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◆ OPENED IN 1957, THE TWIN BRIDGES MOTOR HOTEL WAS THE BEGINNING OF WHAT WOULD GROW INTO MARRIOTT INTERNATIONAL. THE IDEALS OF ITS OWNERS, J. WILLARD AND ALICE S. MARRIOTT, CONTINUE TO GUIDE THE MARRIOTT SCHOOL. Ilove eating my lunch, especially when it involves quinoa. Quinoa? What's that? It's a grain, man! • The third floor? You just have to inconvenience everyone, don't you? No. Just you. • Forget the counselor. I've got all the COUNSeling you need. • That's what makes this place great—the people. • I have dinner with my roommates. That's cute. I support that. • You're

OVERHEARD IN THE TANNER

crafting? I love that about you. • Arabic is so hard. I was going to learn it, but it's so dang hard. • Girl, where did you get your mad dolloping skills? • I have a Marriott School T-shirt for you. Awesome! Thank you! • He's not a goober—he just got a job in San Jose. That's huge, dude! • My mom leaves the longest messages. Voice mail will cut her off, so she calls back to finish. I know! My mom sends me text messages that are four messages long. • Do you want to go celebrate? We could go get something at some Obscure restaurant! • My sister is also in the business school, but she's studying strategy, and that is the hardest one. All she does is study and play basketball. • I am still waiting to find the love for this job. I think the love comes from the people. • I've got a question for you—is the Dropbox folder up yet? Because I need that folder. • Mock interviews are so helpful in practicing what you need to say and how to improve your résumé. • I'm taking stats this semester. Sweet, dude! I took AP stats last year. Yeah, not really the Same thing. • She offered to pass notes, but I felt like I was too mature for that. • I always called him Doctor, but when I saw him outside of class I tried his first name. He didn't correct me. • Are you sure we should try using this elevator? It says it's restricted Monday through Friday. • Tused to play golf all the time, but then it became impossible. Now that I'm done with my MBA, well, let's say I'll be playing golf a lot. • The Tanner, I think, IS the coolest building On Campus. • Oh my gosh, we only have ten minutes! Actually, dinner in the Cannon Center starts at 4:30. 4:30? That is the weirdest thing I've ever heard. • That's great! Let's make a prototype and enter it in the New Venture Challenge next year. • He edited my grammar, but then told me he didn't even like my paper at all. • Topen the door here and I feel like I'm in Narnia. It's so beautiful! Well, it is magical. • Technology is important at the Tanner, so make sure you bring your laptop and come prepared. • We're on BYU campus and you're wearing a Utah shirt? That's like the biggest rivalry in all of college sports history! • My snow cone just fell on the ground. Worst day ever.



ONTENTS | FALL 2013







Features

4 **HIGH ALTITUDE**

> Succeeding Gary Cornia as dean, Lee Perry steps into his new role determined to continue the school's upward momentum.

8 THE PLAY-OFF PAYOFF

> Family leisure is often a luxury for working parents, but new research from the Marriott School shows how you can make the most of your time together.

14 CITI SLICKER

Kimberly Clark's stint on Manhattan's Upper East Side is just the latest stop on this 2006 MBA grad's quest for fresh challenges.

18 becoming marriott

Twenty-five years after adding an auspicious name, the Marriott School continues to pursue the ideals of J. Willard and Alice S. Marriott.

22 WORLD MARKET

Time to renew your passport—more Americans than ever before are packing their bags for international assignments. Learn how to transform your wanderlust into a global career.

28 warm tidings, great Joy

Deck the halls with this compendium of the Marriott School's jolliest Christmas cards.

Plus...

BY THE NUMBERS

Reinventing the Commute

INSIDE THE CLASSROOM Seeking Investors on Main Street

AROUND THE COOLER Breaking New Ground

SCHOOL NEWS

ALUMNI NEWS

Cover photo by Bradley Slade



Photography by **BRADLEY** SLADE Recently appointed as dean, Lee Perry has lofty aspirations for the Marriott School. Weston High's lead at the dual track meet was razor thin. The 4 x 300-yard relay was all that stood between a five-year undefeated, untied record for Lee Perry's Wildcats and a disappointing tie with rival Wayland High School. Running the third leg of the race, Perry was nearly neck-and-neck with his Wayland opponent. Adrenaline surging, he was closing the gap. Then, snap! His left hamstring gave out.

Fighting searing pain, Perry dragged himself to the handoff. In an instant the race was lost, the

record blemished, and Perry's sprinting career slowed.

