

Alum Takes Football's
Biggest Stage P 4

Dreaming
of Sleep P 10

Six Lessons from
StubHub's President P 14

The Hollow Promise of
Small-Business Loans P 22

MARRIOTT

ALUMNI MAGAZINE



FALL 2015





MARRIOTT

ALUMNI MAGAZINE

ISSUE Fall 2015

marriottschool.byu.edu

PUBLISHER Lee T. Perry
MANAGING EDITOR Robert G. Gardner
EDITOR Megan Hendrickson
ART DIRECTOR Jon G. Woidka
COPYEDITORS Amanda Fronk
Lena Harper
Holly Munson
CONTRIBUTING EDITOR Nina Whitehead
ASSISTANT EDITOR Sara D. Smith

**CONTRIBUTING WRITERS, EDITORS,
DESIGNERS & PHOTOGRAPHERS** Erica Allen
Kasee Bailey
Alex Burch
Jordan Christiansen
Hannah Chudleigh
Ben Hansen
Todd Hollingshead
Joshua Jamias
Chadwick Little
Angela Marler
Madison Nield
Caroline Smith

MAGAZINE DESIGN BYU Publications & Graphics

ALL COMMUNICATION SHOULD BE SENT TO

Marriott Alumni Magazine

490 Tanner Building

Brigham Young University

Provo, UT 84602

PHONE: 801-422-7696 **FAX:** 801-422-0501

EMAIL: marriottmag@byu.edu

MARRIOTT ALUMNI MAGAZINE IS PUBLISHED BY THE MARRIOTT SCHOOL OF MANAGEMENT AT BRIGHAM YOUNG UNIVERSITY, PROVO, UTAH. THE VIEWS EXPRESSED IN MARRIOTT ALUMNI MAGAZINE ARE NOT NECESSARILY ENDORSED BY BYU OR THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS.

COPYRIGHT 2015 BY BRIGHAM YOUNG UNIVERSITY.
ALL RIGHTS RESERVED.

FIND THIS AND PAST ISSUES OF MARRIOTT ALUMNI MAGAZINE ONLINE AT

marriottmag.byu.edu

◀ RIDING ATOP AN ELEPHANT IN THAILAND WAS JUST ONE OF THE ADVENTURES STUDENTS NICK STROBEL AND ALISON BRADY ENJOYED DURING THE 2015 GLOBAL BUSINESS STUDY ABROAD. READ THE GROUP'S TRAVELOGUE ON PAGE 28. PHOTO BY TONY BERTOLINO.

I'm just trying to orient myself and figure everything out. • Remember that if you fail you still have the fellowship to fall back on. • Should I clear everything for this deal? Yes, you should clear everything. • We'll do anything to make your arms stronger, brother. • They're just trying to figure out if you can defend your logic and if you're comfortable with your answer. • He's a Peter Pan type. I like that about him. • Do you want a strawberry Kit Kat? No, thank you, but could I look at it? • He was the best man at my wedding. You've probably seen my picture on the fridge. • I'm just going around because I have some great ideas. • You should bring your tambourine! • Something told me you wouldn't be the guy wearing the black tie. Nope, that's not me. • I haven't paid my dues yet. • We need numbers for our presentation or we fail. • Tomorrow she has TA hours, and you can guarantee I'll be there. • You should just grab some ice cream, sit down, and relax with us. • What's up, man? Shhhh, I'm on a call. • Do any of you have more than five friends here in class? • They won't mess anything up, so just give them the document. • I hate booking my own flights. I can't imagine booking everyone else's flight! • Their house was absolutely immaculate. Oh, good to know! • It's better to make decisions when you have more information, but that's just coming from me. • Creepy people just won't stay away. • How am I supposed to give advice to my mentee when I don't have any experience? • I thought you were sketchy when we first met, but now I think you're safe to hang out with. • I have a playlist for different moods that I'm in. The music keeps me so emotional. • I don't understand why I didn't complete the assignment. It was all free points! • I need to do a better job of putting things into perspective since I'm coming to an end here. • Is competition how you express yourself in front of others? • Let me take a bite of your burger. I promise it'll be a small bite. • You can be an amateur or you can be a professional. You choose. • Did the judges ask you number questions or was it word based? • I know I can do eternity with him. But why rush it? • There's like some sort of computer chip that can help you do everything you need. • Your sales commissions aren't tax exempt. Maybe municipal bonds! • I feel like I see you everywhere! True! You're always around food when I see you. • I did something embarrassing, so you may judge me for the rest of my life. Oh, I promise I won't judge you. What'd you do? I locked myself out of my house.

**OVERHEARD
IN THE
TANNER**



10



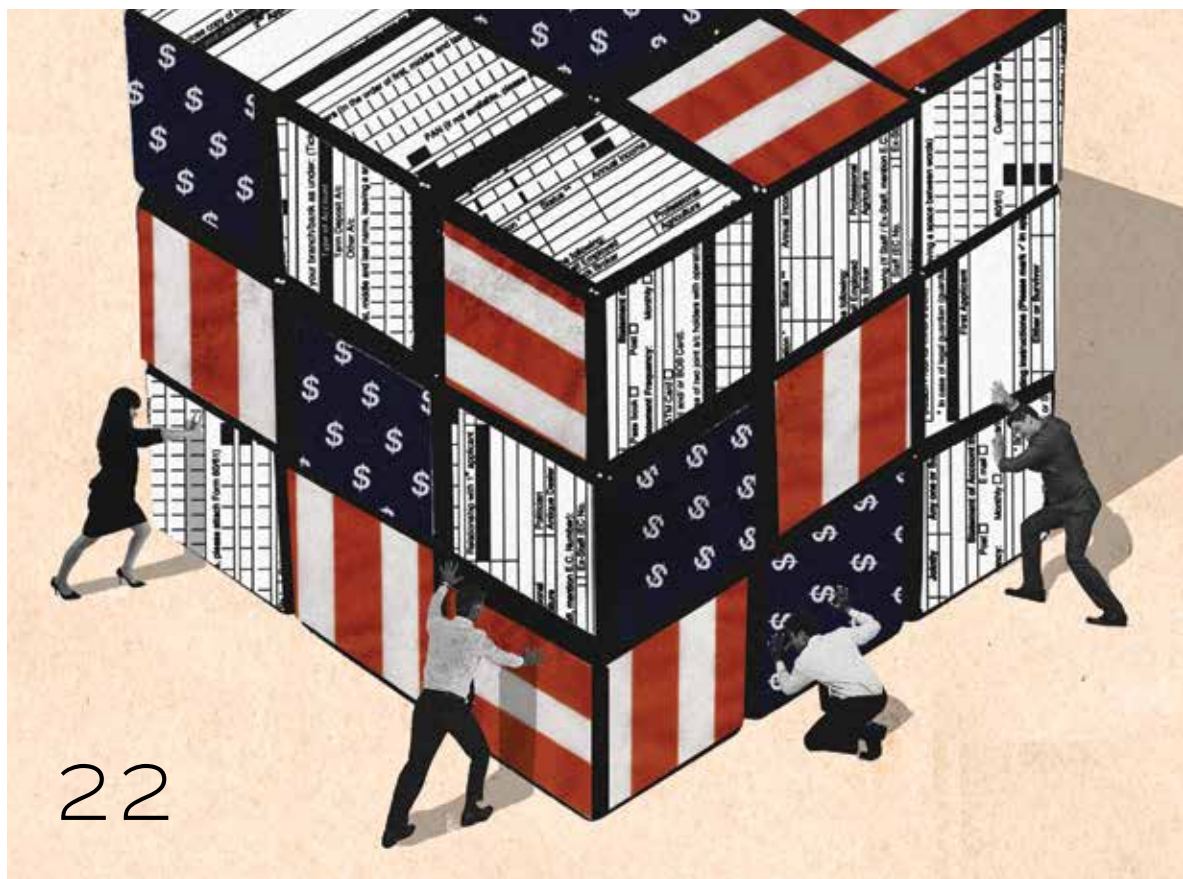
14



20

Contents

FALL 2015



22

Features

4

THE RIGHT CALL

As one of the NFL's newest officials, 1999 management grad Bart Longson knows how to make quick decisions on and off the field. It was a snap judgment during the Great Recession that turned his struggling venture into a touchdown.

10

LIGHTS OUT

More Americans than ever are reaching for buzzy beverages to stay awake at work, but the real cure for midday fog is simple: get more sleep.

14

THE MOUNTAINS OF MY LIFE

In a speech to Marriott School students, Scott Cutler, the president of StubHub and former head of global listings for the New York Stock Exchange, shared six lessons he's learned while summiting professional peaks.

22

BROKEN DREAM

America may be the land of opportunity—but is the American Dream equally accessible? The answer is no, according to research by Marriott School professor Glenn Christensen. Minority entrepreneurs still face intense discrimination when securing small-business loans.

28

WORLD CLASS

Athens, Johannesburg, Bangkok—the itinerary for the Global Business Study Abroad reads like a globetrotter's dream. But for the program's students, traveling across three continents wasn't just about collecting Instagram-worthy memories. It was a crash course in international business.

Plus ...

8

AROUND THE COOLER *That Four-Letter Word*

20

BY THE NUMBERS *Shaking Things Up*

27

INSIDE THE CLASSROOM *Breaking Down Revenue Reporting Word by Word*

36

SCHOOL NEWS

43

ALUMNI NEWS

Cover photo by Bradley Slade

LEADING
ALUMNI

Bart Longson
BS MANAGEMENT — FINANCE, 1999



THE RIGHT CALL

THE ROAR OF MORE THAN THIRTY THOUSAND SCREAMING FANS HAD JUST BEEN SWALLOWED BY AN AVALANCHE OF NOISE FROM AN F-22 RAPTOR AND AN F-15 FIGHTER JET STREAKING OVERHEAD. HUNDREDS OF YOUNG CADETS MARCHED IN UNISON INTO FALCON STADIUM AS A PARACHUTIST LANDED AT MIDFIELD WITH THE US FLAG. THE PAGEANTRY OF THE AIR FORCE ACADEMY FOOTBALL GAME WAS ENOUGH TO INSPIRE ANYONE—NOT THAT BART LONGSON NEEDED MORE ADRENALINE ON THAT DAY.

» By Jordan Christiansen «
Photography by Bradley Slade

Longson, a BS management alum, was on the verge of officiating his first Division I college football game and found himself choking back emotion—he couldn't believe he was there.

Perhaps noticing Longson's nerves, the head ref, Karl Richins, gave him one last piece of advice: "Once they kick off, the game will be like any other, so just relax—and don't mess up!"

Longson didn't. That game day in Colorado Springs was the first of many successful Saturdays for Longson, who has parlayed his on-field expertise into working for some of the biggest leagues in college football and, starting this fall, as one of the newest officials in the National Football League (NFL). And his success on the field is just as impressive as what he's done off—including a hard fight through the Great Recession that turned a downward spiral into an entrepreneurial touchdown.

» GRIDIRON GIANT

If you think making it into the NFL as a player is tough, try becoming an official. Of the thousands of football referees in the United States, there are only 122 who don the black-and-white stripes for the NFL, and, like so many of them, Longson started his career at the bottom of the depth chart.

"I started with little kid football and then got involved in working sophomore and junior varsity games, and I got addicted immediately," Longson remembers. "It was so fun to be around the game."

After one season officiating high school games, Longson met Richins, a Mountain West Conference (MWC) football official and the president of the local college officiating organization. Quickly noticing Longson's ability to make the right calls, Richins encouraged him to qualify to work in college football by attending several camps and clinics. After Longson gained more experience in lower division games, he was offered a spot in the MWC in 2005. Working every weekend, Longson assumed duties at the line of scrimmage with responsibility to watch for infractions such as false starts, offsides, illegal motion, and illegal formations.

After five years he moved to the Big 12 before taking a position with the Pac-12 in 2011, where he worked the next four seasons.

He officiated on some of the biggest stages in the sport, including several bowl games and the 2015 College Football Playoff Semifinal Sugar Bowl contest between Alabama and eventual national champion Ohio State.

Longson's ability to perform well in high-stakes situations eventually proved too hard for the NFL to ignore. Last year Longson was invited to join a group of twenty-one top college football officials to participate in the NFL's Advanced Development Program. There Longson interfaced with NFL officials, worked a preseason game, and participated in clinics to show that his skills could translate to the world's best league.

Advancing from the NFL's program is no guarantee of a spot, however, so Longson waited, working another season in the college ranks. It wasn't until April that he heard his verdict. "When I saw the number, my heart started racing," Longson says, remembering the New York City area code that popped up on his iPhone.

Quickly walking into the next room and shutting the door on his startled family, Longson answered the phone. On the other end was Dean Blandino, the NFL's vice president of officiating.

"Hi, Bart," Blandino began. "We want to extend an invitation to you to join the National Football League."

Five minutes later Longson returned to his family, beaming. "I'm in!" he announced as everyone cheered.

» FAMILY DYNASTY

A career in sports was always on Longson's radar. But as a BYU undergraduate, Longson envisioned himself carrying medical supplies—not a whistle—onto the field.

"I really wanted to go to medical school and get into sports medicine," Longson says. "I even took the MCAT. But I had to study like crazy to get good grades, and sports medicine at the time was super competitive. I eventually looked at myself in the mirror and decided that path wasn't the right one for me."

Instead, Longson followed his family's playbook: own a small business. His father, Lee, operated his own successful commercial heating and air-conditioning company in Eagle, Idaho, where Longson grew up with two brothers and one sister. At home

his mother, LeeAnn, taught the family vital character-building traits.

"Seeing my father as an entrepreneur taught me and my siblings that anything is possible," Longson says. "My mom always instilled confidence in us and that has helped me in every aspect of my life."

Those childhood memories, coupled with his experience working at his brother's mortgage company while attending BYU, finally pushed Longson to change his major. He thrived in his classes at the Marriott School, earning a BS in management with a finance emphasis in 1999.

"The education I received in my business classes was top-notch," Longson says. "I came away feeling prepared to compete anywhere."

» SNAP DECISION

While at BYU Longson also formed two partnerships that would change the course of his life.

The first was with Juliette Murri, whom he married in the Boise Idaho Temple just before their senior year. The couple formed a close-knit team that has been a blessing for the past seventeen years. They were eventually joined by their daughter, Jade, and their sons, Luke, Jack, and Titan.

"Juliette is incredibly supportive and has always been amazing," Longson says. "She is very even-keeled, so when things are





"IF YOU RECOGNIZE WHAT YOUR STRENGTHS ARE AND PUT YOURSELF IN A POSITION TO CAPITALIZE ON THEM, YOU GIVE YOURSELF A BETTER OPPORTUNITY TO SUCCEED."

stressful she has always been there to help our family mentally step up."

The other partnership was professional in nature. Longson decided to go into business with longtime friend and fellow Marriott School grad Matt Hawkins. The duo began a residential real-estate business, which focused on developing properties along Utah's Wasatch Front until business boomed, allowing the partners to spread north into Idaho.

Longson had it all: a growing family, a successful business venture, and exciting weekends on the football field. The wins seemed to keep piling up. And then the Great Recession hit like a linebacker blitzing blindsides, crippling the housing industry.

"Matt and I had put our blood, sweat, and tears into growing our business for seven years," Longson says. "We had lots of good stuff going, and basically overnight it all went away. Values plummeted. I thought, 'I just spent seven of my professional high-earning years in this only to get it flushed down the toilet.' It was a real challenge."

Working with their lenders, Longson and Hawkins struggled to stay afloat, and

it became clear that they needed to go in another direction.

As the two friends grappled with what to do, Hawkins read an article in *Forbes* about merchant cash advances, a process that provides working capital to small businesses as an advance on future sales.

Seeing an opportunity, the duo founded Snap Advances in April 2009 in Salt Lake City. But success didn't come easily. For two years neither partner took a salary or draw from the business. "There was one day in particular where Matt and I were sitting in our office by ourselves, and it felt very lonely. I vividly recall looking Matt in the eye and saying, 'I am down to two months of living expenses. Is this going to work?' It was a nail-biting time."

