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PUBLISHER	Brigitte C. Madrian
MANAGING EDITOR	Andrew P. Cuthbert
EDITOR	Kellene Ricks Adams
ART DIRECTOR	Jon G. Woidka
COPY EDITORS	Krista Holmes Hanby Shirleen M. Saunders
ASSISTANT EDITOR	Clarissa McIntire

CONTRIBUTING WRITERS, EDITORS, DESIGNERS, & PHOTOGRAPHERS	Liesel Allen Sarah Calvert Alayna Een Robert G. Gardner Zelle Harris Karly Lay Chadwick Little Mike Miller Sophia Shafkalis Sophia Valentino
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ALL COMMUNICATION SHOULD BE SENT TO

Marriott Alumni Magazine

490 Tanner Building

Brigham Young University

Provo, UT 84602

PHONE: 801-422-7696

EMAIL: marriottmag@byu.edu

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◀ BYU MARRIOTT'S SCHOOL OF ACCOUNTANCY STUDENTS, ALUMNI, FACULTY, AND FAMILY GATHER DURING THE KICKOFF ACTIVITY OF THE SOA'S FOUR-DAY PROVO CENTENNIAL CELEBRATION. THE PROVO EVENT WAS ONE OF 18 EVENTS HELD AROUND THE COUNTRY TO COMMEMORATE THE SCHOOL'S 100TH ANNIVERSARY.

**OVERHEARD
IN THE
TANNER**

This is my third semester here, but I already love it. • It'll be a fun thing if all of us do it. • I only eat sourdough bread three times a week, so I feel like I'm doing everything right. • Don't look at me with that face. • Now that would make a good Instagram caption. • You just wait until they look really crispy, and then you boil them. • Shut up—that is incredible! • What even is normal? I honestly don't even know. • Go to class! • Not to be dramatic or anything, but . . . • You could probably find it at Harmons. • Well, at least he was being nice. *No, if you say super mean things with a smile on your face, that's definitely not being nice.* • He has way better abs than the other one. • Ooh, candy! • Good thing you didn't do that—you would have been docked points. • I understand what he's saying, I just don't know where he's coming from. • I really want to put a graph here, but I don't think it fits. • I didn't wear the right shoes today. • Stop making that noise. • Are you excited for this? • You have wonderful taste. • That guy did so much editing in his podcast. • The grilled cheese tasted like fish this time. • Ours was the least-viewed video, but it was still the best. • I don't think he understood the joke, but he saw us laughing, so he started laughing. • Which ones did you get wrong? *Which ones didn't I get wrong?* • Everyone should scan this. • I think he's cute, and I would totally go on a date with him if he was three inches taller. • The machine isn't working? Freaking shot to the heart. • How much did you pay for it? *Well, how much is it actually worth?* • Where did these numbers even come from? • I think that's why we want to start doing an Airbnb and just go from there. • Can you press 3 please? *[Presses 3.] Your wish has been granted.* • Do you like my shoes? I finally wore new ones. • Do you want to just send me your location? Because I'm probably going to forget where you are. • I can't imagine being vegan. • I was avoiding doing it because I knew it would be messy. • We are going to walk in with such confidence. • I'm trying to not freak out and just enjoy the experience. • For me, I feel like I get more out of a business class than a math class. You know? • I was half asleep, half awake, so I don't know if our conversation was real. • It just sounds way scarier when you say it like that. • He's trying to buy a Lexus. • The first bite was good. The second bite, not great.



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A PENSION SAVED IS A PENSION EARNED

With the future of public pensions up in the air, change in the way the funds are administered seems certain. Working with a research colleague, BYU Marriott MPA professor David Matkin has created a pension simulator that takes into account all the independent components that impact real pension systems and provides more accurate assessments of the risks that fund managers face.

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BECOMING A DISCIPLE-LEADER

An inspiring course taught by Elder Kim B. Clark guides students through the process of becoming Christlike leaders by following principles that the Savior exemplified during His ministry. Deep learning, which involves the whole soul, leads to deep knowledge and heartfelt understanding of the doctrine of Jesus Christ as well as the implementation of righteous actions. These are only a few of the outcomes that underscore a key theme in the course: discipleship is leadership.

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Obstacles and learning curves don't slow down 1991 alum Rebecca McCarron Greenhalgh, who is passionate about growing and pushing through her fears. Her can-do attitude is the perfect complement to her business management major as she has accelerated her career with every new opportunity.

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**LESS-THAN-ROSY
ECONOMIC FORECASTS
COULD MEAN CHANGES
ON THE HORIZON FOR
HOW PUBLIC PENSION
SYSTEMS ARE MANAGED.**

After 26 years of working as a teacher in the Alpine School District in Utah County, Karsten Walker retired this past summer. Walker is one of more than 20 million Americans who have a government pension, and he is planning carefully to take full advantage of what has been put aside for him.

Unlike most retirees, however, Walker is only 52 years old. He's retiring early for a number of reasons, but one major motive is that he's not so sure the pension benefits he's entitled to will look the same in 10 years.

Walker is well aware that the current health of US public pensions is waning and that the ratio of assets on hand to the amount needed to cover current and future retirement checks is going in the wrong direction. Many state pensions have significant shortfalls—called unfunded liabilities—to the tune of well over a trillion dollars, and those shortfalls will have significant impacts on budgets, government credit ratings, and taxpayers. In some places, they already have.

For example, the state pension plans in New Jersey, Illinois, and Kentucky are currently underfunded at what many analysts believe to be unsustainable levels. New Jersey is in particularly bad shape, with funding to

A PENSION \$AVED IS A PENSION EARNED

BY TODD
HOLLINGSHEAD
PHOTOGRAPHY BY
BRADLEY SLADE



cover only about one-third of its forecasted pension obligations and more than \$150 billion in unfunded pension liabilities. But since most pension beneficiaries have some of the strongest legal protection out there (i.e., governments will have to pay their retiree pensions come hell or high water), a growing number of states are in an impossible spot.

Fortunately for Walker, Utah's pension system is in much better shape when it comes to having money on hand to cover those pension expenses—for now. But he's not waiting around to see if things stay on the up and up. In his opinion, the entire US pension system is likely to crumble under its own weight soon: "The whole pension system feels like it's unsustainable—predicated on steady or high returns and current employment assumptions," Walker says. "There has got to be some radical rethinking of how it works."

According to market analysts and some new critical research from a BYU Marriott professor and his colleagues, Walker might be on the right track.

UNDERSTANDING PENSIONS

There are two basic types of pensions: defined benefit plans and defined contribution plans. In government employment, the most common of these is the defined benefit plan, wherein the employer promises to pay retirees a specific payment (either a lump sum or a monthly disbursement) based on their earning history, years of service, and age. The amount of the pension payment is generally based on a percentage of the average of a worker's earnings during the last several years of their career.

A defined contribution plan, more common in the private sector, differs in that both the employer and the employee make contributions on a regular basis, and those funds are invested. So instead of a guaranteed payment amount generated in a defined benefit plan, an employee with this plan builds up retirement income based on how their investment performs. The most common type of defined contribution plan is a 401(k). According to data from the Bureau of Labor Statistics, private sector companies began pushing workers to 401(k)s in the 1980s because the companies feared the growing cost of traditional pensions.

The vast majority of state and local government employees (upwards of 85 percent) still participate in traditional defined benefit plans. While the employer in these plans makes regular contributions, investment earnings from pension systems make up the vast majority of the final funding. In other words, public pension systems invest the employer contributions as well as the typically smaller employee contributions in an effort to produce sufficient funds to cover their payment obligations. Most pension managers hope to have their pension system fully funded in the long run and not significantly short at any given point—but many states are falling short. And things look to be tighter on the horizon. Despite 2021 being an absolute banger of a year for assets, with some investments hitting 25 percent returns, many economists believe the United States will soon enter or has already entered a low-return investment environment that could last a decade or longer.

US defined benefit pension systems are largely funded by investment portfolios, and the managers of those plans forecast their systems' abilities to meet their obligations based on returns over the long run. That's an expected annual rate of return of around 7 to 8 percent. If—or when—a low-return environment happens, those annual rates of return could drop down to averages of 6 to 6.5 percent or lower, resulting in a significant shortfall in the amount of money available in a pension system to pay out retirement benefits. If defined benefit pension managers in the US don't change how they manage those systems, funded ratios will drop and

unfunded liabilities in those pensions could grow to unmanageable levels.

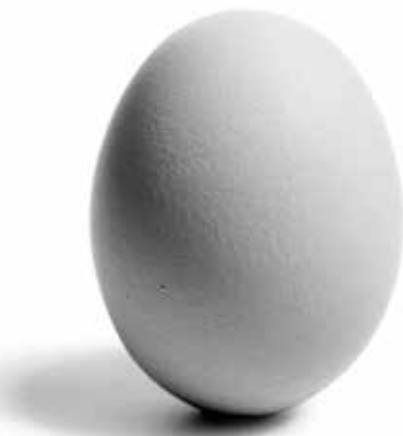
"Pension systems are highly dependent upon investment returns in order to meet their obligations, and most plans are underfunded substantially when measured the way economists measure them," says Don Boyd, codirector of the Project on State and Local Government Finance at the Nelson A. Rockefeller College of Public Affairs and Policy at the University at Albany. "Those pension systems have big obligations, and in most states, those obligations are unavoidable. In many cases, they are already big enough to be a significant stress on some governments."

When the assets in government pension plans fail to keep up with growing liabilities, governments are often forced to increase contributions, which then takes away from other spending priorities across the budget. The result can be significant cuts to services for taxpayers, such as parks, recreation, and libraries. Seeing this issue become increasingly dire for local and state governments, BYU Marriott associate professor David Matkin and his research colleague Gang Chen of the University at Albany decided to create a tool that could give pension managers a better way to forecast the likelihood of trouble: a simulated pension system that takes into account all the independent components that impact real pension systems. Matkin and Chen's work, detailed in a paper in the *Journal of Pension Economics and Finance*, fills an important gap and is a "big, big contribution," according to Boyd, that effectively informs pension plan managers and state and federal governments, providing them with more accurate assessments of the risks they face.

BUILDING A PENSION SIMULATOR

Matkin is not a licensed actuary. However, over several years of work at three different universities researching pension systems, he's become very familiar with what pension actuaries do.

His journey to build the pension simulator started at Florida State University (FSU), where a policy research institute asked him to research practical topics for the state. At the request of the institute, Matkin started looking at pensions and began producing a series of one-off papers on local pension systems in Florida. He learned that it was a



bit of the Wild West there, with some cities sponsoring three entirely separate pension systems to serve different employee types and each system having a different amount of assets and liabilities. He wanted to figure out why some systems had a higher funded ratio while others had a lower funded ratio.

“There are all of these technical elements to these plans, and they interact in so many ways,” Matkin says. “Instead of just thinking on a high level about pensions, I wanted to get down in there and become an amateur actuary and figure out how all of the independent components in these systems work together to determine the liability and funded ratio.”

After Matkin left FSU for the University at Albany, he continued his pension work, teaming up with fellow professor Gang Chen to start creating simulations of pension systems. The duo formed a partnership, and with a grant from the Social Security Administration, they started publishing papers on their research. Their work caught the attention of the John F. Kennedy School of Government, which invited the researchers to present at a special symposium on the funded status of public pension systems.

It was there that Matkin and Chen unveiled the simulated pension plan system that ultimately led them to publish their paper detailing how pension systems perform in a low-return environment. And while the authors stop short of proclaiming with certainty that a low-return environment is on the horizon, they focus their simulation on a low-return environment based on information gleaned from investment banks and those in the investment industry.

“We saw an industry survey of 35 market investor advisors or banks—BlackRock, Goldman Sachs, Merrill, Morgan Stanley, Wells Fargo—and their assumptions are the basis of the paper,” Chen says. “Their market assumptions are generally lower than what the public pension plans currently assume.”

Matkin and Chen’s simulated pension plan serves as a calculator of sorts. They built it to consider all the features of a hypothetical employer—employees, payroll, employee demographics, assets, assumptions on salary growth—and programmed it so that if all those assumptions are fed into the system, the calculator will identify the final liability

or assumed present value of the long-term liability. Essentially, the calculator tells pension managers the range of possible financial conditions and contribution requirements facing their pension systems over a 10-year horizon, given a set of forecasted conditions.

To make their simulation as helpful as possible to those managers, Matkin, Chen, and their graduate student coauthor, Hyewon Kang, ran it through a variety of investment environments:

- The expected annual rate of return environment most commonly assumed by pension managers (7.5 percent)
- A low-return environment where managers invest fairly aggressively in high-return stocks
- A low-return environment where investment is balanced between equities and fixed incomes
- A low-return environment with a fairly conservative allocation that yields lower returns



“THE WHOLE PENSION SYSTEM FEELS LIKE IT’S UNSUSTAINABLE—PREDICATED ON STEADY OR HIGH RETURNS AND CURRENT EMPLOYMENT ASSUMPTIONS. THERE HAS GOT TO BE SOME RADICAL RETHINKING OF HOW IT WORKS.”

**“THE RIGHT THING
TO DO, IN MY
OPINION, IS TO
REDUCE RISK,
BUT THE PROBLEM
IS THAT YOU
CANNOT REDUCE
RISK FOR FREE.”**

What the researchers produced is essentially a series of road maps laying out the possible health of their prototypical pension plan should any of the above scenarios play out. The research illustrates what can happen to contributions and the funding level of a plan if a pension system anticipates growing at a certain rate but in reality the return is lower than that.

“Think of it like a hurricane forecast that brings together a large number of independent forecasts to identify the most likely outcome and the range of outcomes,” Matkin says. “The forecast’s strength is not really in the ‘expected’ outcome, but the

range of possible outcomes. That is the risk-assessment part.”

According to the simulation, if the investments’ returns in the next 10 years are lower than the commonly anticipated 7.5 percent annual returns, the most likely result is that the pension plan’s funded ratio will fall from 80 percent (the simulation’s starting point) to 64.5 percent (not great, and well below the plan’s initial funding level). The actuarially determined contribution (ADC)—the recommended government contribution to maintain a healthy funded pension—will increase from about 20 percent of payroll (the starting point in the simulation) to 32.4 percent by the end of the decade (also not great). What’s more, Matkin and Chen’s simulations showed that in a low-return environment, there is only a 27.9 percent probability for a pension system to reach that oft-strived for 80 percent funded ratio. One more thing: the size of the required contribution would be 3.8 percent of a typical state budget and 8.9 percent of a typical local budget, with locals bearing a larger portion of the responsibility because they generally spend a greater share of their budget on personnel.

The overarching takeaway is that if pension managers don’t adjust how they’re managing the contributions and investments of their pension plans, they are bound to fall short of their payment obligations. Matkin says the research is like a stress test for an average pension system.

“As expected returns go down and systems have to rely more on contributions from the government, the impact on government budgets ratchets up,” he explains. “A pension plan could get to a point where assets are so insufficient, governments would have to pay a portion or all of their retiree benefit payments out of the budget.”

While Matkin and Chen say the impact won’t be overly dramatic for most governments—nothing like bankruptcies—consequences like pay freezes or reductions in local government services could arise.

“From what we can see, pension managers know this is coming,” Chen says. “They know the assumed 7.5 percent returns are probably too high. They know the risk of higher unfunded ratios if they push the liabilities to the future. The challenge is how to deal with it.”



DEALING WITH IT

Managers and governments have no choice but to address the increasing disparity between their funded assets and their payment obligations. But they do have a few options. Basically, says Matkin, managers can go one of two ways with their investments: risky or cautious.

The researchers' simulation did show that high-risk investment strategies have the highest probability of reaching and maintaining the 80 percent-funded ratio many credit analysts and bond investors look for—and the lowest ADC compared to the other lower-risk investment approaches. However, it also showed that pension systems with high-risk investments could experience significant losses in down years. That's something pension managers are loathe to encounter. The high-risk route could also result in high volatility in contributions and increased investment fees. Still, this may be the route some pension plan managers want to take because the reward is high enough and their investment fund is small enough that this tactic makes sense. Some researchers have argued that this greater risk-taking is already occurring. For pension managers who choose this route, Matkin and Chen say it is critical to adopt management tools to accurately assess risk.

The second, more-cautious option of staying with lower returns may reduce risk, but it also could mean more costs for taxpayers since governments will likely need to increase contributions to cover those lower investment returns.

"There's no simple middle ground here," Matkin says. "If governments try to ease the risk to their budgets, they risk underfunding their pensions over the long term, and that is going to create big problems. If they try to be the most judicious with their pension systems, they increase their near-term costs, which means they have to make an up-front difficult decision to work against something bad that may or may not happen."

Chen adds: "But if governments do increase near-term costs, that means they have to increase the portion of the budgets that go to the pension systems. They are competing with other needs in the budget. Where do they cut? Where do you come up with more revenue? Some are asking employees to contribute more while others



are reducing the benefits they offer to new employees. There are no easy answers."

It's also important to remember that pension managers are not operating in a vacuum when they're trying to make these decisions. Boyd, who works alongside Chen at the Center for Policy Research at University at Albany, says the current political environment makes it particularly difficult to make sound and secure funding and investment decisions. For example, he says, if the board of trustees of a public pension plan sees the low-return environment on the horizon and decides to take less risk and settle on a lower return, the mayor or governor might argue publicly against it because it will require increased contributions and, possibly, tax increases or service cuts.