But that's not the end of the story. Perry later ran in the high school Millrose Games and Penn Relays with his team, as well as in the Massachusetts State Championships. "It bothered me, however, that my sprinting became less consistent," he admits. Wanting to make a dependable contribution to help his team get back on top, he focused on a field event.

"I specialized in the high jump," Perry recalls. "It became my best event." He was so good at high jumping that he earned the moniker Leeper—a nickname that has stuck with him.

As Perry steps into the role of dean, his many years of experience as a strategy expert, professor, and associate dean promise to propel the school forward. And that drive to compete and contribute? His colleagues say it means only one thing for the Marriott School—an upward trajectory.

HOME TEAM

Despite his athletic roots, it isn't hard to track Perry down when he's not sequestered on the Tanner Building's seventh floor.

"He's a pretty good homebody," says his wife, Carolyn. "When he gets home he's ready to turn on a Red Sox game or to sit back and have a good conversation."

Perry good-humoredly agrees. "I'm the most boring person alive," he says, smiling.

The joke stems in part from Perry's introverted nature. More inclined to write than to lecture, teaching was an acquired skill. But after years at the front of the class, Perry says it's the daily interaction with students that means the most to him.

"There's nothing more important than helping to shape the next generation," he says. "I get a lot more satisfaction out of my students' and young colleagues' accomplishments than I do out of my own. I marvel at how good they are."

But Perry still had reservations when the selection committee approached him about the deanship, taking time to ruminate on the idea. "Finally I realized I had a secret weapon," he recalls. Carolyn spent three years working in the Marriott School's undergraduate advisement center.

"She knows the school so well," Perry says. "With her by my side I'm a better leader. Moreover, we're able to share the experience."



SKY MILES

Not that Perry doesn't have experience.

He served as associate dean at the Marriott School from 1998 to 2005, prior to his call as president of the California Roseville Mission for The Church of Jesus Christ of Latter-day Saints, and again from 2012 to 2013. He holds a doctorate in administration sciences from Yale and has thirty-two years as a professor, administrator, and entrepreneur under his belt. Additionally, he's worked as a consultant for several major corporations, including American Express, Taco Bell, and Exxon USA.

"I've been able to learn from the best," Perry says. "You can study leadership all you want, but it's really something you absorb from the examples around you."

One of Perry's most formative leader-ship experiences came unexpectedly. Prior to his first tenure in the dean's office, Perry was invited by a vice president at Merck to chat about his book *Real-Time Strategy*. The conversation transformed into a consulting position for Perry, who took an eighteenmonth leave from the university to help the company with its strategy for a burgeoning European market.

The role required Perry to spend vast amounts of time overseas. The answer to managing his new role and his church and family commitments was surprisingly simple: become an ultra-commuter. Spending one week in Ukraine, Slovenia, Slovakia, or Latvia, for example, he'd work from home the next. Perry found the mileage surprisingly easy, and he increased his understanding of leadership, strategy, and international business in the process.

"It was a very broadening experience," Perry says. "I came back a strong advocate for the Marriott School being more globally minded."

UP AND AWAY

That international vision has crystalized for Perry as he approaches this new role.

"Is what we're doing here making the Marriott School, BYU, the Church, and the world a better place?" Perry asks introspectively. "I think that's the way we have to think about what we're doing."

And to illustrate his point, Perry is explaining his plans to colleagues with a humble metaphor—the clothesline.

Members of the Marriott School community—faculty, staff, students, alumni, and friends—all pin a contribution on the clothesline. While each hanging item will be different in size, shape, and impact, it's the summative value that matters.

To focus the contributions, Perry wants to spend a year crafting multiyear strategic objectives with the Marriott School's key stakeholders. "The process by which we decide how our college will make a difference is a collective one. It's definitely not a one-person show," Perry says.

Kicking off the conversation, Perry has several initiatives he'd like to see on the clothesline, starting with alumni. "We can make a real difference by expanding our outreach," he says. "The Marriott School should facilitate networking and also help recharge alumni careers by sharing the latest management news and research."

Placement is a special priority for Perry, who intends to leverage the networks of BYU Management Society chapters to help recent graduates. He also wants to emphasize the importance of the Whitmore Global Management Center, aiming to triple the center's current endowment to sustain the school's international emphasis.

"In my field we distinguish between

enterprise- and business-level strategies," he explains. "The associate deans and I want to treat departments and programs like business units. This means we provide some guidance, but we also expect them to become uniquely excellent in ways they choose."