Shortly after that frank discussion, Snap Advances took a turn for the better, and the business has been scoring ever since. The pair's success spawned Snap Finance, a company that helps consumers who are not eligible for traditional financing qualify for purchases up to \$2,500. Today Longson is the CEO of Snap Advances and a board member of Snap Finance while Hawkins plays

opposite roles in both companies, which boast revenue in the hundreds of millions.

"Being an entrepreneur is challenging, scary, miserable, and awesome," Longson says. "I think every entrepreneur would say the same thing. It has been painful at times and wonderful at times, and you never know which one is coming."

» SEASON OPENER

Streaming via ESPN into living rooms around the country this fall, Longson is kicking off the next season of his life. Amid the NFL's flying flags and howling whistles, Longson says his on-field goals mirror his business outlook: work hard to become the best at what you do.

"You don't have to be the brightest or most gifted person," he says. "Rather, if you recognize what your strengths are and put yourself in a position to capitalize on them, you give yourself a better opportunity to succeed."

That's a lesson he tries to carry with him everywhere, though there's usually just one thing on Longson's mind when his black Nikes hit the turf:

"Relax—and don't mess up." **M**

around the COOLER

BY KASEE BALDWIN BAILEY

1. MAP IT OUT

Only 32 percent of American households make a monthly budget, even though that's the best way to avoid falling into consumer debt. Gather statements and track the money going in and out of your accounts using a free internet service like Mint or PocketSmith. There you can monitor your cash flow, establish appropriate goals, and make needed behavioral changes that help keep debt manageable.



That Four-Letter Word

Debt: it's a financial swear, and its influence reaches almost everyone. As if continually heralded by fluorescent warning signs, we're counseled to "stay out!" But we're not heeding that advice: American consumers collectively owe more than \$11 trillion. Dealing with debt responsibly can help you avoid unrelenting creditor calls and financial pitfalls. Take control of your debt and manage it wisely with these seven tips.

2. DRIVER'S SEAT

Managing car-loan debt starts before you leave the dealership. Stick to your budget no matter what the salesman says, and be wary of loans that will leave you upside down (owing more than the car is worth). Avoid getting stuck in a lengthy loan—pay it back within forty-eight months.



4



2



5



6

3. PLASTIC POWER

Credit cards can be a high-interest hazard, but they can also be a financial tool if used properly. Swipe your card to purchase items you've already made room for in your budget. Then pay the card off before the billing cycle ends. This will help you to responsibly build a healthy credit score.

4. DOCTOR'S ORDERS

Medical debt is becoming one of the top reasons for bankruptcy in the United States. The expenses are often unexpected. It's estimated, however, that 80 percent of medical bills contain errors. Manually review bills for mistakes or try Simplee, an online tool that manages healthcare expenses.

5. TOP OF THE CLASS

With a diploma often comes a monthly payment. Getting rid of that student loan as quickly as possible is tempting, but take a close look at the interest rate. You might be best served by paying extra on a higher-rate loan or taking full advantage of your company's 401(k) match before tackling student debt.

6. FEELING AT HOME

The idea behind a mortgage is that by paying for a house over several decades, the home will appreciate and increase in value throughout your lifetime. So consider the future when house hunting. Start by researching locations with good schools. A strong school district often means an increased home value.

2. JUNK MAIL

Nix the temptation to spend. Made possible by the Fair Credit Reporting Act (FCRA), OptOutPreScreen.com allows you to remove your name from mailing lists used by creditors to make offers. Opting out prevents consumer credit reporting companies from providing your information to creditors.



LIGHTS OUT

If the snooze button and a towering fountain drink are your morning panacea, you could be one of the millions of Americans who aren't getting enough shut-eye. Fortunately, there is help—and it doesn't involve another Diet Coke.

BY CELIA SHATZMAN

ILLUSTRATION BY ADAM HOWLING

It's a common scenario: You have just closed your eyes when the morning alarm blares on, so you hit the snooze button. And then you hit it again. And again. You make it to the office but can't remember important details when your boss asks. In the afternoon, you're in a fog, reaching for sugar, soda—anything to help you survive until 5 p.m.

Sound familiar? Then you might be one of the millions of Americans who aren't getting enough sleep.

Sleep deprivation is a serious public health problem, ratcheting up rates of obesity, heart disease, and hypertension while driving down workplace productivity. In fact, 45 percent of Americans say that poor quality of sleep or not getting enough sleep affected their daily activities at least once in the past seven days, according to the National Sleep Foundation (NSF).

The solution is glaringly clear: get more sleep. But in a fast-paced, plugged-in world,

enumerating farm animals seems harder than ever.

Hard Day's Night

Not getting enough shut-eye can cause a lot more damage than just leaving you yawning at your desk. "When people are sleep deprived, their reaction time is three times longer than normal," says Michael Breus, a sleep specialist with a private practice in Scottsdale, Arizona, and author of *The Sleep Doctor's Diet Plan: Lose Weight Through Better Sleep*.

Office dwellers feel the effects of a restless night from an emotional and cognitive standpoint. "If you don't get rapid eye movement [REM] sleep, your brain can't assimilate the information you get throughout the day: REM sleep is the thing that organizes information for you," Breus explains. "Let's say you're a wealth manager and have to make decisions. In order to analyze information well, you need to have gotten a good night's rest."

Workplace efficiency also suffers when

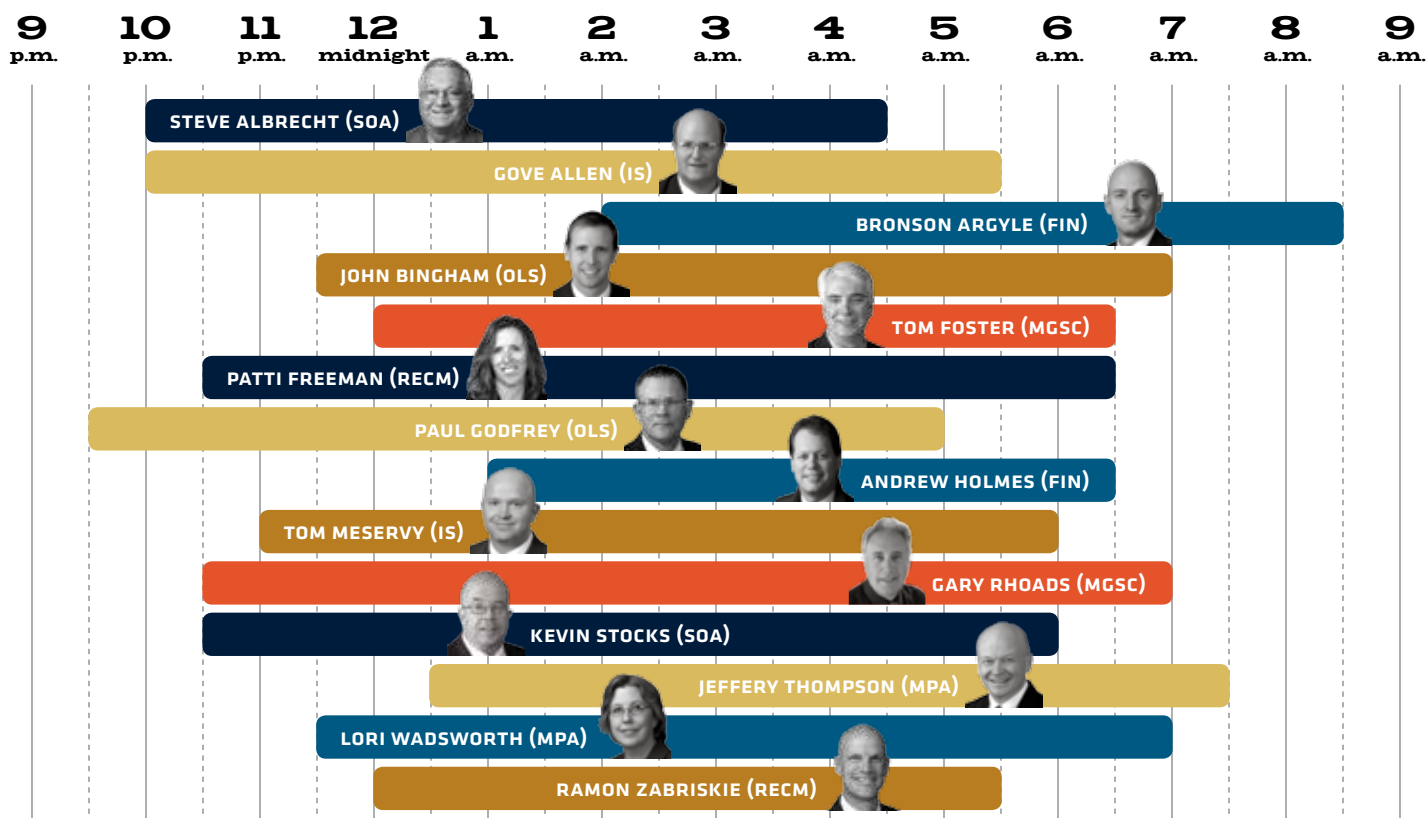
sleep is cut short. "Tired workers are not as productive," says Gregory Dupont, a board-certified doctor at Utah Sleep and Pulmonary Specialists. "If we get too little sleep, or if the sleep is poor quality, then we suffer from fatigue and lack of concentration. Our attention wanders, we do not learn as well, we have memory lapses, and we have trouble focusing."

Another major side effect: irritability. "Emotions are exacerbated when you are sleep deprived," Breus says. The less sleep you get, the more reactive you become, which can be bad news for your colleagues. "If you're the boss and you haven't gotten enough sleep, you're going to start screaming and yelling, and that's not good for morale," he says.

Night Owl

So how much sleep do you really need? Typically, seven hours per night is ideal for adults, according to the NSF, but it can vary. To help his patients determine their individual needs,

SNOOZING SCHOLARS: When Marriott School Professors Catch Zzzs



Breus advises people to start with a desired wake-up time and count back seven and a half hours, since you need five ninety-minute sleep cycles to get an optimal night's rest.

A typical sleep cycle starts with non-REM sleep, followed by a shorter period of REM sleep, and then it starts all over again. "If you wake up without an alarm, you've found your sleep balance, but if you continue to require an alarm, go to bed earlier," he says. "Keep experimenting until you naturally wake up earlier."

The key to getting a good night's rest is sticking to a schedule. To set your internal clock, it's crucial to go to bed and wake up at the same time every day, even on weekends. "You should never sleep in more than thirty minutes on the weekends because in two days you'll change your entire circadian rhythm," Breus cautions.

When bedtime rolls around, Breus recommends giving yourself a power-down hour to prep for rest. Spend the first twenty minutes finishing up tasks, like ensuring the kids' lunches are packed and the back door is locked. Take the next twenty minutes to do all your nightly hygiene. Finally, use the last twenty minutes for unplugged relaxation, such as progressive muscle relaxation, gentle stretching, or mindful meditation.

This means powering off the TV and anything with a screen, including your phone and e-reader, since the blue light they emit can suppress melatonin, the hormone that helps you fall asleep.

"Our pace of life has increased, and there are many more ways that we can distract ourselves in the evening—TV, texting, phone calls, and emails," Dupont says. "We tend to sacrifice sleep for more interesting things, but in the long run we are sacrificing our health and our enjoyment of day-to-day life."

Pillow Talk

Not catching enough zzzs on a regular basis also takes a toll on your health. Sleep deprivation leads to lower immune function—meaning you're more likely to catch a cold—as well as increased cortisol levels, prediabetes, elevated blood pressure, and increased heart and blood-vessel disease. Daytime fatigue is also associated with increased automobile accidents.

Sleep can even impact your weight. BYU researchers found that consistent in-to-bed and wake-up times are associated with lower body fat. The research, which was published online in the *American Journal of Health Promotion*, showed that getting fewer than six and a half or more than eight and a half hours of sleep per night is linked to higher body fat. Researchers also noted that quality of sleep is crucial to body composition.

"Sleep deprivation, even for one night, has been shown to increase hunger feelings, along with the levels of the hormone ghrelin," Dupont explains. "Ghrelin stimulates our appetite and is increased with sleep deprivation. The hormone leptin, conversely, suppresses our appetite and has been shown to decrease when we get too little sleep." The less sleep you get, the more your body craves carbs and sweet treats, he adds.

There are better ways to fight off sleepiness than a midafternoon chocolate chip cookie. "The best answer is to take a quick nap, though most workplaces do not allow this," Dupont concedes. "Even a short nap will reduce sleepiness for an hour or two." If a nap isn't possible, Breus recommends taking a quick walk outside, since sunlight reduces melatonin, which triggers sleepiness.

And though sleep aids like Ambien and Lunesta may seem like a fast fix, they have their own drawbacks. "Sleeping pills are a last-resort solution," Dupont warns. "Chronic use of sleeping pills has been linked to auto accidents and increased mortality in large-population studies."

Ultimately, there is no substitute for a good night's rest. "Life is too short to spend it tired and sleepy," Dupont says. "Get exercise most days, give yourself all the sleep you need and deserve, and you will not only be more productive, you will enjoy life more." **M**

About the Author

Celia Shatzman lives and writes in Brooklyn, New York. A graduate of the Medill School of Journalism at Northwestern, her work has appeared in ForbesLife, Teen Vogue, New York, USA Today, Time Out New York, and Family Circle, among others. When she's not writing, Shatzman enjoys traveling, playing with her rescue dog, Olive, and, of course, getting plenty of sleep.

Junior Suite

Just as adults need enough zzzs to have a productive day at work, children need a good night's rest to perform well at school. "Kids are similar to adults in this respect," Dupont says. "Too little sleep impairs attention, concentration, memory, and performance. We learn best when we are well rested."

In fact, a study by McGill University and the Douglas Mental Health University Institute in Montreal, published in *Sleep Medicine*, found that good quality rest is strongly linked to higher academic performance in math and languages.

How much sleep your kids need depends on their age: preschoolers need ten to thirteen hours, grade-school kids need nine to eleven hours, and teens need eight to ten hours.

When it comes to helping Junior fall asleep, the same rules apply: have a sleep schedule, exercise regularly, and power down before bed. Set parameters to ensure a good night's sleep.

For example, to eliminate your teen's late-night streaming, shut down the Wi-Fi at a predetermined time or collect all electronic devices before bedtime. Regardless of the system you use, the most important thing is sticking to it. "Give them a routine they can follow on a regular basis," Breus says. "Don't let the kids watch the rest of their show—it needs to be about consistency."

THE MOUNTAIN

A vintage photograph of a forest landscape. In the foreground, a large, dark evergreen tree stands prominently on the left. The ground is covered with green grass and small plants. In the background, a vast mountain range is visible, with the highest peaks covered in snow. The sky is a pale, hazy blue. The overall tone of the photograph is slightly muted, characteristic of older film photography.

53202—Mt. Hood

NS OF MY LIFE

*No mountain
is climbed in a straight line.*

*Looking at my path between 1994,
when I graduated from BYU, and where I
stand today, it is certainly not a clean line.*

*There have been ups, downs, and curves.
Sir Francis Bacon once said, "We rise to
great heights by a winding staircase."
Change is the only constant.*

ADDRESS BY
SCOTT R. CUTLER

Right after I graduated from BYU, I decided to climb and ski down Mt. Hood in Oregon. On the descent I was separated from my climbing partner, got lost in whiteout blizzard conditions, and skied into a glacier area filled with crevasses.

With temperatures below freezing and no apparent way out of my mountain trap, I prayed for help to get off that mountain. The answer back to me was quite simple: “Dig in!” So I dug a snow cave with a spoon, and, through divine providence, I was miraculously rescued after some time.

The lesson: sometimes we have to dig in and the results come later. I would like to share some of the other things I have learned on the mountains of my life that I hope may help you in your journey.

BE PERSISTENT

My family lives by a quote attributed to Ralph Waldo Emerson: “That which we persist in

doing becomes easy to do; not that the nature of the thing has changed but that our power to do so has increased.”

Persistence matters—it will be a key ingredient if you want to accomplish anything in your personal or professional life. Anyone can get by, but if you want to stand out as the best in your industry, persistence is a prerequisite. A high school friend once said to me, “I have never worked forty hours in a week.” That statement is similar for me with two additional words: I have never worked less than forty hours in a week.

