

Sweet Dream
Come True p 4

Celebrating the MBA Program's
Golden Anniversary p 10

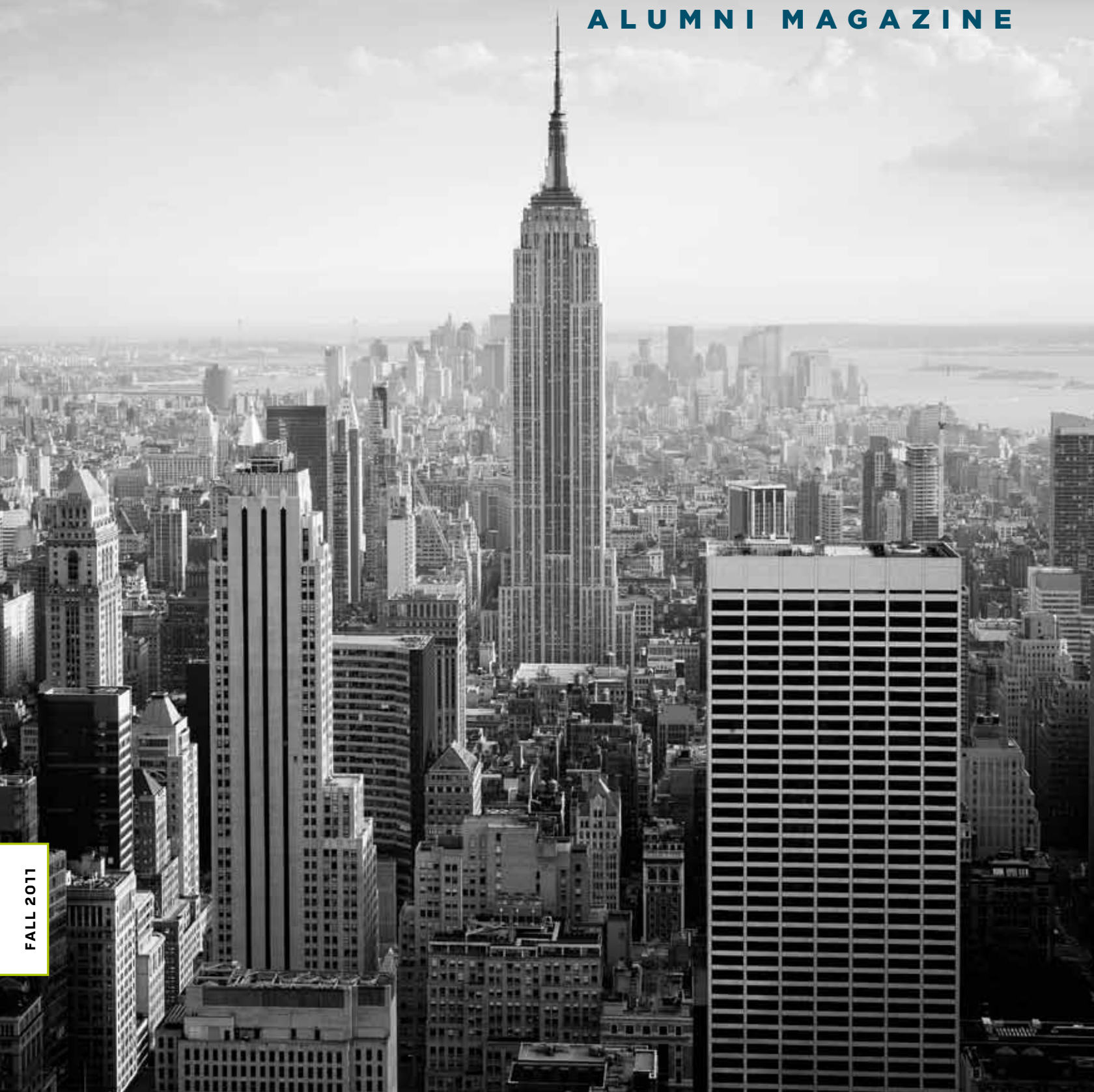
Eyewitness to the
Japan Earthquake p 14

The Interns
Take Manhattan p 20

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◀ MEMBERS OF THE MARRIOTT SCHOOL'S NATIONAL ADVISORY COUNCIL GATHER IN FRONT OF FENWAY PARK'S FAMED GREEN MONSTER AT THE NAC SPRING RETREAT IN BOSTON.

**OVERHEARD
IN THE
TANNER**

Hi, are you here yet? OK, just walk down that huge set of silver stairs. **You can't miss them—they look like the stairway to heaven.**

• So what are you going to do? I'll text you. Why? I'm right here! Just tell me now. I said I'll text you! • Do you want to go to the army place with the couches while we wait? You mean the war memorial in the Wilk? Yeah, it's a lot more comfortable than these wooden benches—and one of the best nap destinations on campus. • **I'm buying an iPhone today!** Your quality of life will improve starting today. • I spilled a ton of water on my pants at lunch. I was hoping it would dry by the time I got in there. Can you tell? • Has she eaten? Oh, well does she want to eat again? **Or does she want to watch me eat?** •

I'm surprised a Boy Scout wants to take the elevator. You want to take the stairs? We can take the stairs. No, the elevator's here now. • Are you Jane? No, I'm not. I'm sorry, I'm supposed to meet someone I've never met before. • **He was wearing skinny jeans that were skinnier than mine. Ugh.** • It's about improving service and quality because it's the customer that keeps you in business. • I used to work at a movie theater, and it is my firm belief that nobody looks good eating popcorn • I should go practice. You should. Wait—you haven't even had your first class yet. What are you supposed to practice? • Everybody laughed, so I called it a success. **That's my marketing strategy.** • Is your cell phone waterproof? I don't know; why? Because it just fell in the fountain. • Obviously, when you're driving around in your car you don't want to have bad tires. You want to have good tires—and look good. • **My roommates are somewhat depressing.** How so? One doesn't talk. The other day I was so sick, and he didn't say anything. I didn't think I expected people to check up on me when I'm sick, but I do. • I'm a big chicken strips guy—you know, I try to eat healthy. • What's your major? Asian studies. Cool, what do you do? Study Asian people. • **I was a nerd very early in my life.** • What's the risk in climbing Mount Everest? You could freeze, you could starve, you could fall, something could fall on you—so what's the reward for managing the risk? Reaching the top. The entrepreneur's job is to take risks. Only then can you reach the top. • I want sushi. **Sushi is gorgeous.** • When you go to the grocery store, what kind of cheese do you get? Cheddar, colby, feta, mozzarella? Oh no, I get only feta. • Nobody has ever had a good story for when they were out of toilet paper. • My elementary school teacher swore to me that sublimation never happens. I just want to go back and show her she was wrong. **I mean, I've seen dry ice.**



4



10



20

Contents

| FALL 2011



14

Features

- 4 **LUXURY SWEET**
Scott Lund has a penchant for the sweet and the skills to build a luxury chocolate business.

- 10 **MBA@50**
In 1961 BYU's business school embarked on a new path, and fifty years later our MBA program is stronger than ever.

- 14 **EPICENTER JAPAN**
Read a firsthand account of former associate dean W. Steve Albrecht's experience leading the Japan Tokyo Mission through the March earthquake and its aftermath.

- 20 **SUMMER IN THE CITY**
A photo journey of four Marriott School students working in and exploring America's favorite apple.

- 32 **WORD OF MOUSE**
If your business doesn't pop to the top of search engine results, then you're losing customers. Here's how to score a top spot.

Plus ...

- 8 **AROUND THE COOLER**
Cracking the QR Code
- 19 **INSIDE THE CLASSROOM**
Learning without Walls
- 30 **BY THE NUMBERS**
Home Work
- 37 **SCHOOL NEWS**
- 43 **ALUMNI NEWS**

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LUXURY SWEET

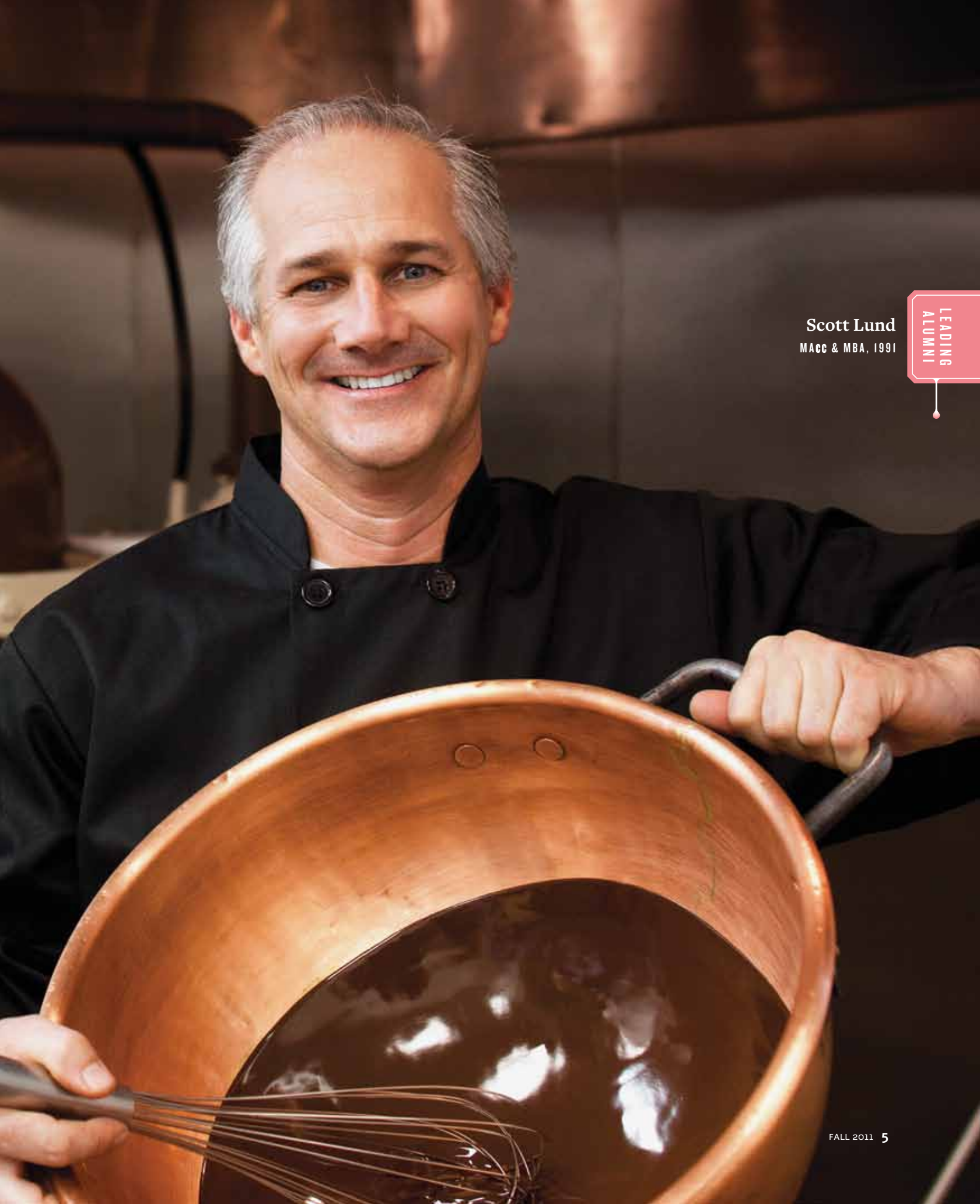
By Megan Bingham

Photography by
Bradley Slade

Sumptuous. Decadent. Delightful.

Few words could more adequately describe a box of Lula's Chocolates. Neatly perched inside each mahogany-colored package await aromatic round crèmes, salted caramels, square truffles, and nuts cloaked with melt-in-your-mouth cocoa.

During the past five years, the company, based in Monterey, California, has carved a nice niche in the candy industry, increasing sales by 90 percent annually. But Scott Lund, owner and Marriott School graduate, will be the first to tell you that the secret to these artisanal chocolates doesn't lie in the craftsmanship or high-quality ingredients. Lula's success stems from just one element—*family.*



Scott Lund
Macc & MBA, 1991

LEADING
ALUMNI



Cocoa Pedigree

Chocolate has been flowing through the Lund family for three generations. Lund's grandma, Lula, was a teenager in the 1920s when her home economics teacher taught her how to make candy. Lula transformed the skill into a business after she married, selling the treats in the arms plant where she worked during World War II.

During the next five decades, she made countless batches of sweets for friends and family in her home's small candy kitchen, ramping up production for the holidays.

Lund still remembers the role candy played in his family. Lula, a loving woman with neatly set hair, would gather her grandchildren around. Placing a chocolate into the palm of each little hand, she would look at the children and say, "Be true to your teeth, or they'll be false to you."

"She had a saying for everything," Lund remembers. "She was a character."

Her passion for family and candy making was lifelong. When she called Lund to say she wasn't going to make chocolates anymore, he knew something was wrong.

"It was her quiet way of asking for help," Lund says. "She wasn't frail; she just couldn't do things like she used to."

Lund's family stepped in. They spent three holiday seasons in the kitchen together, learning Lula's time-tested techniques—skills Lund would later perfect in confectionery courses. Lund's wife painted bright marks on the candy thermometers so ninety-five-year-old Lula could see them, and Lund cut fondant, tempered chocolate, and carried kettles for his grandmother.

"We would talk for six hours at a time," Lund says. "She would

tell me stories about her life and about my dad—things he'd never tell me."

When Lula moved into a retirement home, her biggest concern was the fate of her candy equipment. To ease her mind, Lund purchased it. He hauled the industrial-sized pots and large marble slabs into his basement, not knowing the role they'd play in his future.

Prep School

Lund and his three siblings grew up in California's Bay Area, spending two memorable years in Carmel. His father, a business manager, wasn't shy about prodding his son along a similar path.

"He believed accounting was the language of business, and it's true," Lund says.

The Marriott School's highly ranked accounting program made BYU Lund's first choice. In fact, he was so determined to begin his studies at the Y that when he broke his foot at freshman orientation, he waited to tell his parents until he was sure they had completed their twelve-hour drive home.

Lund describes his years at BYU as some of his happiest. He met and married his wife, Jennifer, and learned the ins and outs of accounting. While completing his graduate studies, he taught Accounting 201, an experience that cemented his understanding of the discipline and allowed him to give back.

"I like sharing what I know," explains Lund, whose daughter Victoria is studying accounting at BYU. "I don't have a lot of secrets when it comes to chocolate or business. I just like helping people."

Although the ratios, formulas, and equations he learned at the Marriott School are regularly used at Lula's, the lesson that most prepared Lund for success was much simpler: treat people the way you want to be treated.

