81 percent in February and 67 percent in January. The large percentage is not surprising considering recent trends in gasoline prices—gasoline prices fell from an average of \$3.73 last July to an average of \$1.93 per gallon in February and then rose to an average of \$2.34 per gallon in March. The average expected increase over the next 12 months is 67 cents, which represents the highest expected increase on record for the CAI.

More Utahns expect interest rates for borrowing money to increase in the next 12 months. Sixty percent of Utahns expect rates to rise, up two points from February. Seventy percent of Utahns expect prices for consumer goods to increase, which is 6 percent more than in February. The percent of Utahns who believe home prices will go up increased by one point to 61 percent in March. At the same time, 41 percent of Utahns think it is likely that a \$1,000 investment in their 401(K) will be worth more than \$1,000 one year from now, down from 46 percent who expected that increase in March. Likewise, 24 percent of Utahns expect their household income to increase by more than the rate of inflation during the next two years, down six points from February.

Twenty-nine percent of Utahns say they are likely to purchase a major household item—such as furniture or a refrigerator—in the next 60 days, one point more than in February. Perceptions of job stability increased in March: 78 percent of Utahns think it is unlikely they will lose a job they wanted to keep within the next two years, up from 74 percent in February. Thirty-four percent of Utahns think it is likely they will be able to maintain their living standards when they retire, which is just below the 36 percent who shared that same sentiment last month. With the end of the legislative session in March, 38 percent of Utahns think the state government is doing a good job taking steps to improve the state economy, down from 43 percent in February.

"Utahns feel more confident about their jobs, more confident about the current state of the econ-

omy, and more confident about the direction the economy is going," said Scott Anderson, president and CEO of Zions Bank. "Consumer attitudes like these drives even more economic growth, affirming that we are in a real period of economic prosperity here in Utah, one that we expect will continue to move forward."

Zions Bank provides the CAI as a free resource to the communities of Utah. The monthly CAI summary reports are released at a monthly press conference, coinciding with The Conference Board's national CCI release date. The reports are available online at www.zionsbank.com/cai. Analysis and data collection for the CAI are done by the Cicero Group, a market research firm based in Salt Lake City.

ZAKARIA

from page 14

the connection, explaining that in the Arab world, "there were virtually no legitimate channels for political expression in the region. But this did not mean that there was no political activity. There was — in madrasahs and radical mosques. It is no wonder that the best-organized political forces were extremist groups. And it was there, in the shadows, that al-Qaeda found the troubled souls to prey on and exploit as its foot soldiers in its millenarian war against the 'far enemy.'"

That was George W. Bush and Condoleezza Rice. The fact that Bush's administration so botched its remedy — regime change and occupation of Iraq — should not blind us to the fact that it was accurate in its diagnosis of the problem. The Arab world provides no easy answers, trapped as it is between repressive dictators and illiberal democrats. But that does not mean that blindly supporting the autocrats is the right answer.

As we ally ever more closely with Yemen's and Egypt's dictators and engage in joint military actions with the absolute monarchy of Saudi Arabia, we should be wondering what is going on in the shadows, mosques and jails of these countries.

Fareed Zakaria's email address is comments@fareedzakaria.com.

(c) 2015, Washington Post Writers Group

Nole's Nursery, located at 1915 E. 6400 S., Salt Lake City and 2365 N. Hwy. SR 32, Kamas, is another garden nursery that increased its sales in 2014. Owner Janette Wahlen (the co-owner is her husband, Steve Wahlen) said that the upswing in business is because of an increase in building and that the economy is looking better.

Wahlen has been in business for 51 years and has eight employees, which stayed the same for the past year. Although she implied that she loves her job by saying that one must love what they do in order to be successful in this business, she isn't planning on any expansion in the near future.

There has been a "substantial increase" for Wasatch Shadows Nursery, according to owner Loren Nielsen. The nursery, located at 9295 S. 255 W., Sandy, is making a comeback from the economic recession when there were fewer builders, said Nielsen. "Business depends on builders," he added.

The nursery was started in 1958 and employs 25 to 30 people during the seasonal peak. This number increased 10 percent in

2014. Although Nielsen hasn't decided on further expansion, he said that he will eventually consider moving locations.

Cactus and Tropicals' owner, Scott Pynes, reported that sales increased significantly for 2014 and that it was "the best year in a long time." The nursery located at 2735 S. 2000 E., Salt Lake City (with a second location in Draper), has not only seen an increase in the number of customers, but also in the amount they are spending. He said there is a general ease among the shoppers, who are mostly homeowners.

