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# This Is Your Phone Call

BY JIM ENGBRETSSEN



**W**ith unemployment approaching 10 percent nationwide, the economic challenges are ever increasing—and so are opportunities to help.

In an April 2009 session of general conference, Bishop Richard C. Edgley asked us to respond to this need. He asked us to use “our organizations to respond to the challenges of humanity” and to mobilize our response to the employment and financial challenges facing our members. He further urged, “Consider this your personal phone call.”

Let us work together to answer Bishop Edgley’s call to help those seeking employment. Here are some tips to help your friends and acquaintances—or yourself—have a more effective job search.

Latest estimates state that 60 to 80 percent of jobs are found through networking.

Each of us has our own networks of people and resources that could be very helpful to others. Reaching out to your associations and to community groups has never been easier, thanks to the recent proliferation of social and professional networking sites such as LinkedIn, Facebook, Plaxo, Twitter, and others. There is no need to be shy about seeking networking opportunities with alumni or associates.

Anderson Goncalves, a 2009 MBA graduate, recently landed a job as an account representative for the Brazilian market at Infor Global Solutions. Before he got the position he was doing the typical job-hunting tasks—contacting people and sending out résumés and cover letters. But it was a posting on LinkedIn that led him to his job. “I didn’t expect that I would get a job from social networking, but I did, and I’m really happy. It took one week between the initial contact I had with the company and the job offer.”

In addition to using networking web sites, we can be proactive in helping local BYU Management Society chapters, ward and stake employment groups, LDS Employment, BYU Alumni Services, and the Marriott School’s Business Career Center find and post jobs. Leaders from each of these organizations are happy to help follow through on leads and distribute the opportunities you discover.

Many job seekers have found success in their job searches by reaching out to others for feedback on their résumés, interviewing

skills, and industry preparation. Marriott School alumni are a great resource for mentoring. To connect with former classmates and other BYU alumni, log in to the new alumni portals at [marriottalumni.byu.edu](http://marriottalumni.byu.edu).

To paraphrase Thomas Edison, genius—like finding a job—is “1 percent inspiration, 99 percent perspiration.”

We have to work together to help one another in these economically challenging times. Please contact me if you know of solid job opportunities for Marriott School graduates: [jim\\_engebretsen@byu.edu](mailto:jim_engebretsen@byu.edu) or 801-422-4802. As we answer the call to help those in need, not only will our friends receive much-needed aid but our own relationships and networks will be strengthened.

Sincerely,

Jim Engebretsen  
Assistant Dean  
Corporate Relations

## JOIN THE MARRIOTT SCHOOL’S ONLINE NETWORKS

Connect with us: [marriottalumni.byu.edu](http://marriottalumni.byu.edu)

Follow us: [twitter.com/marriottschool](https://twitter.com/marriottschool)

Join us: [LinkedIn](#) *BYU Marriott School of Management Alumni Group*

Befriend us: [facebook.com/marriottschool](https://facebook.com/marriottschool)

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## Tech Sandbox Adds to Addition

**FILLED WITH FINE GRANULAR ROCK** and mineral particles, sandboxes are a child's paradise. They foster creativity in a realm of seemingly endless possibilities. The pull is so strong they often attract even the family cat.

Information systems faculty members are working to foster the same creativity and hope to pull more students to a digital sandbox in the Tanner Building Addition. The new network teaching lab allows students to experiment with technology used by leading commercial enterprises without ruining thousands of dollars in equipment.

"The technology in the room is great and the ability to do so much without worrying about breaking anything makes it better," says Ryan Schuetzler, a master's of information systems management student. "If you break something, you're breaking only a temporary machine."

The network teaching lab is a true techie's paradise. It helps information systems students learn how to run software in specialized classes like data communications, securities, digital forensics, and business intelligence.

Providing students and faculty with a setup that would not limit their learning and teaching capabilities was the design objective of the high-tech classroom/lab.

*Providing students and faculty with a setup that would not limit their learning and teaching capabilities was the design objective of the high-tech classroom/lab.*

"When I came here, I was severely restricted by what I could teach in data communications," says Craig Lindstrom, information systems professor and network lab manager. "With this setup, each student gets to manage his or her own firewall, networks, and so forth. It opens up the ability to teach whatever you want to teach."

Lectures and reading assignments play a limited role in an information systems professor's teaching. "With technology-based classrooms you have to have state-of-the-art computers," says Marshall Romney, department chair. "You can't just read about it; you have to do it."



When the professor needs to lecture, students gather at tables for group collaboration and learning. Later they practice at computer stations set up around the perimeter of the room and watch the instructor's screen on their own monitors. "The students can have their backs to me and still see what I am doing," Lindstrom says.

The network teaching lab is also bigger than the computer lab in the basement of the Harold B. Lee Library students once used. But aside from cutting-edge technology, professors and students most appreciate the tranquility. The noisy servers are housed in an adjoining room, making the classroom incredibly quiet, says Brandon Barrick, a former BYU TA who now works for USAA in San Antonio, Texas.

"Everything that is in the backroom now was in our old classroom," he adds. "I would go hoarse after a review session, trying to yell over the servers."

But the new equipment isn't quieting BYU's place in the market. TechRepublic, a leading technology news organization owned by CBS Interactive, gave BYU's information systems program a top ten national ranking in 2008.

"We could never be ranked among the top ten programs in the nation without this new space," Romney says. "We are exceptionally grateful to the Marriott School donors who made this possible."

The brand-new, world-class network teaching lab is run almost entirely by Lindstrom and part-time TA Schuetzler. But it gives many undergraduate and graduate students the opportunity to solve real-world problems on real-world equipment. It's an amazing, highly technical classroom that prepares BYU students for life after graduation—without burying them in the sand.

# The **A** **B** **C**s

By Emily Smurthwaite  
Illustrations by Andrew Bannacker

## OF A CONSTRUCTIVE CULTURE

### Three Traits Your Organization Can't Thrive Without

Early in the semester of his supply chain strategy class, Stan Fawcett stands in front of his students with a fresh, yellow ear of corn in his hand.

“Do farmers grow corn in Iowa?” he asks, holding the vegetable high.

Fawcett is met with puzzled looks. Could a professor really be asking a question so straightforward? Whether the students respond yes or no, all their answers sound more like questions themselves.

The stage is set.

“No, farmers don’t grow corn in Iowa or anywhere else. The corn grows itself,” explains Fawcett, a Marriott School global supply chain professor. “Farmers clear the trees, remove the rocks, plow the fields, and provide irrigation. Then they add pesticides, fertilizer, and all those other things that lead

to a bounteous harvest. The farmers’ job is to create the environment where the corn can flourish.”

Fawcett then turns the agrarian analogy to the cubicle.

“Managers’ most important job is to cultivate an environment where employees can flourish,” he says. “You have to create the environment just like you’re moving the rocks and plowing the field; you’ve got to make sure that you align measures, that you provide the proper training and skills, and that you are working with them individually to help them succeed.”

It doesn’t take an academic to note the difference between the cultures of JetBlue and Dunder Mifflin. But according to Fawcett and three other Marriott School professors, it’s the little things that add up and separate

the two. The group’s article, “Spirituality and Organizational Culture: Cultivating the ABCs of an Inspiring Workplace” published in the *International Journal of Public Administration*, focuses on three critical ABCs—affirmation, belonging, and competence—that can make an ordinary organization inspiring.

#### RAISING AFFIRMATION

The first characteristic of an inspiring culture is affirmation—realizing employees’ need for approval and letting them know they’re valued.

“A huge number of companies don’t understand the culture of affirmation,” Fawcett says. “Managers need to look for opportunities to express appreciation.”

A job well done is the most obvious reason to share gratitude, but Gary Rhoads,





“Employees appreciate being in control of their work performance—they complete projects, they get the autonomy.”

—Jim Brau

another co-author and a marketing and entrepreneurship professor, says, “A lot of companies gather positive feedback, but managers never channel it to the people who actually do the work.”

That can be resolved through thank-you notes, compliments, and rewards. Employees also feel affirmed when they feel like problem-solvers in their organization, says Dave Whitlark, one of the study’s authors and a marketing professor.

“Engaged employees know that their managers trust them to do the right thing; they are given the freedom to do their jobs the way they think is best and are able to weigh in on decisions that impact how they work,” Whitlark adds.

Another key, according to the research, is to have employees view criticisms as opportunities to help them succeed.

“One of the hardest things a leader does is correct people when they are wrong. You have to create an environment where employees accept correction and even look forward to it because they know you want to help them,” Fawcett says. “When the people who work with you really believe that, then you become a coach or a mentor.”

Jim Brau, another author and Marriott School associate professor of finance, says, “As a frontline supervisor, how could I give constructive feedback to employees? If they feel that I’m teaching them, training them, and inspiring them to be more confident and knowledgeable about their specific jobs and skills, I could fire up employees and increase their personal confidence.”

Smart managers realize that saying, “Didn’t you read the email I sent you?” when an employee asks what time the meeting

starts, sends a disconfirming message.

“The reality is that we’re really good at finding people’s faults. We’re very poor as a society at highlighting people’s strengths,” says Rhoads, who notes that it’s simply human nature for people to act this way. “Many companies focus on what doesn’t work instead of focusing on what people do great. And when you do that, you create a culture that drives the passion right out of employees.”

Taking time to celebrate the victories is what Brau believes managers should do to help employees feel supported and satisfied.

“If you’re a leader who can be a cheerleader, you’re going to do much better,” he points out. “If you fail to recognize when people do a great job, that is a complete failure in leadership. Without positive reinforcement, employees’ incentives to either stay at your organization or to excel go way down.”

#### NOURISHING BELONGING

Belonging, the second component of a strong organizational culture, refers to people’s need to feel socially connected to co-workers and to the organization itself.

“I know a company in Mexico that had 18 percent turnover per month. They cut it to 4 percent by implementing the ABCs,” Fawcett says. “One of the things the company began was a monthly birthday party for all its employees. They ate cake and participated in a drawing for a free television, which was what they made on their production line.”

In addition to retention, the research shows that a strong sense of belonging leads to high productivity and service quality.

“You can scream at employees, and you can threaten them so they’re productive,” Rhoads says. “But if you want them to give quality service, you have to capture their hearts. When productivity goes up, quality doesn’t always follow, but when quality goes up, productivity always follows.”

Encouraging employees to build friendships also helps them succeed.

“If your work environment is dog-eat-dog, you’ll feel the only way for you to look better is to make someone else look bad. Some organizations want such fierce competition so only the superheroes stand out,” Brau says. “But that’s not the optimal way of inspiring employee improvement. If you are

in an environment where employees feel like a team and the team either wins together or loses together, that's a better model of organizational culture."

The other requirement for a good sense of belonging is that employees feel they are treated fairly and feel comfortable at work.

"Managers hold the key to employees' sense of belonging," Whitlark notes. "Employees need to feel like a member of the group on equal footing with others. They don't want to feel like they've been pushed to the back of the room or excluded from individualized consideration."

One example that may seem small but didn't go unnoticed, he says, was at a company where employees felt disenfranchised because managers drank orange juice in their morning meetings and employees had only water to drink in their morning meetings.

"When managers have favorites or don't treat every employee fairly and equally, the employees' sense of belonging is compromised," Whitlark says.

### CULTURING COMPETENCE

Competence is the third, necessary element of an inspiring organizational climate.

Rhoads describes it this way: "You either lift people up, or you tear them down; I'm always surprised how many people take the teardown approach. And the way supervisors tear down employees is they peck away at their competence."

Being micromanaged or assigned unimportant tasks can also attack an employee's competence. "Employees appreciate being in control of their work performance—they complete projects, they get the autonomy," Brau says.

Employees feel they gain competence not only through independence but also through instruction. Fawcett explains, "It could be in-house training; it could be bringing in a consultant; it could be incentivizing your employees to go back to school; it could be sending them to a conference or asking them to invest some of their personal time in education."

But not all trainings are created equal. "Employee training programs often rely heavily on lectures and reading materials, the two most ineffective learning methods," Whitlark says. "To help employees be

competent in the field—where it matters—training programs need to emphasize discussion groups, role-play practice, and allow employees to teach other employees."

For example, a manager could assign a newbie to shadow a six-month veteran for a week. "What does that tell the trainer?" Rhoads asks. "It says you're competent; you're a great role model. What does the new person learn? A lot from an enthusiastic employee. This arrangement actually accelerates the learning curve."

At one organization Rhoads consulted with, he encouraged management to sponsor educational and recreational classes for its employees, taught by employees. "One class was on archery. Hundreds signed up! The person who taught the class was happy to share her talent. And it cost the company nothing," he points out.

Whether it's an official training seminar or a casual class on personal finance, educating employees helps ensure their loyalty to the organization.

"You don't want to create your competitor's best employees," Fawcett says. "By investing in your employees you're telling them that they are valued, which overlaps with affirmation. If you add a sense of belonging, they are much more likely to stay and keep that value for your organization."

### HARVESTING CULTURE

If an organization implements the ABCs, they're more likely to grow a culture that encourages and enables employees, one that promotes individual growth and learning.

Recognizing culture is particularly important because, as Whitlark mentions, younger employees—the Millennial Generation—are more sensitive to organizations that undermine their feelings of affirmation, belonging, and competence.

That generation is learning about corn and culture in Marriott School classrooms as the professors share their research—and practice what they preach.

"When a professor or a manager understands and captures the vision of the ABCs, makes people feel valued, creates the sense of belonging, empowers them through competence, and then unleashes them to solve the world's problems," Fawcett smiles, "it's awesome." **M**

## Case Study: The Impact of Flexibility on Morale

When Gary Rhoads went to a call center in Chicago to diagnose its declining productivity, he—once again—learned the strong influence managers have in changing a culture.

The first step Rhoads took was to interview the top and bottom performing employees. He sat down with one of the most productive employees, who quickly informed him that she was about to quit.

Rhoads asked her why, and she explained that she had a daughter who finished high school at 2 p.m. The employee, who completed her shift at 2:30 p.m., didn't want her daughter walking home through dangerous neighborhoods after school—she wanted to drive her home, and the company wouldn't let her off a half hour early to do so.

Rhoads went to the CEO and asked him to help the employee, explaining that being flexible with her would improve productivity. The CEO agreed to let her go early as long as she made up the half hour she missed. He was, however, skeptical because she worked as part of a team and thought she would hurt the group's performance because they'd be fielding incoming calls with one person fewer.

One month after the experiment began, Rhoads looked at the data. The team that was short an employee for thirty minutes was the top performer in the company.

"The co-workers told me, 'We love her so much, and when she was gone we really worked hard because we were happy the company let her have the time off,'" he says. "The group saw her pain, and they wanted to help her take care of her daughter."

Rhoads went back to the CEO and showed him the performance report. The CEO was surprised at the findings and remarked, "Gary, you have taught me something. I'm not pushing my people hard enough."

That wasn't the lesson Rhoads had in mind. "I realized I could not change the culture if it did not come from the top," he explains and decided to stop consulting with the organization.

GIVING YOUR OFFICE THE

# green light

ENCOURAGING AN EARTH-FRIENDLY ENVIRONMENT

By J. Melody Murdock



At Wal-Mart headquarters in Arkansas, Greg Chandler is holding a paperless meeting. Instead of handing out copies of his presentation, he flips open his laptop and turns it around. Rather than finishing the meeting in the office, Chandler invites his associate to join him on a walk outside. He makes sure he shuts off the lights on his way out.

Meanwhile, Chandler's associate, Rand Waddoups, spent the early morning turning his compost pile and trying to convince his wife to give up the clothes dryer and hang dry all the laundry.

Waddoups and Chandler take Wal-Mart's charge seriously—to be part of the 200 million shoppers and employees making an impact on the health of our planet. "Sustainability is a part of every person's job," explains Waddoups, senior director for strategy and sustainability. Chandler couldn't agree more. He, after all, headed up the marketing team that came up with Wal-Mart's 200 million campaign.

The idea behind the campaign is if all 200 million Wal-Mart shoppers and employees use earth-friendly products, they can make the earth a healthier planet for generations to come and save money doing it. "There is an energy and excitement from everyone involved because of the power and hope behind the idea," says Chandler, who earned his MBA from the Marriott School in 1996. "People recognize it's not such an impossible task to make a difference even if they're small efforts such as switching to compact fluorescent (CFL) lightbulbs, washing clothes in cold water, or buying earth-friendly cleaning supplies."

These small efforts add up. In 2007 Wal-Mart sold 137 million CFL lightbulbs, which the company estimated saved customers up to \$4 billion in energy costs and prevented almost one billion incandescent bulbs from being disposed.

As Chandler, or any other marketing expert will tell you, convincing people to change even small habits isn't easy. "It can be daunting. People feel like hypocrites because of what they're not doing to save the environment," he says. "But if that's the case, then we're all hypocrites because we can all do better." He recommends taking it one step at a time. "If you're on a journey toward a more sustainable lifestyle, you'll just get smarter and smarter about your choices, which usually begin in your own home."

Chandler has a good point. If you're like most people, you've probably made greener choices at home by switching to energy-efficient appliances, replacing old

windows, adding insulation, recycling, etc. But what happens when you aren't the one paying the utilities and worrying about those costs? Are you as conscientious at work as you are at home, or do your green manners take a rest when it matters most? According to the U.S. Department of Labor, the average employed American works 9.3 hours per day—that's more time spent on work than any other activity.

Not surprisingly, one office worker can use a quarter ton of materials in a year—including 10,000 pieces of copier paper. Heating, cooling, and powering office space are responsible for almost 40 percent of carbon dioxide emissions in the United States and gobble more than 70 percent of total electricity usage. Commuter vehicles spew 1.3 billion tons of carbon dioxide a year. Computers burn \$1 billion worth of electricity annually.<sup>1</sup>

Based on those numbers, you don't need to be an accountant to figure out the potential ROI of going green, but there's more to it than increasing your bottom line. Going green is good for business, and according to Waddoups, "Sustainability is the single greatest business opportunity today. It gives companies the competitive advantage that helps them save money, drive up quality, and deliver a unique value proposition."

