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# MARRIOTT

ALUMNI MAGAZINE

WINTER 2020







# MARRIOTT

ALUMNI MAGAZINE

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◀ BYU MARRIOTT ALUMNUS AND FORMER MARKETING PROFESSOR SCOTT SMITH SPEAKS TO STUDENTS DURING HOMECOMING WEEK 2019. SMITH, A FOUNDER OF QUALTRICS, RECEIVED THE PRESTIGIOUS ALUMNI ACHIEVEMENT AWARD PRESENTED FROM THE BYU MARRIOTT SCHOOL OF BUSINESS AND DELIVERED A LECTURE TO BYU MARRIOTT STUDENTS AS PART OF THAT RECOGNITION. PHOTO BY CHADWICK LITTLE.

What makes a language a language? • I don't think it is possible to get an A in this class. • Don't sign any papers, and you're good. • This is the first fun thing I have done in over a week. • It was a good feeling going into the test knowing I could answer most questions. • I'll dress up in an inflatable T-rex suit for our project; we can all dress up as dinosaurs. Dude, I'm not going to crawl on all fours. • Sometimes life hits you. • My goal is to study for ten minutes before the test. I probably won't remember anything before that. • Three guys were competing for her attention at country swing. • I'm in my groove. I just want to keep going. • She got double the ice cream for the same price. • Here's a question: Would you date yourself? • He's passive-aggressive and narcissistic. I have never been more excited in my life to figure this out. • I guess we should probably go to class. Yeah, I guess that's a thing. • My roommate went on three dates in one day. I'll be like her eventually. • I've heard that for a piece of information to stick, you need to expose yourself to it four times. • When I focus on the learning aspect instead of the test prep aspect, going to school is much more uplifting. • I couldn't find him online, so I don't know what he does. • That's the power of TAs. • We went to Area 51. • I felt like I studied a bunch of meaningless stuff that wasn't on the final at all. • Keeping plants alive is way harder than my mom made it seem. • I've noticed a pattern: they're very into volleyball. • When you deny job offers, you're gonna burn bridges. • We were just deciding what mythical creature we would be. I would be a dragon. • Provo can be a party sometimes. • I swore I turned that in. • Sometimes I miss high school. • Pretend you're teaching it to a classroom. • The internet isn't working at our apartment, so I have to come here. • I packed two sandwiches today. It's gonna be a good day. • I wish they played music in the elevator. • I've never had black licorice before. • I'm glad you have a fairly solid idea of what you want from life. • We deserve sushi after this test. • I had Chick-fil-A twice today already. • We have the outline; this is exciting. • Crap, I have two missed calls from my mom. • I told her to meet at 5:30 because I know she is always at least thirty minutes late. • He asked me on a date to go mountain biking. I'm terrified. • I can't decide between the marketing program or the strategy program. • BYU is eternally under construction.

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Meaningful mentorships are invaluable—in the classroom and out in the business world. And while universities have long recognized the power of mentoring, a growing number of companies are now investing in mentoring programs as well. Whether you're a mentor or the one being mentored, learning the ins and outs of an effective mentoring relationship can make the experience much more enjoyable and productive for everyone involved.

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Cover photo by Bradley Slade



Kara Norman Chatterton  
MPA, 2010



# Good Scents

by SARA SMITH AT GOOD

PHOTOS by BRADLEY SLADE

When Kara Norman Chatterton was young, her BYU alumni parents took her and her five siblings on a pilgrimage to Provo from Idaho every other year or so. During many a stroll across campus, her mom and dad extolled the virtues of a BYU education—while driving the message home with sweet incentives.

“We never left campus without a book from the bookstore and candy from the candy counter,” Chatterton says. “I knew early on that BYU was where I wanted to go to school.”

The visits to BYU sweet spots continued once she arrived on campus as a student. Chocolate milk and bridge mix from the candy counter became her go-to study snack. Since getting married and graduating, Chatterton and her husband, Zach, have kept the tradition alive. Every few years they take their five kids on the same walk across campus, ultimately ending up at the Wilk for ice cream, candy, and books.

“We’re trying to brainwash our children,” Chatterton admits, laughing. “BYU still feels like home because we have so many fond memories there. And it’s especially nice to be on campus without having to worry about finals.”

The Chattertons hold a combined five BYU degrees, including three from BYU Marriott: Kara earned her MPA in 2010, and Zach received his BS in accounting in 2009 and his MBA in 2016. The couple has worked together to build a life that has room for all of their dreams.

Kara and Zach grew up together in Caldwell, Idaho. In high school, they were in the same friend group, and she gave him a copy of the Book of Mormon with her testimony written inside. He eventually joined The Church of Jesus Christ of Latter-day Saints, served a mission, and joined Kara at BYU, where they married the summer before Kara began her grad studies.

Chatterton, who earned her law degree at BYU alongside her MPA, works as an associate counsel at Scentsy in Meridian, Idaho. Since his graduation, Zach has consulted with a number of companies and recently quit his job to focus solely on a promising tech startup. Chatterton feels fortunate that she found her spot right out of grad school. In her nine years at Scentsy, Chatterton has seen a lot of growth—both professional and personal.

### Dreaming Big

Practicing law in one way or another was always in the cards for Chatterton—all because of a fourth-grade field trip.

With her elementary school class in Caldwell, Chatterton went on a trip to the county courthouse, where she listened to a presentation by a friend’s mother who was a judge. Chatterton was so taken with the experience that she determined then

and there to become a judge herself someday. After the field trip, she came home and announced these plans to her parents.

“They told me that if I wanted to be a judge, I would have to go to law school,” Chatterton says. “I said, ‘Okay,’ and that’s when I decided. Law school was always part of my educational plan.”

Chatterton’s parents have never shied away from supporting her, whether she was playing high school soccer, chasing her budding ambitions for a high-caliber career, or working in the family jewelry store with her siblings as a kid, first cleaning glass and running errands before working her way up to more responsible positions.

“My parents always taught us to work hard and to serve others and have faith,” Chatterton says. “I grew up believing that if I worked hard, I could do anything I put my mind to, because they were so encouraging and so supportive of everything I did.”

With law school as her eventual goal, Chatterton decided on political science as her undergrad degree at BYU, considering it a marriage of her interests in government and American history. She loved it so much that she even considered pursuing a doctorate in political science after graduating. But her interest in local government led her toward BYU’s MPA program—and there was also the

small matter of her lifelong dream of attending law school.

“I talked to my parents about it, and I mentioned that BYU offered a dual MPA and law degree,” Chatterton remembers. “My parents were encouraging, and so I decided, why not? I was in graduate school for four years, and I loved it.”

### Becoming an Advocate

Somewhere between the fourth grade and her final year of law school, Chatterton realized her career aspirations had shifted. Her childhood dream of becoming a judge no longer rang true, though she still credits the courthouse field trip with opening her eyes to the possibility of law school.

Over two summers and part of a school year, Chatterton worked with a law firm in Nampa, Idaho, that practiced municipal law. “The work was a great combination of my law and MPA degrees,” Chatterton says. Although she fit in at the firm and enjoyed her work, the economy wasn’t great when she graduated, and there wasn’t a position available for her.

Three weeks after graduation, the Chattertons’ first daughter was born, and that spring Chatterton passed the bar exam. Zach took a job as a data analyst in Idaho, and Chatterton, both a newly minted mom and lawyer, still had no job leads.







*“My parents always taught us to **work hard** and to **serve others** and **have faith**. I grew up believing that if I worked hard, I could do anything I put my mind to.”*



“We bought a house and got settled in,” she says. “And I got started looking around at what I wanted to do.” She held out hope for part-time work at the law firm where she had worked earlier until she stumbled across a job listing that sparked her interest: an associate counsel position at Scentsy. Scentsy is a network-marketing fragrance company known for products such as wickless candles, and the company’s headquarters are near the Chattertons’ house.

“In law school, I had discovered the dream of becoming an in-house counsel,” Chatterton says. She loved the idea of advocating and fighting for a single client and cause. “I applied for the job blind,” she says. “I didn’t know anybody at Scentsy, and I was barely out of law school.”

Her chances, Chatterton says, were slim: the opening attracted a number of applicants, and she was an unknown and untested lawyer. “In addition, I didn’t think the interview

went very well,” she notes. “But I ended up getting a job offer. It was my first ‘real’ job out of graduate school, and I’ve been here ever since.”

Today she loves raising her family in Meridian, and her ten-minute commute to work isn’t too shabby either. “I love coming to work,” she says. “I love the people here, and I love being a part of this company.”

### Negotiating Growth

Negotiating contracts is the bread and butter of Chatterton’s work as an associate counsel at Scentsy. “I enjoy advocating for my client, whether that be in an arbitration situation or negotiating a difficult contract,” Chatterton says. “I love the resolution that comes after working through a difficult contract. I like that I have one client and that I am able to advocate for that one client.”

As Scentsy’s legal counsel, Chatterton finds that her days are never boring. “My work is varied,” she says, “and there’s a lot of it.” In a change of pace from her work with contracts, she and her boss recently represented Scentsy in a major arbitration and won—a career high for her so far.

When Chatterton started at Scentsy, the company had a presence only in the United States and Canada. Since then, she has helped Scentsy expand into Mexico, Australia, and various countries across Europe. The company currently employs more than a thousand people in three states and internationally. Chatterton has played an important role in paving the way for Scentsy to do business across the globe.

“With every new location comes a new host of legal issues to deal with,” she says. “We have to establish new business relationships and work with global counsel to ensure our policies comply with local laws.

As Scentsy has grown, I’ve learned a lot about how to quickly work through unique challenges with Scentsy’s best interests in mind.”

### Going Forth to Serve

Not every contract, negotiation, or arbitration that crosses Chatterton’s path is purely business. She values how Scentsy provides her the chance to use her legal skills to give back.

“Scentsy gives its employees the opportunity to speak with legal counsel about personal legal issues they may have, and that’s another part of my work I like,” Chatterton says. “That gives me a chance to get involved in areas of law I don’t practice as often. It’s great that they provide that resource to their employees—I can be at work helping my colleagues navigate their own legal issues.”

This service has led Chatterton to interesting cases as she’s had a chance to dig into questions beyond her day-to-day workload. She and her attorney colleagues have even teamed up on pro bono cases for members of the community.