I have never worked nine to five. Over the last seven years, if I was not traveling, my schedule involved fifteen-hour days and eighty-hour weeks. While studying at BYU I worked sixty hours a week, clocking forty hours a week at the Utah Valley Regional Medical Center and an additional twenty as a teaching assistant in the economics department. This was in addition to my full-time

school schedule. Through law school I worked a near full-time job. As an attorney I billed more than 3,000 hours a year. I have traveled internationally for business ninety-seven times and flown more than one million miles around the world.

I don’t state these facts as a badge of honor, and, quite frankly, I look at them with some regret. But this persistence was a requirement for me to succeed in my chosen career, and it became easier over time. I heard that in the early days of Microsoft, your commitment was measured by how close to the building you parked. Bill Gates’s car was the first in and the last out. If you want to stand out early in your career, be the first to arrive and the last to leave.

Professional muscle, like our bodies, will grow stronger and perform at increasingly higher levels only after persistent effort. The task won’t change, but your ability to endure will increase. You can do anything



you set your mind to accomplish. I don't know a person at the top of his or her career who has not persisted and logged incredible hours to climb the mountain of professional achievement. If that is the brass ring you seek, log the miles to get there—nothing will come without persistent effort.

BE BALANCED

Work to live or live to work? I have tried to work to live. It is in living that I have learned so many skills that have translated directly into business. I have always had a sense that my work did not define me. It was what happened in life that helped me excel at work.

In mountain climbing I learned how to trust my partner. In crossing the Alps on skis I learned how to perceive, calculate, and mitigate risks. In running marathons I learned how to prepare over months to endure a few hours. In cycling the Pyrenees I learned that if you prepare thoroughly, you can accomplish nearly anything. As a father I have learned how to listen, lead by example, and be patient. As a husband I have learned that trust is a glass jar filled one marble at a time. As a member of the Church I have learned about eternal perspective and the source of our blessings, as well as how to lead with compassion and long-suffering.

Balance in life provides great perspective and a quiet calm to endure the storm. Have you ever tried balancing on a bongo board? If you have, you will know that balance is a process of learning to deal with imbalance; that instant when you are truly centered lasts momentarily before the need for adjustment. There are times when work receives a higher priority and times when family or church take precedent. Adjustments happen constantly.

BE WILLING

When I graduated from BYU I had a job offer from a consulting firm in New York City. They flew me, all expenses paid, to the city to recruit me for the position. I ended up turning down the job because I could not comprehend being alone in the city with no network. When I was asked more than a decade later to relocate from California to New York with my wife and four kids to oversee a global business at the New York Stock Exchange (NYSE), we moved and were willing to take new risks. Being willing to place yourself in uncomfortable environments can create incredible opportunities.

Have you ever heard of the story of the anorexic hermit crab? It starves itself to avoid growing so that it won't need to move to a bigger shell. Don't be that crab. Challenge yourself to grow, and never be afraid to move to a new home. I know several very successful people who moved their families to London, Hong Kong, Singapore, and São Paulo for incredible work experiences. Those with proficiency in foreign languages may have unbelievable opportunities to add value abroad.

Be willing to blaze new trails and carve your steps wide and deep for those who follow. Last year seventy BYU grads were placed in jobs in New York City. This creates more pull for jobs than BYU can possibly push. Remember that you represent the future of BYU: if you quit your job early or burn an employer, the likelihood of that employer recruiting from BYU again goes down. Alternatively, blow them away and more firms will recruit from BYU.

BE RELEVANT

In the early nineties Al Gore hadn't yet "invented" the internet. Mobility, social networks, and instant messaging were not even part of the lexicon. A cloud was something that held rain, not data or web services. My first résumé included proficiency in Word, Excel, and Lotus.

*Persistence matters—
it will be a key
ingredient if you want
to accomplish anything
in your personal or
professional life.
Anyone can get by, but
if you want to stand
out as the best in your
industry, persistence is
a prerequisite.*



The world is changing quickly, and the jobs of the global marketplace will be filled by individuals with relevant experience. Competition for the top jobs with leading companies is increasingly fierce. In the last few years I have been fortunate to meet with leaders from Brazil, China, Ireland, Japan, Mexico, Nigeria, and the United Kingdom. They all wanted perspective on how their countries could be relevant and create jobs for their people. You are competing not only against the best that the nation's top schools can produce, but you are competing against a global talent pool from Europe and Asia. The world's countries and industries are competing for finite resources, jobs, talent, and capital. You must be relevant.

Many employers require on-the-job training. Who wants to hire a pilot with no hours in the air? If you can be relevant out of the box for an employer, you have a much greater chance to succeed. Seek to understand the needs of the employer and make sure you have the skill set to compete with the best applicants. Some of you may be so relevant that you create your own company, execute your own idea, and stand out as an entrepreneur.

Your ability to be relevant tomorrow may also come from your excellence today. I survived the internet bubble because my legal training gave me the skills to execute a transaction beyond the spreadsheets and PowerPoints presentations. Those 3,000 hours a year as a young attorney paid off. I got my job at the NYSE because I had perspective from my days as a tech investment banker. I was able to help navigate the global financial crisis because of my background in law and corporate finance and my understanding of financial markets. I became a member of the board of the Mental Health Association of New York City because I had worked at a mental hospital through college. Do your best today to be relevant tomorrow.

BE PERSONAL

In a world where business moves at the speed of light and we tweet, text, and message in real time, nothing can compete with true personal connection and face-to-face contact. You can't download virtue, morals, and leadership. You cannot develop lasting



Being personal will require developing relationships with customers, partners, and people you work for, with, or lead. The best leaders connect with and inspire their people because they care personally.

and trusting professional relationships without personal interaction.

While working at the NYSE, I have been amazed to see how technology has transformed the global marketplace. Over \$2.5 trillion is traded each day at speeds 200 times the blink of an eye. These systems are incredibly advanced, but in the absence of people, technology can fail. At NYSE we

grew our market share in technology IPOs from less than 5 percent to more than 70 percent through the development of personal relationships. We successfully worked on Alibaba, the largest IPO of all time, because we had a team that was accountable, trusted, and transparent. We put personal relationship management at the top of our team's objectives.



Being personal will require developing relationships with customers, partners, and people you work for, with, or lead. The best leaders connect with and inspire their people because they care personally. Without great people, any business will eventually fail.

BE HAPPY

During my second and third years of law school, I had a summer internship at a prestigious law firm in Silicon Valley. I sat down the hall from the office of one of the managing partners of the firm. One day a loud scream erupted from his office. “I hate this place! I have the worst life imaginable,” he shrieked, and then a phone flew out of the office and exploded against a desk. I didn’t know what to think. I thought being managing partner was the top of the happiness world. I have learned there is no Shangri-La.

I have spent many years trying to achieve, and achievement can keep one very busy. But being busy can be the equivalent of

taking professional Valium—it’s tough to feel your feelings when you’re so busy. Until we understand that happiness is here and now, we won’t be happy. One author wrote, “Until you change the belief that happiness is somewhere else, you’ll only experience a life in which you’re always getting there but are never quite there. . . . You’ll always be looking but never seeing. You’ll always be busy, and you’ll never be at rest.”

Being present and focused on today has allowed me to realize happiness. When I am at home, I try to be home. When I am with my kids, I try to be with my kids. When I am with my wife, I try to be with my wife—the phone down and the Blackberry put away. You will only connect in the present moment.

In conclusion, I leave you with a quote from my favorite book, titled *Annapurna*, which chronicles the experiences of the first climbers to summit the great Himalayan peak. After succeeding at incredible personal cost and toil, the author writes, “Annapurna,

to which we had gone emptyhanded, was a treasure on which we should live the rest of our days. With this realization we turn the page: a new life begins. There are other Annapurnas in the lives of men.”

I wish you great success in climbing the mountains of life. **M**

ABOUT THE SPEAKER

Scott Cutler is the president of StubHub, an online marketplace for buying and selling tickets to sports, concerts, the theater, and other live events. Previously he was the head of global listings for the New York Stock Exchange. Cutler earned a BS in economics from BYU and a JD from University of California, Hastings. This text is taken from remarks he gave at the Marriott School’s closing banquet on 20 March 2015.

PHOTO CREDIT

Mountain photos from the Photochrom Co., courtesy of the Library of Congress Prints and Photographs Division, Washington, DC.

BY ANGELA MARLER

by the NUMBERS

Shaking Things Up

Fast-casual eateries like Shake Shack and Chipotle are gobbling up the fast-food market with sizzling IPOs and serious devotion from millennials. While these newcomers are racking up social media likes, older giants are trying to reconnect with hungry people in the digital age. So until you dig into your next locally sourced and socially responsible meal, digest these fast-food numbers.



15%

THE PERCENTAGE THAT MCDONALD'S NET INCOME FELL IN 2014.

The Golden Arches are having an identity crisis as diners are putting quality and taste ahead of speed. Despite introducing more menu options and healthier choices, the company is struggling to maintain its historic growth. But don't worry—the Big Mac isn't going away anytime soon. McDonald's 2014 revenues were still in the tens of billions of dollars.

Source: McDonald's

\$1.6 BILLION

THE AMOUNT AT WHICH SHAKE SHACK WAS VALUED ON ITS FIRST DAY OF TRADING.

That's about \$25 million for each of its sixty-five locations. The New York City-based burger chain started as a cart in Madison Square Park and has since expanded to major cities in the United States and abroad. Other newcomers, such as the Habit Burger Grill and Potbelly Sandwich Shop, were valued at more than \$90 million at their IPOs.

Source: NASDAQ





350

THE MAXIMUM NUMBER OF MILES A FARM CAN BE LOCATED FROM A CHIPOTLE RESTAURANT TO STILL BE CONSIDERED LOCAL.

That's about the distance from Provo to Las Vegas. Last year the American Culinary Federation asked chefs for their predictions on 2015's menu trends, and their top pick was locally sourced food. Fast-casual joints are riding the trend by using local produce and meat, claiming that local food is tastier and fresher than shipped goods.

Source: *fastcasual.com*, *Chipotle*

200K

THE NUMBER OF SHAKE SHACK FOLLOWERS ON INSTAGRAM.

Pictures of succulent burgers have helped Shake Shack build a drool-worthy social media presence, with more than 3,000 followers per restaurant. While competitor McDonald's has a much larger following at 816,000, its omnipresent locations make its ratio only about 22.7 followers to each restaurant. Investors monitor these social media trends, which could be a factor in Shake Shack's rising stock prices.

Source: *entrepreneur.com*, *Instagram*



4

THE NUMBER OF PANERA CARES COMMUNITY CAFÉS.

Located in Dearborn, Michigan; Portland, Oregon; St. Louis; and Boston, these stores are not-for-

profit and operate on a pay-what-you-can model, offering meals in exchange for whatever customers are able to pay or even for volunteer work. Panera's main business consists of more than 1,880 for-profit bakery-café's in the United States and Canada. Research shows that millennials want to connect with socially responsible brands.

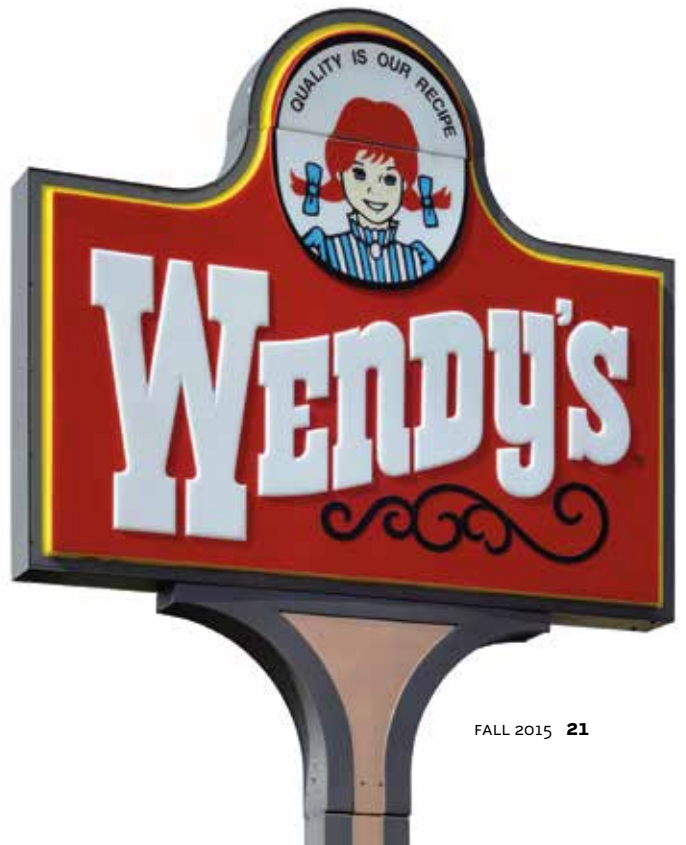
Source: *fastcasual.com*, *Panera Cares*

839,320,100

THE NUMBER OF MEDIUM FROSTYS YOU WOULD HAVE TO BUY TO EQUAL WENDY'S TOTAL SALES IN 2014.

Since 2011 Wendy's has taken Burger King's spot as the second-biggest burger chain in the United States, coming in behind McDonald's. Wendy's has focused on upgrading its menu to include higher-quality ingredients, and customers are eating it up. Despite rising demand for fast-casual eats, fast-food behemoths still control 85 percent of the limited-service restaurant market.

Source: *technomic.com*, *Wendy's*



BROKEN DREAM



Hard work and a can-do spirit aren't enough. For minority entrepreneurs, the American ethos can be a hollow promise—especially when seeking small-business loans.

By: T O D D H O L L I N G S H E A D

Illustrations: L I N C O L N A G N E W

It started out like a regular afternoon.

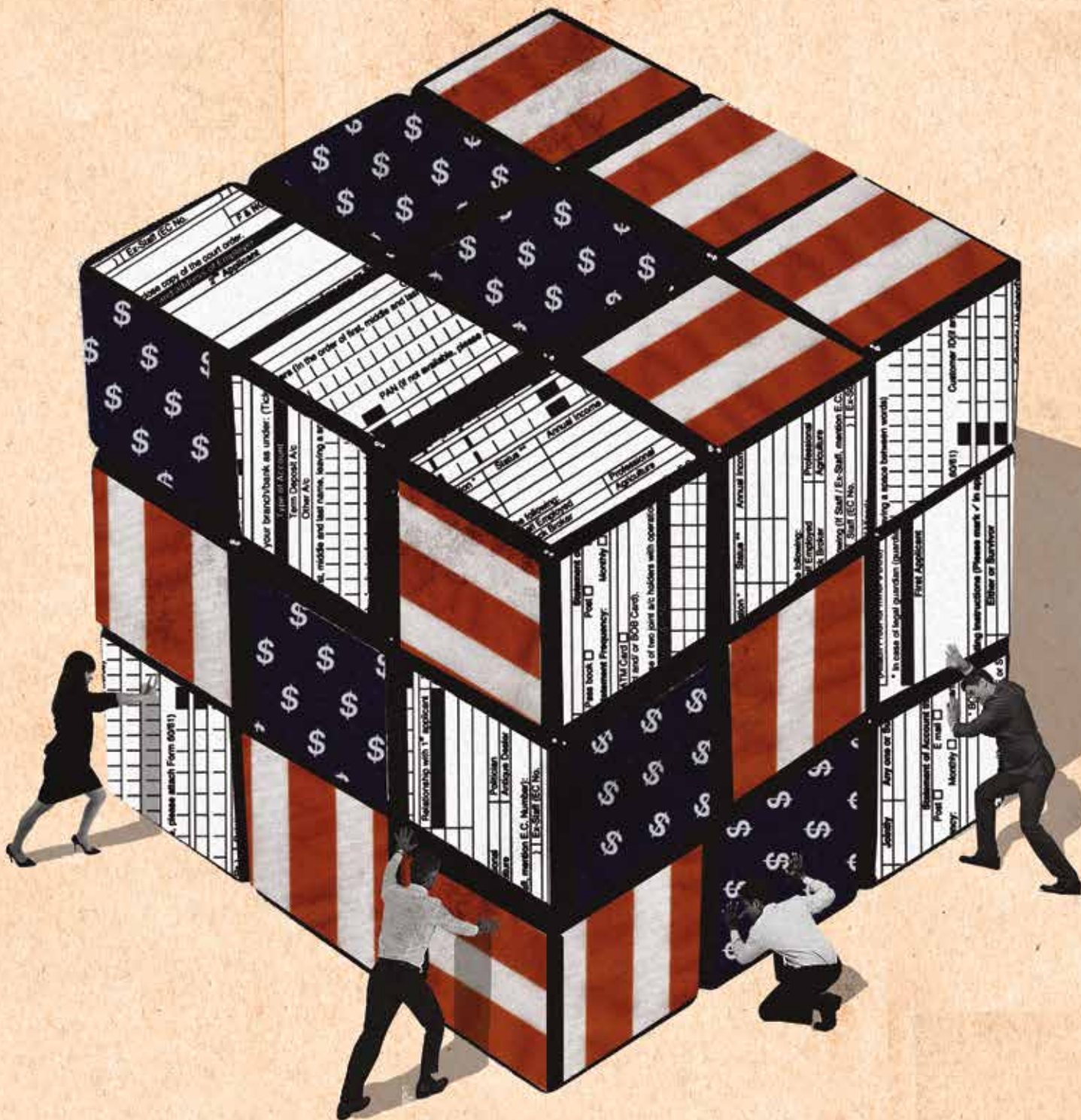
The three Williams boys were roaming the Nittany Mall, a teenage hotspot not far from Penn State University, where their father, Jerome Williams, was on the faculty. Dressed in shirts their mom had purchased for them earlier that week, the boys were having a good time until a security guard approached. He stopped them on suspicion of shoplifting their new tees.