Adopting greener practices also enhances a company's image, aids in employee recruitment and retention, boosts employee morale, and attracts better candidates. One-third of workers would be more inclined to work for a green company, says staffing firm Adecco USA, and more than half wish their employers would be more environmentally friendly.<sup>2</sup>

On the other hand, not going green can be bad for business. A study conducted by Yale and the George Mason University Center for Climate Change and Communication recently found that a growing number of Americans are willing to pay more for green products and even boycott companies that do not sell green products or have green practices.

"There are major potential consequences for not being green," says Ron Hayes, director of marketing for Pacific Steel and Recycling in Great Falls, Montana. "The social networks that exist today are punishing companies not making an effort to reduce their carbon footprint." He cites bloggers who tattle on companies not doing a good job, "and that hurts business," says Hayes, who earned his BS in finance from the Marriott School in 1993. "Being environmentally responsible and transparent in your

"Sustainability  
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business opportunity today.  
It gives companies the competi-  
tive advantage that helps them  
save money, drive up quality,  
and deliver a unique value  
proposition."

green efforts creates goodwill. It should be in the strategic plan of every company in today's landscape."

Waddoups also reminds companies that going green is more than a public relations initiative. "It's a fundamental way of managing business that allows you to see and remove inefficiencies, waste, and unnecessary costs," says Waddoups, who earned his BS in economics from BYU in 2000.

Hayes points out there are often upfront costs to being green. "Companies need to look beyond today's profits to long-term ROI. It can cost time and money to be really involved in any kind of green process. If you change your culture in your business so it becomes something you really want to do, those costs almost go away," Hayes says.

So where can you and your business start? First, start simply and do what fits your culture, advises Waddoups. "It's important this be embedded into the business—core to what you do. If you take this approach, you'll find long-term success." Next, "Make goals, track progress, and hold yourself accountable, with clear measures of what you want to accomplish," advises Chandler. And finally, don't forget the little things and the difference each person can make.

Following suit with corporate campaigns, we believe every Marriott School alum can make an impact on the health of our planet. Here are a few suggestions, both big and small, of ways to conserve, reduce, reuse, and recycle in an effort to create a more sustainable workplace—maybe one with a few more paperless meetings.

## Energy—Lighten Up

### DID YOU KNOW?

According to the EPA, more than 11 billion kilowatts, equivalent to \$935 million, would be saved if the 55 million office computers in the United States used Energy Star power management controls. That's comparable to taking 1.5 million cars off the road or planting 2.5 million acres of trees.

### TIPS:

- Connect office electronics to power strips, and turn them off after work and during breaks.
- Turn off the lights in common areas when no one is using them, and add motion sensors in common areas and restrooms.
- Use Energy Star or EPEAT certified equipment.
- Install skylights and dimmers.
- Switch to compact fluorescent bulbs, which are three to four times more efficient than incandescent bulbs.
- Get a programmable thermostat.
- Start air conditioning and heating units an hour later in the morning, and shut off an hour earlier.

### EXAMPLE:

Wal-Mart stores are adding skylights that are on a system gridded to what's happening outside. "If it's dark, lights come on, and if it's sunny, the store uses natural light," Chandler explains. This daylight harvesting practice reduces electric lighting in sales areas up to 75 percent during the daytime.

## Office Space—Think about It

### DID YOU KNOW?

Commercial buildings consume 72 percent of the country's electricity and 13.6 percent of its drinking water, while producing 38 percent of carbon dioxide emissions, according to the Environmental Information Administration.

### TIPS:

- Clean offices during daylight hours.
- Use shades or awnings to block sunlight in south-facing windows.
- Use environmentally safe paints and carpeting.
- Buy used or refurbished furniture.
- Install sensor faucets and low-flow toilets in bathrooms. (Waterless urinals, for instance, can save 40,000 gallons of water per year per fixture.)
- Use eco-friendly cleaning supplies.
- Xeriscape the landscape.
- Become LEED certified at [www.usgbc.org](http://www.usgbc.org).
- Find out about green tax incentives in your state.

### EXAMPLE:

The Tanner Building's green features include energy-efficient mechanical systems connected to the campus central plant; long-lasting, energy-efficient light fixtures; and the use of materials high in recycled content—from structural steel to carpeting. The building was also designed for optimal daylight.



"It's a fundamental way of managing business that allows you to see and remove inefficiencies, waste, and unnecessary costs."



So where can you and your business start? First, start simply and do what fits your culture. And don't forget the little things and the difference each person can make.

## Recycling—Just Do It

### DID YOU KNOW?

Every day American businesses use enough paper to circle the earth twenty times.<sup>3</sup> “Each ton of recycled paper saves seventeen trees, four hundred gallons of oil, three cubic yards of landfill space, 3,500 kilowatts of energy, and 7,000 gallons of water,” Hayes says.

### TIPS:

- Recycle office paper, newspaper, junk mail, cardboard, aluminum cans, electronics, cell phones, outdated or broken electronics, and print cartridges.
- Keep one trash can in each main room, and remove all others.
- Post what can and cannot be recycled on each bin.

### SAVINGS NOTE:

“Most reclamation companies will pay for paper, aluminum, etc. Often you can negotiate a lower trash removal rate because you're sending less to the landfill, which charges by the tonnage,” Hayes explains. (On average, it costs \$30 per ton to recycle trash, \$50 to send it to the landfill, and \$65 to \$75 to incinerate it.<sup>4</sup>)

## Travel—Cut Back

### DID YOU KNOW?

Traffic congestion created by commuters costs U.S. employers 3.7 billion hours of lost productivity a year, which adds up to \$63.1 billion in wasted time and fuel every year, according to the EPA.

### TIPS:

- Take public transport, bike, or walk. If you must drive, carpool or get a hybrid or electric car or an alternative fuel vehicle, such as a motorcycle or scooter.
- Encourage workers to cut carbon emissions by providing bike racks and a shower for cyclist commuters.
- Offer incentives for employees to commute via public transportation or carpool.
- Consider hybrids for your office fleets.
- Whenever possible, utilize videoconferencing and conference calls as an alternative to travel.

### EXAMPLE:

To encourage carpooling, Wal-Mart designates some of its better parking spots for those who carpool. The company also has official bike to work days.



## Office Habits—Make It Your Culture

### DID YOU KNOW?

Green features, such as improved air flow and plentiful natural light, could increase worker productivity by as much as 16 percent.<sup>5</sup>

### TIPS:

- Don't print if you don't have to. If you do, print on both sides.
- Email instead of faxing or writing a letter.
- Invest in reusable cups, plates, and silverware.
- Replace bottled water with a tap filter.
- Look for environmental certifications on appliances.
- Purchase reusable towels and rags for shared kitchen space.
- Ask yourself, “Are there any tasks I (or my employees) could be doing at home?” Working at home saves commuting and energy costs and boosts employee morale.

### EXAMPLE:

Wal-Mart has a program called personal sustainability project (PSP). Every store has a trained PSP captain who encourages employees to set sustainability goals. Such goals range from carpooling, exercising, quitting smoking, washing clothes in cold water, and cleaning up parks. “The PSP program is viral in our company, and we now have more than 600,000 employees participating,” Waddoups says. **M**

### ENDNOTES

- 1 Lisa Takeuchi Cullen. “Going Green at the Office,” *TIME*. 7 June 2007.
- 2 *Ibid.*
- 3 [www.pacebutler.com/blog/recycling-facts/#more-13](http://www.pacebutler.com/blog/recycling-facts/#more-13).
- 4 *Ibid.*
- 5 Study by Carnegie Mellon University Center for Building Performance and Diagnostics.

### ABOUT THE AUTHOR

*J. Melody Murdock is a freelance writer based in Park City, Utah, who after writing this article, unplugged dozens of unused appliances, began printing everything two-sided, and started washing clothes in cold water. But she admits she is still working up the patience to hang dry the laundry.*

BY J. MELODY MURDOCK  
ARTWORK BY REBECCA PLETSCH

# A TIRELESS EFFORT: ONE STUDENT'S GREEN SOLUTION

**ON 19 MARCH 2009** BYU student Steve Hansen wasn't in the Tanner Building atrium eating lunch with his peers. He wasn't in Provo, in Utah, or even in the country. Hansen was across the Atlantic eating salmon and caviar with foreign dignitaries, government officials, and international investment CEOs at an invitation-only gala dinner at the Hotel de Paris in Monaco.

"There were so many utensils I had to watch everyone else to know what to do," he recalls.

But silverware was the least of his concerns. The next afternoon Hansen was slated to speak at CleanEquity Monaco, an annual event hosting nearly forty next-generation Cleantech companies from all over the world. He would be presenting to two hundred delegates from investment, political, industry, and media communities.

Throughout the day Hansen noticed a pattern. "I don't remember a presenter who wasn't introduced as a doctor," he recalls. "And there I was, a sophomore in college."

But as his audience soon found out, Hansen isn't a typical twenty-two-year-old. He likes to solve problems, big ones. In just twenty-five minutes Hansen unfolded his solution to one of the world's most serious waste problems that, he says, will revolutionize the railroad industry. How? One tire at a time.

"Most kids sleep with a blanket," Hansen chuckles. "I slept with a six-inch rubber tire." In 1972 Hansen's father, also named Steve, was the first person in California with a permit to recycle tires. "My father is dyslexic, so I helped him a lot with paperwork and learned the business early on," Hansen explains. "There are a lot of small things you can do with discarded tires, but the challenge is finding something with enough volume to make a difference."

According to the EPA, Americans discard more than 300 million tires a year. There are an estimated 3 billion tires stockpiled in the United States and 10 billion



worldwide. And because of their resistance to decomposition, they will remain in landfills for thousands of years.

Hansen saw this problem on a daily basis. At the age of fourteen, he took a job with the railroad. "My job was to sort old railroad ties, deciding which ones go to landfills, yards, and lesser rails," he says. It wasn't long before Hansen realized that railroads have their own bag of problems.

"Railroads spend billions of dollars a year replacing and maintaining tracks," he says. Wood ties, the base for railroad tracks, need replacing every eight to fifteen years. "To replace all existing ties in the United States would require cutting down 173 million trees—trees that currently consume millions of tons of carbon dioxide," Hansen explains. There are also a significant number of safety hazards caused by derailments



from faulty ties. Railroad ties are treated and preserved using creosote, a carcinogen with so many harmful effects that Congress has banned its use for all other purposes.

Hansen, still in his teens, didn't see the ties and tires as two large problems; instead he saw one huge opportunity to find a "green" solution. He would create a railroad tie from tire rubber. "We made an appointment with one of the vice presidents of Union Pacific to find out what they expect from an alternative tie," he says. "We left the meeting with a spec sheet." Hansen met with an engineer and asked him to develop a tie from tire rubber that met all the standards on the spec sheet—and the Hansen Tie was born.

Hansen Industries has spent years

making and testing its ties, and in February 2009 the company officially launched, employing two Marriott School students and five BYU alumni. All the while Hansen continues his studies at BYU. "At this point I'm learning more outside the classroom than I am inside," he says.

But Hansen hasn't forgotten the importance of learning. "What got me to Monaco was an opportunity that came through formal education—the BYU Speed Pitch Challenge." Hansen took first place at the 2009 competition in which students have three minutes to present their business plan to investors. His win led to additional wins at similar competitions, which culminated with a phone call from Silicon Valley:

"There is a clean technology conference in two weeks in Monaco," the investor explained. "It's a closed event, but I know people involved and will try to get you in. They'll want to hear what you're doing."

He was right. They did. Hansen left his presentation in Monaco with more than one hundred business cards from people wanting more information. But that was just the beginning. Hansen is speaking at similar conferences in Frankfurt, London, Amsterdam, Thailand, and Japan. His company recently received a \$100 million private grant, which will get their headquarters up and running. By next year Hansen plans to have at least 150 employees.

But if you ask this young entrepreneur about his company, it isn't the money, travel, or prestige that gets him most excited. In fact, it's hard to get him to expand on those feats. What really puts a grin on his face are the words, "In the first five years of production, we predict we will save more than 20 million trees. And that feels good." **M**



# The Happiest

## AUDITOR ON EARTH

**Matt Owen, Accounting Class of 1985**

*By Megan Bingham \* Photography by Alisia Packard*

**T**inker Bell sprinkles her pixie dust, Mickey and his pals stand ready, and everything is in place for another magical day at the happiest place on earth. But this day at Walt Disney World promises to be a little different.

Seeing someone swathed in a bright red and yellow Tweedledee costume, no one would ever guess that Disney's vice president of management audit is the man behind the goofy smile. As part of the company's leadership training, Matt Owen spent the day in Orlando posing for pictures and signing autographs along with a cast of other administrators disguised as Disney characters.

"Talk about a magical experience," he recalls. "To have those kids run up to you and want their pictures taken with you—there's no way you can't feel good."

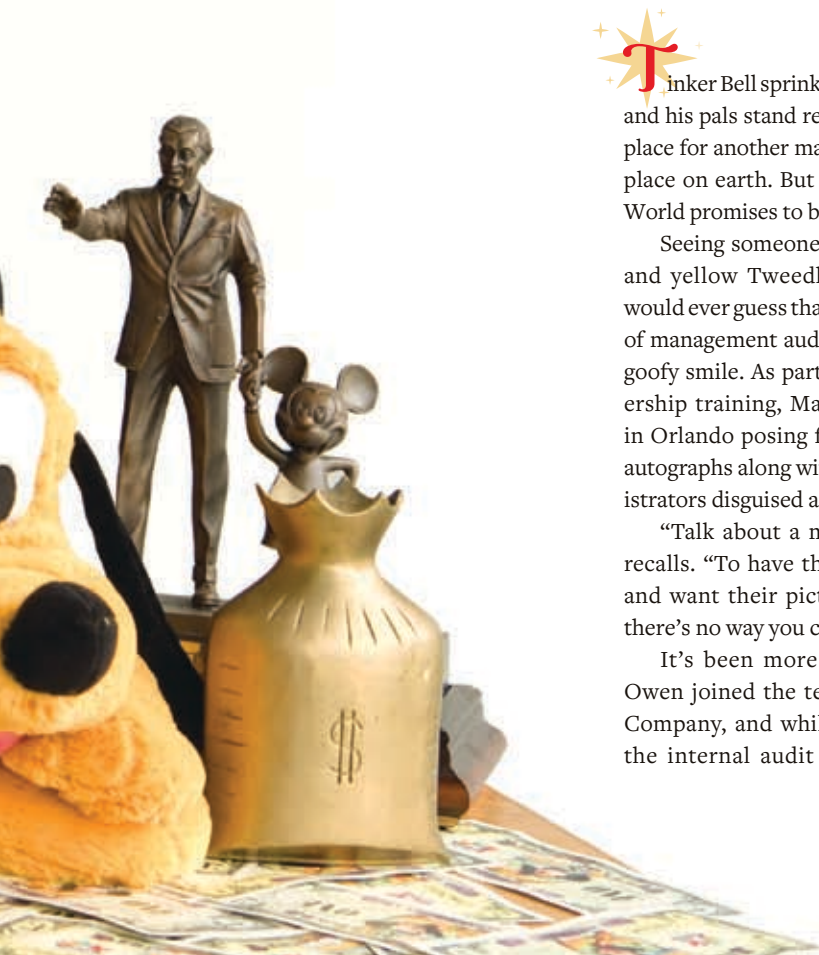
It's been more than four years since Owen joined the team at the Walt Disney Company, and while his work heading up the internal audit group doesn't usually

have him in costume, the job is a great fit for the BYU accounting graduate and School of Accountancy Advisory Board member. From the very beginning, the company's ability to focus on the individual while holding to its core values appealed to Owen.

### **A Cinderella Story**

But Owen didn't find his "happily ever after" at Disney right away. In fact, he nearly missed the ball.

When Disney's recruiter received two referrals for Owen in a single day, he quickly passed the name on to the company's executives, who were searching for a new professional to head up the audit team. But by the time Owen's name reached the executives' desks, they had already offered the position to another individual. The recruiter apologized to Owen, but Owen didn't give up. After seventeen years working for another firm, Owen was ready for a change and was searching for



a company that shared his values.

In true fairy-tale fashion and with a twist of fate, the original candidate turned down the job and Owen actively pursued the position.

It wasn't long before he was sitting in an interview with Disney's CFO. Just when it seemed like the interview was coming to an end, the CFO asked him one final question.

"Can you do good business with bad people?"

It was clear that this was the most important question of the interview. Owen took a deep breath and answered, "You probably could, but I wouldn't want to."

The CFO replied, "Matt, there are just too many good people in this life to deal with the bad ones."

And since accepting the position at Disney headquarters in California, Owen says he's worked with the best and brightest in the business world.

"People here want to create great content to make life enjoyable for others. While we don't necessarily want creativity on the accounting side," Owen smiles, "it is a fun company."

From ESPN and ABC to the motion picture studios and parks and resort group, Owen and his team of professionals conduct financial and operational audits within the company. Though the work is usually made up of "zip-a-dee doo-dah" days, there is a downside.

While Disney strongly emphasizes ethical behavior among its employees, Owen's team does occasionally turn up discrepancies or misuse of company funds. According to Owen, dealing with these situations is the worst part of his job.

"It's hard when you realize that someone has done something wrong, and they will lose their job as a result of their actions. You know it will have a major impact not only on their work life but also on their personal life. That's never easy."

But along with the difficulty involved in auditing a major corporation comes the perks. Owen has visited every Disney park in the world, sat on the set of SportsCenter, and has taken his family on a Disney cruise. Owen knew his work was worthwhile when his son exclaimed, "Dad, when you retire tell your boss that I want your job!"

**"H**AVING BYU ON MY RÉSUMÉ ALSO  
CREATES AN EXPECTATION OF  
UNFALTERING INTEGRITY."

### Once upon a Time

Long before Owen landed the job at Disney, he was an aspiring young accountant growing up in North Salt Lake with his two sisters and brother. Part of the first graduating class at Woods Cross High School, Owen participated in wrestling, golf, and baseball and served as seminary president. He excelled in math but took time out from his other interests to dabble in a journalism course.