"Politicians can and do undermine decisions in the press and elsewhere," Boyd says. "It is extremely hard for these folks to lower their investment-return assumption. They are living in an environment that attacks them when they try to do the right thing."

But there is a way forward. Matkin, Chen, and Boyd all suggest that pension managers start by assessing their risks right now instead of making decisions based primarily on long-standing assumptions.

"Deciding how much risk you can take is critical because the person taking the risk isn't the government; it's really the taxpayers and the people counting on services that may be cut," Boyd says. "The right thing to do, in my opinion, is to reduce risk, but the problem is that you cannot reduce risk for free. A safer portfolio means not as much downside but also not as much upside, which means you've got to ask for more money, and you're not going to be popular."

Officials in Utah made such a decision in 2011 when they altered retirement benefits for newly hired employees in an effort to decrease investment risk and public cost. The changes introduced a tier system for Utah public employees: those hired prior to July 1, 2011, are part of tier 1 and are eligible for the employer-funded defined benefit plan. Those hired after that date have access to only tier 2 options and can choose between a defined contribution plan or a hybrid retirement system, which combines elements of both a traditional defined benefit plan and a 401(k)-style plan.

In both cases, tier 2 employees in Utah have to contribute on their own to fully benefit from the plans available to them. The recently retired Utah schoolteacher Walker sees it for what it is: younger teachers in Utah are going to have to teach longer and contribute more of their earnings to end up with a reasonable retirement income.

Walker understands that changes had to be made to avoid a major gap in Utah's pension assets and liabilities, but he's not so sure those changes will prevent further disruption. Part of the reason he retired early was so he could run for a school board position. Although he lost, he plans to continue to look for ways to preemptively address some of the changes he sees coming to the public school system, and in this case, the Utah Retirement Systems. In his opinion, low-return environments aren't the only thing that will destabilize pensions.

"Education is an industry that is destined to see disruption. Population changes and technology changes will impact public education immensely. What happens when employment changes by, say, 30 percent?" Walker says. "A 30 percent reduction in the future head count of employee participants in pension plans may impact them just as much or more than low-return environments. Maybe employment won't be disrupted to that extreme here in Utah, but it will happen somewhere. And when it happens, it will be another big blow." **M**

ABOUT THE AUTHOR

Todd Hollingshead is a media relations manager in BYU's University Communications office. He lives in Springville, Utah, with his wife, Natalie; their four children; and a dog and a cat.



By Elder Kim B. Clark
Art by Jorge Cocco Santángelo

Becoming a Disciple- Leader

*For the past three years, Elder Kim B. Clark has developed and taught a course on leadership and the gospel of Jesus Christ, titled **Becoming a Disciple-Leader**. This article is based on that course. “Working with our remarkable BYU Marriott students brings me great joy,” Clark says. “I feel a deep love for them, and I have great hope that these students will become the Lord’s disciple-leaders. I have the same hope for those who read this article.”*





As Taylor Henderson entered the BYU Marriott MBA program, he looked forward to the experience but was uncertain what to expect. Now a 2022 MBA grad, Henderson points to the Becoming a Disciple-Leader class as fundamental to the growth he saw during his time in the program.

“Prior to returning to BYU for my MBA, my testimony was good but not great, my desire to be a disciple of Christ was fine but not fantastic, and my love for my Savior was strong but maybe not as solid and understood as it could or should have been,” Henderson says. “The class Becoming a Disciple-Leader became the focal point and foundation from which my transformative journey took root and will forever be grounded.”

Abide in Christ

We live in a day of great light and spiritual power. It is also a day of great darkness and spiritual peril. However, no matter what our situation may be, there is hope, joy, and peace in the Lord Jesus Christ. There is also divine guidance in the scriptures, the Holy Ghost, and the living prophets and apostles.

President Russell M. Nelson has invited us “to do better and be better”¹ and to “become even more valiant disciples of the Lord, standing up and speaking up for Him, wherever we are.”² I believe this is a call to become disciple-leaders.

I love the images that the Savior used when He taught about what it means to be a true disciple. Consider, for example, the image of a tree. The Savior said, “I am the vine, ye are the branches: He that abideth in me, and I in him, the same bringeth forth much fruit: for without me ye can do nothing.”³

The connection between the branch and the trunk begins at the cellular level as fibers grow out of the trunk, creating the wood of the branch.⁴ Like the branch, disciples of Christ abide in Christ and give their hearts to Him. They keep their covenants and open the spiritual channels through which His life-giving power and love flow into them.

Other imagery teaches a similar deep relationship: disciples of Christ dig deep⁵ and build their lives on a foundation of covenants;⁶ true disciples are yoked together⁷ with Jesus Christ in His work; through the Savior’s redeeming power, true disciples become His spiritual daughters and sons.⁸

Our relationship with the Savior can teach us how to become disciple-leaders through deep learning—learning of the whole soul, including the mind, heart, body, and eternal spirit. This deep learning has four elements:

1. Knowing in our minds
2. Understanding and feeling in our hearts
3. Learning to take effective, righteous action
4. Becoming more like Jesus Christ and our Heavenly Father

Through deep learning, students can achieve these outcomes in the Becoming a Disciple-Leader course:

- Demonstrate deep knowledge and heartfelt understanding of the doctrine of Jesus Christ, the fulness of His gospel, and the Father’s plan of salvation.
- Learn to implement effective, righteous action by living the principles of the gospel more powerfully in one’s own life.
- Establish a more firmly and deeply held identity as a disciple of Christ and a Christlike leader, becoming a disciple-leader in one’s work, family, and community as well as in the kingdom of God.

The outcomes underscore a key theme in the course: discipleship is leadership. True leadership is about making things better, and the principles of the gospel have power in leadership.

“I have learned much, both in class and through application outside of class, of what it really means to be a leader,” says Kim Whatcott, a 2022 MBA graduate. “One of the primary paradigm shifts I have had is that leadership is a process—one that involves everyone. Leadership is cocreation. Leadership is a relationship.

“This concept has also strengthened my relationship with God,” she continues. “We are a team. While He has greater experience, perspective, and understanding than I do, He wants me to be actively involved with Him.”



A Process of Action, Learning, and Change

So what exactly is leadership? I have spent a significant amount of time researching this concept, alongside my daughter Erin and my son Jonathan.

The definition that I use in the class comes from our research: Leadership is the work that mobilizes people in a process of action, learning, and change to improve long-term viability and vitality in three ways:

- **People** experience increased personal growth and meaning in their work and lives.
- **Purpose** is realized more effectively.
- **Productivity** is strengthened.⁹

In that context, leadership is creative work, and it is work that requires sustained physical, mental, and emotional effort. The work of leadership occurs in a process—a series of activities focused on a desired result. Leadership is not, in fact, a role nor is it a psychological state, although both may factor in the process. Leadership is a process that transforms lives.

Activities in the leadership process are designed to mobilize individuals to take appropriate action, learn from their experiences, and bring about change in their organizations that increase long-term viability and vitality. Both words are important. *Viability* means that the organization is capable of continued development and success. *Vitality* means that the organization is moving forward with vigor, with an animating spirit of purpose.

People, purpose, and productivity are the objectives of leadership that lead to long-term viability and vitality. Thus, leaders seek to help people thrive because it is the right thing to do. They pursue purpose that meets deep human needs and has value to the people in the organization. And they seek to create a flourishing organization that sustains growing productivity of all its resources: people, physical and financial resources, and intellectual property.¹⁰

This definition of leadership has profound implications for the people who seek to lead and for the organizations that desire to foster leadership. Three of those implications stand out:

- Leadership is personal.
- Leadership is a moral act.
- Leadership is pervasive.

Leadership Is Personal

Leaders always work with and through other people. The work of leadership is, therefore, personal both for the leader and for the people whom leaders seek to lead. That work has an immediate focus on action, learning, and change within a specific initiative or project, but leaders are also intent on helping people engage and thrive outside of the immediate focus.

In our class, we use a framework called LIVE to identify key drivers of thriving at work.¹¹ Those drivers include the following:

Love: People need to experience being loved and giving love. They need a deep sense of connection to self, others, and God.

Inspiration: People need to have experiences that animate and enliven their minds, their hearts, and their souls. They need to be inspired and to feel connected to purposes that transcend the routines of daily life.

Vitality: People need to experience emotional, physical, and mental health. They need to have energy of all kinds.

Expression: People need to create, to have voice, and to be engaged in using their talents and abilities to accomplish good work.

These drivers provide a guide for the actions leaders need to take to help people thrive. For example, leaders need to care about people, to know people well, and to guide, teach, and lift people. Leaders need to help people see the connection between their daily work and the higher purpose of the organization. They need to help people establish energy-creating balance by setting a good example. And they need to give people voice, room to create, and recognition for their work.

That kind of personal work can only be done when leaders build leadership relationships with people based on mutual



People need to have experiences that animate and enliven their minds, their hearts, and their souls. They need to be inspired and to feel connected to purposes that transcend the routines of daily life.

commitments of respect, trust, accountability, high standards, candor, and learning.

Many students in the course have seen the benefits of building genuine relationships with their teams. “A central theme that came up throughout our case discussions was a focus on people and a decision to love,” recalls Whatcott. “There are times, especially when there are pressures of deadlines and high performance, that I become very tactical. I’ve learned that taking time to build relationships and making efforts to love my team members often inspires them to contribute in ways I hadn’t expected, and the result is even better than I expected.

“That being said, loving people does not mean letting go of expectations,” she continues. “One semester I faced a situation when I had to be firm on a deadline with a team member. Because I had taken time earlier in the semester to get to know her and build a relationship with trust, I was able to hold her accountable out of love. I knew that if I kept making exceptions for her, she would fall behind. Instead of relaxing the standard, I felt prompted to ask how she could reach the deadline. This allowed for productive problem-solving and empowerment rather than me trying to rescue her.”

Once we see the importance of relationships, we also see the power of the gospel of Jesus Christ in helping us do the work of leadership wherever we live and work. It is a great blessing to recognize that the redeeming power of Jesus Christ can change our hearts, even our very

Darkness and Light

DARKNESS

- Arrogance
- Abuse
- Dishonesty
- Assault
- Corruption
- Mediocrity
- Cruelty
- Exploitation
- Harassment
- Waste of talent
- Waste of capital
- Fraud
- Alienation
- Discrimination
- Actions that damage brands, reputations, and lives

LIGHT

- Kindness and generosity
- Integrity
- Respect for dignity of others
- Personal meaning and growth
- Trust
- Connection with others
- Vibrant community
- Learning
- High standards of excellence
- Productive use of talent and capital
- Transparency
- Love
- Empathy
- Actions that strengthen brands, reputations, lives, and communities

natures. When we turn to Him, His love, light, and power can be in us, and we can build the kind of relationships that will help us do the personal work of leadership more effectively.

Our ability to build that kind of relationship comes in part from the profound effect the Savior has on our self-awareness. Self-awareness is crucial in leadership, especially as we work to build relationships of mutual respect, trust, and value. Leaders can gain tremendous insight when they regularly ask these key questions about themselves and the people with whom they work:¹²

- How do I feel about the people I lead? Are my relationships built on trust, respect, faith in their potential, and love?
- How do others experience me? Do they see me as someone who cares about them and inspires them with a vision of their potential?
- How do others feel about themselves when they are interacting with me? Do I lift and strengthen others?

All these questions address our self-awareness as a leader at deeper levels. This is deep learning about ourselves, and it is precisely what the Savior helps His disciples do. Through the redeeming power of Jesus Christ, we can become His disciple-leaders by becoming more like Him, ultimately allowing people to see and feel Him through us.

Leadership Is a Moral Act

Leaders hold the lives of people in their hands. Thus, leadership is always and everywhere a moral act. In order to do the work of leadership, leaders must generate organizational light and drive out organizational darkness.

Organizational darkness comes from behaviors, attitudes, and practices that diminish light, damage people, destroy value, and bring destruction great and small to lives, reputations, brands, assets, and organizations. Organizational darkness begins with arrogance and includes corruption, waste of talent, and discrimination, just to name a few.

On the other hand, organizational light is vastly different. It comes from behaviors, attitudes, and practices that lift people, enhance value, and create conditions for growth and increased strength in lives, reputations, assets, and the organization itself. The light list begins with kindness and generosity and includes respect, learning, love, and many other factors. These are actions that strengthen brands, reputations, lives, and communities. (See sidebar for other descriptors of both organizational darkness and light.)

Disciple-leaders generate light through what I call the cycle of virtue, a cycle that must live in people and in organizations. The cycle of virtue begins with *honor*, which includes a keen sense of what is morally right and just as well as a discerning of what is light and what is darkness. This honor informs and drives *moral discipline*, which generates light by doing what is right simply because it is right—even if it is hard. That moral discipline leads to *virtue* and a life of moral excellence, which reinforces and strengthens honor. And the cycle begins again.

A person does not arrive at a life of moral excellence all at once. This is a virtuous cycle that builds over a lifetime, both in individuals and in organizations. One of the truly life-changing blessings of the gospel is that we are not trapped by our past. Through the redeeming power of the Savior, we can be cleansed of sin, overcome weaknesses, and pursue lives of moral excellence with His help.

The plain and simple truth is that we as disciple-leaders can only generate organizational light and drive out organizational darkness if we choose to make divine light a central part of our lives and our identities. We must seek to generate organizational light because it is the right thing to do—even when it is hard.

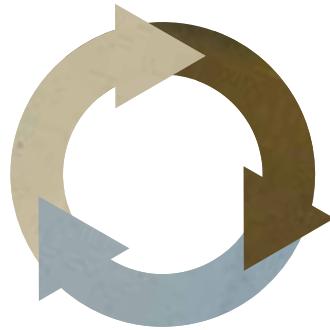
Leadership Is Pervasive

Our definition of leadership has a third implication: the work of leadership touches everything, occurs everywhere, and involves everyone. Everyone has the work of leadership to do in their spheres of responsibility and influence. Leadership is pervasive.

The Cycle of Virtue

HONOR INFORMS AND DRIVES

Honor is a keen sense of what is morally right and just, a discerning of what is light and what is darkness.



VIRTUE REINFORCES AND STRENGTHENS HONOR

Virtue consists of leading a life of mortal excellence.

MORAL DISCIPLINE YIELDS

Moral discipline generates light by doing what is right because it is right, even when it's hard to do so.

a large window cut into my office wall so everyone could see what was going on. I opened a Slack channel on which anyone in the company could ask any question and everyone could see my answer. This is what I said to the team: "Everyone on my team needs to be better than me in their area of responsibility. I won't micromanage. You need to make decisions, and you need to do that better than I would."

In his quest for pervasive leadership, Bernards moved to *initiate* a change in Purple's culture. He *mobilized* the people and *empowered* them to take action, learn, and change. Initiate, mobilize, empower—that is the leadership process. Bernards also led the development of values and guiding principles like "give people a voice; let customer data drive our priorities" that provided direction and fostered unity.

In the course, we see these ideas in action in a case on Sam Bernards, an adjunct professor in BYU Marriott's School of Accountancy who graduated from BYU with a degree in applied physics in 2001 and an MBA in 2006. In fall 2016, Bernards became the CEO of Purple, an online direct-to-consumer mattress company, at a difficult time early in the company's history.¹³ The Purple Mattress had been introduced with great success, but demand had outstripped the company's manufacturing capacity. Bernards was hired to bring new leadership to the family-run company, get a new manufacturing facility up and running, and build the organization Purple would need to be a major player in the market.

Bernards hit the ground running. He felt strongly that he needed to break down silos and build a team-oriented culture at Purple in which everyone felt empowered to take initiative to solve problems and move Purple forward. Bernards says of his approach to leadership, "I describe my leadership style as 'servant-leader.' I have little interest in the traditional, hierarchical leadership model. I want to flip the pyramid on its head in order to bring 'subordinates' closer to the consumer and to reduce obstacles in getting things done. However, I value accountability. . . . Accountability is how you treat your team, how you respect them, and how you love them."

A critical part of Bernards's work focused on empowering people all throughout the company to exercise leadership. In his approach to leadership, there were no second-class citizens at Purple; he wanted everyone to look for opportunities to improve and innovate, and he wanted everyone to have a voice. He took action to open up the company and get information flowing freely.

"It was a slow process, but I did it as fast as I could," he says. "I even changed my office to make it more open. I took out the big desk and did not have a computer in the office either. Instead, I lined the walls with whiteboards and filled the space with chairs so visitors would know it was a place of teamwork and brainstorming. I had

As a disciple-leader at Purple, Bernards was able to lead significant positive change. But it does not matter where disciple-leaders work—a family, a church, an organization, a community—or what role or position they may have. They can take initiative to do the work of leadership in their areas of responsibility and influence. In that work, the three questions of the disciple-leader are paramount every day:

1. What is my purpose? Keeping my eternal purpose in mind, what is my purpose in the organization and my purpose in my responsibilities today?
2. How can I lift and strengthen the people around me? Who needs support, encouragement, a listening ear, inspiration, or love today?
3. How can I add value? Where are opportunities for improvement or innovation? What can I do about them today?

If disciple-leaders ask these questions—especially if the questions become part of their prayers—answers, insights, and ideas will come. As they act on that inspiration, they will do the work of leadership, and leadership will become more pervasive in their lives and in their organizations.