“When this event happened, I was trying to explain it to colleagues and friends, but to my surprise, very few people understood what I was saying,” says Williams, now the director of the Rutgers Business School PhD program. “They said I shouldn’t be upset about it. They said the guard at the mall was just doing his job.”

To his white coworkers, it was an honest mistake. To the African-American Williams

family, it was all-too-familiar racial profiling. The experience underlines a troubling matter: not only does racism still exist in far too many facets of life, but too many of us are blind to it.

“There is a belief that things like this *used to happen*,” says Glenn Christensen, an associate professor of marketing at BYU. “People think it is no longer real. Unfortunately, this still remains a reality for a significant portion of the US population.”



Discrimination is especially real for minority entrepreneurs. According to a study published by Christensen, Williams, and lead author Sterling Bone, a Utah State University business professor, minorities face more challenges than their white peers in the perennially high-stress process of securing business financing. That racial profiling can lead to discouragement and diminished self-worth.

“There is a general belief among Americans that we’re in the land of opportunity and that anyone can pull themselves up by their bootstraps,” Christensen says. “It is a land of opportunity, but that opportunity is not always equally accessible.”

☒ Discovering Discrimination

Studying minorities wasn’t the original plan for Bone and Christensen.

Their research on marketplace decision makers took a sharp turn when they were tipped off to the surprisingly unregulated arena of small-business loans. To see it firsthand, the two jumped on a plane to New York City, drove to boroughs outside Manhattan, and embedded themselves alongside struggling entrepreneurs.

“You go to the Bronx, and you see how they have to go beyond typical creativity to survive, both as a business and as a family,” Bone says. “It’s an uphill battle for minority entrepreneurs.”

The more they talked to people, the more they realized the issue went deeper than their initial understanding. Neither Christensen nor Bone had ever faced the types of obstacles these hard-working minority business owners had experienced. Both men admit that the first time their race became salient to them was while serving LDS missions in areas where they were no longer a part of the majority—Christensen in North Carolina and Bone in Colombia.

“I grew up white in upper-middle-class America,” Christensen says. “When I was eighteen, my dad cosigned on a loan to help me build some houses, which paid for my mission and, later, for my wife’s wedding ring. I went through the whole process completely oblivious to my race. I never thought once, ‘Oh, I’m white.’ These folks live a completely different experience than I do.”

Needing an expert more familiar with the marketplace discrimination they were uncovering, Christensen and Bone reached out to Williams, whom Christensen studied with during his time as a doctoral student at Penn State. Williams’s extensive work in retail discrimination and social justice is well known nationally—he’s been called as an expert witness in more than one hundred court cases. They knew he could bring added direction and credibility to the research.

“When Sterling and Glenn approached me, I thought, ‘I’ve done all this work on the retail side, I wonder if the same things I found in retail settings would apply in the world of business loans,’” says Williams, a self-described child of the ’60s and a victim of discrimination himself. “That’s exactly what we found.”

The trio conducted a three-part study that not only answered the question of whether

minorities face discrimination in bank lending but also delved into the psychological effects of that repeated denial.

☐ Float a Loan

To start, the researchers recruited nine mystery shoppers—three black, three Hispanic, and three white—to seek small-business loans from seven national banks in the greater Los Angeles area. The mystery shoppers were selected carefully to have similar personal characteristics, such as age, height, body build, attractiveness, and education.

The shoppers were then sent to the banks wearing matching styles of a black or blue polo shirt and khaki trousers. Once at the banks, they asked for nearly identical loans (\$60,000 to \$70,000) to expand nearly identical small businesses in the computer-services industry. The mystery shoppers



were told they were evaluating the banks' customer service.

The research team found that the minority loan seekers faced a steeper hill in acquiring financing than their white counterparts. Minorities were given less information on loan fees and loan terms, but they were quoted an interest rate significantly more frequently.

Additionally, minorities were asked to provide more information about their businesses and personal finances than white business owners and were offered less application help and encouragement by loan officers.

"From the very beginning of this research, we kept getting good results as far as the study was concerned," Christensen says. "Unfortunately, those results were not good for society."

Uncovering the loan discrimination was bad enough. Learning of its dire effects on

about applying for business loans and then to explain them in the interviews.

The results showed clear and compelling differences between the minority consumers and the white consumers. While white loan seekers focused on images of a journey through something—such as a river or a maze—minorities likened their experience to climbing a steep hill or mountain.

"It's close to impossible," one black male research participant said. "Only a few people have done it, and [the] only people who can do it are those that have help from people who have done it before. And I don't know those people. . . . I can't get to the top of Mount Everest."

The breakdown of rejections and granted loans for study participants provided strong support for the idea that minorities faced a steeper challenge to funding. Whereas fourteen of the sixteen white small-business

walk into the bank and they ask, "Have you applied for a loan?" Oh yeah, already got denied. They say, "Thank you very much." It leads to this feeling of incompetence, this feeling of being insufficient, of being unable to be functional. You're made to feel like you're just not competent or capable. I feel very, very insecure and very, very—like I said—childlike, almost.

And this, from a Hispanic male:

You don't feel good about yourself. You don't feel confident. You almost feel like a failure. When you feel this way, it affects your relationships, both personal and professional.

Over and over again Christensen and his colleagues were uncovering personal pain and dejection from the minority business owners. Beyond expressing an alarming

IT LEADS TO THIS FEELING OF INCOMPETENCE, THIS FEELING OF BEING INSUFFICIENT, OF BEING UNABLE TO BE FUNCTIONAL. YOU'RE MADE TO FEEL LIKE YOU'RE JUST NOT COMPETENT OR CAPABLE.

minority entrepreneurs was completely disheartening.

☐ Mountain Climbing

The rejection, discrimination, and other forms of unfair treatment faced by minority small-business owners threaten the success of their businesses and have swift and damaging effects on their self-esteem.

Bone, Christensen, and Williams learned this through the second part of their study, which included in-depth interviews with thirty-nine small-business owners—sixteen white, thirteen Hispanic, and ten black—about their experiences seeking funding. The entrepreneurs were asked to collect pictures that represented their thoughts and feelings

owners had received loans at some point (with only five having ever been rejected), only six out of the twenty-three minority business owners had ever secured financing. All but three had been rejected at some point, including some who received as many as six, eight, or even nine rejected applications.

As the interviews continued, researchers found that the repeated rejection and restricted access to loans for the minority entrepreneurs led to self-questioning and a diminished sense of self-worth. Excerpts from interviews show deeply personal wounds.

From a black male:

My self-esteem and confidence are strong, and yet I'm being denied, so it makes me feel bad about myself, bad about my business. I

drop in their self-worth, they were feeling a loss of personal control.

☒ Control Panel

The team wanted to explore this phenomenon further, so they carried out a third exercise for the study. The researchers recruited 120 individuals to try out a new system to apply for online educational loans.

As part of the experiment, half of the subjects were asked to report their race and nationality on the loan application while the other half were asked nothing about race. Everyone was then rejected for the loan.

When the researchers looked at how the first group processed rejection, they found the minorities took a hit to their

self-esteem and to their sense of autonomy and control, but their white counterparts didn't experience such feelings. Minorities assumed race played into the decision, though, in this experiment, that wasn't the case. Those who were not asked to report their race did not suffer decreased self-esteem, regardless of race.

"Since modern discrimination is rarely obvious, the minority consumer is always left with the lingering question: 'Am I being denied because I am unqualified or because of my race?'" Bone says. "Since there is no way to answer this question for certain, minorities are forced to interpret denial through a lens white people simply do not encounter."

☐ Next Step

Though their study was published last year in the *Journal of Consumer Research*, Bone, Christensen, and Williams say the work is just beginning.

None of them is satisfied with simply pinpointing an area of society where remnants of discrimination are still at play. They want to see a marketplace in which access is not restricted to anyone.

Williams explains, "As scholars, if we just write this work and it doesn't move the needle, it doesn't do any good."

To move that needle, the team believes there are three key groups who can take action to bring about positive change:

1. Consumers and entrepreneurs, so they understand the challenge and better prepare to face it
2. Legislators and policy makers, so they can be aware of and address the disparities
3. Bankers, so they can adjust their practices to be less discriminatory

Of those three, reaching the ears of public-policy makers is the most critical. There are certain laws in place that can be detrimental to enforcing discrimination issues, so the researchers are eager to make a dent in the policy arena. They've already put in a fair share of work.

To date, the researchers have testified before congressional committees, penned opinion pieces for major media outlets, and appeared on national talk shows. In addition,

they have presented their findings at conferences and venues to promote economic development and equitable access to capital by minority entrepreneurs, especially in urban markets. Their research has also been covered by several prominent national media outlets, including the *Washington Post*, *Businessweek*, and *Fox Business*.

Efforts to reach policy makers are already paying off, with their work being presented this past summer at the Rainbow PUSH Wall Street Project and City of Newark Economic Summit, cochaired by Reverend Jesse Jackson and Ras Baraka, mayor of Newark, New Jersey. Yet even with the progress they've made, Christensen, Bone, and Williams know that if their message doesn't lead to policy change, any efforts to eliminate prejudice may be wasted.

"While racial and ethnic minorities have made significant progress in terms of race relations over the past several decades, the harsh reality is that there still are remnants of discrimination in society," Williams says. "It is appropriate to continue asking the question, 'Is the glass half empty or is the glass half full?' in terms of progress being made in eradicating discrimination in the marketplace."

If lenders continue to remain insensitive to racial and ethnic minority consumers, they run the risk of alienating these segments. And, in addition to propelling discrimination forward in the marketplace, they open themselves to suffering severe economic consequences, such as tarnished brand image.

Ultimately, the researchers say, every person—regardless of race or ethnicity—should have the same chance to pursue their ambitions. But unless that access becomes truly universal, the American Dream will remain hollow. **M**

☒ About the Author

Todd Hollingshead is a media-relations manager for University Communications at BYU. He graduated from the university in 2004 with a bachelor's degree in communications and has since added a master's degree in the same field. Hollingshead has written for several publications, including the *Deseret News*, *Daily Herald*, and *Salt Lake Tribune*. He joined University Communications in 2007 and teaches in the BYU School of Communications as an adjunct faculty.





Breaking Down Revenue Reporting Word by Word

IT STARTED OUT AS A NUTTY IDEA, says Jeff Wilks, director of the School of Accountancy. How could students really dive into the topics that current accounting professionals are dealing with?

The answer, it turned out, required more words than numbers.

Live since April, the blog RevenueHub.org features bite-size articles that analyze the implications of the new revenue recognition standard set to go into effect in 2017. The articles are researched, written, and published exclusively by BYU accountancy students in an innovative project that is already growing fruitful relationships among the program's students, alumni, and recruiters.

"The idea behind the site is for students to get practical experience by researching difficult issues and writing articles that simplify and explain how the new standard will work," says Jace Chambers, a 2015 MAcc graduate and one of the site's writers.

Training accounting students

to write as well as they audit is as unconventional as it sounds. BYU is one of only a handful of schools to offer an accounting research course in which students learn firsthand how to analyze standards, compose reports, and offer recommendations to the accounting community. The class has become the perfect incubator for RevenueHub writers. Along with fellow professor Cassy Budd, Wilks observes candidates in the class and extends invitations to write for the site to students who show the greatest aptitude.

An expert on revenue reporting, Wilks led the development of the new revenue recognition standard during a two-year stint at the Financial Accounting Standards Board. Upon his return to BYU, he wanted to find a way to provide students with an out-of-classroom experience that would help them stand out in their field upon graduation.

BYU accounting students are adding a new skill to their arsenal: blogging.

"We wanted to create RevenueHub to give students a chance to dive deeper into real, practical issues that professionals are dealing with," Wilks explains. "By identifying a topic that students and faculty had a strong interest in, we were able to launch a great project."

Support for the blog has come not only from inside the school. Top accounting firms in the country, including the Big Four, Grant Thornton, and Connor Group, have all partnered with the site by providing various resources.

Alumni have also played a vital role. After finishing a draft, the student writer reviews the story with a BYU alum who has expertise on that particular topic. This process has built relationships and provided a unique way for alumni to stay involved with the program.

The articles are proving to be a welcome aid to accounting professionals, and, as the implementation deadline for the new revenue recognition standard draws nearer, the writers believe the site will become even more important to companies around the world. But most important, RevenueHub has given BYU students yet another skill to take into a competitive workforce.

"There is a lot of writing that accompanies accounting," says Austen Harris, a 2015 MAcc graduate and RevenueHub writer. "A lot of communication—written and verbal—goes into explaining what the numbers actually mean. My experience with RevenueHub has enhanced my ability to communicate clearly."

—JORDAN CHRISTIANSEN

"We wanted to create RevenueHub to give students a chance to dive deeper into real, practical issues that professionals are dealing with."

—JEFF WILKS

THE BUSY COLORFUL STREETS OF BANGKOK

**WERE UNLIKE ANYTHING KIM HAYMOND HAD EVER
SEEN BEFORE. NAVIGATING THE MUGGY CITY IN LURCHING *TUK TUKS*,**

she and her Global Business Study Abroad group had an itinerary dotted with bucket-list adventures like riding elephants and exploring ancient temples. ¶ Amid this exotic backdrop, Haymond, a global supply-chain student, half expected the group's visit to a Nike apparel factory to feel just as foreign. But she felt oddly at home. ¶ "It surprised me because Bangkok was so different, but the business felt familiar to other businesses we had seen," Haymond says. "It made it seem more realistic for me to actually travel and work in different places." ¶ Now in its second year, the Global Business Study Abroad annually takes forty BYU undergrads around the world in four weeks, stopping to tour businesses and sample culture in seven countries across three continents. Along the way, students test their aptitude for living abroad while gaining invaluable international business experience. ¶ Follow the adventures—and mishaps—of the 2015 trip as the students and program directors share in their own words how circling the globe proved to be the ultimate crash course in business education.

by **SARA D. SMITH**

DAYS 1–5

LONDON



STUDENTS BEGAN their trip in a city more familiar than foreign for a good reason: “They were getting their feet under them,” says program director and business management professor Scott Webb, who led the students through London’s financial district, with stops at the London Stock Exchange and Barclays Bank. Their feet did have a bit to complain about—some students clocked their daily mileage between fourteen and twenty miles per day as they walked the historic city. ▶▶▶

BARCLAYS BANK

“While visiting Barclays Bank, I was really struck by the fact that many people high up in the company are foreigners willing to travel and live outside of the United States. Life doesn’t necessarily revolve around working in the home country or the city you were born in.”