Many of Perry's goals capitalize on work started by the previous deans.

"I think it is important coming into this position to understand that you stand on the shoulders of many great people," Perry says. "I am grateful to Ned Hill and Gary Cornia for their examples, friendship, and everything they taught me."

And the praise doesn't just flow in one direction. "Lee has a great mind for strategy," says former dean Gary Cornia. "I'm confident

he will have a significant and very positive impact on the future of the Marriott School."

Alongside Perry will be Michael Thompson, Steve Glover, and Keith Vorkink as associate deans. "Michael is one of the wisest men I know," Perry says. "Steve always has the right thing to say, and I'm more impressed by him with every interaction we have. Keith represents the young faculty and all the good we're doing here at the Marriott School."

With a nationally ranked b-school to manage, Perry recognizes the immensity of the task ahead of him. But he's not shirking. "As a mission president I learned you have to get comfortable moving outside your realm of experience."

You might say it's a leap of faith.

TEE. **PERRY**

Dean



Born: Logan, Utah.

Family: Married thirtysix years to Carolyn; six

children; two grandchildren.

Education: PhD, administration sciences, Yale; MA, organizational behavior, BYU; BS, university studies, BYU.

Accolades: Outstanding Faculty Award, Marriott School (2005); Strategic Management Society Best Conference Paper Prize (2002); Outstanding Faculty Award, Pennsylvania State University College of Business Administration (1985).

Favorite authors:

Ernest Hemingway and John Steinbeck.

Social network: LinkedIn.

Favorite film: Chariots of Fire.

Must-order dish: Sushi.

MICHAEL THOMPSON

Associate Dean



Born: La Jolla. California.

Family: Wife, Jennifer; five children.

Education: PhD, rhetoric and organizational communication, Rensselaer Polytechnic Institute; MA, technical communication, Rensselaer Polytechnic Institute; BA, classical Greek, BYU.

Accolades: Citizenship Award, Marriott School (2006); Outstanding Teacher Award, OBHR Track Students (2004); Outstanding Teacher Award, Marriott School (1995).

Favorite destination: San Francisco.

Pet peeve: Car alarms.

Worst idea: Buying a 1980 Oldsmobile diesel. "My worst decision was acting on that idea," Thompson quips.

GLOVER Associate Dean

STEVE



Family: Wife, Tina; four children.

Education: PhD, business, University of Washington; BS, accounting, University of Washington.

Accolades: Deloitte Wildman Medal, American Accounting Association (2013); Best Paper Award, American Accounting Association (2013); Research Award, Center of Audit Quality (2012); Outstanding Teacher Award, Marriott School (2009).

Mission: California Ventura, Spanish speaking.

Favorite spot on campus: Marriott Center.

Most overused saying:

"If it's worth doing, it's worth doing well."

KEITH **VORKINK**

Associate Dean



Born: Provo. Utah.

Family: Wife, Marcie; four children.

Education: PhD and MA, economics, University of Rochester; BA, economics, BYU.

Accolades: Douglas Driggs Professorship, Marriott School (2012-present); Teaching Excellence Award, Marriott School (2012); Young Scholar Award, BYU (2007); Top Research Award, Marriott School (2005).

Go-to breakfast: Peanut butter on wheat toast.

Worst vacation: Any vacation is a good vacation.

Favorite song:

"Counting Stars" by OneRepublic. "It was the most listened-to song on our latest family trip," Vorkink says.





hen comedian Jim Gaffigan takes his young brood on vacation, it's usually in a giant tour bus between stops on his North American touring circuit. The sleep-deprived father of five, with kids ages one through eight, is best known for his riffs on iconic American food products. But these days it's his daily observations on parenting that draw the biggest laughs.

"Every night before I get my one hour of sleep, I have the same thought: 'Well, that's a wrap on another day of acting

like I know what I'm doing," he writes in a new memoir, Dad Is Fat. "I wish I were exaggerating, but I'm not. Most of the time I feel entirely unqualified to be a parent. I call these times being awake."

From their brimming two-bedroom apartment in New York City, Gaffigan and his wife, Jeannie, do their best to do what all loving, working parents do-juggle family time with careers and seemingly every other demand in the universe.

Work-life balance, it turns out, is its own punch line.

But this isn't a story about balance. Everybody knows that all work and no play makes Jack a dull boy, which is why Jack coaches Little League, takes his family to Disneyland, and never misses an episode of *Yo Gabba Gabba!* with his kids. Good job, Jack.