Pouring over his work, the journalism teacher wielded her pen with exactness and, as Owen described it, used "endless amounts of ink" correcting his stories. In time, his work improved and he gained confidence. Owen considers his writing teacher, Billye Edgar, one of the people who had the greatest affect on his future.

"I doubt she even knows her influence. So much of what I do today is editing documents and preparing reports. The need to effectively communicate is an underappreciated part of auditing and accounting," Owen says.

When he enrolled at BYU, Owen knew accounting would be his field of study. As a young man he aspired to work with numbers.

In fact his first accountancy job came when he was just twelve. His parents handed him the responsibility of balancing the books as his family embarked on a cross-country road trip.

Not only did he get his first experience in the world of accounting, but the trip also afforded Owen a remarkable surprise. His family arranged a special visit with Owen's childhood hero, Carl Yastrzemski, in the dugout at Fenway Park.

"I didn't even know what to say," Owen says. "He was bigger than life. The fact that he would take two seconds to shake my hand and sign something for me meant a lot. I still have his autograph."

Owen keeps those childhood memories alive through an annual adventure he and his oldest son take to the first round of the NCAA tournament.

### The Bare Necessities

Spending time with his wife, Leslie, and their children is Owen's favorite pastime. Between driving his daughter to early-morning seminary, cheering for his kids at sporting events, and going on Scout campouts, he takes time to enjoy the little things.

It's fitting that Owen's favorite Disney character is Baloo, the big, lovable bear from Disney's *The Jungle Book*. Baloo finds meaning in the bare necessities—that's a principle Owen can stand behind.

"There are times when work needs to be the most important thing. There are times when family needs to be the most important thing. And there are times when a church calling needs to be the most important thing," he says. "On a daily basis you're probably out of balance, but if you look at it during a period of two or three months, you need to be in balance."

It's all part of a juggling act Owen learned many years ago from one of his mentors, Don Livingstone, who became a Marriott School instructor and director of the Center for Entrepreneurship.

On a business trip to California, Owen worried about keeping balance in his life and asked Livingstone for advice. He told Owen something he's never forgotten: "Matt, you've got to juggle. In life there are glass balls and rubber balls. Catch the glass balls because the rubber ones will bounce back up."

### To Korea and Beyond

Never were Owen's management skills more tested than when he landed a three-year advisory position in Korea during the 1997 Asian economic crisis. Owen and his team provided relationship management to international companies as well as conducted training for accounting firms and government officials in multiple Asian cities, including Seoul, Bangkok, Kuala Lumpur, and Jakarta.

The sixteen-hour days were grueling, but the experience yielded remarkable opportunities, with Owen testifying before

a Korean government finance committee on economic reform and co-authoring a paper on transparency in accounting in an effort to improve the integrity of the financial system in Korea.

Amid the stark realities of an economic tailspin, it was difficult for people to grasp the failure of high-powered companies. Even more difficult to believe was that a comeback was possible.

The road to economic recovery required both changes to internal policy and help from outside investors. Owen and his firm worked on both.

“I remember working with many companies wanting to invest in Korea for the first time but not wanting to really understand the uniqueness of the culture and the way business was conducted,” Owen says. “Basically they were hoping for a fast buck without having to pay the price.”

While the outsiders’ offers could have been helpful during the critical financial situation, they were very low. To their credit, Owen says, the Korean companies “kept a long-term focus” and waited for investors with better offers, which they eventually got. That determination, to wait it out, proved to be a turning point for Korea.

By 1999 many companies recovered, and the economy began to stabilize. The turnaround came as no surprise to Owen as he watched Koreans put their country and businesses before personal interests.

Owen returned to the United States, bringing with him a wealth of experiences to draw upon during the burst of the dot-com bubble and again in the current global economic crisis.

The most important lesson learned: “Never underestimate the resiliency of people to rise to the challenge before them,” Owen says.

### Jiminy Cricket!

For Owen that resiliency stems from a foundation of personal integrity. In fact, one of Owen’s personal maxims is: never give anyone reason to question your integrity.

Unlike Pinocchio, who often ignored the advice of his quick-witted, cricket conscience, Owen believes you have to constantly go back to your ethical foundation to succeed.

“It’s how you conduct yourself every

day,” Owen says. “I think many BYU grads worry too much about the different standards of the world and how they’ll have to deal with them, instead of realizing that if they live their life the right way, it never really becomes a question.”

Once when interviewing for a job on the East Coast, the interviewer asked Owen if he knew Dallin Oaks. Caught off guard, Owen answered that he knew who he was but didn’t know him personally. The person conducting the interview explained that he had known Dallin Oaks in law school and was impressed with the integrity he exuded.

“It was assumed by association that my integrity was of the highest level,” Owen recalls. “Having BYU on my résumé also creates an expectation of unfaltering integrity.”

Even still, hard choices have come, trying Owen’s beliefs.

During his time in Korea, Owen experienced one of the greatest tests of his career. As the lone foreigner in the office, Owen was faced with challenging the accounting disclosures on a foreign debt offering for one of the largest companies in Korea. He

feared that doing so would end his expatriate assignment early, but he knew what he had to do.

“Ultimately my firm backed me up, and no friendships were lost in the local office,” he says.

The experience serves as a modern-day fable: while the high road may be steeper, it’s infinitely worth the effort to avoid the pitfalls of the seemingly easier path.

### Happily Ever After

In many ways Owen’s career has reflected the magic of his current employer. Owen’s dream to work with numbers came true. He helped shape the future of business in Korea, forged new frontiers professionally, and found adventure along the way. He proved Walt Disney’s statement true: “If you can dream it, you can do it.”

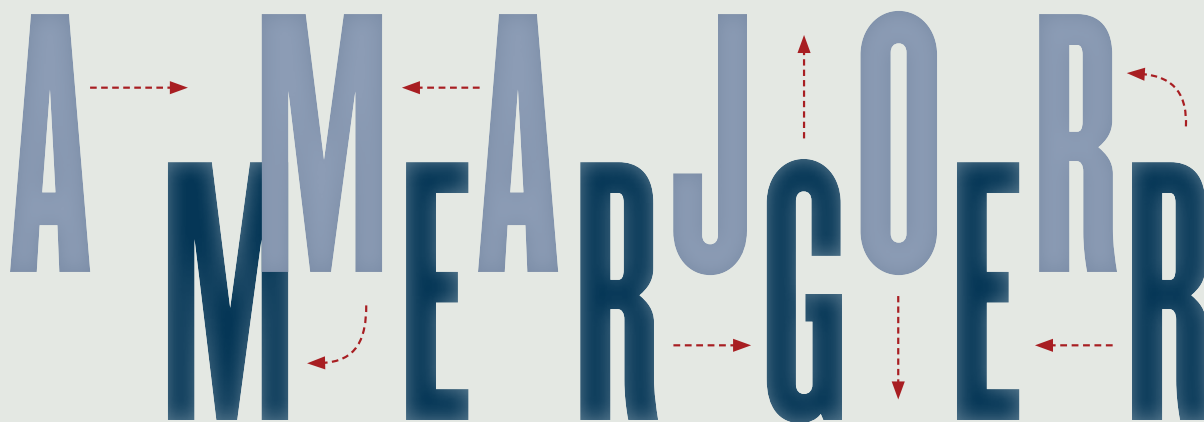
While he has consistently focused on making the right choices, Owen chalks his achievements up to being surrounded by great people and the ability to learn from them.

And there’s also that Tweedledee costume. **M**





ALEXIS NEWBY, RMYL STUDENT



**THE MARRIOTT SCHOOL ACQUIRES THE RECREATION MANAGEMENT AND YOUTH LEADERSHIP DEPARTMENT.** BY EMILY SMURTHWAITE ILLUSTRATION BY JAREN WILKEY

**W**hen BYU's semester ended last April, Alexis Newby packed up her apartment, passed her cleaning check, and pulled out her passport. She joined a group of twenty-five BYU students at the Los Angeles International Airport to board a flight to New Zealand, the start of a study abroad program with the Recreation Management and Youth Leadership Department.

The five-week outing was spent learning, discovering, and camping, with time in Fiji and Australia as well. Some days group

members explored native villages; other days they took six-hour hikes. Most days, though, were planned and executed by the students.

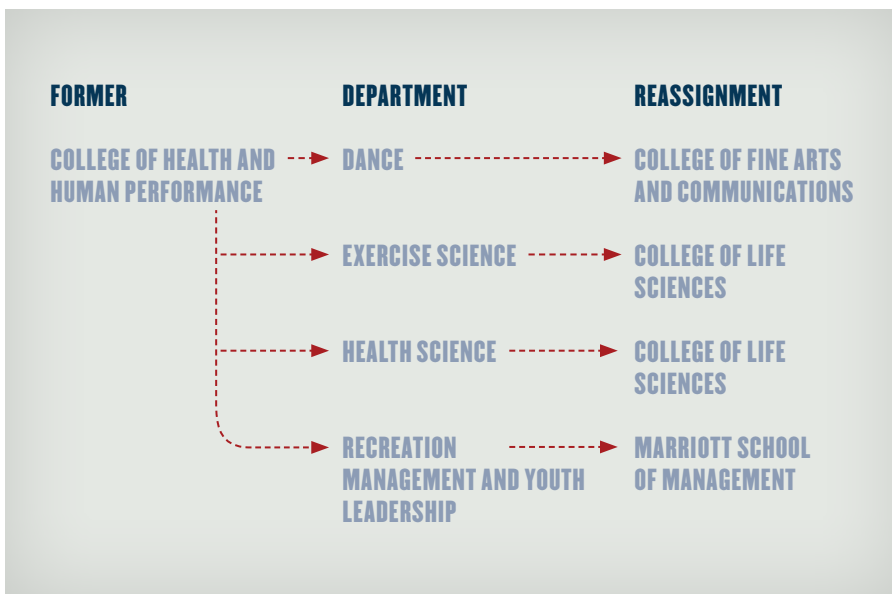
"It was a good experience because you were leading people in a place you weren't familiar with; you did as much research as you could beforehand, but there still were on-the-spot decisions you made for the group," Newby says. "You learned to balance between pleasing people and doing what needed to be done."

While Newby was learning leadership

and outdoor skills firsthand, back at BYU things were being put in motion for her major—leisure services management—and the rest of the Recreation Management and Youth Leadership Department to merge with the Marriott School.

The change comes as a result of the College of Health and Human Performance being dissolved and its departments being reassigned to other colleges across campus. "This proposal was a surprise to the RMYL faculty and completely unexpected by anyone in the Marriott School," says Gary Cornia, dean. "But we are committed to welcoming our new colleagues and know they'll contribute to the school and its reputation."

While some RMYL students may be more interested in planning events than



climbing the corporate ladder, a closer look shows there are some similarities and significant opportunities for the two entities to complement each other as they merge and move ahead.

► **A MUTUALLY BENEFICIAL GAIN**

Collaboration, entrepreneurship, leadership, international experience, nonprofit management, group work—all these terms are at home in the Marriott School, but they also come up when talking with Patti Freeman, chair of the RMYL Department.

“Philosophically we have more in common than might appear on the surface,” she says. “We are interested in developing individuals who are good leaders and managers. We operate in the public and nonprofit sectors and focus on providing high-quality services.”

The key difference though, Freeman says, is that the RMYL Department teaches leadership skills and management theories that will be applied in the recreation field or service sector.

Freeman was the faculty advisor for Newby’s study abroad last spring. One day half the group was sea kayaking in rough Fijian water and windy weather. “As I watched them I realized some of them were learning more about themselves, about coping, about dealing with difficulties, about overcoming challenges, and about their efficacy to perform than they would ever learn

from reading a textbook,” she recalls. “Most of us learn best by doing, and I think that’s an area where we excel in our department.”

The fit between the two entities isn’t just theoretical. Some RMYL majors are required to take two information systems courses and a finance course, and they have the option of enrolling in a marketing course to earn elective credit. An emphasis within the major overlaps with Marriott School courses so much that declaring a business minor fills twelve credits of the eighteen needed. It’s not uncommon for RMYL grads to pursue

intern for four months following the completion of course work.

The academic training RMYL students undergo may come as a surprise to some people. Even Newby acknowledges that her major is sometimes considered an easy choice.

“I don’t think that’s true at all,” she says. “There are lots of assignments, readings, and tests—just like any other major. The students are academic, and they need to be in order to do well. The major attracts hard workers—people who like helping and like making things fun.”

Newby is a good example of an RMYL academic. A high school valedictorian, she also has a full-tuition scholarship to BYU and was recently named the RMYL Department’s outstanding undergraduate student. Not the type to take the easy route.

Palmer, who has photo rosters of his classes taped to his wall, has long realized the overlap of the leisure industry and business. “It’s a great combination. I think we can learn from the Marriott School, and I think it can learn from us as well.”

► **RMYL DUE DILIGENCE**

The Recreation Management and Youth Leadership Department offers two majors: therapeutic recreation and leisure services management. Therapeutic recreation students learn how to help the disabled or diseased in community and clinical settings.

**“IT’S A GREAT COMBINATION. I THINK WE CAN LEARN FROM THE MARRIOTT SCHOOL, AND I THINK IT CAN LEARN FROM US AS WELL.”**

← GARY PALMER

MBAS or MPAs or become entrepreneurs.

Gary Palmer, a RMYL teaching professor, believes the his department is one of the best kept secrets on campus because of its balance between scholarship and recreation. Palmer also oversees its internship program. Like the Marriott School, the department recognizes the value of students gaining on-the-job training. Students are required to

Leisure services management students learn key skills and theories necessary to provide recreation programs. Within the leisure services management major, there are four emphases: commercial, community, youth leadership, and outdoor recreation.

The department has evolved from the Department of Social and Recreational Leadership, which was created in 1921 with

Eugene L. Roberts as the first director. In 1948 the Health, Physical Education, and Recreation Department offered a recreation minor, and two years later it offered a recreation major.

In 1956 Israel C. Heaton was appointed the first chair of the Recreation Education Department. That same year Vera L. Speights became the first BYU graduate ever to receive a degree with a major in recreation. There were six undergraduate students and one graduate student enrolled then.

RMYL's programs—which at one point included a Scouting major—have developed during the last half-century. There are nearly four hundred students currently enrolled. “We’ve been growing pretty consistently and steadily the last few years,” Freeman says.

Fifteen of the four hundred students are earning their master’s in youth and family recreation. These students work with professors to research the impact of recreational leisure.

One graduate student is analyzing marital satisfaction among extreme video gamers, Freeman explains. “She found that if one spouse is a gamer and the other isn’t, marital satisfaction significantly declines,” she says. “Gaming is not the best use of time. We take very seriously the goal to strengthen individuals, families, and communities by helping people make appropriate and good

choices in their leisure time.”

Housed in the Tanner Building Addition, the department will bring eleven professors to the Marriott School. The faculty, who last August moved into the Tanner Building from its campus neighbor, the Richards Building, are looking forward to the change—and not just because they’ll have window offices.

Cornia believes the new faculty members will add a strong dimension to the school and open the door for broader academic studies. “We’ve been extremely impressed with Patti and her group already,” he says. “We’re gaining faculty who are excellent teachers and who do interesting research. I look forward to getting to know them and their students better.”

Palmer, who has been at BYU forty-two years and is considered the patriarch of the RMYL Department, regards the faculty as his good friends. “I love my colleagues; they are great people to work with,” he says. “There’s a closeness and collegiality that’s as good as it gets.”

► **FUTURE YIELDS**

Administrators acknowledge that even though this union is more of an arranged marriage, they are confident it will succeed. “It worked in *Fiddler on the Roof*,” Freeman quips.

Jokes aside, Freeman, who has been working in the RMYL Department for eleven

years, says her department is excited about the merger.

“The charge has been set forth, and we are eager to make the most of it and welcome the opportunity to grow professionally and to contribute to the Marriott School,” she says. “We hope it becomes a symbiotic relationship. We are anxious to move ahead and do our best. Down the road we’ll both be better.”

Cornia says that change has and always will continue to add a valuable component to the Marriott School. “Like every organization, we can become a little complacent in the way we do things,” he says. “This change gives us the opportunity to rethink our strategy and to expand our research.”

As Newby looks toward graduation next year, she’ll be prepping her résumé with her skills learned in the classroom, her internship, and her study abroad—plus one more unexpected fact: her degree will be from the Marriott School. “Being part of the school adds credibility to my major because of its strong reputation,” she says. “I’m excited to be part of it.” **M**

*Historical information was procured from A History of the Recreation Education Department at Brigham Young University, a master’s thesis written by A. Robert Thomson in 1969, and from RMYL Department records.*

# RMYL FACULTY



**KEITH BARNEY**



**PATTI FREEMAN**



**HOWARD GRAY**



**BRAD HARRIS**



**BRIAN HILL**



**NEIL LUNDBERG**



**GARY PALMER**



**STACY TANIGUCHI**



**PETER WARD**



**MARK WIDMER**



**RAMON ZABRISKIE**

# Lucky Number Seven

## Marriott School Deans Make History

Long before it became lucky, seven was celebrated by the ancient Greeks as a number of perfection. The days of the week, continents, and wonders of the world—depending on whom you ask—all came times seven. Even the brides and brothers of the beloved 1954 musical came in sevens. The deans of the Marriott School of Management are no exception.

In a scant fifty-two years, these seven deans have worked their magic to shape the school. While each dean brought with him unique skills, all seven shared a common dream: building programs that would develop men and women of faith, character, and professional ability. Surely, more deans will follow, but these “Magnificent Seven” helped transform a small College of Commerce into the award-winning school we have today.

BY MEGAN BINGHAM ■ ETCHINGS BY MARK SUMMERS

## Weldon J. Taylor

A monumental task awaited Weldon Taylor when he was appointed dean of the newly formed College of Business. The school was non-accredited, and professors taught large classes in cramped military barracks. Instead of shrinking from the problems, Taylor threw himself into improving the school. He recruited faculty from top-notch universities, organized the MBA program, and formed the National Advisory Council to build bridges between the school and successful businesses.