Each year, Scentsy picks a charity to sponsor and then donates to that charity the proceeds from a selected product line. Sometimes several organizations are chosen in different regions around the world. Most recently the company has been working on raising funds for the Make-A-Wish and Make-A-Wish International organizations.

Guess who gets to negotiate the legal agreements behind these charitable partnerships? “This is a different kind of contract—a contract for a cause,” Chatterton says. “I love that Scentsy makes giving a part of its business. It allows us to give back in a big way.”

### Powering Through

A few years after starting at Scentsy, Chatterton had settled nicely into her career and her

family life. She had given birth to their third child, Zach was comfortable in his work, and the family was thriving in Meridian.

Soon after she returned from maternity leave, Chatterton had a distinct feeling that a big change was coming for the young family. She had no idea what that would be—and then the couple got news that Zach had been accepted into BYU Marriott's full-time MBA program. Before they knew it, Zach was splitting his time between Provo and Meridian, gone for three to four nights a week while Chatterton managed the house, kids, new baby, plus her full-time job.

"Those two years were intense," Chatterton remembers. "It was a crazy time in our lives. But we had the attitude of 'We'll figure it out.' And we did." Some weeks she drove the kids down to Utah to visit Zach, but most of the time he came home to Idaho. They leaned on nearby family and a determination to make space for what's important to them.

Zach had always dreamed of becoming an entrepreneur, and his MBA opened doors to make that possible. With internships at

Chatbooks and Adobe—plus BYU Marriott's world-class entrepreneurship program and its successful track record—he was well positioned to move his career right where he wanted it.

After Zach's graduation, life returned to normal for the Chattertons. Zach joined the family in Idaho, took a job at a tech startup, and eventually declined a C-suite promotion to focus on his own startup: Gather, a business-to-business software company for funeral homes.

### Holding Steady

Life is good for Kara and Zach. Working together, they've followed their passions as they've built their careers and family. Chatterton's main goal these days is to hold steady, at least for now, while Zach's business and their five children (who range from a new baby to a nine-year-old) grow.

Holding steady doesn't mean standing still though. Chatterton has goals to chase down outside the office too. "I want to run faster," she says. "That's my personal goal. I'm not

very fast, but I did three half marathons in 2018, and I have another one coming up." She ran off and on in high school and college but didn't get serious about it until her third year in grad school.

Some recreational runners might start off with a 5K distance, but since childhood, Chatterton has always been the go-big-or-go-home type. "In my third year of graduate school, I trained for and ran the Salt Lake City Marathon," she says. "That was my first race since elementary school. Ever since then I've loved running. Running is something I do just for me; it really is a great stress reliever."

Chatterton always has a race on the schedule to train for. Meanwhile she's keeping pace with her busy family, enjoying her kids while they're still little, advocating for her client in whatever way is needed—and planning the next trip to Provo for bridge mix. **M**

### About the Author

Sara Smith Atwood worked in magazines before becoming a freelance writer. A BYU grad, she lives in Orem with her husband and their two children.

*"It was a crazy time in our lives. But we had the attitude of  
'We'll figure it out.' And we did."*





# Fraud: One of Life's Tests

**THE COURSE DESCRIPTION FOR ACCOUNTING 550**, Fraud Prevention and Detection, is pretty straightforward: the course covers fraud prevention, detection, investigation, issues, and methodology, and it includes examination of past frauds with hands-on cases and computer exercises to identify increased fraud risk, interrogate data, and design prevention and detection controls.

That's pretty much what Dani Finlinson, Macc student in BYU Marriott's School of Accountancy, expected when she signed up for the class. What she didn't anticipate was that this standard fraud education would be interwoven with gospel principles, heartfelt testimony, and application that extended beyond her career and into her personal life.

"The class certainly furthered my understanding of fraud," Finlinson says, "but it also strengthened my testimony and helped me realize how easily we can get caught up in making wrong choices and how we can prevent that from happening."

Finlinson's experience in the class is exactly what the SOA's Mary & Ellis Professor Mark Zimbelman was aiming for when he designed the course more than a decade ago. "The goal of

the course is to teach our students how to recognize fraud and, perhaps even more importantly, give them tools to prevent fraud in their own careers as well as their personal lives," Zimbelman says.

The course achieves this through both traditional classroom instruction and invaluable hands-on experiences. Lectures cover the history and different types of fraud, accounting red flags, financial statements, and internal controls.

In addition, students work through four ethical dilemmas throughout the course. "Fraud is more common than we realize," Zimbelman observes. "I've designed a variety of cases that reflect scenarios that have real-life application; these are situations that many of these students are likely to face in the next five years. Hopefully, because of the education and tools they've gained through this course, they will know what to do."

Course takeaways include everything from developing interviewing skills and creating a paper trail to building a support network and being financially secure enough that you can leave a job if necessary. "That's when the gospel principle of being self-sufficient becomes valuable," explains

*"The goal of the course is to teach our students how to recognize fraud and, perhaps even more importantly, give them tools to prevent fraud in their own careers as well as their personal lives."*

## INSIDE *the* CLASSROOM



The class combines a fraud education with gospel principles, heartfelt testimony, and application that extends beyond careers into personal lives.

Zimbelman, who weaves gospel principles throughout course teachings. "When we save money, live within our means, and have food storage, we can leave a questionable situation if we have to. The temptation to choose fraud because of financial instability is removed."

Zimbelman says students will have to deal with fraud, whether they like it or not. "We all have to choose between good and evil," he concludes, "and fraud is one of those life tests. I always share a quote from Elder Holland with our students: 'BYU is not here to help you make money. Any university in this land can do that. We hope your education brings income sufficient for your needs. . . . [But] BYU has been established to extend to you the very glory of God, His intelligence, His light, and His truth . . . to forsake the evil one, your tempter' ('The Inconvenient Messiah,' BYU devotional, 2 February 1982)."

—KELLENE RICKS ADAMS









LET'S  
TALK

# CHOCOLATE

BY CLARISSA  
MCINTIRE

PHOTOGRAPHY BY  
BRADLEY SLADE

*How the Beehive State  
Became a Hot Spot for  
Bean-to-Bar Gourmet  
Chocolate Making*



If you were disappointed by the chocolate you got for Valentine's Day, never fear. You can find many delectable, innovative options in the world of chocolate. And surprisingly, Utah is home to some of the best.

Since the early 2000s, many makers of fine chocolate (also called craft or artisan chocolate) have clustered their shops in Utah so close together that the gourmet-food community has taken notice. In 2018 *Forbes* highlighted the rise in Utah's chocolate producers and appreciators,<sup>1</sup> and in 2016 a *Saveur* headline queried, "The Craft Chocolate Capital of America Is . . . Utah?"<sup>2</sup>

Capital or not, Utah has certainly become a chocolate-making hub. Even though cacao trees grow in hot, humid climates, very different conditions are needed to turn cacao beans into high-selling quality chocolate. Utah provides the best of those conditions, in both environment and culture.

## A SWEET INDUSTRY

If you're not sure whether or not you've had fine chocolate before, chances are you haven't. Artisan chocolate is not something you're likely to consume without noticing a difference. Unlike most of the bars you find at your local grocery store, fine chocolate is made to be unique.

According to the London-based Academy of Chocolate, fine chocolate comprises only about 10 percent of the global cacao-bean market. Most beans are harvested in West African countries and made into well-known brands' chocolate bars and confections, often flavored with a touch of vanilla. This process helps name brands guarantee a dependable taste that many consumers enjoy.

On the other hand, small-batch chocolate makers source their beans from all over the world—from Vietnam to Venezuela—resulting in a variety of cacao flavor profiles, including fruity, nutty, and floral. The Academy of Chocolate defines "proper" chocolate by the percent of cacao solids, the type of vegetable fat included, the lack of artificial additives, and the processes used. In short, most chocolate doesn't make the cut.<sup>3</sup>

However, within a twenty-mile radius in the heart of Utah, seven fine-chocolate makers are churning out sweet treats that even

the strictest of connoisseurs would approve of. Stretched along the Salt Lake and Utah Valleys and reaching into the Park City area are Amano Artisan Chocolate, the Cacao Bean Project, the Chocolate Conspiracy, Millcreek Cacao Roasters, Ritual Chocolate, Solstice Chocolate, and Taste Artisan Chocolate.

Despite their proximity, none of these makers are of the same mold, according to Brian Ruggles, a 2009 BYU graduate in manufacturing engineering technology and the founder and president of the Utah Chocolate Society, one of the largest gatherings of amateur chocolate lovers in North America. "All the chocolate makers I know of in Utah use different machines and even processes to roast their beans," Ruggles says in an episode of his podcast, *Chocolate Fascination*. "In terms of the speed, the temperature, and the time, all of this will affect the way that the chocolate ends up tasting."<sup>4</sup>

## UNWRAPPING THE MARKET

As an undergraduate, Art Pollard remembers eating a chocolate bar while he was working in BYU's Department of Physics and Astronomy and telling his coworkers he wanted to learn to make his own chocolate. "They all told me that I couldn't do it, that

it's too difficult," Pollard recalls. "That got my attention."

Inspired by both the challenge and his own love of fine foods, the 1996 anthropology graduate began a ten-year journey navigating the logistics of chocolate creation. He designed and built his own chocolate-making machines while also building a software company with his business partner.

Eventually Pollard left software behind and established Amano Artisan Chocolate in 2006, and the company has since garnered more awards than any other chocolate maker in the United States. Despite all of his success, Pollard doesn't believe in slowing down. He still regularly works fourteen-hour days, doing everything from mixing test batches to driving forklifts. "This career is not what my high school guidance counselor would have urged," he says. "But I love every minute of what I do."

He didn't know it when he started, but as the first fine-chocolate maker in Utah, Pollard helped carve out a niche for others to pursue a then relatively unknown product in America.

In fact, it may have been Pollard's chocolate that inspired Anna Davies and Robbie Stout to begin renting factory space in Denver for their company, Ritual Chocolate,







in 2011. “We got introduced to the concept of fine chocolate—actually we probably had an Amano bar at the time,” Stout remembers. “We became fascinated.” They relocated to Park City, Utah, in 2013.

Despite their enthusiasm for fine chocolate, Davies and Stout found establishing Ritual to be bittersweet work. “Fine chocolate is actually a market that’s not well defined yet,” says Stout. “Most of the distributors and retailers that other food businesses typically go through, well, none of them really understand what fine chocolate is about or why a chocolate bar should cost ten dollars.”