Candy Store

Located in Carmel's high-end shopping district, Lula's retail store is the place where that philosophy is carried out. Flanked by potted plants and outlined by crisp, white molding, the shop is filled with antique display cases packed with bundles of caramels, toffees, and, of course, chocolates. The one thing you won't find here, though, is Lund.

Most days he's at Lula's factory in Monterey, managing accounts, checking production, and overseeing the company's business plan. In fact, it's his role in operations that Lund most enjoys.

"I get a lot of help from other people, but ultimately I'm responsible for the success or failure of the business," Lund says. "And I'll never be unemployed," he adds, laughing.

Lund works hard to make sure the business of candy is equally sweet for his employees. His philosophy—assume that everyone is doing the best he or she can—is at the center point of the

company's culture. Employees are asked to do their best and to learn from mistakes when they happen.

"I don't dwell on mistakes because I'm doing my best and I make mistakes too," Lund says. "People will give you their best efforts, and nine times out of ten that's all you need."

And Lund ensures everyone has a chance to succeed. If someone doesn't quite have the dexterity to work with the chocolate, he or she joins the finished goods team, packing and preparing the candy.

Rocky Road

Lund's own path to success started in 1991 when he completed his MBA—also from the Marriott School—and accepted a position as an analyst at Shell Oil Company in Houston. While the work was satisfying, Lund found himself entering the labor force at a volatile time. Firms were consolidating and laying off partners in large numbers.

"I didn't want to make it to the top and then hear, 'Hey, we're downsizing,'" Lund says. "I guess I like security. I don't mind bleeding ulcers, but I like security."

Lund took matters into his own hands. He left the oil business, moved his family to Utah, and went to work for himself, purchasing a string of Laundromats.

Although some referred to the business as a cash venture, it turned out to be an opportunity for Lund to exhibit integrity. He purchased the facilities based on what the previous owners had paid in taxes. When he took over operations, he kept meticulous records on every quarter slipped into the machines. The effort paid off when he sold the business and received top dollar thanks to his accurate tax returns.

"In the end, I made five times what I could have stolen," Lund says.

While the business prospered, Lund began to grow anxious. "It's hard to get excited about washing other people's clothes," he concedes.

He filled the void by making chocolates for friends and neighbors during the holidays.

One of those friends worked closely with Utah governor Mike Leavitt on his reelection committee. When she tasted Lund's chocolates, she knew they needed to be included in the governor's 2002 Olympics celebration. Lund was invited to prepare chocolate spreads for both the opening and closing ceremonies. His hand-dipped creations garnered high marks and, for the first time, he saw the viability of a chocolate business.

Still, Lund had doubts about pursuing a culinary career. It wasn't until he checked out from the library a copy of *Good to Great* by Jim Collins that the idea for Lula's really took shape. Lund returned the book the next day and bought his own copy to mark up.

"I needed to reflect on what I was passionate about and what

gave me joy," Lund says. "When you do that, working is not work. It's part of what makes you happy."

Sweet Dreams

As the idea for a premium chocolate company solidified in Lund's mind, he began scouting locations for the business. He'd dreamt about giving his five kids the picturesque childhood he'd had in Carmel, and the seaside city seemed to be a smart move for the business too.

"There are a lot of great candy makers in Utah but relatively few in California," Lund explains. "And Californians are willing to pay what the candy is worth."

Some of Lund's friends were skeptical of the decision, outlining all the roadblocks Lund would face: selling his house, moving his family, and even financing the venture.

Despite the concerns, the Lunds decided to make the move, even before the Laundromats were sold, allowing their children to start the new school year in Carmel. For nearly a year, Lund commuted back and forth, managing his newly minted chocolate enterprise in California and winding down his business in Utah.

Family Ties

With Lula's entering its fifth year in business, it'd be easy for Lund to take credit for the company's success. But he tends to defer to others—especially to his wife, Jennifer.

"It takes a lot of internal fortitude for someone to be OK with selling everything we had and starting a chocolate company," he says. "She's been there every step of the way."

And while the kids don't hand dip the chocolates, Lula's is a family affair. Jennifer and the kids are often at the office, tying bows, labeling, and running the shrink-wrap machine. The most coveted job is, of course, testing the chocolate. But even there, the family follows Lula's lead.

"Grandma was a true believer in moderation," Lund explains. "She felt there was no reason to have more than one piece of chocolate at a time. It was a simple pleasure to be enjoyed—but not all at once."

Though Lula passed away in 2000, it could be argued that she's still the lifeblood of the business. For the Lund clan, transforming tradition into a thriving enterprise has always revolved around spending time with family—and lots of rich, creamy chocolate. **M**

Top Five Flavors



#1: Sea Salt Caramels



#2: Dark Aloha Rocky Road



#3: California Milk Toffee



#4: Truffle Assortment



#5: Milk Aloha Rocky Road

About the Author

Based in New York City, Megan Bingham is a writer and editor at Family Circle magazine. She graduated from BYU in 2010 with a degree in communications.

around the COOLER

BY MICHELLE KAISER

1. TRAVEL-ERS

Even up north, QR codes are making a splash. As Canadians complete online passport applications, QR codes are created for each person. Passport hopefuls then print their applications with their unique codes. An application is submitted with the requisite photos, and personal data is uploaded with a simple scan of the QR code on the application—speeding up the passport process and reducing paperwork.



Cracking the QR Code

Think of it as the barcode's hip, tech-savvy cousin. QR (quick response) codes allow users to scan a black-and-white box with their smartphones and instantly link to data, videos, music, or a bevy of other knowledge. These informational codes are popping up everywhere from movie posters to public buses and are being used for both business and pleasure. To join the fun, download an app on your smartphone and start scanning. Popular apps include RedLaser, Scan, Bakodo, Optiscan, NeoReader, and i-nigma.



2. EXPLORERS

QR codes turned Central Park into an interactive board game on Arbor Day 2010. Codes linked to trivia questions were posted at landmarks around the urban oasis. After answering the questions, users could watch famous movie scenes filmed in the park, listen to music inspired by the location, or view photos of historic events in each area.

3. GREEN THUMBS

Gone are the days of guessing how to best take care of your garden. Many plant tags now come equipped with QR codes, allowing even the most novice gardeners to quickly access planting and care information. In many cases you'll find instructions, companion plants, expected bloom, and maybe even a how-to video.

4. HOME BUYERS

Many real estate agents are jumping on the QR code bandwagon, hoping to use this technology to attract a new generation of homeowners. Codes are showing up on for-sale signs and flyers with links to pictures and videos of the properties. QR codes provide more information and a quick interactive experience for house hunters.

5. JOB HUNTERS

Say good-bye to the days of sifting through a bloated Rolodex. A growing number of clever networkers and job hunters are putting QR codes on their business cards and résumés. This allows them to add personality or link to a portfolio. Scanning a QR code can also import contact info directly to your phone.

6. GENEALOGISTS

QR codes aren't limited to the living. In Japan, where the codes are much more ubiquitous, even graves are getting a technological upgrade. A tombstone company recently started making grave markers with QR codes engraved on the surface. The codes link to pictures and stories of the deceased, personalizing the funerary process.



MBA @

50



BY EMILY SMURTHWAITE

In 1961

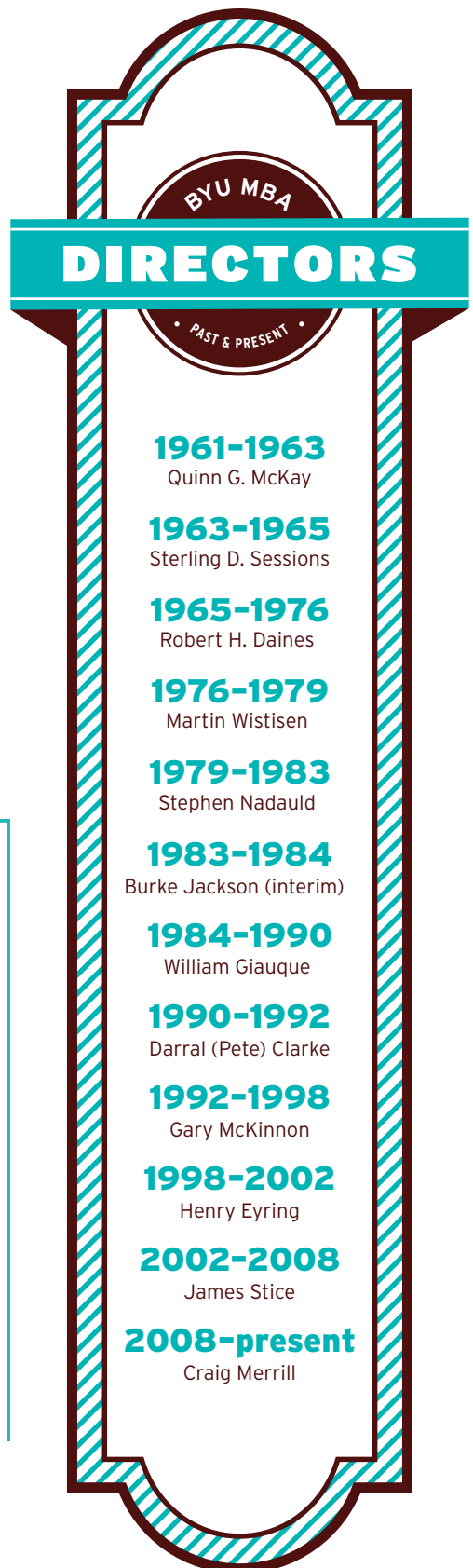
a gallon of gas cost thirty cents, JFK was president, and Barbie was first introduced to Ken. And in the basement of the Jesse Knight Building something groundbreaking was happening: the BYU MBA was born.

What originated with fifteen students and a handful of professors has grown into a topflight program, with more than 6,500 alumni worldwide and a No. 1 ranking in the regional schools category by the *Wall Street Journal*.

Celebrating the program's golden anniversary couldn't come at a better time. The popular program is garnering the attention

of recruiters and the national media.

"We are fortunate to have an ever-increasing number of students who were accepted to other prestigious MBA programs but choose to be a part of BYU," says Craig Merrill, MBA program director. "They come here because of the unique emphasis we place on faith being relevant to top-quality professional training."



1961-1963

Quinn G. McKay

1963-1965

Sterling D. Sessions

1965-1976

Robert H. Daines

1976-1979

Martin Wistisen

1979-1983

Stephen Nadauld

1983-1984

Burke Jackson (interim)

1984-1990

William Giauque

1990-1992

Darral (Pete) Clarke

1992-1998

Gary McKinnon

1998-2002

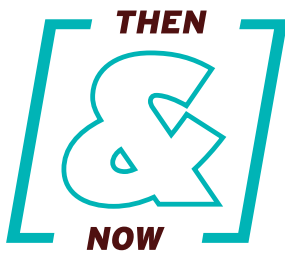
Henry Eyring

2002-2008

James Stice

2008-present

Craig Merrill



Gordon Peterson was one of fifteen students who embarked on the inaugural MBA program—one that would grow to include more than three hundred students each year and become one of BYU's most-recognized graduate programs.

When Peterson, now retired, returned to campus last fall, he sat in on a modern version of his MBA classes. Laptops replaced

students demonstrate a willingness to take the higher ground.”

The focus on ethics was one aspect that drew Adam Cuppett, who donned his MBA graduation robes last April. But another draw was BYU's high professor-student interaction—something that seemed to be lacking at other institutions. “I wanted a more personal experience when it came to working with faculty,” says Cuppett, who also served as president of the MBA Student Association. “I didn't want to simply be a student with a number stamped on my head at orientation. I wanted to be an active participant, and BYU offered that experience better than the other programs I considered.”

Kate Kirkham, a retired professor who spent almost three decades involved with

“He told us that the BYU MBA needed to be different. He said . . . we needed to offer leadership values that are espoused by the LDS Church and graduate students of high character.”

pencils and papers, PowerPoint slides enhanced the lecture, and instead of meeting in the basement of the JKB, the students were seated in a tiered classroom in the Tanner Building Addition.

Peterson, whose MBA helped him land a position at IBM after graduation, noted that despite five decades, the classroom dynamics and format were remarkably similar.

“We also had a great faculty, and case study methodology was very big in 1961,” says Peterson, who remembers a visit from J.W. Marriott to one of his MBA classes.

That's not to say the program hasn't shifted and refined its focus over the years. Bill Sawaya, who recently retired as assistant director of the MBA program, recalls a faculty meeting more than thirty years ago with Merrill J. Bateman, then dean of the business school.

“He told us that the BYU MBA needed to be different. He said people had a lot of options to learn about business principles, but we needed to offer leadership values that are espoused by the LDS Church and graduate students of high character,” Sawaya says. “I believe we've been able to achieve Dean Bateman's goal because the

BYU's MBA, says she's proud to be associated with the program. “The principles that guide the program invite each person involved to give his or her best so it continues to give greater benefit to those who will next be associated with it,” she says. “For almost everyone, it is a wonderful collaborative cycle of scholarship, study, skills, and service.”



Sawaya, who estimates he's taught half of the MBAs who've come through the program, says he noticed two significant turning points in the program's history: an increase in required work experience and a higher minimum GMAT score. “Those two requirements gave us better quality students,” he says.

from the
YEAR-BOOK

EXCERPT

from the 1961-1962 BYU yearbook
about the new MBA program:

“In the first year of its MBA program the college found that students from all over the nation were applying to be enrolled in this special managerial training program. An outstanding feature sponsored by the college was the executive lecture series held every Wednesday in 184 of the Knight Building. From the modern data processing computers in the basement to the up-to-date office machinery on the second floor, the College of Business stood ready to train the student in machine manipulation. Modern laboratories and business texts were on hand for the students in business to use. The case study method used for instructional purposes gave the students insight into practical aspects of business involving personal interactions with other students.”

In addition to those screening measures, the learning environment, Sawaya says, has become more hands-on with the introduction of team and classroom projects and field studies. “We’re trying to teach students a framework to make managerial decisions—not just have them memorize information,” he says.

In a traditional classroom, Sawaya continues, there is hardly enough time for students to get the feedback they need from teachers. “But in teams they receive quality feedback, and they also learn how to give feedback to others,” he adds.

Kirkham, who also served as one of the program’s associate directors, points out that the collaborative environment is emphasized to help students learn how to

in terms of curriculum, but it is tailored to people who have pushed their careers to a point at which they are looking to expand their training,” says Merrill, who notes that the average work experience for an EMBA student is twelve years.

Another way word is getting out about the quality of MBA students is through the school’s recruiting efforts. MBA placement is led by Dick Smith and Shawna Gygi, who have developed some inventive strategies, particularly to get through the last few unusually rough placement years.