Above all the other accomplishments of his seventeen-year tenure is Taylor’s vision of a school that would serve as inspiration for future leaders. He wrote, “BYU [has] a unique role to play in placing values and ethics at the forefront of business education.”

## Dean Taylor

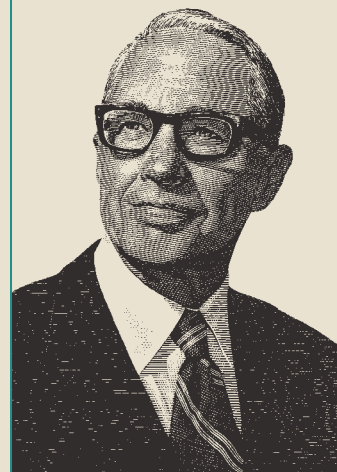
(1957–1974)

1974 Degrees Awarded: 232

BYU Presidents: Ernest L. Wilkinson and Dallin H. Oaks

Average Number of Faculty: 79

Dow Jones, 1 July 1957: 507.55



1891

1901

1921

1939

1958

1960

1891 Brigham Young Academy forms Commercial College



1901 Commercial College offers its first four-year degree program

1939 First master’s degrees awarded



1921 Maeser Building becomes home to the College of Commerce and Business Administration

1958 College of Business formed

First Management Conference held

1960 Business classes moved to the newly completed Jesse Knight Building

1976



## Merrill J. Bateman

Leaving behind a position at candy-maker Mars, Inc., Merrill Bateman spent the next four years creating what he called, "a professional school that would allow its graduates to enter the workforce at levels comparable to the best schools in the country."

Under his leadership, the BYU Management Society was formed, and the first \$10 million was raised for the construction of the N. Eldon Tanner Building—the first BYU building completely funded by private contributions. The School of Accountancy was organized, and the Graduate School of Management was created, grouping the MBA, MPA, MOB, and Macc programs together.

Bateman later served as Presiding Bishop, a member of the Presidency of the Seventy, and the eleventh president of BYU.

## Dean Bateman

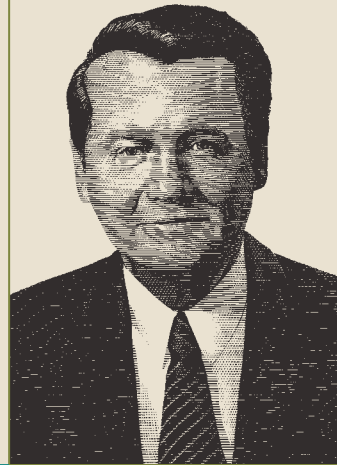
(1975–1979)

1979 Degrees Awarded: 694

BYU President:  
Dallin H. Oaks

Average Number of Faculty: 96

Dow Jones, 1 July 1975: 8,771



1977 BYU Management Society organized

1961 Master of business administration program added

1966 National Advisory Council formed

1961

1966

1973

1974

1975

1976

1977



1974 Bryce B. Orton becomes acting dean



1973 First International Executive of the Year Award given to Robert D. Lilley, president of AT&T

1975 College of Business becomes School of Management

1975 Graduate School of Management formed



1976 School of Accountancy created

1976 First issue of *Exchange* magazine (now *Marriott Alumni Magazine*) published

## William G. Dyer

The task of raising the remaining \$2 million for the Tanner Building fell to Bill Dyer. The country was facing a recession, and funds were scarce. Amid the stress of financing the construction, Dyer underwent open-heart surgery. But he didn't let that slow him down. He continued to push for funding, and the building was finally completed in 1983.

Additionally Dyer strengthened the MBA program, organized the Information Systems Department, and expanded the National Advisory Council. Dyer published extensively during his tenure, focusing on organizational behavior. Through it all, his vision of the school remained the same: create an organization that would help individuals reach their potential.

## Paul H. Thompson

Whether it was for students, faculty, or alumni, Paul Thompson worked to provide the best opportunities possible for the School of Management. He focused on international management and made more student scholarships available. Under his leadership the National Advisory Council pledged a \$10 million endowment, and the school received a sizable donation from the Marriott family. The school was named for J. Willard and Alice S. Marriott.

Thompson often worked late on projects for the school, but his daughters didn't mind. Their favorite daddy-daughter date was coming to his office and pretending to be secretaries with Post-it notes, files, and phones. But it wasn't always fun for Thompson when he faced the wrath of his real secretary the next morning.



### Dean Dyer

(1979–1984)

1984 Degrees Awarded: 887

BYU Presidents: Dallin H. Oaks and Jeffrey R. Holland

Average Number of Faculty: 107

Dow Jones, 1 July 1979: 842



### Dean Thompson

(1984–1989)

1989 Degrees Awarded: 819

BYU President: Jeffrey R. Holland

Average Number of Faculty: 126

Dow Jones, 2 July 1984: 1,130

1979

1980

1982

1983

1984

1985

1986

1982 Tanner Building completed

1983 Executive MBA program added

1985 Management Society hits twenty-five chapter mark

1986 International Student Sponsor Program (now the Cardon International Sponsorship Program) formed to provide financial assistance to married LDS international students

1980 Ground broken for N. Eldon Tanner Building on 8 November—the ceremony took a dynamic turn when explosives used to remove the soil showered unsuspecting spectators with dust and pebbles

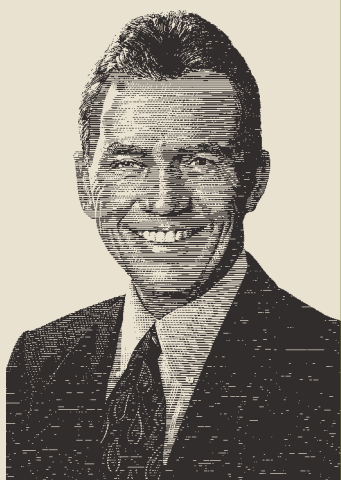


## K. Fred Skousen

Fred Skousen's first task was to create a mission statement: "Our mission is to attract and develop men and women of faith, character, and professional ability who will become outstanding managers and leaders throughout the world." To achieve this vision, Skousen hired more faculty, reorganized the NAC and the NAC spouses program, and recruited more international students with help from the ISSP program (now the Cardon International Sponsorship Program).

Equally important to Skousen was providing scholarships and professorships for the school. He began with one professorship, but by the end of his tenure there were nearly twenty.

"The faculty used to say I was a good dean because I raised money and left them alone," Skousen quips.



## Dean Skousen

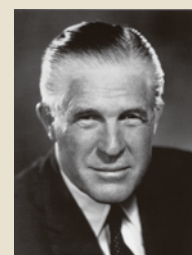
(1989–1998)

1998 Degrees Awarded: 819

BYU Presidents: Rex E. Lee and Merrill J. Bateman

Average Number of Faculty: 126

Dow Jones, 3 July 1989: 2,453



1998 Institute of Public Management renamed in honor of George W. Romney

1988 Army and Air Force Reserve Officer Training Corps (ROTC) programs become part of the Marriott School

1988

1989

1993

1994

1998

1988 School named for J. Willard and Alice S. Marriott



1989 u.s. Department of Education awards the school the Center for International Business Education and Research (CIBER) grant

1989 Endowment tops \$10 million

1994 School institutes limited-enrollment policy and adds a minor in management

1993 American Accounting Association honors school with the Innovation in Accounting Education Award

1993 Organizational Leadership and Strategy Department organized

1998 Endowment reaches \$40 million mark

# Ned C. Hill

Providing world-class facilities for an award-winning school was one of Ned Hill's top priorities. Since the construction of the N. Eldon Tanner Building, the school had grown significantly and space was sorely needed. Under Hill's direction, \$44 million was raised to construct an addition to the building; construction began in May 2007.

Along with revamping the Tanner Building, Hill focused on improving programs within the school, including folding the MOB program into a track of the MBA, forming three new centers and institutes, and adding the master of information systems management degree. During his tenure the NAC grew from 100 members to 170 members, and the BYU Management Society added several new chapters.

Despite the success of the school, Hill never took himself too seriously. His bearded-performances of "If I Were a Rich Man," humorous Christmas cards, and mornings of "bird-watching with the dean" kept students and faculty entertained.



2008



## Dean Hill

(1998–2008)

**2008 Degrees Awarded:** 1,363

**BYU Presidents:** Merrill J. Bateman and Cecil O. Samuelson Jr.

**Average Number of Faculty:** 130

**Dow Jones, 1 July 1998:** 9,049

## BYU CENTER for ECONOMIC Self-Reliance

- **2003** Center for Economic Self-Reliance formed
- **2003** *Wall Street Journal* ranks the Marriott School No. 2 in the new "Emphasis in Ethics" category

1998

1999

2000

2001

2003

2005



- **1999** School launches new web site, [marriottschool.byu.edu](http://marriottschool.byu.edu)



- **2001** H. Taylor Peery Institute of Financial Services organized

- **2000** Steven and Georgia White Business Career Services Center created

- **2005** Information Systems Department formed



# Gary C. Cornia

In the last fifteen months, Gary Cornia has overseen major changes in the school, starting with the dedication of the Tanner Building Addition in October 2008. The Rollins Center for Entrepreneurship and Technology was formed, and the Finance Department created. Throughout the year, faculty and students garnered several awards. And in March 2009, *BusinessWeek* ranked the school's undergraduate programs No. 5 in the country.

With the accolades stacking up, it'd be easy to relax. But that's exactly what Cornia isn't doing. Building on the foundation constructed by the six deans before him, Cornia plans to "raise the visibility of the school's programs, improve instruction and research, make resources more available, and place students in key positions where they can influence the world for good."

It's a continuation of a vision that began more than half a century ago and turned a small business college into a nationally recognized school.



- 2009 Marriott School's undergraduate programs ranked No. 5 by *BusinessWeek*
- 2009 Finance Department formed
- 2009 Kevin and Debra Rollins Center for Entrepreneurship and Technology created
- 2009 Management Society reaches seventy active chapters in seventeen countries
- 2009 Recreation Management and Youth Leadership Department joins school



## Dean Cornia

(2008–Present)

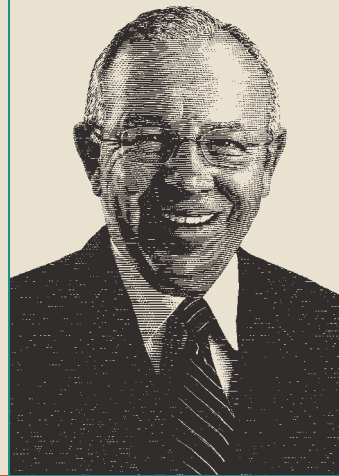
2009 Degrees Awarded: 1,412 (est.)

BYU President:

Cecil O. Samuelson Jr.

Average Number of Faculty: 134

Dow Jones, 1 July 2008: 11,382



2006

- 2006 Marriott School's undergraduate programs ranked No. 8 by *BusinessWeek*



2007

- 2007 Endowment reaches \$130 million
- 2007 Ground broken for Tanner Building Addition on 25 April—this time only shovels were used
- 2007 *Wall Street Journal* ranks MBA program No. 1 among regional schools

2008

- 2008 Undergraduate information systems program among the top ten in the country
- 2008 President Thomas S. Monson dedicates Tanner Building Addition on 24 October
- 2008 Graduate accounting program ranked No. 1 in the nation

2009





pieces of **PZ** the **PI** process

# **PZ PI PZ**

ILLUSTRATIONS BY  
PHILIPPE LARDY

By KATE L. KIRKHAM

**I** belong to a family that likes to put puzzles together. Mom and Dad were avid constructors. My sister and her husband frequently have a table in their living room with a puzzle underway. And my brother could search for hours to find a key piece. I too have a puzzle table in my home—but it's for my relatives.

Over the years, puzzles have changed: number of pieces was increased, 3D structures were introduced, and Jim Christensen's unusual piece shapes were created. There is even a company that creates puzzles from pictures. I had a group photo of the Mormon Tabernacle Choir at Mount Rushmore made into a puzzle—more than three hundred members, including my dad, plus the four presidents.

In a group constructing a puzzle, each person brings a different perspective on *how* to achieve the end result:

- A three-year-old can get any two pieces to fit—by force.
- One person will work to complete the borders first.
- Another will sort the pieces by color or context.
- Some will have an intense focus on finding one key piece.
- Frequently there is an observer who professes to be developing a master plan.
- At some point there is an onset of paranoia that a piece is missing. (Once there was a piece that was put through the washer and dryer.)

Each individual's behavior makes a contribution toward completing the puzzle, but the interaction of behavior is rarely explored.

There is a process involved in every activity—whether creating a puzzle or an event. Fitting together the component pieces for an effective process in specific organizational contexts has the features of working on an ongoing puzzle. Organizational processes have captured my attention across my research interests, course topics, administrative roles, and citizenship responsibilities. I believe the effort to improve organizational processes is extremely important for our common good.

Yes, there will always be important

organizational goals, impressive mission statements, well-charted projects, and assigned tasks. These are like the puzzle picture on the box. There will also be decisions, frameworks, and actions. These constitute pieces of the process—how we actually work together.

Lockheed Martin's company ad campaign captures the role of process. It says:

*Between the idea and the achievement, there is one important word: how. And it is the how that makes all the difference.*<sup>1</sup>

Years ago as the newest member of a lay review committee for the research evaluation staff of The Church of Jesus Christ of Latter-day Saints, I helped review research projects requested by General Authorities. I was the lead reviewer for a study in which our subcommittee agreed that one particular request for research should not be done. "What is the process for telling a General Authority no?" I asked innocently.

"There isn't one," joked a committee member. But we created one.

In the mid-1980s I was asked to take responsibility for the Executive MBA program, which was in a pilot stage. I was warned that my involvement would be too much administrative responsibility too soon. I was among those who raised the question: "What is the process for integrating a new program that secures value for faculty

Your **EFFORT** to improve how things get done always adds to the **OPPORTUNITY** of **CREATING VALUE** for you as well as the group or **ORGANIZATION**.

and students while preserving the integrity of the MBA degree?" When the answer was, "We don't know yet," I was enticed by the challenge to collaborate with colleagues to change our own organization. And we did.

*How* questions continued to hold my interest: How best to learn about the experiences and frustrations of minority students? How can faculty colleagues be in each others' classrooms to learn in addition to the required peer review time? How should BYU's

Women's Concerns Committee convey recommendations to the President's Advisory Council? How can students be involved in on-site research or consultation? How can managers value learning about differences and achieve an equitable, inclusive organizational culture while meeting business goals?

Each person in an organization can be as convinced that his or her way of getting things done is best. But the collective ability of a team to examine and value improving its processes may be relegated way behind completing a specific task or getting the final results. I am not suggesting an either/or choice. I have learned the importance of examining both content and process so that one develops a range of appropriate knowledge and skills.

In our many organizational contexts, each of us is contributing to the underlying process. If you are like most of the graduate students who have been in my group dynamics class, the process pieces you are contributing are anchored on your active behavior—what you say or do. However, *not* doing something, such as being silent in a discussion, also contributes to how the group works together.

I have learned that, one way or the other, we shape the process in which we participate—there is no neutral ground. When the puzzle is on the table, everyone can experi-

ence both the picture and the pieces. When the puzzle is the *how* of organizational process, one has to find and make the pieces visible then determine if others actually see the process and how the pieces fit together.

During my years at BYU, each of the three main areas of my research and teaching—dominant group identity and diversity, small group theory and practice, and organizational development and change—have enhanced my citizenship and administrative

roles. These roles required improving organizational processes and our contributions to them.

From decades of work on the puzzle of effective process, I offer a brief description of three key pieces.

### WHO ARE YOU?

Know the process implications of your identity—both personal characteristics and social categories. Who are you as a contributor?

In *How Can I Help?* Ram Dass shares the experience of a medical intern meeting a very ill patient:

*I remember one guy distinctly . . . who was altogether different. I think this guy changed my life. . . . One night there was an emergency, and I took the initiative and went to see him alone. He looked pretty bad. He gave me a grin and said, “Well . . .,” sort of like he’d expected me. . . . I imagine I looked a little surprised by the “Well . . .” but we just laughed a minute, and I stood there just so taken by who he was. And then he hit me with a single remark, half a question and half a . . . something else. “Who you?” he said, sort of smiling. Just that. “Who you?”*

*I started to say, “Well, I’m Doctor. . . .” And then I just stopped cold. It’s hard to describe. . . . What happened was that all kinds of answers to his question started to go through my head. They all seemed true, but they also seemed less than true. “Yeah, I’m this or I’m that . . . and also . . . but not just . . . and that’s not the whole picture.” . . . The thought process went something like that.*

*It must have shown, because he gave me this big grin and said, “Nice to meet you.”<sup>2</sup>*

So “Who you?” as a contributor to effective process? Do you know how your personal influence adds to the quality of the process for your team? Or in your family?

Is it your style to repeat a point hoping it will fit—symbolically the same strategy of putting pieces together by persistent pressure? If you are a big-picture thinker (you do the borders of a puzzle first), when is that emphasis needed? If you think that the key piece of data is missing, what do you do? If you avoid saying anything, how is that perceived?

We each also have identities from the social categories we represent. It is easier for many individuals to note, “I’m the only



faculty here from my department” than to notice who in the room is influenced by the dynamics of gender, race, ability, age, etc.

Early one fall morning, I flew to Paris to make a forty-five minute presentation to a diversity task force for Royal Dutch Shell. When they told me that I was selected, they also told me that some members of the team had given me the first ten minutes to demonstrate that I was not just a “U.S.-centric academic.” I had thought about how perceptions of my identity would affect the presentation process. After all, “it is the how that makes all the difference.”

How we work together defines us as much as what our task is. “Who you?”

Your effort to improve how things get done always adds to the opportunity of creating value for you as well as the group or organization. It enables you to test assumptions and take responsibility for your contributions. Quite possibly,

your efforts will provide the process leadership to discuss how effectively we are working together as easily as we offer ideas about our task or the topic.

Among you are peers, colleagues, and relatives who know who they are and the importance of their process contributions. Find them. Watch how their efforts create effective processes in meetings or families.