The average consumer often can’t understand that either. Why the heavy price tag? Here’s a hint: it’s about more than just unique, well-made chocolate bars.

### A WILD, WONDROUS JOURNEY

There are several things that many people don’t understand about making chocolate. “The misconception is that my job is just being Willy Wonka, basically, and flying around like a mad scientist with chocolate,” says Grant Fry, the supply chain and marketing manager at Taste Artisan Chocolate in Provo and a former BYU Marriott business management major. “But I would say that’s only about 1 or 2 percent of my job.”

Another misconception? The idea that cacao can be both easily and honestly obtained. “Mass chocolate has been an industry with big problems regarding slavery and other forms of unethical labor,” Fry explains. “We’ve worked hard to make sure that we’re working with suppliers that we trust to be

doing good audits at the farms and to make sure we’re contributing to a sustainable and an ethical supply chain.”

If there’s one thing that Utah’s artisan-chocolate manufacturers have in common, it’s a commitment to ethical sourcing.

For example, Millcreek Cacao Roasters—headquartered in Salt Lake City—emphasizes its relationship to its growers with its tagline, Farm to Bar Chocolate. And Davies



## ALUM BRINGS STRONG SKILLS TO A TASTY SCENE

When 2003 MBA grad Char Coleman entered BYU Marriott for her master’s program, she had no idea that she would later use her skills to cofound Taste Artisan Chocolate in Provo. While there was definitely a learning curve to starting a fine-chocolate company, she never doubted that it could be done. “At BYU Marriott, you got

your feet wet in everything,” she says. “Therefore I’m able to get my feet wet in everything—all of the accounting, all of the projections, the supply chain, figuring out where our bottlenecks are—all of those things. I would never have known how to do those things without my education.”

and Stout of Ritual Chocolate consider themselves “partners with our origin farmers, not just customers,” Stout says.

DeAnn Wallin, owner of Salt Lake–based Solstice Chocolate, says that many people often mistakenly believe that she earns huge profit margins from her bars. However, when she tells her customers that the cost of the chocolate is actually providing living wages for cacao farmers, “that’s valuable to a lot of people who aren’t willing to spend the money,” she says. “They realize how this is helping others starting at the source.”

On a recent trip to Tanzania, Wallin met the men and women who harvest the cacao that her company purchases. “We were with farmers who had never tasted chocolate, but they harvest cacao. They just know it brings in money for their families,” says Wallin, who shared some Solstice chocolate with them. “Watching them taste chocolate for the first time was fun and fulfilling.”

On a similar trip, Pollard met with cacao farmers in Venezuela and gave them each a bar made with their farms’ cacao. An older man, tasting chocolate for the first time, said it was like a river. Upon Pollard’s asking, the man explained: “It takes you on this wild and

wondrous journey to all these magical places. It goes on and on, like a river.”

## HOME SWEET HOME

So if cacao is sourced from all over the world, why the chocolate-making swell in the shadow of the Wasatch Mountains?

Most of the makers say they began production in Utah simply because it was home. “I grew up here,” says the Chocolate Conspiracy’s AJ Wentworth, who works out of Salt Lake. “I wanted to be close to family. Plus Utah is friendly to startup businesses.”

Some speculate that consumers in Utah turn to chocolate in place of other specialty foods. As BYU Marriott associate professor of marketing Glenn Christensen told *Bloomberg* in 2015, “We [members of The Church of Jesus Christ of Latter-day Saints] don’t drink alcohol, we don’t smoke, we avoid coffee—but we certainly do sugar.”<sup>5</sup>

Stout offers other possible explanations. “The climate is ideal for chocolate,” he says. “Water and chocolate are not friends. Actually, the drier the air, the drier our chocolate, so it’s going to be a better consistency here. The chocolate has a low viscosity, and it will actually have a longer shelf life too.”

But it was the landscape—not the high altitude or low humidity—that was the driving force behind Ritual’s move from Colorado several years ago. “The main motivation for us to come back here was to be closer to the mountains, to be able to change my clothes at work and be on a mountain-bike trail in a quarter mile, because that’s literally how close we are,” Stout says.

Pinpointing only one reason for chocolate’s local popularity may be next to impossible. The reasons become almost cyclical: Stout says fine-food retailer Caputo’s Market and Deli, located in Salt Lake City, likely began the shift, while deli owner Matt Caputo recently attributed the state’s booming craft-chocolate industry to Pollard. Pollard, in turn, cites changing consumer tastes as a significant catalyst.<sup>6</sup>

Regardless of the reasons, fine chocolate in Utah is part of a national trend, says Wallin. “We’re seeing an American craft-chocolate movement,” she explains. “The industry has so many makers now. It’s exciting to watch this market grow and be a part of it.”

Meanwhile for Pollard, creating excellent chocolate—and helping create a market for the product—has been one of the most fulfilling aspects of his career. “I think the purpose of our lives here on this earth is to search for an ideal, to create something beautiful and share it with others and change their lives for the better,” Pollard says. “That’s what we’re aiming for when people taste our chocolate.” **M**

## NOTES

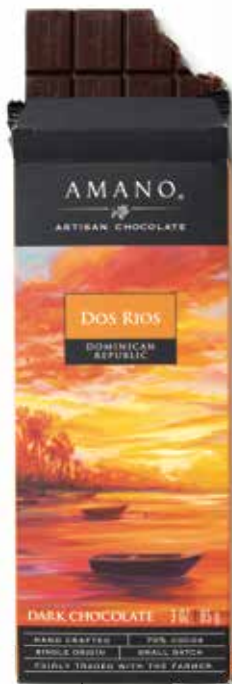
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# TASTING NOTES

The *Marriott Alumni Magazine* editorial team sampled a bar from each of Utah's fine-chocolate makers and found each to be unique and compelling. Take a look at the flavor profiles the team encountered before going on a chocolate-tasting adventure of your own.



**70%** DOS RIOS

*Amano Artisan Chocolate:*  
Complex citrus, floral, and pine-like flavors



**45%** CARANERO MILK

*The Cacao Bean Project:*  
Sweet, smooth, buttery caramel taste



**75%** BELIZE

*Ritual Chocolate:*  
Bright, tart, and spicy tang



**70%** WASATCH BLEND

*Solstice Chocolate:*  
Sweet marshmallow, malt, and cinnamon mix



**70%** HIMALAYAN PINK SALT

*Millcreek Cacao Roasters:*  
Salty, savory-sweet fudge notes



**75%** PIURA

*Taste Artisan Chocolate:*  
Melting raisin-grape savor with clean finish



**73%** MACA

*The Chocolate Conspiracy:*  
Woody, honey-tinted, rustic texture



## around the COOLER

BY CLARISSA MCINTIRE

### 1. KONMARI METHOD

In January 2019, thrift stores across the country saw a significant jump in the number of charitable donations received. The reason? Netflix's release of the show *Tidying Up with Marie Kondo* inspired thousands to declutter and give away unwanted things. Explore Kondo's method yourself by keeping only items that bring you joy.



# Spring into Action

*The origin of spring cleaning is a little uncertain. It may have started as the process of clearing up winter chimney soot, though others suspect it could be rooted in the Persian New Year or Jewish Passover celebrations. Even biology might explain our desire to spring clean: increasing hours of daylight tend to make us feel more energized. Regardless of your motivation, embrace the season of rebirth and make some wholesome changes with these modern spring-cleaning tips.*

### 2. PROFES- SIONAL POLISH

Take a moment to refresh your work-space—and online presence. Could your desk use a massive reorganization or just a simple wipe-down? When was the last time you updated your résumé or LinkedIn profile? Try spending a few minutes in these easy freshening-up efforts.



### 3. A FRESH MENTALITY

Recent research found that married American mothers—even moms who are the family breadwinners—spend almost twice as much time on chores and childcare than their spouses do. If you're married, take time to evaluate your role in household work and find an appropriate workload balance for you and your spouse.

### 4. PLANET JANITOR

While you're tidying up the house, consider ways you could help clean up the earth a little too. You can help the planet by recycling, planting a garden or tree, getting involved in a community cleanup, investing in a bicycle or public transit pass for your commute, or looking for consumer products with smaller carbon footprints.

### 5. TIDY TECH

Deep cleaning can be overwhelming to think about. Find a starting point with a variety of cleaning apps such as Spring Cleaning Checklist (for Android), which suggests jobs to tackle in each room of your home. Also try organizational apps such as Cozi, Evernote, or Busy Kid for help with a different kind of mess: a chaotic family schedule.

### 6. DEAD MAN'S GOALS

Sweep a bad habit out of your life by avoiding “dead man's goals,” which require only inactivity (e.g., “don't eat out a lot” or “don't spend too many hours on social media”). Instead, make goals that require action, such as “cook dinner five times per week” or “go to bed by 10:30 p.m.”

### 2. SCREEN-FREE CLEAN

Streaming TV shows is great when you're doing mindless tasks such as laundry or the dishes. But when you're doing the less familiar jobs often required by spring cleaning, the screen can become distracting and actually slow down work. Listen to podcasts or audiobooks instead to stay productive.

# MIGHTY MENTORS

BY BREMEN LEAK

ILLUSTRATIONS BY TRACI DABERKO

**H**ow early is too early to show up for your first day of work? Jenny Anderson knows from experience that two hours is probably too early.

“I arrived in the city at 7:30 the night before my first day at work as a creative marketing intern,” recalls Anderson, who came to New York City in May 2017. “I’d never been to New York before, and I thought, ‘How does one ride the subway? I have no idea where I’m going.’” Allotting two hours to get to work, she caught a train and arrived in twenty minutes—a full hour and forty

minutes earlier than expected. “It was a wide-eyed-and-eager, naïve kind of moment,” she recalls, laughing.

Today the Minnesota native and 2018 BYU advertising alum has not only mastered the subway, commuting daily to her full-time job at a global advertising agency, but she is also thriving in the Big Apple. “I love it,” she says. “I can’t imagine being anywhere else.”

What made the difference? Mentors. “People who always have a minute to stop and say hello, to hear your low-level crisis or





whatever worry or concern you have, even if it's something silly in the grand scheme of things," she explains. "People who build you up and make you feel like you have a purpose and you have potential. Mentors have been huge for me."

### POWER COUPLES

Everyone can benefit from mentors, and we all have the ability to mentor others.