—Matt Dale, PREMANAGEMENT

BABY BLITZ

“The royal baby had just been born when we landed in London, so I stalked Kensington Palace waiting to see Pippa, Kate Middleton’s sister, arrive. I talked with the British people outside the palace who were as excited about Pippa coming as I was. I’m kind of obsessed.”

—Kaitlin Kelly, EXERCISE SCIENCE

FINANCIAL DISTRICT

“We discussed how a very large and prosperous bank was considering moving out of the London area. If the bank decided to move, it could have disastrous effects on the economy. The world is constantly shifting markets, and businesses want to move where there is the most growth. This leaves countries at risk of losing the business that makes their market stable.”

—Becca Broderick, ACCOUNTING

FOOT PAIN

“We had a lot of sore feet and blisters. In the United States, if we want to go somewhere we jump in our car. In London you find the nearest Tube, and you walk all day long. It’s good for you.”

—Scott Webb, PROGRAM DIRECTOR

HIDDEN GEM

“We talked to a London native and asked him where we should go eat. He told us to go to an area called Shoreditch—it was great, not a lot of tourists. It had cool spray-painting murals all over the walls.”

—McKenzi McDonald, GLOBAL SUPPLY CHAIN

Itinerary Highlights TOWER OF LONDON • WESTMINSTER ABBEY

BARCLAYS BANK • CHELSEA FOOTBALL STADIUM • LONDON STOCK EXCHANGE



WORD CHOICE

“It was really weird asking for the toilet the first several times because it seemed so blunt and not very polite.”

—Miriam Cowley, GLOBAL SUPPLY CHAIN

WHILE PRAGUE is one of the few major European cities untouched by the bombs of World War II, it's still recovering from scars of the past. "It wasn't that long ago that they emerged from communism," Webb says. "We visited a high-end crystal factory that really had to reestablish itself"—a process requiring the family who started the company to buy it back from the state and regrow the brand, which is now known all over the world for its beautiful handmade crystal. ▶▶▶



UNEXPECTED BEAUTY

"It was one of the most beautiful countries. When you first get to downtown Prague, there is a big river in front of Prague Castle with a city skyline and rolling green hills in the background. We got there right at sunset."

—Jordan Egbert, ECONOMICS



GOOD EATS

"They have these desserts called *trdelník* that I've craved ever since I left. They are almost like a long cinnamon roll. They wrap the dough around a rolling pin, cook it, and then dust it with sugar and line the inside with Nutella. I had a good number of those."

—Mike Holman, ACCOUNTING

PRAGUE COLLEGE

"Prague College is based in the United Kingdom, but it has relocated to Prague because the cost of living is so much cheaper; students can get a high-quality education and live a little better."

—Scott Webb, PROGRAM DIRECTOR

JOB MARKET

"As far as understanding the business of a country, Prague College was one of the best visits. I asked one of the students there, 'What's your plan? Are you going to move back to London?' He said 'Well, if I move back to London, my only goal is to try and get a job.' Prague has a lot more free market. It's not uncommon for people to start businesses, and he said that was more of a possibility if he decided to stay."

—Mike Holman, ACCOUNTING

RÜCKL CRYSTAL FACTORY

"After visiting the factory I realized one of its problems: it is really hard to differentiate your products in the glass business. To the untrained eye, handmade glass looks similar to cheap knockoffs. The cost differential between the high-quality and low-quality products is huge, and that is part of the reason the glass factory is struggling."

—Eric Banks, FINANCE

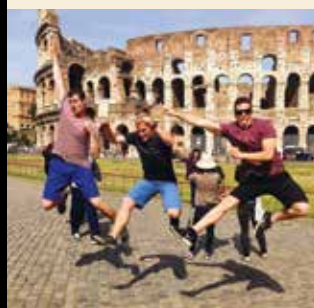


DAYS 11–15

ROME

FLEXIBILITY is key to travel, and the group needed it most in Rome. They arrived to find crowds clamoring for a sight of the pope, delaying their plans for hours. On the way out, a metro strike had them scrambling for a ride to the airport—where their departing terminal had burned down. The monitors

in the foreign airport were unhelpful, so



the group tracked down the right flight by watching incoming planes land. “You have to be ready for the curveballs that are thrown at you,” says Matt Relei, a marketing senior. “In life and in business, nothing ever is going to go exactly by plan.” ▶▶▶

POPEMOBILE

“We got to listen to an address on the importance of family from Pope Francis. Some of us got five feet away from him; we were able to take selfies as he drove by.”

—Matt Relei, MARKETING

POWER OF ART

“In the Sistine Chapel there are several guards who try to maintain quiet and reverence. You’re surrounded with depictions of stories we read in the scriptures, knowing you’re sitting in front of something created by Michelangelo. It didn’t feel real.”

—Tony Bertolino, MARKETING

PERUGINA CHOCOLATE FACTORY

“The Italian people thrive off of fulfilling customers’ needs and delivering the best. I was impressed with the Perugina Chocolate Factory and the consistency of its products. It made me realize that profit is important but delivering an exceptional product is vital.”

—Matt Dale, PREMANAGEMENT

SUNNY STREETS

“On the way to PwC we got very toasty. We were all in our business suits and had to walk in the heat through the business district of Rome. We were sweaty by the time we got to the building. We went up to one of the top levels and got a beautiful view of the whole city. Then they gave us cold water before we had a presentation from two of PwC’s consultants.”

—Tony Bertolino, MARKETING

PwC ROME

“The representatives walked us through real projects they had worked on for PwC, one of which was a consulting job where they helped the city of Rome save \$400 million in one year.”

—Tom Christensen,

INFORMATION SYSTEMS

GELATO, GELATO, GELATO

“Nothing was more beautiful or captivating in Italy than the country’s delicious gelato. We had at least four servings a day. I regret nothing.”

—Sierra Baker, PUBLIC RELATIONS



Itinerary Highlights THE VATICAN • SISTINE CHAPEL • VENICE • ASSISI • PwC ROME

ST. PETER’S BASILICA • PANTHEON • COLOSSEUM • PERUGINA CHOCOLATE FACTORY

PARTY ALL NIGHT

“At night you could hear everyone on the streets because Greek people tend to stay up late; it’s common for them to be out until midnight or later, chatting or having a nice dinner. They also had mandolins playing late into the night.”

—Becca Broderick, ACCOUNTING

ANCIENT ARCHITECTURE

“Visiting the Parthenon may have been my favorite visit of the entire trip. Learning about how architecturally advanced the building was blew my mind. It was erected two thousand years ago, and we are still trying to understand how the Greeks built it.”

—Eric Banks, FINANCE

PAUL’S FOOTSTEPS

“I hiked up to Mars Hill and watched the sunrise while reading scriptures. It was so cool to read about Paul while sitting right where he had once been. I will remember it as one of the best mornings of my entire life.”

—Sierra Baker, PUBLIC RELATIONS

PIRAEUS PORT AUTHORITY

“It was fantastic to see the shipping yards and learn about the port’s role in many international supply chains. Even more amazing was seeing the incredible computer programming they implemented in order to make everything run smoothly. Good business really does need good computer systems.”

—Alec Taylor, PREMANAGEMENT

CURIOSITY PIQUED

“There is so much detail that goes into working at a port because they are in charge of products that go all over the world. This was a business that I had no interest in at first, but by the end I was dying to know more.”

—Kim Haymond, GLOBAL SUPPLY CHAIN

CHANGING MARKET

“With so many businesses going under in Greece, it is the core businesses like shipping and ports, which have been around since the beginning of time, that are still around.”

—Alison Brady, ACCOUNTING

DAYS 16–20

ATHENS



SPARKLING MEDITERRANEAN beaches marked a nice change of pace. “We had sun and warmth and music and good food,” says Carolee Corbett, assistant program director. “Gelato morning, noon, and night. And gyros.” Students connected the dots along a global supply chain with a visit to a port in Athens and saw firsthand the signs of a struggling economy. Katelyn Strobel, an economics student, recalls chatting with a restaurant owner about the situation: “She smiled and said, ‘It is bad, but we in Greece are not bad. I just keep working.’” ▶▶▶

Itinerary Highlights PARTHENON • ACROPOLIS • MARS HILL

GREEK ISLES CRUISE ON THE AEGEAN SEA • PIRAEUS PORT AUTHORITY

DAYS 21–24 JOHANNESBURG

SOUTH AFRICA is emerging as a first-world economy. “Johannesburg is positioning itself as the business center of Africa,” Webb says. After an eleven-hour flight, students jumped right into a long day of business tours. “You think of China as being the big market,” adds Jordan Egbert, an economics student, “but Africa has a lot of potential. At Cummins—a billion-dollar company—they explained that most of their sales were within Africa. There’s a lot of opportunity there.” ▶▶▶

MEETING THE LOCALS

“The locals were singing and dancing all over the place in Soweto, and the BYU kids were not shy. They just joined in.”

—Carolee Corbett, ASSISTANT PROGRAM DIRECTOR

JUNGLE KING

“We had to leave for the safari super early in the morning—I woke up enough so I could see the sunrise. It looked just like *The Lion King*. We saw a crocodile, a giraffe, and a zebra. We also saw a lion—well, it was really just a speck on the hill, and we couldn’t tell if it was a rock or a lion. It supposedly moved.”

—Becca Broderick, ACCOUNTING

POACHING LESSON

“Most of the students are dedicated now to saving the rhino; they never realized how much of an issue poaching was. After the safari we went to a village where they talked about how the rhinos are going extinct. It was really touching because the students had seen the animals in the wild that day.”

—Scott Webb, PROGRAM DIRECTOR

LIVING COLOR

“Businesses in Johannesburg are required to incorporate South African culture into their business, so many have big colorful murals on the sides of the buildings. To me, this brought a lot of spunk to the city.”

—Nathan Radmall, COMPUTER SCIENCE



CUMMINS SOUTH AFRICA

“I think what made the business visit so amazing when we toured Cummins South Africa was Skyla, our guide. Her lesson—that we can all be CEOs if we’ll work like one—was a lesson that will stick with me.”

—Tom Christensen, INFORMATION SYSTEMS

GROWTH POTENTIAL

“Everyone we spoke with was extremely optimistic about the economic growth. Having the opportunity to be involved in a country that has so much growth potential is very enticing.”

—Eric Banks, FINANCE



IN BANGKOK students caught a glimpse of Asian mass-production manufacturing at a Nike factory and learned about international relations from expats at the US embassy. After close encounters with exotic jungle animals like elephants and baby tigers, students took their business skills to the streets, learning how to haggle like locals at the markets. “I tried to pay at least 60 percent less than what they asked for,” says McKenzi McDonald, a global supply-chain student. “It’s a lot of fun. We learn about negotiations in class, and we got to use those skills to get good prices.” ▶▶▶



ELEPHANT WALK

“My elephant didn’t acknowledge that I was on its neck until we went in the water—it would fill its trunk up and spray my face. That was kind of gross.”

—Kaitlin Kelly, EXERCISE SCIENCE

SWEAT EXPRESS

“When we arrived in Thailand, it was so hot and humid I thought I was in a steam room. I was amazed at how people were just going about their day while I was pouring sweat. Once I accepted that I’d constantly be feeling the heat, I enjoyed walking around.”

—Miriam Cowley, GLOBAL SUPPLY CHAIN

US EMBASSY

“An expat spoke to us at the embassy. Hearing from American businesspeople in different countries about their experiences living abroad really stood out to me. I wanted to work abroad before, but this trip reinforced my desire.”

—Jordan Egbert, ECONOMICS

TROPICAL VIEWS

“We took a train ride through some farmland, and everywhere you looked there would be mountains in the distance. They looked so mysterious and majestic. The ones farther away seemed to fade into the clouds. The green fields and tropical trees seemed to stretch out forever.”

—China Lau, PREMANAGEMENT

NIKE APPAREL FACTORY

“When we were there the factory was cranking out Barcelona jerseys. When I think of mass production, I usually think of machines, but actually there were several individuals with sewing machines who were responsible for sewing one part of the jersey at a time. In the past Nike has had a rough time with its factories, but this was pristine. It pleased me as a Nike fan to see how well they’re taking care of the facility and the workers.”

—Mike Holman, ACCOUNTING



DAYS 30–34

BEIJING

TOURIST ATTRACTIONS

“It seemed like we could go several days without seeing another foreigner. Every time we turned around, there would be another Chinese person asking to take a picture with us. It was fun being a complete novelty.”

—Tony Bertolino, MARKETING

RUSH HOUR

“In Beijing there is no personal space. You get on the metro and you think no one else can get on there, and then it stops and another hundred people pack in.”

—Scott Webb, PROGRAM DIRECTOR

WALK IN THE PARK

“One morning we went to a park. There were people working out, doing tai chi, and playing a Hacky Sack-type game—it kind of looks like a birdie with feathers on it that they hit with their feet. A couple of us walked into a game, and they told us to play with them. In Europe it felt like no one wanted us around, but in Asia they loved Americans and thought it was cool we visited.”

—McKenzi McDonald, GLOBAL SUPPLY CHAIN

HYUNDAI MOTOR MANUFACTURING PLANT

“The cars are put on a conveyer belt. They keep moving down the line, where workers will add one item or screw in something until it reaches the point where there is an entire car and someone has to get in and drive it off the conveyor belt.”

—Becca Broderick, ACCOUNTING

NBA CHINA

“Basketball is huge in China. They love Yao Ming; he’s a hero. Their favorite teams are the Houston Rockets and the Cleveland Cavaliers. The NBA does two exhibition games in China for marketing purposes, and the number of viewers is equivalent to all the views in the United States for an NBA finals game.”

—Matt Relei, MARKETING

Itinerary Highlights GREAT WALL • PEARL MARKET

ACROBAT SHOW • HYUNDAI MOTOR MANUFACTURING PLANT

FORBIDDEN CITY • NBA CHINA

ON THEIR FINAL stop of the trip, the students dipped their toes into one of the world’s largest markets—and struggled through their steepest cultural barriers—eventually summiting the Great Wall of China. “We climbed up to the highest the wall goes, and the view was just incredible,” Jordan Egbert says. “The Great Wall is up in the mountains, and it was beautiful. Getting to the top brought a sense of accomplishment. It was a cool way to end the trip together.” **M**



School News

Marriott School Students Select 2015 Bateman Award Winners



From left: Scott Jackson, Merrill Bateman, Isaac Freckleton, Michael Thompson, Colby Wright, Lee Perry, Ashley Porter, Steve Glover, Sam Andersen, Chris Gage, and Westin Leavitt.

The Marriott School announced the winners of the 2015 Bateman Awards, the only schoolwide awards selected entirely by students.

This year's awardees include **Isaac Freckleton**, a finance senior from Helotes, Texas, who was presented with the Outstanding Undergraduate Student Award, and **Ashley Porter**, a second-year MBA from Kaysville, Utah, who received the Outstanding Graduate Student Award. **Colby Wright**, an assistant professor of finance, was named Outstanding Faculty Member. The BYU Finance Society was awarded this year's Outstanding Student Club title.

"I am constantly amazed at what our students and faculty do to influence their communities, their wards, and their workplaces for good," says **Michael Thompson**, associate dean. "These award winners are no exception."

The Outstanding Undergraduate Student and Outstanding Graduate Student Awards are given annually to students who serve and lead within the school and community. Freckleton demonstrated leadership as a member of the Marriott School student council this past year by heading the My Choose to Give campaign, the school's student-centered fundraising program. Porter was chosen as Outstanding Graduate Student for her service to the MBA program as a Sherpa team lead and a program ambassador.

In addition to the student awards, an Outstanding Faculty Member Award is given for exceptional efforts to enhance student experiences. Wright, who has

been teaching at BYU since 2012, was honored for his ability to connect with students and help them find success inside and outside the classroom.

Added in 2011, the Outstanding Student Club Award recognizes a successful student club or organization within the Marriott School. The BYU Finance Society focuses on different facets of the finance sector and helps students land internships and jobs by providing targeted training and recruiting tips.