Pynes' business is 40 years old and has 90 employees — the number has gone up by six in the past year. As far as future expansion goes, he doesn't plan on physically expanding his stores, but will continue to invest in marketing.

Millcreek Gardens, located at 3500 S. 900 E., Salt Lake City and owned by LaRene Bautner, who attributed increased sales this past year to "working hard and smart" and also by being in tune with her "guests." Bautner calls her clients "guests" because she said that she realizes they have a choice to be

there and she enjoys connecting people with plants in an "entertaining way."

The nursery has been around since 1955, so it is celebrating its 60th birthday this year, and Bautner said they are more excited about it than ever. The shop employs between 24 to 55 employees, depending on the season, and the number didn't change in 2014. Bautner isn't planning on any expansion in the near future, she said. The nursery recently expanded its shaded tree area 20 percent by making it more efficient.

When speaking about the dynamics of running a garden nursery, Bautner mentioned that living inventory is "eye candy" and it is a huge responsibility to keep the plants alive. "Half of business is made in 60 days; you must have systems in place and do them well," she said.

Utahns are proving themselves to be local shoppers once again. "If there's a truly local business," Glover said, "farmers and garden nurseries would be it. They are family-owned, for the most part."

CALENDAR

from page 9

April 16, 7:30-9 a.m.

NAIOP Utah Member Meeting. The following panelists will discuss "The Impact of Increased Density": Julie Berreth, principal, Architectural Nexus; Vance Checketts, vice president of Utah operations, EMC Corp.; Jeff Gochnour, president of development services, Cottonwood Partners; Randy Park, program director; UDOT; Paul Skene, co-founder and managing principal, Cresa SLC; and Kim Struthers, Lehi planning director. Location is Layton Construction Co. Conference Room, North Building, 9090 S. Sandy Parkway (500 W.), Sandy. Free for NAIOP members, \$75 for nonmembers. Registration can be completed at <http://bit.ly/NAIOPapr16>.

Apr. 16, 11:30 a.m.-1 p.m.

Lunch & Learn, a Murray Area Chamber of Commerce event. Location is Rice Basil, 2337 E. Murray Holladay Blvd., Salt Lake City. Cost is \$14 for members, \$19 for nonmembers. Details are at murraychamber.org.

Apr. 16, 11:30 a.m.-1 p.m.

"Blind Spots" Workshop, a Sandy Area Chamber of Commerce event. Speaker Kevin Taylor, owner of Beyond Imagination, will discuss "blind spots" that keep people from being their best as a manager and employee. Location is Salt Lake Community College's Miller Campus, Miller Free Enterprise Center Building, Room 223, 9750

S. 300 W., Sandy. Details are at sandychamber.com.

April 16, noon-1:45 p.m.

UTC Annual Members' Meeting, a Utah Technology Council event. Event will feature a discussion of the triumphs of the past 12 months, the election of board officers and trustees for the coming year, and the presentation of awards. Keynote speaker is Howard Lindzon, cofounder and chairman of StockTwits. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$55 for UTC members, \$90 for nonmembers. Details are at utahtech.org or (801) 568-3500.

April 17, 8 a.m.

2015 Economic Summit, organized and produced by the Governor's Office of Economic Development (GOED). Theme is "Innovate, Invest, Grow: Utah's Ascent to the Summit." Morning keynote speaker is Chris Warner, one of nine Americans to have reached the summits of Mt. Everest and K2 and also a professor at the Wharton School of Business and a successful business owner. Event also will feature 12 breakout sessions and a panel titled "Learn From The Best: Leadership Insights from Wonder Women in Power" featuring U.S. Rep. Mia Love; Amy Rees Anderson, managing partner and founder of Rees Capital; Andrea Thomas, senior vice president of marketing for Walmart Stores U.S.; Carine Clark, president and CEO of MartizCX; and Jacki Zehner, president and CEO of Women Moving Millions. Event also features breakout sessions, with topics including work-

force development, risk management, content marketing, small-business solutions, international trade and cybersecurity. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$150. Details are at <http://utaheconomicsummit.com>.

April 17, 1:50-4:20 p.m.