Consider history. Henry David Thoreau had Ralph Waldo Emerson. Oprah Winfrey had Maya Angelou. Bill Gates had Warren Buffett. Even Mother Teresa had Father Michael, a priest, confidant, and friend she met while waiting for a bus in Rome.

Whether we're old or young, experienced or not, the workplace can be one of the best places to forge a meaningful mentorship. Research shows that successful mentoring can increase an employee's career prospects, invite raises and promotions, and create accountability. In one study of more than one thousand workers at a technology firm in California, mentoring program participants were promoted five to six times more often than nonparticipants.

Mentoring can also help employers drive employee engagement, retention, and knowledge sharing, all of which contribute to a socially healthy, productive workplace. Today about 71 percent of Fortune 500 companies use mentoring programs as an employee development tool.<sup>1</sup>

Experts say more and more companies are investing in mentoring programs as a business necessity, leveraging apps and mobile technology, incorporating diversity and inclusion training, and integrating common-interest groups that can help improve compatibility between mentors and mentees.<sup>2</sup> Career sites are also registering an interest in the topic. LinkedIn reports that 80 percent of its users say they want a mentor or mentee; of those, more than half say they don't know how to navigate the process.<sup>3</sup>

While finding the right person can be difficult, the effort is worth it for those who persevere.



### 200 AND COUNTING

The BYU Marriott School of Business has a number of ways for mentors to get involved, from long-standing mentoring programs to advisory boards to Business Career Center resources—even the newly launched BYU Connect, a global networking and mentoring platform for students and alumni (see sidebar on following page).

But to understand the power of mentorships, it's worth asking a few questions: What makes a good mentor? What makes a good mentee? And what do successful mentorships look like?

A brand strategist, Adrienne Martin earned an advertising and marketing communications degree and management minor from BYU in 2006. Since then, she has helped some two hundred students secure internships, including Anderson. Martin says she started mentoring after her internship at Y&R (an advertising firm on New York's famed Madison Avenue) turned into a full-time job with lots of ambiguity. After floundering for the first year, she found a way to help herself and others: "I started making presentations that would train anybody coming in to think about the role and the process and where they might fit in and feel

the most confident at this agency," she says. Then she shared her slides with newcomers.

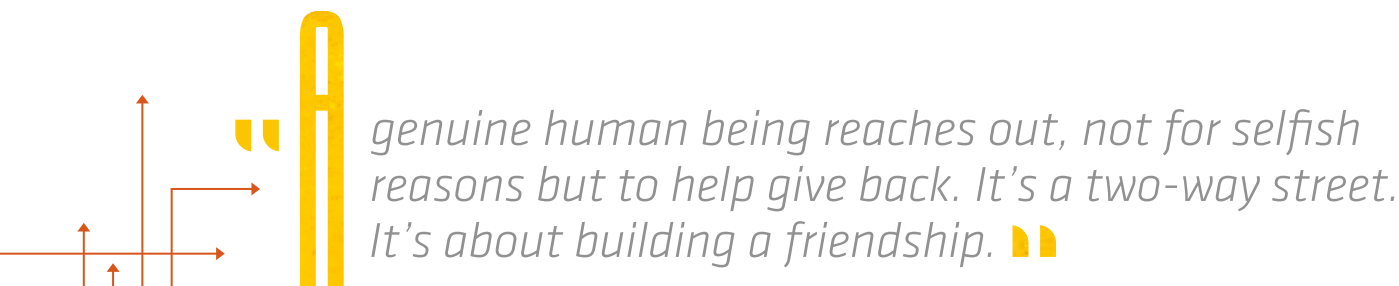
Katie Nydegger was one of them. Having reached out to Martin to learn about the industry, the two reviewed Martin's presentation over FaceTime. "The slide deck talked about the differences between marketing and advertising, the different roles within advertising, and how a campaign works," Nydegger says. The pair also discussed work-life balance, salary, and a typical day on the job. "Adrienne was so transparent," she says, "which made me want to always reach out to her."

After interning with Martin in summer 2018, Nydegger returned to BYU, where she graduated in advertising in 2019. She still keeps in touch with Martin, whom she calls a mentor and a friend. "She is someone I care about, and I know she cares about me," Nydegger says.

### A TWO-WAY STREET

For BYU Marriott students seeking mentors of their own, relationship building is key.

"We work hard to get our students to make efforts to connect," says Stan Wilson, managing director of BYU Marriott's Undergraduate Programs Office. "A genuine human



*genuine human being reaches out, not for selfish reasons but to help give back. It's a two-way street. It's about building a friendship. ■■*

being reaches out, not for selfish reasons but to help give back. It's a two-way street. It's about building a friendship."

Mike Roberts, assistant dean and director of the Business Career Center, encourages mentees to spend most of their time listening and learning. "Here's a great way for a mentee to start," he says. "'I'm super interested in Adobe. I've seen your career. I'd love to learn more.' There's really no one who would say no to that." And to any students who may fear the networking process, Roberts suggests breaking it down and making it real. "Find a way to help your mentors, or connect them with someone who can, and then make the introduction."

A good example, Roberts offers, is a job hunter who once made a list of all the people he had contacted and realized that he could broker relationships within the group, matching skills and expertise to specific needs. He knew enough about the interests and challenges of the group members to make those connections. "He became an asset to everyone on the list," says Roberts. "He became that much more valuable to the people around him"—just as any mentee can be with a little diligence and ingenuity.

For mentors and mentees with a common professional interest, such as entrepreneurship or accounting, the school's numerous advisory boards are a great way to serve and connect with both students as well as professionals in the field. As liaison of the Undergraduate Management Advisory Board—a group of two dozen business leaders who volunteer their time, expertise, and financial resources to help pre-business students envision their career and life plans—Wilson says he has seen a number of mentorships blossom. "It's been a huge win-win," he says.

#### MENTORS IN THE MAKING

So what makes a good mentor?

"A mentor is someone you have a high degree of confidence in, a high degree of trust in, and someone you can bounce ideas off of," Roberts says. Good mentoring, he adds, includes "taking an interest in people and helping them reach their aspirations and goals."

Greg Taylor, a 2015 BYU advertising graduate who earned a minor in management, works at Y&R with Anderson; he has had two mentors since arriving in New York. The first was Martin, whom he describes as caring and fun. "She expects a lot from her mentees, but you always know she has your best interest in mind," he observes.

The second, his current mentor, "does a good job of pushing me to produce high-quality work while also caring for my career and well-being," he says. A new father, Taylor and his wife are now juggling work and family in one of America's busiest cities.

This kind of drive to help and develop others goes a long way. "That's what we're looking for at BYU Marriott," he says. "We want to grow our network of people who are going to create opportunities for our students to get started in a work environment. We love to have people in industry who have a strong interest in giving back."

#### MENTEES ON THE MOVE

And finally, what makes a good mentee?

An open mind and a willingness to ask for and accept feedback helped Nydegger leverage opportunities when she returned to Provo. Following her mentor's advice to always network—even when she didn't need anything—Nydegger easily landed another internship.

As for Roberts, he emphasizes the need for compatibility. "As individuals, we need to find someone we connect with, someone we trust and want to emulate," he says. And that goes both ways. "The word I always focus on is *advocacy*. If you can develop a group of people who are willing to advocate for you, then you've created something special."

Wilson adds that a mentee's drive and commitment matter most. Having watched an enterprising student reach out and form a successful mentorship with an advisory board member, Wilson says he was impressed. "They're colleagues now," he says. "That mentor is extremely pleased with the opportunity he had to mentor this student."

Every mentorship is different, but setting ground rules early on in the relationship can ensure success. Experts recommend taking time to define a structure. How and





how often will partners communicate? What about confidentiality, accountability, and goals? What about feedback and reflection?

A good mentee can take ownership of the partnership by working to answer these questions with the mentor and by making sure that each side understands the goals and parameters.

#### PAYING IT FORWARD

The poet Alfred, Lord Tennyson wrote, “I am a part of all that I have met.” Through strong mentorships, we can imitate the best qualities we see in our mentors while striving to

bring out the best in those we mentor.

Just ask Anderson, who recently mentored some of VMLY&R’s summer interns on top of her responsibilities managing two major accounts. “Being a mentor was great, especially having been on that side of the line so recently,” she says.

Transitions in life can be challenging, and Anderson still credits her own mentors for guiding her over the threshold. “I’ve done the best I can to emulate what they’ve done and what they’ve taught me and return the favor,” she says, “because mentors make such a world of difference.” **M**

#### ABOUT THE AUTHOR

*Bremen Leak, a 2005 BYU grad, has written for Marriott Alumni Magazine since 2006.*

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## Introducing BYU Connect

**R**eady to find a mentor or mentee of your own? Join BYU Connect, a new global networking and mentoring platform.

BYU Connect aims to create a community of alumni from across the globe that students can personally connect with. By participating, individuals can share their insights and empower future graduates. They can also leverage tools to strengthen ties with individual colleges, network globally, and access a moderated job board. A registration link was circulated on 10 October 2019.

For BYU Marriott alumni, whose powerful presence in the business world spans geographies and generations, “it’s a call to action,” says Robert Gardner, assistant dean of external relations and technology. “One connection can make all the difference.”

Gardner encourages alumni to sign up right away and join the BYU Marriott School of Business group, along with any professional-interest groups that might appeal to them. More groups will form as the user base grows, he says, including regional chapters.

A leap forward in terms of access and reach, BYU Connect uses third-party technology to provide secure, sortable directories, including a map view of registered BYU users around the world. With built-in video, voice, and email communication as well as management tools for events and communities, the platform is a viable alternative to a power lunch in Provo.

BYU Connect was born at BYU–Hawaii. While working as director of Alumni and Career Services at BYU–Hawaii during summer 2017, Mark Macdonald, a 2009 BYU Marriott MPA grad, was searching for a way to improve the mentoring experience on campus. He approached The Church of Jesus Christ of Latter-day Saint’s Department of Welfare and Self-Reliance Services to see how mentoring played into the Church’s Perpetual Education Fund. He was surprised when one of its managers, Jeff Roberts, a 2015 MPA grad, said he too had been tasked with finding a way to scale up the department’s efforts. The two men teamed up.

In their search for a mutual solution, Macdonald and Roberts engaged their counterparts at each Church school. “We came away

with a sense that what we were doing was necessary and useful for bringing the Church together to provide support, to help us lift one another,” Macdonald says. After a six-month review of fifteen different companies, PeopleGrove—an ed-tech company based in San Francisco—was hired to provide a solution.

