

The Time is Now

New U president Taylor Randall has big dreams—and he's just getting started. Peek behind the scenes to see him in action.

WINTER 2022

Targeting Tumors

The Huntsman Cancer Institute's new proton therapy is the latest tool in its arsenal against the disease. p. 22

Launch Pad

As the Lassonde Entrepreneur Institute celebrates its 20th anniversary, see how its alums are impacting the world. p. 34

Trivia Time

Where do U alumni live? Which college has the most grads? Test your knowledge with our quiz! p. 45





Outside





Going Global

The U has several locations—including one on the other side of the world. On the outskirts of Seoul, South Korea, the University of Utah Asia Campus recently welcomed its largest class ever with 119 students from around the globe, including nearby Russia and as far away as Brazil. With seven undergraduate and two graduate programs ranging from communications to computer engineering, students get the same educational excellence they would in Utah, with the bonus of an international experience, says Randy McCrillis, the U Asia Campus dean of students.

“Learning doesn’t just take place in a classroom or on a Zoom call—it’s enriched by the connections we make, and the U Asia Campus offers unique opportunities in that regard,” McCrillis says. Students from the Salt Lake campus, even if they’re not from Utah, pay an in-state tuition rate when registered at the U Asia Campus. And a shared room is \$1,200 per semester, so students can pursue their degrees during the week and visit sites like the 600-year-old Bukchon Hanok Village (pictured here) for lunch on the weekend.

U University of Utah Magazine

WINTER 2022
Volume 31, No. 1

What does a Shia LaBeouf meme have to do with the entrepreneurial spirit and a now-successful audio sharing platform called Blerp? For one student who was inspired by the unexpected, it's everything. p. 34

ILLUSTRATION BY RYAN OLBRYSH



FEATURES

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Targeting Tumors The Huntsman Cancer Institute has moved a mountain—literally—to add another tool to its arsenal against cancer, and it's especially beneficial for younger people. Learn how providers, researchers, and construction workers all joined forces to make it possible for patients to fight their tumors with a pencil beam of proton energy.

28

The Time is Now What is it like to be president of the University of Utah? For Taylor Randall, it's a daily balance of shooting for the stars and linking students and leaders to get there. Take a look at what makes the U's 17th president tick, from early in the morning until late at night.

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Launch Pad From an inflatable bed designed to help refugees to a nonprofit dance studio that offers noncompetitive scholarships, the Lassonde Entrepreneur Institute has incubated hundreds of student startups in its 20 years. Read some of the institute's stories of success and see how its students and alumni are creatively impacting the world.

ON THE COVER

Utah Magazine art director and photographer Dave Titensor BFA'91 masterfully orchestrated this portrait of U President Taylor Randall with a white sheet for a backdrop and at least four different, perfectly positioned umbrella lights.



WEB EXTRAS

More available at magazine.utah.edu

If you've ever wondered how SARS-CoV-2 and HIV invade human cells and proliferate like wildfire, molecular biologist Janet Iwasa has the answer. See how she uses Hollywood-quality software to bring the tiny viruses to light—with colors and movement that make you feel like you're just as small—by watching the scene at magazine.utah.edu/animation.



The Black Cultural Center was established to enrich, support, and advocate for faculty, staff, and students, but there's more to know about this important resource in our community. Visit magazine.utah.edu/bcc to watch a special panel discussion about the center with Director Meligha Garfield and Program Coordinator Sara Cody.



Singing can lower stress, boost your immune system, and improve your well-being, says our Expert voice teacher Brian Manternach. If you've ever been too afraid to sing out loud—in public—watch this TEDx talk on the joys of singing at magazine.utah.edu/sing. You don't need to be a professional to open up and say do-re-mi-faaahhh.

DEPARTMENTS

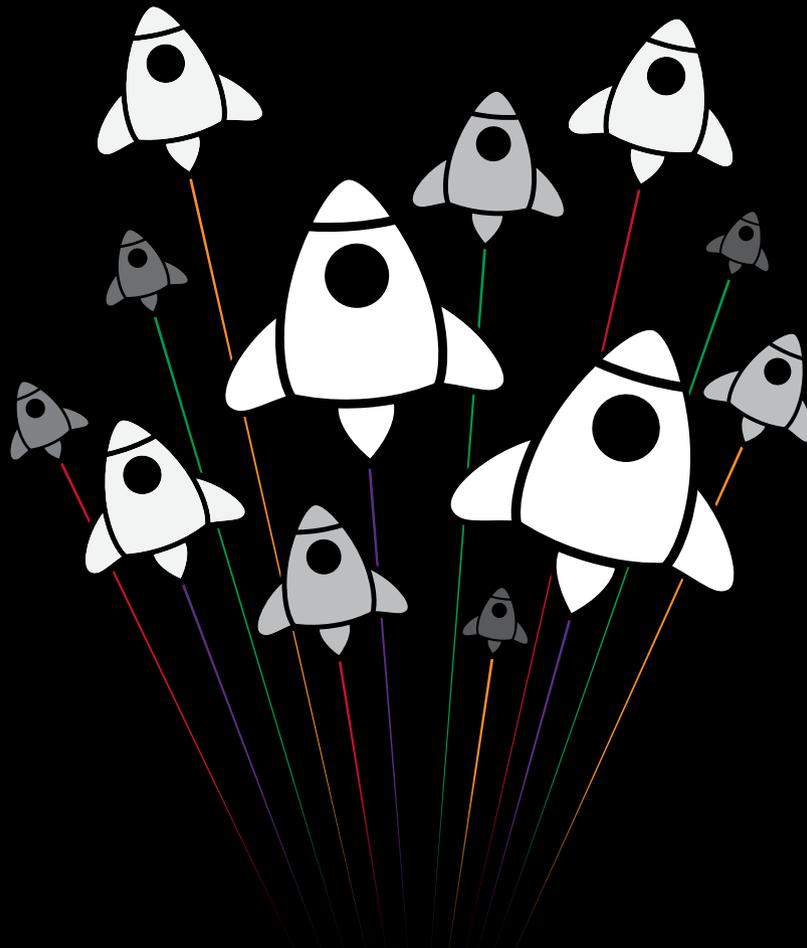
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School of Business
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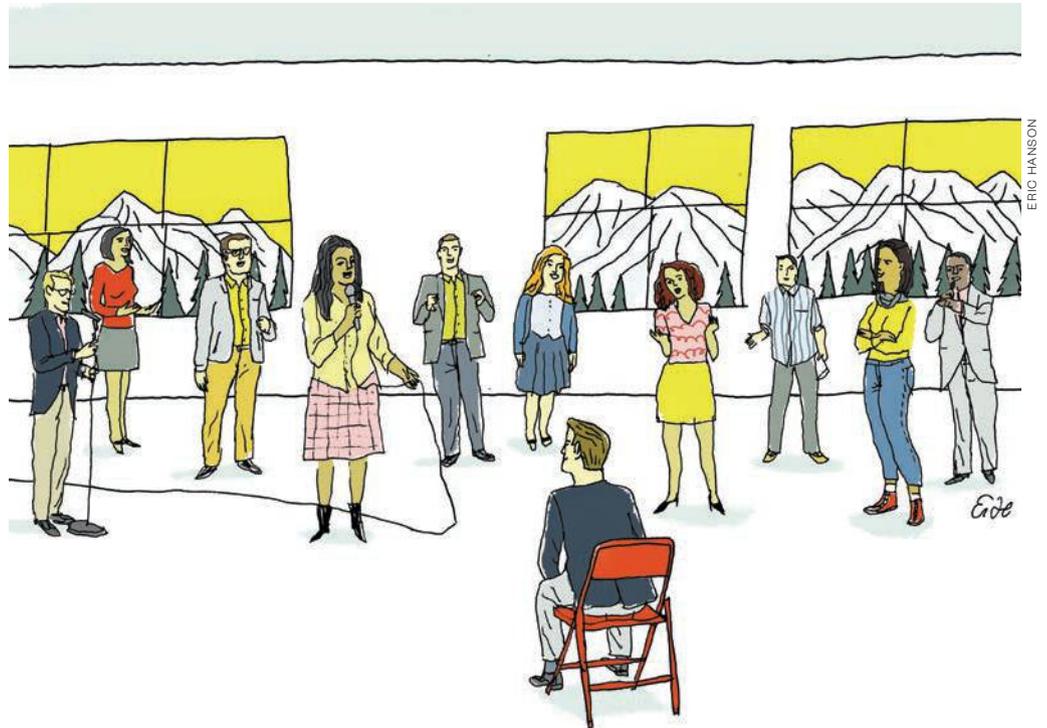
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ERIC HANSON

An Inspiring Viewpoint



I've read our university magazine over the years through many lenses—as an alum, a faculty member, a parent, a dean, and now as president. Each of these roles has fueled my passion for the U in new and inspiring ways.

But I must admit, the vantage point I've had during my short time as president has grown my appreciation for this university tenfold. The resiliency of this campus is strong; the momentum and energy are palpable. I wish everyone could see firsthand the daily collective efforts to move our university forward.

Over the past few months, I've participated in numerous listen and learn sessions with groups across campus where we've talked candidly about challenges, priorities, and bold ideas that will continue to drive the U as a leading public university. I'll share a few of my takeaways.

First, it's exciting to see so many areas of excellence at this university. I thought

I was familiar with our strengths, but I keep discovering more. Second, I've been impressed by the incredible vision at every level—from colleges and departments to arts and cultural organizations to our thoughtful student leaders. And third, I've been encouraged to see many of the same priorities emerge: student success and well-being, campus safety, freedom of expression, quality health care, equity and inclusion, societal impact, and research innovation.

You need look no further than the pages of this magazine for examples of these efforts. The Lasonde Institute celebrates 20 years of launching student careers (see p. 34), and the new proton therapy center at the Huntsman Cancer Institute (see p. 22) is innovation at work targeting tumors. We can and do change lives at our university.

I'm honored to serve as your president and can't wait to get to know more of you—my fellow alumni—and to hear how you, too, are having an impact in the world.

PRESIDENT TAYLOR RANDALL

Seven Canyons

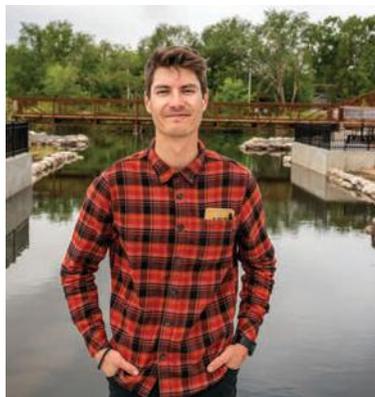
Many readers have shared their enthusiasm for the efforts that started as a capstone project and led to a nonprofit focused on unearthing streams in Salt Lake City [“Beneath the Surface,” Fall 2021].

I have often thought that it was a shame that all those creeks flowing into Salt Lake City were covered up. One of the things that makes European cities so lovely are the rivers that they are situated on. How great it will be if all seven SLC “rivers” are revealed.

GRETCHEN ROWE BA’74 BA’77,
DAMMERON VALLEY, UT

Huge kudos to Brian Tonetti and all the collaborators on this complex and worthwhile effort! Three Creeks Confluence Park is an incredible asset to surrounding neighborhoods, Salt Lake City, and the wildlife we share our urban spaces with.

AMY SIBUL, SALT LAKE CITY



Working the Runway

The profile on ice-skating drag queen alum Cordero Zuckerman—aka Denali Fox [“Ice Queen,” Fall 2021]—has become one of the most popular stories on our website and elicited dozens of comments, including some of the following. Not all were attributed, so here is just a smattering of the positivity.

That’s our gurl out here slaying! Can’t wait to see her live. I’m gay and I went to the U nearly 30 years ago. If you would’ve told me back then that the alumni magazine would one day feature a multi-racial queen in full drag I wouldn’t have believed you. Brings joy to my little gay heart.

Yaas!!! Denali is fabulous! I’ve seen her in Chicago. I had no idea she was a U alum. Makes me love her that much more.

Denali, your achievements and perseverance are remarkable. Thank you for what you are modeling to others about what is possible. You’re gorgeous!

Slay, queen! Cordero is a sweetheart! Next time put the drag queen on the cover, *Utah Magazine*! You know our Denali is a straight up covergurl!

Werk it, Denali!

Denali makes me proud to be a U alum.

History Comes Alive

Here, just a few of the responses to “Tales from Yesteryear” [Fall 2021], which shared stories of those interred in the Fort Douglas cemetery on campus.

I believe keeping the history of all is so important. If we don’t have our history, we really don’t have anything. Thank you for this article. For all who lost their lives, including the Shoshone, may God bless them.

CAROLYNN MIRABILE, MAGNA, UT



Pleased to read this. I’m a grad of the U, but my father was Maj. Gen. M.B. Kauffman, who helped save the fort from destruction in the 1970s, and who founded the Fort Douglas Military Museum (the original building it’s in is named after him). My Dad could have been buried at Arlington but chose the fort’s cemetery for his final resting place. Keeping the fort’s history and legacy alive was central to him.

JEFFREY KAUFFMAN BA’77,
PORTLAND, OR

 **We want to hear from you!**

Join the discussion at magazine.utah.edu or email us at magazine@utah.edu. Comments may be edited for length and clarity.

SOCIAL SPOTLIGHT

Meet the Crimson Outing Club. This student-run group organizes outdoor activities around the state, including this one last fall on the Salt Flats. Find them on Instagram @crimsonouting-clubuofu to join their next adventure.





NOAH REEB

Brain tumor patient (front left) and his family celebrate his last day of proton therapy treatment

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The Senator Orrin G. Hatch Proton Therapy Center expands our existing state-of-the-art radiation technology options for children and adults. It is the first and only proton center in the Mountain West.

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News from the U



The Orrin G. Hatch Center will give student interns in the nation's capital a new place to live near Embassy Row and Dupont Circle.

Historic Home

The U purchased a celebrated property in Washington, D.C., to serve as living and gathering space for student interns

Interns with the U's Hinckley Institute of Politics have a new home in Washington, D.C. Most recently headquarters to the Mathematical Association of America (MAA), the building is just steps from Dupont Circle and Embassy Row and nine blocks from the White House.

The \$13 million purchase was made possible through the generosity of private donors, including the Orrin G. Hatch Foundation and the Kem and Carolyn Gardner family, and favorable terms from the MAA. Once occupied by former Supreme Court justice and former New York Gov. Charles Evans Hughes, the property includes two interconnected brownstones and a stand-alone carriage house that will be used as conference and event space. The building has been dubbed the Orrin G. Hatch Center after the former legislator, the state's longest-serving senator. The carriage house will be named in honor of Carolyn Barnes Gardner.

Since 1965, Hinckley's national program has provided more than 100 students annually with full-time, paid internships in a variety of government institutions, public advocacy groups, and

consulting firms, says Jason Perry JD'99, vice president for government relations and Hinckley Institute director. As the program has grown, the list of host offices has diversified, and Hinckley is now able to pair students from nearly all majors with an internship related to their field.

"A permanent residence in Washington, D.C., puts the U in good company with peer schools from the Association of American Universities," says Perry. "Our vision is that this new addition becomes a treasured home for University of Utah interns, faculty, and alumni living in or visiting the Washington, D.C., area."

As student residents participate in transformative internships, they will be furthering the legacy of the building's namesake. During his Senate service, Hatch sponsored more than 2,000 interns. "I entered public service with a simple goal in mind: to help those who could not help themselves and to expand economic opportunity for all," says Hatch. "I sought to achieve this goal through legislation, but also by building a robust internship program that would give young Americans the opportunity to gain hands-on experience working in Washington."

NEWS ROUNDUP



The U's Entertainment Arts & Engineering (EAE) program was named No. 3 in the country in the inaugural rankings by *U.S. News & World Report* for Best Undergraduate Game Design Programs. EAE tied with Massachusetts Institute of Technology and New York University for third, while Carnegie Mellon University and the University of Southern California tied for No. 1. Of those five institutions, the U offers the lowest tuition rates, costing at least 77% less than the others.