### CREATING A PROCESS

The second way to improve our organizational lives is to know how to design a task-appropriate process. This means having both an emphasis on being able to be creative and also making sure the process (how you approach the task) is relevant.

The ability to design ways to work together does not always reside in the leader of the group, and there are ways to suggest process improvements without undermining the authority of the designated leader.

One of my favorite phone calls began with a simple request to join a group for an off-campus lunch; the main topic discussed was how to influence the planning process for the new Tanner Building Addition. And we did. It was a privilege to be a part of a process that matched the required tasks with what needed to happen and who needed to be involved.

Whenever you hear someone complain about a meeting, listen to the participant

another to develop his or her abilities adds substance to our souls.

### GUIDING PRINCIPLES

A third key piece needed to complete the process puzzle is the capacity to articulate guiding principles for effective processes. How we treat others and why we are proposing a certain course of action in the process matters.

You are or will be faced with conflicting

Christlike life should show up in my daily interaction with others. Gospel beliefs can be expressed as guiding principles for effective ways of working together—in ways that those who do not share the same religious practice can understand.

As I am a member of The Church of Jesus Christ of Latter-day Saints, the gospel is my living process guide. Sorting through the stacks of paper in my office, I came across an article from 1991 by John Tanner titled “Not a Mind without a Soul.”<sup>4</sup> This was an address delivered to the Hinckley Scholarship recipients. He states: “I commend and honor you for your accomplishments. . . . But because you are already academically accomplished, I want to remind you of other ways to measure achievement. I do so in the spirit of the Hinckley Scholarship, which has always aimed at rewarding young scholars committed to goodness as well as greatness. . . . It is fitting to recall that ‘character is higher than intellect’ and that there is no true greatness without love.”

He goes on to say: “Doubtless, God rejoices in our achievement; but above all He regards our hearts.”

I am grateful for opportunities to serve, for a program of study that contributes to effective process, for the lives that have blessed mine, and for the generosity of the Dyer family that supports the William G. Dyer Distinguished Alumni Award. I suggest that if we are among those who hear, “Well done, thou good and faithful servant” at the end of our mortal process, it will be the *how* that made all the difference. **M**

**GOSPEL BELIEFS** can be expressed as guiding principles for **EFFECTIVE WAYS** of working **TOGETHER**—in ways that those who do not share the same **RELIGIOUS PRACTICE** can understand.

and look for the missing process pieces. Some tasks require enough time to develop trust; sometimes a vote is a better tool than consensus. I once made an assumption; I thought, “It will take someone with more authority than I have to influence this process.” With that assumption operating, I failed to be effective.

Over the years, I have come to believe that designing effective processes is a significant form of service. Engage in it. It is the modern equivalent of the Good Samaritan parable. Only instead of one person suffering by the roadside, a group or family is hampered by an ineffective process, and we can be too busy, be uninterested in their plight, or excuse our ability to respond.

President Spencer W. Kimball taught: “The more we serve our fellowmen in appropriate ways, the more substance there is to our souls.”<sup>3</sup>

I gave some of my students an intentionally ambiguous assignment: “Help each member of your quartet develop group-member skills.” They placed a significant amount of time and insight in service to each individual in their group. Their process changed lives. To place what you have and who you are in service to enable

processes and priorities. Articulating your theories, skills, or beliefs will help build a shared foundation for working together. Since information is now abundantly available and time is often calibrated by individual attention spans, your reasoning for when time needs to be spent in group work and how value is added from effective organizational process must be sound. Your voice will be important. Our capacity to examine the way something is being done, to raise concerns without inviting a contentious spirit, and to not seek individual gain at the expense of fair and appropriate process is increasingly important.

We live in an era when our collective attention to why things happen is more and more needed. You will be involved in providing the “why” for a process that supports new forms of organization and ways of working. Someone will say, “It can’t be done.” Your commitment and skills will make a difference. Invest in them. These three pieces—knowing who you are in how things get done, being able to design a relevant process, and being guided by sound principles—can make our combined work on the puzzle of process more effective.

For me, evidence of my effort to live a

### ENDNOTES

- 1 Lockheed Martin Corporation. Retrieved April 2009 from [www.lockheedmartin.com/how](http://www.lockheedmartin.com/how).
- 2 Ram Dass and Paul Gorman, *How Can I Help?* New York: Alfred A. Knopf (1985): 29-31.
- 3 Quoted in Dieter F. Uchtdorf, “Happiness, Your Heritage,” *Ensign* 38:11 (November 2008): 119.
- 4 John S. Tanner, “Not a Mind without a Soul,” *BYU Today* 45:2 (March 1991): 27, 44.

### ABOUT THE SPEAKER

*Kate L. Kirkham is an emeritus Marriott School faculty member. At the time of her retirement, she was the OB/HR faculty group leader in the Organizational Leadership and Strategy Department. This article is adapted from her remarks upon receiving the William G. Dyer Distinguished Alumni Award on 9 April 2009.*

# SCHOOL NEWS

## New Chair of Business Management Department Appointed



Professor **R. Bruce Money** has been appointed chair of the Business Management Department, succeeding **Michael Swenson**, who held the position

for seven years. The change was effective on 1 July 2009.

Money was selected after Marriott School deans sought input from faculty members in the department and consulted with administration. Before his appointment Money served as an associate professor of marketing and international business.

“Bruce will serve with distinction in a very

strong department,” Marriott School dean **Gary Cornia** says.

Swenson served the department for seven years—one more than usual—before stepping down. He has worked at BYU since 1989.

“We are grateful for the many long hours Michael has contributed in his role as chair,” Cornia says. “We all owe a debt of gratitude to him.”

## U.S. News Ranks BYU Business and Law Schools in Top Fifty

BYU’s business and law schools are among the top fifty in the United States, reports *U.S. News & World Report* in its “America’s Best Graduate Schools” issue. Other BYU graduate programs and specialties also rank in the top one hundred in their categories.

The Marriott School is ranked twenty-ninth for the second year in a row, tying its highest ranking ever from *U.S. News*, while the J. Reuben

Clark Law School is ranked forty-first—up five spots from last year.

The law school is ranked seventeenth in the legal writing specialty—up five spots from last year—and tenth for graduates with the least debt. The Marriott School’s graduate accounting program is ranked eighth, maintaining its previous ranking.

“These rankings continue to shine a bright light on the quality of our students and the education they receive,” says **Gary Cornia**,

Marriott School dean. “We are honored to be recognized with so many other topflight business schools. Even so, we believe the best measure of success is the influence for



## Marriott School Unites for 188-Mile Race



Finance professor Steve Thorley celebrates after finishing a leg of the 188-mile 2009 Ragnar Relay Wasatch Back.

“Bernie Madoff with our money.” “Honk if you’re paying your neighbor’s mortgage.” “We’re too big to fail.” Not exactly the slogans you’d expect to see at an intensive long-distance run, but these and others could be found on vans supporting the Marriott School Subprime Securities team at the 2009 Ragnar Relay Wasatch Back.

In the 188-mile run from Logan, Utah, to Park City, Utah, runners climb 14,562 feet over everything from suburban sidewalks to mountainous dirt paths. A team of twelve divides up the race, with each member running three legs. Subprime Securities finished fifth out of

forty-six teams in the men’s corporate category and forty-first out of all 162 men’s teams. Team members say they were pleased—and a little surprised—with the result, considering the diversity of ages within the team. The youngest member was twenty-three while the oldest was half a century his senior.

A Marriott School team ran in last year’s race, and **Sterling Bone**, the 2009 team captain, says he wanted to build on previous successes by increasing participation from different areas of the Marriott School. Members from nearly every part of the school ran on the team, including Bone and fellow professors: **Jeff Larson** from marketing, **Scott Summers** and **David Wood** from accounting, **Steve Thorley** and **Phil Bryson** from finance, **Jim Hansen** from information systems, and **Scott Thompson** from ROTC. Two students, marketing undergraduate **John Peterson** and economics undergraduate Ian Wright, also ran on the team along with assistant dean **Ron Seamons** and National Advisory Council member **Lloyd Hansen**.

Team members say working toward a common goal through difficult challenges helped them understand and appreciate each others’ places within the Marriott School. The faculty on the team especially appreciated the chance to get to know a member of the NAC because of the council’s role in supporting the school.

“We’ve worked on projects with the faculty to improve curriculum and recruiting,” Hansen says, “and I think the better we know the people whom we’re working with, the better we can accomplish our professional goals.”

good our graduates have on their organizations and on society.”

This year’s rankings come from data from surveys of more than 1,200 programs and 11,000 academics and professionals conducted in fall 2008.

The Romney Institute of Public Management maintained its No. 51 ranking among top public affairs programs in the nation.

### Students Select 2009 Bateman Award Winners

Two students and one faculty member were honored on 2 April 2009 at this year’s Merrill J. Bateman Awards, the only schoolwide award selected entirely by students.

Each year the Bateman awards are given to one undergraduate student, one graduate student, and one faculty member for their support of the Marriott School, service to the community, professional development activities, and



Former Marriott School dean and BYU president Merrill J. Bateman presents MAcc student Annie Iden with the Bateman Outstanding Graduate Student Award.

participation in networking.

“This is a great honor because it shows that those you are in the trenches with and with whom you associate daily appreciate what you do and who you are,” says **Jarem Hallows**, a senior business management student who received the award for outstanding

undergraduate student. “I didn’t understand how big this award was until I saw the other finalists and read their bios. It’s overwhelming.”

**Earl K. Stice**, professor of accounting, received the award for outstanding faculty member, while **Annie Iden**, a second-year MAcc student from Riverton, Wyoming, was named outstanding graduate student.

Former Marriott School dean **Merrill J. Bateman**, for whom the award is named, addressed the large audience in the Tanner Building and spoke about the need for continued service beyond church responsibilities.

### MBA Program Ranks Sixteenth in Forbes’ Best Business Schools

BYU is among the top schools to offer MBA students the most bang for their buck, according to *Forbes* magazine’s biennial list of best business schools. The BYU program placed sixteenth for return on investment in the publication’s 24 August issue, two spots ahead of its position in 2007, the last time *Forbes* published the list.

“Our students are known for having a rock-solid ethical foundation and an understanding of the value of work,” says **Gary Cornia**, Marriott School dean. “Our program combines those valuable characteristics with the technical skills needed to succeed. As a result, businesses and firms respond in increasingly positive ways in terms of opportunities and compensation.”

BYU MBA graduates earned \$41,000 more over five years by attending graduate school, breaking even after nearly four years. Their average salary five years after graduating was \$105,000, compared to \$45,000 before entering the program. The BYU program also had the lowest tuition of any school in the top twenty.

*Forbes* compiles the rankings by comparing the salaries of MBA students before school and five years after graduation. The magazine reports the total return on investment after subtracting what a student’s salary would have been and the total cost of attending, including tuition and foregone compensation.

Stanford ranked first on the list, with an \$85,000 return on investment, followed by Dartmouth at \$80,000, and Harvard at \$79,000.

## Student iPhone App Bounces to the Top



Want to bounce a ball inside your phone? There’s an app for that. Two BYU students created Awesome Ball, an iPhone application that topped the free app charts and won \$10,000 at the inaugural BYU iPhone App Competition.

“Awesome Ball is a toy designed to show off just what your iPhone can do,” says Jonathan Johnson, co-creator and electrical engineering graduate student from Henderson, Nevada. “It’s like having a bouncy ball inside your phone.”

Johnson and Brian Pratt, an electrical engineering doctoral student from Fountain Valley, California, worked together to program an app that shows off the iPhone’s accelerometer. They also created a customizable feature that allows users to put pictures of friends or celebrities on the bouncing balls.

After a month of planning and programming, Awesome Ball and eleven other teams loaded their applications to the Apple Store in March. Omniture, the competition’s sponsor, tracked downloads and use through a unique code in each application during

a two-week judging period. Awesome Ball had more than 300,000 unique users download the application in just fourteen days.

“The popularity of the iPhone applications developed by BYU students is a reminder to online marketers that their customers are increasingly going digital and interacting with their brands in new and exciting ways,” says Matt Belkin, senior vice president of emerging business at Omniture.

The other top teams during the judging period included MicroKart, Battle Dot, and Green Wars, winning \$5,000, \$2,500, and \$1,000, respectively. In addition, March Mayhem was chosen by the audience as the “coolest app,” and each team member won an Apple television.

## STUDENT NEWS

### MBA Students Hold Bone Marrow Drive for Classmate’s Daughter

While students across campus stressed over finals and achieving high ranks last April,

## Business Students Storm Broadcasting World with *Morning Market Call*



Greg Lee, left, interviews Julie Nelson and Christopher Bryant during a webisode of *Morning Market Call*.

room to the professional studio of the BYU Communications Department.

During its seven-month run, the show produced eighty-two episodes and featured more than one hundred faculty and student guests. *Morning Market Call's* web site, [mmc.byu.edu](http://mmc.byu.edu), has had hits from more than twenty countries and territories.

For **Christian Hsieh**, a recent MBA graduate from Taipei, Taiwan, and the creative mind behind the show, the success of *Morning Market Call* is remarkable considering its small beginning.

"I came up with the idea of having some sort of morning market meeting every day for MBA finance students after my internship with an investment bank. We had daily morning meetings talking about what's happening in the market and the economy as well as our strategy for the day," Hsieh says.

The idea morphed from a simple morning briefing into a broadcast production. Knowing it would be a difficult undertaking, **Grant McQueen**, finance professor and faculty advisor to the Graduate Finance Association, still felt the idea had appeal.

"The two parts of the students' pitch that resonated with me were first, that *Morning Market Call* would require students to keep current on issues related to the economy, capital markets, and individual companies, and second, the show could raise the visibility of BYU's finance program, which typically leads to better job placement," McQueen explains.

Cue the intro, dim the lights, and . . . action! Since October the Graduate Finance Association has made a splash into the world of broadcasting with its student-run show, *Morning Market Call*. With students planning, producing, and anchoring the show, the grassroots operation has come a long way from its initial episodes filmed in a dimly lit Marriott School conference

drive to go toward the registration fee.

Powers was overwhelmed with the student, faculty, and family response when the total count reached 209.

"For every two hundred people who sign up on the registry, one person's life will be saved," Powers says. "That means one person's life was saved because of this drive."

Although finding a match is difficult, Powers says that every donation helps, and if it doesn't help her daughter, it may help someone else.

To register for bone marrow donation, visit [marrow.org](http://marrow.org).

### BYU Teams Compete in Super Bowl of Business Plan Competitions



KT Tape members Reed Quinn, left, and Michelle Quinn at the Global Moot Corp Competition.

Two teams of BYU MBA students put their entrepreneurial businesses to the ultimate test as they competed against thirty-eight of the world's top-notch business plans at the twenty-seventh annual Global Moot Corp Competition, in Austin, Texas.

"The Moot Corp is the Super Bowl of business plan competitions," says **Jon Ward**, a recent MBA graduate from Logan, Utah, and member of team Xeromax Sciences. "The only way to receive an invitation is to win another prestigious competition. The fact that BYU had two teams involved is very significant. It means that BYU students have created two of the most impressive business plans in the country."

The results of the four-day competition recognized both BYU teams—KT Tape as first runner-up in its division and Xeromax Sciences as outstanding product in its division. Novophage Therapeutics, from Harvard, Boston University, and MIT, claimed the Global Champion prize. Teams from across the nation were joined by seventeen international teams from Australia, Canada, China, Colombia, France, Germany, Great Britain, Norway, and Thailand.

**Reed Quinn**, a recent MBA graduate and



Students held a bone marrow drive to try to find a donor for Evelyn Powers, above, who was diagnosed with the blood disease HLH.

hundreds of business students flocked to the MBA lounge to try to save a life.

After learning that the daughter of fellow MBA student **Emily Powers** was diagnosed with the blood disease HLH,

three classmates teamed up to organize a bone marrow drive to find a match for the child. The event also served as part of the Graduation Management Admission Council's "Team MBA" program, which encourages service

among business students.

"We had been looking for a service project to do but started pretty late in the game," says **Mathew Harrison**, a recent MBA graduate. "When we found out about Emily's daughter, we knew it would be the perfect opportunity for BYU."

Harrison teamed up with MBA students **Paul Winterowd** and **Julie Hulet** to organize the drive. While bone marrow donation drives are not particularly common, they are nevertheless needed. Because the tests cost more money than blood donations, each person who registers to donate pays \$50 to have his or her cheek swabbed and give out personal information. One generous Marriott School professor donated the fee for one hundred MBA students. Registrants were also able to donate \$25 at the

## Globally Savvy MBA Students Win Eccles Scholar Award

BYU MBA students from California to Armenia are preparing to flood the globe with business skills and international expertise. To better prepare these students for their future international roles, the Kay and Yvonne Whitmore Global Management Center named six students from the MBA Class of 2010 as George S. and Dolores Dore Eccles Scholars. Each student receives \$10,000 to further his or her Marriott School education and to prepare for the world of international business.

"The Eccles Scholar award signals recruiters that these students are passionate about international business," says **Lee Radebaugh**, director of the Global Management Center.

The 2009 Eccles Scholars are MBA students: **Ryan Andrus** from Orem; **Michelle Blood** from Murrieta, California; **Zachary Clarke** from Pocatello, Idaho; **James Fowler** from Sandy Creek, New York; **Kyle Freebairn** from Tucson, Arizona; and **Sevak Tsaturyan** from Dilijam, Armenia.

These scholars see a BYU education as a great help to them in their international business careers. "BYU is a special place," Tsaturyan says. "It is not only a spiritual and admirable campus but an overall excellent university."



Back row, from left: Ryan Andrus, James Fowler, and Kyle Freebairn. Front row, from left: Sevak Tsaturyan, Zachary Clarke, and Michelle Blood. Photo by Jaren Wilkey/BYU Photo.

member of KT Tape, thinks the worldwide economy is fueling the entrepreneurial fire for many students.

"With the economic downturn, there are fewer jobs available, and I believe this is encouraging many more students to start entrepreneurial businesses," Quinn says.