Remarkably, BYU Connect is now available to students and alumni from all Church schools, meaning a student at BYU or LDS Business College with an interest in, say, microfinance can connect with an industry leader from BYU–Pathway Worldwide. Or two supply chain managers—one from BYU–Hawaii and one from BYU–Idaho—can compare notes and discuss best practices. Across the five “hubs,” registered users from virtually anywhere in the world can connect and serve.

Joining BYU Connect is easy and quick:

- STEP 1:** Visit [Connect.byu.edu](https://connect.byu.edu).
- STEP 2:** Create an account and choose an affiliation (alum, student, faculty, etc.).
- STEP 3:** Build your profile by importing your LinkedIn data or uploading a résumé. Add a photo if you wish.
- STEP 4:** Confirm your personal information and availability preferences.
- STEP 5:** Review the code of conduct and sign.

By late October, six thousand BYU alumni and current students had signed up, and that number could grow to eighty thousand, Macdonald estimates. “If just one-tenth of BYU’s four hundred thousand living alumni provided one thirty-minute phone call, one mock interview, one résumé review a year, you’ve hit the entire campus in a more meaningful way,” he says.

Now working at PeopleGrove, Macdonald says he can’t wait to hear students’ success stories. “There’s a lot of potential for both students and alumni to join the system and make those organic connections,” he adds.

With BYU Connect at their fingertips, there’s no reason not to.

# School News

## BYU Marriott Alum, Former Professor Honored



BYU Marriott alum and former marketing professor **Scott Smith** was honored during BYU Homecoming week with

BYU Marriott's prestigious Alumni Achievement Award. Each college at BYU presents the award every year to a graduate with significant professional accomplishments. Smith joined the other recipients in receiving the award during a special ceremony on Thursday, 17 October 2019.

Smith earned his bachelor's degree in business management from BYU Marriott in 1971 and later earned his PhD from Penn State University. Smith then returned to his alma mater to teach for more than thirty years as a marketing professor at BYU Marriott. In addition, Smith cofounded Qualtrics, an experience-management company.

Though an accomplished businessman,

Smith has dedicated his time outside of work to help others. He and his wife, Karen, have served missions for The Church of Jesus Christ of Latter-day Saints in Hong Kong and Jerusalem, where they coordinated humanitarian efforts. They have also been ordinance workers in the Provo Utah and Hong Kong China Temples.

Smith is currently a member of the board of trustees at Utah Valley University. Additionally, he supports the Huntsman Cancer Center and BYU Marriott. He and Karen have nine children, thirty grandchildren, and one great-grandchild.

## First-Ever Career Paths in Real Estate Summit

The Gordon B. Hinckley Alumni and Visitors Center at BYU buzzed with excitement as students networked with professionals during the first-ever Career Paths in Real Estate Summit on Friday, 8 November 2019. The success of the event confirmed to organizers how enthusiastic students are to learn more about the business of real estate.

More than one hundred BYU students from a variety of majors came to the



summit and listened to twenty-two experts in the commercial real estate field, including two members of the BYU Marriott National Advisory Council, **Ken Woolley** and **Martin Egbert**. Following the opening address—given by **Wes Whitman** of Whitman Peterson, a real estate private equity company—students attended breakout sessions covering topics such as private equity, acquisitions, brokerage, and real estate corporate finance. In addition, a panel of young real estate professionals spoke to students about challenges, rewards, and career options in corporate real estate.

The Department of Finance is planning to make the summit an annual event. "The success of this first summit was quite humbling," says BYU Marriott finance

## Undergraduates Receive Paul Morris Marriott Scholarship

Twenty undergraduates received the Paul Morris Marriott Business Management Scholarship, given to undergraduates who demonstrate a strong work ethic and a dedication to service.

The scholarship was founded by Rebecca Marriott Champion in 2010 to honor her father, Paul Morris Marriott, who was a vice president at Hot Shoppes Inc. (which later became Marriott International) and who helped grow the In-Flite catering division of the company.

Recipients include (left to right) **Madison Call**, **Carley Aldous**, **Mia Bracken**, **Ally Hatfield**, **Taylor Soper**, **Alayna Sant**, **Brett Christie**, **Kaiden Waldram**, **Madie Fong**, and **Moroni Ruiz**. Recipients not pictured in the photo are **Jayden Bever**, **Claire Coburn**, **Joshua Danneman**, **Kelsey Jardine**, **Nicolas Jeppesen**, **Jason Pearson**, **Nicholas Scoffield**, **Trevor Stephens**, **Shaylor Sylvester**, and **Kristen Westfall**.





# Seven New Professors



Sarah Agate



Kim Clark



Timothy Gubler



Joshua Lee



Matthew Madden



Isaac Smith



Nathan Twyman

BYU Marriott welcomed seven new professors to the Tanner Building in fall 2019. The additions are **Sarah Agate**, **Kim Clark**, **Timothy Gubler**, **Joshua Lee**, **Matthew Madden**, **Isaac Smith**, and **Nathan Twyman**.

Agate returns to BYU Marriott as an assistant professor of experience design and management, after previously teaching as an adjunct faculty member. She has taught at the College at Brockport State University of New York, Southwestern College, and Southern Illinois University. Agate graduated from BYU with a bachelor's degree in family sciences in 2001 and a master's degree in youth and family recreation in 2005. She earned her PhD in parks, recreation, and tourism management at Clemson University in 2010.

BYU Marriott is eager to welcome Elder Clark as the National Advisory Council Professor of Business. Clark received a bachelor's degree, master's degree, and PhD in economics from Harvard University. He spent time as a faculty member at the Harvard Business School from 1978 to 2005 and was dean of the faculty there from 1995 to 2005. Clark left Harvard to serve as the president of BYU–Idaho until 2015, when he was called to serve as a general authority for The Church of Jesus Christ of Latter-day Saints.

Gubler joins BYU Marriott as an assistant professor of strategy. He comes to BYU Marriott after four years of teaching at the University of California, Riverside. Gubler graduated from BYU in 2008 with a bachelor's degree in economics and earned both a master's degree in business administration and a PhD in business strategy at Washington University in St. Louis.

Lee returns to BYU Marriott as an associate professor of accounting. He graduated from BYU Marriott's integrated MAcc program in 2009. After completing his PhD in accounting at Washington University in St. Louis, Lee taught accounting at Florida State University and at the University of Georgia.

The new director of BYU Marriott's marketing lab, Madden graduated from BYU with a bachelor's degree in business statistics in 2000 and a master's degree in statistics in 2003. While completing his master's degree, he worked with the World Health Organization. He has also worked as a managing partner at Hall & Partners and served as the vice president of analytics at the Modellers.

Smith joins BYU Marriott as an assistant professor of organizational behavior and human resources. He graduated from BYU in 2004 with bachelor's degrees in both economics and English, with a minor in political science. He received his MBA in organizational behavior with a minor in business strategy at BYU Marriott in 2007 before earning his PhD in organizational behavior at the University of Utah. He also spent five years teaching at Cornell University.

Twyman returns to BYU Marriott as an assistant professor of information systems. After graduating from the MISM program at BYU Marriott in 2007, Twyman earned his PhD in information systems management with a minor in psychology at the University of Arizona. His research focuses on health, intelligence, cybersecurity, auditing, and forensic investigation.

research associate **Troy Carpenter**, organizer of the event and faculty advisor to the BYU Real Estate Club. "We are already experiencing the fruits from the event with additional employment opportunities being offered to our students."

## BYU Marriott Hosts HR Innovations Conference

"What question are you living?" **Hal Gregersen** asked more than 250 attendees during his keynote speech at BYU Marriott's annual HR Innovations Conference, held 7–8 November 2019. Audience members listened as the 1983 BYU organizational behavior alumnus and 2019 William G. Dyer Distinguished Alumni Award recipient shared his

experience on how learning to ask and live by the right questions saved his life.

After living by the wrong question—"How do I make everyone else happy?"—Gregersen suffered a stress-induced heart attack that nearly killed him. As a result of this experience, he realized he needed to change his life's question to "How can I reflect light here and now?"

Gregersen was one of four keynote speakers at the conference, which the BYU Marriott Department of Management has hosted since 1981 to bring together alumni, students, and faculty to share the latest ideas in human resources, leadership, and organizational development. The other speakers were Dave Kinard, former BYU football defensive

back and another recipient of the 2019 Dyer Distinguished Alumni Award; Elder Kim Clark, who recently joined BYU Marriott as the NAC Professor of Business; and Chris McChesney, coauthor of *The 4 Disciplines of Execution: Achieving*



*Your Wildly Important Goals*, a *Wall Street Journal* number-one business bestseller. The conference also included six breakout sessions, business exhibits, and informal networking.

In addition, Ascendant Leader awards were presented during the conference to **Starr Fowler**, senior vice president of human resources at Vivint, and **Sean Morrison**, vice president of human resources at Mountain America Credit Union. These awards are given annually to BYU Marriott human resources alumni from the MBA program who have made a significant impact in their fields within the first few years of their careers.

## FACULTY NEWS

### Making the Ranking Cut May Hurt



Chad Carlos

Ben Lewis

A new study by BYU Marriott assistant professors **Ben Lewis** and **Chad Carlos** shows that barely making a top-100 corporate ranking list may actually be worse for your company's financial future than being left off altogether.

Lewis and Carlos examined the impact on shareholder value for firms that barely made or barely missed the cut of the annual 100 Best Corporate Citizens list, a prominent ranking that evaluates corporate social responsibility performance of public corporations.

In a study published in the *Strategic Management Journal*, the researchers found that the firms that just make the list experience a 1.3 percent decrease in firm value on the day of the announcement compared to firms that just missed the cut.

"Being ranked and getting on a list like this is generally a good thing for a company," Lewis says. "But we found just barely making the list is not only not beneficial, it actually hurts you."

The researchers first obtained the full list of corporations that were evaluated

by Business Ethics for the inaugural 100 Best Corporate Citizens rankings—including both those who did and did not make the cut. Using only companies with stocks that were actively being traded on the day of the announcement, the authors ended with a sample of 513 corporations to analyze.

To evaluate investor response to the rankings, the researchers analyzed stock returns using regression discontinuity, a method that approximates a randomized experiment. The researchers found the 1.3 decrease in firm value translated to a median estimated loss of \$83 million in value for the corporations that just made the list.