What this proverb misses is that family playtime—so critical to parents and children alike—is easier said than done.

For dedicated parents tied to a desk job, leisure is a luxury bought with seniority, high performance, and flexible work arrangements. Sometimes parents are simply too tired to shoot hoops after work, leaving Junior to break in that new basketball all by himself.

No, this is a story about spending time with your kids—and new research from the Marriott School can help you do it.

FACTS OF LIFE

It's only natural. From birth, babies engage in a sensory process called protoconversation, becoming "little bonding machines" with their parents, writes David Brooks in *The Social Animal*, a fascinating narrative on human development. We're wired to love our kids.

So it's not surprising that a March 2013 Pew Research study on modern parenthood found that about half of all participants—48 percent of working fathers and 52 percent of working mothers—said they would rather raise their children at home than go to work, though dads say they are much more likely to work anyway. Additionally, more fathers than mothers say they are not spending enough time with their children (46 percent compared with 23 percent).

The study also noted that since 1965 the distinct roles of breadwinner and homemaker have converged. (What do we call them now? Breadmaker? Homewinner?) When it comes to paid work, child care, and housework, parents today are much more likely to share tasks than their parents did—and to want similar access to their children's daily lives.

This societal shift was highlighted in a recent *Bloomberg Businessweek* story on working fathers who want more family time—"The Fraternity of Paternity," as one group called itself. The magazine ran photos of a

helpless dad tied, chained, strapped, and duct-taped to his desk while his offspring scrambled over him, starving for attention.

"You might call them 'Alpha Dads,' guys who are as serious about their parenting as they are about making partner," writes Sheelah Kolhatkar of the men she interviewed for the story. "They don't believe in 'balance.' They believe in getting what they want, even if it's time to yell at their five-year-olds from the sidelines of a soccer game."

Still, the Alpha Dads have some catching up to do. A movement for working women is already well underway, most recently aided by Facebook COO Sheryl Sandberg. In

POWER PLAY

If you want to track down an expert on surfing, go to the beach. If you want to track down an expert on gorillas, go to the jungle. If you want to track down an expert on leisure, just follow the fish.

That's where you'll find Marriott School professor Ramon Zabriskie.

"Dr. Z," as he's known in fly-fishing circles, recently hosted a tournament in sunny Baja, Mexico, hooking massive marlin, tuna, and roosterfish—a wily game fish he describes as "gorgeous and absolutely crazy ridiculously awesome to catch!" You

HOUSE RULES:

To make the most of your family time, Ramon Zabriskie recommends implementing these playtime tips:

- Plan and carry out core and balance family leisure. Healthy families need both, he says.
- Do more with less. Can't take a vacation? Take a mini-vacation.
 Quality matters more than quantity.
- Don't forget the little things. Roughhouse. Tell bedtime stories. Jump on the trampoline. These are simple, spontaneous, and fun.
- Communicate. When you watch TV or movies together, interact.
 Most TVs these days have a pause button, he quips.
- Finally, play around to see what works for your family. We learn
 by trial and error, he says. The important thing is to get started.

her new book, *Lean In: Women, Work, and the Will to Lead,* Sandberg describes how her first pregnancy opened her eyes to the needs of parents in Silicon Valley and beyond. "Too few workplaces offer the flexibility and access to child care and parental leave that are necessary for pursuing a career while raising children," she writes. Given that 60 percent of two-parent households with children under age eighteen have two working parents, the issue has broad implications.

While employers can make things easier—and, to their credit, many do—it ultimately comes down to parents to get the ball rolling. Family leisure experts can help.

might also find him bagging trout in the Uinta Mountains with any one of his four children, ages eleven to twenty-five.

When he's not waist deep in ice-cold streams or bobbing over tropical waters, Zabriskie has another passion: family recreation. He's studied populations across America, Canada, the United Kingdom, New Zealand, Australia, Turkey, and Russia. He's polled fathers, mothers, kids, couples, singles, and the elderly and published some forty papers on the impact and power of recreation.

One of his latest studies, led by graduate student Lydia Buswell and coauthored by professors Neil Lundberg of the Marriott

School and Alan Hawkins of BYU's School of Family Life, looked at the importance of daily playtime from the perspective of dads and teens—a typically under-studied subject set.