Becoming a Disciple-Leader

As in all things, Jesus Christ is our great example and the source of the power in us. A talk given by President Spencer W. Kimball titled "Jesus: The Perfect Leader" provides a beautiful pattern for all who seek to become disciple-leaders: (1) lead with true principles and (2) lift and strengthen people.¹⁴

The Savior used many true principles in His leadership that provide important lessons for us: lead from the strength of eternal identity and purpose; live and teach the truth; set an example; be forthright; make reasonable but real demands; set high standards; be discerning without being controlling; and value autonomy and freedom.

One of the most important things the Savior did in His leadership was to lift and strengthen the people He led. The lessons for us are powerful: be with the people, engage with them, listen to them, and focus on their needs; be meek and lowly in heart; trust and motivate people with real work and real responsibility; love people and take time to look deeply into their hearts; and see people for who they can become and lift them with a vision of their potential.

Discipleship is leadership. The principles of the gospel are true, and true disciples of Jesus Christ live those principles in their lives and in their leadership. When they do, the Lord blesses them with His love, light, and power and helps them become more like Him. True disciples of Jesus Christ have the gift of the Holy Ghost, the spirit of revelation, spiritual gifts such as the abilities to discern and teach, and the pure love of Christ. They develop Christlike attributes that allow them to establish trust and connect with and lift other people. They know, live, and teach true principles that drive out darkness and bring light and power to the work of leadership.

Working to become a disciple-leader can be life-changing, says Henderson. “I can’t express enough the critical and eternal impact and influence that this class had on me and the blessing it has been for my wife and our three children. From our discussion about the whole armor of God, to the idea of serving on the frontier where the Lord works, to the witness from the Spirit regarding my identity and purpose, and finally to the tender experiences I’ve had reading scriptures and talks in preparation for class—all of these experiences have been moments that pruned and shaped me and my understanding of what it means to be a disciple-leader.” 

About the Author

Elder Kim B. Clark is the NAC Professor of Business at BYU Marriott and an emeritus general authority of The Church of Jesus Christ of Latter-day Saints. His prior roles include commissioner of the Church Educational System, president of BYU–Idaho, and dean of Harvard Business School. He received his BA, MA, and PhD in economics, all from Harvard University. He and his wife, Sue, are the parents of seven children.

Notes

1. Russell M. Nelson, “We Can Do Better and Be Better,” *Ensign*, May 2019.
2. Russell M. Nelson, “Go Forward in Faith,” *Ensign*, May 2020.
3. John 15:5.
4. For additional information about tree growth and branches and trunks, see “Tree Structure and Growth,” *Encyclopedia Britannica*, britannica.com/plant/tree/Tree-structure-and-growth.
5. See Luke 6:48.
6. For an extended discussion of this image and the role of covenants, see David A. Bednar, “Therefore They Hushed Their Fears,” *Ensign*, May 2015.
7. See Matthew 11:28–30.
8. See Mosiah 5:7.
9. This definition is taken from chapter 3 of Kim B. Clark, Erin E. Clark, and Jonathan R. Clark, *Pervasive Leadership* (forthcoming).
10. The objectives have an interactive relationship with viability and vitality. Purpose drives the work of the organization, including everything its people and its productive resources do. In turn, it is the work of those people and the productivity of those resources that create the long-term viability and vitality that allow the organization to achieve its purpose.
11. This framework was developed by Erin E. Clark; see chapter 4 of Clark et al., *Pervasive Leadership*.
12. I am indebted to Thomas J. DeLong for these questions. Please see Thomas J. DeLong, *Teaching by Heart: One Professor’s Journey to Inspire* (Boston: HBR Press, 2019), 85.
13. The quotes in this section are taken from Kim B. Clark and Sarah Eyring, “Sam Bernards: A Career in Building Businesses,” *Harvard Business Publishing*, Case # 3922301, October 2021.
14. Spencer W. Kimball, “Jesus: The Perfect Leader,” *Ensign*, August 1979.



Surrounded by Data

AS THE BUSINESS WORLD BECOMES INCREASINGLY DATA DRIVEN, professors in the MBA program at BYU Marriott want their students to graduate equipped with skills that will set them apart from their colleagues and give them a competitive edge in the workforce. MBA 560: Business Analytics is designed to do just that by providing students with the knowledge, skills, and vocabulary they need to flourish in the modern work environment.

“The world of business is becoming increasingly quantitative,” says Jeff Dotson, a marketing professor who teaches the course. “Our ability to collect, archive, and store data has created an enormous demand for managers who are skilled in data-driven decision making.

“At a minimum, MBA 560 helps students develop data literacy,” he continues. “For many students, the class also ignites a passion for analytics that can become a key differentiator in the students’ careers.”

The MBA 560: Business Analytics course is divided into five units:

- Unit 1 introduces students to foundational topics in business analytics.
- Unit 2 discusses development and analysis for surveys.
- Unit 3 covers data visualization, key performance indicators, and hypothesis testing.
- Unit 4 introduces machine-learning techniques for structured data.
- Unit 5 covers unsupervised machine learning techniques.

The course concludes with a discussion of the potential limitations, ethical concerns, and future of artificial intelligence.

For some students, the course material is completely new; for others, the class builds upon already existing skills and makes analytics easier to understand. “I always thought my weakness was analytics,” says Cedric Huntington, a second-year MBA student. “Through this class, I discovered I’m more analytical than I thought—I just needed some guidance on application.

The MBA 560: Business Analytics class provides students with the knowledge, skills, and vocabulary they need to flourish in the modern work environment.

INSIDE *the* CLASSROOM



MBA 560 is an interactive course that helped with the application aspect.”

Each unit offers students multiple opportunities to break into groups and enjoy hands-on opportunities to work with different types of software. Dotson wants to ensure the course not only gives students necessary knowledge but also provides real experiences working with data.

“Jeff makes the concepts in the class tangible. We worked in data all the time,” says second-year MBA student Judy Newman. “The key to data is asking questions about what’s important and what’s not. This course helped us learn how to answer those questions and then collect the data.”

One of the most important class projects involves teams of students partnering with different companies to develop business analytics case studies. Throughout the project,

students must identify three things: the motivation for the company’s data analytics project, the company’s actions during the project, and the outcome of the project.

Students also have opportunities to apply skills they develop in MBA 560 during internships between their first and second years in the program. “Many of our students’ summer internships involve some element of data analysis,” says Dotson. “The skills students gain in MBA 560 help guide them through the framing, execution, and presentation of these projects.”

However, the goal of the business analytics course extends far beyond a single internship; ultimately, the class aims to provide students with valuable skills that will elevate them throughout the course of their careers.

—SARAH CALVERT

“For many students, the class also ignites a passion for analytics that can become a key differentiator in the students’ careers.”





BRADLEY SLADE

IN AWLE

THE ASTONISHING GOODNESS OF GOD



ADDRESS *by* JOHN B. BINGHAM

My wife, Amy, loves new experiences. In 2017 she convinced our family that we needed to travel five hours from Provo to eastern Idaho to see the full solar eclipse in person. We got organized and took off driving to the nearest zone of totality—the ideal place to observe a solar eclipse. We drove in bumper-to-bumper traffic along what are usually empty roads. We found what I am sure was the last parking spot in all of Idaho and then herded the kids past revelers who looked like they had been camped there for days or weeks. All I could think was, “Is this really worth it? We could have watched this online!”

We found a place to sit and squinted through our overpriced cardboard glasses as the partial eclipse began. Initially, I have to admit that I was pretty underwhelmed. But I watched and waited.

Suddenly the light around us began to change rapidly. The birds stopped chirping. The temperature dropped. The laughter, music, and talking all around us quieted. “It’s happening!” people started to say out loud. The darkness deepened. We took off our cardboard glasses and stared upward, looking directly at the sun that was not there.

It is hard to describe what we saw. Even the most detailed pictures do not do it justice. What is more difficult to express is how I felt. I got goosebumps and found myself getting choked up. I stood there in the quiet darkness with my wife, my kids, and hundreds of onlookers—our eyes fixed on the sky—and marveled in awe at this remarkable heavenly expression. For 1 minute and 45 seconds we stared in silent, reverent wonder.

I experienced something during this eclipse experience that I did not anticipate: a spiritual surprise, an unexpected connection to the divine.

The mood of the crowd was different as we walked quietly back toward the car. A couple stopped us and asked, “What did you think?” The woman’s eyes were still wet with tears. “Wasn’t it awesome?” she asked.

Divine Awe

Awesome. We use that word a lot these days.

We use it to describe the taste of food: “That sandwich was awesome!”

We use it to acknowledge a gift or an act of service: “Hey, I got you that book; I’ll drop it by your apartment later tonight.” “Awesome!”

We use it to affirm that we are willing to do something: “Do you want to go to the devotional with me?” “Yeah, awesome!”

Some people think everything is awesome!

Although we may overuse the word *awesome* and the way we use it in everyday talk may take away from its true meaning, the root of the word *awesome*—*awe*—is actually quite inspiring.

Today I am going to define *awe* as profound reverence, a personal and unexpected reaction to seeing God at work. It is seeing or

witnessing something inspiring and feeling the Spirit touch our hearts to confirm truth, expand knowledge, or reaffirm heavenly love. It is the divine surprise that I felt for those 105 seconds as we stood in the zone of totality of the solar eclipse.

Do you remember feeling a bit of God’s magnificence when perhaps you did not expect it?

Maybe when you experienced a piece of heart-stopping art.

Maybe when you looked into a microscope or a telescope and saw new worlds.

Maybe when you came to a critical point in a breathtaking piece of music.

Maybe when you finally grasped a complex idea with a flash of understanding.

These moments of surprise are manifestations of Heavenly Father’s love for us, His



ALEXANDER POSSINGHAM (UNSPLOSH)

children. They are ways that God both connects with and nourishes us. Today I would like to help us find, recognize, and cherish awe in our lives, particularly when we are in a spiritual eclipse. I want us to come away from our time together ready to more regularly embrace the astonishing goodness that God offers us.

Experiences with awe change us. They cause us to ask questions and move us to learn. Awe is full of paradoxes. It invokes vastness and makes us feel small—we are nothing compared to God. At the same time, awe makes us feel God's power and love—we mean everything to God.

Maybe it's been a long time since you have felt awe or have felt God in your life. Life's busyness—combined with discouragement, depression, anxiety, isolation, grief, and a

emphasis in finance and marketing. Later, I worked in business development for a technology startup.

Then things changed. In 2000, when the growth of all my business ventures was peaking, I began having impressions that I should return to school, complete a PhD, and, of all things, become a professor. I didn't know anything about being a professor. But the impressions became clearer when I heard a talk by President Gordon B. Hinckley in which he counseled listeners to "get all of the education you can."¹ In 2001, without really knowing what I was getting myself into, I left the technology company and the two startups I had cofounded. Amy and I packed up our things in a moving truck and drove south, away from our families in Utah, to College Station, Texas.

☾ **MAYBE YOU'RE IN A STATE OF SPIRITUAL ECLIPSE, WHERE EVERYTHING IS DARK AND AWE IS ABSENT. WHAT CAN WE DO WHEN GOD FEELS DISTANT, EVEN WHEN WE DESPERATELY NEED HIM?**

host of other factors—can make it difficult to experience or to remember when you have felt awe. At times it can be hard to believe that you'll ever experience something remarkable again.

During the solar eclipse, my moment of awe came after five hours of driving. Let me tell you about another experience with awe that was five years in the making and that came only after an eclipse of light and hope.

Distanced from Awe

In the late 1990s, my 20-something self was all about pursuing my passions. After I had returned home from my mission in Paraguay, a study abroad in Mexico led me to change my major from biology to Spanish. A mentor and I started two companies in the outdoor recreation industry. So naturally, when the time came to pursue a master's degree, I chose parks, recreation, and tourism with an

I started classes and quickly became overwhelmed. I questioned if I had made a mistake. I was surrounded by people who seemed much smarter and more capable than I was. I worried that someone was going to figure out that I didn't deserve to be there.

I lay awake, night after night, contemplating how I would get out and how it all would end. I met with a counselor and tried medication to help. I prayed for answers, but none seemed to come. What was I to do?

Perhaps some of you can relate to feeling such despair. Maybe you're in a state of spiritual eclipse, where everything is dark and awe is absent. What can we do when God feels distant, even when we desperately need Him? I want to share three actions that have helped me when I have longed to feel a spiritual connection. I hope they will help you too.

1. Act so that we can believe.

Not believe then act. Not act as if we believe. But *act* so that we *can* believe.

For some people, believing is simple. Their beliefs and actions are so intertwined that they don't really see a difference. But for others of us—especially those of us who are trekking through our own wilderness or feeling estranged from God—acting takes every bit of faith we have.

In Texas, when everything seemed so hopeless to me, I dragged myself to sacrament meetings, fulfilled my callings, and kept praying for help—even though the heavens seemed closed. Those actions kept me in good places in the orbit of good people. They were my way of being faithful even though my path to future success felt tenuous. Rather than focusing on outcomes, which I mostly could not control, I spent time on inputs—the things I could control.

In Liberty Jail, at the height of the persecution of the early Church and in his own deep despair, Joseph Smith began to wonder if God would ever again intervene to succor the Saints. The Lord reminded the prophet, "Let us cheerfully do all things that lie in our power; and then may we stand still, with the utmost assurance, to see the salvation of God, and for his arm to be revealed."²

What is within your power right now? If you want to believe—in God, in the gospel, or in your future—act first, and then see what gets revealed.

2. Recognize, remember, and record.

To his followers, Alma said, "If ye have experienced a change of heart, and if ye have felt to sing the song of redeeming love, I would ask, can ye feel so now?"³ Some of us might answer with a resounding yes! But many of us who have felt inspiration previously—maybe during childhood, adolescence, or a mission—struggle to feel it now. This is normal! Spiritual feelings come and go throughout our lives, just as light does throughout a year.

Remembering fortifies us. We can more fully appreciate times when God has spoken peace to us if we cast our minds back and recall those specific occasions when the Lord has spoken peace to our minds, as He did with Oliver Cowdery.⁴ Recognizing that God has made Himself known to us in the

DOCUMENTING THE LORD'S HAND IN YOUR LIFE CHANGES YOU; IT MAKES YOU MORE AWARE OF AND RECEPTIVE TO THE REALITY THAT HE DELIGHTS IN MAKING HIMSELF KNOWN TO YOU.



past gives us confidence that He will again in the future.

What might happen if we took a few more minutes each day to recognize, remember, and record when we have heard God's voice in our lives—the way President Nelson has invited us to do?⁵ In the zone of totality we can't see the sun, but that does not change the fact that the sun is there. I know God is there. Always—even when we can't see or feel the light of His love.

Documenting the Lord's hand in your life changes you; it makes you more aware of and receptive to the reality that He delights in making Himself known to you.

What can you do to consistently recognize, remember, and record God's goodness in your life?

It struck me hard when President Hinckley said to “get all of the education you can.” But the feeling dissipated over the years. During those dark and difficult times in my doctoral program, even when I couldn't feel or see God's influence in my life, I reflected on that memory. And that memory gave me hope to keep going.

3. *Seek thin places.*

Being in certain settings can also help us see glimpses of God's goodness. Drawing from an old Celtic expression, Sister Virginia H. Pearce, former counselor in the Young Women General Presidency, suggested that some environments are “thin places”: “A thin place is where, for a moment, the spiritual world and the natural world intersect” and “where we experience a deep sense of God's presence in our everyday world.”⁶ Finding these places helps us hear the Lord and experience the surprising and personal insights He desires to share with us through the Spirit.

These thin places are going to be different for each person, and finding them involves

being intentional about where you are and observant about what's happening when you're there.

For some, a situation or activity rather than a particular place is the doorway to awe. For me, riding my bike or hiking early in the morning, whether I am on slickrock or among pine needles, are activities that can put me in touch with the divine. Talking with good friends or being with family members also can be sacred situations.

The Lord counseled the early Saints, “Stand ye in holy places.”⁷ This guidance is as much about where our heart is as it is about where our feet are. Preparing the state of our heart when we enter thin places helps us be ready to experience divine surprises of awe where we see how God's will can complement our own.

Where can you find thin places and activities that inspire you? Can you make a simple plan to go there this week?

Divine Surprise

The actions I have shared—acting, remembering, and seeking thin places—were important choices that I began to practice during my PhD program, even on the days when I felt numb to the Spirit and had a difficult time remembering what hopefulness felt like. But slowly, as I practiced these actions, things began to change. The awe returned and darkness began to give way to more light. I studied until my brain hurt, and I got better at understanding the material. My grades improved, and I started to realize that I was capable of doing the work.

With one assurance after another, the Lord nudged me to continue on. I began to notice Him in the simple details of my everyday life, in things I had previously taken for granted or been unable to enjoy. All of these small miracles had been there from the

beginning of my journey, but I hadn't been able to notice them.

I finished my PhD program, and nearly five years after beginning our adventure in Texas, I stood as a faculty member in front of my first class of students here at BYU—something I could never have imagined during that first semester of my doctoral program. After a student said an opening prayer, I had a distinct impression—a realization—that Heavenly Father had brought me to where I was. It was He who had made all of this happen as I gave my best efforts. This was truly a divine surprise.