"Unranked firms actually have some flexibility in creating their own narrative that allows them to promote things that make them look good, but the firms that just barely make the cut are stuck with a position of unfavorable comparisons with higher ranked firms," says Carlos.

Corporate rankings have proliferated in recent years, and an increasing number of corporate leaders are prioritizing efforts to be included on such lists. But authors say their findings should prompt leaders to reconsider the time and resources they devote to pursuing rankings, especially if they are likely to end up on the margin.

## STUDENT NEWS

### GSCM Team Places Third at Bowersox



Four seniors in the BYU Marriott global supply chain management (GSCM) program took third place at the 2019 Bowersox Undergraduate Supply Chain Management Challenge hosted at Michigan State University on 24–25 October 2019.

"The Bowersox competition challenges each team to run a company's supply

chain through a computer simulation," says GSCM senior **Josh Wright**. "The afternoon we arrived, we were given access to the test simulation to learn how the simulation works. The next morning the competition simulation was opened, and we ran thirteen weeks' worth of decisions within an allotted three hours."

BYU Marriott's team included **Jake Carlsen** from Centerville, Ohio; **Samantha Jones** from Saginaw, Michigan; **Eric Tonini** from Pearland, Texas; and Wright from Holladay, Utah. The group was accompanied by GSCM associate teaching professor **Scott Webb**.

Courses in the GSCM program prepared the team to succeed in the competition. "All of our supply chain courses focus on tools and frameworks to apply to structure an analysis to find a solution to complex problems," says Wright. "We utilized these tools and frameworks within the Bowersox case."

### BYU Marriott Team Wins First at Purdue



Dreams turned to reality for the student team from BYU Marriott's chapter of the Society for Human Resource Management at the annual Purdue University Krannert HR Case Competition on 13–14 November 2019. The team returned home with a first-place win and a \$5,000 prize.

The undergraduate team consisted of junior **Chelsea Allen** from Delta, Ohio; junior **Rebecca Garrett** from Iberia, Missouri; senior **Rachel Hair** from South Jordan, Utah; senior **Gabriel Monarrez** from Batavia, Illinois; and senior **Alayna Sant** from Colbert, Washington. Associate professor of organizational behavior and human resources **Benjamin Galvin** was the team's faculty advisor and assisted them in preparing for the competition.

The team went through an approval process before qualifying to represent BYU Marriott at the prestigious competition.



The process included presenting their skills to a panel of professors within the management department. A week before the competition, the team received the case for the conference.

"I am so impressed by our students, and I feel privileged to work with them," Galvin says. "When they get the opportunity to go out into the world and demonstrate their abilities, I know they will bring that same passion and excellence to their future communities and workplaces."

### Two for Rumsfeld Grant

Two recent BYU Marriott MPA graduates became recipients of the Rumsfeld Foundation Graduate Fellowship and received \$10,000 along with priceless networking opportunities. **Kathleen Nugent**



Kathleen Nugent



Megdalynn Fisher

from Highland, New York, and **Megdalynn Fisher** from Spanish Fork, Utah, were nominated for the fellowship by associate professor **Rob Christensen** and became two of twenty recipients in 2019.

Nugent is studying public administration and policy with a focus in organizational theory at the University of Georgia. Fisher is at Indiana University studying public affairs with an emphasis in health policy.

## MISM Student Named Forbes Under 30 Scholar



BYU Marriott MISM student **Demetri Haddad** was recently named a Forbes Under 30 Scholar for 2019 and attended the Forbes Under 30 Summit in Detroit. There he joined an elite group of one thousand college students from around the country who represent the innovators and leaders of tomorrow.

Currently completing a combined bachelor's and master's degree in information systems through BYU Marriott, Haddad feels that his experiences at BYU have helped to refine his character and to expand intellectually. "The information systems program taught me how to collaborate on projects and

exposed me to new technologies in development," he says.

Haddad has put the skills he learned in the classroom to use as a web developer. "It's the perfect combination of design thinking and problem solving to deliver unique solutions," he says. "The skills I have gained in web development have given me a great breadth of technologies. I now plan on diving deeper into each skill so I can better apply them in my work."

Haddad, who is also a Cherrington Scholarship recipient, possesses an entrepreneurial spirit. In 2017 he helped local ice-cream sandwich store Penguin Brothers open its first physical location; currently he builds custom web applications for several companies. He describes his niche as a "small-business kick-starter." "I love working with people to get their ideas off the ground," he says.

Looking forward, Haddad would like to explore how to use machine learning and data science to make more-educated purchases in the real estate market. "Real estate is an untapped market when it comes to technology," he says. "I'm excited to research the market and see what can be developed to meet the needs of homebuyers." Haddad currently works as a web developer for the university and plans on graduating in April 2021. Following graduation, he would like to pursue a career in tech consulting.

The fellowship provides \$10,000 in financial support to students pursuing doctoral degrees and organizes opportunities for recipients to build a professional network. Twice a year the fellows gather in Washington, DC, to meet with influential policy makers. "These trips help the fellows see how their work in a particular area might fit into the bigger public policy and public management picture," says Christensen.

### MBA Students Win Adobe Analytics Challenge



Three BYU Marriott MBA students took home the \$35,000 first-place prize at the 2019 Adobe Analytics Challenge in San Jose, California.

The Adobe Analytics Challenge is a nationwide, analytics-focused business case competition. During the competition, university students are given access to real company data through Adobe's analytics tools, and then they offer possible solutions to a question posed by Adobe's partner company. This year Adobe partnered with Major League Baseball, which asked students to come up with ways to improve the overall game experience for baseball fans.

BYU Marriott's winning team was composed of first-year MBA students **Joseph Heywood** from Queen Creek, Arizona; **Ryan Tucker** from Papillion, Nebraska; and **Kyle Wong** from Hong Kong. The team also included assistant professor **Cody Reeves** as faculty coach.

The competition is split into several phases. After receiving training in Adobe Analytics software, students dive into the data provided by Adobe. Teams then have two weeks to analyze the data and present findings and recommendations to the judges. Out of the 233 competing teams, only six were invited to the final round.

For the BYU Marriott team, the entire

experience turned out to be about more than just winning a prestigious competition. “Learning about teamwork and leadership and how to work with different personalities are experiences you can’t learn from the classroom or a textbook,” says Wong. “Those learning experiences, such as the Adobe Analytics Challenge, are worth the time and effort.”

### Big Wins at AIS Competitions



BYU Marriott information systems students took home two first-place finishes and one second-place finish at the tenth annual Association for Information Systems Student Chapter Leadership Conference.

Led by BYU Marriott information systems associate professor **Tom Meservy**, eight students traveled to Temple University in Philadelphia to attend the conference, where they had the opportunity to network with students, engage with industry experts, explore the city, and showcase their knowledge at various competitions.

One of the first-place teams designed a blockchain to help farmers in developing countries certify their farms as organic, sustainable, and ethically grown. This team included seniors **Autumn Clark** from Cardston, Alberta, Canada; **Eric Clinger** from Idaho Falls, Idaho; **Kyle Finneman** from South Jordan, Utah; **Caleb Olson** from Sammamish, Washington; and **Nicole Tucker** from Lindon, Utah.

Tucker attributes the majority of the team’s success to the IS program at BYU Marriott. “The program has connected me with the best people, equipped me with skills the industry is desperate for right now, and built confidence in me as a software developer,” she says.

Another first-place finish came from Clark, Olson, and senior **Josh Smith**

# Connecting Business with Healthcare




BYU alumni, students, and healthcare professionals attended the inaugural BYU Healthcare Industry Network Conference held 15 November 2019 at the Utah Valley Convention Center. The conference allowed alumni to build their networks and continue their education, while giving employers a chance to recruit BYU students into healthcare professions.

More than four hundred attendees—an amount that exceeded expectations—listened to keynote speaker and former UnitedHealthcare CEO Steve Nelson, who spoke about changes needed in the healthcare system. “My belief is that we cannot be interested in incremental change,” says Nelson. “We need to be about transformative change.”

In addition to the keynote address, ten presenters spoke at breakout sessions on topics ranging from impacting healthcare with supply chain and product innovation to digital applications in healthcare. Dan Burton, BYU economics alum and CEO of Health Catalyst (a healthcare data warehousing and analytics company) also led a Health Catalyst panel about the power of attracting and retaining talent. The panel consisted of himself, board member and audit committee chair **Jack Kane** (a Macc alum), and chief people officer Linda Llewelyn.

Healthcare industry initiative chair and School of Accountancy professor **Bill Tayler** headed the conference initiative, knowing the importance of connecting the business world with the healthcare industry. “As we get our alumni and friends better connected with each other and with BYU, they are better able to help our current students who are interested in becoming part of this exciting industry,” says Tayler.

from Highland, Utah, who won the computational-case-study portion of the competition. The case study focused on the social use of computers and the way artificial intelligence affects communication.

Clark and Smith also joined MIS student **Alex Spruill** from Idaho Falls, Idaho, and 2019 information systems graduate **Rachel Davis** from Draper, Utah, to place second in the software innovation competition. The challenge involved creating an app based on one of the United Nations’ sustainable development goals, one of which is good health and well-being.

The conference hosted more than 180 students and faculty from thirty-three different schools worldwide. Nine workshops and panels led and organized by students were held focusing on topics such as women in IT, ethical hacking, chapter leadership, alumni engagement, 3D printing, and location analytics.

Clark participated in a student panel led by all women discussing tips and best practices to perform at competitions. She says, “Not only was it an honor to meet and speak alongside the other panelists, but it is amazing to be a part of three teams that placed in the competitions, with two of them taking first place.”



# Alumni News

## MANAGEMENT SOCIETY

### Competing in the Land of the Blue Sky



The BYUMS Asia Pacific Regional Conference was held in Ulaanbaatar, Mongolia, on 17–18 May 2019. More than two hundred attendees from five countries gathered to learn about topics related to the conference’s theme, “Believe and Achieve,” and to strengthen the BYUMS network in the region.

The Asia Pacific region comprises eighteen BYUMS chapters, including Hong Kong, Korea Seoul, Singapore, and Taiwan. Keynote speakers at the regional conference included Bak Gi San, Yonsei University negotiator; **Brad Agle**, George W. Romney Endowed Professor at BYU Marriott; Cody Eldridge, COO of Wagner International; Gregory Cook, doTerra cofounder; Peter F. Meurs, General Authority Seventy and former executive director on the board of Fortescue Metals; and Steven Wheelwright, former president of BYU–Hawaii and former dean of the Harvard Business School.