“There’s been a considerable amount of effort spent on student preparation: helping them determine their focus, building their networks, and developing their personal brands,” Gygi says. “Informational inter-

“ **There’s been a considerable amount of effort spent on student preparation: helping them determine their focus, build their networks, and develop their personal brands.** ”

participate in a diverse group—not just to share the workload.

“They are learning how to develop the abilities of their team members,” she says. “These strategies and individual leadership proficiencies enable a team’s performance, and the students benefit from the range of team member experiences and skills.”

BRANCHING OUT

To make the MBA program available to even more people, a part-time, two-year program for executives was created in 1986. At any given time there are about 130 students enrolled in the Provo evening program or the newer every-other-weekend Salt Lake City program.

“We work very hard to keep the executive program parallel to the daytime program

views and corporate trips also help build connections and dispel myths among recruiters that BYU grads want to work only in Utah.”

Each first-year student is assigned to a “Sherpa,” a second-year MBA who closely guides and mentors him or her in the hunt for that all-important internship.

The results of these combined efforts have been impressive, with job placement for the class of 2011 at 90 percent and average starting salaries at \$92,000.

B-school ranking organizations, such as *BusinessWeek*, *U.S. News*, and *Forbes*, have also taken notice. BYU’s MBA program was recently listed No. 15 by *Forbes*.

The unique aspects of the program—from the emphasis on ethics and leadership to the collaborative environment and faculty interaction—keep producing quality grads. A BYU MBA was certainly key to helping Cuppett land a senior cost engineer position at Intel Inc. “My experience was invaluable to finding the right job. The push to get out of your comfort zone and network really helps you develop,” he says. “My degree has already proven helpful as I’ve implemented skills I learned from the MBA program in my new corporate environment.” **M**

MEMBERS OF BYU'S INAUGURAL MBA CLASS

Gary Bailey
Harold Bateman
Sylvan Butler
Jim Crawley
George Dibble
W. Keith Garrett
Bill McKinney
J. Doug Mitchell
Gordon Peterson
Brent Pratley
F. Laurel Pulsipher
Stan Quackenbush
Bill Staffanson
Paul Tripp
Rudy Zander

ORIGINAL FACULTY BYU MBA

Stephen R. Covey
Parley M. Pratt
Robert J. Smith
Eldred Johnson
Philip B. Daniels
Robert H. Daines
Quinn G. McKay
Edward L. Christensen
Howard Nielsen
Glen Nelson
Garth Magnum
Charles Bradford
Sterling Sessions
Clinton Oaks
Bill Lambert
Brent Eagar



EPICENTER

JAPAN

LEADERSHIP IN A NATURAL DISASTER

Former associate dean W. Steve Albrecht shares his experience as president of the Japan Tokyo Mission during the 2011 earthquake.

LeAnn and I arrived in Japan in July 2009. I had served as a missionary from 1966 to 1969, when there were no stakes or wards and only one mission in Japan. Now there are nine stakes and two districts just in our mission. We soon discovered that serving as mission president and mission mom are relentless callings. There is always training, mentoring, or help needed for our 160 young missionaries.

THE GREAT TOHOKU EARTHQUAKE

On Friday, 11 March 2011, we were holding a three-zone training conference at the Nakano church, next to the Tokyo Mission Home. We finished at 2:40 p.m. and were saying good-bye to the sixty missionaries who were attending from the Musashino, Tokyo, and Chiba stakes. At 2:46 we started to feel an earthquake. We rushed the missionaries out of the church onto a large grass field. Unlike the many previous quakes we have felt since coming to Japan, this one kept getting bigger. Instead of rocking and swaying like most quakes, it was comprised of hard jolts, almost like hitting an air pocket in a small airplane. There is a large apartment

building next to the mission home, and we all thought it would tumble down. The earthquake lasted for nearly five minutes and was followed by numerous aftershocks, some of which were quite large, that continued for months. In the days after the earthquake, there were several each hour.

I was surprised to learn that the epicenter was approximately 200 miles away, off the coast of Sendai. The earthquake registered 9 on the Richter Scale and was the biggest in Japan and one of the five largest ever. It caused considerable damage and the loss of many lives in the Tohoku region of Japan (Sendai mission area) and even in Tokyo.

Because of the magnitude, trains and other transportation stopped running immediately. It was obvious that the sixty missionaries would be staying at the mission home that evening. We started getting organized. I let them watch *The Other Side of Heaven* to calm their nerves, a once-in-a-mission exception to the no-movie rule.

We were extremely concerned about the safety of our one hundred other missionaries. The assistants, a couple other missionaries, and I started contacting each of them. We split up the companionship list and started calling. The phone lines still worked, but they were jammed. Earlier this year the Presiding Bishopric's Office (PBO) replaced the missionaries' cell phones with new devices that have email capability, so we began sending emails. We got replies immediately. By that evening we had heard that all our missionaries were safe and there was only minor damage to a few of their apartments.

Once the earthquake hit, the Presiding Bishopric's Office (the Area Presidency office) started contacting us by email to see if our missionaries were safe. We gave them updates every hour. Once we confirmed the safety of our missionaries, we emailed the missionaries' parents, telling them their son or daughter was safe. We also sent a message to the missionaries again and told them to personally email their parents; stock up on food and water if possible; send us a damage report; be careful; and pray for the members, investigators, and residents of Japan.

been purchased at Costco for upcoming meetings. We found juice in our food storage and a case of oranges. I was so grateful that LeAnn had prepared so well. At ten the next morning, the fully fed missionaries started back to their apartments. Because of intermittent train and bus schedules, it took some all day.

The next few days were marked by numerous aftershocks and revelations about the damaged nuclear reactors near Fukushima. We decided to move four sets of missionaries who were closest (approximately 100 kilometers away) to the reactors in with other missionaries in Tokyo. Because the trains weren't running regularly, it was hard for some of them, but they were all in safer apartments by Sunday night, 13 March.

The recurring aftershocks were making some of our missionaries quite uneasy. Two sisters called one night afraid to go to bed. There had been a major aftershock, and they were both hiding under desks. I talked with them for about an hour until they relaxed and were able to go to sleep.

THE EVACUATION

Five days after the earthquake, everything changed. Businesses and embassies were being evacuated. President Gary E. Stevenson, a member of the First Quorum of the Seventy and Area President, and I had been talking every day since the earthquake, and he called at 3 a.m. on Wednesday with news that our missionaries were being evacuated. I immediately got dressed and contacted my assistants. Our missionaries would be reassigned to the Nagoya, Kobe, and Fukuoka missions; the Sendai missionaries would be going to the Hokkaido Mission. There was a conference call with all the Japan mission presidents scheduled at 10 that morning. By 8 a.m. the assistants and I had decided where to reassign our sisters and elders.

We had all the missionaries come in to the mission home that day, Wednesday, 16 March, and we arranged for buses to move them to the other missions the next day. We rented 150 futons from two companies. At 8 p.m. and at 10 p.m. I spoke to the missionaries. We

TWO SISTERS CALLED ONE NIGHT AFRAID TO GO TO BED.

THERE HAD BEEN A MAJOR AFTERSHOCK, AND THEY WERE BOTH HIDING UNDER DESKS. I TALKED WITH THEM FOR ABOUT AN HOUR UNTIL THEY RELAXED AND WERE ABLE TO GO TO SLEEP.

I called the missionaries who were with us together in the chapel and talked to them about how blessed we were to be safe and gave them their room assignments for their night in the mission home.

I assigned some missionaries to go to the store and buy breakfast food. They came back telling me the store shelves were empty, and they were able to buy only a few cartons of juice. We started scrounging to see what we could feed the missionaries for breakfast. There were twenty loaves of banana bread LeAnn had made to give as gifts. We found several cartons of muffins, snacks, and breads that had

announced where each missionary would be going and why they were being evacuated. I did everything I could to make them feel safe. By 10 p.m. we were still missing eight companionships but kept in touch with them by telephone until they arrived. The last ones finally arrived at 12:30 a.m., having faced serious train and car problems.

During the day we'd planned the details of the evacuation, which included:

1. The missionaries scheduled to go home in April and May would return home immediately.



2. Missionaries going to the new missions would be assigned companionships and given a telephone to take with them.
3. We would feed them breakfast the next morning and give them snacks for their trips. Fortunately, the day after the earthquake, we'd stopped at Costco.
4. Before breakfast we would give them their passports at one table, confirm the telephone number and companionships at the next table, and record everyone who came through at a third table.
5. The first bus would be boarding at 9:30 a.m., taking all

missionaries going to the Fukuoka mission to a train station. A representative from the PBO would go with them to make sure there were no problems. The Nagoya and Kobe buses would leave at 10 a.m. and take the missionaries to their new missions. We told them to be packed and ready to leave at least thirty minutes before the buses came. We assigned one person on each bus to give us periodic calls and to let us know when they arrived.

We understood bathrooms and showers would be a problem, but at least we knew where all our missionaries were and that they were safe. Before I went to bed, I called Elder and Sister Hobbs, a senior couple in our mission, and asked them to come and help the Lewises, the office couple, the next day.

The morning went just as planned. The missionaries were extremely helpful. I was able to talk with them and say good-bye as they boarded the buses. We sent them all with cookies Sister Albrecht had made. By the end of the day, the only missionaries left were the fifteen scheduled to go home the next day and three couples.

As each bus left I called the PBO and told them what time it departed. While the missionaries were traveling, I called the other mission presidents and told them briefly about their new missionaries. Then I interviewed the fifteen departing missionaries until about 6:30 p.m.

After breakfast on Friday we held a final training session with the returning missionaries about their futures. Three PBO vans came to take them to the airport at 9 a.m. At 11:45 a.m. I got a call saying they had arrived at the airport. I also heard from each of them once they arrived home safely.

The only missionaries now left in the Japan Tokyo Mission were Elder Matias from Brazil, who was flying home on Saturday; Elder and Sister Lewis, who were flying to the United States until the missionaries were back in Tokyo; Elder and Sister Arnell, a military liaison couple, who were transferring to the Fukuoka mission; and Elder and Sister Hobbs.

It's amazing how fast a major city and mission can change. Tokyo went from being one of the world's most vibrant and bright cities to a dark, crippled place without adequate fuel, power, or food. Our mission went from being the largest mission in Asia to just a handful of missionaries.

The evacuation was one of the most difficult experiences I've had. The missionaries had become like our sons and daughters. We had counseled with them, loved them, taught them, and were their parents away from home—it was hard to let them go all at once.

North of our mission there was tremendous devastation. An estimated 26,000 people were either missing or dead. Billions of dollars of damage was caused. The church responded quickly and provided substantial aid, and in the first two months, more than 10,000 church volunteers helped with relief efforts.

THE REPATRIATION

By mid-April there had been sufficient time to believe that a major meltdown or other catastrophic event would be avoided. Most of the gasoline, power, food, water, and infrastructure problems in Tokyo had been remedied. As a result, President Stevenson and I drafted

proposals recommending the missionaries be brought back. This was approved by the Missionary Executive Committee, the Quorum of the Twelve Apostles, and the First Presidency.

On 2 May our first sixty-seven missionaries returned. LeAnn and the Hobbses hung big welcome home signs. Sister Hobbs placed hearts with each missionary's name on them on the mission office door. At 3 p.m. the first missionaries arrived from the Nagoya mission. Only a short time later, the rest of the Nagoya missionaries showed up, followed by the Kobe missionaries. Amid hollering and high fives, the missionaries disembarked to hugs from Sister

UPON RETURNING, ALMOST ALL SETS OF MISSIONARIES FOUND THEIR PLACES HAD NOT ONLY BEEN CLEANED BY THE MEMBERS BUT THAT THE SHELVES HAD BEEN STOCKED WITH FOOD. THE MEMBERS COULDN'T WAIT FOR THEM TO RETURN!

Albrecht and me, Elder and Sister Hobbs, and the other missionaries. After carrying their luggage in, we fed them. Just as it was starting to get dark, the Fukuoka missionaries arrived. Again we embraced in hugs and exchanged high fives. The missionaries were so excited to be back together in Tokyo. Sister Albrecht and I were ecstatic.

One set of sisters brought with them a DVD of the earthquake, tsunami, and the evacuation of our mission. We brought everyone together, spoke to them briefly, and then watched the DVD. Finally, at 10:30, we all went to bed.

After breakfast I interviewed three missionaries who had just arrived from the MTC. At 9 a.m. we convened a meeting with the missionaries. We all sang "O Give Me Back My Prophet Dear," a song that has become special to our mission. Sister and Elder Hobbs and Sister Albrecht spoke first, and then I spoke. I told them how we decided who would come back first, what had happened since they'd left, what they needed to do now to capitalize on the missionary spirit, who they needed to thank, what they needed to do in case of another disaster, and how much we missed them. After closing the meeting, we gave each of them a Sister Albrecht trademark cookie, lots of hugs, and sent them out to their areas. We then spent two hours training the three new missionaries, and they were also off.

When the missionaries were evacuated, we gave the apartment keys to members so they could keep the apartments clean. Upon returning, almost all sets of missionaries found their places had not only been cleaned by the members but that the shelves had been stocked with food. The members couldn't wait for them to return. The first week the sixty-seven missionaries were back, twenty-one

people were committed for baptism. By the third week a total of forty-eight were committed.

On 26 May the remaining seventy-five evacuated missionaries, along with seventeen new missionaries from the MTC, arrived. Everything we did the first time was repeated. These missionaries were equally thrilled to be back, and it was equally thrilling to welcome them back. Seeing the missionaries return was the most emotional time of our mission. After they headed for their areas, we were exhausted. Being mission president has to be among the most draining—yet rewarding—experiences in life.

To reunite the missionaries back into the Japan Tokyo Mission, we decided to take all 165 missionaries to give service where the destruction was the greatest. My group went to Tagajo, where we spent the day cleaning a Shinto Shrine (Jinja), which included taking care of their sacred artifacts, cleaning the buildings and the yard, and removing debris. Another group went to Higashi Matsushima, where they cleaned mud from homes, ditches, and other buildings. The work was hard but very rewarding. After completing our work, we toured some of the most devastated areas. It was a reverent time, walking among the ruins. Where houses had stood and children had played, only banged-up cars, boats, and debris remained.

One of the great miracles that occurred while the missionaries were gone was to see the members take responsibility for missionary work. Most stake presidents told me that the members now realize what they should have been doing all along. Only time will tell how much the hearts of the Japanese people have been changed because of these traumatic events. Looking back on the experience, I am so grateful to have been here and to be part of a church that cares deeply about people. From the very first day, missionary and member safety and providing the best aid possible was the focus of church leaders. President Stevenson worked with the General Authorities relentlessly to do everything possible to ease the pain of those who suffered and to ensure that each missionary and member was safe and cared for. **M**

LEARNING WITHOUT WALLS



A PAINTED PAPIER-MÂCHÉ MASK with a lively hodgepodge of primary colors and an obvious grin sits quietly in a Marriott School office, bearing an uncanny resemblance to the professor sitting only a few feet away.