Moot Corp is an opportunity for students to present and refine business ideas. It was the first event of its kind and is considered the most prestigious. Patterned after moot court's experience for law students, Moot Corp simulates the experience that entrepreneurs undergo when appealing to investors for funding.

### BYU Info Systems Students Win Big at National Competition

BYU information systems students reeled in eight awards with their problem-solving strategies and technological expertise at the National Collegiate Conference for the Association for Information Technology Professionals in Oklahoma City this spring.

Competing against sixty-one other universities—some with more than twenty student entrants—the six BYU seniors left with more awards than any other school. The two-man



From left: Reed Olsen, Dave Wilson, Robert Mount, Devin Collier, Landon Cope, and Bryce Clark.

teams won first and second place in the business intelligence competition; second place in the office solutions competition; third place and honorable mention in the system analysis and design competition; third place and honorable mention in the Java competition; and third place in the application development competition.

"Our core experience really preps BYU students for high-pressure, quick-turnaround competitions," says **Craig Lindstrom**, assistant professor of information systems and advisor for the competition. "The depth of the subject material taught in information systems courses helped them do well."

Students who competed were **Bryce Clark**,

from Calgary, Alberta, Canada; **Landon Cope**, from Tucson, Arizona; **Devin Collier**, from Provo; **Robert Mount**, from Provo; **Reed Olsen**, from Weston, Massachusetts; and **Dave Wilson**, from Highland, Utah.

While most teams registered for only two or three competitions, BYU's teams signed up for all six time slots. This schedule made the competition even more rigorous with some students spending as many as thirteen hours competing in a single day.

"The entire competition was a test of mental endurance," Olsen says. "After eight hours of competing, I could hardly think straight. However, we just pushed through for the remaining five hours of the contests, and it paid off."

### ROTC Cadet Wins National Award

A BYU Army ROTC cadet won a national award and the opportunity to attend a National Security Seminar in Lexington, Virginia, joining top cadets from across the country at the Virginia Military Institute and Washington & Lee University.

**Robert Root**, a recent political science graduate from Santa Clara, Utah, received the Marshall Award, recognition given to the top cadet from each of the 273 Army ROTC units in the United States.

"Cadet Root has been an outstanding leader," says Lt. Col. **Ted M. Leblow**, professor of military science. "He always leads from the front and truly cares for all those he works with."

The award was presented at a three-day seminar where recipients learned about a broad range of national security issues through roundtable discussions with regional experts. Award winners also heard from guest speakers including Army Secretary Pete Geren and Army Chief of Staff Gen. George W. Casey.

"These roundtable discussions provided me with valuable insights into the challenges and opportunities facing the United States throughout the world," Root says.



Root graduated in April and was commissioned on 23 April 2009. Now a second lieutenant, Root will begin medical school this fall.

at Kirksville College of Osteopathic Medicine in Kirksville, Missouri, after which he plans to serve as an active-duty Army physician.

### Tipping Bucket Wins 2009 Social Venture Competition



From left: Shawn Moore, SaraJoy Pond, and Josh McLane.

To most people, \$1 might seem like a drop in the bucket, but for The Tipping Bucket, every dollar brings a social entrepreneur closer to his or her goal of implementing positive change.

The Tipping Bucket's plan to put funds into the hands of young social entrepreneurs won

the student team first place and \$10,000 at the sixth annual Social Venture Competition. Established in 2004 by the BYU Center for Economic Self-Reliance, the Social Venture Competition is designed for students who, through a business venture, are combating social issues in areas such as health care, poverty, and education.

Students began The Tipping Bucket with the idea to build a Facebook application that allows users to make \$1 donations to help fund various social venture projects.

"During the years, I've connected with so many people who are not just passionate about their ideas but are actually ready to go forward and make a difference—if they could only find some way to fund them," says SaraJoy Pond, a doctoral candidate studying instructional psychology and technology from Berthoud, Colorado, and founder of The Tipping Bucket.

Pond's concern grew into the idea for The Tipping Bucket, which was her way of getting funds into the hands of bright, young social entrepreneurs.

"Each project will have a deadline and a funding goal—the tipping point that will enable that project to succeed," says Josh McLane, a law student from Mission Viejo, California, and a member of The Tipping Bucket team. "If the bucket tips before time runs out, all pledged donations are collected and the project moves forward. If not, then none of the donations go through and a new project gets its turn in the bucket."

The Tipping Bucket team members included Pond, McLane, and Shawn Moore, a BYU graduate from St. George, Utah.

### Air Force ROTC Drill Team Wins National Event

When the BYU Air Force ROTC drill team started rehearsing last fall, most of the cadets had never shot a rifle before, let alone spun one.

The drill team has come a long way; the twelve-man rifle team won first place overall at the Southern California Invitational Drill Meet, one of the largest drill competitions in the nation. The team participated in inspection,

## Waterproofing Company Wins 2009 Business Plan Competition



Jason Huntsman presents for Xeromax at the 2009 BYU Business Plan Competition.

The next generation of waterproofing is durable, breathable, environmentally friendly—and it is already here. The patent-pending technology, Hydrapel, can even make a paper towel withstand water-absorption. Hydrapel was developed by Xeromax, the first-place winner at the 2009 BYU Business Plan Competition, taking home the grand prize of \$50,000 in cash and in-kind services.

As one of three finalists of forty-four entrants, Xeromax presented its plan to venture capitalists, entrepreneurs, and hundreds of students at the final event on 3 April 2009.

"The overall quality of the plans submitted was very impressive," says **Jon Ward**, BPC director and recent MBA graduate. "Several judges commented on the quality of our students' work. I anticipate

great things are going to come from BYU's entrepreneurial-minded student body."

The Xeromax team consists of **Chris Bryant**, a recent MBA graduate from Leesburg, Virginia; and **Jason Huntsman**, a recent MBA graduate from Cedar City, Utah.

Winning second place and \$30,000 was KT Tape, a company that brings kinesiology therapeutic tape directly to the consumers. The tape has the same elasticity as skin and relieves pain by lifting skin off of the injured location to increase circulation. KT Tape already has an exclusive endorsement from Kerri Walsh, a U.S. Olympic volleyball player who wore the tape at the Beijing Olympics.

Terra Nova came in third, winning the \$20,000 award. The company provides environmental remediation for chemical contaminants in the soil—a lengthy process cut down to twenty-one days.

In addition to the Business Plan Competition prizes, the Center for Entrepreneurship and Technology awarded \$5,000 each to Pink Coconut Design for best home-based venture and to Fly Wheel for best web-based business. The Global Management Center awarded \$4,000 to Yo-Kid for best new international business venture.

Xeromax also won second place at the Wake Forest Business Plan Competition in late March. KT Tape won first place and \$20,000 in cash and in-kind prizes at the San Diego State University Venture Challenge. It also received first place and \$50,000 at the University of Oregon New Venture Challenge and first place and \$40,000 at the Utah Entrepreneur Challenge at the University of Utah. Terra Nova won second place and \$1,000 at the University of Louisville Cardinal Challenge Fast Pitch competition.



Photo courtesy of Eric Schott.

regulation, and exhibition phases of competition, with its combined score placing them at the top. BYU made a good showing at the event, with the color guard tying for first place and the four-man rifle team taking third.

“It’s a big accomplishment,” says Major **Alan Hanks**, professor of aerospace studies. “Our teams have been placing second or third for the past few years, but they’ve never placed first. They had a lot of drive this year.”

The drill team put in long hours of practice to hone its skills and build team unity.

“We spent ten to fifteen hours practicing each week just to prepare,” says **Erik Hulme**, a senior from Spring, Texas, majoring in mechanical engineering and commander of the drill team. “It got to a point that when I gave commands, the cadets didn’t think about it, they just did it.”

The rigorous practice schedule prepared the teams to go up against cadets and midshipmen from the Navy, Marines, Army, and Air Force; the competition hosted more than one hundred junior and senior teams from around the country.

### Three MBAs Named 2009 Stoddard Scholars



From left: Jason Mathews, Aaron Archibald, and Mark Cherrington.

Three MBA finance students received a faster return than expected on their educational investment after being named Stoddard

Scholars and receiving \$5,000.

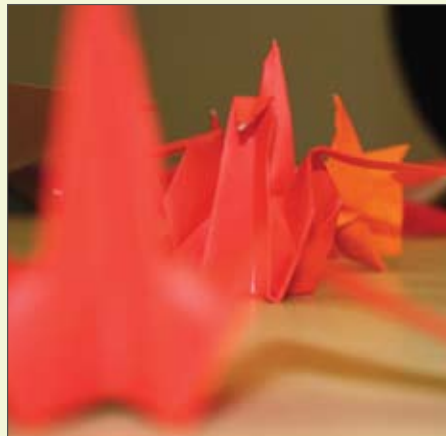
“The scholarships are a vote of confidence in students whose professional careers and church service will reflect favorably on BYU, the MBA program, and the finance major,” says **Grant McQueen**, a finance professor who helped select the scholars. “These scholarships come at a perfect time for students who are preparing to graduate and relocate around the country.”

The 2009 Stoddard Scholars are **Aaron**

**Archibald**, from Magna, Utah; **Mark Cherrington**, from Orem; and **Jason Mathews**, from Las Vegas.

“I was very excited to tell my family that I had received recognition for my performance, especially given the number of smart, hard-working students in the program,” Mathews says. “The scholarship came unexpectedly and was a tremendous boost to my confidence and bank account.”

## MPA Professor Honored with Paper Cranes



When a group of MPA students wanted to pay tribute to their professor who was diagnosed with cancer, a card didn’t seem to cut it—instead they opted for paper birds.

Students from adjunct professor **Kimball Young’s** public debt management class from fall 2008 banded together to show their appreciation and support for a professor they love.

Young, who was diagnosed with cancer last fall, decided to override the advice of Dean **Gary Cornia** to take a break from teaching. Instead, Young drove from Salt Lake City every week

despite frequent chemotherapy treatments.

“That was very touching to us,” says **Brian Halverson**, a recent MPA graduate with an emphasis in local government from Troutdale, Oregon. “An ordinary person would say, ‘I’ve done enough: I’ve taught several years; I can take a leave for this.’ But Professor Young didn’t. He kept faithfully driving down almost every week for us.”

Young’s example of sacrifice prompted his students to take action. They thought about a card but didn’t think one could adequately express how they felt. Then Halverson had an idea.

“When my mother was sick with cancer, several people in the community banded together and folded 1,000 cranes for her,” he says.

In ancient Japanese folklore, folding 1,000 paper cranes for a person is said to grant that person one wish. Although the practice is widely used throughout the world to promote world peace, it is most traditionally linked to curing illnesses and diseases.

The time-consuming but worthwhile gesture was disorganized at first. That’s when **Amy Harlow**, a recent MPA graduate from Provo with emphases in local government and finance, took the reins of the project and organized the students together. One January evening, about fifteen students gathered in the MPA lounge to watch *Kung Fu Panda*, munch on snacks, and share stories about Young and his class while folding cranes.

After spending several hours in the lounge, many students took paper home to fold cranes during down time; some students enlisted the help of spouses and house guests. At the rate of approximately three minutes per crane, the cranes were finished fifty hours later. In early February, several students carpooled together to deliver the cranes to Professor Young’s house.

“He had just gotten back from Texas, and he was looking much better,” Halverson says. “He was really appreciative. We spent the hour chatting about current events and drinking cider.”

The cranes, strung up in a cylindrical stream of rainbow-like color now hang in Young’s office—a reminder of the class he sacrificed for.

Stoddard scholarships are awarded to a handful of second-year MBA students each year who perform well academically, help build the finance program, and complete the requirements for the finance major. Final selection is made by a committee of faculty members.

## FACULTY NEWS

### Director Selected as President-Elect of American Accounting Association



**Kevin Stocks**, director of the BYU School of Accountancy, has been selected as president-elect of the American Accounting Association.

“I know that he will be a terrific leader,” says Nancy Bangranoff, the current AAA president. “People admire his leadership style, they admire his integrity, and they admire his passion for accounting education.”

Starting in August, Stocks began serving one year as president-elect, one year as president, and then one year as immediate past president. This is a mark of distinction in the accounting academic world for both Stocks and BYU, which is now one of two universities nationwide to have more than one faculty member serve as AAA president. BYU professor and former Marriott School associate dean **Steve Albrecht** served as the organization’s president from 1997 to 1998.

The AAA is a society of academics who promote worldwide excellence in accounting education, research, and practice. Stocks, who has been involved with the AAA in numerous capacities for nearly thirty years, was nominated by a committee comprised of past presidents and other prominent members.

### Entrepreneurship Professor “Springs” into Top One Hundred

A BYU professor was honored by his peers as one of the top venture entrepreneurs in Utah—for the second time in three years.

**Gary Rhoads**, professor of entrepreneurship and associate director of the Rollins Center for Entrepreneurship and Technology, was named to the 2009 vSpring Capital Top 100 Venture Entrepreneurs list. Rhoads has co-founded

## BYU Grad Students Use Break to Help Small Businesses



*Paul Winterowd and Paul Rowley consult with Axel, a small business owner in Nicaragua.*

Instead of getting an early start on summer boating or hiking, more than twenty BYU MBA and MPA students spent their free time improving small businesses around the world.

Because BYU classes end in late April, many students have a few extra weeks of summer break while most other schools are still in session. The MBA/MPA social venture consulting projects, organized by BYU’s Center for Economic Self-Reliance, allow students to use this time to work with small business owners in the United

States, Ghana, Paraguay, Ecuador, Nicaragua, and Guatemala.

“These consulting projects give graduate students the opportunity to use their management skills and talents to give deeply meaningful service,” says **Todd Manwaring**, CESR managing director. “The projects are unique to most service opportunities because of the fluent language skills, advanced education, and work experience that these graduate students have and utilize.”

For Axel, a small business owner in Nicaragua, the graduate students’ advice could significantly improve his \$24-a-month profit. By comparing inventory and sales records, the students found that Axel’s tire sales—previously thought to be most profitable—were in the red. After analyzing the local market, the students helped him recognize the demand for car batteries, a product switch that could more than triple his income.

**Paul Winterowd**, a second-year MBA student from Murray, Utah, who consulted with Axel and other business owners in Nicaragua, doesn’t regret the three and a half weeks of summer he spent on the project.

“I feel like we are doing things that really could improve peoples’ lives long term,” Winterowd says. “It isn’t about giving a man a fish but truly teaching him how to fish.”

Microfranchise owners in Ghana also benefited from the consulting projects. For two weeks students shadowed “Health Keepers,” women who carry baskets of health care products to sell in small villages. After walking in their footsteps, the students were able to make valuable suggestions.

“My management skills, classes, and past experiences prepared me for this consulting project and allowed me to help make a difference in the lives of others,” says **Kristan Brooks**, an MBA student from Roswell, Georgia. “Working with Health Keepers was inspiring. This was an experience I will never forget.”



a number of startup businesses and was also named to the list in 2007. The v100 is a tool used to identify and recognize entrepreneurs with ties to the state of Utah who are most likely to experience successful venture returns.

Several others affiliated with the Marriott School have also been named to the v100 in recent years, including **John Richards**, associate teaching professor; **Bill Price**, executive director of the Center for Entrepreneurship and Technology; and **James Endicott**, part-time instructor and advisor to the annual business plan competition.

“The entrepreneurship faculty have an impact on promoting and fostering entrepreneurship in the state,” Rhoads says. “Clearly BYU is a major force for entrepreneurship in Utah.”

## Hire a Dwight Schrute for a Better-Performing Team



Nobody wants to share a cubicle with a new hire like Dwight Schrute. The beet-farming volunteer sheriff's deputy/paper salesman creates many awkward moments because of his differences with co-workers on NBC's *The Office*.

But according to new research co-authored by BYU business professor **Katie Liljenquist**, better decisions come from teams that include a "socially distinct newcomer." That's psychology-speak for someone who is different enough to bump other team members out of their comfort zones.

Researchers noticed this effect after conducting a traditional group problem-solving experiment. The twist was that a newcomer was added to each group about five minutes into their deliberations. And

when the newcomer was a social outsider, teams were more likely to solve the problem successfully.

The research is published in the *Personality and Social Psychology Bulletin*.

"One of the most-cited benefits of diversity is the infusion of new ideas and perspectives," says Liljenquist, assistant professor of organizational leadership. "And while that very often is true, we found the mere presence of a newcomer who is socially distinct can really shake up the group dynamic. That leads to discomfort but also to a better process that ultimately yields superior outcomes."

The key factor is simply whether newcomers are distinct in some way from the other group members.

"Remember, socially 'distinct' doesn't necessarily mean socially 'inept,'" says Liljenquist, whose co-authors on the paper are Katherine Phillips of Northwestern's Kellogg School of Management and Margaret Neale of Stanford. "Dwight's upbringing and past work history—in addition to his bobblehead doll collection—all contribute to the measure of diversity he brings to *The Office* melting pot."

The paper adds a new wrinkle to the wealth of research on teams, says Melissa Thomas-Hunt, associate professor at Cornell's Johnson School of Management.

"This research is groundbreaking in that it highlights that the benefits of disparate knowledge in a team can be unleashed when newcomers actually share opinions of knowledge with old-timers but are socially different," Thomas-Hunt says. "It is the tension between social dissimilarity and opinion similarity that prompts heightened effectiveness in diverse teams."

### Sixteen Recognized at Marriott School Awards Night



The Marriott School honored **Kevin Stocks** with its highest faculty distinction, the Outstanding Faculty Award, at the annual Marriott School Awards Night in April, along with fifteen other individuals for their contributions to the school.

"I want to express appreciation for this recognition and acknowledge that it has to do with working with really good people," Stocks said at the banquet. "That's what it's all about. Synergy tops individualism every time. That synergy does not apply only to the accounting program,

but it also applies to the Marriott School."

The Marriott School Excellence in Teaching Award was presented to **Steven Glover**, professor of accounting.

Marriott School Citizenship Awards were presented to **Lynn McKell**, professor of information systems; **Rayman Meservy**, associate professor of information systems; and **Gary Rhoads**, professor of business management.