Embracing Zones of Totality

With God, something surprising is always in the making. The awe can come at a moment of peak joy, after toiling for years, or even in a dark moment of loss. We often see the value of our experiences more clearly with the benefit of hindsight.

Even when we have come out on the other side of those journeys, the difficulties don't end! Many of our greatest trials often come as we strive to develop greater spiritual capacity. This is good news. Our most awesome blessings come through our greatest challenges—some of which we choose, some of which just happen, and some of which are forced upon us.

Let's return to my experience at the solar eclipse. When my wife, Amy, decided to go see the eclipse and took us all with her, she put our whole family in the zone of totality. We were in a situation in which we had the potential to experience something unique. I'd like to suggest that when we are in these zones of totality, we can exercise trust that we will feel love, connection, and awe as we wait patiently to see the Lord's hand revealed. The sun will shine again, and you will feel it in a totally new way.



God loves you and desires you to know Him. You are deserving of His love because of who you are. You qualify for His influence in your life because you are His child. He thinks you're awesome! And because of this, you are deserving of wonder and awe—no strings attached.

"I Stand All Amazed"

The next time you use the word *awesome*, will you consider the personal and unexpected ways that God is at work in *your* life? And when you find yourself in a spiritual eclipse, watch and wait. Keep acting. Keep remembering. Keep seeking thin places. God is with us in the darkness and in the light.

Let me conclude with the greatest divine surprise of all. Our Father sent His Son, Jesus Christ, so that we might return to live with our heavenly parents eternally. Think back to the musical number, "I Stand All Amazed," that David Kime played so beautifully at the beginning of this devotional.

What fills me with profound awe is that our Brother Jesus Christ would be willing to "descend from his throne divine"⁸ to suffer, bleed, and die to rescue rebellious souls like me and you. His sacrifice is "sufficient . . . to redeem, and to justify"⁹ *all* of humanity, and at the same time He succors you and me personally. That is truly awesome!

It is our Savior's willingness to accompany each of us in our sorrows, our pains, and our infirmities that allows us to experience the astonishing goodness that our loving Heavenly Father earnestly offers to each of us. "Oh, it is wonderful that he should care for me enough to die for me! Oh, it is wonderful, wonderful to me!"¹⁰ **M**

Notes

1. Gordon B. Hinckley, "Converts and Young Men," *Ensign*, May 1997; see also Hinckley, "Inspirational Thoughts," *Ensign*, June 1999.
2. Doctrine & Covenants 123:17.
3. Alma 5:26.
4. See Doctrine & Covenants 6:22–23.
5. See Russell M. Nelson, "Hear Him," *Ensign*, May 2020.
6. Virginia H. Pearce, "Thin Places," BYU Women's Conference address, May 1, 2014.
7. Doctrine & Covenants 87:8; see also Doctrine & Covenants 45:32; 101:22.
8. "I Stand All Amazed," *Hymns*, 2002, no. 193.
9. "I Stand All Amazed."
10. "I Stand All Amazed."

This speech is adapted from a BYU devotional given August 3, 2021, by John B. Bingham, an associate dean at BYU Marriott.

Look Who's Talking

In 1822, linguist Jean-François Champollion translated portions of the inscription on the Rosetta Stone, a slab covered with hieroglyphics, characters, and Greek. His work helped decode an inaccessible language and popularize ancient Egyptian culture. Today translation continues to be essential for cross-cultural interaction.



4 duolingo

THE NUMBER OF LANGUAGES OFFERED BY EDUCATION APP DUOLINGO.

Duolingo and other language-learning applications help users learn new languages—from Arabic to the fictional Klingon—from their phones. Duolingo leads the pack: in 2021, the app recorded 9.6 million daily users around the world.

Sources: [statista.com/statistics/1248025/duolingo-dau-worldwide](https://www.statista.com/statistics/1248025/duolingo-dau-worldwide) and [duolingo.com](https://www.duolingo.com)

\$62.6 BILLION

THE VALUE OF THE GLOBAL LANGUAGE SERVICES MARKET IN 2021.

The language services market involves translation, education, and other components. It often supports governmental agencies as well as the healthcare, technology, and finance industries. The market has been growing rapidly in recent years, doubling in size between 2009 and 2019.

Sources: [prnewswire.com/news-releases/global-language-services-market-2022-to-2027---industry-trends-share-size-growth-opportunity-and-forecasts-301496027](https://www.prnewswire.com/news-releases/global-language-services-market-2022-to-2027---industry-trends-share-size-growth-opportunity-and-forecasts-301496027) and [statista.com/statistics/257656/size-of-the-global-language-services-market](https://www.statista.com/statistics/257656/size-of-the-global-language-services-market)





THE AVERAGE NUMBER OF LANGUAGES INTO WHICH A COMPANY TRANSLATES ITS CONTENT.

The average company has footprints in seven international markets. As companies continue expanding to new markets and the demand for translation services increases, forecasts predict the language services market will grow at a rate of 5.8 percent in the next five years.

Sources: [languagedepartment.com/blog/top-20-most-important-stats-for-businesses-using-translation](https://www.languagedepartment.com/blog/top-20-most-important-stats-for-businesses-using-translation) and [advancemarketanalytics.com/reports/9881-global-language-services-market-2](https://www.advancemarketanalytics.com/reports/9881-global-language-services-market-2)



BYU'S RANKING FOR NUMBER OF GRADUATES WITH FOREIGN-LANGUAGE DEGREES.

Offering courses on upwards of 90 languages, BYU produces more foreign-language graduates than almost any other university in the nation. BYU Marriott's Whitmore Global Business Center helps students increase their marketability by offering 11 business language courses.

Sources: [chronicle.com/article/which-colleges-grant-the-most-bachelors-degrees-in-foreign-languages](https://www.chronicle.com/article/which-colleges-grant-the-most-bachelors-degrees-in-foreign-languages) and catalog.byu.edu/humanities/center-language-studies and marriott.byu.edu/gbc/academics/courses

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THE PERCENTAGE OF CONSUMERS WHO PREFER TO MAKE ONLINE PURCHASES FROM SITES WRITTEN IN THEIR NATIVE LANGUAGES.

The majority of online shoppers prioritize spending on products whose marketing and retailing materials are written in their own languages. What's more, 40 percent of customers have said that they will not buy from sites with content in other languages.

Source: [csa-research.com/blogs-events/csa-in-the-media/press-releases/consumers-prefer-their-own-language](https://www.csa-research.com/blogs-events/csa-in-the-media/press-releases/consumers-prefer-their-own-language)

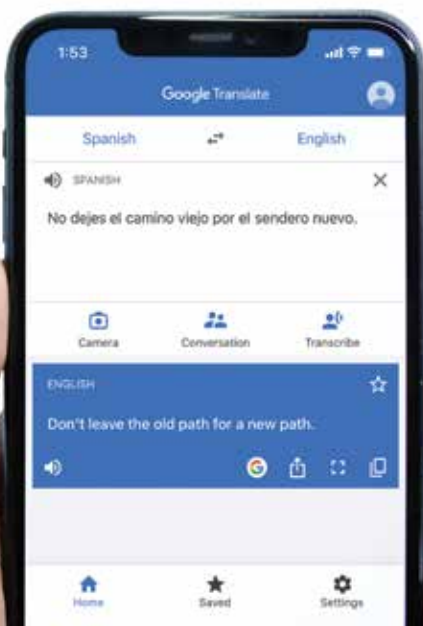


500 million +

THE NUMBER OF PEOPLE WHO USE GOOGLE TRANSLATE.

On Google Translate's 10-year anniversary in 2016, the company announced that the site translates more than 100 billion words a day and that 92 percent of translations originated outside the United States. Today the site offers translation services in more than 130 languages.

Source: blog.google/products/translate/ten-years-of-google-translate



Written by
Brittany Rogers

Illustrations by
Antonio Sortino

SCREEN CLEANING

*A purposeful approach to
using your screen wisely*



IF YOU WANT TO KNOW HOW THE PORTABLE SCREEN AFFECTS LIFE IN AMERICA, try people watching at restaurants. That's just what BYU family life professor Sarah Coyne did in her latest study—observe couples eating out. And what did she observe? A whole lotta *phubbing* (the new portmanteau combining *phone* and *snubbing*). You've witnessed it—people simultaneously alone together, absorbed in glowing screens.

“We tend to think this is a young-person problem,” says Coyne. “But, oh, my gosh, 60-year-olds use their phones constantly on dates!” In fact, Coyne found no difference in screen use by age. And, as one might expect, the higher the phone use, the worse the couples fared in measures of connectedness and communication.



A phub is among the more benign costs of a tech-laden world; the escalating use of smartphones and their ilk (tablets, video games—everything that falls in the “screen” sink) has been linked to all sorts of negative outcomes, including loneliness, anxiety, depression, poor sleep, and obesity. The devices are also a conduit of too many societal plagues, from sexting to cyberbullying to pornography.

You don’t even have to be using your device for it to affect you. Research shows the mere presence of a mobile device diminishes your face-to-face interactions¹ and reduces cognitive performance.²

“A lot of people say, ‘Hey, we just need to put the phones down,’” says Coyne. And yet, after two decades of studying screen time and publishing in top journals, Coyne admits that the solution is more complicated than that.

Why? Because there’s good screen use—and then there’s the bad and the ugly.

Now, 15 years after the iPhone debuted and people started carrying pocket computers, Coyne and other experts share how our screen time is impacting us, why we should curb our use, and how we can better control our time on device. Spoiler alert: some BYU findings may surprise you.

THE ALL-YOU-CAN-SCREEN BUFFET

In its “State of Mobile 2022” report, analytics firm Data.ai (formerly App Annie), found that adults spent an average of 4.8 hours a day on a mobile device in 2021. That’s practically one-third of one’s waking hours—and that doesn’t even account for television or screen time at work.

Research shows that we check our mobiles within minutes of waking (71 percent of us, per Reviews.org). We take them to the toilet (74 percent, says *PC Magazine*). And we’re still looking at them while driving (on nearly 9 out of 10 drives, says *Wired*)—at the expense of lives.

“I study human judgment and decision making, and I’m especially interested in the things we do badly,” says Adam Alter, New York University professor of marketing and author of *Irresistible: The Rise of Addictive Technology and the Business of Keeping Us Hooked*. “If a huge percentage of the population today feels tethered to their devices in a way they don’t want to be, there’s something wrong.”

If you haven’t yet, download a time-tracking app, he advises. Most people are shocked by what they find; we routinely underestimate our use *by half*.

Stopping cues were once part of standard media consumption: games, newspapers, shows—they all had an ending. The pause was built in. Stopping cues are now nonexistent. Streaming services autoplay the next episode of the show we’re watching, and Pinterest, TikTok, and YouTube dish up their next offering as well—it’s all bottomless.

One of Alter’s primary concerns? The mountains of data captured with our every click, allowing platform designers to zero in on what sticks. Today’s Facebook, he says, is “a sort of weaponized version” embedded with countless hooks to fuel engagement.

“The levers of addiction are very well documented and known and manipulated by developers,” says BYU Marriott associate professor of information systems James Gaskin, a game developer himself. “Developers know if they design certain features into the game, you’re more likely to keep playing—even if you lose. And they know how to make you want to share the game with others.”

Take Candy Crush. Countless outlets have traced its addictive tactics, and there are still more than 250 million people playing monthly. And middle-aged women—the game’s target audience—now outnumber teenage boys as gamers, according to the Entertainment Software Association.

Games, TikTok, Instagram, Twitter—they Hoover up time. Our discretionary time, Alter argues in his April 2017 TED talk, is “where our humanity lives”—it’s the time for hobbies and close relationships and likely our most meaningful moments. And now, he says, “there’s only a very small sliver of that time that we’re not in front of some sort of screen.”

ADDICTION IS REAL

Everyone has a drug of choice online, says Stanford psychiatrist and professor Anna Lembke, whose 2021 book *Dopamine Nation* calls the smartphone “the modern-day hypodermic needle.” No one can tolerate an empty second alone with their thoughts; we’re “forever interrupting ourselves,” says Lembke, with a swipe, a video, a like. Everyone’s searching for the next digital hit, she notes.

“It comes back to this: are you using your screens to actively engage to make life better or as a sedative to get through time?”

If the language of addiction sounds hyperbolic, consider this: media addiction is Coyne’s biggest fear, “apart from someone contacting my child online and sexting,” she says. “Media addiction is a scary one.” The addiction is assessed, she says, using the same nine criteria used for substance addiction. The big three criteria are withdrawal, fixation, and tolerance—needing more and more to cope. “Everyone,” Coyne adds, “uses their screens to cope somewhat.”

Coyne says just a small proportion of users, 5 to 10 percent, develop a full-blown addiction; Lembke, for her part, says there’s been an “explosion of minor addictions.” Who’s affected? It boils down to “differential susceptibility,” says Coyne, and she can’t emphasize this enough. It’s why, when she’s asked for the umpteenth time at what age she recommends giving kids their first phone, her answer is always the same: it totally depends on the child.

“Media,” she doubles down, “impacts everyone differently.”

Nothing makes this clearer than her most monumental—and surprising—paper to date, published in *Computers in Human Behavior* in March 2020. In an eight-year longitudinal study, the longest of its kind, Coyne and four of her colleagues followed 500 adolescents, examining the link between depression and anxiety and the time spent using social media. Surely, the researchers hypothesized, as teens increased or decreased their use, measures of anxiety and depression would follow in step.

Not the case.

Two teens could pass the same number of hours—and hours—online with vastly different outcomes. Time on the device was irrelevant. It’s not how much we use our phones, says Coyne—it’s how.

SCREEN TIME WELL SPENT

It makes sense that not all screen time is created equal: watching a two-hour documentary is vastly different from spending two hours on TikTok. So what kind of use is most concerning?

Excessive video games, especially violent ones, says Coyne. And social media is a double-edged sword. A recent study, says Coyne, shows that social media had no effect on self-esteem for 88 percent of users—and for 4 percent, it improved self-esteem. But for 8 percent, social media was crushing.³

Your mood prior to jumping on can portend what toll social media will take, some of Gaskin's latest research indicates. He's done several studies looking specifically at the link between depression, comparison, and envy. Aimless browsing is another pitfall. Combine the two—aimlessness and feeling in a funk—says Gaskin, and you have “the recipe for a death spiral.”

But even those who report high life satisfaction are not insulated. One of Gaskin's studies, published in the *Journal of Social and Clinical Psychology* in March 2019, showed that those with the highest life satisfaction actually experience the most envy when passively using social media—*passive* being the key word. “It comes back to this: are you using your screens to actively engage to make life better or as a sedative to get through time?” he asks.

Gaskin suggests breaking your screen time into two columns: active and passive.

Active use is better, say the experts. It's intentional. “You go online with a purpose,” says Gaskin. This includes all the things that make the phone a kind of digital Swiss army knife: it's a map, a camera, a boarding pass, a wallet, a newspaper.

Active use is also net positive. By actively commenting, sharing, and connecting on social media—and not just lurking—one reaps the benefits of connection. Playing video games can likewise fall in the active category, “particularly when those games

are played socially, with others immediately in the room, or in a synchronous manner,” says Gaskin.

Passive use, in contrast, is the watching-from-the-sidelines stuff. It's bingeing Netflix or Hulu along with mindless scrolling and compulsive gaming.

However, with that in mind, screen time doesn't have to be all work and no play. Perhaps there's scheduled time for recreational smartphone use or pockets of time in waiting rooms. “You just don't want it to be the thing you reach for mindlessly every time,” Gaskin observes. “Just like every time you walk through the kitchen, you don't want to be grabbing junk out of the refrigerator.”

YouTube, it turns out, is Gaskin's personal vice and virtue. He runs a YouTube channel dedicated to multivariate-statistics explainer videos, with a following more than 34,000 strong. It's an example of what he calls one of the best uses of technology: education. But YouTube is also his kryptonite, where he can squander time away. “If I find myself wasting time on YouTube, I will actually say out loud, ‘I'm doomscrolling,’” he says, “if only to be accountable to the air around me.”

“Screens should be here to improve life rather than to get through life,” he states. “If you're using screens to escape, that's probably not good.”

A PLEA TO PARENTS

Digital natives (generally defined as millennials and younger) are not just growing up in a media-saturated world, says Coyne—they are being raised by distracted parents. Much of her research explores “technoference,” or how technology gets in the way of our relationships—from old married couples to infants, who these days are held by parents with phones in hand. And Coyne's latest finding is a gut check.

In a national study, she found parents' total time on device is affecting their teens. In fact, parental device use actually predicted teen mental health. “We ran the data all sorts of ways,” says Coyne, “and that was a consistent finding that kept coming out.

“Instead of focusing so much on telling your kid to put the phone down, notice your own habits and work on the relationship,” she continues. “That's going to have such a better impact on your child's mental health.”





Coyne is now turning her lens to children under five to see if heightened media use at such a young age predisposes them to addiction; the American Society of Pediatrics calls for no screen time before age two and no more than one hour a day up to age five. Pacifying a toddler with a smartphone is a bad idea, Coyne's recent work shows—it stunts their emotional regulation. Especially troubling are the “brain-acid videos,” as Gaskin calls them, that young children devour on loop and parents employ as a babysitter.