For Professor Neil Lundberg the mask on his shelf personifies the joy of teaching—not art or theater but therapeutic recreation in the Recreation Management and Youth Leadership Department, recently added to the Marriott School.

In his upper-level class, program dynamics in therapeutic recreation, students explore how recreational activities can improve the lives of those struggling with illnesses or disabilities—making masks is just one therapy option.

“My students insisted,” Lundberg laughs, referring to the mask. “They wanted me to experience the gooey paper on my face. These masks can teach clients about the

guises they may wear every day. It may sound simplistic, but the metaphor of showing one’s true self, without hiding behind a façade, can help clients, like delinquent teenagers, to effectively express themselves without reverting to problematic behaviors like substance abuse, self-abuse, or silence.”

To better serve clients such as these, students experience an array of activities first-hand, alternating throughout the semester between the roles of therapist and client. One day they might explore how horseback riding helps agoraphobic clients overcome fears of open spaces and social interaction, another day how adaptive skiing helps those with physical disabilities improve coordination or how painting helps those with eating disorders address poor self-image.

Such hands-on activities often require students to learn in a classroom without walls—a rare find in a business school.

evidence behind why these activities are therapeutic.”

But the class isn’t all fun and games, Lundberg notes.

The point is to explore the therapeutic value of an activity using proven frameworks like the self-efficacy theory, in which a client’s success in accomplishing one task, like a ropes course, transfers to success in another task, like confronting conflicts at home. It’s more science than recreation.

Even in their boundless classroom, students begin to see the effect their careers can have. Brooke Sessions, a senior from Broomfield, Colorado, recalls her class trip to the local climbing gym.

“I saw my timid classmate climb to the very top of the wall—something he never thought he could do—and leave with renewed confidence and a sense of accomplishment,” Sessions says. “At that moment

I realized that therapeutic recreation can be life changing.”

In addition to helping students understand their future clients, the RMYL class also offers students unparalleled preparation for upcoming internships and jobs. They leave with a collection of programs, resources, and experiences under their belts. It’s this growth that Lundberg finds the most grati-

fying part of the course.

“Students transform into professionals in this class,” Lundberg says. “It builds their confidence as budding therapists and gives them a taste of their futures.”

“We can’t learn to be good therapists by staying in the classroom. That means we do Tai Chi, run obstacle courses, kayak, rock climb, or ski and identify the evidence behind why these activities are therapeutic.”

“We can’t learn to be good therapists by staying in the classroom,” says Katelyn Frost, a recent RMYL graduate from Orem. “That means we do Tai Chi, run obstacle courses, kayak, rock climb, or ski and identify the





PHOTOGRAPHY BY SETH SMOOT

SUMMER IN THE CITY

Not long after putting their pencils down on the last bubble sheet, many Marriott School students say good-bye to their final exams and to Y Mountain, leaving Provo in pursuit of internships and experience.

Although they travel to cities and firms across the continent and overseas, every year a growing group land in the city that never sleeps. The students have found that New York City—with Wall Street, Madison Avenue, and the headquarters of hundreds of multinational firms—is one of the best places to work and learn.

We followed four Marriott School students around Manhattan as they worked in and explored the wonders of the concrete jungle.



BRAD MOSS, MBA At Citigroup

At one point in his interview with Citigroup, the tables were turned on Brad Moss. Although Moss was focused on selling himself, the interviewer asked if he had any questions. Moss responded, “What is one piece of advice you would give to someone like me, just starting out in my career?”

“He said, ‘If there was only one thing I would do, it would be to start my career in New York City,’” recalls Moss, who landed the internship. “Being here has only reemphasized the importance of being in a place so full of phenomenal people and top businesses.”

Moss spends his days as a summer associate in Citigroup’s HR and marketing department. “I’ve created an automated system to identify key personnel we need to focus on for leadership training,” he says. “I’ve also been mentored by and networked with excellent co-workers. I’ll join them when they get a drink or coffee after work, but I always order ginger ale or hot chocolate.”

Outside the office, Moss and his family have been able to explore the city and participate in the Morningside Heights Ward, which meets in the same building as the Manhattan Temple.

“Our best family outing was a walk in Riverside Park when our two kids discovered fireflies,” he says. “Our daughter lit up and pointed each one out as it would glow and fade. She stared at the bushes until a new one appeared, and she would call out, ‘Another one, Daddy!’”

Moss has also found another unexpected benefit of the city—catching up on his reading during his thirty-five minute train ride. “It’s so easy to live without a car here. I read a lot on my Kindle during the commute,” he acknowledges. “I also love the energy in Manhattan—it’s enlivening, and I’ll miss it when I finish.”



HOMETOWN

Salt Lake City

THINGS TO DO BEFORE LEAVING NYC

Attend a Broadway show, visit the Statue of Liberty, see a Yankees game, go to the Bronx Zoo, buy a NYC snow globe for my daughter

ONE THING I WISH I'D PACKED

*A bed—the bed we’re sleeping on is **terrible!***

SIGHTINGS

Anderson Cooper hailing a cab in Tribeca and Robin Williams at the movie theater





HOMETOWN

San Diego

THINGS TO DO BEFORE LEAVING NYC

Watch a polo match, visit Coney Island, get tickets to How to Succeed in Business without Really Trying, eat at Grimaldi's Pizza, order frozen hot chocolate at Serendipity

SIGHTINGS

Dave Chappelle, a block from Times Square

WHAT I'LL MISS WHEN I'M BACK AT THE Y

Being in a city that is awake all hours gives me the freedom to explore and constantly have new experiences



AMY HANSEN,

Undergraduate Accounting
At Grant Thornton

Almost every day after her internship at Grant Thornton, Amy Hansen leaves her office on 3rd Avenue, jumps on the shuttle from Grand Central to Times Square, and heads uptown on the express train to 72nd Street. Her destination: Steps on Broadway for her ballet class.

“The class is wonderful; it helps me relieve stress and also improves my flexibility, coordination, and strength,” says Hansen, who started dance lessons when she was four. “It’s physically demanding—I ran track and cross-country in high school, and ballet class is more challenging than a three-mile run.”

It’d be easy to assume that Hansen is a little obsessed with dancing—she wasn’t in town even a week before she attended the New York City Ballet—but there are nearly fifty non-ballet items on her NYC bucket list. “The city’s a great fit for me culturally,” she says. “I have always wanted to begin my career here. I love the diverse experiences and the fast-paced environment filled with all sorts of people. There is something for everyone.”

During the weekdays Hansen spends her internship preparing and reviewing tax returns, specifically those of high-net-worth individuals. “My internship has taught me the importance of constant communication,” she says. “Careful planning and good communication are necessary for the work to get done efficiently and accurately.”

Whether rubbing shoulders with high-level executives or dancing alongside professional ballerinas, Hansen is consistently impressed by her surroundings. “There is so much talent within such a small radius,” she says. “From successful business professionals to street performers, the city is filled with the best of the best.”





WILFRIED EYI, Undergraduate Finance At Goldman Sachs

Wilfried Eyi is always on the go. He hits the ground running as he leaves his Upper West Side apartment and doesn't pause much in his daily marathon until he returns home after the sun sets.

Interning at Goldman Sachs in the Investment Banking Division—with a picture-perfect view of the Statue of Liberty—is a good fit for Eyi, who says he has a deep passion for finance.

"New York seemed like the best place to begin my career," he says. "It attracts the brightest in high finance, and the mass of professionals here provide an excellent opportunity to build a strong foundation for my career."

Besides work, Eyi says the highlight of his stay in New York has been the melting pot of cultures and the strong singles ward. "It makes me try harder to be who I want to be instead of following the general consensus," he says. "It's really good to have such a strong BYU population here; it provides for both spiritual and social experiences, like going to the Hill Cumorah pageant."

Eyi, an undergraduate student from Africa, says his NY experience has been invaluable—from learning how to juggle his time in the demanding field of finance to being surprised how nice most New Yorkers are.

"I would strongly advise Marriott School students to reach out to anyone they know in order to get an internship," Eyi says. "Also, I would urge them not to be afraid of seeking internships in cities they may be less familiar with. The more we spread out, the more we'll strengthen the school's brand."





HOMETOWN

Libreville, Gabon

THINGS TO DO BEFORE LEAVING NYC

*Visit the Statue of Liberty
and Ellis Island*

FAVORITE RESTAURANT

*Baba Ghanouge, for its Middle
Eastern cuisine*

WHAT I'LL MISS WHEN I'M BACK AT THE Y

The thrill of commuting in a big city

ONE THING I WISH I'D PACKED

My girlfriend, if I could have



HOMETOWN

Shelley, Idaho

THINGS TO DO BEFORE LEAVING NYC

Visit Coney Island and the Jersey beach

WHAT I'LL MISS WHEN I'M BACK AT THE Y

All the great lunch spots around my office

CHURCH HIGHLIGHT

Hearing Elder L. Tom Perry, Elder Quentin L. Cook, and Senator Harry Reid speak at a YSA conference





JEFF DREDGE, MBA At Sachs Insights

Jeff Dredge, who grew up in an Idaho town of less than four thousand, had never stepped foot on New York or ever really wanted to work there in the first place. But then he had a change of heart.

“My girlfriend got an internship in New Jersey,” he says, “so I started looking for one in the area.”

Dredge ended up interning in finance and accounting at Sachs Insights, a market research firm in SoHo. “The company is expanding, and I suggest improvements and implement best practices and procedures,” he says. “I’m working on a model that will determine the bonus pool available to employees if targets are met. I’ve also developed a financial reporting package that is presented monthly to management and is used to review performance.”

While learning how to navigate the subways and the importance of sleeping with earplugs, Dredge has also gained an appreciation for the Big Apple’s culture and cuisine. “I love the food! You name it, and you can find an amazing restaurant serving it in New York City. If you’re not careful, you could definitely put on a few pounds here, and it just might be worth it,” he says.

In addition to his epicurean excursions, Dredge has also visited the Statue of Liberty, been to the top of the Empire State Building, and watched a Cirque du Soleil show at Radio City Music Hall—in addition to one other important experience.

“I proposed to my girlfriend at sunset in Jersey City along the Hudson River with a great view of the Manhattan skyline. We will be getting married in October,” Dredge says. “It was one of the best decisions of my life to follow Hayley (my fiancée) to NYC.” **M**

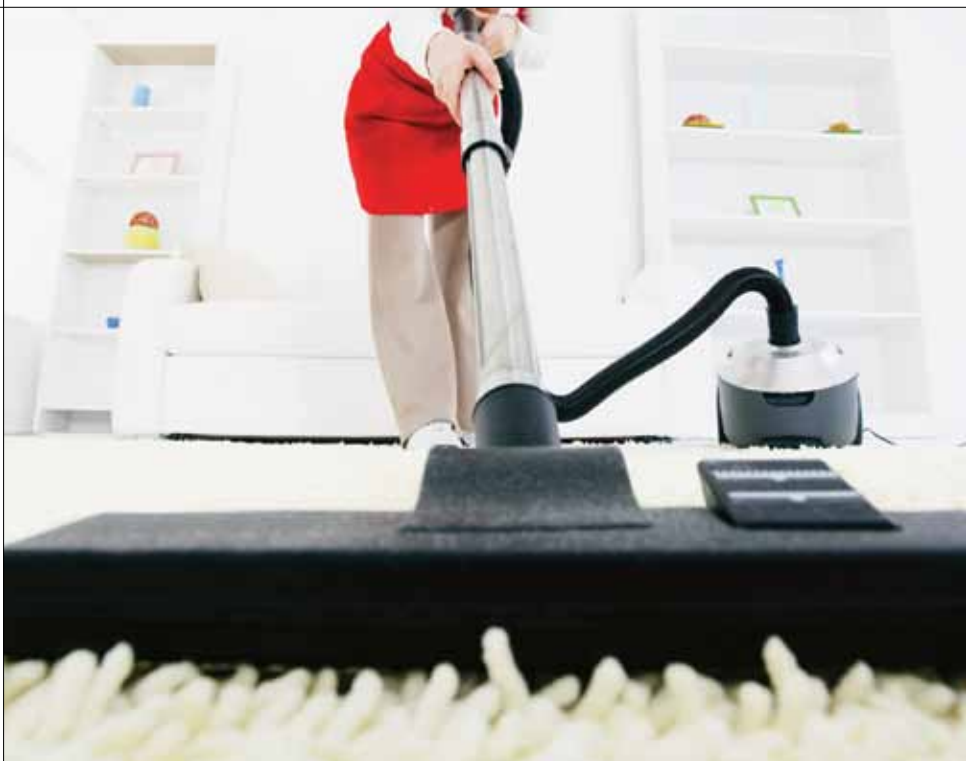


BY EMILY SMURTHWAITE

by the NUMBERS

Home Work

It's an often thankless job with bad hours and few days off. Running a home and keeping a family going may not require a board of directors, but that doesn't mean it's not demanding. Here are some numbers that add up to a lot of work.



7,300

THE NUMBER OF DIAPER CHANGES A BABY NEEDS IN HIS OR HER FIRST TWO YEARS.

When it comes to speed, men have mastered the diaper change. On average they take one minute and thirty-six seconds, whereas women spend just over two minutes to complete the task.

TIP: Although no one wants to drag out this experience, be sure to attend to your baby's diaper rash. Don't forget to use the time to play and talk with your little one.

Source: happyworker.com

405

THE HOURS A MOM SPENDS BEHIND THE WHEEL EACH YEAR.

Between baseball practices and dance lessons, the average mom may feel a little like a cabbie. And with gas prices teetering on the edge of ridiculous, it's no wonder moms are trying to cut down on the nearly seventeen full days per year they're driving kids around.

TIP: Make friends with the other parents because carpooling is key, or try bundling your chauffeuring trips with other errands. You can also do banking, emailing, and organizing on your smartphone while waiting in the parking lot for your kids to finish their activities.



Source: motherproof.com

22 & 10

THE HOURS PER WEEK A COLLEGE-EDUCATED MOTHER (22) AND A COLLEGE-EDUCATED FATHER (10) SPEND CARING FOR THEIR CHILDREN.

These numbers include things like playing catch, helping with homework, and bathing; they exclude things like eating dinner together and keeping an eye on kids as they play. The good news is that this number has risen dramatically since the mid-1990s.