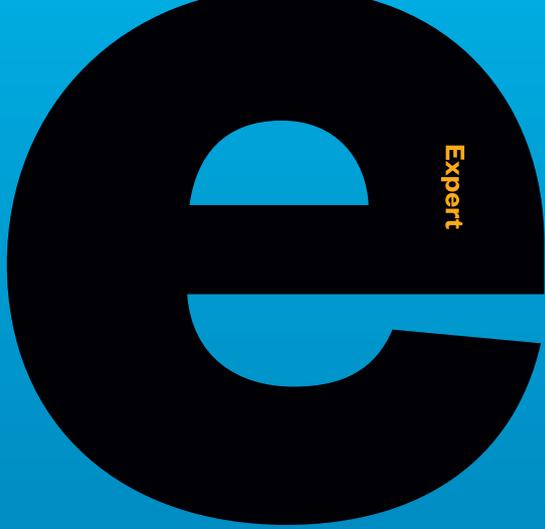


Sabah Sial, a senior majoring in finance, has been named a Rhodes Scholar, the U's 23rd. Sial was selected from among 2,300 U.S. applicants

for the prestigious scholarship, which provides tuition and living expenses for two years of international graduate study at Oxford University. Sial plans to study the intersection of finance, criminology, and criminal justice.



The College of Fine Arts is hard at work regenerating the Einar Nielsen Fieldhouse into a state-of-the-art 375-seat theater. Thanks to a landmark gift from the Meldrum Foundation, the space will be home to productions by Pioneer Theatre Company and the Department of Theatre, giving it a much-needed proscenium stage. Originally opened in 1939, the Runnin' Utes basketball team played there until 1969, students took physical education within its walls, and it was even retrofitted to hold soldiers during WWII.



Singin' in the Brain

Wanna get happy? Try belting out your favorite song, says singing teacher Brian Manternach, an assistant professor (clinical) in the Department of Theatre and research associate at the Utah Center for Vocology in the U's College of Fine Arts (where he won its 2021 Faculty Excellence in Research Award). "Studies show singing can help release tension, lower our heart rates, and calm us down," he says. "Everybody loves music. It's just fun to sing."

Born into a musical family—singing in church and during car trips—Manternach earned advanced degrees in music and voice performance. In addition to teaching and performing around the country, he's a sought-after lecturer on singing and musical theater and writes a column for *Classical Singer* magazine. He has been recognized with the Voice Pedagogy Award from the National Association of Teachers of Singing, and his TEDx Talk on the joys of singing is required viewing.

Due to neuroplasticity, our brains grow and reorganize as we learn new skills like singing, he notes. "Besides this, when singing, you often use your breath in a way that is similar to how it is used during yoga and meditation. In this way, singing can potentially be both a physical and a spiritual experience."

BENJAMIN GLEISSER

A Few Notes for Wannabe Singers

Don't compare yourself to others If you're just beginning to get your vocal cords going, don't be discouraged by accomplished singers who easily hit the high notes. It's okay to be a newbie. Remember: it took years for Stefani Germanotta to become Lady Gaga.

effectively through music. Many people are afraid to sing because they think they'll be judged by the quality of their voices, but much of the time when we listen to music, we value emotional connection way more than pretty sounds.

Sing with passion Johnny Cash is a good example of someone who didn't have the greatest voice but who communicated extremely

Seek instruction Ready for the next step? A qualified teacher can help you build vocal skills in a way that better equips you to express yourself.



Web Extra Watch Manternach's TEDx Talk on the joys of singing at *magazine.utah.edu/sing*

Clear Vision

Moran is awarded grant to help clinicians train Navajo Nation providers in eye care

No ophthalmologists practice in the Navajo Nation. But that doesn't change the need for eye care for its 200,000 or so residents. To help meet that need, providers from the U's John A. Moran Eye Center Global Outreach Division have been visiting the nation since 2013 to set up screening clinics and offer free care for children and adults. Now, thanks to a \$4,000 grant, Moran will begin training existing health care workers in the Navajo Nation provider network to become certified ophthalmic assistants (COAs).

Navajo Nation-based COAs will ultimately have the skills needed to take patients' histories, perform vision screenings, check eye alignment, and measure patients for glasses ahead of Moran's outreach visits to the Four Corners region. Their front-line work will give Moran physicians more time to address urgent issues and perform surgeries.

"Once the COAs earn their certifications, we have existing funding to bring them to Moran for further training," says Craig Chaya, outreach co-medical director. "We're building a bridge to more local, sustainable, hands-on training."

Moran physicians, nurses, and medical personnel have volunteered their time in more than 25 countries. In each location, they train local ophthalmologists and health care workers in order to increase access to eye care. In Utah, they provide the same volunteer-based, charitable eye care to several underserved populations, including the Navajo Nation. The division's work is funded solely by charitable donations.

In a typical year, Moran's outreach team provides about 1,000 sight-restoring surgeries, 5,000 eye exams, and 2,000 free pairs of eyeglasses while training 30 international physicians and nurses; in all, some 120 volunteers perform 12,500 service hours.



PICTURE



ELSIE HOLIDAY, *THREE NECKLACES*, 2006, ET513.OB-12, COURTESY OF THE NATURAL HISTORY MUSEUM OF UTAH (NHMU)

Weaving is a gift, says fourth-generation Diné (Navajo) basket weaver Joann Johnson. "I learned it from my mother, Betty Rock Johnson, who learned it from her mother, who learned from her mother, my great-grandmother Ida Bigman. I feel close to her when I am weaving a basket." The U's Natural History Museum of Utah is home to a large collection of Navajo baskets, including the *Three Necklaces* piece by Elsie Holiday pictured here. It's a striking depiction of *Jóhonaa éí* (Sun Carrier) wearing three turquoise necklaces, which balances both light and dark.



Web Extra See more selections from the museum's collection of Diné baskets at magazine.utah.edu/weaving



Inspiring and Supporting Black Leaders

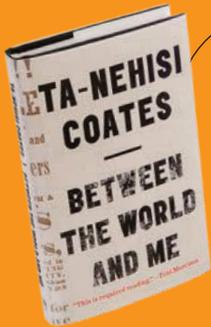
Meligha Garfield hasn't been on the job for very long. But the inaugural executive director of the U's Black Cultural Center has hit the ground running. Since coming to the U in 2019 from his post as the coordinator for the Black Programs Department at New Mexico State University, he's led efforts to expand outreach like the growing Black Alumni Community (a U Alumni engagement group), social events for Black students, and

a program to nurture the next generation of Black leadership called Operation S.U.C.C.E.S.S. (Students United to Create Cultural and Educational Stories).

"The grassroots start to the center attracted me to the post," says Garfield. "Students, faculty, and staff saw a need for a space to build community and made it happen. With that foundation, I knew we'd be capable of great things."



Between the World and Me



In many ways this book by Ta-Nehisi Coates defines the outlook of Black folks in America. It paints a picture of that experience in the form of a letter from a father to his teenage son.

intelligence² DEBATES

Intelligence Squared

It's a debate podcast that brings experts together and poses ideas. They take differing stances so you can get a more complete picture of things like politics, arts and culture, and a lot more.

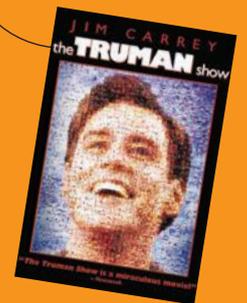


Rochester, New York

I was born and raised in upstate New York. I joined the military and got a master's at the University of New Mexico. I love living in Utah—I love the mountains. And I get to work with a very diverse population like the large refugee community here.

Flicks

I'm a huge film buff. In no particular order, my favorite movies are *The Truman Show*, *Men in Black*, *Black Panther*, and *Bad Boys*.



Luke Cage and Silver Surfer

I can't pick just one favorite superhero. I love Silver Surfer because he can control the very fabric of space and time. And Luke Cage (aka Power Man) is a bulletproof Black man in Harlem—need I say more?



Web Extra Learn more about the BCC and how to get involved at magazine.utah.edu/bcc

What is the value of a college degree?

Panel



Phoebe Fan MS'14, Talent acquisition at Amazon, hiring scientists to support supply chain systems



Frankie Santos Laanan, Professor and Associate Dean for Faculty and Student Affairs, College of Education



Eunice Sookyoung Han, Assistant Professor, Economics Department, College of Social and Behavioral Science



Peter Trapa, Dean, College of Science, and mathematics professor

Many employers work with schools and host career fairs to hire new graduates, and some companies partner with professors to directly recruit their students. Another benefit for college students is on-campus jobs, such as research and teaching assistant roles. These experiences train them in valuable skills such as project management, stakeholder management, communication, scheduling, coordination, customer service, and problem solving. Overall, college helps people build the bridge between being students and being professionals so they can adapt to the future work environment confidently.

The conversation about college opportunities is not a one-size-fits-all. Some students may need to pursue a different pathway to a bachelor's degree. Many attend the U right out of high school. Others may choose to start at a community college due to financial reasons and then transfer. Regardless, we must broaden our understanding of how diverse students can enter higher education and make that as seamless as possible so more people can graduate from the U. Evidence suggests that a four-year degree is positively related to civic participation, increased earnings, and healthy lifestyle.

Employer training can be particularly valuable if it's transferable across different employers. But if the skill set an employer teaches is limited to the company, it can restrict salary negotiation when workers change employers. Also, at college you meet people with different backgrounds. Networking can open doors and get you to new places. If you go straight to employer training, it can backfire. What if you change your mind and realize you want to do something else and that you should have gone to college? It's a little harder to get caught up when you're older.

Some of the most consequential learning on a university campus happens by doing. We embrace that in the College of Science with programs such as our Science Research Initiative, through which undergraduates can participate in research starting on day one. These lab-centered experiences guided by exceptional faculty in world-class facilities give students the skills to succeed and access opportunities in high-paying industries. The U has created a pipeline to the STEM-based economy, and choosing a major in science and/or mathematics is a fantastic path to a rewarding career.

Western Outpost

A new joint venture between the U and SLCC brings more opportunities to Herriman and the surrounding area

Salt Lake Community College and the U broke ground in 2021 on a joint \$57 million campus in Herriman. The new 90-acre Juniper Canyon Campus will open in 2023 to serve some 2,000 students in its first year and nearly 7,000 by 2025. Students who study at the campus will be able to earn an associate degree from SLCC and then attend the U to earn a bachelor's degree, all at one location.

SLCC and the U have long worked together to support student success. SLCC students account for about 40 percent of transfer students to the U each year, and in 2021, made up about one-third of the U's bachelor's degree recipients. This new campus will make it even easier for these students who choose to transfer to and complete their degrees at the U.



Programs will be offered in high-demand industries, including teaching, health care, information systems, business, social work, criminal justice, engineering, and mathematics. Essential student services for both schools will also be available, including admissions, advising, financial aid, and more.

“The Juniper Canyon Campus is coming just in time to help meet the demand for education and employment created by the

incredible growth of the southwest area of the Salt Lake Valley,” said U Interim President Michael L. Good.

Funding for the building was appropriated by the Utah State Legislature in 2021, with additional support from SLCC, the U, private donors, and infrastructure investments from Herriman City. The joint project was envisioned by SLCC President Denece Huftalin BS'84 PhD'06 and former U President Ruth Watkins.

New Ivory University House Development to Fund Scholarships

Hundreds more students will soon be able to live just steps away from campus. But what's perhaps most unique about a new 536-bed housing development being erected on 1780 E. South Campus Drive is that proceeds from housing fees will be used to fund thousands of scholarships in the coming years.

The development will span 5.6 acres and is a partnership with the Clark and Christine Ivory Foundation and the Church of Jesus Christ of Latter-day Saints. The Ivory University House proposal, anticipated to break ground in 2022, will include four multistory buildings on property owned by the church at the intersection of Mario Capecchi and South Campus Drive and replace the current church meeting-house at that location.

The proposed single-occupant studio units will support upper-class students—

juniors, seniors, and graduate students—as they approach the completion of their degrees. “The vision for the Ivory University House is to provide students with a focused learning community where they will feel welcomed, engaged, supported, and secure as they work diligently toward their educational and career goals,” says Clark D. Ivory, CEO of Ivory Homes.

With this new development, the U will gain additional beds for students while the costs of the construction will be covered by the Ivory Foundation. Public funds will not be used, nor will the U need to bond for the project or

seek additional private donors.

Future residents will have the choice of floor plans and unit sizes to suit their needs. Each studio unit will have its own entry, private bathroom, and combined living area with either a kitchen or kitchenette, depending on the floor plan selected.

The U saw a 19 percent increase in housing applications for the 2021-22 academic year. This breaks all previous records, and after watching housing trends across the state, U leadership expects the trend will continue at the U for years to come.

SHAWN WOOD BS'10

The new 536-bed housing facility at the U will use proceeds from housing fees to fund scholarships.



No Place Like Home

There are no paved roads to this construction site. There's no running water, no power. Cement trucks and other heavy machinery aren't an option here, but graduate students from the College of Architecture + Planning are not deterred. They have found a key ingredient that makes it possible to build a home in a remote corner of the Navajo Nation in just 12 weeks: sweat equity.

As part of the DesignBuildUTAH@Bluff program, created to give hands-on instruction in creativity and construction, students relocate to the southeastern Utah town of Bluff every year to partner with the nearby community—and the future homeowner—in building a house with an emphasis on sustainability and community. Through in-kind donations and money from the Navajo Revitalization Fund, the students and homeowners gather materials for doors and windows, a foundation, concrete slabs, plumbing, electrical wiring, water collection systems, and everything else for less than \$70,000.

The rest of the project—hammering, digging, painting, and plastering—is powered by good old-fashioned blood, sweat, and tears.

“The concept of ‘sweat equity’ is one in which the client uses their own labor, rather than cash, as a form of contribution in the building process,” says Hiroko Yamamoto, program co-coordinator, instructor, and technical lead with husband Atsushi Yamamoto. “It’s a tool for homeowner empowerment and capacity building. We all work together and experience learning opportunities.”

Since its founding in 2000, DesignBuildUTAH@Bluff students have finished 34 projects, including the most recent Horseshoe House that was completed in late November. The homes are designed to be built by hand, with small tools, and with materials that are readily available. Blueprints also include phases so that homeowners can construct their own additions in the future. To expand their reach beyond one home per year, the program has also partnered with the Nááts’ílid Initiative to provide prototype designs of similar houses others can build.



This home, built in 2015, is affectionately called Badger Springs, after a nearby water source.

Power Walk

U engineers create a new exoskeleton to help amputees get around

Stan Schaar thought he would never again feel the sensation of effortlessly walking with two healthy legs. Then he tried out a new experimental exoskeleton developed by mechanical engineers at the U's Bionic Engineering Lab. "It just felt like a big wind was behind me, pushing me down the road," the 74-year-old Salt Lake County man says about using the new device.

Schaar was one of a half-dozen amputees who tested the new exoskeleton designed by a team of U researchers led by mechanical engineering assistant professor Tommaso Lenzi.

The exoskeleton, which wraps around the wearer's waist and leg, uses battery-powered electric motors and embedded microprocessors, enabling an amputee to walk with much less effort. A standard prosthetic leg for amputees cannot fully replicate the biomechanical functions of a human leg. Consequently, above-knee amputees work harder while walking by overexerting their residual-limb and intact-limb muscles to compensate for the lack of energy from the prosthesis.

The goal of Lenzi's exoskeleton is to provide that extra energy so walking feels natural again. The device features a lightweight electromechanical actuator connected to the user's thigh above the amputation. A harness around the waist contains custom electronic systems, microcontrollers, and sensors running advanced control algorithms. "The exoskeleton's AI understands how the person moves and assists," says U mechanical engineering graduate student Dante A. Archangeli. The actuator can be swapped between the right and left side of the main harness to accommodate either leg.