At the close of their first-ever business plan competition, which is based on BYU’s Miller Competition Series, the Asia Pacific area awarded cash prizes to the top four teams who entered: Clean Air by Erdenebileg, from Mongolia, placed fourth; Ninja Code, from Taiwan, placed third; the Chinbaatar family’s Eej Kimchi, from Mongolia, placed second; and Battsetseg Chagdga, cofounder of Gilgerem Soapery, from Mongolia, placed first.

“This was the first conference of this size in Mongolia,” says **Anita Hummel**, head of the Management Society’s Asia Pacific area, “so there was a bit of a



learning curve. But when it came for the day of the conference, it was extremely well organized and went off without any problems.”

BYUMS looks forward to the next conference in May 2020, which will be held in Taipei, Taiwan, and is projected to host another Asia-wide business plan competition.

### President Nelson Recognizes Washington DC Chapter

On 21 July 2019, President Russell M. Nelson addressed the 110th annual national convention of the National Association for the Advancement of Colored People (NAACP). At the conference, held in Detroit, Nelson recognized the Washington DC Chapter for honoring the NAACP with the 2019 Distinguished Public Service Award. Nelson also acknowledged the dignified and humble way that NAACP president and CEO Derrick Johnson accepted the award.

“While receiving a public service award on behalf of the NAACP presented by Brigham Young University’s Management Society,” Nelson said, “President Johnson acknowledged that he had been asked why he would accept an award from members of The Church of Jesus Christ of Latter-day Saints. His response? ‘Because that’s our neighbor.’”

Nelson also explained the importance of building bridges with others, as the Washington DC Chapter had done. “We are all connected,” he said, “and we have a God-given responsibility to help make life better for those around us. We don’t

have to be alike or look alike to have love for each other. If we have any hope of reclaiming the goodwill and sense of humanity for which we yearn, it must begin with each of us, one person at a time.”

### Doing Better, Being Better

More than one hundred people attended the 2019 BYUMS UK and Europe Conference, titled “Do Better, Be Better.” Held on 22 June 2019, the conference featured keynote speakers **David Checketts** and **Deborah Checketts**, England London Mission president and matron; Charlotte Steinfeld, head of the UK and Ireland Chapter of the J. Reuben Clark Society; and Elder Alan Phillips, Area Seventy.

Additionally, a leadership session was held on 21 June in which chapter leaders from the UK and France examined the Management Society’s progress globally and regionally. “We discussed how to build and strengthen a chapter, how to work with Latter-day Saint leaders, and how to foster networking,” says **Leighton Bascom**, BYUMS UK and Europe director. “It was a great day.”

Other presenters at the conference included public speaking coach and consultant Simon M. Day, Online TV Group managing director Peter Middleton, self-reliance expert Les Pointer, local stake counselor Fabrizio Ricciardi, and BYU Marriott’s Whitmore Global Management Center managing director **Jonathon Wood**. The presenters covered various topics such as public speaking, networking, creating professional videos, evolving in one’s career, and finding programs and opportunities available through BYU Marriott.



"The focus of the conference was to give greater insight into the goals of the BYU Management Society," Bascom says. "There was a great response to the schedule of the day, with most feedback saying it was possibly one of the best conferences we have had."

## CLASS NOTES

1960



**Ron Evensen** spent fifty-seven years in public accounting. He started his career at Haskins and Sells (now Deloitte) in Los Angeles after graduating with an accounting degree in 1960. He later became a partner in the Phoenix, Arizona, office of Lester

Witte & Company, a national CPA firm. During his time at Lester Witte, Evensen served as the chair of the firm's national Accounting Principles and Auditing Standards Committee and headed the firm's Continuing Professional Education (CPE) program. His experiences with continuing education led Evensen to establish his own corporation, RMI International Inc., where he conducted CPE programs for CPA firms and societies for thirty-five years. Evensen also spoke at conferences of the American Institute of CPAs and several state institutes of CPAs. In 2010 the California CPA Education Foundation honored him with an Award for Instructor Excellence. Evensen enjoys spending time with his wife, Shirley, and their three children, seven grandchildren, and thirteen great-grandchildren.

1981



**Elana Glissmeyer Barrow** loves both her jobs because they allow her to make a difference in the lives of children. The 1981

secretarial technology graduate currently works as an instructional assistant and interventionist in three elementary schools near Salt Lake City. Barrow leads learning interventions to help students improve their reading and mathematics skills. She was initially a preschool teacher when she began in 1997. She also has taught private piano lessons in her home ever since having her first child. Barrow feels that some of her greatest accomplishments have been seeing her piano and elementary school students

## Now or Never

At the age of forty and with nine children at home, **Gloria B. Larkin** decided to go back to school and finish her undergraduate degree. The fact that she was busier than most college students didn't sway her choice in major: accounting, a rigorous program at BYU Marriott.

Larkin had always enjoyed mathematics and did some bookkeeping on the side, but she never had the chance to earn a degree before her life became busy with raising her six children. Life seemed to close any doors leading her back to school. First, she went through a divorce. Then she married Roger A. Larkin, who had five children of his own. However, after receiving multiple admonitions in priesthood blessings to finish her education, she decided it was now or never.

Larkin started out at Dixie College, where she completed her general education requirements before transferring to BYU Marriott in 1991. "The accounting core was highly ranked," Larkin says. "I loved the math part, and I had great professors and a rigorous workload. The school itself has a wonderful atmosphere, and I loved rubbing shoulders with the younger shining stars who attended college with me."

With the added workload of school, Larkin had to quit her part-time job to have enough time for homework and family. While her husband helped provide for the family, he also added to the family's schedule by going back to school himself. He attended BYU along with Larkin, earning his degree in physical plant administration. "We were extremely busy," Larkin says. "Our children were all mostly teenagers at the time, and they had busy lives of their own, so it took a lot of planning and hard work."

After four years of managing intense accounting projects and organizing family schedules, Larkin graduated with her BS in accounting with a minor in mathematics in December 1995. "It opened lots of doors for me," she says. "The classes in the accounting program were so good, and I felt well prepared."

Larkin worked for several different companies as a controller before she found a position at Boulder Ranch, a network of mobile-home and rental



communities in northern Utah. For seven years, Larkin handled all the finances for the firm's eight separate companies. Her duties included keeping the finances separate and properly recorded for each company. She also conducted payroll and delegated accounts payable and receivable.

In 2013 Larkin left Boulder Ranch when she and her husband were called to serve a mission in Germany. They were assigned to work with the young single adults at the YSA center in Leipzig. Again she felt right at home working with the "shining stars" of the Church, just as she had felt with young college students during her time at BYU Marriott. "I told the young adults of Germany that they reminded me of our hardworking BYU students, who also had great integrity," Larkin says. "It was wonderful to help these young shining stars excel."

After eighteen months in Germany, Larkin and her husband came home and served another mission in Provo. They currently live in Mapleton, Utah. While they no longer wear name tags, they stay busy with their thirty-four grandchildren and four great-grandchildren.



succeed. She and her husband, Joel, have four sons and nine grandchildren. The couple currently lives in Midvale, Utah, where Barrow spends her free time card crafting, reading, playing tennis, traveling, sewing, and attending the annual Shakespeare Festival in Cedar City, Utah.

#### 1996

Embellishing and accenting, die cutting and embossing—**Elaine McOmber**



card-making classes through her business, Elaine's Creations, and as an independent demonstrator for Stampin' Up, a stamp and craft-paper manufacturer. She also maintains a blog and several social media

**Schader** does it all. But rather than remain a hobby, it's become her job. A professional crafter, Schader teaches crafting and

handles. Before fully embracing her artistic side, Schader graduated from BYU Marriott in management with an emphasis in marketing in 1996. She worked as a marketing associate at video-production company Clear Image Inc. and then as a marketing coordinator for computer manufacturer AlphaSmart for two years. Schader and her husband, **Adam** (a BYU Marriott Macc alum), have three children. She enjoys volunteering on the board of a local swim team and in schools near her home in San Jose, California, where she helps out in the classroom and teaches classes on art and Chinese culture.

## Unexpected Perspective



When **Germán Zárate-Hoyos** decided to defer getting his MBA for a year, he expected to spend his time learning to conduct academic research and helping former BYU Marriott professor of organizational behavior **Christopher Meek** write a book. What Zárate-Hoyos didn't expect was to be convinced by Meek to switch to the MOB program. "I just didn't think I could do it," Zárate-Hoyos says, "but he encouraged me. I'm glad I did it—it changed my life."

Zárate-Hoyos, who had previously completed an undergraduate degree in economics at BYU, switched to the MOB program, receiving special admission to begin during winter semester. While studying, he became involved in several different extracurricular organizations, including Equitech, a joint program with the engineering department focused on bringing students from different disciplines together to solve unique problems.

He also took part in an MOB student group that did consulting for small businesses throughout Utah.

Shortly after graduating with his MOB in 1989—at the same time as his wife, Lori, and carrying their two-week-old child—Zárate-Hoyos took another step he never expected: he enrolled in the University of California, Riverside's doctoral program in economics. His experiences with teaching and researching—in addition to receiving advice from Meek and others during his time at BYU Marriott—showed Zárate-Hoyos that academia would be a career path he would enjoy. After a two-year hiatus while working in Mexico, Zárate-Hoyos completed his PhD in 2000.

Now associate professor of economics at the State University of New York College at Cortland (SUNY Cortland), Zárate-Hoyos teaches courses in macroeconomics, microeconomics, and international economic development, particularly regarding Latin America. His research, including the published book *New Perspectives on Remittances from Mexicans and Central Americans in the United States*, focuses on migration with emphasis on Latin American migration into the US. "Immigration has become a hot topic," Zárate-Hoyos acknowledges.

For the past two years, Zárate-Hoyos has been preparing to assume different volunteer positions with the Red Cross. He hopes to complete training in disaster services so he can be part of a computer network team that aids disaster-relief efforts. Soon he will also begin training to be a family outreach caseworker.

In his spare time, Zárate-Hoyos likes to run, bike, play soccer and tennis, and travel near and far from his home in Lansing, New York. He also thoroughly enjoys teaching and researching. "I never thought I would become a professor," he says, "but I did, thanks to Meek."