BYU associate professor of sociology Benjamin Gibbs studies how social class influences child development, and without question, he says, there's more technology use among disadvantaged kids, whose families have fewer resources for things such as childcare or extracurricular activities and use screens to fill the void.

And it could be a double deficit. “In the next couple years,” predicts Gibbs, “there will be a sobering divide. The worst parts of technology will harm the disadvantaged kids more than the advantaged kids, and the best parts of technology will help the advantaged kids more than hurt them.”

It's a catch-22. While kids need boundaries to avoid the worst kinds of screen attachments, they also need tech know-how to live in an increasingly digital marketplace, says Gibbs. “What we view as a nuisance and burden on kids is also skill development.”

There are bright spots, amid all the hand-wringing. For one, the rising generation's

social skills are still intact, according to research by Gibbs and Douglas Downey, a sociology professor at The Ohio State University, which was published in the *American Journal of Sociology* in 2020. “We didn't see any evidence that social skills have declined,” says Gibbs. “The fact that we found that was just baffling.”

It's an example, he says, of how we may overestimate the negative while underestimating the positive. Similar alarms have sounded throughout history with each technological shift—even the advent of the written word shook Socrates. The concern? That working memory would go down the tubes when everyone had notes.

“It's not hard to imagine new technologies making us worse,” continues Gibbs. “But there are some beautiful things about these technologies. If we appropriate them for the best kind of uses, the world becomes more connected, better. It just takes work—real

“What we view as a nuisance and burden on kids is also skill development.”

community effort—to make sure these technologies are helping rather than harming.”

NEW NORMS—AND TECH—AHEAD

That said, Gaskin does admit that he's “hoping screens just go away.”

He's not talking about reverting to a less tech-dependent existence; he's talking about a near future that promises contact-lens computers. The screen will no longer be held or stationed in front of you; instead, you'll actually wear it on your eyeball. And further down the line? Brain-machine interfaces, says Gaskin. You will just “Google something with your mind.”

Gaskin himself researches “wearables” and augmented reality—tech that gives surgeons three-dimensional holograms to reference while they work or virtually takes history classes to the actual colosseum.

Suffice it to say, Gaskin is a technology glass-half-full kind of guy. If we can get out of the digital quicksand that bogs us down, he maintains, the possibilities to “use technology to make life better for others” are endless.

Take the regular workday. Gaskin has published ideas on how to gamify stifling work, such as call-center jobs, through redesigned user interfaces that make it seem like time is passing faster. “That could make life better for a lot of employees,” he says.

It's important, he says, to remember that technology is a blessing. “I can reach my daughter right now—instantly,” he notes. “And I can do genealogy in the grocery line.”

As for technology's ills, there's been a reckoning, says Gaskin. In the last five years or so, the idea of “ethical technology” has taken root. “The model for developers, up through 2015, was, ‘How do we maximize time and money spent on apps?’” says Gaskin. But a handful of startup founders, former social media execs, and Google designers have cried foul and rallied for change, founding time-tracking apps and organizations, such as the new nonprofit Center for Humane Technology. The center's 2020 documentary, *The Social Dilemma*, has been viewed by millions on Netflix.

It's no panacea, but it's a start.

“Public outcry creates new norms,” says Gibbs, who says that norms—the spoken and unspoken rules we typically live by—always lag behind new technologies. “I don't think the moral panic we've seen around

screens is unjustified; it's just doing what societies do with new technologies, which is to get really concerned really quickly and enact new oversight."

Industry may not set boundaries without external forces, but perhaps, posits Alter, there's a competitive edge to be found in making the 2.0 version of tech that helps consumers moderate their use (à la Gabb phone).

There's also a nationwide conversation now surrounding how social media algorithms fuel salacious or fake news. "Social media is the last place reliable information gets disseminated but the first place that most people go," says Gibbs. Law and policymakers are starting to listen.

It's tempting to "hyper focus on the technology," but perhaps more of the focus should rest on why these new technologies are so important to us, suggests Gibbs. At the end of the day, "they're an exploitation of our longing for connectedness."

CONNECTIONS IRL

"Generation Lonely: 10,000 Followers and No Friends"

That's the title of the presentation BYU psychology and neuroscience professor Julianne Holt-Lunstad gave together with Dawn Fallik, professor at the University of Delaware, at the 2019 South by Southwest

Conference and Festivals—twice, because the first session was standing room only.

Holt-Lunstad is a world-renowned expert on social connection; her research shows lacking social connection can be as bad for you as smoking 15 cigarettes a day. And frighteningly, she says Americans are in a loneliness crisis, with young adults perhaps facing the greatest risk (more than 70 percent of entry-level workers, per a 2020 report "Loneliness in the Workplace" from Cigna).

Undeniably, says Holt-Lunstad, "tech plays a role."

Think about the COVID-19 pandemic. "I think every one of us has had a moment where FaceTime or Zoom felt like a poor substitute for being with someone we love in person," she says. Our screens, she continues "have this allure in the sense that they facilitate connecting instantly with others, and yet often we don't feel satisfied."

That's because we're wired for proximity.

"Ultimately what we've learned is that humans are a social species," she says. Throughout human history, we've needed to rely on others. Not so today, at least not in the same way. "We can order our groceries online now," says Holt-Lunstad, whose own research shows that a variety of relationships—even our looser ties, like those found at the grocer—matter to our well-being. And

when that proximity is lacking, our brains, in essence, respond as if under threat. "Sustained chronically, it can impact your health and even how long you live," she observes.

Technology is so intertwined in society that one can't function without it, but Holt-Lunstad says nothing—yet—can replace in-real-life (IRL) contact. "So far we haven't found a way to trick our biology," she says. That fundamental human need still needs to be fulfilled." **M**

NOTES

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2. Adrian F. Ward, Kristen Duke, Ayelet Gneezy, and Maarten W. Bos, "Brain Drain: The Mere Presence of One's Own Smartphone Reduces Available Cognitive Capacity," *Journal of the Association for Consumer Research* 2, no. 2 (2017): 140–54, doi.org/10.1086/691462.
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ABOUT THE AUTHOR

Brittany Rogers worked as an editor at BYU Magazine for 13 years. She is now a freelance writer in American Fork, Utah, where she lives with her husband and three children.

MARIE KONDO YOUR DEVICE:

Here are ideas straight from the experts to help limit your screen use to the active, joy-sparking kind.

- Track your screen time on portable devices using a tool such as Screen Time (Apple) or Digital Wellbeing (Android). Set goals to lower that time and see how hard it is for you.
- Choose a "digital Sabbath," a day on which the phone stays in airplane mode.
- Charge the phone somewhere other than the bedroom and keep it out of your room at night. Ample research shows that smartphone use in the bedroom (even if it's not before bed) affects sleep.
- Beware: research by BYU psychology professor Chad Jensen shows that blue-light-reducing settings such as Night Shift (Apple) had no sleep-saving benefits. It's better to not use the phone before bed.
- Create screen-free zones. "We don't have screens in the car," says James Gaskin, associate professor of information systems at BYU Marriott, "and we do that intentionally."
- Set an alarm when using social media or playing video games.
- Treat email like a professor treats office hours: process email only a few times a day rather than letting each new message distract you.
- Put phones out of sight during conversations, performance reviews, or tests to maximize cognitive function.
- Take "cognitive breaks," as Gaskin calls them—times to be still with your thoughts. Schedule them if necessary.
- Change the home screen on your phone to read "Why now?" or "What for?" Get online with a specific purpose.
- Talk to your kids regularly about cyberbullying, show them how two different media outlets cover the same story, and speak frequently about the Instagram highlight-reel effect so they know these are photo-op frames and not real life.
- Advocate for media literacy to be taught in schools—such classes are mandated in only nine states, says Coyne, but "education has got to be the primary root . . . to teach this generation how to be good consumers of media."

LEADING
ALUMNI

Rebecca McCarron Greenhalgh
MARKETING - INTERNATIONAL BUSINESS, 1991



By Clarissa McIntire

Photography
by Bradley Slade

ZERO to GO

Rebecca McCarron Greenhalgh is no stranger to smart wordsmithing, so it was unusual when she was suddenly speechless during an important Zoom meeting. After receiving some surprising news, she fell silent for so long that she was sure the woman on the other side of the screen, Janine Tangney, was feeling a bit uncomfortable.

The news? Tangney had offered Greenhalgh a content developer position with Harvard Business School Online. “I didn’t even know how to respond because I wasn’t expecting that,” Greenhalgh says. “I just stared at her. She was probably thinking, ‘Oh, my gosh, what have we done?’”

But Tangney felt far from awkward. “We were all impressed by Becky throughout the interview process—her professionalism, experience working with faculty, and writing skills—so it was funny that she was so surprised that she got the job,” says Tangney, director of content development at Harvard Business School Online.

Of course, Greenhalgh quickly recovered from her surprise and gratefully accepted the position. The 1991 BYU Marriott alumna knew her new post would have a steep learning curve, but the prospect didn’t deter her—rather, that was one of the biggest draws. “I’m passionate about learning and pushing through your fears,” she says.

Faced with this challenge, she leaned on her degree in business management with an emphasis in marketing—international business, her enthusiasm for education, and an attitude she’d started cultivating years before.

That can-do attitude emerged when Greenhalgh, as a BYU freshman, received a

finals week survival kit from her parents that contained, among other goodies, an information booklet about BYU. It was there that she first learned about the university’s study abroad program in London, and she was immediately hooked.

“I was so excited about the possibility,” she recalls. “I was like, ‘Go. Zero to go.’ I knew that was what I was going to do.”

Since that time, Greenhalgh has only continued to accelerate in her career, love of learning, and passion for increasing others’ access to education.

Taking It to the Next Level

A London study abroad wasn’t Greenhalgh’s first experience with international travel. At 14, she spent a summer in Ireland with her father, a native Irishman, as he scouted possible locations for the expansion of his

manufacturing firm, McCarron Electric Company, which was based in Monterey Park, California.

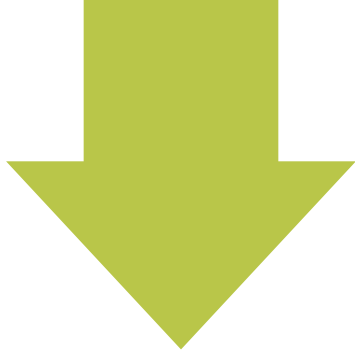
“Ireland was eye-opening,” Greenhalgh says. “It was the first time that I had really traveled anywhere. I got this sense that the world is so extraordinary and exciting, and I wanted to see as much of it as possible.”

During her sophomore year at BYU, she met her finals-week goal of participating in BYU’s six-month London study abroad. The experience led her to earn a minor in English, but it wasn’t until she began her BYU Marriott coursework that she felt that she’d finally found her place.

“You can’t go wrong with business. That is my firm belief,” Greenhalgh says. She remembers her professors “kicking it up to the next level,” challenging her in ways that have helped her more effectively approach

“Becky has always impressed me with how she tackles challenges with amazing persistence. . . . [She’s] the core of our family.”





problems in her career. “They did not shy away from making it a difficult environment and pushing you to grow. That allowed me to do a lot of the things I’ve done in my life when I’ve needed to just push ahead and make things happen,” she says.

Shortly before graduating, Greenhalgh met her future husband, Bryce, who earned a degree in electrical engineering from BYU in 1992. The couple married and then settled in the Seattle area a few months later, where Greenhalgh prepared to take the GMAT and apply to MBA programs, headed full tilt toward a career in business. But some unexpected events brought her up short—both figuratively and literally.

Navigating the Bumps in the Road

First, Bryce was accepted into Boston University’s master’s in biomedical engineering program. Greenhalgh was nervous, but the couple packed up their belongings and drove across the country, a small travel trailer bouncing along behind their Ford Bronco.

Then came the second blow: shortly after arriving in Boston, with their trailer tucked away at a friend’s house, the Greenhalghs were combing the city for a place to live when they got into a wreck. Their car was totaled.

“It felt like everything was crashing and burning around us,” Greenhalgh says. They had no car and no apartment and were in a city where—at that moment—she didn’t want to be. They reached out to a local Church leader for assistance, and he offered them a room at his house until they could find a place of their own.

Years later, Greenhalgh still feels the potency of that act of kindness. “It was one of those things where it probably wasn’t a big deal to him, but just to be able to stay there and have them wrap their arms around us was fantastic,” she explains. “It was a game changer for us.”

It wasn’t long before the couple secured an apartment, and Greenhalgh began checking



the want ads. She was working for a temp agency when she applied for a part-time editorial coordinator opening at Harvard Business Publishing, which transitioned to a full-time position shortly after she started.

Greenhalgh was overjoyed. The position combined her love of language and business; her responsibilities included copyediting a wide variety of publications, including books, articles, case studies, and other materials.

“In my wildest dreams, I never would have imagined myself working at Harvard Business School,” she says. “But I don’t believe in coincidence or luck. I feel like I was guided to be in the place I was.”

Jumping at the Chance

A short while after the birth of their first son, Camden, and Bryce’s graduation in 1996, the couple decided it was time to return to Washington. They settled in Woodinville, just outside of Seattle. Greenhalgh soon took another position within Harvard Business School (HBS): contract copyeditor with the Division of Research and Faculty Development.

Though her new role kept her knee-deep in projects, she made a goal to never turn down an assignment. “I think that was good for me, especially when you fast forward to what I’m doing now,” she says. “It gave me a breadth of experience in so many areas.”

Switching to part-time work allowed her more time to raise her son as well as the two children who followed: a daughter, Bryn, and a second son, Ethan. Greenhalgh has been



heavily involved in their lives, including homeschooling them for several years.

“Becky has always impressed me with how she tackles challenges with amazing persistence,” says Bryce. He calls Greenhalgh “the core of our family,” in part because of her ability to juggle her work and family responsibilities. “Somehow Becky finds ways to accomplish all these things and do them well. She can handle most anything,” he says.

The rhythm of Greenhalgh’s life picked up when her two youngest children became involved in competitive jump rope, a sport in which participants skip in synchronization at incredible speeds or while doing tricks such as cartwheels or backflips.

Greenhalgh began heading to national and international jump rope competitions with her children and their team, where she shouldered many responsibilities, including judging. She volunteered as a judge for speed and freestyle events and became certified with the World Jump Rope Federation through online training and judges’ workshops.

“Jump rope is still my absolute favorite sport to watch,” she says. “Don’t get me wrong, competitions were stressful and a ton of work, but they were so fun. That time was one of my favorite parts of my life.”

Leading from a Place of Confidence

During what would have been Ethan’s banner year in jump rope, everything came to a screeching halt when the pandemic hit. Not

“ I have to let go of the side of the pool, stop thinking that I’ll only do well if I try to be exactly the same as my colleagues, and be authentically me. ”



only were competitions canceled and schools closed, but HBS had to let go of all contract employees, Greenhalgh says. She was suddenly out of work.

But after a few months, she received the offer for her current, full-time position from HBS Online, and she was off to the races.

As a content developer, “my job is to take faculty members’ amazing expertise and knowledge and bring that into an online format,” she explains. “But there are so many pieces to that, and in this organization, no job is too small. You do whatever’s needed to make the projects happen.”

Greenhalgh’s latest project—and her first solo one—was a course titled Business Strategy, which launched in September 2022. Under the guidance of Felix Oberholzer-Gee, the HBS Andreas Andresen Professor of Business Administration in the Strategy Unit, Greenhalgh adapted Oberholzer-Gee’s book *Better, Simpler Strategy: A Value-Based Guide to Exceptional Performance* into a six-module course.

Developing high-quality online classes comes with many challenges, not least of which is making sure the content is clear, digestible, and accessible, Greenhalgh observes. After all, in an asynchronous remote course, students can’t get real-time answers to their questions.

“This has been one of the most humbling experiences of my life,” Greenhalgh says. “When you’re an editor, you’re the expert; your role is to advise other people on what to change. Now my job is to create something and present it to faculty members, and their job is to tell me everything that needs to be fixed.

“I was worried that when I got difficult feedback, I was going to crumble if I took it as evidence that I wasn’t doing my job well,” she continues. “I finally told myself, ‘This is only going to work if I lead from a place of confidence. I have to let go of the side of the pool, stop thinking that I’ll only do well if I try to be exactly the same as my colleagues, and be authentically me.’ As soon as I did that, I started finding more success.”

Seeking Out the Growth Zone

As a self-described “total business geek,” Greenhalgh loves that she gets to help provide an HBS education to anyone who wants to learn. HBS Online courses don’t require admission, and participants can earn certificates in subjects that align with their career goals, she explains.

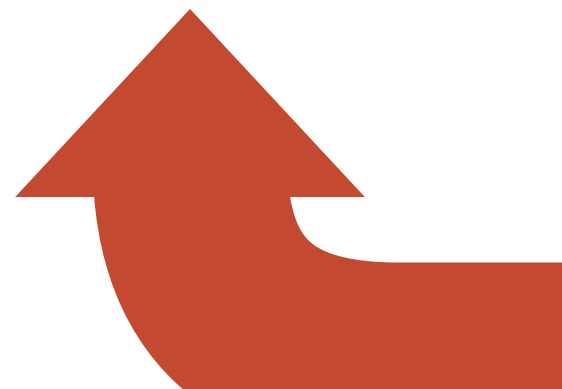
In fact, Greenhalgh believes that if she had to name “one reason why I’m doing what I’m doing, it would be that I’m deeply passionate about education,” she says. “We’re so quick

to level ourselves and to put limits on what we can do. But truly, anyone can do anything with the right education.”