For Schaar, the experience of using the exoskeleton was as close to having his own leg as anything, he says. "The first time I used it, it was like my muscles were totally fused with this exoskeleton, and it was helping them move faster," says the retired computer administrator. Seven years ago, Schaar was helping his friend jump-start two pickups when one of the vehicles accidentally lurched forward, crushing Schaar's leg. In the ensuing amputation surgery, and during a follow-up operation, doctors had to remove much of his leg muscles.

The exoskeleton could become more widely available in the coming years. A \$985,000 grant from the U.S. Department of Defense funded the development of this new exoskeleton technology for the benefit of veterans. Lenzi also received a new \$584,000 grant from the National Science Foundation.



This home, dubbed *Silver Slice*, was designed to facilitate family gatherings.



This home—named *Horseshoe*—was built during the 2021 season.



Cedar Hall was built in 2016 to provide a community assembly space.



JAMES YANG

Name Recognition

Utah Athletics launches a program to help athletes develop and market themselves after NCAA rule change

You might have noticed U wide receiver Britain Covey's photo proudly displayed on a billboard for a Utah-based credit union. Or maybe you've been served up ads on social media with him endorsing the financial institution. While it is hardly unusual to see professional athletes create their own brands and leverage their popularity for companies, it is a new occurrence for college athletes.

Student-athletes are now allowed to monetize their fame thanks to a change in NCAA regulations that went into effect last July. Covey is one of the first U competitors to do so. But he won't be the last. To help Covey and other student-athletes navigate this new landscape, Utah Athletics has partnered with the David Eccles School of Business and the Lassonde Entrepreneur Institute to launch Elevate U, which provides the tools and education to help them maximize the chance to earn money from the use of their name, image, and/or likeness (NIL).

"What is unique to NIL is that it is not taking money away from other programs, athletes, or people," says Covey. "Instead, it is the creation of new money, new partnerships, and new opportunities that previously were deemed as violations."

Elevate U builds on the well-established Ute Academy student-athlete development program, which includes leadership training, an incoming student-athlete transition class, networking nights, and employer site visits. Elevate U will teach brand management, creative marketing, leadership, character development, and how to create a sustainable business, says Charmelle Green, Utah Athletics chief operating officer. Green and Athletics Director Mark Harlan oversee Elevate U.

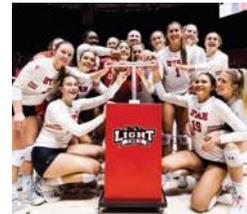
"The collaboration between our Elevate U working group and our partners from the David Eccles School of Business and the Lassonde Entrepreneur Institute has been inspiring," Green notes.

Elevate U will help U athletes foster a thriving network, learn about campus and community resources, obtain advice from notable U alumni and community members, and discover ways to benefit from their ideas and talents. Student-athletes will be protected by gaining the resources and knowledge needed to advance business endeavors successfully within the complexity of rules and regulations and can develop valuable skills including negotiation, managing business information, and financial literacy.

SPORTS BRIEFS



After defeating Oregon 38-10, the U football team clinched the Pac-12 title and played Ohio State in the Rose Bowl—the squad's first appearance in this storied New Year's Six bowl game. In a tight competition, the U fell to the Buckeyes 45-48.



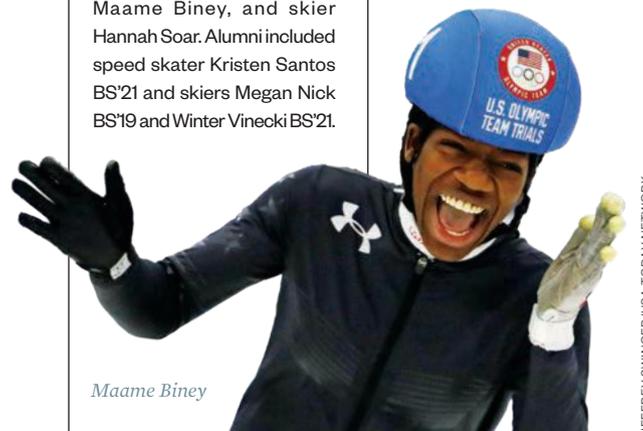
The U volleyball program received an anonymous gift of \$1 million to establish the Beth Launiere Endowed Volleyball Head Coach fund. Launiere has built Utah Volleyball into a perennial Top 20 program and has led Utah to four Sweet Sixteen appearances and 18 trips to the NCAA tournament, including a second-round finish in the 2021 championships.

While we were at press, multiple U students and alums represented Team USA at the 2022 Winter Olympics in Beijing. Among the medal hopefuls were student speed skaters Casey Dawson, Ethan Cepuran, Ian Quinn, and Maame Biney, and skier Hannah Soar. Alumni included speed skater Kristen Santos BS'21 and skiers Megan Nick BS'19 and Winter Vinecki BS'21.

The U tied for third-highest among Power Five public institutions in 2021, graduating 93 percent of its student-athletes within six years of enrolling. It's the fifth consecutive year our score has met or exceeded 90 percent.



Tying the second-best finish in program history, the Utah cross country team closed out its season at the NCAA Cross Country Championships as Pac-12 runners up and with a 20th-place finish. "We went for it, and while it didn't turn out the way we wanted, I'm still incredibly proud of this team and everything they accomplished this season," says head coach Kyle Kepler.



Maame Biney

JEFFREY SWINGER/USA TODAY NETWORK

Stats

Olympic Presence

Grace McCallum was an energetic 4-year-old. “We happened to live a minute away from a gym, so my parents put me in a gymnastics class, and it took off from there,” says McCallum. And by that, she means eventually landing a spot on the U.S. gymnastics 2020 Olympic team and helping bring home silver. A four-year member of the USA Gymnastics national team, she is also a two-time World Championships gold medal winner as part of Team USA. Last fall, during her first semester at the U, she took online classes while traversing the country as part of the Gold Over America Tour.

She’s bringing her experience and energy to the Huntsman Center as she and all our Red Rocks seek to top their most recent, third-place finish last year in the NCAA championships. “In the gymnastics world, the U is so well known,” she adds. “When I came here for a visit, I just knew it was the right place for me.”



NAME

Grace McCallum

CLASS Freshman

HOMETOWN

Isanti, Minnesota

MAJOR

Undeclared, but considering psychology and nutrition

FAVORITE CLASS

Kinesiology: Sports in American Society

USA TEAM

ACHIEVEMENTS

- 2020 Olympic team silver medal
- 2019 & 2018 World Championships team gold
- 2018 Pan American Championship individual all-around, bars, and team gold

SNACK OF CHOICE

Fruit

BEST EVENT

Favorite to train is bars, and to compete is floor

WHAT FANS WANT TO SEE

Wolf turns on the balance beam

MANTRA

Never give up

Visualizing Tiny Worlds

Janet Iwasa hadn't taken an art class since she was in middle school. But while she was a cell biology doctoral student at UCSF, she signed up for a course on creating animations for films and video games. It wasn't a desire to make the latest Hollywood blockbuster that drove her—she had a different goal in mind. “While we were learning the basics of animation by working with household items, I'd try to apply the same concepts to my work as a scientist,” she says.

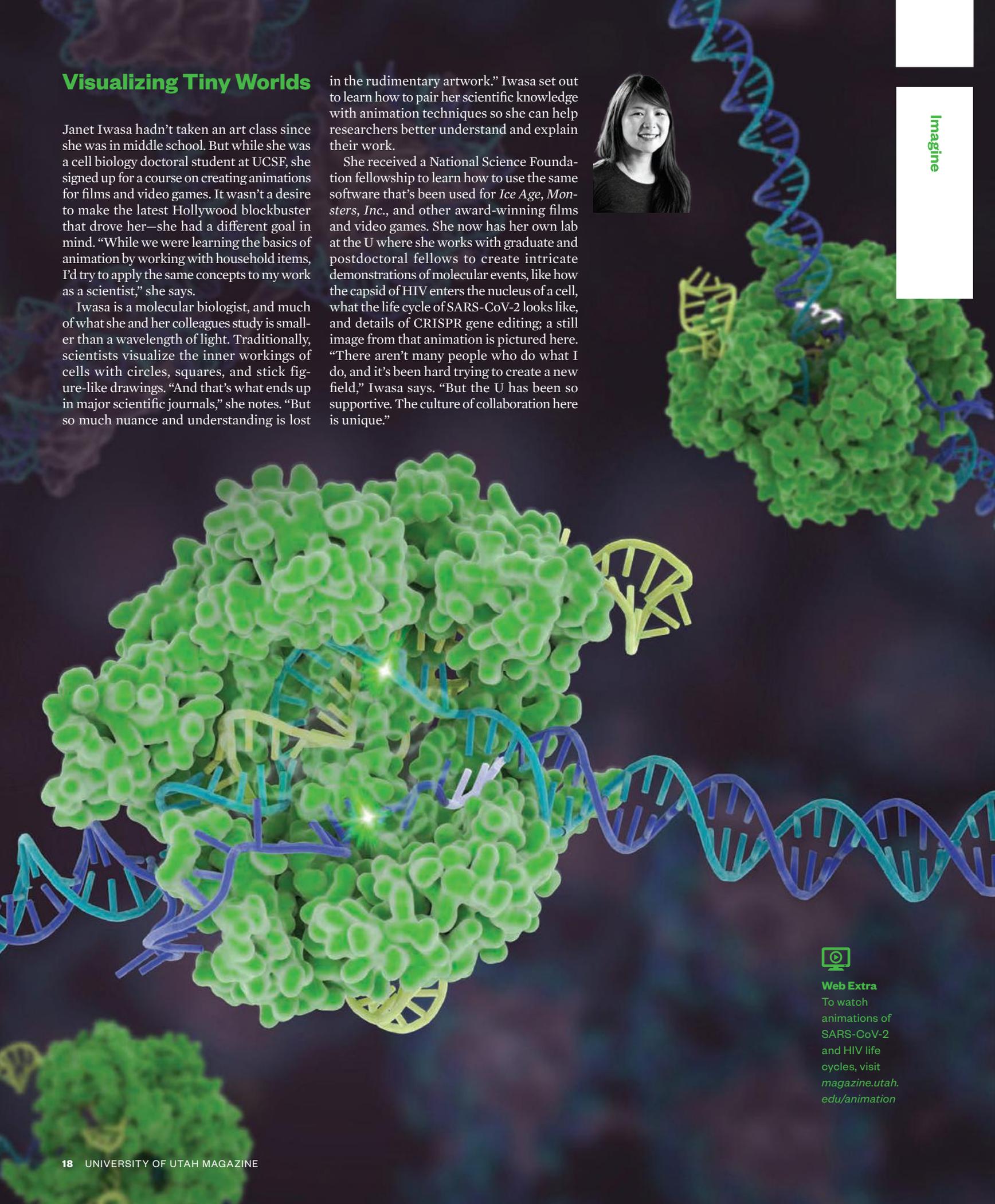
Iwasa is a molecular biologist, and much of what she and her colleagues study is smaller than a wavelength of light. Traditionally, scientists visualize the inner workings of cells with circles, squares, and stick figure-like drawings. “And that's what ends up in major scientific journals,” she notes. “But so much nuance and understanding is lost

in the rudimentary artwork.” Iwasa set out to learn how to pair her scientific knowledge with animation techniques so she can help researchers better understand and explain their work.

She received a National Science Foundation fellowship to learn how to use the same software that's been used for *Ice Age*, *Monsters, Inc.*, and other award-winning films and video games. She now has her own lab at the U where she works with graduate and postdoctoral fellows to create intricate demonstrations of molecular events, like how the capsid of HIV enters the nucleus of a cell, what the life cycle of SARS-CoV-2 looks like, and details of CRISPR gene editing; a still image from that animation is pictured here. “There aren't many people who do what I do, and it's been hard trying to create a new field,” Iwasa says. “But the U has been so supportive. The culture of collaboration here is unique.”



Imagine



Web Extra

To watch animations of SARS-CoV-2 and HIV life cycles, visit magazine.utah.edu/animation



Impressive Trajectory

U research funding reached a new record last year

Scientific discovery at the U is marching forward at a remarkable pace—and funding for it continues to grow. In FY 2021, research funding hit a new milestone with more than \$641 million. The U saw \$600 million in FY 2020 and \$547 million in FY 2019.

“Despite the ongoing pandemic, U research activities continue to thrive and grow in many disciplines across campus,” Andy Weyrich, the U’s recently departed vice president for research, noted in September. “Our remarkable research community is the reason why the U is a global leader in discovery and innovation.”

Federal funding is the largest source of research grants to the U, comprising 68% of FY21’s funds. More than half of the federal dollars (52%) came from the National Institutes of Health, and 16% came from the U.S. Department of Energy.

The largest single grant in FY21 was awarded to Robert Ricci HBS’01 PhD’10 in the College of Engineering School of Computing. The \$4,393,345 grant from the National Science Foundation supports Cloud

Lab research computing infrastructure. Overall, the U School of Medicine received the most funding with \$289M, followed by the Huntsman Cancer Institute with \$83M.

Research grants were awarded to more than 1,000 principal investigators in diverse disciplines across campus. The funding supports nearly 8,000 employees and more than 4,000 trainees, including students, postdoctoral researchers, and research assistants.

U research drives economic growth and development. In FY20, U research grants contributed \$228 million to salaries and wages, which contributed \$31 million in state and local sales taxes, according to the Kem C. Gardner Policy Institute. Since 2000, the U has launched 300 companies and more than 750 products, generating around 37,000 life science jobs.

“We’re very proud of our research community for reaching another historic milestone,” Weyrich said. “We look forward to seeing the exciting discoveries and innovations that will be developed through this funding support.”

Welcoming Our Largest-ever Incoming Class

Enrollment of first-time freshmen at the U skyrocketed 20% to 5,361 students last fall, making the class of 2025 the first with more than 5,000 students. This remarkable growth comes on the heels of seeing 6% more in Fall 2020. Overall enrollment is up 4.2% and has reached a record level 34,424 students, including new highs in undergraduate and graduate enrollment—up 4.8% and 2.3%, respectively. Additionally, the number of new transfer students (1,448) went up 2.3%.

“This is an incredible and exciting milestone for the University of Utah,” says U President Taylor Randall HBA’90. “It speaks to the value and quality we offer and reflects our solid reputation as one of the nation’s top public research universities.”



The U also enrolled historically high numbers of domestic students of color, international students, and both in-state and out-of-state students. Steve Robinson, senior associate vice president for Enrollment Management, attributes the tremendous growth to recognition of the quality of a degree from the U, a new scholarship award strategy, and extensive outreach to new students.

“The fact that we continued to significantly grow our enrollment throughout a pandemic demonstrates that we are succeeding in expanding access to the U,” says Robinson. “It’s clear the U continues to be an academic destination, not only in Utah but nationally and, increasingly, internationally as well.”

The U welcomed its largest class ever last fall, with more than 5,000 new students—a 20% jump from the previous year.

BY THE NUMBERS



From left, Roots Art Kollektive artists Luis Novoa, Alan Ochoa, and Miguel Galaz contributed to the new UMFA exhibit 2020: From here on out.

Writing on the Wall

Community muralists explore 2020 in a new UMFA exhibit

The time between March 2020 and now has been impactful, to say the least. And a group of Utah muralists has created a selection of works to capture that experience and how it might affect the future.

2020: From here on out, a collaboration between the Utah Museum of Fine Arts (UMFA) and Salt Lake City-based Roots Art Kollektive, presents four murals by Utah-based artists in the museum’s expansive central space, the G. W. Anderson Family Great Hall. Muralists are Bill Louis; Vaimoana Niemeitolu; Roots Art Kollektive members Luis Novoa, Alan Ochoa, and Miguel Galaz; and Ella Rises

artists Zully Davila and Evelyn Haupt.