In addition to working at SUNY Cortland, Zárate-Hoyos has worked with various partner universities, including Fulda University of Applied Sciences in Germany, Izmir University of Economics in Turkey, and St. Ignacio of Loyola University in Peru.

Zárate-Hoyos has led many study abroad programs to countries such as Peru, Turkey, Costa Rica, and Mexico. One of his favorite trips took his group to Anadolu University in Eskişehir, Turkey. Though the trip was only a week and a half, Zárate-Hoyos saw something incredible. "I was amazed how close the Turkish and American students got by the end of the ten days," Zárate-Hoyos says. "It proved to me that when we get together in meaningful settings and in contact with people different than us, we see them in a different light—as human beings with the same goals and aspirations for themselves and their families that we have for ours."

#### 2004



After graduating with his management degree from BYU Marriott in 2004, **Michael Gayan** went on to get his law degree from the

William S. Boyd School of Law at the University of Nevada, Las Vegas. After graduating law school in 2008, Gayan accepted an associate attorney position with Kemp, Jones & Coulthard LLP. In 2017 he became a partner in the firm. During his time there, he has been responsible for litigating a broad range of civil matters, including class actions, complex commercial disputes, and wrongful death cases. Gayan is proud to say he has helped recover more than \$375 million for his clients. He and his wife, Jennifer (a 2003 BYU graduate), make their home in sunny Las Vegas with their three young children. Gayan loves reading, playing sports, and keeping up on his Swedish.

#### 2009



**Brian Halverson** had never considered waste management as a career when he graduated from BYU Marriott with an MPA

in 2009. But when 2005 MPA alum **Robert L. Hammond**, then an executive recruiter for the City of San Antonio, Texas, reached out to Halverson about working with the city's Solid Waste Management Department, Halverson took a position there as a senior management analyst. He found the industry to be complex with a wide-reaching impact. In his various roles

within the San Antonio city government, Halverson has helped build the city's first commercial recycling program and piloted a new waste-collection program. In his current role as environmental services manager, Halverson oversees multiple teams and acts as liaison to other departments and outside organizations. He and his wife, Megan Adams-Halverson, have three children and live in San Antonio, where Halverson enjoys writing, woodworking, and gardening. He also volunteers on storm clean-up crews, with the PTA, and at a local migrant resource center.

## 2014



### Rebekah Elton

**Brewer** felt lucky to join the Utah sales scene when she did. After graduating from BYU Marriott with a

degree in recreation management in 2014 and working for a time at the Color Run, Brewer decided to make the switch to sales at Lucid. Her talent and early success in sales not only led to multiple promotions but also inspired her to create a network for other women in her situation. In 2017 Brewer founded Utah Women in Sales, a networking organization for women in the area who are interested or currently working in sales. She leads the group by organizing events, workshops, and conferences that offer powerful networking opportunities and advice from top women in the sales community. Along with running Utah Women in Sales, Brewer works as the sale-enablement manager at Lucid, providing training and curriculum development for sales teams. She lives with her husband, Samuel, and their son in Draper.

## 2015



### Brent J. Anderson

seeks out work that blends his many interests, but it's not because he once worked at the Lehi,

Utah, company BlenderBottle. He's always been inherently intrigued by software, startups, teaching, and service. After filling the role of technology manager at BlenderBottle, the 2015 information systems and MISM grad took

a position at software company Yours.co before becoming senior software engineer at Lambda School, an e-learning service that doesn't charge tuition until students graduate and accept high-paying positions. For more than a decade, Anderson volunteered as an advisor to and participant in the Utah-based Space EdVentures Foundation. He continues

to assist with the development of an open-source software project that powers similar space center programs around the world. For a side project, Anderson and his wife, Michelle, founded Coriaria, a company that helps strengthen families with products that use a mix of technology and psychology. The couple has two children and lives in Utah Valley.

# A Perfect Puzzle

**Priscilla Hobbs Nugent** grew up watching her parents run the family business and wondering what it took to make operations run well. After witnessing the nationwide recession in 2008, Nugent decided to pursue a career in finance, eventually enrolling at BYU Marriott and discovering the answer to her childhood wonderings. "I have loved what I learned in the BYU Marriott program and the opportunities it has provided me thus far," Nugent says.

In between her junior and senior years, Nugent chose to complete an internship with Intel. She explains, "Intel was the only company that was willing to provide an internship that was flexible around my summer tour with BYU's Ballroom Dance Company, during which we won the 2016 British Formation Championship. Seeing how willing Intel was to work with me told me how the company treats and respects its employees, and I have not regretted my decision to work with them."

However, when Nugent collected her BYU diploma in 2017, she still felt uncertain about the future. Though she'd accepted a position as a financial analyst with Intel in Folsom, California, Nugent says she was apprehensive about moving "to a place where the Latter-day Saint population was no longer the majority. But it ended up being perfect."

Just weeks before relocating to the Golden State, Nugent connected with fellow finance alum **Michael Nugent**. The two went on a date that "kind of felt like it was a finance interview," Nugent quips. "We basically just talked about business and finance." Since Michael was working as an economic consultant near where Nugent was moving, the two made plans to see each other again. They married in 2018.

Nugent's first position with Intel involved ensuring correct financial reporting and promoting smart budgeting to support growth and identify opportunities for greater efficiency. When she was promoted to senior financial analyst in 2019, her responsibilities expanded as she oversaw a larger budget and led efforts to improve processes.

Nugent got involved with the company's activity-planning committee and helped put together events such as holiday food drives and employee get-togethers. She even volunteered her time to teach social ballroom dance at a company Christmas party. "Another big reason I decided to take a position at Intel was because of its great sense of community," Nugent says. "The company has a great culture of helping others."

After giving birth to a baby girl in July 2019, Nugent took a step back from her work to become a stay-at-home mother. She says she's grateful to undertake motherhood with a college diploma and several years of work experience under her belt. "It's made me feel good that I've been able to contribute to our financial goals over the past two years," she says. "I feel like I can use that experience to be an example to my kids." She adds that her education will also help her be supportive of her husband throughout his career.

Looking back, Nugent feels that what she thought was an uncertain future has thus far turned out to be a "perfect puzzle" of circumstances working together for her good. "I can't even say how much divine intervention there's been," she says.





2016



**Deborah Weiss** has always been a strategic builder. At age sixteen, she managed a business that paid for her mission, and after earning her undergrad, she scaled a nonprofit program statewide. Loving the fast pace of the tech startup world, Weiss shifted to the business-to-business world after graduating with her MBA in 2016. In August 2017, Weiss moved to London for eight months to help build Grow.com's Europe, Middle East, and Africa office before returning to Utah in 2018 to launch a certified partner program. She accepted a position in June 2019 as a product manager with workspace provider WeWork, where she manages

guest-experience tools. Passionate about women championing other women, Weiss has led various groups for women in business. She has also spent three years with the IRS Volunteer Income Tax Assistance program and enjoys reading, playing tennis, and traveling globally with a group of other BYU Marriott MBA grads.

2018



Even though **Nicholas Bjorling** graduated from BYU Marriott in 2018 and is at the forefront of his career, he feels grateful and confident about his future. After working for the student employment office at BYU for three years, Bjorling realized

how much he enjoys the HR function of an organization. He was thrilled to get accepted to the human resource management program at BYU Marriott. His education landed him a competitive internship with machinery manufacturer Deere & Company, where he was chosen out of nine highly qualified interns to join the team full-time. Bjorling is in the first year of his three-year rotational program and supports the employee-engagement team with administering and analyzing surveys. Bjorling always hoped to work so that his wife had the option to stay at home to raise a family, and he gratefully says the path from BYU Marriott has led to this possibility. He and his wife, Jessica, live in Eldridge, Iowa, with their one-year-old daughter, Andi.

## The Job No One Wanted

Hearing a mix of languages was commonplace for **Everet Bluth**, who grew up speaking both Spanish and English on his family's farm in a Latter-day Saint settlement in northern Mexico. Life at home, Bluth says, "evolved around family, church, work on the farm, school, and sports." He says he had a typical childhood—except that he started driving farm equipment when he was eight.

After a year at BYU–Idaho and a mission to southern Mexico (he skipped attending the MTC and went straight into the mission field because of his fluency in Spanish), Bluth transferred to BYU. "I'd already decided on going for a degree in business management," he explains. "I took an operations analysis class, which I fell in love with because it's highly analytical and highly quantitative. I love math."

After graduating from BYU Marriott in 1982, Bluth enrolled at Texas Christian University for his MBA. He and his wife, Alisa Hurlbut, decided to settle permanently in Carrollton, Texas, after Bluth earned his MBA. Bluth took a position as a manufacturing systems analyst with Texas Instruments. He later joined the Federal Reserve Bank of Dallas, where he was promoted several times before becoming senior operations consultant in 1990. That same year, he received a US Treasury award for distinction in financial systems improvements.

At this time, Bluth began to notice that his ability to speak Spanish was slowly slipping away due to lack of use. To help maintain his Spanish fluency, he took a part-time job translating documents for Industrial Relations International (now IRI Consulting LLC), an employee-engagement survey company. After several years, Bluth got an unexpected phone call: the company's owner asked Bluth if he'd like a job as COO and director of research. "They offered me a position that nobody else in the company wanted," Bluth says, "and I thought that was an interesting way to sell it." But that didn't deter him. He took the position in 1996 and acquired the firm in 2009.

Around the time IRI Consulting changed hands, Bluth and his team were working on gathering data for a global employee-value proposition (EVP) for

McDonald's Corporation, which Bluth considers some of his best work. An EVP, he explains, is "a statement that a company will make to communicate to prospective employees what they can expect from their experience with that company." Bluth's team surveyed ten thousand people from thirty countries in thirty-two languages, analyzed the data, and made several recommendations. The resulting EVP "is still in effect today and continues to be one of McDonald's decision-making criteria assessing all strategic initiatives," Bluth says. "No other project I have done has had such a broad and lasting impact."

Being his own boss has been a great experience for Bluth. "The challenge of being self-employed is you're more in control of your own career and your employer is now your customer," he says. "I've thoroughly enjoyed being self-employed."

He adds, "My career has taken me to every continent (except Antarctica) and twenty-nine different countries. Who would have ever thought a farm boy from a dusty, small-town farming community would see so much of the world? That experience has enriched my life in many ways."

Bluth, who has three children and six grandchildren, loves to spend his free time camping, hiking, woodturning, Scouting, and doing anything that reminds him of his farming heritage.









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