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

MPA Day of Service Gives Back to Communities Around the Country



MPA students Danielle Doty and Tyler Terry lay mulch at Paul Ream Wilderness Park in Provo.

Normally when people celebrate a golden anniversary, they throw a big party. But the Marriott School MPA Student Association's celebration of the MPA program's fiftieth anniversary involved more elbow grease than confetti.

In March and April hundreds of MPA students, alumni, and faculty joined together for the Romney Institute's MPA Days of Service. In six cities, groups tackled service projects ranging from graffiti abatement to repainting fire hydrants.

Students in the MPA association hoped to celebrate not only the program's success but also the ideals of George W. Romney: "There is no substitute for one human being who cares enough about another . . . to get out and help him."

Service projects were held in Mesa, Arizona; Orem; Provo; Sacramento, California; San Antonio; and Washington, DC. Nearly 150 volunteers attended the

Provo and Orem projects, which were held 3 April at Paul Ream Wilderness Park and Nielson's Grove Park, respectively. Volunteers spread mulch, cleared underbrush, and repainted benches.

"We wanted to give people a chance to celebrate what this program has given them," says **Flint Timmins**, a second-year MPA student from Alamosa, Colorado. "We thought giving back to the community would be a good way to honor the spirit of the program."

First My Choose to Give Campaign a Success

This winter the Marriott School successfully launched its student-focused fundraising campaign, My Choose to Give (My C2G), to help establish a spirit of giving. The weeklong campaign resulted in students giving at three times the rate of current alumni donors. Thirty-six percent of donating students also committed to give the same amount on a recurring basis.

"The response of our students to the campaign was tremendous," says **Michael Thompson**, associate dean. "The donations are wonderful, but even more important are the relationships being established between the students and the Marriott School."

Throughout the week, Marriott School student council members set up booths in the Tanner Building to walk students through the online donation process. Displays tracked the percentage of students from each department who pledged to donate as a way to inspire competition between programs. The campaign was designed to make giving an enjoyable experience and to educate students about the impact they can make.

"If you can motivate current students to get involved and adopt the culture of giving back, then they'll continue to give over the rest of their lifetime," says **Isaac Freckleton**, a finance senior from Helotes, Texas, and My C2G organizer. "The key is to help students understand they can help others experience the same educational opportunities."

Marriott School Claims Seven CASE District VII Awards

The Marriott School earned seven Awards of Excellence from the Council for Advancement and Support of Education (CASE) District VII for its quality work in marketing, publications, and public relations.

"Winning a CASE award, especially the Grand Gold award, is an extraordinary accomplishment," says **Lee Perry**, Marriott School dean. "The work done by our external relations team that led to these awards inspired Marriott School students, faculty, administrators, and staff with the spirit to serve in addition to elevating BYU as a whole."

Experts from all disciplines judged 470 submissions in more than seventy categories to select this year's winners. CASE District VII represents professionals and institutions in the western United States, including in Arizona, California, Hawaii, Nevada, and Utah, as well as in Guam and the Northern Mariana Islands.

The Marriott 25 campaign, which encouraged the Marriott School community to donate 25,000 total hours of service in recognition of the twenty-fifth anniversary of the school's naming, was a part of four awards. Held during the 2013–14 school year, Marriott 25 garnered a Grand Gold in the marketing category. Presented for the first time in District VII, Grand Gold awards were given to one exemplary submission within a specific category.

Marriott 25 also collected a Gold award for yearlong special events, a Gold award for best practices in communications and marketing, and a Silver award for specialty pieces for the plexiglass M that was installed in the Tanner Building atrium.

Other honors awarded to the Marriott School included a Gold award for excellence in periodical design for *Marriott Alumni Magazine*, a Silver award for specialty piece design for the deans' Christmas card, and a Bronze award for the International Executive of the Year banquet program.



CASE supports alumni relations, communications, development, and marketing professionals at educational institutions worldwide. The association provides networking, recognition, and continuing education for more than 64,000 advancement professionals at more than 3,400 educational institutions.

At a rally during the My C2G campaign, **Dick Marriott**, chair of the board of Host Hotels & Resorts, spoke about how his father, **J. Willard Marriott**, worked hard and took help from others to achieve success before turning around and giving back.

"When I drive up to BYU, I always look at the sign that says 'Enter to learn; go forth to serve,'" Marriott said. "The purpose of My C2G is to tell you that you don't just have to go forth to serve; you can also serve right here at BYU."

BYU's MBA, Law Programs Still Among Nation's Elite

BYU's law and business schools once again showed well in the latest round of graduate school rankings from *U.S. News & World Report*.

The J. Reuben Clark Law School



continued its upward trend, jumping up to No. 34 among law schools, while BYU's MBA program came in at No. 33 among business schools.

Jim Rasband, dean of the Law School, was grateful to see the recognition but says students have always been the school's crown jewel. "U.S. News alone does not capture all that we are striving to accomplish at BYU Law School," Rasband says. "No ranking can do that."

In other graduate school rankings, BYU's McKay School of Education was listed as a top 100 program (No. 88), and the Marriott School's accounting specialty ranked No. 6.

"We appreciate the recognition these rankings bring to the Marriott School's MBA program," says **Lee Perry**, Marriott School dean. "We're both humbled and proud of what everyone associated with the Marriott School is doing to make a positive difference around the world."

GMC Hosts High School Business Language Competition

Teenagers from across Utah gathered at BYU to put their Spanish and marketing skills to the test at the High School Business Language Competition, hosted by the Whitmore Global Management Center.

"The competition shows students that knowing a language is a great asset that can set them apart, and it gets them thinking about their future through the lens of international business," says **Laura Ricks**, GMC international programs coordinator.

Nine teams from five schools were tasked with evaluating and marketing a new Blendtec food-prep system to the Utah Hispanic community. The winning teams were chosen not only for their language and marketing prowess but also for how well they embraced Hispanic culture by showing how the food processor can speed up preparation of traditional recipes.

"The students' language abilities are very impressive, and I am always amazed by their grasp of business concepts," says

Carlos Aguilera, vice president of channel development for Blendtec and a judge at the competition. "The winning team displayed a deep understanding of how culture plays a part in business and used that to its advantage."

Judges awarded three teams from Skyline High School the first-, second-, and third-place prizes and \$600, \$300, and \$100, respectively.

The High School Business Language Competition is funded by the GMC's CIBER grant from the US Department of Education, which is designed to foster an interest in global business among students of all ages. BYU is one of seventeen schools in the country to receive the grant and \$1.1-million award for its emphasis on international business-development programs.

STUDENT NEWS

Global Supply Chain Competitions Give Students Professional Experience

Last winter semester, BYU global supply chain management students got a week off of class, but it was no vacation. Students had a break from schoolwork in order to prepare for the second annual PwC Global Supply Chain Case Competition.

"I love the competition because it's a really intense week where I get to synthesize everything I've learned in class," says **Mariah Hilton**, a supply chain junior from Las Vegas. "This year's competition opened my eyes to different ways of thinking about problems."

Hilton's team won first place and \$1,000 in the competition, which was held in conjunction with the second annual Nu Skin Global Supply Chain Video Competition. The Marriott School global supply chain program, ranked No. 6 in the nation by Gartner in 2014, sponsors the two competitions as part of its efforts to prepare students for careers around the world.

"Our students are sought after, and we are receiving national attention for our program, but we want to continue to improve," says **Scott Sampson**, global supply chain professor.

Sampson and other professors hope that these programs will help spread the word about global supply chain, an industry that includes purchasing, storing, and transporting materials and products around the world.

"Everyone's heard of marketing and accounting, but supply chain is not as well known," says **Scott Webb**, assistant teaching professor. "We're trying to let people know about this great program and the opportunities that come with it."

Marriott School Introduces 2015 Hawes Scholars

The Marriott School named ten MBA candidates its 2015 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

"These students are making a profound difference in the lives of their classmates," says **John Bingham**, BYU MBA program director. "They have been exemplary

American Red Cross CEO Named 2015 Administrator of the Year



The Romney Institute of Public Management honored Gail McGovern, president and CEO of the American Red Cross, as its 2015 Administrator of the Year.

"I've been impressed with Gail's career and all she's been able to do in her life, and I believe that she exemplifies what we stand for at the Romney Institute," says **Josh Romney**, the Romney Institute Advisory Board member who nominated McGovern for the award.

The award is given annually to outstanding administrators in the public sector who have demonstrated ethical and moral commitment to service. Past recipients include former FDIC chair Sheila Bair and former US Comptroller General David Walker.

McGovern has led the American Red Cross since 2008, strengthening the organization and instituting new technology.

She says the job has been both challenging and humbling, and she is grateful to be honored.

"It's amazing to me to be honored this way—both on a personal level and on behalf of the American Red Cross, since the LDS Church is one of our most important partners," McGovern says. "I have also developed a lot of values through my own faith, so I see the link between faith and service."

Before entering the nonprofit sector, McGovern was a faculty member at Harvard Business School and president of Fidelity Personal Investments. She also previously served as executive vice president at AT&T for the consumer-markets division.



The 2015 Hawes Scholars, from left: (top) Matt Robinson, Daniel Jimenez, Brady Leavitt, Nate Mortensen, Travis Sabin, Drew Ablemen; (bottom) Dallin Salmon, Cori Pippins, Tori Dumke, and Boubacar Barry.

contributors to their learning experience and will be exceptional leaders in business, communities, and families. They represent what we hope it means to be a BYU MBA student.”

The 2015 Hawes Scholars are second-year MBA students **Drew Ableman**, from Boise, Idaho; **Boubacar Barry**, from Conakry, Guinea; **Tori Dumke**, from Salt Lake City; **Daniel Jimenez**, from Alpine, Utah; **Brady Leavitt**, from Salt Lake City; **Nate Mortensen**, from Tempe, Arizona; **Cori Pippins**, from Virginia Beach, Virginia; **Matt Robinson**, from Alpine, Utah; **Travis Sabin**, from Highlands Ranch, Colorado; and **Dallin Salmon**, from Provo.

Students and faculty nominate and vote on each year’s Hawes Scholars. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership, maturity, and a commitment to high ethical standards.

The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth of the Marriott School’s nationally ranked MBA program. Rodney A. Hawes Jr.—a Baker Scholar from the Harvard Business School—and his wife, Beverly, wanted to create a tradition at the Marriott School that recognizes and rewards excellence among students entering the business world. In addition to being widely recognized for his expertise in financial matters, Hawes has a reputation for integrity, hard work, and community service.

BYU Teams Win Big at Utah Entrepreneur Challenge

Surrounded by entrepreneurial teams from other higher-education institutions throughout the state, five BYU startups excelled at the annual Utah Entrepreneur Challenge (UEC).

BYU student-run SimpleCitizen, a website that simplifies the immigration application process, took first with a grand total of \$45,000 in cash and in-kind prizes.

“We hoped that we would take first place, but there were some tough competitors,” says second-year MAcc student **Sam Stoddard**, CEO and cofounder of SimpleCitizen. “We were amazed and credit our success to a lot of preparation and mentoring.”

BYU teams using Rollins Center for Entrepreneurship and Technology (CET) resources and training have topped the competition for the last four years at the UEC.

Scott Petersen, CET managing director, says BYU’s winning streak demonstrates the success of the center’s use of principles from the book *Nail It Then Scale It* to test business ideas with customers before launching. Business model competitions, Petersen added, also give funds and feedback that provide additional assistance to student entrepreneurs.

“The results of the UEC are validation of our use of the business model canvas and seasoned mentors,” says Petersen.

Additional BYU finalists in the top twenty included Paper Trail, a website

and mobile app that tracks financial records and eliminates paper receipts; Vykron Technologies, a company focused on developing low-cost diagnostic solutions for movement disorders; and Haedrian, a mobile app that connects investors with entrepreneurs in developing countries.

2015 SEOY Continues to Showcase Great Entrepreneurs

Driven student entrepreneurs competed for the title of 2015 Student Entrepreneur of the Year (SEYO) sponsored by the Rollins Center for Entrepreneurship and Technology and the Entrepreneurship Club.

“I’m amazed at the quality of the entrepreneurs and their companies,” says **James Endicott**, a Rollins Center founder and Entrepreneurship Club adviser. “Each year the businesses keep getting better and better. It was a tight race between the top three companies led by great entrepreneurs.”

The competition welcomes participants whose companies are less than five years old and were started while their founders were enrolled full time at BYU.

Skyler Carr of Discovery Simulations took home the first-place prize of \$7,500 and the 2015 SEYO title. Discovery Simulations is an integrated school simulator program focused on helping students internalize what they learn about science, technology, engineering, and math.

“I was so excited that I won. Discovery Simulations is something that can really make a difference in the world,” says Carr, an April 2014 entrepreneurship graduate from Orem.

Christopher Wilms, owner of Provo-based candy and soda shop Pop ‘n Sweets,

From left: Scott Petersen, Rollins Center managing director; Skyler Carr, 2015 Student Entrepreneur of the Year; and James Endicott, a Rollins Center founder and Entrepreneurship Club adviser.



came in second place and received \$4,500.

Ross Hruska of Hruska's Kolaches, a Czech pastry shop, took third place and \$2,500 in prize money.

Five more companies received cash awards in the event. **Nate Middleton** of women's clothing store Piper & Scoot not only won \$500 but also took home the \$500 Audience Choice Award. Dig It! Volleyball Club's **Marshall Kinnison**, KapShare's **Sam Nelson**, Cowboy Donuts' **Derek Johnson**, and Zero Proof Mocktails' **Marina Pimentel** also won \$500 each.

Marriott School Announces 2015 Eccles Scholars

The Kay and Yvonne Whitmore Global Management Center at BYU named twelve first-year MBA candidates as Eccles Scholars and awarded each recipient \$9,000 to aid with schooling costs, international projects, and global career exploration.

"Being named an Eccles Scholar shows that a student is serious about becoming a leader in global business," says **Bruce Money**, Whitmore Center director. "We are honored to be associated with these fine students."

The 2015 Eccles Scholars are **Mike**



The 2015 Eccles Scholars, from left: (top) Ivan Marchenko, Wilford Wong, Nathan Rich, Nicola Harris, Iris Zhou, Leonardo da Rocha, Prerna Gupta; (bottom) Eric Volmar, Jono Castleton, Mike Johnson, Ben Chapman, and Mike Brock.

Brock, from West Valley City, Utah; **Jono Castleton**, from Mission Viejo, California; **Ben Chapman**, from Salt Lake City; **Prerna Gupta**, from Jalandhar, India; **Nicola Harris**, from Dallas; **Mike Johnson**, from Bountiful, Utah; **Ivan Marchenko**, from Moscow; **Nathan Rich**, from Rupert, Idaho; **Leonardo Rocha**, from Rio de Janeiro; **Eric Volmar**, from Kaysville, Utah; **Wilford Wong**, from Hong Kong;

and **Iris Zhou**, from Guangdong, China.

A committee of faculty members interviewed sixty-four applicants and selected the top twelve candidates. The award winners were chosen based on their international business expertise and experience, second-language fluency, GPA, GMAT score, and desire to further their careers in international business.

"The chosen students come from an

New ROTC Training Exercise Builds Leadership

Sprinting from challenge to challenge, BYU Army ROTC cadets had the chance to develop their physical stamina and mental prowess during the program's new leadership development exercise.

The training, held at the end of winter semester at Camp Williams in Riverton, Utah, was an updated version of the annual Field Training Exercise for ROTC students from BYU, Utah Valley University, Southern Utah University, and Dixie State University.

"Our new training looks at the holistic range of what an army officer has to face today," says Lieutenant Colonel **Chanda Mofu**, military science professor. "Instead of just being tactically focused on conducting maneuvers against an enemy, we're trying to build leaders who will lead in their communities as well."

The training exercises reflect the changing roles of military officers and prepare students for all aspects of leadership. Challenges included creating plans for an enemy when civilians are present, dealing with nongovernmental organizations in a conflict area, and combating terrorist groups.