“I believe that we are living through times where a sense of healing and storytelling is extremely needed,” says Novoa. “Not only to tell our own experiences, but to commemorate and provide long-lasting memories of family and friends lost to COVID-19.”

Artists around the country have created powerful murals in response to the global pandemic and racial injustice, says UMFA senior curator Whitney Tassie. “We developed this exhibition with Roots to acknowledge the great work being created as well as to continue important local dialogue.”

PICTURE

U football player and student Aaron Lowe was remembered for his infectious optimism at a memorial service held for him last October in his hometown of Mesquite, TX, in the Dallas area. Lowe was shot and killed on Sept. 26, 2021, at a house party in Salt Lake City. U president Taylor Randall HBA’90, athletic director Mark Harlan, coach Kyle Whittingham, and the Utah football team traveled to Mesquite to honor Lowe. He was laid to rest in his uniform with a large U behind him. Lowe had changed his jersey number to 22 in honor of his high school teammate, Ty Jordan, a U football player killed in an accidental shooting in late 2020. A scholarship has been set up in Lowe’s honor. Visit magazine.utah.edu/lowe to donate.



For the fourth consecutive year, we are hosting U Giving Day for 1,850 minutes in honor of the year the university was founded. From March 1-2, the U invites the community to donate directly to the colleges, projects, and programs they care about most. Here’s a snapshot of what you helped us accomplish last year. We invite you to join us again this year at givingday.utah.edu.

In 2021...

5,294 donors

raised **\$1.3** million

for **70** areas

in just **36** hours

Some highlights include:



\$270,000+

for scholarships



\$33,000

for Imagine More Nurses



\$32,000

for the Student Emergency Fund



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Targeting Tumors

By Lisa Anderson

Illustration by Matt Twombly

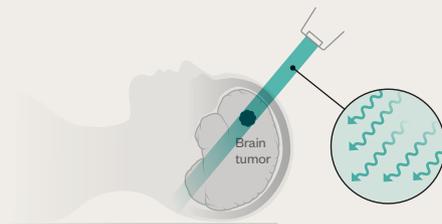
The new proton therapy center at Huntsman Cancer Institute brings game-changing technology to the U.

FOR MONTHS, Taylor Lambert had been experiencing vague health issues: unexplained weight gain, headaches, and flu-like symptoms. Then, shortly before her 20th birthday, “I woke up one morning and I couldn’t use half of my face,” she says. Her doctors diagnosed Bell’s palsy and prescribed steroids, which helped for about a month. Then the symptoms returned.

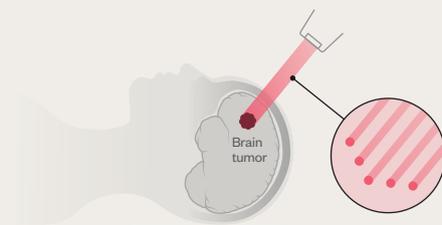
“I went back to the doctor, and they recommended a CT scan,” says Lambert. “That’s when they found my tumor.”

Lambert was diagnosed with a golf ball-sized pilocytic astrocytoma. Though benign, this rare tumor can grow and cause serious problems by pushing into structures in the brain. Her tumor

Proton therapy focuses energy on the tumor itself with less radiation to surrounding healthy tissue than is seen with traditional **photon** treatments.



Photon beams pass through the tumor, causing damage to both the cancer and the healthy tissue beyond.

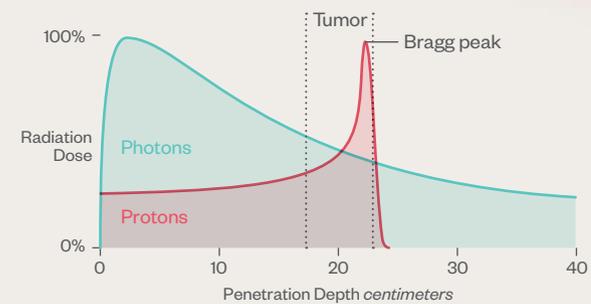
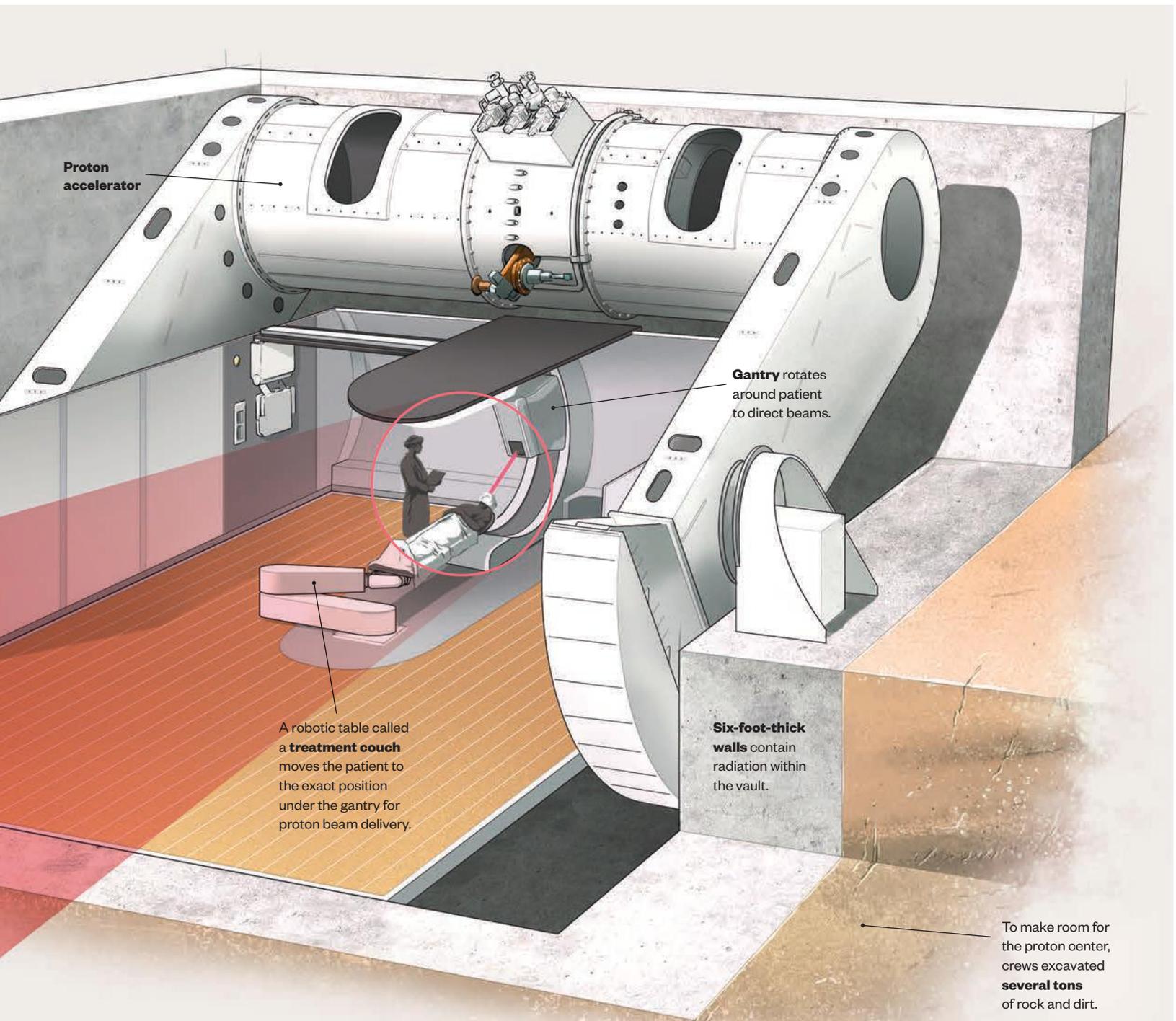


Proton beams release energy in a burst at the end of their path, causing most damage inside the tumor.



Proton radiation beams must be delivered precisely, down to the millimeter.

A **custom body mold** and **mesh face mask** keep the patient still during each treatment session.



As **photons** travel, they deposit less and less energy. **Proton** beams deposit almost all their energy at once before stopping, a property called the **Bragg peak**.



Taylor Lambert was one of the first patients to use HCl's new proton therapy to treat a golf ball-sized brain tumor.

was causing pressure on her pituitary gland, which regulates hormones and reproduction, and the hippocampus, an area of the brain responsible for learning and memory.

Surgery and laser ablation removed 99 percent of the tumor. But within a few years, it had grown back. This time, her University of Utah Health doctors recommended a new treatment that would lower the chance of damage to healthy brain tissue: proton therapy.

When it opened in 2021, the Senator Orrin G. Hatch Proton Therapy Center at the U's Huntsman Cancer Institute became one of just 37 centers in the country to offer this cutting-edge treatment to patients who could suffer negative long-term effects from traditional radiation therapy. The center is named for the former U.S. legislator in honor of his longtime support of HCI.

Prior to this, if you were to look at a map of proton centers, "There was this big void in the Mountain West," says pediatric radiation oncologist Matthew Poppe. "We've been sending more and more of our patients to proton centers outside the state."

Proton therapy is becoming the standard of care for children and young adults because it

"My doctors were worried that with [traditional] radiation blasting through both of those areas of my brain, I could have potential fertility issues as well as short-term memory issues down the road," Lambert says. A newlywed in her early 20s, she doesn't have kids yet. "I don't want that option taken away from me."

Until recently, the nearest proton therapy center was in Phoenix or San Diego. Relocating for the six-week course of treatment would have required Lambert to put her career as a muralist, painter, and special effects artist on hold. Her husband would have had to quit his job as well. But at the same time Lambert's doctor prescribed radiation, the proton center was opening, and she was able to receive treatment in Utah.

"We wouldn't have had a source of income in another state. We wouldn't have had a place to stay," she says. "I'm lucky I was just in time."

Eliminating the Exit Dose

Cancer treatment is a tricky balancing act: damage as much cancer as you can without making the cure worse than the disease. After X-rays were discovered in 1895, the medical world learned that radiation could shrink

tumors. But physicians soon discovered it could cause the very disease it was treating when radiologists who had tested dose strength on their arms later developed leukemia.

Traditional radiation uses photons, packets of energy that cause damage to all the cells they encounter along their path, with no way to control where that path ends. "After it passes through the tumor, the photon beam continues on out of the patient, depositing some 'exit dose' in healthy tissue," explains Bill Salter, pro-

fessor and chief of the Division of Medical Physics in the U's School of Medicine and senior director of radiation oncology at HCI.

Since the turn of the 20th century, scientists have known that protons—particles inside atoms—travel a finite depth and deposit most of their energy at the end of their path, a property known as the Bragg peak. In 1946, physicist Robert Wilson published a paper proposing the use of protons in medical treatments. Because of the Bragg peak, Wilson pointed out, proton beams can travel to a tumor, deliver the dose of radiation, and then stop. In other words, no exit dose.

Proton therapy isn't necessarily more effective at killing cancer cells. The true benefit comes from that lack of exit dose. "We use protons because that does a better job of decreasing and preventing some of the long-term toxicities of radiation," says Poppe.

Still, most HCI patients who need radiation will continue to receive traditional photon therapy, "not because we don't have capacity to treat them with protons, but because there's not a significant benefit," he notes. "Each case needs to be looked at on an individual basis."

Life expectancy is one factor physicians consider, and young adults and children are good candidates since late effects or secondary cancers may occur several years down the road. Tumor location also factors in. Proton therapy may be recommended if the cancer is near an area of the body especially sensitive to radiation.

Proton therapy sessions are similar to traditional radiation. A typical course may involve daily 30-minute treatments for a period of several weeks. During treatment, a machine called a cyclotron accelerates protons to two-thirds the speed of light. A large structure called the gantry rotates the radiation beams around the patient, who typically lies in a custom-made body mold to help maintain accurate positioning as the beams enter the body at different angles.

Whether proton or photon, radiation beams don't hurt when they enter the body. And short-term side effects—most commonly, nausea, vomiting, diarrhea, fatigue, and skin changes—are similar for both types of radiation therapy.

Moving Mountains

Though Wilson's research was published in 1946, it wasn't until 1990 that the first hospital-based proton therapy treatment center opened. Costly equipment and limited technology kept proton therapy on the fringes.

As technology improved and the price of equipment decreased over the decades, administering proton therapy became more feasible. But adding a proton facility is still a major undertaking. Most centers are located in big cities and are accordingly built for a large population. They typically contain four or five gantry systems, taking up the space of a football field and costing up to \$250 million.

"That would not be sustainable here and would be more than we need," says Poppe. "We were waiting for the right technology for our patient population."

In 2012, the FDA approved the use of a compact proton therapy machine that contains a smaller, built-in cyclotron. HCI opted to install one unit, bringing the total cost of the facility to \$31 million. The site contains enough room for a second machine if needed down the road. But for now, U chief radiation oncologist Salter says, "We're trying to take a reasonable bite."

COURTESY JACOBSEN CONSTRUCTION



A construction crane lowers the 110-ton cyclotron into the proton facility.

delivers less radiation to healthy tissue, Poppe says. That means a lower chance of secondary cancers or health issues later in life.

Studies undertaken prior to the wider adoption of proton therapy found that years after cancer treatment had ended, three out of five childhood cancer patients developed a health problem related to the treatment, including heart damage, infertility, thyroid problems, and cognitive issues. In addition, childhood cancer survivors have been more than twice as likely as the general population to develop a secondary cancer after age 40, according to a 2015 review of Childhood Cancer Survivor Study data.

HCI now houses the only proton therapy center in the region.

Despite having very little room to expand—HCI sits so close to the foothills that rattlesnakes and tarantulas sometimes grace the premises—leaders were committed to building the proton therapy center onsite.

“We didn’t want to split our team of experts up,” says Salter, who oversaw the building process. “We wanted those experts to be available to care for the patient, day in and day out.”

All they needed was to find an unused corner of the property to squeeze in the 7,450-square-foot building. That space was a small section between the cancer hospital and research building.

“It’s a 25-degree slope on the side of a hill, which is why it was unused,” Salter laughs. “But if we were to move a piece of that mountain, we would have a perfect spot to put this proton unit.”

In order for construction equipment to even

get to the space, crews had to build a temporary road behind the HCI research building, putting in switchbacks due to the steep grade of the hill. Then came the process of digging up and moving hundreds of truckloads of mountain—not just dirt, but also rock. Blasting was not an ideal option. “We’re right here next to a research facility, which is very sensitive to vibrations,” notes Salter. The team had to come up with alternatives—a giant mechanical jackhammer to break up the large boulders or an expanding chemical material that breaks rock.

“In the end, with much persistence, the giant jackhammer did the trick,” says Salter.

While crews worked through construction hurdles, the radiation oncology team faced its own obstacle of undertaking a two-year training process. Instead of recruiting from other proton centers, leaders wanted HCI’s existing medical physicists, physicians, radiation therapy technicians, and other members of its already talented team to learn the necessary skills.

Then came COVID-19.

“We had to change the original plan radically,” says Salter. “We were forced to cancel visits to outside centers and switched almost exclusively to virtual interactions.”

Through phone calls, virtual trainings from the equipment vendor, and video presentations from colleagues at other proton centers, HCI’s radiation oncology team learned the nuances of using proton therapy.

“We managed to get our entire team trained up in that environment,” Salter says. “We must be the only proton center in the country to go live during a pandemic.”

The Cancer Center of the Mountain West

An estimated 100 to 200 patients per year will receive treatment at HCI’s proton therapy center. But the impact of the facility extends beyond those patient numbers, Salter and Poppe say.