Data gleaned from 647 households, a representative U.S. sample, showed that families function better when fathers are involved in family leisure. The single strongest predictor, the study showed, was satisfaction with regularly occurring home-based activities—dinner, hobbies, games, informal sports, yard activities, television, and even video games—in which Dad participated.

Researchers call these kinds of activities *core* family leisure because they meet the

Both forms of leisure are important, and one without the other cannot fulfill every family need.

A VACATION TO REMEMBER

Dave Kinard, an executive at Eli Lilly, oversees human resources operations in Japan, Australia, Europe, and Canada. In his sixteen-year globetrotting career with the company, the 1993 MOB grad has banked a lot of SkyMiles. And he's always wished his family could be there with him.

Two years ago he surprised his wife and four teenagers by booking a getaway to



need for familiarity and stability. That would explain a recent *Time* essay, "Why I Watch Reality TV with My Kids," by television critic James Poniewozik, who says his family bonds over episodes of *MasterChef.* "Pioneer families had the evening taffy pull; we watch people caramelizing sugar on Fox," he writes.

The other category is *balance* family leisure—activities such as vacations, outdoor concerts, and other novel experiences that meet the need for challenge and change. This is where that Disneyland trip fits in, unless, of course, you experience the Magic Kingdom on a daily basis. Hey, your kids can dream, right?

Florence, Italy, where he had meetings. After weeks of sleepless anticipation, the big day came, and the family, nearing hysteria with excitement, gathered their things for the drive to the airport. Only then did Kinard realize, to his horror, that a passport was missing—his own.

After a frenzied, fruitless search, desperation set in. Kinard insisted that his family journey ahead. His wife refused. In anguish, he cancelled the trip—on what must have been the hardest Father's Day of his life.

"My gift that year," he says, "was to see how forgiving my children could be. They were extremely gracious." The passport, it turned out, had been left in a hotel two weeks earlier. After calling the airline and securing what refunds they could, the family eased into a relaxing "staycation," watching sports and movies at home. They also spent several days at the family lakehouse an hour and a half away.

Though Kinard did some work to make up for the missed meetings in Florence, he spent the bulk of the time with his loved ones. Together they simply celebrated summer—and on the Fourth of July, their *grande vacanza italiana* literally ended in fireworks.

"It was a lot of fun," says Kinard's daughter Emily, now twenty-one. "There was a big soccer match on TV, and my dad and I were fanatical during that game, just ranting and cheering. We'll always remember it as one of our best family vacations."

Good things come to families who spend time together, even for just a few quality minutes each day. The BYU study, published in *Leisure Sciences* last year, reports that family cohesion and adaptability improve and communication channels open up.

"Family leisure—that's where communication happens," Zabriskie says.

It's also a defense mechanism against potential parenting pitfalls. Children who feel neglected at home may act out in school, stealing from others or starting fights to attract attention or fill an emotional void, family practitioners point out. And wellness managers say unengaged parents may experience stress or depression, marital strife, or poor concentration at work. Short-term solutions, like medication, counseling, or legal measures, can be costly or ineffective.

Kinard, who eventually delivered on his promise of a family vacation abroad, knows something about employee wellness from his observations at Eli Lilly. He says families can have a significant impact, both positive and negative, on worker productivity.

Zabriskie agrees—but don't wait until a Friday afternoon to ask him about it. "Sorry, gone fishin' with my boy," he writes via email. "I'll be around next week."

ABOUT THE AUTHOR

Bremen Leak studied journalism at BYU before joining BusinessWeek in 2005. He now lives and works in Washington, D.C.

by the NUMBERS

Reinventing the Commute

If being stuck in traffic has you tearing your hair out, you're not alone. Modern motorists are saying no to traffic jams, road rage, and high gas prices with fewer drivers on the road today than in 1995. We've pulled some interesting data about how today's traveler gets from here to there.



ZIZ MILLION

THE NUMBER OF LICENSED DRIVERS IN THE UNITED STATES AS OF 2011.

Peaking in 2005, the number of Americans behind the wheel has steadily declined. This may be due to aging baby boomers exiting the workforce, but millennials are also playing a part.



Young Americans, age sixteen to thirty-four, are getting driver's licenses in fewer numbers, illustrating a growing disinterest in driving altogether.

Source: Federal Highway Administration



THE NUMBER OF COMMUTERS PARTICIPATING IN DIGITAL CARSHARING PROGRAMS.