Marriott School Scholarly Excellence Awards were presented to **Barrett Slade**, associate professor of finance; and **David Whetten**, professor of organizational leadership and strategy.

The Marriott School Administrative Excellence Award was presented to **Emily Smurthwaite**, publications editor in the office of External Relations and Technology.

Marriott School Staff Excellence Awards were presented to **Debbie Auxier**, secretary for the EMBA program; **LuAnn Hart**, secretary for the Dean's Office; and **Laura Leseberg**, assistant military personnel technician for the Military Science Department.

Retiring faculty and staff members were

also honored at the banquet for their service. The seven 2009 Marriott School retirees are **Richard Dalebout**, associate professor of business law; **Gordon Jacobs**, professor of aerospace studies; **Lynn McKell**, professor of information systems; **Linda Ottley Rich**, program director at the BYU Center for Entrepreneurship; **K. Fred Skousen**, BYU advancement vice president; **Paul Timm**, professor of organizational leadership and strategy; and **Joan Young**, director of undergraduate management.

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## MANAGEMENT SOCIETY NEWS

### Former Utah Governor Honored by Salt Lake Chapter



The Salt Lake City Chapter presented the 2009 Distinguished Utahn Award to Michael O. Leavitt, former governor of the state and former U.S. Secretary of

Health and Human Services, at a ceremony on 15 May 2009.

“I am deeply appreciative of the chance to do the service that I have done,” Leavitt told the crowd of more than three hundred at the Grand America Hotel in Salt Lake City. “The people of Utah have graced my life in a way I will never forget and for which I will always be grateful.”

Chapter president **Keith Call** presented the award and praised Leavitt for his leadership and business skills alike.

“The event was a fitting tribute to an incredible leader,” Call says. “I think everyone who attended walked away inspired to be a little better and do a little more good. We are grateful to all the individuals and sponsors who stepped up and made the event possible.”

Former U.S. president George W. Bush praised Leavitt for his leadership skills in a letter read during the award ceremony.

“In government and in business, Mike has distinguished himself as an executive who gets results,” the letter stated. “His principled leadership has brought tremendous good to our country and the state of Utah. At every point of his career, he has shown wisdom, foresight, and a willingness to serve a cause greater than self.”

Leavitt served as U.S. Secretary of Health and Human Services from 2005 to 2009; as EPA administrator from 2003 to 2005; and as governor of Utah from 1993 to 2003, making him one of the nation’s longest-serving governors. He earned a BS in business and economics from Southern Utah University and founded the regional insurance firm, the Leavitt Group.

### Panama Chapter Gets Business Help from Employment Specialists

The Panama Chapter of the BYU Management Society held a seminar on 23 May 2009 featuring advice on establishing a family business and improving current businesses. The keynote speaker was **Elder Don R. Clarke**, a member of the Second Quorum of the Seventy and president of the Central America Area of the LDS Church. His instruction highlighted leadership in the workplace.

“Normal people can achieve whatever they want, but it all depends on you,” Elder Clarke told a crowd of more than three hundred business professionals, managers, and civic organizers.

**Luis Cedeño**, president of the Panama Chapter, also spoke on the importance of establishing a good first impression during a job search. He focused on order, clarity, cleanliness, and synthesis in presenting a one-page résumé.

Other speakers at the event included **Ignacio Amaya**, a BYU MBA graduate; Dalila A. Samaniego, employment specialist at LDS Employment Services; Alidia de Rojas, a CPA who works for the University of Panama; and Clarissa Hernandez, who holds an MBA in finance from the University of Panama.



From left: Erick Canto, Luis Cedeño, and Elder Don R. Clarke of the Second Quorum of the Seventy.

### Leadership Conference Draws Crowd in Europe

The BYU Management Society’s European Leadership Conference brought together nearly one hundred people representing eight chapters of the Management Society on 9 May 2009 in downtown Frankfurt, Germany. The two-session conference was hosted by the Frankfurt Chapter.

The morning session focused on providing Management Society leaders with the skills



Christian Nabrotzky presents on legal issues.

necessary to build strong chapters. Walter Wiese, innovation manager at Evonik Industries, delivered the keynote address of the session, focusing his remarks on the different dimensions of national cultures.

The evening event included a banquet and was open to the public. **Rixa Oman**, the executive director of the Management Society, and **Jeff Davis**, vice president and general manager of global operations for P&G’s professional hair care division, spoke at the evening event.

Oman’s remarks focused on moral and ethical leadership, encouraging attendees to be unwavering examples of integrity in their communities.

“I believe that, as varied and disparate as nations, cultures, and religions may be, there is an innate foundation of all moral and ethical behavior,” Oman said. “In principle, if not in practice, there is a universal ethical standard called the golden rule. It is: do unto others as you would have them do unto you.”

Other speakers at the event included **Cynthia Halliday**, managing director of the Global Management Center at the Marriott School; **Mark Dickson**, Management Society Steering Committee member; and **Nicholas Guthier**, Frankfurt Chapter president.

### Management Society Encourages Organization of New Chapters

With the recent growth of the BYU Management Society, now is a better time than ever to consider organizing and establishing a chapter in your area. There are currently seventy active chapters around the world, and about ten have been established since September 2008.

“The Management Society has seen unprecedented growth in the past year,” says **Rixa Oman**, executive director. “I believe that is

driven by several factors. Certainly the state of the economy has caused an increase in the need for building relationships among professionals. In addition, the vision of the society and the need for moral and ethical leadership resonate around the world and have attracted great interest.”

Members who desire to activate a new chapter are helped along the way by several individuals. They first contact Oman to discuss the chapter and its goals. She then contacts **Chet Harmer**, the steering committee member responsible for developing new chapters. Harmer will not only help in starting a chapter but also give advice to become an active and enjoyable branch of the Management Society.

“In the beginning, I tell them that they need to have a recurring activity—a monthly luncheon or a dinner,” Harmer says. “But very soon they need to reach out and look for other activities that they can do—interactions with other societies, scholarship funds, internship help, etc. The more activities a chapter is involved in,

the greater likelihood people will be interested in the Management Society.”

Meanwhile Oman contacts other BYU alumni in the area for additional chapter members and sets up a web site, if one does not already exist. A steering committee member is assigned to cover the new chapter’s area and assists the new chapter in remaining active. Additionally, representatives from every chapter gather each October in Provo at the Management Society Leadership Conference to meet with other chapters and learn from them.

“The main purpose of having a chapter is to provide service to the local community,” Harmer says. “More mature chapters provide service in a variety of ways.”

Recent graduates and well-established business associates can enjoy the benefits of an active chapter.

“We are pretty new to this, but already we have seen many opportunities to benefit chapter members and the community at large,” says **Steven Merrell**, president of the newly

minted Monterey, California, Chapter. “The Management Society, with its focus on building moral and ethical leadership, also provides a place to network where these values are shared and fully supported.”

To organize a chapter in your area or for questions regarding new chapters, contact [management\\_society@byu.edu](mailto:management_society@byu.edu).

### President Eyring Receives Award from Washington, D.C., Chapter

The Washington, D.C., Chapter of the BYU Management Society awarded President Henry B. Eyring, First Counselor in the First Presidency of The Church of Jesus Christ of Latter-day Saints, with its Distinguished Public Service Award on 18 April 2009.

Former U.S. Ambassador to Belgium Tom Korologos and chapter president **Brian Barker** presented President Eyring with the award, honoring his lifetime of public service. More than 750 people from the Management Society, as well as representatives from

## Marriott Grad Uses Business Savvy during Tour in Iraq



An interpreter with the U.S. Army and a local Iraqi discuss business with Marriott School graduate Cyle Adair, far right.

When 2007 Marriott School alumnus **Cyle Adair** was deployed to Iraq in January 2009, he didn’t think he would be using his business degree. As a second lieutenant in the U.S. Army, he thought of leading soldiers in firing mortars, conducting mounted and dismounted patrols, and training Iraqi forces. But none of those tasks proved to be his toughest job.

“Everyone thinks of Iraq as just a lethal battle, shooting guns at each other, but the most difficult part of the war in Iraq is the nonlethal part,” Adair says. “You’ll never be able to kill an insurgency with guns. We are trying to use influences other than weapons to effect change.”

Enter Adair’s business savvy. By implementing a micro-grant loan system, he provided small grants of up to \$2,500 to help Iraqis start or improve small businesses. Using his entrepreneurship

knowledge, he has also provided support to business owners.

“I’ve helped them by working on goals and business plans to help them qualify for these grants,” Adair says. “It has been hard work with lots of meetings and working in the marketplace itself to see where and how these grants can help the economy. I know if the money is placed in the right areas with specific functions, the marketplace can flourish and improve the economy.”

By combating poverty and the poor economic conditions of the average Iraqi, Adair is striking hard at insurgent groups. Those groups use ordinary citizens to plant roadside bombs and other explosives, offering money for their services. Most citizens don’t belong to the insurgency, but the money can go a long way toward feeding their families. “By building a strong economy here, it will greatly influence the success of our efforts in this war,” Adair says.

His work with the micro-grant system was such a success in his area that his squadron commander appointed him to coordinate the program through a larger area of operation.

“The squadron commander inquired about my background, and I mentioned that I graduated from the BYU business school and had taken a lot of classes in entrepreneurship and finance,” Adair says. “He said he needed the skill set that I had and promoted me, saying I’d have the opportunity to affect a larger area with this new position.”

Thanks to his Marriott School education and unique skills, Adair has been able to do more good for the Iraqi people than a typical soldier might.

“I am appreciative of the education I received from the Marriott School,” Adair says. “It has given me a greater opportunity to serve and make a difference. It is what we as soldiers sacrifice to do every day.”



government, business, and international embassies were in attendance.

“The night served as an opportunity for those not of our faith to learn more about the goals of BYU and the Management Society,” Barker says. “President Eyring’s speech was inspiring, and I believe people left wanting to lead with integrity.”

President Eyring’s remarks focused on leadership.

“I have tried to understand why great leaders get people to follow them,” he said. “My explanation is getting down to two words: trust and integrity. It seems to me that people follow leaders they trust, and the main source of their trust is the integrity they sense in the leader.”

President Eyring graduated from the Harvard Graduate School of Business. He was ordained an Apostle on 1 April 1995 and called to the First Presidency in 2007.

### Orange County Chapter Fields Successful Annual Event

The Orange County Chapter held its sixth annual Career Development Night, an event co-sponsored by LDS Employment Resource Services and HPSI Inc., at the Irvine California Stake Center in June. The conference was the largest and most successful to date, with nearly four hundred attendees. The keynote speaker was Hugh Hewitt, a law professor at Chapman University and a nationally syndicated radio talk show host. He spoke about his career path and the importance of listening to his colleagues’ and mentors’ suggestions about what employment he should consider pursuing.

After Hewitt’s entertaining and educational thoughts about career development, the attendees broke out into adjoining classrooms to attend six classes taught by industry experts on coping with a layoff; recession-proofing your career; home-based businesses; developments and opportunities in the

## MBA Sisters Strengthen Top-Tier Businesses

It’s difficult to forge friendships with employees of a rival company in the business world. So what happens when your rival’s employee also happens to be your sister?

Such is the case for **Jamila and Denise Cutliff**. Jamila, an MBA graduate from 2005 who now works for PepsiCo, is the regional finance manager for the \$750 million business. Her sister, Denise, who graduated in 2006, works as a human resource manager for competitor General Mills. But that doesn’t seem to threaten their bond.



Denise Cutliff



Jamila Cutliff

“We are both very competitive, especially working for rival competitors in the grocery stores,” says Jamila. “But we are very close personally. We talk frequently and give each other advice. Because we’re not in the same function, we have an opportunity to coach each other.”

Even though the sisters’ time as MBA students overlapped for a year, their different emphases kept them from attending classes together; Jamila focused on marketing and supply chain, while Denise studied organizational behavior. Still, Denise says her older sister helped her prepare for graduate school.

“My sister played a role in sending me to graduate school, while I was finishing my theater degree,” she says. “She helped me know what to expect. Because I’m a very structured person, I like to know what to look forward to before I start something; she helped me with that. We also lived together for a year. It was great to spend more time living together before we went our separate ways.”

Besides having the MBA background, the sisters are alike in many ways. They both served missions for the LDS Church (Jamila in Hawaii; Denise in Spain), and they both had to adjust to different climates after graduating and moving away from Provo (Jamila lives in Alabama, while Denise currently resides in Wisconsin).

And the Cutliff sisters aren’t the only business-minded people in their family. They are third-generation business school graduates, with a father who earned an MBA and a MAcc from Central Michigan University and a grandmother who used her business degree to manage a store in the early twentieth century.

“Not only can the two of us speak ‘business lingo’ with each other but also with our father,” Jamila says. “It’s nice to have someone in the family who can understand what you do on a day-to-day basis.”

Despite the family ties, each sister is loyal to her brand.

“I’m a Frito Lay enthusiast,” Jamila says. “If you go into my pantry, you will find it filled with its products.”

And no family relationship will change that.

franchising industry; health care careers; and high-tech careers.

After the breakout sessions, the participants and sponsors joined together for networking and pie. Many participants commented that they had a wonderful time and learned useful career tips from this conference. Because of the evening, the Orange County Chapter successfully registered several new chapter members.

### CLASS NOTES

1981



**Marsha Madsen Bowen** graduated from the BYU MPA program in 1981. She currently works as a senior proposal manager at Verizon Business, a Fortune 10 global

telecommunications services company.

Bowen has held various positions in sales, marketing, project management, and proposal management, primarily in the telecommunications industry. Bowen has lived and worked in Utah, Arizona, and California.

She has also been involved in various community and service activities with United Way. Bowen and her husband, Scott, are the parents of two children and live in Oak Park, California.

### 1983



After graduating from BYU in 1983 with a degree in accountancy and All-American football honors, **Bart Oates** played offensive line for the Philadelphia/Baltimore Stars of the USFL, then with the NFL's New York Giants and San Francisco 49ers, where he played in the 1995 Super Bowl and was selected for five Pro Bowl squads.

After retiring from the gridiron, Oates earned a JD from Seton Hall University in 1990, most recently working in the legal field for Ribis, Graham & Curtin in Morristown, New Jersey. He is also the managing director for Cohn Real Estate, which specializes in representing owners and tenants with acquisitions and dispositions of commercial real estate. Oates is an active member of the New Jersey State Bar Association.

Oates and his wife, Michelle, live in Harding, New Jersey, with their three sons.

### 1984



**Jeffrey B. Welch** is the president of Krispy Kreme International, having expanded the popular business into seventeen countries throughout Asia, Latin America, Europe, and the Middle East. In four years, the company has seen an increase of more than three hundred stores, with sales exceeding \$300 million per year.

Before his work at Krispy Kreme, Welch functioned as vice president of international development for The Home Depot for five years and vice president of franchising and business development for PepsiCo Restaurants International.

He earned an MBA from BYU in 1984 after graduating from the University of California, San Diego in 1976. He and his wife, Carmen, are the parents of three children and live in

Winston-Salem, North Carolina, after living in Poland for two years and the United Kingdom for four years.

### 1986



**Scott Gearheart** earned his MBA from the Marriott School in 1986 following graduation from BYU in 1983 with a degree in public relations. He started his career in marketing at Kraft, followed by Sara Lee Bakery, and Paramount Theme Parks, functioning in brand management positions with all three companies. He recently joined sZen Corp in Richland, Virginia, as acting vice president of operations, with responsibilities over branding and service delivery. sZen Corp makes software suites that service golf courses and hospitality venues.

He also co-founded Pinpoint Consulting in 1997, and he still works today as vice president of client delivery. The company touts clients internationally and throughout the United States and maintains offices in Washington and North Carolina.

Gearheart and his wife, Cindy, have six children (three of whom attend BYU) and live in Kennewick, Washington. He is also a part-time actor, having appeared in three movies, more than two dozen commercials, corporate videos, and live theatrical events.

### 1988



**Daniel E. Aldridge** has spent twenty-one years with the same company—Farmers Insurance Group, the third largest insurance group in the United States, which services

more than 10 million households. He currently works as product development manager, with responsibility over auto garages, dealerships, trucking, and fleet accounts around the country.

Aldridge earned an MBA from the Marriott School in 1988. He and his wife, Ruth, have seven children. The family spent fifteen years in Washington before moving to their current home in Valencia, California, where they have lived for the past six years.

He is involved with programs such as Little League, Boy Scouts, and the PTA. He was elected as a Republican Precinct Committee Officer in Washington, and his wife served on the local school board. Aldridge enjoys playing volleyball, doing genealogy, and attending the

first two rounds of the NCAA men's basketball tournament every year.

### 1990



**Vernon Smith** graduated with a master's degree in organizational behavior from the Marriott School in 1990 and followed it with a PhD from the University of Arizona.

He started teaching at Rio Salado College in Tempe, Arizona, in 1991.

Smith served for fifteen years as foreign languages chair and three years as Faculty Senate president. He is currently the dean of instruction, teaching, and learning and was recently awarded the Administrator Award of Distinction by the Phi Theta Kappa International Honor Society.

Smith and his wife, Kristin, have four children and reside in Gilbert, Arizona.

### 1992



**Ron Scott Bowman** graduated from BYU with a BS in accountancy in 1986 and worked for four years as an accountant at Arthur Anderson & Co. in Los Angeles and at Lockheed

Corporation. After returning to BYU for an MBA in 1992, Bowman began his teaching career at Western Montana College (now the University of Montana–Western). He currently teaches business courses at Mt. San Jacinto College in Southern California.

Bowman has taught courses in accounting, economics, microcomputer applications, and general business. He also served as associate dean of business services and is currently the department chair of business education at Mt. San Jacinto College.

Aside from business and education, Bowman is active in his community as recreational league coach and referee for the American Youth Soccer Organization and Redlands Baseball for Youth.

He and his wife, Christie, live in Mentone, California, with their five daughters.



**Norman Sean Wright** has been employed as a teacher and entrepreneur for the past eighteen years at colleges and universities around the world; he is currently serving

as acting dean of the College of Business at Alfaisal University in Saudi Arabia.