TIP: This number also includes parental chauffeuring. Researchers warn that college-educated parents may be getting their children overinvolved in activities with hopes of helping them get into better universities. Be sure to keep extracurriculars at a manageable level.

Sources: nytimes.com and ucsdnews.ucsd.edu



330

THE LOADS OF LAUNDRY AN AVERAGE FAMILY NEEDS WASHED ANNUALLY—THAT'S MORE THAN SIX LOADS PER WEEK.

Eighty-eight percent of women do the household laundry, and they wash, dry, fluff, and fold about 5,300 articles of clothing each year. (There's no stat available on how many facial tissues accidentally get washed.)

TIP: To minimize your energy bills, wash in cold water and run only large or extra-large loads. Also establish a weekly washing and ironing schedule to avoid a dirty clothes pileup. Don't forget to clean out your closets and donate items you don't need—the less you have the less you'll launder.

Source: happyworker.com



\$20,415

THE VALUE OF HOUSEHOLD TASKS DADS TYPICALLY PERFORM A YEAR.

If you paid someone to do things like BBQing, tinkering on cars, plumbing, helping with homework, and moving furniture, your bills would skyrocket. And that doesn't even include time washing the family cars or mediating sibling squabbles.

TIP: Take advantage of the "Honey Do" list but also know the hubby handyman's limits. If fixing shingles takes him substantially longer than a professional patch-up would, then by all means hire out. (It's also better to leave the trickier chores to experts instead of making the problems worse.)

Source: insure.com



WORD OF MOUSE

At some point today you will type a phrase into Google's search engine. A few seconds later, you'll start scrolling through results. Chances are you're going to click on one of the top links. And just like you, millions of people across the globe will be doing the same thing, entering other search terms into Google, Bing, or Yahoo! and clicking on whatever comes up first.

That's today's digital world, where the search engine reigns supreme. Meanwhile, your business and every other business on the planet is clamoring for one of the coveted spots near the top of a results page.

The solution—which you've undoubtedly heard of—is search engine optimization (SEO).

By Todd Hollingshead
Illustrations by Phil Wrigglesworth





SEO is the practice of improving the visibility of your company's online presence so that when Joe Consumer does an online search, a link to your business shows up. In other words, SEO is optimizing web sites so search engines can more easily snag them.

Achieving SEO greatness in 2011's congested marketplace is no quick fix. Today's advanced search algorithms demand a much richer, holistic approach than simply placing popular search terms on your site.

"The game is constantly changing, and Google is trying to protect their search results and protect their users," says Marriott School alum Michael New Jr., vice president of marketing for BCS Tech Ventures. "They want to make sure the information they're displaying is truly the best result."

The good news is that the secrets of excellent SEO are out of the bag. And though there isn't a one-size-fits-all model when it comes to online marketing, the foundational SEO steps are a good place to start.

What follows is an abbreviated three-phase trip through SEO basics. Think of it as SEO 101, but remember, like anything in the digital world, what works today will certainly evolve tomorrow.

■ PHASE ONE ■

According to experts like New, the SEO launching point should be an evaluation of your most visible online assets, which usually begins with your company web site.

New says that every time someone asks him about SEO basics, he asks the same questions. "'Do you have a web site? What's its purpose? Is your web site fulfilling that purpose?' Most customers have a web site, but they don't know how it's doing."

STEP ONE: Take your web site's pulse

Determining web site performance requires analytics, but for most companies, it doesn't require a lot of money. In many cases, free tools like Google Analytics tell you what kind of traffic you're getting and what you need to do better.

Getting data is critical to assessing how well your web site is accomplishing its purpose, whether it be branding or selling. Digital marketing and PR professional Pete Codella recommends Website Grader to take a quick pulse of your site.

"If you've got a score in the high eighties or nineties, you are in pretty good shape," says Codella, who runs Salt Lake City firm Codella Marketing. "If you've got a sixty, you need to make some improvements."

Improvement starts with nailing down your keywords.

STEP TWO: Find and place your keywords

Start by researching the most frequently searched keywords in your industry. Google's AdWords keyword tool is a great help here, providing data for how often a particular term is used while also suggesting other popular options.

"Try to target three to four areas on each page to use the optimal keywords," New says.

There are a few areas where keywords should always be used:

- The site's title tag
- Header tags
- Headlines
- Metadata tags
- ALT tags
- First one hundred words of the site
- URL or page file name

For example, a Reno accounting firm looking for local business should have "Reno, Nevada, Accountant" throughout its site—especially in places like headlines and the site's first one hundred words.

Codella advises taking the keyword selection a bit further, recommending companies generate a list of twenty-five words that will guide all online posts, conversations, and social media updates.

STEP THREE: Don't oversaturate

There is also a science to how many of those keywords should appear on a site. Industry experts say keeping an optimal keyword density—the ratio of keywords to total

words on your site—is paramount. Today's recommended keyword density is about 3 to 5 percent.

Ammie Hickman knows all about getting the right keywords. As general manager of Diamond Glass in Lindon, Utah, she refined her keywords several times before she went from the thirteenth to the first spot in a Google search.

"We adjusted until we got them right," Hickman says. "The learning curve was gargantuan when I started, but now I'm to the point where I can do some of it on my own."

One simple technique is to create a "places page" on Google, Bing, or Yahoo! Places pages are free listings that allow a business to list location, hours, web site links, and phone numbers on one landing page.

In general, web site revamping should include consistent content and focused messages that all relate back to your product or service. BYU alum Glenn Hammer, who runs a background checking company in Colfax, California, says he's surprised by how many sites fail to do this.

"People forget to actually communicate what they are and what they sell," he says. "Search engines can see only what's on the page. They're not like humans, who can make assumptions."

■ PHASE TWO ■

Once your site is properly optimized, see how many friends you can make in the digital world.

Offsite SEO is all about getting reputable, influential sites to link back to you with specific anchor text. The specific anchor text is usually the keywords you've identified for your site.

The SEO industry calls it link juice, and it's certainly the drink of the day.

"It counts as kind of a vote in Google's mind," New says. "The power and authority of the sites pointing back to you will be passed to your site."

Says Hammer: "It's like high school. If the most popular three or four girls know

you and think you're great, then you've got it made. If nobody knows who you are and you want to run for student body president, then you've got a challenge."

STEP ONE: Build links

A nice way to start building links is having good content. If your site really is well done, useful, and relevant, people will naturally start linking back to it.

But it is also acceptable to speed up the process by building those back links using SEO techniques. Some of the most standard link-building exercises include:

- Getting listed in directories
- Posting on forums
- Producing and distributing news and press releases
- Blogging and guest blogging
- Using article directories

STEP TWO: Produce and push usable content

One of the major techniques to building back links is producing content for other site owners. One way to do this is article marketing—writing short Wikipedia-style articles (250 to 500 words) relevant to a specific industry and then making them free for other sites to post. This can be done by submitting articles to web directories, such as ehow.com or ezinearticles.com.

The key to article marketing is making sure you've got a resource box on each submission. This box includes a short description of the author, contact information, and a keyword-friendly link that leads people back to the author's site.

The more content online and the more articles on reputable sites pointing back to your company's site, the higher your page will show up on a search. Or if these techniques are done extremely well, your company can own the entire first page of search results.

Such is the case with Leavitt Partners, the advising firm of Michael Leavitt, former EPA administrator and U.S. Department of Health and Human Services secretary.

"Instead of having a site that serves as a library of information about our firm, we actively push information, news, and what we call 'thought leadership,'" says NAC member Natalie Gochnour, vice president of policy and communications for Leavitt

Partners. "When someone wants to learn about us, we control the introduction to our people and our firm."

STEP THREE: Be actively conversant

As suggested by Gochnour, a great way to grab people's attention is to have a strong voice in the conversation around your business or industry.

Start to establish your voice online by locating the forums and blogs that are relevant to your industry—then start talking. There is immense value in getting keywords and knowledge associated with your business out there by way of guest blog posts, forum discussions, or posts on industry association sites.

New says anything that takes time and effort is seen as a positive thing in Google's rankings.

"Technically, what sets you apart in algorithms today are the back links and the quantity and the quality of those links," New says. "The more content you can create manually to make your page more

robust, the better."

Oh, and don't forget about those social media platforms.

■ PHASE THREE ■

Among search engines, Google is the undisputed king. Yet despite being the world's most popular site, Google faces constant competition from the web's number two: social media giant Facebook.

Facebook and its 750 million-plus users, along with social media giants Twitter, LinkedIn, and YouTube, are forcing companies to take social media seriously. Google itself has acknowledged as much with the recent launch of its own social network, Google+.

"Even Google is integrating social media into searches," says BYU alum Carina Wytiaz, who runs social media marketing company Curve 8 Media. "All those social media platforms help your SEO. They're just more avenues to point people back to the site you maintain as your brand."



STEP ONE:

Establish a social media presence

Online marketing experts understand there is often trepidation to step into the fast-moving world of social media, so they recommend establishing personal profiles on social media platforms first. As soon as you feel comfortable on a personal level, start a business social media profile.

Set up business pages on LinkedIn and Facebook with as much detail and as many keywords as possible. Start a business handle for Twitter and monitor the conversation about your company and industry. Create an engaging blog filled with keyword-rich content. Always make sure your bio or profile information includes—you guessed it—keywords.

“Then you need to start sharing content that is very valuable to your constituencies,” Codella says. “Start discussions around your keywords, share pertinent information, and let the keywords serve as a guide for your online conversations.”

Wytiaz says at the very least you need to follow the conversations, even if you’re not trying to get your message and brand out there.

“The worst thing that can happen is to spend a lot of time, money, and energy on SEO and, all of the sudden, somebody starts having a conversation about your company on blogs or on Twitter and that conversation is ranked higher than your company’s site,” Wytiaz says.

STEP TWO:

Reach out through social media

Building a social media audience takes time and attention, but there are tricks to jump-start the process. If resources allow, one way to quickly build a following is through promotions, New says.

Hickman of Diamond Glass uses promotions, such as autographed sports memorabilia giveaways, on a weekly basis. The approach has increased traffic on her Facebook site, which then translates into traffic on her business site.

At the very minimum, getting traffic to your site assures people are getting the right information about your company.

“When we started doing SEO I was surprised by all of the incorrect information that was out there about our company,” Hickman says. “Wrong telephone numbers, wrong addresses, wrong web sites. One directory was sending people who found our name directly to our competitor’s site. A big fat perk of doing SEO is becoming hands-on with everything about your company on the web.”

STEP THREE: Keep an eye to the future

Like other businesses trying to stay on the cutting edge of technology and marketing, Hickman has implemented just about every SEO approach. Unfortunately, there is no way of knowing how the algorithms will change in the future or what new SEO trend will crop up.

Wytiaz, for one, is willing to venture an educated guess. It’s called the game layer, and if expert forecasts come true, it may change the entire SEO strategy.

“It’s already starting now with social media apps like Foursquare, where people are interacting with companies through games,” Wytiaz says. “And they’re doing it on the run on their cell phones. More and more people are using their smartphones instead of their computers. If you want to be relevant going forward, make sure your site is well represented in mobile form.”

Being mobile-ready today is certainly a way to stay on the forefront of online marketing, but if it seems a bit much right now, don’t worry—computers aren’t going anywhere.

For a solid SEO foundation, make sure the legs of the three-legged SEO stool are first firmly established—onsite optimization, offsite optimization (link building), and social media optimization.

Build your SEO stool right, and before you know it, you’ll be sitting pretty at the top of the search results page. **M**

■ ABOUT THE AUTHOR ■

Todd Hollingshead is a media relations manager for BYU’s University Communications. He graduated from BYU in 2004 with a BA in communications and worked as a journalist for the Salt Lake Tribune. He and his wife, Natalie, live in Orem with their two children.

TO PAY OR NOT TO PAY



Pay-per-click refers to the practice of paying for your company’s site to come up at the top of a search results page and then paying for each click on the sponsored (paid) link. In Google these ads appear at the top of a search results page, with a shaded background.

These ads can be uber effective or they can be a waste of money. In general, companies looking for a quick influx of traffic to their sites carry out a pay-per-click campaign for a period of time.

“Generally, pay-per-click and paid searches are for companies selling products directly online,” Wytiaz says. “If you’re a bigger company and you want some presence out there, then it’s valuable to use paid searches just to make sure your brand is represented in a prominent position.”

To do paid searches, one must first determine

which keywords are being targeted for the search. This process is done by bidding on keywords. Google AdWords, Yahoo! Search Marketing, and Microsoft adCenter allow advertisers to compare the most competitive search terms. These programs show users exactly what other people are bidding so they can get a good idea of how much they are going to need to bid for a specific search term.

Pay-per-click ads range from 5 cents to hundreds of dollars per click. For example, a mom-and-pop bakery shop might be paying 15 cents a click for the term “local bakery” while a law firm might pay \$300 a click for “structured settlements.”

“I recommend using pay-per-click when it is an ROI positive venture,” New says. “And it’s not hard to determine whether or not that’s going to be the case.”

School News

BYU CIBER Hosts High School Business Language Competition



Seven teams of students from Utah high schools put their marketing and Spanish skills to the test as they competed in the second High School Business Language Competition. The event, sponsored by the Whitmore Global Management Center/BYU CIBER, the Center for the Study of Europe, and Nu Skin Enterprises, was held at BYU's Marriott School on 29 April.

Bruce Money, an international business professor, says the competition offers high school students a unique chance to improve their language and business skills.

"Knowing a second language in America is a rare and a very marketable commodity," he says. "I believe that events like this turbocharge students' careers with bilingualism. It's a very powerful thing."

The participating high schools organized teams that included heritage and nonheritage Spanish speakers. These teams had four months to prepare a business plan marketing a Nu Skin product to the Utah Hispanic community. Students created their strategies and honed their presentations while learning business terms in Spanish.

A panel of Spanish-speaking professionals, including Nu Skin managers and BYU employees, judged the presentations—given in Spanish—and awarded Bingham High School first place. Skyline High School and Orem High School came in second and third place, respectively. Other participants included Spanish Fork High School, Timpview High School, Wasatch High School, and Lone Peak High School.

Students Select 2011 Merrill J. Bateman Award Winners

The Marriott School announced the winners of the 2011 Bateman Awards, the only school-wide awards selected entirely by students.

Amy Hansen, a junior accounting major from San Diego, and **Mike Christensen**, an MBA student from Lincoln, Nebraska, received Outstanding Student Awards. The Investment Banking Club was recognized as the Outstanding Student Organization winner, and **William H. Baker**, professor of management communication, took home the Student Choice award.

The Merrill J. Bateman Awards are given annually to students who serve and lead within the school and community; the Student Choice Award is given to faculty, staff, or administrators who demonstrate outstanding efforts to enhance students' experiences.