Sugar House Development Panel and Walking Tour, a ULI (Urban Lands Institute) Utah joint program with the Utah chapter of the American Society of Landscape Architects (ASLA). Panel is 1:50-2:50 p.m. Panelists are D.J. Baxter, executive director, Redevelopment Agency of Salt Lake City; Julianne Sabula, transit manager, Salt Lake City Corp.; Jeff Woodbury, vice president of development and acquisitions, Woodbury Corp.; Erik Bengtzen, vice president of commercial real estate, Wells Fargo; John Gardiner, Gardiner Properties; and Aabir Malik, Colmena Capital. Location is Westminster on the Draw Building, 2120 S. 1300 E., Salt Lake City. Cost is \$50 for ULI members, \$75 for nonmembers. Registration can be completed at (800) 321-5011. To attend the full-day conference, registration through ALSA can be completed at <http://aslautah.org/2015/03/utah-asla-annual-conference-registration/>.

April 21, 7:30-9 a.m.

"Breakfast of Champions," a Sandy Area Chamber of Commerce event. Theme is "The Bridge Builder." Location is Jordan Commons Tower, 9350 S. 150 E., Ninth Floor, Sandy. Details are at sandychamber.com.



Great Location Downtown!!

Terrace Falls Condo 171 E. 3rd Ave, Salt Lake City Priced to Sell!! \$399,000

One of the larger units. 2080 Sq.Ft. on the 3rd floor

2 Master Suites

Open floor plan. Both bedrooms have full bath, one has jetted tub and separate shower

Call for more details

Terrace Falls condo! Walk to downtown Salt Lake and all it has to offer! Secured underground parking. rooftop patio. Exceptional amenities: workout center, pool/sauna, billiards, large social area with new service kitchen and workshop. \$1.2 million renovation of common area. All the luxury without the City Creek price tag.

Call Agents for appointment



**512 E. 4500 So. Ste. 250
Murray, Ut 84107
Time Real Estate and Development
801-563-8280**

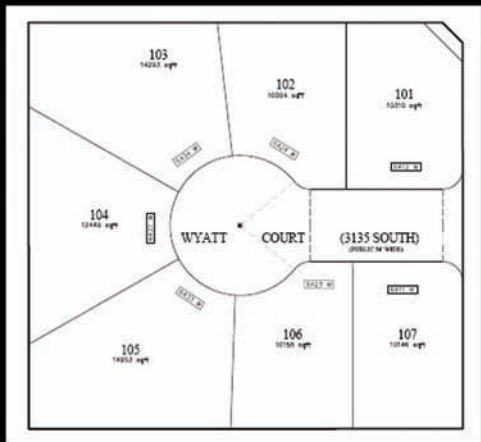
**Daniel Griffiee
801-259-1366
Rhonda Bachman
801-641-0826**



WYATT ACRES 7 Paper Lots West Valley City

SWC 6400 West 3100 South WVC, Utah
 Preliminary Plat Approved by West Valley City
 Civil Engineering and Survey Complete

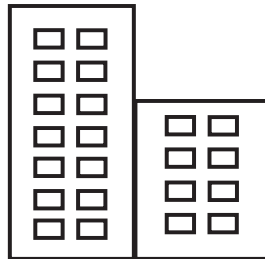
\$315,000



Call Adam Nash - Principal Broker

801-580-1428

Growth Aid LLC adam@growthaid.com



**We provide
 property
 searches!**

About us:

- Licensed and insured.
- Over 18 years experience in the Title Industry.
- Accepted by most underwriters.
- We provide personal property genealogy.
- We back-up or willingly assist you.
- We are dedicated to provide personalized and focused service for you and your company.

PropertyInfo. Services, llc

Joel V. Baumgart
 President, CEO

801-518-3618
 joelbaumgart@comcast.net

Northgate
 BUSINESS PARK



\$165 and up

Ben: 801-891-6927
 James: 801-891-6932

Absolutely the best deal in town!

Private office available 8 blocks from downtown city center. Locate your business in the Northgate Business Park complex. Currently home to over 80 different companies.

Amenities Include:

- Free Parking
- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property

YOU CAN'T COMPETE TODAY

WITH TECHNOLOGY FROM YESTERDAY.

Just as old ideas don't fly for small businesses, neither does old technology. That's why Comcast Business is built for business, offering the high-performance connectivity small businesses need to flourish.

- Up to 5x faster than DSL.
- Backed by 24/7/365 service.
- A single-source provider for all your voice and data services.

COMCAST
BUSINESS
B4B
BUILT FOR BUSINESS™

COMCASTBUSINESS.COM
800-501-6000

Speed comparison between Comcast 100Mbps service and 20Mbps DSL (downloads only). Restrictions apply. Not available in all areas. Actual speeds vary and are not guaranteed. Call for details. Comcast ©2015. All rights reserved.