Though she no longer homeschools her children, Greenhalgh encourages them to keep up their educational momentum by seeking new opportunities. Bryn is currently studying experience design and management at BYU Marriott and working as a trip-leader coordinator at Humanitarian Experience Inc. (nicknamed Humanitarian XP or, formerly, HEFY). She recently urged her mother and brother to participate in one of the company’s humanitarian trips, so Greenhalgh and Ethan traveled to Malta for two weeks in June 2022. There they painted walls, helped with landscaping, and taught refugees a class on—of course—jump roping.

The ways her seemingly disparate experiences have interwoven and benefited both her professional and personal lives have led Greenhalgh to conclude that learning opportunities should always be pursued, no matter how difficult they might seem.

“There’s this saying that I truly try to take to heart: ‘There’s no growth in the comfort zone, and there’s no comfort in the growth zone,’” she says. “Learning and growing aren’t easy, but they’re worth it. There’s never been something I’ve learned or extra work I’ve put in that didn’t bounce back and bless me in some way.” **M**



School News

Volunteerism Scholar Speaks at Cornia Lecture Series



The Romney Institute recently held a luncheon to honor the newest recipient of the Gary C. Cornia Lecture Series Award, which is named after a former dean of BYU Marriott. The award was given to Ram Cnaan, director of the Program for Religion and Social Policy Research at the University of Pennsylvania School of Social Policy and Practice.

At the banquet, Cnaan talked about how the COVID-19 pandemic has affected nonprofit organizations. “Many nonprofits had problems adjusting to the pandemic because they didn’t know what to do,” he explained. “These organizations suffered a sudden blow and had to reorganize and rearrange themselves. Many public nonprofit places, such as museums, had to close their doors to the people and patrons they relied on—the people who previously donated or paid for services. Losing these patrons contributed to financial problems and organizational challenges.”

Cnaan highlighted one organization in particular that experienced these challenges: Metropolitan Area Neighborhood Nutrition Alliance (MANNA), an organization based in Philadelphia. Cnaan conducted research with MANNA about its volunteers before the pandemic and compared that data with further data collected during the pandemic.

He noted that before the pandemic, the organization benefited from numerous organized groups that each volunteered once or twice a year. During the pandemic, however, these numbers

completely switched: a mere 10 percent of the volunteer workers gave 60 percent of the total volunteer hours.

“Before the pandemic, MANNA had a three-month-long waitlist. With an abundance of volunteers available for the organization to access, we found that the leaders of MANNA didn’t value their core group—their frequent volunteers—as much as they should have,” explained Cnaan. “We suggested that the organization pay attention to a core of loyal volunteers and start cultivating relationships with them. The people in a nonprofit organization are what allow that organization to thrive.”

Cnaan expressed similar sentiments to the students he met with during his visit to BYU Marriott. He emphasized that students should make volunteering a regular part of their lives. “Volunteering keeps our society thriving and makes us happy to be a part of our communities,” he said. “We belong to groups. We need interaction. What better way is there to act than to be generous, appreciative, and supportive toward the people around us? If we want to help our communities, we need to help others improve their quality of life.”

Alongside his research on volunteerism, Cnaan is also involved in his own project that is designed to help others improve their quality of life. He is the faculty director of the Goldring Reentry Initiative, which works to help citizens return to their communities and readjust to their lives after incarceration.

“I completed a study about what faith communities do to help returning citizens,” he explains. “During this study, I learned how difficult reentering society is after prison. I thought, ‘Nobody talks about this issue.’” Cnaan’s program works with people for three months while they are in prison and for three months after their release.

Connecting Curriculum to Career

Many students feel apprehension as college graduation approaches, particularly about the hunt for full-time employment. Students in BYU Marriott’s experience

design and management (EXDM) program are no exception. To help ease students’ stress, EXDM faculty added a new professional preparation section to its EXDM 490R: Topics in Experience Design and Management course during the winter 2022 semester; the section was so successful that the department plans on turning it into a new class.

Noelani Wayas, EXDM career advisor at BYU Marriott’s Steven and Georgia White Business Career Center (BCC), proposed the idea for the professional prep section. In her role with the BCC, Wayas advises EXDM students who are looking for internships and jobs. She noticed many students had the same questions and worries, and she thought a class could address those concerns.

“I wanted to help students feel less anxious about career placement,” explains Wayas, who teaches the new section. “I wanted them to feel confident, ready to pitch their unique value, and comfortable with the job-search process and transition into their careers.” After Wayas presented her idea to EXDM faculty leadership in 2021, she was approved to begin teaching the section for the first time during the winter 2022 semester.

Wayas commends the EXDM faculty members’ focus on student experience and appreciates their willingness to support her proposal. The department had been aware of the need to improve career preparation and was quick to act on Wayas’s proposal. “The EXDM faculty



members understand the importance of connecting curriculum to career. They are intentional about developing curriculum and successfully placing students in jobs after graduation,” Wayas says.

In order to meet the goal of supporting students in their job hunts, Wayas asks her class to complete a variety of experiential learning activities. These activities include mock job interviews, résumé reviews, personal strength analyses, networking activities, professional etiquette lessons, and more. **Andrew Brindley**, a junior from St. George, Utah, who recently completed the course, says the activities taught him how to use his ExDM degree after graduation. “What I

learned in the professional prep section helped me understand how I can communicate the value I offer to employers and how the skills I am learning in the ExDM program translate into business settings,” he explains.

In addition to having her own lesson plans, Wayas also solicits feedback from students so she can focus on what they want to work on. Wayas hopes that as students become involved in designing their own curriculum, they will be less stressed about the future because she can directly address their concerns. “Looking for internships and jobs is definitely an overwhelming experience because so many jobs exist,” Brindley says. “This

class reassured me and helped me become better at finding jobs and creating résumés and cover letters.”

When the semester concluded, ExDM faculty were enthusiastic about the impact of the professional prep section, saying it exceeded expectations. In fact, the results were so beneficial that, moving forward, the section will be a stand-alone course: ExDM 495: Professional Preparation in Experience Design and Management. The course will be part of the required core classes for all ExDM students during the winter semester of their junior year.

“I am excited about this course because it will help students make more

Federal Leader Receives 2022 MPA Award



US comptroller general Gene Dodaro recently accepted the 2022 Administrator of the Year Award, which is presented annually by BYU Marriott's Romney Institute of Public Service and Ethics.

Dodaro has served in the public sector for 49 years through his work with the Government Accountability Office (GAO). The GAO provides government leaders with nonpartisan data designed to help them make better-informed financial decisions. In 2010, Dodaro was confirmed by the US Senate as the US comptroller general, which—in addition to bestowing him with responsibilities such as testifying before Congress—placed him at the head of the GAO. Despite the occasional stress that comes with juggling his many duties, Dodaro says he thoroughly enjoys working with other public servants who are committed to improving the lives of their fellow Americans.

“In the GAO, we have a tremendous workforce of dedicated people who are committed to public service and to doing what will best support Congress and the American people,” Dodaro says. “Working in that kind

of atmosphere is a wonderful experience. While the journey has been meaningful, I've enjoyed the people I've met along the way even more.”

In addition to loving the people with whom he works, Dodaro also relishes opportunities to appear before Congress. “I love chances to interact directly with policymakers. I can make a difference by giving sound advice on how to improve our government,” he says. “Every day, I remember why the GAO exists—to help our nation's leaders make informed decisions.”

Dodaro was drawn to a career in public service because he wanted his personal efforts to make a significant impact on his country. “I started working in the government because I didn't want to be someone who just sat around and complained about what was happening in the country; I wanted to have the ability to positively impact the government,” he says. “I believe we are here on Earth to help others, and my career has allowed me to do that.

“I've stayed with the GAO for all these years because I love the wide variety of interesting issues we work with,” he continues. “In the Government Accountability Office, we are not confined to a particular department or agency. I'm constantly learning, and I can give back to my country.”

When he was presented with his award at the Romney Institute's end-of-year banquet, Dodaro spoke with MPA faculty members and the 2022 MPA graduating class about the importance of pursuing a career in public service. “Public service is a noble profession,” he said. “We need good people in government, like you, who have high ethics, integrity, and competence. In your future careers, I hope you take advantage of opportunities to solve many of the problems we see in our world today.

“When you work in the public sector, you can do things that help create a better standard of living and that will benefit your children and grandchildren in the future,” he continued. “Ultimately, I believe investing in public service is important.”

The Administrator of the Year Award is presented to an individual who has built a noteworthy career in the public or nonprofit sector. Award recipients are recognized for both their contributions to their fields and their exemplary leadership qualities.

concrete connections between academic content and the job market,” says **Neil Lundberg**, EXDM department chair. “As a faculty, we are so pleased with Noelani and the work she’s doing to help students be ready to take the next step in their professional preparation and personal lives. We couldn’t be happier with how she’s helping our students.”

Summit Connects Finance Students to Professionals



For finance students, choosing a specific career path in the diverse world of finance can sometimes seem daunting. To address these concerns, the Department of Finance recently hosted its first-ever BYU Career Paths in Financial Services Summit, which aimed to help students learn more about different finance careers and form plans for their futures.

The summit was designed to create an opportunity for students to meet with financial services professionals. The finance department’s annual trip to New York City with students has typically been one of the primary events that meets this need, but the trip was canceled in 2020 and 2021 due to the COVID-19 pandemic. “As a department, we didn’t want to risk missing another year of providing students in-depth exposure to the financial services industry, so we brought the professionals to us,” says **Troy Carpenter**, associate teaching professor of finance and managing director for the Peery Institute of Financial Services at BYU Marriott.

“As faculty members, we reached out to several of our colleagues and friends in New York and San Francisco, and many people were eager to come to BYU Marriott and participate in the summit,” he continues. “I’m grateful for those who adjusted their schedules to come be with our students. Thirty professionals attended, coming from sectors

such as investment banking, private equity, wealth management, and asset management.”

Since the primary purpose of the summit was to help students learn about and explore different opportunities offered in the industry, faculty members were pleased that the attending professionals came from a wide variety of financial careers. “Some students come into an event like this not particularly confident about the specifics of their career plans, but then they learn from professionals and start recognizing what their options are,” Carpenter explains.

Students attended multiple breakout panels where professionals discussed the usual responsibilities of their jobs and answered questions. After these breakout sessions, the students reconvened for a young professionals panel, which featured participants who were one to four years into their careers.

“I enjoyed meeting incredible professionals from all over the country,” says **Rhett Jensen**, a finance senior from Syracuse, Utah, who helped run the event. “The summit gave me and my fellow students a taste of the day-to-day responsibilities in different areas of financial services. Understanding these responsibilities is a crucial part of figuring out what I want to do in finance, because the industry is so broad and diverse.”

The event, born out of a bad situation with the COVID-19 pandemic and a need to help students connect with professionals, has created another way in which the finance department plans to support its students. “While we are taking students to New York this year and plan to do so in the coming years, our plan is also to make the summit an annual event,” Carpenter says.

Carpenter believes that the event helped strengthen ties between BYU Marriott and the financial services industry while also enabling networking opportunities for students. He is grateful for the diverse network of BYU Marriott alumni who make student success possible newly graduated students transition to the workforce. “The finance program has such a strong network of alumni and professionals that creates a pipeline for our students’ employment. Events such as the summit help our program maintain

Romney Institute Welcomes New Director



Dean **Brigitte Madrian** appointed **Rob Christensen** as director of the Romney Institute of Public Service and Ethics, effective July 1, 2022. Christensen took over for **Lori Wadsworth**, who had held the position since 2017.

“The Romney Institute has experienced incredible change under Lori’s leadership, including a name change, the start of

the Gary C. Cornia Lecture Series, and a significant increase in the number of full professors in the institute. The institute also assumed responsibility for the nonprofit minor, which will be renamed the global and community impact minor this fall,” Madrian says. “I am confident we will see continued progress under Rob’s astute leadership. His commitment to our students, his deep passion for public service, and his highly regarded research in public and nonprofit management will serve him well in his role as director of the institute in the coming years.”

Christensen has been a professor in the MPA program since 2016 and is currently the George W. Romney Research Fellow. He earned both the BYU Marriott Scholarly Excellence Award and the BYU Marriott Ethics Teaching Award in 2019 and has earned several other accolades during his time at BYU.

Christensen received his undergraduate degree in Russian from Brigham Young University in 1997. From there he continued his education at BYU, earning a dual JD/MPA degree in 2000. Christensen completed his PhD in public administration at the University of Indiana, finishing in 2007.

“The Romney Institute is such an amazing place to be,” Christensen says. “The opportunity I’ve had in the past few years to work here with such inspiring people has been life changing. This new responsibility is an added opportunity to contribute to our efforts to help students prepare for a service-based career as they work to help those in need. I look forward to continuing the momentum that has been created by those who have gone before as we work to support our students. I am especially indebted to Lori Wadsworth, who has done a tremendous job leading the department.”

close ties with our network and are valuable opportunities for our students,” Carpenter says.

A Giant GSCM Homecoming



In August 2022, approximately 60 people from the global supply chain management (GSCM) program gathered for an annual event designed to bring together alumni and students. During this year’s event, held at Rock Canyon Park in Provo, barbeque was served and conversations were shared.

“During these events, the goal is to connect alumni and current students, expand the network of the program, and maintain valuable relationships,” says **Scott Webb**, GSCM associate teaching professor.

Connection and relationships are things that are valued and cherished within the GSCM program. Professors and directors dedicate their free time and keep their office doors open to all students, past and present.

“We try hard not just to create a family feeling in the program but to perpetuate that idea,” Webb says. “For these events, we invite not only the alumni but also their spouses and children to attend. This allows us to build even more connections and a greater sense of belonging across all boards.”

People traveled from as far away as Colorado to attend. Professors gave out swag to students who could answer quiz questions from their junior core year. The event featured invaluable opportunities to reconnect, network, and mingle. Alumni of the program are always reminded of their time as students at BYU when attending these events. Many of them strive to maintain relationships with their peers, and they appreciate the support they received from one another as they began their careers.

Ashley Howe, a BYU Marriott GSCM alumna, found the event to be a beautiful evening. “It felt like a giant homecoming

with family and friends,” she says. “The GSCM program helped so many of us alumni find our place at BYU and in the workforce. Impostor syndrome as a professional in the field will always be present, but I am far more confident and a stronger contributor because my classmates and professors showed me that I am worth the investment and deserve to be where I stand today.”

Carly Goff, another BYU Marriott GSCM alumna, also felt the event was a great opportunity to reconnect with fellow alumni and current students in the program. “The best part was hearing how the program is growing and evolving,” she says. “The number of students admitted to the program and the companies that come to recruit may have changed over the years, but it’s comforting to see that the passion for supply chain is still going strong.”

Webb and other professors in the program strive to create a strong bond and connection among the GSCM family at BYU every year. “With these events, we want to support and connect our students and alumni in their multiple endeavors for a successful future,” says Webb.

FACULTY NEWS

Godfrey Named New Management Chair



Paul Godfrey recently became the new chair of the Department of Management.

Godfrey took over for the previous department chair, **Curtis LeBaron**, on July 1, 2022. “Curtis has led the department well the last three years, rolling out a new entrepreneurship minor, facilitating several faculty professional development leaves, and hosting numerous campus visits from outside scholars,” Dean **Brigitte Madrian** says. “Paul is ideally suited to take over leadership of the management department. His dedication to teaching coupled with his commitment to high-quality research will serve the department well moving forward.”

Godfrey received his undergraduate degree in political science at the

University of Utah in 1983. Starting in 1985, he attended the University of Washington to receive both an MBA and a PhD in business and strategic management. Shortly after completing his education in 1994, Godfrey became the William and Roceil Low professor of business strategy at BYU Marriott; he has continued in that position for the past 28 years. In addition, Godfrey volunteers as a consultant for Habitat for Humanity of Utah County as well as an instructor and facilitator at Independence High School in Provo.

“BYU Marriott is an exceptional school, and the management department, which encompasses a rich array of majors, is a particularly rewarding place to be,” Godfrey says. “I am eager to work alongside our exceptional faculty and students to continue the tradition of excellence that has been well established. We know that our students can make a difference as they go out in the world and serve, and we are committed to providing them a solid foundation for that work through an education that is rooted in faith, integrity, respect, and excellence.”

Nadauld Appointed New Finance Chair



Brigitte Madrian named **Taylor Nadauld** as chair of the Department of Finance. Nadauld took over for the previous department chair, **Craig Merrill**, on July 1, 2022.

“Under Craig’s distinguished leadership, the finance department expanded student enrollment and started both the BYU Marriott Global Real Estate Conference and the BYU Career Paths in Financial Services Summit,” Madrian says. “I have no doubt that Taylor will continue that tradition of excellence. He is an accomplished professor who has received numerous teaching and research awards. I look forward to seeing what the finance department will accomplish under Taylor’s capable leadership.”

Nadauld received his undergraduate degree in economics at Brigham Young University in 2002. He attended The Ohio State University to earn a PhD in finance, which he completed in 2009.