Forget hailing a cab. Today's travelsavvy commuter can go the distance with a swipe on a smartphone. Ridesharing websites connect commuters to create carpools. Services like RelayRides and Zipcar go one further by providing by-the-hour car rentals, meaning you can get where you need to go in a convenient and inexpensive way.

Source: carsharing.net



THE NUMBER OF TRIPS TAKEN ON PUBLIC TRANSPORTATION IN 2012.

Driven by volatile gas prices and the country's changing demographic, the popularity of public transit rose 1.5 percent in the last year—especially among empty nesters and millennials. With savings estimated at more than \$10,000 a year for public-transit users, this movement saves commuters more than the hassle of finding a parking space.

Source: American Public Transportation Association



Source: U.S. Census

THE PERCENTAGE OF AMERICANS WHO WORK FROM HOME AT LEAST ONE DAY PER WEEK.

Technology has made it easier than ever to work from home without skipping a beat. Telecommuting benefits both employer and employee and can lead to increased productivity for disciplined workers, according to a Stanford University study. To evaluate if working from home makes sense for you, check out govloop.com's telework calculator.



THE AVERAGE SPEED OF A WALKING SCHOOL BUS.



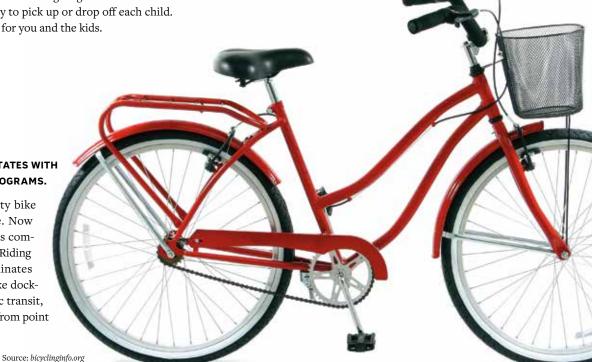
Like a carpool without the car, this invisible bus takes kids to school—one step at a time. Parents take turns walking neighborhood children to school, stopping along the way to pick up or drop off each child. It's a great way to get more steps for you and the kids.

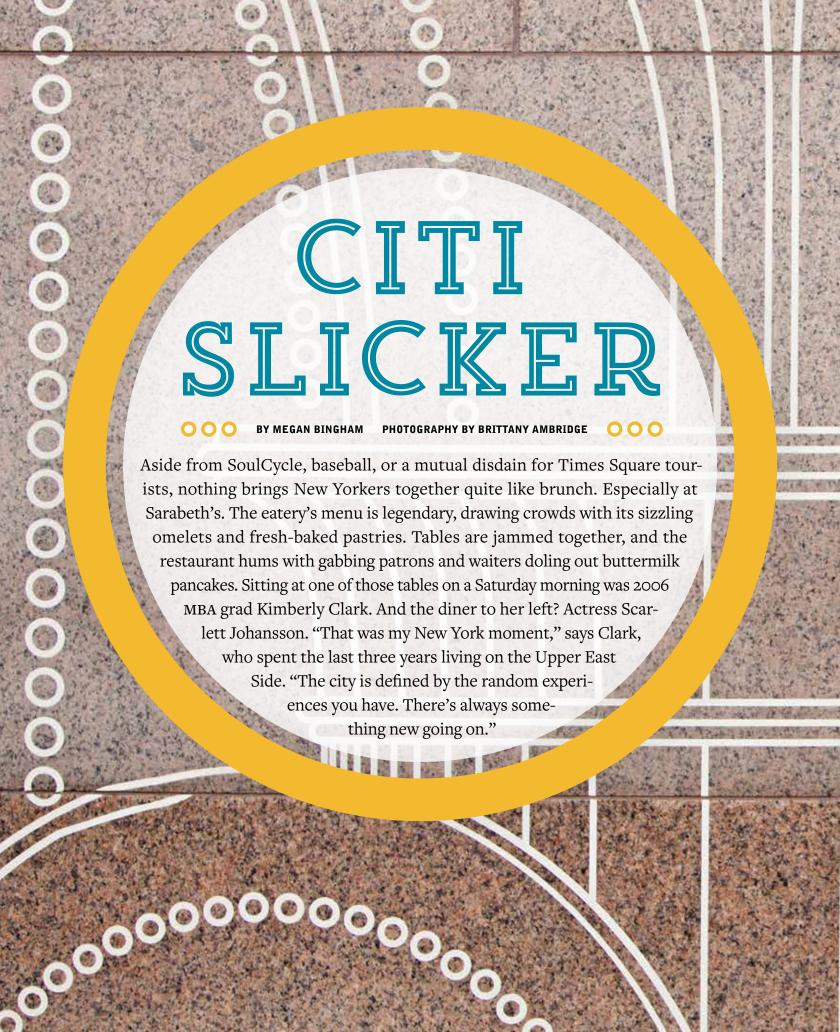
Source: Walk America



THE NUMBER OF STATES WITH BIKE-SHARING PROGRAMS.