“I think our prominence in the field and in pediatric cancer care will only continue to grow over the next five to 10 years, in part because of this addition,” says Poppe. “HCI and Primary Children’s Hospital together are becoming one of the premier pediatric cancer centers in the Mountain West.” While children receive most of their cancer care at Primary Children’s, their radiation therapy is provided at HCI.

With patients coming from Idaho, Montana, Wyoming, and Nevada, as well as Utah—a geographic region that spans 17 percent of the continental U.S.—HCI serves as a cancer treatment mecca for a largely rural area.

“We are certainly not the biggest cancer center in the world, but the addition of protons to our arsenal means we are as well-equipped as any cancer center anywhere,” says Salter. “When a patient comes here, that patient can know they’re getting access to the best tool for their particular tumor.”

Lambert says she feels fortunate to have this treatment available in her own backyard. “It’s so convenient to drive just 45 minutes, get treated, then get back to doing a mural,” she notes. “It allows me to focus on what I do, rather than taking weeks and months out of my life to travel somewhere.”

Knowing she has a lower chance of tumor growth and other problems down the road brings Lambert peace of mind. And recently, she and her husband began talking about having a family. “With proton therapy, the chance of fertility problems was significantly reduced. It could mean the difference between having children and not,” she says. “That gives me hope for the future.” **U**

Lisa Anderson is a writer and editor for Huntsman Cancer Institute.

JONATHAN MARTINEZ



Radiation therapists prepare a patient for treatment.



Your health

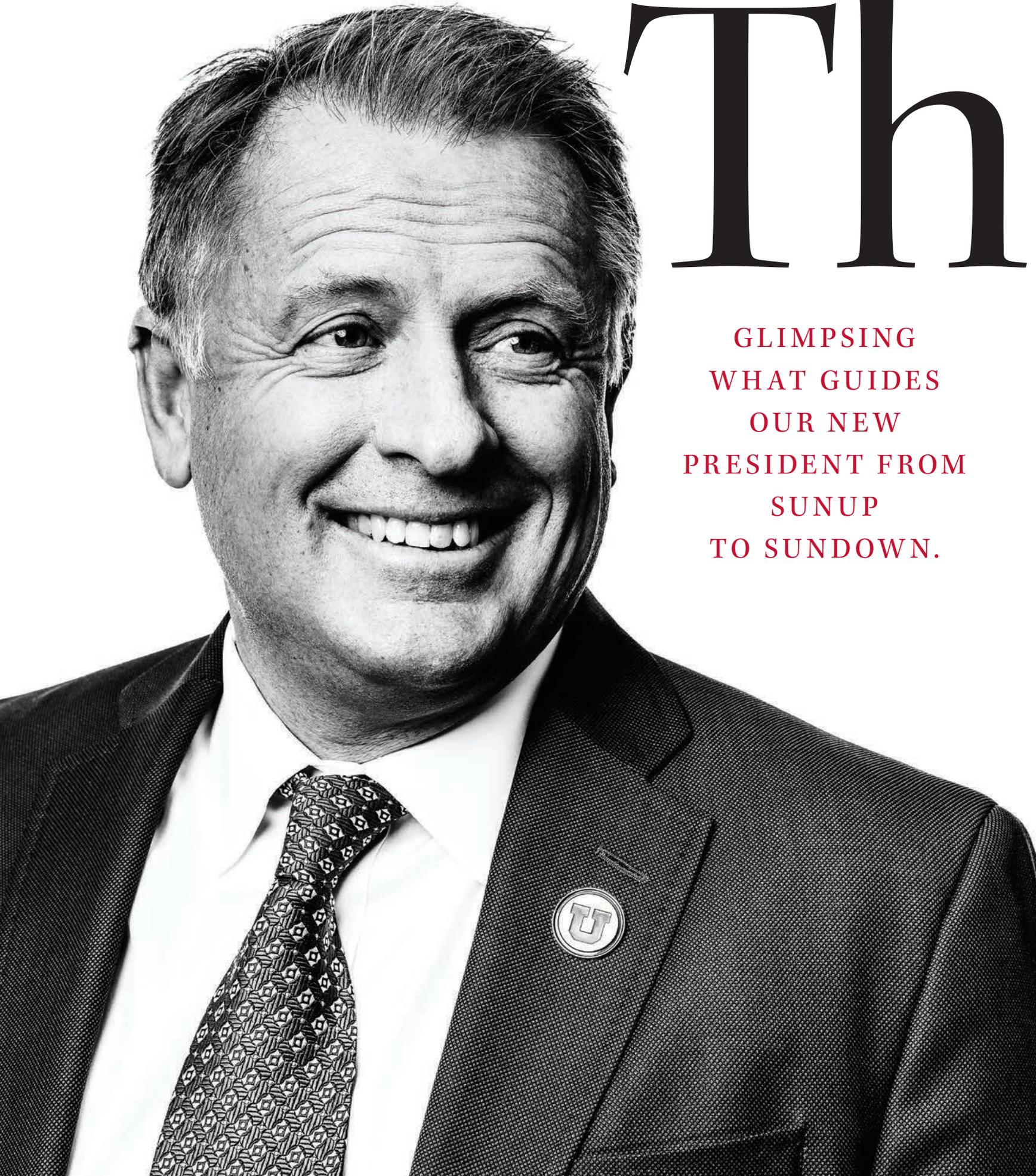
Let's catch up soon.

matters.

11 neighborhood health centers

uofuhealth.org





Th

GLIMPSING
WHAT GUIDES
OUR NEW
PRESIDENT FROM
SUNUP
TO SUNDOWN.

e Time is Now

BY AMY CHOATE-NIELSEN PHOTOS BY DAVE TITENSOR

TAYLOR RANDALL WAS used to speaking in front of an audience. He'd defended his dissertation as a student, given hundreds of lectures as a professor, and delivered inspiring words at a dozen graduations as dean of the David Eccles School of Business. He often encouraged his listeners to set their sights high and dream big.

"If your dreams don't scare you, they aren't big enough," he told the graduating class of 2020, quoting Ellen Johnson Sirleaf, the first woman president of an African nation. "Isn't it true that there is something both inspiring and scary about a big dream? It becomes our North Star, reorienting us when diversions take us off course."

But on the evening of Aug. 5, 2021, as Randall was about to utter those same words again to a room full of people who had come to find out who would be the next leader of the state's flagship university—it was different. As the newly announced 17th president of the University of Utah took the podium, this time, the dream at the center of the story was his.

"Well, I'm scared," he said with a smile. "Let's hope we've got a big enough dream."

Those who know Randall know there is no limit to his ability to aim high—it is his where-withal to knit people together, problem-solve, and build resources around a bedrock of research that sets him apart. As an alum (HBA'90), a parent, a professor, and a dean with a vested interest in the success of the U for more than 20 years, Randall is primed to draw upon his decades of experience, vision, and community connection to propel the U to even greater heights.

At the beating heart of Randall's dream is a focus on student well-being and a desire for the U to have a lasting impact on people's lives. He thought of the community for whom he was now responsible as he chose those first important words.

"At the end of the day, we will be measured by our humanity and who we cared for and who we brought in, not those who we left behind," he said.

He barely waited the weekend to get started. First thing Monday morning, he walked into his new office, ready to go.

Dawn

The day of a university president often begins in darkness. The best time to clear one's mind is before the sun rises—before the calls start coming in, Randall says.

For four years, he has used the crepuscular hours of morning to train for LoToJa, a more than 200-mile cycling race from Logan, Utah, to Jackson, Wyoming, that requires both physical and mental strength. When the day of the competition arrived in September, just weeks after starting his new job, Randall had only one of the two. His plans to be well-trained for the event were somewhat interrupted by his aspirations to become a university president, and the 81-mile stretch of his portion of the race was brutal.

"That was the most painful ride I've had in years," he says. "I just put it in the lowest gear and counted the people who passed me as I rode up the hill."

The race wasn't unlike his life at the time. Plugging through meetings until late, the pressure to succeed and the intensity of the pace felt like a firehose against an uphill climb. His goal was to get in gear and just keep going.

"This university has made huge progress, ranging from rising completion rates and groundbreaking research to our invitation to the prestigious Association of American Universities," says Randall. "That's why I wanted this job: I saw a very impressive trajectory. This isn't a turn-around; this is an acceleration."

When Randall was a doctoral student at the Wharton School of the University of Pennsylvania, he wrote his dissertation on how companies could provide what people want without having too many products to stay in business. It turns out, that strategic planning is applicable to higher education, he says. And it is a concept he brought as dean to the U's School of Business and as a visiting accounting professor at Wharton, Washington University, and the international business school INSEAD.

The task of boosting the U to further greatness is not small. A recent survey showed 72 percent of post-secondary institutions are concerned about their finances and 60 percent are worried about declining student enrollment. Nearly half admit that recognizing and overcoming inequity is a challenge, according to the Association of American Colleges and Universities. While the U saw its largest-ever incoming class in the fall of 2021 and has the highest graduation rate in the state, the pressure to keep the momentum going is high.

"President Randall is energetic and an effective problem-solver," says Ruth Watkins, U president from 2018-21. "He is committed and connected to the community and the state. His capacity to

innovate and think creatively and to build those connections positions him very well to continue the university's upward trajectory."

While at the U's School of Business, Randall oversaw the creation of programs and a career placement center that boosted the average starting salary of undergraduates to \$65,000-69,000, with about 95% of students graduating with a job in hand, even during the COVID-19 crisis. Scholarship funding increased from \$800,000 to more than \$15 million, and the six-year graduation rate for undergrads grew from 63% to 87%. Under his leadership, the school achieved a top-three ranking among state schools nationally for percentage of tenured and tenure-track female faculty, and faculty research funding was

hello, then jumps right into the data. Someone shares an idea about how to expedite testing after exposures as a way to limit transmission.

"That seems reasonable," Randall says. "Let's debate that here for a minute, though. Follow my logic and question it—I want to see what we would gain from this."

The scene was not unlike many Randall experienced as economic lead of the governor's Unified Command for the COVID-19 recovery. He often found that the group's goals were in conflict but worked to find a way to keep the economy alive while limiting transmission of the virus.

"He always stayed true to the facts at hand and didn't get swayed by public discourse," says

"IF YOUR DREAMS DON'T SCARE YOU, THEY AREN'T BIG ENOUGH."

ELLEN JOHNSON SIRLEAF

increased by 115 percent. He also fostered a connection with the philanthropic community that led to the school receiving more than \$200 million in gifts and pledges, tripling donations over the previous 10 years.

"Taylor seeks opportunities to create more access to higher education," says Victoria Cabal EdD'20, director of the business school's Office of Student Inclusion and First Ascent Scholars, a program created under Randall's leadership to provide scholarship funding and mentorship to students with financial needs. "If you come to him with a clear plan, it's almost always a 'Yes, how can we make that happen?' He is not the kind of person to let barriers get in the way."

When it comes to the long haul—be it a race, or a vision for the future—Randall is the kind of person who sees the hill and starts to climb, no matter how slow or painful it may be.

Day

It's 11:03 a.m. on a Monday, and Randall sits down at a half-empty conference table for a weekly COVID-19 briefing. The rest of the group is beaming in virtually, their faces filling a giant screen. Randall wastes no time starting—he says

Dr. Angela Dunn, former state epidemiologist and now Salt Lake County Health Department executive director. "He was calm and straightforward, asking questions that helped us think creatively about how to move forward."

During his first week as president, Randall formed a transition team and named it Operation Bold—a signal of his desire for the U to be bold in its aspirations. He asked the team to map out a plan for his first year in office. Foremost on their list of recommendations was a listen and learn tour with groups from across campus.

In each session, Randall asks the participants about their challenges and opportunities, and what "hairy and audacious" goals they'd want to accomplish if they had unlimited means. Through those discussions, Randall has developed the seeds of his own sky-is-the-limit objectives.

As a student-centric president, Randall envisions revolutionizing the student experience with cohorts and programming to anchor them in a purpose from day one. He sees a world where more students live on campus, with enrollment numbers—now at 34,424—rising to 40,000. He also imagines research funding reaching \$1 billion, compared to \$641 million in 2021. As a final prong to his three-part goal, Randall pictures the U having the influence of a top 10 public university, with resources

and research that impact the state and country for the better.

“At the end of my term as president, I would like the people in this state to feel that we served them,” Randall says. “We want to be a university *for* Utah. We bring serious research to bear on issues such as clean air and obesity, and we train people to take those skills and solve societal problems.”

The U’s president is also a leader of one of the largest hospital systems in the West, a sort of mayor over a large part of the greater Salt Lake area, a representative of faculty, and responsible for campus safety, as well as diplomacy with the state Legislature. With bold aspirations applicable to so many people, Randall had no time to lose as he organized meetings, and listened, and learned.

“I hope the university is ready for him, because he’s a mover and a shaker,” says Rich Kaufusi, Opportunity Scholars program director at the business school. “We didn’t bring someone in who we had to wait on to get started. We brought someone in who has already proven what he can do.”

Dusk

By late September, darkness crept to the doorstep of day, and tragedy sucked the light out of campus with a phone call Randall hoped he would never receive. A voice on the other end of the line said, “President Randall, there has been a terrible incident,” and in 10 minutes, he was out the door.

A few days later, students and faculty gathered in the courtyard of the Student Union for a candlelight vigil in honor of sophomore Aaron Lowe, a student-athlete who was killed off-campus in a moment that thrust itself between football games, school assignments, and the dreams of a 21-year-old. As the sun faded away, the dimness of the night reflected the sadness of Lowe’s absence, punctuated by the light of hundreds of tiny candles held by his teammates and friends.

“I think in that light there is a promise,” Randall said as he spoke to the crowd. “If we take his bright light and let it glow, we can be better.”

Early in his career, Randall learned to want to make things better. As a grad student in Pennsylvania, he came to understand the importance of empathy through organizing a volunteer tutoring project in West Philadelphia. Graduation rates in the school system were below 20 percent, and despite recruiting other doctoral students to help, Randall never felt like his program was very successful at changing that number.

“Taylor doesn’t ever shy away from the hard things,” says Janet Randall, Taylor Randall’s wife of 32 years. “He doesn’t shy away from hard conversations, and he doesn’t shy away from connecting with people and situations that are uncomfortable.”

The experience of watching an educational system fail to meet the needs of its students was a formative one. After that, when Randall saw opportunities as a dean to invest in programs that would give people a chance, he did. As the oldest of five children in a close family where education was a preeminent focus, Randall grew up believing it was a gateway to promise and change. Around the dinner table, he taught his own four children the merit of critical thinking and debate, and the power of treating others—friends, students, and neighbors—like family.

Randall also encouraged business school faculty to go the extra mile when it came to helping students. Beyond examining the acceptance process, looking for inequities, and making sure students had a place to live, they reached out when students’ families had difficulties, providing job leads and other support. As president, Randall has said he is committed to evaluating ways to overcome injustice and providing more opportunities to improve the student experience.

“I love his focus on, ‘Let’s make the student experience amazing,’ ” says Bassam Salem BS’93 MS’95 MBA’99 MPhil’04, a member of the University of Utah Board of Trustees, who participated in the presidential search process. “As an immigrant, his message of public impact really resonated with me. The focus on access and equity, that means a lot to someone like me who feels like I benefited from my experiences in higher education.”

Repeat

From dawn to dusk, the day of a university president travels the span of hope and empathy, opportunity and obstacle. But with a dream at his core, Randall is prepared to not only persist, but to thrive. To him, the U is home, and leading the university is a privilege. At the end of the day, after phone calls and thank-you notes, and plans for tomorrow, he is ready to begin again—the next time it is dawn.

“This is the kind of job you go to bed and wake up thinking about,” he says. “It’s energizing, and for me—being able to invest in working for others—it’s meaningful.” **U**

Amy Choate-Nielsen is associate editor for Utah Magazine.