"I truly feel I'm among the best of the best today," said **Michael J. Bateman**, who spoke on behalf of his father, Merrill J. Bateman. "You're great examples of what it means to be leaders through the wonderful service you provide."

In addition to the students and faculty awards, given annually since 2002, the Outstanding Student Organization Award was added this year. The Investment Banking Club was the first to receive this honor.

Baker, who was presented with the Student Choice Award, has worked at BYU for more than forty-one years and has also helped students add value to their résumés by coaching several winning graduate and undergraduate teams in national and international case competitions.

Hansen, the Outstanding Undergraduate Student Award winner, has

BYU Recognized for Social Entrepreneurship Innovation



From left, TJ Thomander, Bill Drayton, Gregory Dees, and Todd Manwaring

Social entrepreneurship is cropping up on campuses everywhere. And BYU's Students for Social Entrepreneurship internship program is among the best in the field.

The internship, which pairs students with top social innovators, was granted the Award for Innovation in Social Entrepreneurship Education from Ashoka U, an international organization that supports college social entrepreneurship programs.

Social entrepreneurship applies free-market

methods to social issues. Some say its popularity among college students comes from Generation Y's drive to not only attain professional success but also work out the world's problems.

"Social entrepreneurship is service you can make a living on," says TJ Thomander, co-president of Students for Social Entrepreneurship. "Students want jobs after they graduate, but they also want to make a difference. Through social entrepreneurship, we can use our business skills to benefit more than the bottom line."

The Students for Social Entrepreneurship program lets students earn credit while working with social enterprises such as Teach for America and Kiva. BYU's program also includes a lecture series.

College social entrepreneurship programs have quadrupled within recent years. In 2004 twenty universities in the United States offered such a course. Today there are nearly one hundred. For more information visit studentsforsocent.org.

Fish-Farming Franchise Wins 2011 Social Venture Competition



According to finalists at the 2011 Social Venture Competition, solving a few of the world's problems is possible—using tutoring, technology, and tilapia. The competition, hosted by the Ballard Center for Economic Self-Reliance, challenged students to create innovative solutions to social concerns and honored finalists with more than \$50,000.

Tilapiana, a program for fish-farming franchises in Ghana, placed first and received \$10,000, plus an extra \$3,000 for the audience-choice award. The name Tilapiana comes from the tilapia fish, one of the most popular varieties in fish farming.

According to **Justin King**, co-founder of Tilapiana, Ghana has experienced an 80 percent decline in marine stocks and currently produces less than half of the country's fish demand. Tilapiana's solution leverages local

production and distribution so Ghanaians can grow their own fish, sell them, and feed their families in a sustainable way.

"Although fish farming is done around the world, there's not much in Africa," says King, a second-year MBA student from Kaysville, Utah. "It's a fairly new industry, and Ghana has passed recent laws and initiatives because they want this to be their next big economic stimulant."

Fellow co-founder **Andrew Steward**, a second-year MBA student from South Jordan, Utah, and **Janice Kirk**, a first-year MBA student from Blanding, Utah, were essential to Tilapiana's success. The organization plans to expand its fish-farming model to five countries in Africa within five years.

The second place team, TeensACT, won \$4,000 for their program that prepares teens for college. The program decreases the dropout rate of students by offering ACT prep courses, guest speakers, campus tours, and assistance in finding and applying for scholarships.

"There's a passion and a demand for the program, and that's what helped me to know from square one that TeensACT was going to succeed," says **Tory Norman**, a second-year MAcc student from Fairview, Utah.

In addition to Norman, TeensACT includes Dayan Bernal, founder and 2010 BYU graduate in Latin American studies from La Paz, Bolivia; **Saeko Logsdon**, second-year MPA student from Hokkaido, Japan; Carolina Otero, a sophomore studying sociology from Oceanside, California; and Katherine Wilkinson, a senior English teaching major from Hamilton, Virginia.

Stratus, a software program that connects businesses with nonprofits, took third at the SVC and received \$1,000.

The three finalists are also eligible for additional mentoring through the Ballard Center. The center awards each team an extra \$12,000 upon meeting benchmarks throughout the year.

served many students as a student council representative for the Marriott School and as the human relations officer for the Marriott School Rotary Club.

Christensen, an MBA student majoring in OBHR, received the Outstanding Graduate Student Award. Christensen has also served his peers by running the MBA Sherpa program, a peer-led mentoring group that helps first-year MBA students secure internships. After graduation, Christensen will begin working as an HR generalist with the Kellogg Company.

The Merrill J. Bateman Awards were created in 2002 in honor of Merrill J. Bateman, who served as president of BYU from 1996 to 2003 and as dean of the BYU School of Management from 1975 to 1979. He served as a member of

the Presidency of the Seventy and was president of the Provo Utah Temple from 2007 to 2010.

BYU Alum Honored as Romney Institute Administrator of the Year

The Romney Institute of Public Management honored the late John W. Keys III as its 2011 Administrator of the Year. Keys was the former commissioner for the Department of Interior's Bureau of Reclamation, which manages, develops, and protects the water resources in the western United States.

Before his death in 2008, Keys exemplified dedication, vision, and integrity. According to the Administrator of the Year selection committee, he exemplified the mission of the Romney Institute.



Bill McDonald, retired deputy commissioner and former Pacific Northwest director for the Bureau of Reclamation, relates some of the experiences he had working with John Keys.

Keys was a native of Sheffield, Alabama. He earned his BS in civil engineering from Georgia Institute of Technology in 1964. After graduation, Keys began his lifelong career working for the Bureau of Reclamation. While working as a hydraulic engineer, he earned his master's

degree in water resources engineering from BYU in 1971.

Keys went on to serve as Northwest director for twelve years before retiring in Moab, Utah. After Keys' three years of retirement, President George W. Bush invited him to be commissioner in 2001. In this role, Keys managed the water systems for more than 31 million people in seventeen states.

During the Administrator of the Year awards banquet, Bill McDonald, retired deputy commissioner and former Pacific Northwest director for the Bureau of Reclamation, shared some of his experiences working with Keys.

"John regarded public service, as do I, as an honor and privilege that should never be tarnished by personal gain or aggrandizement nor by cutting any corners," McDonald said.

Ballard Center Names First Research and Teaching Fellows



The buzz around social innovation and entrepreneurship is growing as the Ballard Center welcomes seven faculty members to its fellows program.

As research and teaching fellows, the professors receive funding and other resources needed to incorporate principles of social problem solving within their research and lesson plans.

"Promoting research is one of our major focuses," says **Gibb Dyer**, academic director of the Ballard Center. "We enthusiastically support our colleagues in producing top-tier articles that coincide with the center's goals. We're also excited to assist them as they teach students creative approaches to resolving today's social issues."

The 2011 Ballard Research Fellows include **Paul Godfrey**, professor of strategic management; **Todd Mitton**, associate professor of finance; **Monte Swain**, professor of accounting; **Lori**

Wadsworth, associate professor of public management; and **Eva Witesman**, assistant professor of public management. The center also named **Robert Jensen**, assistant professor of strategy and international business, a Peery Research Fellow and **Nathan Furr**, associate professor of entrepreneurship, a Peery Teaching Fellow.

The faculty members were selected by the Ballard Center based on nominations from department chairs and in-depth interviews. Once selected, the professors utilize the center's support to hire assistants, cover travel costs, and obtain training needed to reach their goals.

STUDENT NEWS

ISys Students Rake in Record Wins at National Competition

After a seventeen-hour test of endurance and IT skills, six students championed a national information systems competition hosted by the Association of Information Technology Professionals in Orlando. Continuing their winning tradition, BYU left with three first-place finishes, three second-place finishes, one third-place finish, and two honorable mentions—taking home more awards than ever before.

"The students represented BYU well—we had the most awards per entrant, and nearly each student won at least one first place," says **Craig Lindstrom**, associate professor of information systems and advisor for the competition. "But it's a marathon. Our students competed in four contests, about four hours each, went to bed, and did another one the next morning. By the end they were exhausted."

Students competed in five divisions—systems analysis and design, business intelligence, database design, Visual Studio application development, and Java. The senior ISys students included **Eric Christensen** from Provo; **Nate Eborn** from Boise, Idaho; and **Tyler Seader** from Bloomington, Illinois. The junior ISys students included **Nathan Cooper** from Orem; **James Kershaw** from Garland, Texas; and **Arthur Weagel** from Albuquerque, New Mexico.

"The competition tests how much you already know and how much you can learn on the spot," says Weagel, who

received first in both systems analysis and design and database design, second in Java, and an honorable mention in Visual Studio application development.

Up against more than sixty colleges and universities, with some schools entering dozens of teams per division, BYU's group seemed to be an underdog, but the students came away with almost more awards than hands to hold them. They attribute the success to their preparation in the junior core classes and their professors' emphasis on solving real-world cases under pressure.

The competition, which is part of the AITP's National Collegiate Conference, also provides many networking opportunities with industry thought leaders and other talented students across the nation. BYU has been entering the competition since 2003, and the longevity of success has posed a new problem for the ISys department—where to store the growing number of trophies.

Video Service Wins Web Marketing Competition

A class project turned into a winning business for Marriott School student **Saul Howard** as he transformed an assignment into \$10,000 and first place in the Crexendo Website Competition.

As part of a special topics course, Howard, a master of information systems candidate from Denver, was required to design a web site for the Roku player, a digital streaming device for movies and television shows. Howard went above and beyond to develop a variety of online platforms to connect Roku players with network computers and Android phones so users can view their movies on a variety of media on a home network. His web site, rokuConnect.com, and corresponding services became the competition's winner.

Saul Howard, winner of the Crexendo Website Competition, stands with judges from the Rollins Center and Crexendo.



"I've learned a lot about what it means to be an entrepreneur," Howard says. "I developed this product to distribute it to customers, and now I'm learning about everything from web marketing to product development."

The second annual Crexendo Website Competition allowed BYU students from all majors to learn online marketing and search engine optimization skills from experts while competing for prizes. Submissions more than tripled this year, with thirty-seven teams submitting web sites built using Crexendo's eCommerce Content Management System.

Second place and \$5,000 was awarded to the team Golf Compete for their web site golfcompete.com, and third place and \$1,500 went to team Bamboo Forever for cascadebedding.com. In addition, six teams received honorable mentions and \$250 each.

The nine finalist teams were judged by Marriott School professors and members of the Crexendo SEO and web development teams.

Two Students Receive New Paul Morris Marriott Scholarship



Nathaniel Montgomery



Trevor Taylor

Two BYU students were recently awarded the Paul Morris Marriott Business Management Scholarship, honoring them for their ambition and commitment to service with yearlong, full-ride scholarships.

The scholarships are presented to well-rounded Marriott School business management undergraduates who have demonstrated active involvement and leadership in their communities from early ages. Recipients are given funds to cover tuition and books in recognition of their efforts.

The 2011 recipients are **Nathaniel**

Montgomery, a senior from Villa Rica, Georgia, with an emphasis in entrepreneurship, and **Trevor Taylor**, a junior from Baker City, Oregon, with an emphasis in finance.

Creativity is one of Montgomery's strengths, and he enjoys bringing his ideas to life, whether it is by planting a garden, starting a business, or cooking a meal. Montgomery also volunteers regularly at the Utah Valley Intermountain Hospital, where he assists patients and their families. Among his favorite activities are spending time with his family and playing sports.

Taylor lives by N. Eldon Tanner's quote: "Service is the rent we pay for living in this world of ours." Taylor has served throughout his life in positions such as program director for BYU's Center for Service and Learning, creator of an anonymous service group, and caretaker within his family.

"We look for ambitious students who will go far in life because of their drive," says **Melinda Maughan**, Marriott

2011 Eccles Scholars Announced

The Kay and Yvonne Whitmore Global Management Center recently named five first-year MBA students as Eccles Scholars and awarded each recipient \$10,000 to explore careers in global business. The honor encourages them to make the world their campus.

"The award recognizes students who, immediately into their MBA program, begin thinking about their interest in international business," says **Lee Radebaugh**, director of the Whitmore Global Management Center. "It helps them engage in international experiences in their first summer as graduate students."

This year's Eccles Scholars include **Mason Chenn** from Hong Kong; **Benjamin Rich** from Kaysville, Utah; **Ammon Shumway** from Moab, Utah; **James Toone** from American Fork, Utah; and **Cecilia Yiu** from Hong Kong. Scholars were selected based on international experience, foreign language proficiency, GPA, GMAT score, career goals, and faculty recommendations.

A team of six professors specializing in global management, including Radebaugh, interviewed each applicant and gave recommendations for the prestigious award. The scholarship provides funds for tuition and travel, allowing scholars to meet with multinational



From left: Benjamin Rich, Ammon Shumway, James Toone, Mason Chenn, and Cecilia Yiu

organizations and executives and learn more about a career in international business.

The Eccles Scholarship is funded by the George S. and Dolores Doré Eccles Foundation. To ensure that the Eccles' philanthropic work continued beyond their lifetimes, the foundation was formed in 1960 and supports a variety of projects and programs throughout the Beehive state. The foundation is particularly committed to promoting quality education; it funds programs on nearly every college and university campus in Utah.

School scholarship coordinator. "They are determined to be successful not only in their careers but also in giving back to the community, making them great contributors wherever they go."

Rebecca Marriott Champion founded the Paul Morris Marriott Business Management Scholarship in 2010 to honor her father, a Utah businessman who helped his brother establish what would become the Marriott Corporation. Through sacrifice and creativity, Marriott contributed to creating a successful business during the Great Depression, building a legacy that Champion is sharing with students who show similar dedication.

FACULTY NEWS

Professor Heaton Appointed Faculty Director of Peery Institute



BYU finance professor **Hal Heaton** will fill the shoes **Ned Hill** left on this side of the globe after Hill departed to serve as presi-

dent of the Romania Bucharest Mission. Dean **Gary Cornia** has appointed Heaton as faculty director of the H. Taylor Peery Institute of Financial Services.

Heaton holds a doctorate in finance and a master's in economics from Stanford University as well as an MBA and bachelor's degree in mathematics from BYU. A popular professor, he teaches advanced corporate finance and capital markets. He is also an accomplished author of many articles dealing with optimal capital structure, cost of capital, mergers/acquisitions, and capital markets.

Sustained by an endowment from children of the late H. Taylor Peery, the Peery Institute prepares students for dynamic careers in the financial services industry. The institute helps students gain experience solving financial service business problems, develop relationships with industry leaders, and find internship and career opportunities.

"The Peery Institute serves a terrific function for BYU students as they

prepare to break into the field of finance," Heaton says. "I'm honored to work alongside those who have made the institute such an excellent organization and will do my best to strengthen its influence among our students."