A program included for the first time this year was a 10-kilometer tactical lanes challenge. Squads of nine cadets worked together to find and complete tasks such as performing first aid, taking a written test, and providing artillery in a call for arms. Squads were led by sophomores instead of juniors or seniors, giving underclassmen opportunities to lead and learn.



"Instead of making it a stressful situation with someone grading you, the training was focused more on mentoring and development," says Brendan Hales, a philosophy senior from Sandy, Utah. "Everything came together well, and it was rewarding to see everyone learn and grow."

applicant pool of highly accomplished MBA students with a deep desire to excel in the global business community,” Money says. “We are particularly grateful for the generous funding from the Eccles Foundation, which makes the awards possible.”

The Eccles Scholars Award is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the Eccles’s philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout Utah.

MBA Finance Students Awarded Stoddard Honor

Nine BYU students received the George E. Stoddard Prize, an honor given to second-year MBA finance students who demonstrate leadership and academic excellence. The nine 2015 winners were each awarded \$5,000.

“The recipients are chosen by the MBA finance faculty and represent a vote of confidence in the students, their professional potential, and their role as representatives of BYU’s MBA program around the globe,” says **Grant McQueen**, a finance professor who oversees the awards.

This year’s Stoddard Scholars are **Joshua Bates**, from Ephrata, Washington; **Kaden Feller**, from St. George, Utah; **Jordan Larsen**, from Tremonton, Utah; **Tony Liu**, from Gaithersburg, Maryland; **Gustavo Lopez**, from Puebla, Mexico; **Jacob Morris**, from Ashland, Oregon; **Joseph Palmer**, from Logan, Utah; **Austin Weaver**, from Provo; and **Eric Williams**, from Gilbert, Arizona.

The Stoddard Prize was established in 1985 by George E. Stoddard, a 1937 BYU alumnus. His numerous credentials include acting as senior managing director of W. P. Carey & Company, a leading global real-estate investment firm in New York. He was a pioneer in the use of real-estate transactions known as sale-leasebacks to provide financing to companies struggling to gain access to traditional sources of capital. Before joining W. P. Carey & Co., Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

Miller New Venture Challenge Final Crowns Newest Winners



Cash prizes totaling six figures were at stake for the top twenty BYU student-run companies participating in the Miller New Venture Challenge (NVC) Final hosted by the Rollins Center for Entrepreneurship and Technology (CET).

The top awardee with a total of \$25,000 was SimpleCitizen, a website that simplifies and reduces the costs of going through the US citizenship process. In addition to collecting \$15,000 as a competition finalist, SimpleCitizen also took home the \$5,000 grand prize and the International Award of an additional \$5,000.

“We were really nervous due to the amazing teams we were competing against,” says Sam Stoddard, a second-year MAcc student from Portland, Oregon, and SimpleCitizen CEO and cofounder. “We were lucky to be selected today.”

The NVC Final is the last of a series of entrepreneurship events hosted by the CET during the academic school year. To qualify for the final round, entrepreneurs had to demonstrate how their company is working to solve problems experienced by consumers.

Out of the top twenty teams competing in the challenge, ten finalists won \$15,000 each and received the opportunity to join BYU Launchpad, an immersion program that is designed to accelerate each company’s growth. The finalists were B-Onyx, Bettrnet, IllumiBowl, Linq Home, Penny Pledge, Recyclops, SimpleCitizen, SoniPed, Sotrek, and Vykon Technologies.

In addition to SimpleCitizen’s awards, Bettrnet, a service focused on healthy technology habits, won \$5,000 for the Most Innovative Award. Penny Pledge, a web plug-in allowing users to donate to any online company, won the Audience Choice for \$5,000.

“The student entrepreneurs have been getting better each year,” Petersen says. “The quality of the teams this year has been phenomenal.”

FACULTY NEWS

Narcissistic Leaders Can Succeed with Humility

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

A new study from BYU’s Marriott School finds that those strong characteristics are not such a bad thing—as long as leaders temper their narcissism with a little humility now and then.

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

One example of this type of leader was former Apple CEO Steve Jobs. In fact, the study mentions Jobs specifically: “Although Jobs was still seen as narcissistic, his narcissism appeared to



Business ethics professor Bradley Owens recently published research on humility and narcissism.

be counterbalanced or tempered with a measure of humility, and it was this tempered narcissist who led Apple to be the most valuable company in the world.”

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

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

- Humility: “My leader admits when he/she doesn’t know how to do something.”
- Effectiveness: “My leader influences the performance of others in achieving goals.”
- Engagement: “I am immersed in my work” or “I am enthusiastic about my job.”

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

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

Scott Sampson Receives Outstanding Faculty Award

The Marriott School honored **Scott Sampson**, professor of global supply chain management, with the Outstanding Faculty Award at the school’s annual award presentation. In addition to Sampson,

fourteen faculty, staff, and administrators were also recognized.

“Scott cares deeply about everything he is involved with, including his research, his teaching, and his students,” says **Lee Perry**, Marriott School dean. “He is a wonderful colleague who sets a high standard for all of us. His intensity and love for what he does is truly inspiring.”

Sampson, who has taught at the university since 1996, specializes in service operations management. His research in service design, service innovation, and the unified services theory is some of the most cited in the field.

“My biggest honor is to be able to work with such an exceptional faculty and staff,” Sampson says. “We share a sense of higher purpose, and I feel that we each want to be difference-makers.”

During the event other outstanding members of the Marriott School team were also honored:

Tanya Harmon, director of career services for the Romney Institute of Public Management, received the N. Eldon Tanner Award. First presented in 2010, this award recognizes an individual who demonstrates the integrity, leadership, and humility of the late N. Eldon Tanner.

“Tanya has a high degree of integrity and does everything in a humble way,” said Mike Roberts, assistant dean and director of the business career center. “The passion that she has for the school, the program, and the students is reflected in everything she does.”

Cassy Budd, teaching professor of accountancy; **Troy Nielson**, associate professor of organizational leadership and strategy; and **Colby Wright**, assistant teaching professor of finance, were awarded Teaching Excellence Awards for outstanding efforts in the classroom.

Scholarly Excellence Awards were given to **Darron Billeter**, assistant marketing professor; **Peter Madsen**, associate professor of organizational leadership and strategy; and **Bill Tayler**, associate professor of accountancy, to recognize their outstanding research and publications.

Bonnie Anderson, associate professor of information systems; **David Hart**, associate professor of ethics and public management; and **Neil Lundberg**, associate professor of recreation management, received Citizenship Awards for their commitment to furthering the school’s mission through service.

Linda Connell, systems and support administrator, and **Carolee Corbett**, marketing and global supply chain secretary, both received an Excellence Award for outstanding management, professionalism, character, and initiative.

The event also recognized retiring faculty for their years of service. **David Cherrington** is retiring after forty-two years as a professor of organizational behavior, specializing in organizational ethics, fraud, and dishonesty. **Larry Walters**, professor of public management, is retiring after twenty-six years of service. Walters served as director of the Romney Institute from 1995 to 1999.



At the Marriott School Awards luncheon, faculty, staff, and administrators were recognized for their contributions.

Alumni News

MANAGEMENT SOCIETY

Management Society Goes Global with Four Conferences

Focused on moral and ethical leadership, the BYU Management Society strengthened its worldwide network by hosting four international conferences this year. The conferences, which took place in Ghana, Taiwan, England, and Brazil, made the society's resources accessible to a greater number of international participants.

Africa Regional Conference

Held in Accra, Ghana, last March, the conference brought together chapters from Ivory Coast, Liberia, and South Africa. Fifty business leaders attended the Lean Six Sigma workshop and 150 were in attendance for the leadership training sessions. They discussed how the society can serve as a launchpad for ethical leaders despite local corruption concerns.

"The conference showcased how the Management Society can be a force for

good in Africa by developing careers and ethical business and community leaders in Africa," says Seth Ayim, Ghana chapter president.

Asia-Pacific Regional Conference

When Taiwan chapter president Ross Chiles learned the Management Society would be putting on several regional conferences, he quickly volunteered to host. With representatives from eleven countries attending, the conference was

BYU Champion at Google

What does **Matt McGhee** say most prepared him to thrive in his dream job at a multinational tech giant? Participating in his LDS young single adult ward activity committees—planning dances and mix-and-mingles.

That's because he works at Google. The company is known for championing a different kind of corporate culture—one that McGhee loves for more than just the great food and nap pods.

"It's similar to a church calling or working with a student club at BYU," says McGhee, who's now into his third role at the company in two years. "If you're interested in a project and want to do it, you can just go for it. A lot of what happens at Google is really self-driven; it's because somebody wanted to make something better."

Google's culture of service, of striving to bring better tech solutions to more people, dovetails with the personal mission McGhee discovered while taking a yearlong break from college to explore his interests and operate a computer support and repair business in San Diego.

"It gave me a good opportunity to actually help customers, my neighbors, and my family use technology to connect with each other and get things done," McGhee says. "That's when I found my niche—helping people use technology."

After finishing his degrees in Utah—a bachelor's degree in information systems from BYU in 2010 and a master's degree from the University of Utah in 2011—McGhee and his wife, Keri, a BYU journalism grad he met in San Diego, headed to the Bay Area for a job with Deloitte. There McGhee volunteered to be the onboarding buddy to a new hire who had previously worked for Google. McGhee eventually told her of his interest in the company, and "within forty-eight hours, I had a phone interview with a recruiter," McGhee says.

Now at Google's Quad Campus, working one hundred yards from a sand volleyball court where he plays pickup after work, McGhee has a strong desire to give back to his alma mater. He's happy to mentor aspiring Googlers, often reaching out to BYU students and alumni referred to him by **Reid Grawe**, information systems director in the Business Career Center, whom he counts as one of his own mentors. Last year McGhee arranged a visit to Google for a group of Marriott School professors, giving them the chance to present research and secure a grant, tour the campus, meet with Google recruiters, and participate in an alumni networking dinner—all helping strengthen the relationship between the Marriott School and Google.

"I enjoy coaching and mentoring, especially other BYU students," McGhee says. "I feel really blessed that I was able to get a job at Google, and I'd like to pass that forward as much as I can."





an opportunity for chapter leaders to strengthen regional connections. More than 250 attendees enjoyed the leadership training and presentations given by keynote and breakout speakers. The conference, held in April, was a collaborative effort between several organizations, including BYU, BYU-Hawaii, and the Management Society team in Asia.

"The conference was a wonderful beginning," Chiles says. "The Management Society can play a strong role in helping develop ethical leadership across the region. I can see great opportunities ahead as we get greater participation from each country."

Europe Regional Conference

In May the Europe Regional Conference was held in London. The uplifting program, featuring 2012 Paralympic champion sprinter Jason Smyth, attracted 120 participants.

"I was quite humbled by the flood of support and positive comments from all involved," says **Leighton Bascom**, London chapter president. The individuals who are positively influenced by the conference are what make the experience so successful and worthwhile, he says. "It reminds us that this is all a big service opportunity."

Latin America Regional Conference

The final conference took place in June in São Paulo. Chapters from Brazil, Mexico, and Chile attended the leadership conference which was hosted in partnership with the BYU Law Society.

"Those who were in attendance in São Paulo were there to learn, connect, and progress," says **Jonathon Wood**, steering committee member and associate director

of the Marriott School's Global Management Center. "With that kind of positive energy, it can't help but go well. It feels good to be a part of something worldwide."

The conferences enabled the Management Society to share more resources with members outside of the United States and paved the way for future international events, says **Rixa Oman**, the society's executive director.

"We will continue to do international conferences because of the great benefit to the chapters, members, and alumni," she says. "Our intent is to rotate among regions and chapters around the world."

CLASS NOTES

1965



After age requirements for missionary service were lowered in 2012, a surge of young missionaries reported to the Provo Missionary

Training Center (MTC). The new MTC president, **Lon B. Nally**, had his work cut out for him: one of many challenges was to temporarily expand the campus, finding room to train and board the waves of eager new missionaries. Happy to do his part in hastening the work, in 2001 Nally had traded his thirty-five-year career with ConocoPhillips for a life of full-time missionary service, beginning with a call to serve as president of the Australia Perth Mission. He next served in branch and district presidencies in the MTC and then returned to the South Pacific to assist area mission presidents until his call to the MTC presidency. Nally, who received his bachelor's degree in business management from BYU in 1965, was released in January and officially began his retirement, fifteen years after leaving the petroleum industry. He and his wife, Kaye, live in Highland, Utah, and have five children and twenty-six grandchildren.



When **Gordon Carter** named his nonprofit Charity Anywhere, he wasn't kidding: he's led or organized humanitarian expeditions throughout Central and South America. Carter also looks closer to

home for ways to serve, volunteering at Idaho hospitals or donating supplies to shelters in Salt Lake City. A former business owner who earned a BS in business management from BYU in 1965 and an MBA from Indiana University in 1967, Carter has made it his life's work to help others serve. He connects volunteers with medical, dental, and construction projects in developing countries, sending out one expedition per month on average. His favorite and fastest-growing project helps children and expectant mothers in Guatemala reach healthy weights by providing them with nutritious cereal and monitoring their growth. Carter was honored by the BYU Alumni Association with the Distinguished Service Award in 2012. He and his wife, Susan, reside in Bountiful, Utah, and have six children and twenty-two grandchildren. Outside charity work, Carter enjoys playing tennis and pickleball.

1972



Charles K. Bird spent his career assisting those who serve his country. He worked with the US Navy Medical Service

Corps for fourteen years, standardizing and evaluating medical equipment for use in the field. The navy, he says, built the foundation for the rest of his career. Later Bird worked for federal sales accounts at GlaxoSmithKline, the Remedy Group, and Catalina Curtain Company. At Catalina Curtain Company he sold curtains, artwork, and other products to enhance the environment at military and veteran clinics. Bird holds a BS in business management from BYU and an MBA from California State University, San Bernardino. He is enjoying a partial retirement in Escondido, California, spending his free time fishing, buying and selling antiques, and teaching the three-year-olds at church with his wife, Catherine. Together they have four children and ten grandchildren.

As presiding judge of the Maricopa County Superior Court in Arizona, **Norman J. Davis** had a lot to juggle. In his five-year term, which ended in June, he supervised the fourth-largest trial court



in the country—which includes 3,000 employees, 157 judicial officers, and a \$250 million budget. Davis previously sat on the trial benches

of criminal, civil, family, and juvenile courts, serving as presiding judge of the family and juvenile departments. Prior to judgeship he practiced law for twenty years with a JD from Arizona State University in 1975 and a bachelor's degree in accounting from BYU in 1972. He and his

wife, Sherry, have four children and live in Gilbert, Arizona. Davis, now retired, enjoys hiking, doing construction projects, and spending time with his twelve grandchildren.

1978



A desire to help others and make a difference led **Michael Lee Glenn** to a thirty-five-year career in state government. After

earning his MPA from BYU in 1978, he went to work for the state of Utah, with service titles including state energy office director and housing programs director. After retiring last year Glenn was appointed by Utah governor Gary Herbert to the Olene Walker Housing Loan Fund board. He also serves as a service missionary at the LDS Humanitarian Center in Salt Lake City and spends his free time doing family history. He and his wife, Diann, have three children and reside in Midway, Utah.

Spelling Student Success

It was 6:30 p.m., and **Dora Ho-Ellis** was still in her office. "Normally, I'm not that hardworking," she quips. But when the phone rang with a pivotal opportunity for the entrepreneurship education program she spearheaded at Singapore Polytechnic, she was grateful she was there to answer.

A rep from the Changi Airport Group was on the other line, offering Ho-Ellis's program a retail space in the mall at the world's No. 1 airport—a partnership she could not let pass by. "My team and I had worked extremely hard to position the Singapore Polytechnic as the leading polytechnic in entrepreneurship education," says Ho-Ellis. "We were quite successful in cementing our position."

Thanks to Ho-Ellis's late evening and hours upon hours of work since, hers is the only polytechnic to offer a "living lab" entrepreneurship project, involving students at every level of operations. The fashion apparel and accessories shop—SPELL, for Singapore Polytechnic Entrepreneurship Living Laboratory—and the in-house brand, Verve Avenue, were conceived and named by the students. These students research trends in colors and patterns and head overseas to Thailand, China, and South Korea to source products; they design products, manage inventory, market merchandise, use social media, and build customer relationships.