Hit the Books

Get to know President Randall by reading what he reads. From fiction to functional, here are some of No. 17’s favorite tomes from the last two years:

HUNTING FOR HISTORY



Team of Rivals: The Political Genius of Abraham Lincoln

DORIS KEARNS GOODWIN

A biographical story about Lincoln and members of his presidential cabinet.

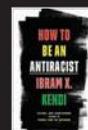


The Splendid and the Vile

ERIK LARSON

A nonfiction saga about Winston Churchill, his family, and London during the Blitz in World War II.

PROBING CURRENT ISSUES



How to Be an Antiracist

IBRAM X. KENDI

A partially autobiographical book exploring concepts of racism and how to make systemic changes.



Discrimination and Disparities

THOMAS SOWELL

An analysis of causes of economic and social inequality.

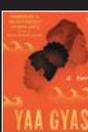
FULFILLING FICTION



A Gentleman in Moscow

AMOR TOWLES

The imaginative story of a man sentenced to live in a hotel across from the Kremlin in 1922.

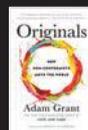


Homegoing

YAA GYASI

A tale of two half-sisters, one who was enslaved, and one who was not, and the experiences of their descendants, from the 18th century to Jazz Age Harlem.

SPURRING INNOVATION



Originals: How Non-Conformists Move the World

ADAM GRANT

A nonfiction compilation of research into how one can nurture creativity and innovation.



Hit Refresh

SATYA NADELLA

Microsoft’s CEO reflects on his life experiences, how the company he leads reinvented itself, and the future of tech.

AT THE BEATING HEART OF RANDALL'S
WORK IS A FOCUS ON STUDENT SUCCESS.



As part of his listen and learn tour with various groups around campus, President Randall met with the U's Student Advisory Board last fall. These engaged undergrad and grad students represent numerous university programs and organizations. After the session, the students took individual photos. From left to right: Alyssa Le, Spencer Ward, Srabani Karmakar, Jayden Dudley, Taylor Randall, Rome Aguilar, Nichols Crawford Taylor, Angelie Reyes, Iman Ibrahim, Kylee McManus, Nolan Acree.



LAUNCH

Over the course of 20 years, the Lassonde Entrepreneur Institute has helped build hundreds of student startup teams and kickstart thousands of careers.

BY SETH BRACKEN

ILLUSTRATIONS
BY RYAN OLBRYSH

THERE'S AN ENTREPRENEURIAL spirit baked into the DNA of many Utahns. Inventing, creating, and challenging the status quo is part of who we are. So perhaps it's no wonder that with the right support and guidance the Lassonde Entrepreneur Institute has become one of the country's top 10 entrepreneur programs since its founding in 2001.

Based in the U's David Eccles School of Business, the institute got its start with a \$30,000 gift from entrepreneur Pierre Lassonde MBA'73, in honor of his late wife Claudette MacKay-Lassonde MS'73, for a program pairing graduate students with faculty inventors, industry professionals, and entrepreneurs to get their businesses off the ground.

"I always say, 'When you don't know what you're doing, start small and do it short-term,'" says Lassonde. "So, we started with just a few students and a couple projects with the hope that we would be successful—and we were."

EXPANDING THE VISION

With the success of the first program—dubbed the New Venture Development Center—and an additional \$13 million gift from Lassonde, the roots of the institute grew dramatically. New efforts included Bench to Bedside, a medical innovation competition, and Get Seeded, a grant program helping students test their business ideas. "We met with Pierre to discuss what we had accomplished, and he challenged us to do more and come up with an idea to bring the program to the next level," says Troy D'Ambrosio BA'82, executive director of the institute and an assistant dean at the Eccles School. "We eventually came up with an idea that had never been done anywhere that would make our program unique in the world. That idea was for a building where students could live, create, and launch companies 24/7."

Lassonde signed on for another \$12 million to help further grow the initiative and fund the new Lassonde Studios

facility—which also received support from David Neeleman ex'81 (founder of JetBlue), the Larry H. & Gail Miller Family Foundation, Zions Bank, the Fidelity Foundation, the Kahlert Foundation, and others.

INCUBATING CREATIVITY

The 160,000-square-foot Lassonde Studios building, which opened in 2016, houses 400 students and includes a 20,000-square-foot innovation hub. Along with the Miller Cafe, which stays open late, it's filled with hand tools, sewing machines, metal- and woodworking equipment, 3D printing technologies, and other tools to help students launch their startups.

"Our goal is to provide the best student experience possible, and Lassonde Studios is helping us do that by giving our student entrepreneurs and innovators the space and resources they need to pursue their ideas, meet each other, and learn by doing," says U President Taylor Randall HBA'90, who was intimately involved with the project as the former dean of the Eccles School. "The building has attracted worldwide attention, but what is more important are the thousands of students who have been living and working here and getting an experience of a lifetime. They are launching more than companies here. They are launching their futures."

BURGEONING IMPACT

More than 4,000 U students from around campus and 3,000 high school and middle school students now participate in Lassonde programs annually. And since its founding, startups from Lassonde have raised \$418 million in company funding and received more than \$3 million from seed funding competitions as of spring 2020. "Lassonde is the best place in the U.S. to explore ways to creatively impact the world," says D'Ambrosio. "Pierre Lassonde had a remarkable vision that inspired leadership at the U to create a unique experience for students."

The undergraduate and graduate entrepreneur programs at the U have catapulted in status and are now among the top programs acknowledged by *U.S. News & World Report*, *The Princeton Review*, and others. "The national rankings are great. But they don't capture everything happening here," says D'Ambrosio. "We're setting the pace, and other places are trying to catch up. We have something here that doesn't exist anywhere else."

LAUNCHED AT LASSONDE

Students at the Lassonde Entrepreneur Institute develop hundreds of startup teams every year. Here is a sampling of stories from the institute's 20-year history.

PAD

Free Moves

A nonprofit dance studio gives all kids a chance to dance

When Alyssa Bertelsen BFA'17 MBC'20 was nine years old, she entered a raffle at a fundraiser for six months of free ballet lessons—and she won. “That drawing changed my life,” says Bertelsen. After the six months were up, the studio owners let her continue to attend classes for free because her family couldn’t afford lessons. “I knew then I wanted to own a dance studio where finances never kept a kid from dancing,” she recalls.

Bertelsen went on to study dance at the U and eventually launch the nonprofit **Rise Up School of Dance** in Salt Lake City’s Rose Park neighborhood. “I had this vision, but I didn’t know how to bring it to life,” she says. Bertelsen enrolled in the institute’s Master of Business Creation program—based at the David

Eccles School of Business and supported by the Lassonde Entrepreneur Institute—and her studio started to take shape. “The MBC program is the most valuable thing I’ve ever done,” she asserts.

Now with two full-time and two part-time employees, nearly every class is at capacity. And Rise Up offers noncompetitive scholarships so income is never a barrier. “We firmly believe dance can be a way for all kids to be seen, known, and loved, and better prepared to be whoever they’re meant to be in life,” says Bertelsen.

Every interested child should be able to learn to dance, regardless of financial status, says Alyssa Bertelsen.



Making Room

A peer-to-peer self-storage company connects people with extra space to those with things to store

Who would've thought that a spare room or spot in your garage could bring in some extra cash? Rather than paying a self-storage facility to rent a garage or park a boat, people can post their available areas like driveways, garages, or basements with **Neighbor** to connect with others who have items to store, says company co-founder Colton Gardner BS'16. "It's rewarding to come into work every day knowing I'm building something important," he notes. "People are making passive income from doing

essentially nothing—just making use of space they already have. And we're helping others find affordable storage options to meet their needs."

The company got its start while Gardner was still working toward his finance degree at the U. He and company co-founders Preston Alder and Joseph Woodbury participated in Get Seeded and other funding competitions, as well as the institute's Hours with Experts program, where they learned about copyrights and how to set up an LLC. "We would've been spinning our wheels without that support," Gardner says. Now the company is headquartered in Lehi, Utah, with over 50 employees—and it's growing rapidly. Neighbor recently secured \$53 million in venture capital funding and is now in most metropolitan areas across the country.



Funding competitions and access to experts helped Colton Gardner get Neighbor off the ground.



Sweet Dreams

A lightweight inflatable bed designed to help refugees is the start of a company with a conscience

Haley Zimmerman MBC'21 always wanted to be an inventor. And she wanted her creations to make the world a better place. In 2019, while volunteering at the Moria Refugee Camp (and visiting the nearby Kara Tepe camp) in Greece, she saw an opportunity to do both things. "Because space is so tight and supplies so

limited at refugee camps, they often have to create makeshift solutions," explains Zimmerman. The image of toddlers and infants sleeping in wooden crates sparked an idea in her—a lightweight and durable inflatable mattress with guardrails to keep kids from rolling out.

"I thought if I could start a company making these for camping and travel, I could use the proceeds to donate product to refugees," she says. "But I didn't know the first thing about starting a business." She applied for the MBC program—and her company **Kara Tepe Kids** was born.

"The MBC gave me the tools I needed to get started," says Zimmerman. "Financial plans, marketing advice, and even expert mentors who still stay in touch have made all the difference." She also received \$3,500 in seed funding competitions. Her product is in consumer testing, and she hopes to launch Kara Tepe Kids in March 2022.

Haley Zimmerman had the business idea; the institute gave her the way to get started.

Speedy Discovery

Accelerating drug development to lower cost, find new treatments, and broaden accessibility

A new antibody treatment usually takes years to develop and deploy. These complex drugs mimic an immune response and are used to prevent and treat diseases like COVID-19. But in the summer of 2020, with the pandemic spreading quickly, we didn't have years, says Josh Eckman BA'04 HBA'04 MS'07, founder and CEO of **Carterra**. His company's technology analyzes antibody samples to discover possible therapeutics much faster than traditional methods, which was instrumental in getting a coronavirus treatment to market in record time—just nine months. "That drug is still being used in hospitals and nursing homes around the world by Eli Lilly," he notes.

And that's just one example of the impact his company is making by creating life-saving medications for infectious disease, cancer, diabetes, and autoimmune disorders. And what's more, it helps lower the costs of those pharmaceuticals with added competition in the market and more efficient development, says Eckman.

He started the company while in graduate school and participating



in the Lassonde New Venture Development Center, based on patent technology developed in the lab of Mechanical Engineering Department Chair Bruce Gale PhD'00. "I wouldn't be where I am today without Pierre Lassonde, his vision, and the Lassonde Center," remarks Eckman. "The mentorship and skills I learned there and at the business school changed my life and have helped make our company successful."

Connecting Information

Two alums create a company to bust data silos and help small businesses

Breaking down information barriers. That's the concept driving **HelloGM**—a startup from Viral Shah MBC'21 and Dhaval Chokshi MBC'21. "Too often, business data is disconnected," says Chokshi. "I own some hotels, and the process of gathering data from different areas and creating reports was time-consuming and error-prone. I knew we could do better." And when he met restaurant owner Shah at a



Viral Shah
(above)
& Dhaval Chokshi

community gathering for people from the Indian province of Gujarat, he learned that eateries face a similar challenge.

Both with backgrounds in IT and small business ownership, the pair launched their company to provide a single interface to see data from disparate property management systems compiled and analyzed. "Occupancy rates, room and restaurant revenue, and other day-to-day expenses are all served up in one easily accessible digital location," notes Shah.

But even with a dynamite idea and the development prowess to create the service themselves, the company still struggled. Enter the MBC program. The pair learned valuable skills on how to scale their company. "I think the mentorships and relationships we made with faculty and our fellow students were the most valuable parts of the MBC experience," Shah notes. And now the company works with nearly 500 hotels and has 10 employees.

Listen U

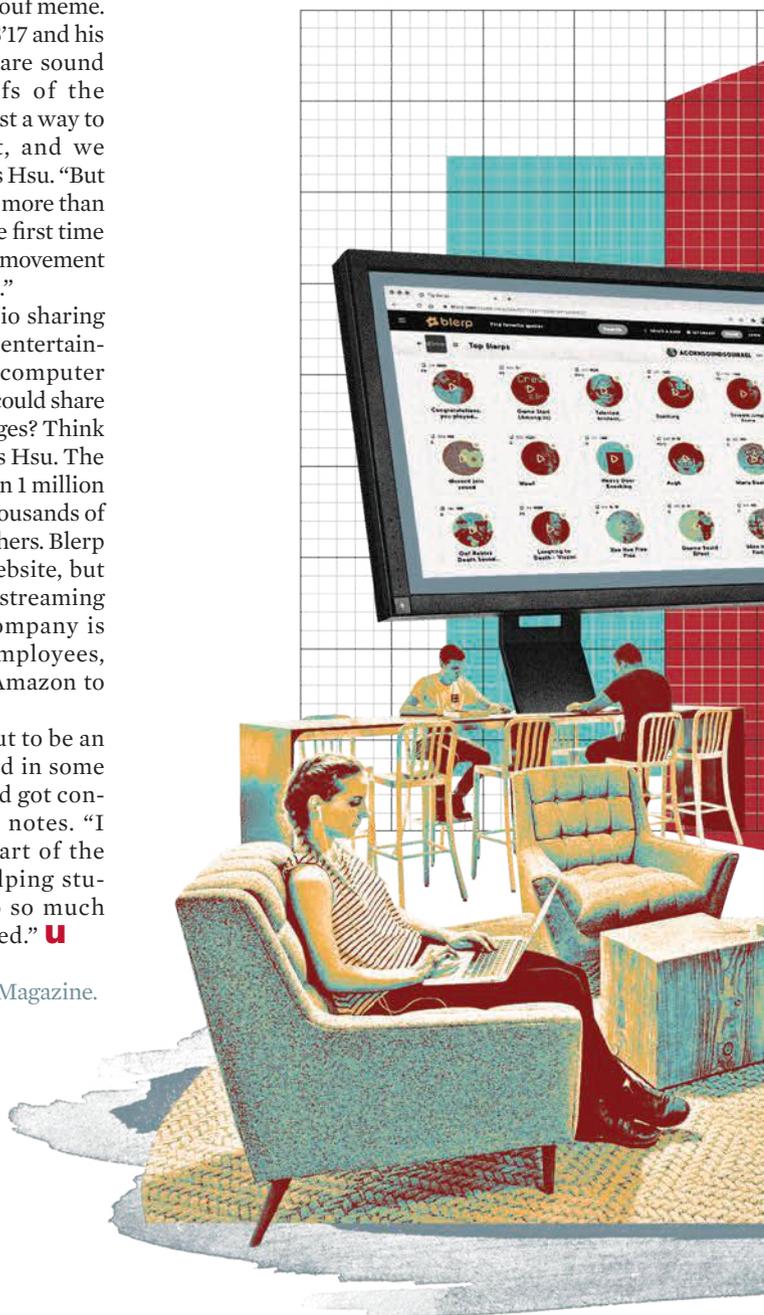
Audio library startup Blerp makes sound content searchable and shareable

It all started with a Shia LaBeouf meme. Then-student Aaron Hsu BCS'17 and his friends created an app to share sound clips with images and gifs of the *Transformers* actor. "It was just a way to practice app development, and we thought it was funny," remarks Hsu. "But within the first month we had more than 100,000 downloads. It was the first time I saw that audio could create a movement through enhancing moments."

Hsu went on to found audio sharing platform **Blerp** while still an entertainment arts and engineering computer science student. "What if you could share audio like you do gifs and images? Think of it as like sound emojis," says Hsu. The audio database with more than 1 million soundbites now has tens of thousands of users who reach millions of others. Blerp is in app stores and has a website, but its most popular platform is streaming service Twitch. And the company is expanding. Now with 10 employees, Blerp is also working with Amazon to improve Alexa's capabilities.

Hsu says he didn't start out to be an entrepreneur. "I participated in some Get Seeded competitions and got connected with Lassonde," he notes. "I think the most powerful part of the Lassonde experience is helping students see that they can do so much more than they ever imagined." **U**

Seth Bracken is editor of Utah Magazine.



p



Audio can be a tool to connect people around the world. That's the idea driving Aaron Hsu's startup, Blerp.