EMBA Alum and Faculty Member Honored

BYU's Executive MBA program recently presented alumna **Carine Clark** with its first-ever Executive MBA Honored Alumni Award and also recognized associate professor **Burke Jackson** with a special faculty award. The EMBA program honored these two at a banquet last March.

Clark earned her bachelor's degree in

Marketing Professor Joins Global Research Center

It's not every day a professor is asked to collaborate with a Fortune 500 company, let alone report to its top executives. BYU assistant professor of marketing **Sterling Bone** will get a chance to do just that as he becomes a research faculty member of Arizona State University's Center for Services Leadership (CSL), bringing him into a community of thought leaders in the field of services marketing.



Founded in 1985 to bridge the gap between academic research and practical application, CSL brings together top researchers and service industry practitioners to strategize on various projects while still maintaining their current teaching posts. Bone is collaborating with CSL colleagues on a long-term project for a global technology leader.

The invitation-only CSL partnership features sixty professors from thirty-five schools around the globe as well as professionals from more than fifty organizations, including the Mayo Clinic, Sony, and Marriott International. In order to join the CSL Faculty Network, faculty members must have an exceptional academic reputation, expertise within the service sector, and a firm commitment to advancing knowledge in the field.

Bone says this unique opportunity will not only help bring the Marriott School to the forefront of the growing realm of services research but will also provide new opportunities for students and professors, including potential internships and cross-discipline research collaboration.



English from BYU in 1987 and earned her Executive MBA five years later. For the last twenty years Clark has led successful software companies and currently serves as senior vice president and chief marketing officer at Symantec, the largest maker of security software for computers.

Clark's support is not limited to those within Symantec; she has also given back to the BYU community. She is a member

of the marketing program advisory board, a frequent campus presenter, and an advocate for many students. Clark has advised dozens of students and has helped many BYU students secure internships and jobs with Symantec.

Like Clark, Jackson also helps Marriott School students succeed. Jackson was given a special faculty award for his thirty-five years of serving thousands of business students as well as being an associate director and director of the MBA program. One of Jackson's key contributions was his pioneering role to implement the Executive MBA program in 1983, which has provided more than 1,450 students with the opportunity to earn their MBA while working full-time.

"It was an experiment that we thought we'd try for a few years and see if we'd exhaust the local community of demand for the program," Jackson says. "I'm not sure we could have predicted the success and longevity that has occurred since that first class."

BYU Biz Profs' Harvard Biz Review Article: How to Beat Free



Professor David Bryce published an article in Harvard Business Review about how established companies should respond when new competitors emerge offering products for free, like Skype.

What do you do when your company is comfortably selling a product and then suddenly a competitor offers a similar one for free? Well, if you're like two-thirds of the companies in a new study, you'll get it wrong.

Three BYU business professors researched this scenario, increasingly familiar in the digital age. A one-time start-up Skype can begin offering free voice and video calls over the internet, sending established phone and video-conferencing companies scrambling, and

eventually be acquired by Microsoft for \$8.5 billion. Or Craigslist's free online classifieds can gut the profits of 100-year-old newspaper companies.

But, as the researchers point out, offering physical products for free is also increasingly common. Among the thirty-four companies they studied was European discount airline Ryanair, which offers some flights for free. Its market share now exceeds Air France's.

The authors share their observations of how to compete against free products—garnered from an analysis of businesses in twenty-six different markets during the last five years—in the June 2011 issue of *Harvard Business Review*.

"Some of the companies that got this wrong panicked and offered a free product too fast, instead of waiting for the new competitor to self-destruct or for the structure of the market to play out a little more," says **David Bryce**, lead author on the piece. His co-authors are **Jeffrey H. Dyer** and **Nile W. Hatch**—all three are Marriott School faculty.

But even more companies erred by doing nothing, he says. So how do you know what to do? Based on the outcomes of the battles they followed, the researchers established a formula.

If the new competitor is stealing less than 5 percent of your customers a year and is growing less than 40 percent a year, don't worry. It will probably flame out.

When the opposite is occurring, your very existence is threatened. That's what Craigslist did to the newspaper classified business in all of the top fifty U.S. metropolitan areas except one—Salt Lake City.

Deseret Media Company launched its own free classified site on ksl.com. The researchers hail that and the company's other moves to change its business model, pointing out that last year its print and online audience grew at the industry's second-fastest rate and that online "profits exceed those of the traditional businesses, including the newspaper."

The article gives advice for how to react to situations between those two extremes and shares guidance about how established firms can shake up their management structures to win these battles.

"If a company that was dealing with a free-product competitor called me and asked how to respond, the first thing I

would say is, 'Help me understand where the revenue responsibility and where the cost responsibility are in your organization, and we've got to split those apart fundamentally,'" Bryce says.

The researchers suggest that one team manage the product as a cost center, making it the best it can be with the most efficient costs. An entirely separate team should have responsibility for generating revenues, not just from the product's price but from upselling or cross-selling customers to other products, charging third parties to advertise to them, or bundling the free product with paid offerings.

"Free competitors are typically new businesses that have been built from the outset on a different business model," Bryce says. "A traditional business, built on the prospect of a product that gets revenue directly through price, often has a very difficult time changing over."

Monte Swain Appointed Associate MBA Director



Dean **Gary C. Cornia** appointed accounting professor **Monte Swain** to serve as the new associate director of the MBA

program. Swain replaces associate director **Bill Sawaya** as he retires after more than twenty years of MBA leadership. In the three-year appointment, Swain will assume responsibility for streamlining the MBA and EMBA curricula as well as directing the Executive MBA program, a role previously held by **Tad Brinkerhoff**.

Brinkerhoff is transitioning into the newly created role as director of the Cardon International Sponsorship program. Brinkerhoff's appointment to this new position underscores the importance the school is placing on international students.

After Swain earned his bachelor's and master's degrees in accountancy from BYU, he went on to earn a PhD from Michigan State University. In addition to teaching graduate students for more than twenty years, Swain has also served on the EMBA operating committee for the last several years.

Alumni News

Changing Lives through Education

Hiking Y Mountain has been a tradition for BYU students and visitors for more than one hundred years, and it was a tradition that Marriott School graduate **Rashik Adhikari** was happy to share with his grandparents on their first trip outside of their native Nepal.

"I didn't think they would do it, but they really wanted to," Adhikari says. "My grandfather is almost eighty and my grandmother is seventy-five, but they made it all the way up."

Determination is a quality Adhikari admires in his grandparents, and he says that without them he would not be a BYU graduate. After earning a bachelor's degree in accountancy last April, Adhikari used his signing bonus from Citigroup to

fly his grandparents to the United States. Together they explored Utah and took a road trip across the country before Adhikari started his job in Manhattan. Adhikari says it was the least he could do to repay them for the positive influence they have been in his life.

"My grandparents laid the foundation for my entire family to go to school," Adhikari says. "They received no formal education, but they knew its value and pushed me to learn. It's just wonderful that I could be with them to share the best moments of my life."

Drawn to BYU because of its low cost and highly ranked programs, Adhikari moved to Provo from the rural village in Nepal where he grew up.

"Once I got here the environment struck me," he says. "I got to know a lot



of good people from all over the world. I felt like I found a new home here."

The opportunities Adhikari gained have inspired him

to give back to his home community. His father is the principal of a school in Nepal that does not have enough resources to teach the 1,500 students in the village. To keep the school running, teachers often give up a significant portion of their salaries to pay for basic supplies such as books, chalk, and erasers. The school also lacks a library, and Adhikari wants to change that.

"The sheer fact that the school does

New Language, New Job—No Problem



Kristen Hill knows that an opportunity missed may never return, so she takes them when she can. This year she had the chance to change not only her job but also her residency as she took a position in Paris as a senior financial analyst for Disneyland Paris corporate business planning group.

Hill, who graduated from BYU with a bachelor's degree in business management in 2007, says although she passes the Bastille Monument every day on her way to work, there is more to life in

Paris than croissants and tourist destinations.

"When you tell people you live in Paris, they picture you sitting under the Eiffel Tower eating a baguette," she says. "I try to separate myself from the dream of Paris to actually living and working here."

Hill had been working for three years in the Walt Disney Company's corporate finance group in Los Angeles when she felt she needed a change. She had been itching to go abroad and came across the perfect position to work for Disney in France. As a senior financial analyst for Disneyland Paris' corporate business planning group, she prepares financial forecasts for Disney's executive teams in France and in the United States.

In her new position, Hill is able to see a different side of the business and is more involved with the everyday decisions that shape the company. She is learning and growing with help from her French co-workers and provides them with insights she learned while working for Disney in Los Angeles.

Transportation strikes, bureaucratic red tape, and language difficulties have been obstacles for Hill as she has adjusted, but she says she enjoys being immersed in the lifestyle of the French, both in her free time and at work.

As one of the only Americans in her office, Hill has learned that the French receive more vacation time than she had in the United States and also have a different rhythm in the workplace.

"There's just a different mentality surrounding work," Hill says. "They're hard workers, but they try to balance work and other interests. In the United States work can be intense and competitive, while in France there's more of a feeling of camaraderie. For an American coming from a corporate setting, this was a nice change of pace."

In addition to growing professionally, Hill says she will take every occasion to experience life in another culture. Her time in France will be guided by an Arabian proverb her father shared with her: "Four things come not back: the spoken word, the sped arrow, the past life, and the neglected opportunity."

With that in mind, Hill has already learned how to make macaroons and has traveled to Amsterdam and Rome. Her next goal is to join a crew team and row on the Seine River. Her family is also making the most of her position on the other side of the globe: her parents and some of her siblings will join her in Paris for Christmas.

Members Raise Money for Deserving Students



Scholarship recipient Kennedy Bailey

Growing moral and ethical leadership around the world starts with education. That's the idea behind the \$430,500 in scholarship money that the Management Society raised last year for deserving students who are pursuing higher education. Many chapters have funds exclusively for scholarships, and every year members gather at galas, golf tournaments, and awards dinners to contribute to the success of students in their area.

Salt Lake City Chapter president **Marc Jewell** says the need for scholarships is growing, and chapter members can be a huge help to students who want to attend a university. This year the chapter gave out fifty-five scholarships to high school seniors in Salt Lake and Davis Counties.

"Because it's been a tough economy, we've increased our giving," he says. "If you had the chance to read some of these applications, you would want to give more too."

The Salt Lake City Chapter raises much of its scholarship funds at its annual Distinguished Utahn Event, where it honors an exceptional member of the community. Jewell says the event allows the chapter to pay tribute to those who have made a difference in the community while raising money for students.

During the past three years, the Salt Lake City Chapter has been able to give almost \$200,000 in scholarship money to high school seniors who are furthering their education.

Peter Harris, president of the Dallas Chapter of the Management Society, says one of the chapter's main objectives is to promote education by raising scholarship money. He guarantees members that 100 percent of their donations will go directly to the scholarship fund.

This May the Dallas and Fort Worth Chapters gave twenty-five scholarships of \$1,500 each. Twenty-four scholarships went to students from the Dallas and Fort Worth areas, and one went to a student chosen by their sister chapter in Monterrey, Mexico.

One of the most highly attended Management Society events this year was the Washington, D.C., Chapter's twenty-seventh annual gala dinner, where the chapter awarded President Dieter F. Uchtdorf, Second Counselor in the First Presidency of the LDS Church, with its Distinguished Public Service Award. Eight hundred and fifty people attended and helped the chapter raise more than \$25,000 for scholarships.

The scholarships that chapters give out are gratefully received by hundreds of college students each year. Clearfield High School graduate Whitney Porter received a scholarship this year from the Salt Lake City Chapter and says it came just as she was wondering how she would pay for her first year at BYU.

"I had been working so hard, and I was so grateful to receive this," she says. "The generosity of the donors is amazing; I can now pay for almost a whole year at BYU."

not have a library is hard to digest," Adhikari says.

His goal is to raise at least \$6,000 to establish the library. He says his efforts will start out small, but he hopes that, like his grandparents, he can make a difference in someone's life by promoting education.

Adhikari began working for Citigroup as an investment banking analyst in July. For information about the school Adhikari is supporting, visit someswarhss.edu.np.

Loving Alaska from 30,000 Feet

One of the perks of flying a Boeing 737 in Alaska for a living? An incredible office view of the majestic state. **Jarad Carter** fell in love with Alaska years ago as a summer tour bus driver and now enjoys the grand landscape from thirty thousand feet as a cargo pilot for Northern Air Cargo in Anchorage.

Carter began working toward earning a private pilot's license while studying finance at BYU. When he graduated with a bachelor's degree in 2001, he had the choice: fly or work in management.

He chose management, taking a position with Holland America to supervise about eighty bus drivers and guides during the summer. There he oversaw employee training and coordinated the movement of up to three thousand tourists.

Although he enjoyed his work, Carter determined he would fulfill his dream of becoming a full-time pilot.

"The aviation bug bit me, so I went out and changed my career, and it's been great," he says.

While earning his master's degree in aviation science from Everglades University, Carter worked for Air Wisconsin Airlines. He flew US Airways Express passengers in the Canadair Regional Jet for three and a half years before he had an opportunity to return to Alaska and fly for Northern Air Cargo.

As a cargo pilot, Carter flies to the bush communities of Alaska—areas with no access to roads.

Northern Air Cargo takes freight to about twelve bush villages, providing a service that is essential to the communities' survival. In the summer months, some villages can receive cargo by barge over the Bering Sea or Arctic Ocean, but their only constant connection to goods

is by plane. Northern Air Cargo is one of the main cargo haulers for the bush communities and provides them with mail, food, and manufactured goods.

Carter says one of the most rewarding elements of his job is the warm reception he gets every time he lands a plane.

"When we're off-loading a plane, some people will show up just waiting for the things they have ordered," Carter says. "They're really excited, and that's fun to see."

Although Carter does not work directly with business, he says his experience at the Marriott School prepared him for his later education as well as his career.

"I apply everything that I learned at BYU," he says. "It's not the specific things that are related to finance but the skills that I acquired. Learning how to learn was one of the most important things."

BYU also provided him with the opportunity to meet his wife, Jewelene. They and their three-year-old son, Cai, enjoy hiking in the mountains and taking in the beautiful scenery.

Because he loves the outdoors, Carter decided to serve as a member of the Anchorage Parks and Recreation Trail Watch program, where he reports any hazardous conditions or crime along Alaska's hundreds of miles of trails.

Carter notes that Alaska is not for everyone but says he and his family wouldn't want to live anywhere else.

"It's a very unique place," he says. "It's big, it's beautiful, it's rugged, and it's still fresh. Some come up here and hate it; some come up here and fall in love with it. My family and I fell in love."