"The students feel empowered by the confidence we have in them," Ho-Ellis says.

A career in education is not exactly what Ho-Ellis envisioned when she left Singapore for BYU as a young adult, following the dream she'd had to study there since she was baptized into the LDS Church at age sixteen. "I've always been interested in and pretty good at numbers," she says, making the choice to study finance an easy one. She always intended to return home, and in the early 1980s, Singapore was establishing itself as a financial center in the region—a place that would welcome and reward her BS in finance, which she completed in 1981.

Citibank offered her an entry-level position, but at the same time she was placed through Price Waterhouse with Swiss multinational Ciba-Geigy, now known as Novartis, and decided to take that opportunity. In 1989 she became director of training for Asia at consulting firm Alexander Proudfoot, a position that sent her throughout the continent to Japan, Taiwan, China, Thailand, Malaysia, and Indonesia.

Then she met an American expat and fellow Marriott School alum named **Jim Ellis**. "We met in church," Ho-Ellis laughs. "Church can be a big, big marriage



bureau." The two married and wanted to start a family, but with Ho-Ellis's job regularly taking her out of the country, she decided to veer into an unfamiliar path: education. With Jim's encouragement—"For some crazy reason he always thought that I was a very good teacher. I knew nothing about teaching" she says—she got a job teaching business at Singapore Polytechnic and later completed a master's degree in education at the University of Sheffield.

"When I first started, I struggled a little bit to find my bearings because I was more used to adult education in my training job," Ho-Ellis says. "Coaching a nineteen-year-old is very different than coaching senior management. Through my work I've learned to be more patient."

Ho-Ellis's two children are the joy of her life: her daughter, Marie, is majoring in communications at BYU–Idaho after finishing her mission to Temple Square, and her son, Nick, is serving in Singapore's national service as a navy combat diver. The Ho-Ellis home is almost as multilingual as Singapore itself—the family speaks English and Cantonese at home, with a bit of Mandarin and Indonesian mixed in.

After twenty years at the polytechnic, Ho-Ellis sees herself more as a coach than a teacher as she oversees student-driven projects like SPELL. "The most rewarding part is the change that I see in students," Ho-Ellis says. "They learn how to learn; they recognize that learning is an ongoing process. I'm very grateful that in some small way I'm able to instill that in the students."

A New Vision for Charity



Doug Jackson is bringing sight to tens of thousands around the globe—thanks to a new kind of vision for humanitarian work.

"The best charity work is when the locals are doing it," Jackson says. "Foreigners just come and go. If you don't set up the locals so they can do it and sustain themselves, you are just putting

a Band-Aid on the problem. The solution has to be them."

CharityVision was started thirty years ago by Jackson's father, a medical doctor, with the mission to enable other surgeons around the world to become humanitarians in their own backyards. Building on his father's work, Jackson brought the charity into twenty-five countries, recently narrowing its focus to reversing unnecessary blindness caused by untreated eye trauma or cataracts. Last year CharityVision performed forty thousand eye surgeries and is on track this year to bump it up to sixty thousand.

Jackson coined the term "humanicapitalism" to describe the secret to CharityVision's growth. The organization gives state-of-the-art equipment to third-world doctors with the time, interest, and skill to serve. These doctors are free to use the equipment in their private practices, says Jackson, as long as they "pay" CharityVision back by also using it for charity work—providing life-changing surgeries that restore sight to people who can't afford it. In just a matter of minutes, these surgeries remove barriers to employment or education that keep individuals and families in poverty.

"We combine capitalism and entrepreneurialism with humanitarian work," says Jackson. "It's amazing because our doctors find out almost

immediately that the more humanitarian work they do in their community, the stronger their private practice becomes"—even enabling them to purchase their own equipment and become sustainable.

Charity has been a way of life for Jackson literally since the day he was born. He was born in Algeria, where his father, fresh out of medical school, was doing humanitarian work. As a child Jackson spent summers overseas with his family, helping in the operating room.

In 1988 Jackson graduated from BYU with a BS in finance, adding a MAcc from BYU in 1992. After graduation Jackson was hired by Arthur Andersen but didn't stay long: "I've always been one to do my own thing," he says. He bought, managed, and grew dental offices in the Southwest. Then about fifteen years ago his father asked him to take over the nonprofit, which was growing too fast for him to manage.

Never big into marketing, CharityVision found itself in mainstream media this May thanks to a fundraiser—one pitting Mitt Romney against world heavyweight champion Evander Holyfield in the boxing ring. The Romney family has been involved with CharityVision for several years; Ann Romney sits on the board of directors, and Josh Romney volunteers his time to help run the organization. Jackson recalls Mitt perched atop a filing cabinet in the corner at a board meeting, piping up in a discussion of potential fundraisers like auctions and banquets: "Those are boring. Let's do something fun, like a boxing match."

"We needed somebody to box," Jackson says—and so they turned to the man who suggested the idea. The event, held in Salt Lake City, brought \$1 million in donations—and, with each eye surgery costing about twenty-five dollars, a lot of power to change more lives around the world.

Jackson's family is still heavily involved with CharityVision: his father travels to check up on clinics, and Jackson's oldest son oversees four hospitals owned by the organization in the Philippines.

Jackson played soccer for BYU and now enjoys coaching his children's teams. He and his wife, Sharon, have six children and three grandchildren, and they find every excuse they can to travel. "It's usually to visit clinics," Jackson says. "My wife is still waiting for a trip to Hawaii. I keep telling her the beaches are nicer in the Philippines and Indonesia."

1985



The Ivy League has come calling for **Peter Pilling**. His lifelong goal has been to oversee athletics at an academically rigorous institution,

making Pilling's recent appointment as athletic director at Columbia University something of a dream job. A former senior associate athletics director at BYU, Pilling comes to Columbia from IMG College, a large collegiate sports marketing company, where he focused on partnerships with the Mountain West, the West Coast, and the Big 12 conferences. He earned a bachelor's

degree in accounting from BYU in 1985 and a master's degree in sports administration from Ohio University in 2010. Pilling and his wife, Deanna, have four children. As a family the Pillings have gone on eight humanitarian trips to Kenya and Uganda.

1992



Becoming a successful Latina entrepreneur while keeping family first is among **April Thompson Cooper's** proudest accomplishments. The daughter of a Peruvian immigrant mother and an American

father, Cooper graduated from BYU with a BS in finance in 1992 and a MAcc from Utah State University in 1997. After working at Deloitte, Flipdog, Ivory, and Omniture, she founded Alpine Companies, a certified minority- and woman-owned small business. As CEO Cooper manages a multilingual team and has a hand in the firm's many ventures: asset management, loan servicing, regulatory compliance, portfolio risk management, and other real estate services. The National Association of Hispanic Real Estate Professionals honored Cooper four times as a top-250 real estate broker, last year ranking her twenty-fourth.

Baseball is a family pastime: Cooper loves watching games from Little League to the majors, and her husband, Gary, pursued a professional baseball career. The couple has four children—Taylor, Nikki, Camden, and Shea—and yes, the youngest two are named after baseball stadiums.

1993



A patent lawyer by trade, **Darin J. Gibby** moonlights as a writer and novelist. He has finished two books—including a whodunit

mystery that features, naturally, an attorney—and is working on a third. In his non-crime-solving day job, Gibby is a partner at international law firm Kilpatrick Townsend & Stockton, where he specializes in securing and monetizing patents for medical devices, financial transactions, and consumer products. He has a list of big-name clients, including Western Union and Ancestry.com, but his favorite work is helping small inventors find success. He's had a hand in popularizing products such as Boppy baby pillows, Izzo golf bag straps, RockShox mountain bike shocks, and Crocs. Gibby earned a bachelor's degree in mechanical engineering in 1990 and an MBA and a JD in 1993, all from BYU. A triathlete, Gibby also enjoys hiking and skiing. He and his wife, Robin, have four children and live in Lone Tree, Colorado.

1996



Music is a staple in the life of **Miguel A. Cisneros**. A pianist, Cisneros loves listening to good music and recently volunteered

for the Christmas musical production *Savior of the World: His Birth and Resurrection* in Salt Lake City. At work Cisneros helps bridge the gap between the hearing and nonhearing worlds as a data analyst at Sorenson Communications, which creates tools facilitating communication between the deaf and hard of hearing and their hearing friends, family, and colleagues through videophones and ASL interpreters. Always ready to broaden his skill set, Cisneros has been able to learn, create, and adapt to technologies

throughout his career, which has included work at Overstock.com, IM Flash Technologies, and First Security Bank. He earned his EMBA in 1996 and a BS in business management with a finance emphasis in 1986, both from BYU. He and his wife, Kimberly, have three sons and three daughters and live in Riverton, Utah.

2003



It's all pomp and circumstance for **Kathryn Van Wagoner**, who finished her third college degree this summer, adding a PhD

in curriculum and instruction from Utah State University to her BYU degrees—an EMPA in 2003 and a bachelor's degree in math education in 1988. Her dissertation explores the effect of secondary math teachers on adults' relationships with math. Van Wagoner feels at home in higher education; since 2012 she's served as the director of the developmental math department at Weber State University, and she previously taught math and managed the math lab at Utah Valley University. Her favorite title, however, is Missionary Mom: she and her husband, Dick, have sent each of their six children on missions around the world, with the youngest currently serving in Washington, DC.

2005



The curving career path of **Andrew Tang** took quite the twist early on—but he wouldn't have it any other way. After gradu-

ating with a BS in information systems from BYU in 2005, he went to work at EY and later Circuit City. In 2008 he sensed a need for greater human connection in his career and decided that medicine was his answer. After heading back to BYU to complete prerequisites, he attended Still University's Kirksville College of Osteopathic Medicine in Arizona, graduating in 2014. Tang worked at the Bluefield Regional Medical Center in West Virginia as a resident physician after graduation and in July began specialized training in physical medicine and rehabilitation at the University of Toledo Medical Center.

As he moves forward in the medical field, Tang believes that the lessons in leadership and business practices he learned at the Marriott School and in his short corporate career will serve him well. He and his wife, Liew, have four children.

2006



Though she grew up in Taiwan, **Sabrina Wu** is proud to call herself an Aussie. After earning her bachelor's degree in information systems

from the Marriott School in 2006, she took a position as an IT auditor at KPMG's Orange County office, later transferring to the Sydney, Australia, office to take on an IT advisory role. The move Down Under was supposed to be temporary, but Wu fell in love with the city and decided to call it home. She found other opportunities in Sydney, working at First Data as a security risk manager and then moving to a similar role at the Commonwealth Bank of Australia, which conducts business across New Zealand, Fiji, Asia, the United Kingdom, and the United States. Wu is active in volunteer service, working with the Salvation Army to prepare meals for the elderly and homeless. Her hobbies include ballroom dancing, watching musicals, and cooking—and eating—great food.

2007



After graduating from BYU in 2007 with a MAcc, **Andrew Brown** moved his family across the world to Geneva, Switzerland, to take

a position with Grant Thornton International, a global accounting firm. His responsibilities include coordinating international audits and managing the Geneva office. His career has made him a world traveler, taking him to countries around the globe, from Canada and Austria to Kuwait, Slovakia, and beyond. Brown cites his most important accomplishment as marrying his wife, Bethany. They welcomed their first baby this year. In his free time Brown explores his "backyard" by traveling Europe and hiking in the Alps. He also enjoys golfing, fishing, mountain biking, waterskiing, and cheering for BYU's football and basketball teams.

Moving Art

Switching from a degree in accounting and a career in software engineering to life as a full-time artist is strange, admits **Karl Hale**. But when his after-work detox projects turned out to be works of art, that's exactly the leap he took.

Hale calls himself a kinetic artist. A longtime woodworking hobbyist, he now carves wooden sculptures that roll steel balls down twisting, turning, even jumping tracks—not unlike the marble runs that mesmerized him as a child. Hale has been crafting kinetic sculptures for less than two years, but his half-dozen pieces have already garnered awards at woodcarving shows across Utah. One was displayed in the museum of art in Springville, Utah, and another made it to the final round of the 2015 LDS International Art Competition and will be displayed in a children's exhibit at the Church History Museum. An almost six-foot-tall work, the piece is crafted from five types of wood and symbolically tells twelve stories from the life of Christ.

Artistry and technology intersect in Hale's sculptures. Creating them is cool, he says, from an engineering perspective—figuring out how to get a marble from point A to point B, lifting it from the bottom of the piece back to the top, timing jumps and switches just right. But Hale also brings an aesthetic sense to the technical challenge, crafting pieces with an organic feel. Initially his goal was to make something his wife, Ana Lisa, would display in their home. "That was my standard," Hale laughs. "If Ana would let me put it on the grand piano, I'd arrived."

Hale, who earned a MAcc from the Marriott School in 1998 with an emphasis in information systems, depends on his computer background to create his art. He writes lines and lines of code alongside sketches when designing a piece. "I shape all of these paths on the computer," Hale says. "I couldn't do it without my technical background. But then it turns out, as people tell me, I have a decent eye for the design too."

Much of the beauty of the final design can be attributed to the wood itself. "God does most of the hard work," Hale says. "He did the colors, the grain, and the variation. My material starts out with huge character. Artists talk about liberating the piece of art from the material, and I've experienced that."

Hale is unique, perhaps the first, in using wood to create rolling-ball sculptures. Others are made from metal—it's easier to shape and much less temperamental. But "metal doesn't speak to me," Hale says. "Metal is dead—it doesn't have any kind of life of its own—and the wood does. Wood came from a living thing, and it still feels alive; there's a spirit to it."

The wood Hale uses comes from an ash tree and an oak that once grew at BYU. He requested and milled the trees years ago when they were removed during campus construction, and he is happy to have found a use for them.

The Hales live in Mapleton, Utah, and have eight children—many of whom spend hours with Hale in the woodshop, oiling and sanding wood. Hale has worked as an adjunct information systems professor in the Marriott School, and his career in software and technology included time as vice president and technology director at Heritage Makers, with tech work at various businesses, including PublicEngines, Devcon Security Systems, App Jacks, and Alive. But now his time is focused on his art. "I still do some contract web work," Hale says, "but I would like to kick that habit eventually." He's now designing prototypes for marble-maze wall art to be displayed in reception and waiting areas or conference rooms.

"People like to be aesthetically engaged—even the left-brained people," Hale says. "And even the most aesthetically inclined people like to be intellectually engaged. I would love to produce pieces of art that are completely accessible and that are intellectually and aesthetically stimulating. There's a need there, and I think I've got some ideas."



2011



A native German, **Jens Beyrich** says he's living his American Dream in Salt Lake City. He left his home country to attend BYU

in 2008, earning a bachelor's degree in management in 2011 and a law degree in 2013. While serving a mission in the Czech Republic, Beyrich was proud to be part of a miracle: with other missionaries he canvassed the streets of neighboring country Slovakia, collecting the twenty thousand signatures required for legal recognition of The Church of Jesus Christ of Latter-day Saints in that nation. Beyrich now works as a general counsel at Assure Services, where he manages fund administration and the equity crowdfunding team. Before starting with Assure, Beyrich interned at eBay and worked as a law clerk at John Deere Financial and Baker & McKenzie. The self-described tech geek enjoys dirt biking and spending time with his wife, Irene, and their two sons.

2013



Amairany Guerrero is a busy financial analyst at J. P. Morgan in bustling New York City, but she isn't stingy with her time.

As a mentor at a public charter school, she helps students polish résumés and practice interview and presentation skills. Guerrero is also involved in fundraising and wraps Christmas gifts for local families in need, and she previously volunteered with the Ronald McDonald House in Salt Lake City. After graduating from the Marriott School in 2013 with a bachelor's degree in finance, she landed her position at J. P. Morgan, where she works with cross-selling activity between private and investment banking in Latin America. In addition to English and Spanish, Guerrero speaks Portuguese, which comes in handy when she visits the family of her husband, Diego Silva, in Brazil. A native of Hidalgo, Mexico, Guerrero enjoys running, practicing yoga, playing chess, and reading everything from finance books to fashion blogs.

P. 10