11 Cadets, One Big Accomplishment



Wearing full gear and carrying weapons and backpacks, 11 BYU Army ROTC cadets hauled themselves up steep hills and over rough terrain to finish the first day of the Sandhurst Military Skills Competition. As the BYU cadets approached the end of the last task, a cadet from the team ahead became injured, falling behind. The BYU students stopped to help this competitor finish the rest of the challenge.

"The cadets will likely not mention this story if you ask them," says Major General William "Hank" Taylor, director of US Army Aviation for the Office of the Deputy Chief of Staff. "But seeing this team's leadership and selfless service for another competitor gave them the ability to make a lasting impact in the competition."

For the first time in history, BYU's Army ROTC program, which is hosted by BYU Marriott, placed in the top five. This year 48 teams competed at the Sandhurst Competition held at the United States Military Academy in West Point, New York.

BYU first participated in the Sandhurst competition in 2003, and qualifying for this competition is no small task. An ROTC team must take first or second place in their task force and brigade Ranger Challenge competitions to advance to Sandhurst. From there, only 16 domestic

teams are selected to compete at Sandhurst along with the West Point team and selected international teams.

The teams complete the challenge, which tests both their physical abilities and mental stamina, over a 48-hour time frame. Tasks include a grenade assault course, a marine obstacle course, and tactical combat casualty care. BYU ROTC leaders who attended say that every one of the cadets had a moment where their limits were stretched to the brink—which was the time that some of their greatest skills were formed.

"A skill I've taken with me from Sandhurst is to acknowledge the physical and mental pain that another cadet is in before you ask them to move forward with more," says squad leader **Jose Alex Jimenez**. "During the last few events of the competition, I knew my teammates were hurting, and I confirmed that I knew how they felt. I then asked my teammates to come with me and push through the pain together in order to finish."

At the end of one specific task, Jimenez shed a few tears. "It wasn't because I was glad the challenge was over," he says. "It was because I was filled with such pride as my teammates continued to surprise me with the effort they put forward even when it seemed like they had nothing left."

BYU ROTC faculty members are proud of this outstanding accomplishment from their cadets, and they are even prouder of the character developed and shown by the students along the way. "As I watched the cadets compete at Sandhurst, it had such a redemptive tone to it," says **Lieutenant Colonel Seth Miller** of BYU's Army ROTC program. "This team focused on their marksmanship weaknesses from last year's competition, and it paid off greatly for this year's competition. It was great to see their efforts rewarded."

The 11 cadets who competed at Sandhurst are **Brett Andersen**, a native of Pleasant Grove, Utah; **McKenna Brown**, from South Jordan, Utah; **Aaron Campbell**, of Salt Lake City; **Aaron Clay**, from Springville, Utah; **Aidan Fryar**, a native of Provo; **Alayna Grossnickle**, from Knoxville, Maryland; Jimenez, from Herriman, Utah; **Colton Johnson**, from Vancouver, Washington; **Connor Nielsen**, of Springville, Utah; **Dantly Wilcox**, a native of Bend, Oregon; and **David Word**, of Las Vegas.

After finishing his degree, Nadauld became a professor of finance in the BYU Marriott School of Business, where he has worked for the past 13 years.

During his time at BYU Marriott, Nadauld has been named one of the top 50 undergraduate business professors by Poets and Quants and has earned a Michael J. Brennan Best Paper award. He has also been named Finance Professor of the Year from the BYU Finance Society for three consecutive years (2009–11), along with several other distinctions.

"I look forward to this new opportunity to continue contributing to BYU Marriott's finance department," Nadauld

says. "Our finance faculty and students are among the best. We are excited to explore how the faith and character of our faculty can increase the faith and character of our students. We are also eager to expose our students to the research of our faculty in an effort to increase students' critical thinking skills."

STUDENT NEWS

Long Days in Tanner Building Lead to Big Win

Spending a Saturday in the Tanner Building may not be everybody's preference, but for BYU Marriott students



Claire Bird, Katie Bahr, Mara Hansen, and aspiring HRM student Kyle Campbell, their all-day brainstorming session was the first step toward winning the 2022 Utah Society for Human Resource Management (SHRM) Case Competition.

The team's preparation started a week before the actual competition, when the case study was released. Armed with early-morning bagels that turned into late-night snacks, the team prepped for the competition. "We were kind of thrown into the fire because our team leader, Claire, was the only one who had experience with case competitions," says Campbell, a sophomore from Decatur,

Alabama, who was recently accepted into the HRM program. Despite their inexperience, team members drew on concepts and principles they had previously learned in their business classes to solve this year's case problem about how to manage employees returning from remote work to in-person work.

"It can be hard to make what we're learning in class stick," shares Bahr, an

HRM senior from Bismarck, North Dakota. "This case competition was a good way to see how the theories we've learned about could be applied in real-world action."

For some team members, the late nights of preparation were the hardest part of the competition. "We had been in the same room for three hours straight, and all of our brains were just mush," recalls Hansen, an HRM senior from Orem. "But if we hadn't thought about every single possible solution, we wouldn't have gotten anywhere."

The long hours were worth it when everything started falling into place. "My favorite part of the case competition was probably the feeling we had when the solution was coming together," says Campbell. "I was like, 'I don't know if we're going to win, but I think we have a good thing here.'"

After a week of preparation, several idea-filled whiteboards, and a last-minute pep talk, team members presented their solution at the 2022 Utah SHRM Case Competition at Utah Valley University. When the judges announced that the team had won, Bird says her team members were surprised and honored. "I am super proud of our team and the work that we put into the competition," says Bird, a senior from Rexburg, Idaho.

The team's faculty advisor, **Cody Reeves**, an associate professor in the HRM program, was delighted to see the team shine in the eyes of the judges and the HR professionals in attendance at the competition. "It was clear from my conversations with everyone at the competition that the case problem was exactly what employers have been focused on for their respective companies," he says. "The positive impressions that our students made on these professionals were evident as many of them were eager to connect with our students following the competition."

BYU ICMA Chapter Places In Best Event Contest

The International City/County Management Association (ICMA), the leading organization for current and future local-government professionals, recently named the ICMA chapter at BYU Marriott as the second-place winner of the 2022 Student Chapter Best Event Contest.

MPA Student Receives Writing Award

At an end-of-year banquet for students graduating from the MPA program, **Tamsyn Randall**, a native of Saratoga Springs, Utah, received the Garth N. Jones Writing Award. The Romney Institute presented the award, which includes a \$1,000 cash prize, in recognition of Randall's writing excellence.

A panel of communications professors who teach in the MPA program reviewed all contest entries and chose Randall's paper as the winner. Randall's piece, titled "Refugee Resettlement: How It Works and How Utahns Can Help," outlined the global context of refugee resettlement as well as resettlement in the United States and Utah. The paper also addressed ways Utahns can help with resettlement.

The suggestions Randall proposed for supporting local refugees included donating to resettlement agencies, volunteering with refugee-focused organizations, becoming an advocate for refugees, learning about immigration, and sharing information about refugees with family and friends.

Randall is honored to receive the award. "Garth Jones led an incredible life and career and had a huge impact on his family members and many others," she says. "I'm grateful to be counted among those who have benefited from his legacy. I'm thankful for the opportunity to share my thoughts on a topic I am passionate about and to be recognized for those thoughts."

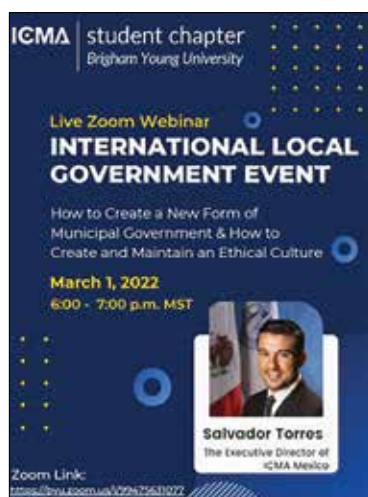
Randall became personally connected to refugee resettlement in 2015 while serving a mission for The Church of Jesus Christ of Latter-day Saints in Indiana, where she developed close relationships with refugees. After graduating from BYU in 2018 with a bachelor's degree in European studies, Randall worked at the International Rescue Committee office in Salt Lake City. She was impressed by the variety of programs the agency offered to support community integration and self-reliance for newly arrived refugees.

Additionally, in summer 2021, Randall worked with the Women of the World organization, which offers employment, mentorship, and English lessons to help forcibly displaced women become more self-reliant. Randall served as a social media intern for the organization and completed a market analysis, created content, and developed a social media strategy. "My internship enabled me to create content with the intent to educate more people about refugees and to share refugees' stories," she says.

The MPA program helped Randall prepare to enter her career after her graduation from BYU Marriott in June 2022. "Through the MPA program, I developed many practical skills that will enable me to contribute to the organizations I work for in the future," she says. "Being a student in the MPA program has provided opportunities to expand my network, explore my interests, and contribute to meaningful projects for local organizations. I feel confident that I can bring value to any organization because of the skills I've gained and experiences I've had in the program."



Tamsyn Randall and Drew Jones



The ICMA Student Chapter Best Event Contest is an annual contest hosted by ICMA. The contest submissions are judged on how well the event relates to and promotes local-government management, community and student involvement, and chapter impact.

For the contest, each student chapter submits a 500-word summary of the students' favorite chapter event from the previous academic year. This year, BYU Marriott's chapter members chose to talk about the International Local Government Event, which was held on March 1, 2022, over Zoom.

Many local-government-sector students in the MPA program are international students, so the leaders of the chapter made a goal to hold an event where students could learn more about international local governments.

Salvador Torres, the executive director of ICMA Mexico, was the main speaker at the event. MPA students met Torres at the 2021 ICMA conference and were impressed by his experiences establishing a new city government in San Quintin, Mexico. Torres expressed a desire to remain connected to students in the chapter, and a year later, students in the MPA program reached out and invited him to speak at their event.

At the webinar, Torres shared his experiences working for a local government in Mexico. He also discussed how he strives to maintain ethical conduct within his organizations, even though he often deals with different forms of corruption. "You can always choose what type of local-government administrator you will

become," he told the students. "Choose to be a good one."

His message of integrity resonated with event attendees. "This event was amazing because it combined two things that are the hallmarks of the MPA program: local government and a focus on ethics," says **Rob Christensen**, director of the MPA program and a professor of local government.

Since the event was a webinar, members of chapters across the western United States were also invited to join. Additionally, many MPA students convened at a watch party hosted by Christensen.

Student participants loved the international aspect of the webinar, which was unique to this event. "After joining the ICMA last September, I noticed that the organization's articles and conferences tended to be American centered," says **Michael Sanders**, a second-year BYU Marriott MPA student from Hughson, California. "I loved interacting with an international manager and learning about his story with local-government management from a Mexican perspective. The international component of the ICMA encourages us to look beyond borders and collaborate to help provide the best services to our residents."

Overall, this event reinforced principles of local government that students learn in the program while also expanding their vision and encouraging them to try new ideas. "I realized how incredibly innovative local-government management is," says Sanders. "I am grateful to be a part of the MPA program at BYU Marriott, which encourages us to be innovative when solving problems."

Cliffs and Connections

In January 2022, the BYU Marriott Information Systems study abroad trip to Asia was canceled for the third year in a row because of COVID-19 border closures. The professors who organized the trip, **Greg Anderson** of the Department of Information Systems and **John Gardner** of the Department of Marketing and Global Supply Chain, were forced to abandon their plans yet again.

However, they were determined to create a memorable alternative for their study abroad students. With the help of

their wives, Anderson and Gardner spent long nights and weekends planning a new option: a summer study abroad program in Europe. The trip would include visits to England, Scotland, Wales, Switzerland, Italy, and Vatican City.

The professors planned visits to several prominent historical and business sites, including the World Economic Forum, Westminster Abbey, and IBM Studios. "We wanted students to see how technology affects cultural sites," says Anderson. "The use of technology is good, but it might not be appropriate in every situation. We wanted the students to think about how tech enhances or detracts from experiences."

Gardner taught students a lesson on supply chains at the White Cliffs of Dover in England. "Dover is a big shipping port," says Gardner. "We saw dozens of semitrucks headed for the port to load and unload goods, and they were backed up for miles."

These lessons were invaluable, but students learned other things along the way as well. "The most important lesson I learned is that despite our best efforts to enhance and improve technology, nothing can replace human connection," says **Rachel Daniel**, an information systems student from New Hope, Pennsylvania. "Social media aims to foster greater connections between us, but during the trip we reflected on how close we all grew as friends. That was because of the time we spent together, the conversations we had, and the common experiences we shared."



Alumni News

Determined to Do More

Tracey Evelyn Haslam, a 2001 BYU Marriott management grad, was shocked when she took her four children to visit the United States Holocaust Memorial Museum in Washington, DC, and learned how many people were sympathetic to the plight of the Jews during World War II—but did nothing. Haslam determined that if she ever heard about a group of people in a similar situation, she would be someone who did something.

Haslam's resolve was tested only a few months later when she read a story in a news magazine about Rohingya refugees fleeing to Bangladesh because they were facing genocide in their home country of Myanmar. "As I watched YouTube videos about the horrible things that were happening," Haslam recalls, "I knew I couldn't just sit there living my comfortable life in Andover, Massachusetts, and do nothing."

Haslam wanted to help in a personal way and was determined to go to Bangladesh to help. She reached out on social media to anyone working in the refugee camps, hoping to find out what the most pressing needs were, ultimately connecting with a man who worked for a nonprofit based in the United Kingdom; the two arranged to meet in Bangladesh in April 2018.

In the meantime, Haslam recruited a small group of volunteers to accompany her on the trip, including her husband, Sam; her teenage daughter; and her friend Melissa from church. Together, they raised funds to buy supplies and connected with a Church member who worked for the US Consulate in Bangladesh as well as the Church's branch president in Dhaka. Armed with willing hearts and \$10,000 in funds, Haslam's group made the 20-hour plane trip to Bangladesh, not knowing exactly what their plans were but ready to use every penny and all their energy to help.

Once the team arrived in the country, Haslam's British contact helped them secure passes to the refugee camps—some of the world's largest that are home to more than a million people. Many of the refugees were children who had little to do during the day, so Haslam and her colleagues decided to focus their efforts on education. On that first trip, they commissioned a school and a borehole well to provide clean water, and left money to execute additional wells.

Immediately after that trip, Haslam started a nonprofit, Compassion Takes Action, which is dedicated to helping the most vulnerable people in the world. The organization still works with Rohingya refugees but has also expanded its reach to include all of Bangladesh as well as select projects in northern Ghana. The organization's efforts focus primarily on schools, orphanages, and homes for elderly and disabled people.

The nonprofit is independently funded, with 100 percent of donations going to those in need. Overhead is paid by board members. Along with collecting online donations, funds are raised through selling baked goods, hosting garage sales and car washes, and even challenging people to "skip a cup" and contribute their drink money to the cause.

The Haslams also continue to stay involved with feet-on-the-ground projects. "After our first trip, more and more people wanted to come to Bangladesh with us," notes Haslam. "The next year we had 10 participants, then 20. We capped our numbers at 25 because having more in the group is logistically difficult."

In addition to bringing much-needed supplies, trip participants take part in hands-on, personal interactions. For example, the group might go to an orphanage to sing, dance, and play games with the children. In a school, they teach STEM classes, and in a home for the elderly, they give foot massages and present musical numbers.

"I've felt guided throughout this entire experience," Haslam says, "and our nonprofit continues to grow a little every year. We started with \$10,000 and have grown steadily year by year, raising nearly \$100,000 last year. My hope is that we continue to grow so that we can help as many people as possible."



MANAGEMENT SOCIETY

Working Groups for the Win

The Massachusetts Boston Chapter of the BYU Management Society has almost tripled in membership in recent years because leaders have created meaningful and lasting resources for those they serve. One of the most successful new resources is the chapter's "working groups," through which members with shared interests and career paths meet to discuss goals, successes, and challenges.

Each working group has a different focus and consists of about five participants who collaborate once a month over Zoom. Some groups focus on professions—such as life science entrepreneurs or business owners looking to scale their companies—while others focus on life interests. During meetings, members make individual plans related to the group's area of focus. In subsequent meetings they follow up and hold each other accountable so everyone can reach their goals.

For example, the Seeking New Purpose group helps those who are approaching retirement brainstorm ways to spend their newfound time. The Career Navigators group—made up of members wanting to change careers—works together until everyone successfully transitions to a position they enjoy.

In addition to helping members with career and life goals, groups provide an opportunity to build a support network. Chapter members are grateful for their fellow participants, who are willing to listen no matter the topic of discussion.

Participants say the groups are successful because everyone is willing to be transparent and vulnerable with each other. While group members admit they typically have difficulty opening up at first, the model allows them to ultimately accomplish meaningful work.

"I am amazed by the goodness that comes into the participants' lives when they openly share their challenges, hopes, dreams, fears, and disappointments," says **Jim Johnston**, chapter president.

Johnston is involved in several different working groups and says the progress he has observed is “life changing.”

Beyond the working groups, the Boston chapter is growing and supporting its membership through a regular speaker series. Various guests provide unique insights into different industries, and the associated chapter gatherings provide learning and networking opportunities for all participants. Past speakers include business owners, professors, researchers, and authors.

The chapter also reaches out to current BYU students to inform them about employment opportunities in the Boston area. “One of our main goals as a chapter

is to make Boston a welcoming place for people who are in school at BYU and considering where to go after graduation,” Johnston says.