MANAGEMENT SOCIETY

Chapters Take on Entrepreneurship

Entrepreneurial fever is spreading throughout the country, and Management Society chapters are showing members that starting a business is not only a viable career path but also extremely rewarding when approached with the right training.

Chapters across the country are holding forums and lectures by successful entrepreneurs to provide insight into the process of establishing and growing a business. By facilitating access to resources and networks, chapters are helping new businesses thrive.

"Right now there is an incredible entrepreneurial feel in the business world," says Jeff Moss, chair of the Utah Valley Chapter's Entrepreneurial Initiative. "It's like an infection. Everyone is getting involved, and I've seen some amazing companies come from it."

Moss, who has been involved with start-ups for more than fifteen years, says many members who are out of work are turning to building their own businesses. The chapter's initiative taps into the entrepreneurial groups that already exist in Utah and tells members about their events. Their web site, www.ecoutah.com, aggregates information and spreads the word about all of the resources needed from start-up to late-stage ventures.

The Management Society also gives successful entrepreneurs the chance to share what they have learned with other members. One event the Oklahoma Chapter recently held featured two members of the chapter who started successful companies. Chris Lee, director of programs for the chapter, says the insight they shared helped members see that starting a business is within their reach.

"You don't need to have the greatest, most creative idea in the world to be an entrepreneur; you just need to find a niche you are comfortable in and provide the best service out there," Lee says.

The Seattle Entrepreneurship Group within the Seattle Chapter is taking advantage of the minds within its chapter to help bolster those who are starting their own businesses. Eric Hass, founder

of the group, organized an event where attendees brainstormed solutions to problems that entrepreneurs within the chapter were experiencing. The brainstorming sessions gave participants fresh ideas and the chance to network with like-minded individuals.

"Entrepreneurship is exciting. It's creating something new, and the energy created when people talk about potential makes for a rich network," Hass says. "We want to facilitate that network."

CLASS NOTES

1971



A. Kent James graduated from BYU with a BS in accountancy in 1971. He has since become a consultant at James and Associates,

which is ranked as one of Hawaii's top CPA firms. The firm has clients from around the world and provides them with services such as tax preparation, bookkeeping, and audits. James is also president of Alii Linen Company, a commercial laundry service.

James enjoys spending time with his family, which includes his wife, Teri; seven sons; seven daughters-in-law; and twenty-one grandchildren. One of James's favorite hobbies is playing golf, and he can often be found on the course with his sons. James and his wife reside in Wailuku, Maui, Hawaii.

1978



Mark Dickson has been principal of a sole practitioner CPA firm since 2004, where he provides tax and consulting services to

small businesses and to individuals. He is also director of Capital Management Group LLC, which manages about \$170 million for individuals and families.

Dickson graduated from BYU with a BS in accountancy in 1978. He remains involved with BYU as a member of the Management Society International Steering Committee. He is also a member of the National Presidential Advisory Board for Utah Valley University and a former member of the BYU Alumni Board.

Dickson lives in McLean, Virginia, with his wife, Melody. They have seven children and three grandchildren.

1981



Kim R. Judd earned his undergraduate degree from BYU in finance in 1981. Later he attended Golden Gate University in San Francisco,

earning his MBA in 1987. Currently he is principal manager of Patriot Enterprises in the greater Seattle area.

Before working with Patriot Enterprises, Judd was involved with different roles in many companies. From vice president of operations at C.R. England Inc. to general manager at Dreyer's Grand Ice Cream, Judd has been a key contributor to more than six companies.

Judd currently lives in Kent, Washington, and is a single father of two children. Judd is an avid runner and has completed more than twenty marathons and many triathlons, including an Iron Man. He also enjoys downhill skiing, snowshoeing, hiking, and traveling.

1985



Brigham C. Young owns the wedding planning web sites SaltLakeBride.com and WeddingSoEasy.com. Young purchased

SaltLakeBride.com in 2003 and expanded it into a nationwide business with WeddingSoEasy.com in 2007. In addition to overseeing the web sites, he publishes a magazine, providing advertising for local and national wedding vendors.

Young graduated from BYU in 1985 with a BS in business management. He went to work as a manufacturer's representative for companies in Washington, Kentucky, and Utah before buying SaltLakeBride.com.

Outside of work, Young enjoys volunteering in his community and at church. He has served in the local Boy Scouts of America program, as a coach for his children's sports teams, and as a docent at This Is the Place Heritage Park with his wife. He has also served on the boards and been an active member of various trade organizations. He is currently vice

president of fund-raising for the BYU Management Society Salt Lake Chapter.

Young loves to spend time with his family, which includes his wife, Dawnene; their five children; and one granddaughter. Together they travel, explore history, and spend time outdoors. The family resides in Farmington, Utah.

1989



Melissa Friesen earned a BS in retailing and business management from the Marriott School in 1989 and went on to earn an MBA from Arizona State University.

Friesen now lives in Chandler, Arizona, where she is a channel business manager for Roche Diagnostics, a health care organization that develops products and services to diagnose, prevent, and treat diseases. As channel business manager, Friesen manages business-to-business interactions and promotes the Accu-Chek brand of diabetes care products.

Friesen is an avid tennis player and enjoys playing in several community leagues. For the past ten years she has also been a mentor for Marriott School students.

1990



Stan Prigmore earned a BS in finance from the Marriott School in 1990. He then went on to earn an MBA from the University of San

Diego in 1996. He currently works at Lusardi Construction Co., a commercial general contractor, where he was recently promoted to CFO.

Before working for Lusardi, Prigmore worked as a finance manager at Ligand Pharmaceuticals, as a financial analyst for Blockbuster Entertainment, and as a financial analyst for Overland Data Inc.

Prigmore lives in Escondido, California, with his wife, Natalie, and their six children.

1991

After graduating from the Marriott School in 1991 with a BS in business management, **Michael McCammon** joined the Walt Disney Company. There he has held



positions of increasing responsibility in areas such as purchasing, audit and finance, and financial systems. In 2006 he was promoted

to director of Walt Disney Parks and Resorts business operations in the United States. As director he is responsible for various domestic functions, including accounting, auditing, banking, ticketing, receiving, and managing assets.

McCammon is also active in his community, where he serves as a member of the Parks and Recreations Citizens Advisory Board for the Jurupa Community Services District.

McCammon, a resident of Eastvale, California, is an avid skier and enjoys traveling and camping with his wife, Terri, and their three children.

1997



In 2010 **Kory Wayne Jensen** became vice president of IT operations for AAA in Northern California, Nevada, and Utah.

Jensen has worked with AAA in various management roles since 2004. Currently Jensen works closely with his five senior IT staff members and more than 350 employees to encourage the department's strategic vision.

Jensen earned his BS in international finance from the Marriott School in 1997. Before working for AAA, Jensen moved to California and worked for Lucent Technologies, North American Mortgage Co., Bank of America, Digital Island, and Cable & Wireless.

Jensen and his wife, Starr, live in Surprise, Arizona, and have three children—two boys and one girl. Jensen also serves youth in the community through the Boy Scouts of America.

2001



Travis Kimball is a partner and marketing director of Quick Quack Car Wash, a company he, a group of investors, and entrepreneurs

started. In six years the company has grown from one car wash to fifteen

Grad Sustains Hospital in Missouri Tornado Aftermath

With an accomplished career in the health care industry, **Gary Pulsipher** found himself where no one wants to be: in the middle of a natural disaster.

Pulsipher, a 1983 MPA graduate, is president and CEO of St. John's Hospital in Joplin, Missouri. When a massive EF5 tornado swept through town on 22 May 2011, Pulsipher's hospital was in the middle of the destruction path.

Pulsipher's youngest son had returned from serving a mission two days earlier, and their entire family was in town to celebrate. They heard the storm warnings but didn't think much of something so ubiquitous in the Midwest. Pulsipher received a call that the hospital had been hit and drove over to make a routine check. He didn't realize the magnitude of the storm until he entered the destruction path just blocks from his house. From there it became difficult to maneuver through the traffic and debris.

"I saw the hospital had been devastated and couldn't imagine we didn't lose a lot of staff and patients," Pulsipher said. "It was like a bomb went off."

In forty-five seconds, two hundred mile per hour winds had decimated St. John's. Hospital staff, many injured themselves, immediately started putting into practice plans from their frequent disaster drills. When Pulsipher arrived, relief efforts were already underway. He got to work, helping carry patients out of the nine-story building and moving supplies to other treatment areas.

"It was one of those nights where you went to find where you could help the most," he says. "I just jumped in, and it was exhilarating."

Even with communications completely down, all 183 patients were evacuated and dispersed to other area hospitals within ninety minutes. Five patients who were already in critical condition died in the disaster, but all hospital staff stayed safe with only minor injuries.

The building itself is a total loss, estimated at millions



of dollars in damage. Winds from the tornado were so strong that hospital debris were found 70 miles away. Less than a week after the tornado hit, St. John's was operating as a field hospital across the street. After a sturdier temporary steel facility is ready in the coming months, the hospital will break ground in January 2012 to rebuild.

In the middle of everything is Pulsipher, whose job is markedly different now than it was just a few months ago. Instead of walking through the halls of a large hospital, he stoops as he walks through the tent labyrinth in the field hospital. Instead of focusing on budget and customer satisfaction scores, Pulsipher works on rebuilding and preserving jobs for his employees.

The difficult situation has brought out the best in this close-knit community and has proved a growing experience for all involved.

"I've been so impressed by the community's resolve," Pulsipher says. "We had a number of co-workers who lost everything, but they've accepted it and are ready to make the most of it and move on."

located in three states. It is now recognized as one of the top fifty car washes in the country and has plans for expansion.

Before joining Quick Quack Car Wash, Kimball worked in marketing and product management for companies such as Omniture, Infopia, and Big Planet. He earned his BA in communications studies in 1996 and his MBA in 2001, both from BYU.

Kimball lives in Rancho Cordova, California, with his wife, Ginnie, and

their five children. He enjoys coaching his children in sports. Kimball recently traveled to Israel with his parents and siblings.

2002

Reid Neilson earned his undergraduate degree in international relations from BYU in 1996. He returned to BYU to earn a master's degree in American History in 2001 and his MBA in 2002. He also earned his PhD in religious studies from the University of North



Carolina in 2006 and recently completed the Columbia Graduate School of Journalism's publishing program. Currently Neilson is managing director of the Church History Department for The Church of Jesus Christ of Latter-day Saints.

Neilson has also authored several books, including *Exhibiting Mormonism: The Latter-day Saints and the 1893 Chicago*

World's Fair and Early Mormon Missionary Activities in Japan, 1901–1921. He has also been editor or co-editor of more than a dozen academic books. Neilson has written many essays, book chapters, and introductions and has presented dozens of papers on religion, history, and business at various academic conferences.

Neilson and his wife, Shelly, have three children and live in Bountiful, Utah.

2003



In 2003 **Brian Christiansen** graduated from the Marriott School with a BS in business management. After working for JP

Morgan and Conoco Phillips, he is now CFO of Tate Boys Tire & Service. As CFO, Christiansen is responsible for the profits and losses of the company and also helps steer the company's growth. He is also part of the marketing team and develops marketing strategies for the company.

A former BYU football player, Christiansen enjoys being involved in sports and has been a coach for his local high school football team and for his children's youth league sports teams. He also serves with the Boy Scouts of America and helps with charitable events in his community.

Christiansen lives in Bartlesville, Oklahoma, with his wife, Amy, and their three children. He and his family were recently cast in an upcoming film starring Ben Affleck and Rachel McAdams.

2005



Matthew W. McCarter earned a BS in management from the Marriott School in 2005 and a PhD in business

administration from the University of Illinois at Urbana-Champaign in 2009. He is currently an assistant professor of management at Chapman University and holds the Wang-Fradkin Assistant Professorship, one of the university's most prestigious faculty awards.

McCarter's research interest is conflict management, which includes the study of collaboration, cooperation, and competition. His research provides solutions for

issues such as avoiding blackouts with shared energy grids, encouraging international funding for green initiatives, and fostering voluntary cooperation to sustain environmental and organizational resources. His work is published in various scholarly journals.

In addition to his work, McCarter serves on the general board of the Orange County Children's Therapeutic Arts Center, a nonprofit group that assists at-risk and disabled youth. McCarter and his wife, Miriam, have three sons and live in Anaheim, California.

2006

Ben Bernards is a business systems analyst for Apple Inc., where he runs projects that bridge the gap between business and IT. Currently he is helping deploy new logistics IT systems in Apple's operation centers in the United States and Europe. He is also on the university recruiting team and gives presentations to MBA and information systems students on corporate culture, innovation, and presentation skills.

Before working at Apple, Bernards was an IT systems analyst for ExxonMobil. He graduated from the Marriott School in 2006 with a BS in information systems and a master's degree in information systems management.

Bernards and his wife, Megan, have three children and live in Elk Grove, California.

2008



Crystal Robinson graduated from BYU with a BS in economics in 2006 and went on to earn an MPA from the Marriott School

in 2008. After completing an internship at the National Building Museum in Washington, D.C., Robinson began working at the Government Accountability Office, where she is currently an analyst.

As part of the Government Accountability Office, Robinson assists Congress in its oversight duties. She has worked on three mission teams, dealing with policy issues such as education, defense, government efficiency, and the 2010 Census. Robinson lives in Arlington, Virginia.



Brigham Tomco earned a BS in accountancy from the Marriott School in 2003. He returned to BYU and earned his JD/

MBA degree five years later. Since graduation Tomco has played a founding role in six start-up companies.

Currently Tomco is founder and CEO of Zylun Staffing, an offshore staffing and outsourcing firm started in 2010. The company employs more than three hundred individuals in the United States and the Philippines.

Tomco is also director of Oxzen Media, an internet marketing and web design firm focused on increasing company sales and online marketing ROI.

Before co-founding Zylun Staffing, Tomco was a partner at Canyon View Partners, a private investment company. Tomco managed an \$800 million portfolio in public and private equities while working for Ocean Road Advisors and Meyer Ventures in New York City.

Tomco and his wife, Jillian, have four children and live in American Fork, Utah.

2010



In 2004 **Chloe Andersen** graduated from BYU with a BS in geography. She returned to BYU and earned an MBA with a

focus on human resources in 2010.

Andersen now works for Citigroup as part of the HR Management Associate program, where she created and launched a human resources education series for the global transaction services business.

Andersen is currently part of Citigroup's Human Resources Management Associate program and is looking forward to her second rotation in talent management. She is hoping to go overseas for a third rotation to take advantage of Citigroup's global reach.

In addition to her career, Andersen decided to give back to the community by mentoring low-income, high-achieving high school students. She lives in New York City and enjoys her morning runs through Central Park and visiting her nieces and nephews.

P. 32