Wright earned an MPA from the Marriott School in 1992, followed by a master's and a doctoral degree from the University of Pennsylvania. He served as department chair at BYU-Hawaii; department chair at American University of Sharjah in the United Arab Emirates; assistant dean at Zayed University in Dubai, United Arab Emirates; and dean of the College of Business and Entrepreneurship at

American University of Nigeria in Yola, Nigeria.

He and his wife, Dolly, live in Riyadh, Saudi Arabia, with their three children. Wright also coached the BYU-Hawaii soccer team as interim head coach during his stint in Laie, Hawaii.

### 1993

Following graduation from the BYU MPA program in 1993, **Dwight V. Denison** earned a PhD in public administration and policy from the University of Kentucky in 1997. Since August



2005 he has worked at the university as an associate professor of public and nonprofit finance and currently serves as director of graduate studies for the MPA and MPP programs.

Denison has published articles in more than fifty publications, including *National Tax Journal*, *Public Administration Review*, and *Journal of Nonprofit Management*. He is currently vice chair of the Association for Budgeting and Financial Management, an international organization for budgeting and financial management in the public sector, and will assume the role of chair in 2010.

He and his wife, Julie, reside in Lexington, Kentucky.



**Steven Dennis Lloyd** graduated from the Marriott School with a BS in business management in 1993 and hasn't stopped moving. He

started at Corel, makers of the WordPerfect Office Suite, where he tested the program in various languages such as Japanese, Chinese, Spanish, and German. He then moved to a number of other companies, including Legend Financial Group, Datigen.com, and Bitcor/Zane. He currently works as operations developer at Celio Corp, creator of the REDFLY Mobile Companion.

When not at work, Lloyd owns and operates a number of web sites, including dearscriptures.com (a free site that allows people to read, highlight, and search a personal set of online scriptures in various languages) and securejournal.com (a free online journal).

Lloyd and his wife, Melitza, live in Pleasant Grove, Utah, with their four daughters.

### 1994



After graduating from the MPA program in 1994, **Marvin Lewie Dodge** worked for the Utah governor's office for a dozen years, serving with three governors: Michael Leavitt,

Olene Walker, and Jon Huntsman Jr.

While at the governor's office, Dodge's responsibilities included planning and budgeting, managing the substance abuse and anti-violence coordinating council, and overseeing criminal justice grant programs.

In January 2008 Dodge was appointed vice

## Opportunistic Alum Responds to "Call"



**Aaron Call** is an opportunist. And it's not just because he works for a company that helps business owners solve problems in areas like human resources and risk management.

Call graduated in 2003 with a BS in business management. Since then he has worked for a national corporation, a small Utah-based business, a start-up venture, and an expanding enterprise that has twice been named to the Inc 500 Fastest Growing Companies list.

His career started at Payless ShoeSource in Topeka, Kansas, where Call was employed as a distribution analyst. While there he developed a system that measured the inventory levels and sales results for any given product line, an assignment that allowed him to make

presentations in front of senior executives and management team members.

"In Kansas you interact with lots of people who have different backgrounds and degrees," Call says. "I learned how to communicate at a business level and to challenge others' thinking—while having my own thinking challenged without feeling personally attacked."

While he admits Payless seemed like a great fit for him, Call wanted to work in an executive position sooner rather than later, and he moved to become director of operations for Evolution Services in South Jordan, Utah, in 2004. The move allowed Call to do things only two years after graduation that most business professionals would have to wait much longer to even consider.

In 2006 Call helped start Core Innovative Solutions in Midvale, Utah, where he was named chief operating officer and charged with overseeing all sales and operations for the business. After enrolling its first client on 1 January 2006, the company experienced double-digit growth in its first year.

"Jumping around is not the ideal way to build a strong résumé, and I understand that," Call says. "But I saw this as an opportunity to diversify myself, to not just be 'the operations guy' but to have my hands in every asset of the business, from accounting to marketing to sales, and to have a full picture of what it takes to run a business and hold 50 percent ownership in it."

On 1 March 2009 Core Innovative Solutions was acquired by G&A Partners, a Houston-based human resource outsourcing firm. But rather than make the jump to a new venture, Call decided to stay on as the regional executive in Utah.

"The acquisition of Core Innovative Solutions, which is such an up-and-coming industry player within Utah, provides us a solid foothold in the West," says John Allen, president and COO of G&A Partners. "By combining the strengths of these two organizations, we will not only broaden G&A's geographical reach, but we will also expand our service capabilities as well."

Opportunity knocked again—and Call answered.

## BYU Great Headlines Spokane Chapter Golf Tournament



BYU football great Ty Detmer, left, and Scott Springer at the fourth annual Scramble for Scholarships.

On 21 May 2009 the Management Society's Spokane Chapter hosted eighty-two golfers at the fourth annual Multi-Stake Scramble for Scholarships Golf Tournament at The Highlands Golf Course. This year's tournament was highlighted by the attendance of BYU football great **Ty Detmer**.

"It was great to have Ty involved in our golf event this year to help raise money for our scholarship fund and increase awareness of the BYU Management Society," says **Brent Sears**, chair of the golf tournament committee. "He was instrumental in getting more people to our event, which made it the most successful one we've had yet."

Detmer participated in the tournament and spoke at a fireside the same evening. He then answered questions about his playing days, signed autographs, and took pictures with other participants.

During the past four years, the Spokane Chapter has awarded fifty-three scholarships to high school seniors and returned missionaries from the Spokane/North Idaho area. This year's golf tournament will allow them to award at least eight more next year.

"There is nothing better than to see and hear the appreciation expressed by the youth who receive these scholarships," chapter president **Matt Borders** says. "We know it makes a difference in their lives, and it makes everything we do worth it."

president of finance and administrative services at Snow College in Ephraim, Utah. He works on such tasks as business office operations, budgets, and human resource management. He has also taught classes at the Marriott School as an adjunct faculty member.

He and his wife, Lesle, live in Ephraim, Utah, with three of their four children. The family takes advantage of Sanpete County attractions: four-wheeling, shotgun shooting, and walking through the countryside.

### 1995



**Philip Douglas Armstrong** earned an MPA in 1995 and spent significant time in the construction industry before becoming branch manager of a lawn, garden, and sprinkler supply shop. In 1998 he began teaching and coaching wrestling at Snow Canyon High School in St. George, Utah, and then went on to become an assistant dean of students at Southern Virginia University.

After three years of coursework in the Utah

State University distance doctorate program in Roosevelt, Utah, Armstrong graduated with a PhD in education on 1 May 2009. He is looking for employment in higher education but currently works as a social science teacher and wrestling coach at Union High School in Roosevelt, Utah.

Armstrong and his wife, Paula Jo, are the parents of six sons—an accomplishment he says dwarfs any career development and educational endeavor.



**Michael Robert Allison** is the director of learning services for the Cerner organization, which provides training services to clients around the world. Cerner has been named

a top 125 training organization by *Training* magazine for the past six years.

Allison earned an MPA from the Marriott School in 1995 and was involved in city management, primarily as a management analyst in Kansas City, Missouri, for two and a half years before accepting the job at Cerner in 1997.

He and his wife, Amy, are the parents of three children and live in Parkville, Missouri. The couple is active with the Down Syndrome Guild of Greater Kansas City, where Amy serves as executive director and Michael aids in fund-raising events and activities for people with disabilities.

### 1996



**Jeremy Todd Steele** earned his business management degree from the Marriott School in 1996 before graduating from law school at Duke University in 2000. He currently works for

Gardner Denver Inc., a leading manufacturer of compressors, pumps, and blowers for industrial and transportation applications.

Since 2004 he has worked as vice president, general counsel, chief compliance officer, and assistant secretary, with significant responsibility for the company's worldwide legal affairs and compliance.

Following graduation from Duke, Steele was employed as an associate attorney with firms in Chicago and Dallas. He and his wife, Melanie, live in Quincy, Illinois, with their four children.

### 2000



**Randall John Boyle** graduated from the Marriott School MPA program in 2000. Following graduation he moved to Tallahassee, Florida, where he earned a PhD in management information systems from Florida State

University in 2003.

Boyle has spent most of his time in the university classroom, having conducted lectures at BYU, Florida State, and the University of Alabama, along with his current position at the University of Utah since 2005. He also serves as director of the school's masters of information systems program.

Boyle is active as a Scoutmaster in the Federal Heights Boy Scout troop in Salt Lake City, where he lives with his wife, Courtney. They enjoy running in the foothills and are expecting their first child, a boy, in September 2009.

**Karen Peterson Freeman** graduated from the MPA program in 2000. Following graduation she was a performance auditor for the California Bureau of State Audits, investigating



policy and expenditures of the integrated waste management board, the Department of Motor Vehicles, the California National Guard, and other entities.

She later worked as an analyst with the City of Rancho Palos Verdes in Los Angeles while volunteering with the emergency preparedness neighborhood committee and as communications officer for the Los Angeles Chapter of the BYU Management Society.

Freeman moved to La Jolla, California, with her husband, Nathan, following their marriage in October 2007. She is now a full-time wife and mother to their daughter.



**Robert K. Christensen** is currently an assistant professor of political science with additional responsibilities over the MPA and PhD in public policy programs at the University of

North Carolina at Charlotte. He recently received the Academy of Management's Best Dissertation Award from the public and nonprofit division.

Christensen earned a joint JD/MPA degree from BYU in 2000 and a PhD in public affairs from Indiana University in 2007. He also worked on the USAID Parliamentary Development Project for Ukraine while studying at Indiana.

He and his wife, Flori, have four children and live in Charlotte, North Carolina, where he enjoys running, taking photos, working with

the local Scout troop and Venture crew, and making s'mores.

## 2001



Marriott School MPA/JD graduate **Nathan N. Aina** and his family were recently featured on the cover of the June 2009 issue of the *Ensign* and *Liahona* magazines. He currently works

as an assistant chief counsel and trial attorney at the Mira Loma Detention Facility in Lancaster, California, representing the United States government in criminal immigration issues.

During the course of raising his children, Aina has coached twelve youth soccer teams, three basketball teams, and six baseball teams.

## Church Service, Business, and Diplomacy: Marriott Grad Does It All

MBA graduate **John Arthur Harris'** multinational ancestry of English, Chinese, Swiss, and Spanish blood isn't his only international connection. Serving in various assignments in business and diplomatic roles, he learned to adjust quickly to new climates, cultures, and languages.

Born in Chile, Harris moved with his mother to Uruguay when he was three months old and joined the LDS Church at age sixteen. He married his wife, Nydia, in 1968, and the two lived in Provo while John finished a BS and MS in electrical engineering at BYU in 1971. Then the traveling started.

"I had an offer to work for Hewlett-Packard, and the church also offered me a job to start seminaries and institutes in Peru and Ecuador," Harris says. "It was a difficult decision. I struggled to get good grades in engineering, and the church position would mean giving up my new profession. We didn't know if the church would help us with housing or insurance, but we considered it a church assignment and said yes."

The Harris family didn't leave Latin America for seven years. After the seminary assignment, Harris was called to serve as president of the Argentina Buenos Aires North Mission. Even though their service spanned the Argentine guerrilla wars of the 1970s, the Harrises recall fondly the "wonderful experience." Like all good things, however, it came to an end, and the family had to return home.

"Having taught the missionaries to dedicate themselves fully to the mission, I could not job hunt, so I decided the only way to go back was to go back to school," Harris says. "I registered in the MBA program." He then worked two jobs while in school, graduating in 1980. Even though it is recommended that MBA students not work for two years, Harris' family situation necessitated the sacrifice.

"By the time I earned my MBA, we had five children," he says. "The effort was overwhelming; I slept only twenty hours a week many times, which physically hurt."

Harris worked for IBM in New York and Venezuela and then was recruited by various companies to work in marketing and sales, eventually climbing the ladder to his position as VP of business



development and international sales.

In 1993 Harris received his first diplomatic assignment for the U.S. government as commercial consul in Monterrey, Mexico. He was later promoted to commercial counselor in Mexico City, and the church called him as an Area Seventy.

His diplomatic life carried him to

Chile and Brazil, with a brief stop in Utah, during the next several years, and he served as an Area Seventy with responsibilities in each area where he resided. While serving in Brazil he was also called as the first counselor in the São Paulo Missionary Training Center and received the Bronze Medal for Outstanding Professional in the Department of Commerce.

In his final diplomatic assignment, Harris and his wife moved to Tel Aviv, Israel, where he worked as a commercial counselor at the U.S. Embassy, heading commercial efforts in Israel and the West Bank and leading a team of both Israelis and Palestinians. Harris retired from diplomacy in June 2009 and formed a consulting firm that provides companies with international business development assistance.

"Since I was baptized, life has opened incredible opportunities. Growing in the world and serving in the church; receiving three degrees from BYU; working in international assignments; and being involved with ministers, presidents, and corporate executives as well as wonderful saints in many countries has been a marvelous adventure," he says.

He is also an assistant coach for the Saugus High School boys' basketball team and assistant district commissioner with the Boy Scouts of America.

He and his wife, Tricia, live in Valencia, California, with their four children—all eight years old and younger.



**Rex L. Billings** is assistant director and chief technology officer for the City of Houston Municipal Court Administration Department, leading the IT team and coordinating efforts with the information technology department. The Houston Municipal Court is the largest fine-only court in the United States, and its IT systems accept 1.3 million new cases per year of fully electronic court documentation.

Billings graduated from the Marriott School with an MPA, information technology emphasis, in 2001 and worked for Deloitte Consulting for five years before working in the public sector. He has volunteered as a boundary committee member for the Spring Independent School District.

He and his wife, Anne, are the parents of four children and currently live in Spring, Texas. Their volunteer work includes participation in cleanup efforts for three hurricanes—Katrina, Rita, and Ike.

**Fred Meaders** graduated from the Marriott School's Executive MPA program in April 2001 after earning a BS in business management in 1982 and a BS in zoology in 1978, also from BYU. He has been employed at Weber State University as the game center coordinator for Wildcat Lanes, coach of the men's and women's intercollegiate bowling teams, and supervisor of all bowling and billiard classes for the Department of Physical Education. In August 2007 he became the Greek Council Advisor for fraternities and sororities on campus, a position considered to be an assistant dean of students.

In 2004 Meaders' men's team won the National Collegiate Bowling Coaches Association National Championship, its second Division II championship. Meaders also served as director of the Region 3 USA Bowling Coaching Program, vice president of the NCBCA, and tournament director of the ACUI National Team Championship Tournament.

Meaders and his wife, Bonnie, reside in North Ogden, Utah, with their four children.



Marriott grad **Matthew Bishop** is a fire protection engineering consultant for the Saudi Arabian Oil Company, the largest oil corporation in the world, producing an excess of 3.4 billion barrels of crude oil per year. As a consultant Bishop performs design consulting services; building and fire code analysis; hazard analysis; and periodic inspections of systems in the company's oil and gas refineries/plants, offshore platforms, and other buildings.

Bishop graduated from the Marriott School with an MBA in 2001 after earning a BS in fire protection engineering from the University of Maryland, College Park in 1997. He and his wife, 2003 MBA graduate **Lauren Comstock**, live in Dhahran, Saudi Arabia. The couple has five children.

#### 2002



**Cody Strong** graduated with an MPA in 2002 and was selected as a Presidential Management Fellow, giving him the opportunity to work at the U.S. Department of Transportation in Washington, D.C., as a surface security policy specialist. While in that capacity, he was deployed to Iraq with the Army National Guard in 2003 and has been mobilized full time since 2006.

In January 2008 Strong was appointed company commander in a warrior transition unit at Fort Drum, New York, responsible for more than one hundred wounded, injured, and ill soldiers who require more than six months of treatment. His team of nearly twenty-five helps those afflicted with conditions such as post-traumatic stress disorder and traumatic brain injury.

Strong and his wife, Heidi, are the parents of two children—one girl and one boy. He currently holds the rank of captain in the U.S. Army.

#### 2006



After graduating from the Marriott School MPA program in 2006, **Loretta Christine Monareng** aimed for the stars and landed in NASA's Johnson Space Center in Houston, focusing on programs aimed at building a space vehicle for future missions to the moon and Mars.

In November 2007 Monareng joined Chevron to work in the human resources department in Bakersfield, California—with opportunities for international work as well. As an HR generalist, she helps to ensure employees are fluent in HR policy and assists management in strategic planning and problem solving, specifically with regards to employees in years one to five of their employment.

Monareng and her husband, Teboho, live in Bakersfield, California, where he is studying business administration at Bakersfield College. They are the parents of two children.

After graduating from the Marriott School MBA program in 2006, **Monica Berrio Portesi** stayed busy. She relocated to the Bay Area in California to work for Cisco Systems as a financial analyst, then married Brian Portesi in late 2007.

The newlyweds moved to Pismo Beach, California, where Brian manages his own CPA firm in nearby Arroyo Grande, California, and Monica works as a tax accountant with the same business, while raising their son, Sean.

Although Berrio works as a tax accountant, her goal is to use her MBA to better the world in a social capacity, likely with microfinance.

#### 2007



After earning a BS in marketing in his native Brazil, **Elzimar Gouvea Albuquerque** earned an MBA from BYU in 2007. He and his wife, Anna Rebecca, are from Rio de Janeiro, Brazil,

along with their oldest daughter, Isabela. Before studying in Provo he spent seven years with Prudential International Insurance in southeast Brazil and was also the first Latin American member of the GE Experienced Commercial Leadership Program.

Albuquerque spent a number of years in rotational assignments in marketing and sales with GE. He worked in Stamford, Connecticut, as a marketing manager for GE Consumer Finance and eight months in Bentonville, Arkansas, for the Sam's Club credit portfolio. His second child, Gabriel, was born during this time in Arkansas.

Albuquerque finished the two-year GE development program in June 2009 and now works in a commercial leadership role within a GE business in Latin America. He and Anna, along with their two children, reside in São Paulo.

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1. Enter your last name.
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3. Enter your Activation ID, which can be found on the web page or by calling BYU Alumni Records at 1-877-827-2218.