Just like the Beatles, community bike pools got their start in Europe. Now jumping the pond, this trend has commuters turning in their car keys. Riding is faster than walking and eliminates the need for a parking space. Bike docking stations are often near public transit, making it easy to seamlessly get from point A to point B.









New is a vital word in Clark's lexicon. An adventurer by nature, she's tackled a foreign posting in Bahrain, zip-lined in Argentina, and paddled past crocs in the Everglades. It was her quest for fresh challenges that secured her a spot in the MBA program. And since graduation she's carved out an HR career marked by her willingness to escape her comfort zone—measuring the distance not by the inch but by the mile.

ROOTS AND WINGS

The oldest of three, Clark grew up in Morgan Hill, California, a bedroom community south of San Jose. Her father, a commercial garbage collector, and her mother, a kindergarten teacher, believed in the value of hard work and education. Their mantra: You must give your children roots to grow and wings to fly.

That translated to a busy schedule for Clark, who balanced AP classes with several clubs—including Future Business Leaders of America—in her formative years.

"One of my teachers once told me, 'I knew that bossiness would turn into leadership," Clark laughs.

The greatest role models in her life, however, weren't at school. They were her parents. And although they've spent several years on opposite coasts, Clark still chats with them daily.

In fact, it was her father Clark called on the first day of orientation as an MBA student.

Walking into a sea of suits at the breakfast reception, Clark panicked and took a lap around the Tanner Building. Whipping out her phone, she dialed the familiar number.

"Dad, I don't know if I can do this."

His reply was simple: "You can do it. You need to walk back in there."

SPANISH ADMONITION

An MBA was not always in the plans.

Clark originally enrolled at BYU as a veterinary science major. For the record, her earliest memory is playing with the wild kittens at her grandparents' house. However, a tear-jerking experience putting her cat to rest as a college freshman made Clark realize the animal route wasn't right for her.

After briefly considering medical school, Clark began pursuing a degree in political science. She excelled in her classes and was asked by Matthew Holland, now president of Utah Valley University, to be a TA for his American Heritage class.

Holland became a mentor to Clark, and when graduation neared, she went to him for guidance. His advice: get an MBA.

"I remember being disappointed," Clark says. "I thought, 'I came to you for advice and that's what you've got?""

Still, Clark promised she'd look into it during her study abroad in Spain the next semester. And in a small Internet café in Madrid, she began to research the program and its courses.

"I began to feel really good about making that decision," Clark says.

She returned from Spain at the end of December and completed the GMAT and her application by the February deadline.

That fall she followed her father's advice and walked into the reception—and a new challenge. "The learning curve was steep," she admits. "Suddenly I was in advanced corporate finance, and I didn't even know how to use Excel."

TRENCH WARFARE

While Clark adjusted to her new coursework, her biggest hurdle—securing an internship without formal work experience—lay ahead.

During an interview with Citi, the recruiter asked her to outline her work history. Clark did, highlighting her role as an installation landscaper the previous summer.

The physically intensive position had appealed to Clark because it meant she could skip the gym. What she didn't expect was

that her new coworkers would place bets on how long she'd last.

While she kept her nails manicured all summer, Clark dug trenches until her hands blistered. She learned how to drive a backhoe. She wielded a pickax. And by the end of the season, she was the foreman's right-hand woman.

When she finished recounting her experience, the recruiter said, "You can do the same thing here. You don't have formal experience and you don't know much about HR, but you're going to learn."

KIND BUSINESS

That interview translated into a New York City internship and nearly eight years at Citi in various positions.

In her most recent role, Clark worked as an HR advisor for commercial banking, juggling talent management, compensation planning, employee management, and organizational design.

"I love feeling like I'm part of the business," she says. "I don't want to be the HR person stuck in the back room."

While the action is important, Clark will be the first to tell you it's the human side of business that really matters.

A few years ago Clark unexpectedly had to team up with a colleague who didn't seem to enjoy working with her. "Because I couldn't think of any elective surgery to have in time," Clark quips, "I realized I needed to do my part to make things better."