Chapter leaders look forward to continuing to grow the group. Everyone is welcome to join the Boston chapter and participate in any working groups or events, regardless of their connection to BYU or The Church of Jesus Christ of Latter-day Saints, Johnston explains. “Our mission is to help people build lives and careers in the Boston area and to create a place where people can more deeply understand the lives, stories, and experiences of others. We want relationships to be built in our chapter.”

CLASS NOTES

1979



After 25 years with the Church Auditing Department, 1979 finance alum **Greg Dahl** recently retired from his position as director of IT auditing. In that role, he oversaw all IT auditing as well as audits in several other Church departments and Latin-area offices. Dahl was a pioneer in IT auditing in the banking industry and at the beginning of his career worked for First National Bank Corporation in Albuquerque, New



Business Behind Bars

It was a business proposition that would change the life of **Stewart R. Walkenhorst**.

A colleague was closing up shop and asked if Walkenhorst would be interested in taking over some outstanding retail orders. What made those orders unique was where they were headed—to inmates at nearby prisons. Walkenhorst listened, deliberated, and finally agreed. That decision in 1984 put

Walkenhorst’s—a company that Walkenhorst owns with his brother, Dan—on course to become a major supplier for the US prison population.

At first “it wasn’t actually a business,” remembers Walkenhorst. “If we hadn’t had a retail store to draw goods from, it wouldn’t have survived.” But the brothers persevered. They corresponded with correctional officers to learn about requirements for items shipped to inmates. They talked to inmates to learn which items they were interested in receiving. Sales took off as the brothers listened to their customers, and by 1995 the mail-order business was bringing in enough money that they closed their retail store.

Today, Walkenhorst’s employs nearly 200 people and has contracts with prisons across the United States. From warehouses in Sparks, Nevada, and in Cincinnati, the company supplies incarcerated individuals with snack foods, electronics, clothing, shoes, and health and beauty aids of all kinds. And the company has built a solid reputation among facilities, inmates, and inmates’ families.

Walkenhorst had his first experience in retail when he was a teenager in Napa, California. His father opened a gift store in 1965 after retiring from the US Air Force, and Walkenhorst worked there on weekends and

after school. “I always liked it,” Walkenhorst says. “I enjoyed waiting on customers and being the gofer.”

The 6-foot-11 Walkenhorst was also a standout center at Napa High School, and he went to BYU on a basketball scholarship. “Basketball was fun,” Walkenhorst explains, “but my primary goal was that I was going to use it to get an education—and I was going to finish in four years because I didn’t know how I was going to pay for it otherwise.”

After graduating in business management in 1976, Walkenhorst didn’t hesitate to return to the family business. He liked being his own boss, and he liked working with family. When their parents retired, Walkenhorst and his brother took over the store, building a strong partnership based on common values and respect for one another. When they had differences of opinion, “we learned to pick and choose our fights,” says Walkenhorst, “and we learned to back off when we knew the other felt strongly about something.” That connection has carried on to the brothers’ descendants: Walkenhorst’s son and two sons-in-law now lead the business along with three of their cousins.

In 2013, Walkenhorst and his wife, Shannon, received a call to serve as mission leaders of the Oklahoma City Mission, where they had unforgettable experiences with their missionaries and local members of The Church of Jesus Christ of Latter-day Saints. The assignment provided the perfect segue for the next generation to take over the family business. “I don’t know what it would have been like to transfer the business if I hadn’t been completely separated from it,” says Walkenhorst. “I think I might have held on to more than I needed to. It was good to get me out of the way so they could take it on and have to grow with it.”

Since returning from Oklahoma, Walkenhorst has been enjoying the slower pace of life in Sparks, where the business and the family moved in 2017. He gardens, serves in the Church, and works two to three hours a day, occasionally doing new product research. Though time has brought changes to Walkenhorst’s life, the legacy of listening continues. “There are other vendors that do what we do,” Walkenhorst says, “but we like to think we do it better. We keep growing because we take care of our customers.”

MPA Trailblazer



A self-proclaimed "daddy's girl," **Ruth Ann Jefferies** followed her father into a public service career. While Jefferies pursued the field because of her father's example, she has been a trailblazer herself, including becoming BYU Marriott's first female MPA graduate in 1971 and establishing an extensive career at various levels of government.

Jefferies grew up on a farm in southern Idaho. Her father worked in several public service positions,

including Cassia County assessor, state senator, and chairman of the Idaho State Tax Commission. Once Jefferies graduated from BYU in 1967 with a bachelor's degree in political science, she moved to Washington, DC, and began her own career in government.

After eight months coordinating government aid in Latin America with the US State Department, Jefferies returned to Utah, where she married and began taking classes at BYU to obtain a teaching certificate. Her life changed dramatically a year later when her husband, Val Bunker, was killed in a hunting accident, leaving Jefferies a widow at age 22.

In dealing with the tragedy, Jefferies's tenacious approach to life and her reliance on faith helped her push through the ensuing heartbreak. "Fear generally inhibits achievement and living a full life; if we can nail down fear, we can improve almost anything," she says. "The bottom line is to have faith in God and high expectations for yourself."

True to her own advice, Jefferies began working to live a full life despite her circumstances. While still taking classes to become a teacher, she enrolled in a public administration course because of her lifelong interest

in the topic. Her professor, **Karl Snow**, was impressed with Jefferies's background and performance in his class. "One day he talked to me about the MPA program. He explained that I would be the first woman in the program and that an MPA would benefit my career," she says. "I worked hard and stuck out like a sore thumb as the only woman."

Beyond the history she was making, Jefferies's effort and desire to succeed paid off even before she graduated. Following her first year in the program, she landed a job as the associate state planning coordinator in the Utah Governor's Office. After graduating a year later, Jefferies spent an additional nine years in her role coordinating federal grants.

She then took a 13-year break from formal work to raise two children from her second marriage, which later ended in divorce. But even while staying home as a mother, Jefferies never stopped being involved in her community, fulfilling a variety of duties with the state Republican Party. Jefferies returned to the workforce in 1990, spending a year managing the United States Census Bureau office in northern Utah. She then accepted a position at the Utah State Tax Commission, where she remained for 27 years.

"I have been involved with taxation for most of my life, beginning and ending with property tax. As a child, I helped count horses, cattle, and sheep with my father when he was the county assessor," she explains. "As an adult, I helped lead the state's effort to set property tax rates and codify tax statutes."

While Jefferies remains passionate about public service, her greatest joy is her two children. Her daughter, Nicole, is a general manager and senior vice president for Advance Auto Parts; her son, Lon, was a certified financial planner before he passed away from a seizure in 2015.

Jefferies retired in 2017, but she hasn't slowed down. She finds peace from her faith and continues to serve others in retirement. When she is not volunteering as board member or at museums and theaters, Jefferies maintains her lifelong political involvement, teaches church Sunday School classes, and enjoys taking care of her home and yard in Bountiful, Utah. "I'm happiest when I'm busy," she observes.

Looking back on her career and life, Jefferies appreciates her opportunity to walk in her father's footsteps while also creating a path for others to follow. "I feel blessed to have worked in the public sector," she says. "I met amazing people and had many special opportunities, all while trying to make a difference in people's lives."

Mexico, and for PwC in Tulsa, Oklahoma. He traveled the world with his work, meeting wonderful people wherever he went. He served as president of Information Systems Audit and Control Association chapters in both Salt Lake City and Albuquerque and as vice president of the Albuquerque chapter of the Institute of Internal Auditors. Dahl and his wife, Lorraine (also a BYU grad), served as inner-city service missionaries in Salt Lake City for many years and

are currently full-time missionaries in Puerto Rico. They have five children and 12 grandchildren.

1992

As a business owner, **Darlene Salin Zobrist** enjoys the flexibility to balance her career with motherhood and civic service. After Zobrist completed a BS in organizational behavior in 1990 and an MPA in 1992, she and her husband, **Duane** (a 1994 MPA grad), founded Resort Outfitters



Inc. The company employs more than 100 people and provides recreational activities—including falconry, zip lines, kayaking, and bike rentals—for boutique hotels and resorts. Outside of work, Zobrist started a private K-8 school, Greenbrier Episcopal School, that her children attended in rural West Virginia; she also served as a member of the Greenbrier County

Board of Zoning Appeals. Zobrist and her husband have four children (two of whom are BYU grads) and three grandchildren. They split their time between White Sulphur Springs, West Virginia, and Colorado Springs, Colorado, two beautiful locations where Zobrist enjoys gardening, hiking, and watching sunsets from her hammock.

1998



When **Jolynn Tayler Wolfgramm** was introduced to HR while working for The Church of Jesus Christ of Latter-day Saints, she knew she'd found her niche. After working in HR roles in various departments at Church headquarters for six years, she spent another two years in HR at LDS Business College, followed by a stint as executive assistant to the college's president. Wolfgramm is now HR manager and assistant bookkeeper for California Pools in Las Vegas. She graduated from Ricks College with an associate's degree in accounting in 1995 and from BYU Marriott with a bachelor's degree in management with an emphasis in finance in 1998. She and her husband, Rudy, have three sons and live in Henderson, Nevada. They produce a show on the Las Vegas Strip, *The Jets 80s & 90s Experience!*, which runs several nights each week. Outside of work, Wolfgramm enjoys hiking, playing the violin, and training for sprint triathlons.

2000



During a hospital stay while he was a college student, **Jeremy J. Price** was impressed by the way healthcare professionals provided him with both physical healing and emotional support. He decided then and there that he wanted to work in a field where he could help others who were going through health challenges. After graduating with a BS in management from BYU Marriott in 2000, he completed a master of healthcare administration at the University of Minnesota in 2003. Since then, he has held leadership roles at Mercyhealth in Wisconsin,

NorthShore University HealthSystem in Illinois, ProHealth Care in Wisconsin, and Portneuf Medical Center in Idaho. Price is currently vice president of provider services for Star Valley Health, which serves communities throughout southwestern Wyoming. He and his wife, Kathy, reside in Afton, Wyoming, where they enjoy exploring the natural beauties that surround them. They have three daughters and one granddaughter.

2004



Auckland resident **Krystie Moynihan**, who graduated with a MAcc in 2004, started her career as an assurance associate at PwC. But when New Zealand began preparing to host the Rugby World Cup in 2011, Moynihan looked for a job that would allow her to be involved in the event. She became an accounts manager for Rugby Travel & Hospitality, the official provider of travel and hospitality packages for the World Cup. Some highlights from her time in the rugby travel industry were attending the World Cup matches and the World Rugby Awards and having an opportunity to hold the championship trophy. Moynihan later worked as head of finance for All Blacks Tours, a company that organizes tour packages for supporters of New Zealand's national rugby team. Currently, she works as finance director for Meredith Connell, New Zealand's largest litigation firm. She acts as the firm's anti-money-laundering compliance officer and oversees financial reporting, client administration, and trust account management. In her free time, Moynihan enjoys listening to true crime podcasts and attending concerts, theater productions, and sporting events.

2005



"I've always been interested and engaged in the political and public policy space," says **Lyall Swim**, who graduated from BYU with a BA in communications in 2000 and earned an MBA from BYU Marriott in 2005. Swim spent his early career

working in the private sector and volunteering with political organizations on the side. But after completing a doctorate in organizational leadership at Pepperdine University in 2016, Swim decided to go all in and enter the field of nonprofit policy advocacy. In 2018 he began working for Atlas Network, a nonprofit that partners with nearly 500 think tanks and other nonprofit advocacy groups in more than 90 countries. He is now Atlas's chief operating officer, a role in which he oversees organizational infrastructure, manages the senior leadership team, and steers special initiatives tied to North America, Latin America, Asia, and Africa. Swim and his wife, Jennifer Robinson Swim, reside in Fredericksburg, Virginia, with their three children, where they enjoy using JustServe.org to find opportunities to serve.

2011



After graduating with a master's degree in mass communications from BYU in 2004, **Jennia Parkin** looked at a wide range of job descriptions and highlighted what seemed most interesting. This exercise led her to a six-year job in product management. In 2010, Parkin returned to her alma mater and earned an MBA from BYU Marriott. Following her graduation in 2011, Parkin switched to working in brand management. She led the launch of Silk Cashewmilk from ideation through commercialization. In 2017, Parkin altered her career a third time, focusing on technology. Currently, she is the VP of global product management for Cricut's machines team. Parkin loves being outdoors and enjoys cycling, cross-country skiing, hiking, and canyoneering. She and her husband, Nick, and their daughter live in Laramie, Wyoming.

2013



As an undergraduate student in the finance program, **Weston K. Teshima** completed an internship with Walmart, where he developed a passion for merchandising, product development, and recreation

A Focus on the Permanent

Growing up in Brazil, **Marcelo Souza** always had a passion for education. As a teenager, he set his sights on earning an advanced degree from BYU—a goal he accomplished when he graduated with an MBA in 2005. The lessons he learned at BYU Marriott helped him to not only adjust to a new culture but also become a better businessman and reinforced his top priorities of family and religion.

While attending a technical school in his hometown of São Paulo, Souza completed an internship as a salesperson for a manufacturing company. He gained additional sales experience in Brazil by earning a bachelor's degree in business administration from Escola Superior de Administração de Negócios in 2001. However, Souza felt he could do even more, so he began exploring the possibility of furthering his training at BYU.

"Being a member of The Church of Jesus Christ of Latter-day Saints meant I was often exposed to BYU. The university became important in my desires to always be learning and pursuing education," Souza explains. "I came to the point where I was not going anywhere professionally, and I realized the BYU Marriott MBA program would give me the opportunity to jump-start my career."

In addition, Souza chose BYU Marriott because he felt he would fit in at the school despite the adjustments he would have to make as an international student. "I knew I would have Church culture to help me cope with American culture," he says. "Having Church members around me would make the adjustment process easier for me, my wife, and our two young daughters."

During his time in Provo, Souza took an international business class. His professor focused on helping students understand the need to adapt to different cultures when doing business in new or unfamiliar areas. Souza was able to apply these lessons not only to his ongoing adjustment to the United States but also to his career; as sales director for manufacturing firm Total Valve Systems, he sells products internationally—often to people from cultures unfamiliar to him—as part of the company's efforts to expand to new markets.

Another skill Souza gained while studying in the MBA program was learning how to find answers to difficult questions. "BYU Marriott taught me to be curious and work hard toward solutions for problems. My classes frequently used case studies where I had to think outside the box," he explains. "I learned how to analyze situations and find the best approach forward, which still helps me to this day."

These and other lessons helped Souza reach his goal of revitalizing his career. He was recently promoted to sales director at Total Valve Systems, which is located in Broken Arrow, Oklahoma, where Souza and his family currently live. While Souza enjoys his position and successful career, he is most grateful for the more permanent things in life, specifically his faith and his family. "Faith and family are permanent and remain after everything else, like money and career, are gone," he says. "I emphasize appreciating those two things because if I focus on other, temporary things instead, the permanent things may not be possible anymore when I go back to them." Because of his focus on the things that matter most to him, he especially appreciates how religion was included in his coursework at BYU Marriott.

Now, more than 15 years after graduation, Souza says his time in the MBA program continues to bless his life immensely. "My MBA did not pay off right away, but after making progress in my career I can say that I have a position I enjoy and am proud of," he says. "I have seen the results of putting time and effort into my education."



business. After graduating in 2013, Teshima joined Walmart's merchant leadership program and became a planning analyst in Summer Seasonal Toys. Teshima worked at Walmart in various positions for five years, and one of his proudest accomplishments was helping grow a private label brand into the third-largest toy brand in the company.

Now he is a national account manager for Highline Warren, a manufacturer of automotive oils. Teshima resides in Bentonville, Arkansas, with his wife, Melissa, and their two children. Although his family grew up in Las Vegas, all of Teshima's siblings and their families now also live in Arkansas. In his free time, he enjoys running, volleyball, and hunting.

2016



Since completing a BS in recreation management and youth leadership with an emphasis in therapeutic recreation in 2016,

Ana Chavarri has found her passion in the field of social work. As director of the Provo Encircle home, a youth and family resource center for the LGBTQ+ community, Chavarri oversees daily programs, directs community outreach, and manages the facility's staff. She also advocates for the LGBTQ+ community by presenting at conferences and seminars for businesses, school districts, and other organizations. Her past service includes working as a recreational therapist at Imperial Healing Estate, a residential treatment center that supports adolescent females; providing translation services for a variety of ambulatory health clinics; and volunteering at Vantage Point, a center for at-risk youth. Chavarri recently purchased a home in Provo and enjoys hiking, dancing, and training her border collie pup.

2017



After earning a bachelor's degree in management with an emphasis in global supply chain management, **Zach Wright** took a job with

Whirlpool Corporation in their global supply chain leadership development program. He spent three years working for the company and held positions in manufacturing, procurement, and supply chain. In 2020, Wright decided to return to school to pursue a PhD, with the goal of becoming a business professor. He is now a doctoral student in operations management at Ohio State University's Fisher College of Business, one of the top 25 business research institutions in the United States. Alongside his classes, he works as a research assistant to support faculty research efforts and to progress toward his own research interests. Wright lives in Columbus, Ohio, with his wife, Jordan, and their two children. In his free time, he enjoys spending time with his family, golfing, fishing, and following BYU sports.



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