Expert Advice

We asked our panel of entrepreneurs: What do you wish someone had told you before you started? Here are their answers.

"First, nail down the problem you're trying to solve. Is it a problem others are facing? Second, think beyond the product: How do you sell, market, and distribute it? If you can do those two things well, you've got the start of a solid business."

Troy D'Ambrosio, Lassonde Entrepreneur Institute

"Be scrappy. Utilize your network and friends. People want to lend a hand more than you think. You can't do it alone."

Haley Zimmerman, Kara Tepe Kids

"Don't give up just because someone doesn't like your idea. When we started, we received tons of pushback and consistently came in last place in funding competitions. We could have called it quits, but we knew our idea was good."

Colton Gardner, Neighbor

"Buckle up! Entrepreneurship is not for the faint of heart—but it is also a lot of fun. Learn to deal with the challenges in front of you. If you have a disruptive solution for a large market and you can sell it for a

reasonable profit, you can overcome just about anything."

Josh Eckman, Carterra

"Find mentors and trustworthy people and invite them into your process. You can't expect to know how to do everything that goes into running a business by yourself."

Alyssa Bertelsen, Rise Up School of Dance

"It's not about how much you know, it's about how much you're willing to learn. You can jump into tough roles and thrive, but you need to be willing to fight for growth."

Aaron Hsu, Blerp

"Remember two P's—perseverance and patience. Don't get distracted by others' quick successes and quit or pivot too soon. Building a good product and company takes time, but it's worth it."

Viral Shah, HelloGM

"Be a doer, not just a planner or a thinker. You'll get better the more you challenge yourself. Ideas have no value until you execute them."

Dhaval Chokshi, HelloGM



MARK HARDY BA'87 BS'88

What has it meant to be a mentor?

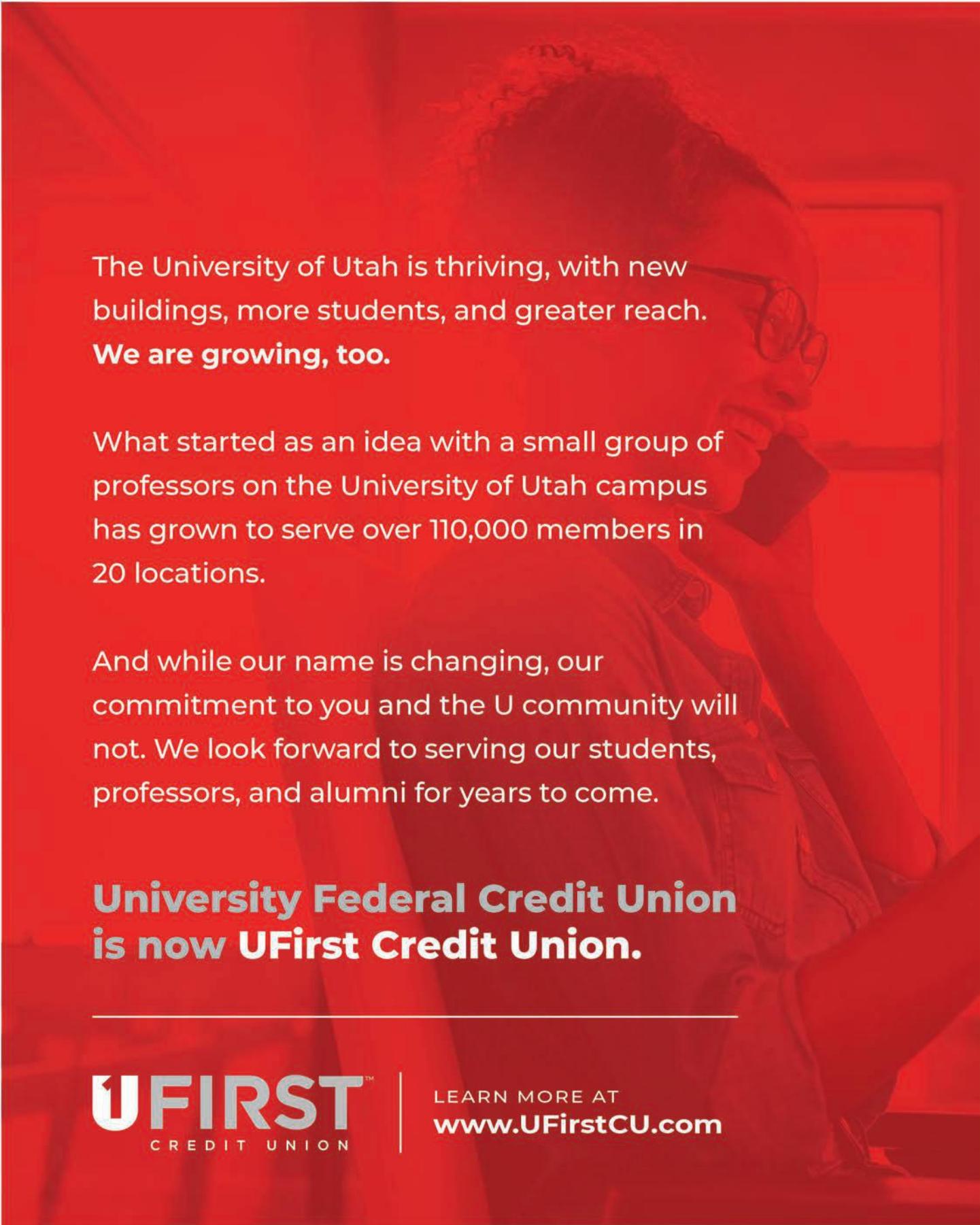
Being a mentor is a rewarding, two-way relationship. I believe deeply in the importance of developing relationships throughout a career. I prefer to think about what many call “networking” as simply relationship-building. Whether as a mentor or mentee, some of my most profound learning has come through these two-way interactions.

As a fellow alum, I want to help U of U grads navigate the crucial early stages of their careers. I’m committed to helping students find the right positions where they can take steps toward accomplishing both their short- and long-term career aspirations. As a lifelong benefactor of countless mentor programs, I am happy to still be in a position to grow and learn alongside my student peers.

Be a mentor or find one today at forever.utah.edu.



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In Desolation Canyon, Jan and John Wood sit on rafts named respectively for Dee and Sue Holladay.

A River Less Paddled

A family of alums runs a legendary rafting company in support of a sustainable future

As a student at the U, John Wood BS'82 learned all about business, accounting, and marketing in a classroom. But on the river during the summer, as he studied the stars, the art of holding an oar, and the magic of following the current—Wood learned how to live. His teacher for those watery lessons was Dee Holladay, a rafting visionary who founded Holiday River Expeditions in 1966 with his wife, Sue, indelibly influencing Utah's rafting industry through his dedication to conservation.

By the time Wood graduated magna cum laude with a finance degree, he joined Holiday full time as Dee Holladay's business partner. He later married Dee's daughter, Jan, a first-generation U alum (BS'83) who specialized in architecture and design and helped the family business on the side.

At first, Wood was ready to use the skills he learned at the U to help the small outfitter grow by getting more customers, more permits, and more trips. But he quickly learned that wasn't the solution. There are better ways to evolve, he decided, like giving guests an experience through which they can experience their own personal growth. That requires time, solitude, and a fair amount of teaching—or “interp,” as the guides put it—about the surrounding area.

“[Conservationist] Freeman Tilden said that interpretation leads to understanding, understanding leads to appreciation, and appreciation leads to protection,” says Wood. “At some point,

it became clear to me—and this is something Dee had been pushing since day one—that the very experience we were sharing with our guests could easily be ruined by any number of things. Whether it was dams or resource degradation or being loved to death by too many people, we realized the experience itself needed limits. So we are growing not by numbers of people or boats but rather in our ability to share an understanding of a true wilderness experience with our guests.”

To this day, Holiday guides pack out waste and trash instead of burying it; they teach their guests about geography and anthropology; they don't use motors, only oars; and with each trip, they follow the company model to “Go with the flow.” Trip Director Lauren Wood BS'11, one of Jan and John's adult children, coordinates special excursions every year to reach out to the community and share a healing river experience with patients in the University of Utah Health Burn Center and teenagers in the Shriners Hospitals for Children Un-Limb-ited program.

Their hope is to keep the magic flowing and potentially change more lives.

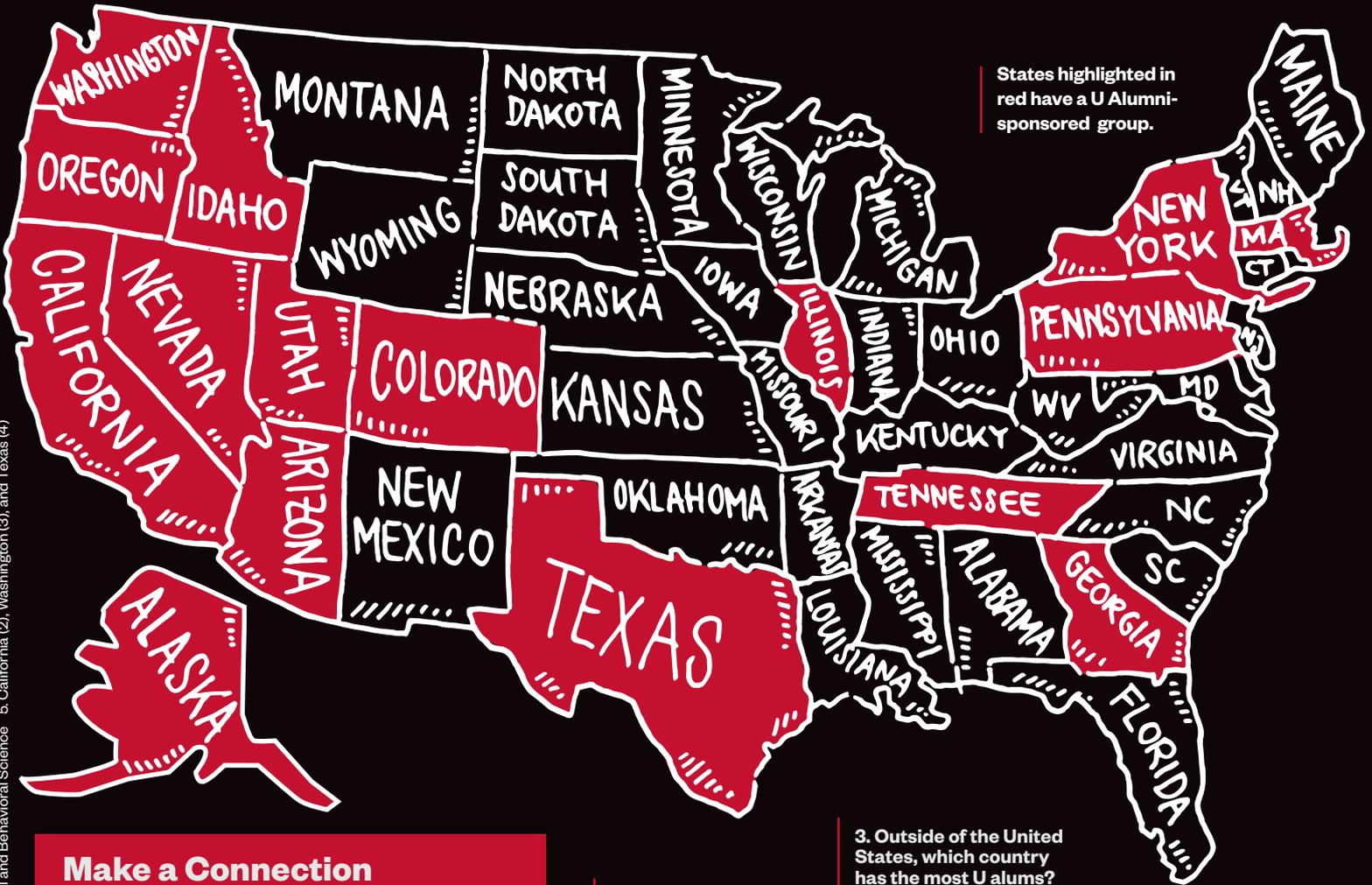
“We are a multigenerational family that truly loves the resource and wants to care for it,” says Jan Wood.

“We're just trying to positively impact people's lives,” adds John Wood. “And when the opportunity to protect something comes their way, they will.” AMY CHOATE-NIELSEN

Here, There, and Everywhere!

Graduates of the U join a family of nearly 240,000 living alums. With representation in every state in the country, a growing worldwide reach from Botswana to Bolivia and Mongolia to Macau, the U community reaches around the globe. And it's a diverse bunch—from a 20-year-old recently graduated business alum to a 107-year-old

education grad. But all have one thing in common: an unparalleled experience at a remarkable institution tucked into the rolling foothills of the Wasatch Mountains. Learn more about your U family with this quiz and go to magazine.utah.edu/groups to find regional or affinity-based alumni communities and clubs.



States highlighted in red have a U Alumni-sponsored group.

Make a Connection

With dozens of alumni groups around the country—and even some abroad—there are opportunities to recapture the camaraderie of your years at the U.

Communities and clubs to connect with include:

- American Indian
- Asian-Pacific Islander
- Black
- Latinx
- LGBTQ+
- Veteran
- International clubs, including South Korea, India, and more

1. What percentage of U alums live in Utah?

- A. 35%
- B. 48%
- C. 63%
- D. 74%

2. How many countries have U alum residents?

- A. 45
- B. 50
- C. 80
- D. 100

3. Outside of the United States, which country has the most U alums?

- A. South Korea
- B. Canada
- C. Norway
- D. Mexico

4. Which college within the U has the most graduates?

- A. Humanities
- B. Engineering
- C. Science
- D. Social & Behavioral Science

5. Fill in the blanks with the missing states that have the most U grads.

- 1. Utah
- 2. ?
- 3. ?
- 4. ?
- 5. Colorado

**Sarah Elizabeth Garza-
Levitt BSW'19 MSW'21**
Associate Director,
University of Utah Center
for Community Nutrition

"I left home when I was 13 and lived on the streets of Seattle. When I was 15, I became pregnant, and staff at a youth center asked me if I wanted to speak to a group of doctoral students studying adolescent pregnancy. That was my first exposure to college education, and I decided back then that one day, that would be me.

When I was 16, I moved to Utah to live with my half-sister. I got my GED and started at Salt Lake Community College. For the next 23 years I had ups and downs of dropping out and losing my financial aid, but I kept coming back.

I tried out several different classes and majors, but when I read the Social Work Code of Ethics, tears streamed down my face. I knew right then, 'I am a social worker.' A social worker connected me to my half-sister who took me in when I was pregnant. Another had saved my life when I had a suicide attempt at the age of 11. She asked me why I wanted to end my life, and I realized I didn't want to die, I just didn't want to continue to suffer.

I'm now celebrating 15 years of sobriety, recently graduated with my Master of Social Work, and am pursuing my PhD at the U. My life is a testament to how stability and the ability to focus and have basic needs met can really nourish people to succeed and thrive academically. That's why I'm so excited to be involved in launching the Basic Needs Collective to help provide U students resources related to food security, affordable housing, health insurance, and more."

ALUMNI NEWS ROUNDUP



HARRY CAMPBELL

Join thousands of U grads on our new mentorship and networking platform: the Forever Utah Alumni Network.

Building Community

A new networking and mentorship platform helps U grads connect, share, and inspire

Move over, LinkedIn—there’s a new way to stay connected. Thanks to the Forever Utah Alumni Network, recently launched by the Office of Alumni Relations, U alumni now have a comprehensive mentoring and networking platform designed just for them. Through the free network—which is already more than 2,000 alumni, students, faculty, and staff strong, and still growing—users can connect with each other, share experiences, and inspire students.

Connect

Taking liberties with a common saying: “It’s not (just) *what* you know, it’s (also) *who* you know.” Through Forever Utah, alums can expand their personal and professional networks by connecting with fellow grads. The platform has a group for everyone—whether it be for a student organization, the college they attended at the U, a geographic-based club, or an identity-based community. Alums can even start new groups of their own.

Share

Forever Utah is like a social media site where alums can post about their U experiences, career updates, and job openings. They can tag fellow alumni in their posts or like and comment on posts from their peers. Users can take advantage of email messaging,

video chats, mentorship opportunities, event listings, job boards, and more.

Inspire

Utah grads want to pay it forward, and the Forever Utah Alumni Network also provides a way to do just that. Alums can support current U students with career guidance, industry introductions, and other mentorship activities. Once an alum identifies that they are “willing to help” on the platform, students can reach out when they need guidance.

Mentorship can take up as much or as little time as grads wish. Alumni can select the areas of support and set the frequency of notifications in their network profile. With just a small investment of time, alums can make a difference in a current student’s trajectory and their own.

Start the Journey

Joining the network is easy—visit forever.utah.edu to sign up through email, LinkedIn, Google, Facebook, or the Utah Alumni app. The app also provides access to the digital U Alumni card, exclusive alumni benefits, and notifications of special alum deals and event reminders. The Utah Alumni app is available in Apple and Google Play.

Your digital U community awaits!

ELENA GARDNER



Founders Day 2022 The U has come a long way since its humble beginnings as the University of Deseret. To celebrate its proud past and outstanding present, the U holds a Founders Day celebration each year to recognize alumni who have excelled professionally, served their communities, and supported the university in its mission. The honors are among the highest given annually by the U. This year’s event is on Feb. 23. For more information, visit alumni.utah.edu/foundersday.

Giving Day 2022 Last year, you helped us raise nearly \$25,000 for alumni scholarships and programming during U Giving Day. Visit givingday.utah.edu on March 1-2 to help us collect even more for students with financial need.



New Leadership Say hello to Kris Bosman BS’99, the new head of the Alumni Relations office at the U. Previously the director of alumni relations for the David Eccles School of Business, Bosman now manages strategic planning, expansion of the alumni and career networks, U Alumni student scholarships, and U Alumni communications. “I am humbled and honored to have the opportunity to serve as the chief alumni relations officer for the University of Utah, a place I have called home as a student, alumna, and staff member,” says Bosman. In her return to U Alumni (where she was previously advancement coordinator), Bosman brings a new vision to facilitate lifelong engagement and support for the U among alumni and current students.

Class Notes

'70s

Clark Huff BS'73 recently published the memoir *Stupidity in Action: Lessons Learned in Leadership the Hard Way*, recalling how a disobedient, adventurous boy learned from his mistakes and survived to become a successful adult, eventually advancing to become his company's VP of capital and technology. The stories are not only entertaining, writes Huff, but provide plentiful examples of how *not* to handle a situation.

Jack T. Scully MBA'73 published a new book of free-verse stories, *Mianus Village*. The semi-autobiographical collection tells the story of a young boy growing up in hardscrabble housing set aside for working-class WWII veterans and their families. Scully is a longtime writer of fiction, nonfiction, and poetry as well as professional papers.

Sam Williams BA'77 was appointed to the Kansas Public Employees Retirement System Board of Trustees. Williams has more than 25 years of experience as a chief financial officer and managing partner for Sullivan, Higdon, and Sink (now Signal Theory). He previously served as the secretary of revenue for the State of Kansas.



Laurie Locascio

Laurie Locascio MS'86 was nominated by President Joe Biden to lead the National Institute of Standards and Technology. Locascio has spent most of her career at NIST, joining as a bioengineering researcher in 1986 and taking on a series of senior leadership roles before leaving the agency in 2017 to serve as vice president for research at the University of Maryland.

Brooks R. Amiot BA'88 (cum laude) is recognized again in the most recent *Chambers USA: America's Leading Lawyers for Business*, an annual guide ranking the leading law firms in the country. Amiot is managing principal of the Baltimore office of Jackson Lewis P.C. and represents employers in all aspects of labor and employment law.

Derrick O'Neill JD'89 was appointed district judge in the Fourth Judicial District in Boise by Governor Brad Little. Most recently a shareholder with Jones Williams Fuhrman Gourley, P.A., in Boise, he has three decades of litigation experience and is considered a local expert in the area of judicial foreclosures.

Attorney's Office for more than a decade. As an assistant U.S. attorney, Martinez was involved in the full spectrum of violent crime prosecution. She began her career at the Salt Lake County District Attorney's office.



Kevin Dyson

Kevin Dyson BS'98—a former Utes Football and Tennessee Titans wide receiver—is the new principal of Centennial High School in Nashville. Since his NFL career, Dyson has now been a teacher, coach, and administrator at both private and public schools and earned master's and doctoral degrees in education.

officer at Utah Valley University (UVU), where she was also a member of the President's Cabinet, President's Council, Women's Council, and University Executive Council. Prior to her UVU position she was assistant dean of undergraduate studies and director of the Office for Inclusive Excellence at the U.



Andrea Martinez

Andrea Martinez JD'03 (B.A.'97, UCLA) is a criminal defense attorney with her own law office in Salt Lake City. She served nearly six years over two stints as a deputy district attorney in the Salt Lake County District Attorney's office. She also spent more than six years as a senior associate with Utah Juvenile Defender Attorneys and almost four years as a trial attorney with the Salt Lake Legal Defender Association.

Bart Blaisdell BS'04 is the new senior vice president of Finance & Operations at Visit Salt Lake. A certified public accountant, Blaisdell was most recently CFO for Grand Canyon Scenic Airlines and has over 10 years of financial management experience, with prior roles at Ivory Homes and Intermountain Healthcare.

'00s



Belinda 'O. Saltiban

Belinda 'Otukolo Saltiban BS'00 MSW'04 PhD'12 is the new associate vice chancellor for equity, diversity, and inclusion at Vanderbilt University. 'Otukolo Saltiban was previously chief inclusion and diversity

'80s



Jill H. Green

Jill Hoggard Green BS'80 MS'89 PhD'95 was named one of the nation's 50 Most Influential Clinical Executives by *Modern Healthcare*. Hoggard Green is CEO of The Queen's Health Systems, in Hawaii. She has more than 40 years experience in health care leadership.

Artist and educator **Angela Haseltine Pozzi** BS'84 created *Washed Ashore*, an exhibit featuring sea animal sculptures made entirely out of debris found in bodies of water. The work has been displayed at the Smithsonian National Museum of Natural History, SeaWorld Parks in Orlando, and the Walt Disney World Resort in Florida, along with small galleries, most recently at the Norfolk Botanical Garden in Virginia.

'90s

Tony Butterfield BS'96 PhD'07, chemical engineering associate professor, was recently honored for outstanding and innovative teaching by both the American Institute of Chemical Engineers (AIChE) and the American Society for Engineering Education (ASEE). A faculty member at the U since 2009, Butterfield currently chairs AIChE's Societal Impact Operating Council and is chair-elect for ASEE's Chemical Engineering Division. He devotes considerable time to engaging LGBTQ+ students in engineering.



Andrea T. Martinez

Andrea T. Martinez BA'98 JD'01 became the Acting U.S. Attorney for the District of Utah in March 2021. Martinez is the third woman and first Latina to hold the position and has served in the U.S.

SPOTLIGHT



James Jackson III BS'02 founded the Utah Black Chamber, which supports the economic development of the state's Black community. Born and raised in a small Baptist "village" in Salt Lake City, Jackson says he came to the U as an introvert, but college "helped me grow out of my shell and learn how to network and connect with people." He built new relationships through the Black Student Union, helped start the college chapter of the NAACP, and participated in a minority business scholarship program "that pushed me out of my comfort zone," he recalls. Since its founding in 2009, the chamber has grown to about 300 members and now covers nearly the entire state. Jackson is Zions Bancorporation's supplier diversity program manager and also a coach, speaker, and trainer with his own J3 Motivation, LLC.

SPOTLIGHT



ROBERT BREAULT

Alexia Adair HBM'13 MMU'17 is a UIT user experience (UX) developer for USS Content Management & Usability at the U. Adair is also an opera singer and has performed in many productions in Utah. "Being a UX developer brings my career story full circle. I wanted to be an architect so I could use my creative and analytical skills in my work. I do that every day now! It was a roundabout way to get to my goal, but I've thoroughly enjoyed the journey and learned some valuable things along the way. As a singer, I study humans and what drives their decisions in order to create a richer performance. At work, I study the same things, but in this case, it's to create a better website."



Taj Suleyman

Taj Suleyman BA'09 is the first director of diversity, equity, and inclusion for the City of Springfield, MO. Suleyman has spent 10 years working in community outreach and direct services for a variety of organizations in the public sector and nonprofits. Most recently, he was equity director for Dubuque Community School District in Iowa.

Kathy Bounous BS'08 was appointed general counsel for Utah Gov. Spencer J. Cox. She was previously general counsel and director of appeals and legislative affairs for the Department of Workforce Services. She received the Governor's Award for Excellence in 2014 and 2018.

Cristy Meiners BA'01, former executive producer of *RadioWest*, has been named KUER station manager, overseeing operations, programming, and news for the U's NPR member station. Meiners began her journalism and public radio career as an intern in Washington, D.C., on NPR's Arts Desk.

Drew Sanders MPA'05 is the new city manager of Cortez City, AZ. Sanders had most recently served two years as police chief in Page. A graduate of the FBI National Academy, he previously worked for the West Jordan Police Department for 27 years, retiring as a lieutenant.

'10s

Candee Wilde BA'11 is the new executive director of the Delaware Valley Environmental American Inn of Court (AIC). Wilde is an environmental attorney in the Philadelphia office of Greenberg Traurig and a former assistant solicitor in the city's Law Department. AICs focus on enhancing the legal skills, professionalism, and ethics of members. The DVE-AIC is one of only two AICs centered on environmental law and related policy development.

Jeffry Ross JD'11 was appointed by Gov. Spencer J. Cox to the Eighth District Juvenile Court bench. Ross has most recently been affiliated with Stowell, Crayk & Bown, LLC, practicing in the areas of child welfare, juvenile delinquency, criminal defense, immigration law, and family law.



Phil Martial

Capt. Jean Philippe ("Phil") Martial BS'12 is the new chief of veteran services for the Utah Department of Workforce Services. Martial has served 19 years in the U.S. Army, as medical logistician, human resources officer, and currently as a Company Commander for the 76th Operational Base Command.

Jake Hibbard BS'14 is the new information and sports director of Mitchell

Radio Group in South Dakota, taking over play-by-play broadcasting for Mitchell High School and Dakota Wesleyan University. Following college, he moved to Wyoming to cover and broadcast high school sports. He was awarded 2020 "Best Play-by-Play" by the Wyoming Association of Broadcasters and was a finalist for the National Sports Media Association's Wyoming Sports-caster of the Year.

Julie Beveridge BS'15 is an assistant athletic trainer for the Major League Soccer team LA Galaxy. She was previously head athletic trainer for the Las Vegas Lights FC. She has also worked with the Washington Spirit, FC Cincinnati, and Marshall University, and was an intern with Real Salt Lake.



Joseph Genda

Joseph Genda BS'15 is the New American and Refugee liaison for the office of Salt Lake Co. Mayor Jenny Wilson BS'88. Genda came to Utah in 2007 as a refugee from Sierra Leone.

After graduating from the U, he began work with Promise South Salt Lake where he was able to work closely with immigrant and refugee communities. He is fluent in Mende and Krio.



Benny Hinrichs

Benny Hinrichs BS'16 recently published his fourth book, *Orluvoq*, a fantasy novel about a young, drug-addicted shaman who has to climb down the ice cliff at the end of the world to find her dead parents. Hinrichs is a software engineer and musician who once ate 36 slices of pizza in a sitting. But, he notes, it's not that impressive, because his friend ate 48.

Vlada Yaremenko BA'19 was promoted to business development manager at the Economic Development Corporation of Utah (EDC Utah), which she joined in 2019 as a business development analyst. She was co-chair and host of the youth planning subcommittee for the 68th UN Civil Society Conference and also served nearly three years as VP of PR and Membership for UN Women USA.

U professor of painting and drawing **Al Denyer**, **Joshua Graham** MFA'19, and **Claire Taylor** BFA'17 were among 20 artists whose designs were selected for a pedestrian bridge at Salt Lake City's new Three Creeks Confluence Park, where Red Butte, Emigration, and Parley's creeks join to empty into the

Jordan River. The site was transformed as a space for community gathering, recreation, education, and restored riparian habitat.

Nathan Mason MA'19 is an artist and curator of exhibits and public art for the Chicago Department of Cultural Affairs & Special Events. His own exhibition *Improvisations* was recently on view at The Dime gallery in Chicago. Mason has also been in group shows, curated numerous independent projects, and sat on exhibition committees, and he is an occasional writer, with reviews in publications such as the *New Art Examiner*.

Editor's note: We erroneously merged biographical information of successful attorneys Andrea T. Martinez BA'98 JD'01 and Andrea Martinez JD'03 in the Fall issue of Utah Magazine. Our apologies. We include corrected items for both women here.



What's up with U?

Send updates to classnotes@utah.edu

SPOTLIGHT



Ashley Cleveland MCMP'16 is the new deputy chief of staff for Salt Lake City Mayor Erin Mendenhall BS'04. Cleveland is an ecologist turned city planner and will manage some of the city's most important initiatives and projects, as well as engage with boards, community groups, and civic organizations. Cleveland became the first Black woman city planner in Utah when she took a position in 2017 as the first Planner 1 in Millcreek. There she launched Promise, a partnership between Millcreek and the United Way of Salt Lake City aimed at mobilizing and supporting success for the city's youth and families, with specific goals related to health, safety, economic well-being, and education. She's also a founding member and sits on the board of directors for CurlyMe!, an organization focused on providing mentoring opportunities to help educate and empower young girls of color.

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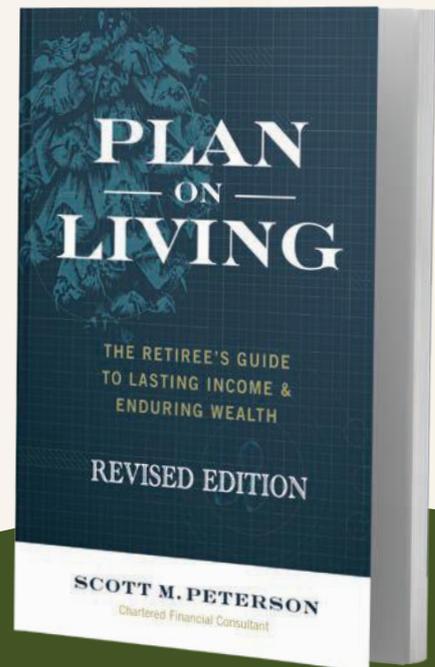
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Because you inspire us.

Because you challenge us.

Because you champion us.

Because you make us better.

Because you cheer us on.

Because of you, we imagine
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The University of Utah is grateful for the ongoing and steadfast support of donors, alumni and friends like you—particularly over the past two years. We invite you to join us in celebrating that support. Discover how you're making an impact, become inspired by the stories of our remarkable community, and share how you love the university at: love.utah.edu

Olympic Memories

It was a new record—2 billion viewers. The most-watched Winter Olympics opening ceremony took place 20 years ago right here at the U's Rice-Eccles Stadium. The U also hosted the closing events and was home to the Olympic Village where some 2,400 athletes from 77 countries lived for much of the month of February 2002. Students now reside in some of those same rooms at Heritage Commons.

As the world turned its gaze to Utah, the U was center stage for much of the attention—and may be again soon. Utah has officially thrown its hat in the ring to host the 2030 Games.

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