Clark redoubled her efforts to be kind to her coworker. It soon became apparent that her colleague felt undervalued and had little support from her manager. The more Clark opened up the communication channel, taking time to chat about family and after-work interests, the more the relationship developed.

"Perspective is everything," Clark says. "I now count that coworker as a close friend. If I hadn't been open to looking beyond my preconceived notions, I would have missed out on a wonderful opportunity."

BAHRAIN CALLING

Travel enthusiast, globetrotter, and citizen of the world, Clark very rarely has empty suitcases. At this point it's easier to name the places she hasn't been than to count her passport stamps. Domestically, she's on a quest to visit all fifty states. A trip to Wisconsin earlier this year brought the running total to thirty-eight.

Wanderlust, in fact, played a large part in Clark landing an exotic post at Citi. While many employees were hoping for positions in traditional destinations, Clark's first choice was Bahrain, an island nation in the Persian Gulf.

"I had to look it up," Clark admits. "I didn't know if it was a city or a country. It was a six-month opportunity, so I thought I should do something crazy—work in a place I'd never visit."

Clark became the interim head of HR and transitioned into a completely different lifestyle. Although the first month was difficult, her colleagues became family, inviting her to join in cultural celebrations. One of the most memorable was spending *iftar*, the evening meal when Muslims break their fast during Ramadan, with a coworker's family.

"I cared about trying to understand their beliefs and to see what was similar to my "Not because that was the only thing I was concerned with but because I had only planned my life until that point. I quickly learned you've got to have a plan after that."

Clark, an accomplished home chef, often illustrates her point to other singletons with an unlikely prop: a KitchenAid mixer.

"I thought a KitchenAid was something you got when you were married," Clark says. "I remember talking to my mom about it, and she said, 'Why shouldn't you have one now?"

That Christmas there was a shiny mixer waiting for Clark under the tree. In the years since, it's prepared many delicious treats and reshaped how she views the future.

"When I hear people complaining about being single, I tell them to buy their Kitchen-Aid—whatever that might be—and embrace it," she says. "I'm living Plan A."

MANIFEST DESTINY

For Clark the future has already arrived. In August she accepted a position with Dish Network in Denver. Supporting nearly 1,700 employees, she is a senior HR man-



"If I hadn't been open to **LOOKING BEYOND**

MY PRECONCEIVED NOTIONS, I would

have missed out on a wonderful opportunity."



own," Clark says. "People were so generous in opening their homes and hearts to me."

When she completed the six months, Clark was invited to consider staying in the region but decided to fly back to the States. "I'd hit my stride at that point, and it was time to come home," she says.

BASIC MIXOLOGY

Clark has always made her family proud. But when she secured her first job, they were most impressed not by her title but by her new office. Their interest in her workspace was amusing since she'd never envisioned her name on a door.

"Inadvertently I always thought I'd be married by the time I graduated," she says.

ager responsible for the company's corporate groups.

Several factors precipitated the move for Clark, who managed to pack up her entire NYC apartment in two days. Learning about a new industry, living closer to family, and expanding her management experience were all positives. The job change also means she's spending less time on crowded subways and more time outdoors.

Still, there are things Clark misses about the Big Apple: friends and associates, built-in trash chutes, and, of course, those brunches with ScarJo.

"It's not that I didn't love New York," Clark says. "Sometimes I think New York is the man you love but don't marry."

BECOMING MARRIOTT

BY JOSEPH OGDEN























t was an April evening in 1964. J. Willard Marriott had been chosen to receive the coveted Exemplary Manhood Award—the most distinguished award given by BYU students to a person of their choosing.

A fitting tribute had been planned with a number of students ready to enact various aspects of the life of this extraordinary Latter-day Saint. The George Albert Smith Fieldhouse, the largest facility on campus, was set with a stage, a lectern, lighting, and sound.

Two of the student actors—future BYU president Jeffrey R. Holland and his wife, Pat—were ready to portray the root beer and Hot Shoppe portion of the Marriott story.

Seven o'clock rolled around. Mr. Marriott had arrived. But not a single student—not one—had entered the fieldhouse, President Holland recalled in a speech some years later.

Bill said to the very red-faced and totally distraught young sponsor of this event [at about 7:15], "Let's begin." The young man was nearly in tears. He stuttered and stammered and said, "Oh, Brother Marriott, no one is here." To which J. Willard said, "You are here, and I am here, and these kids in this skit are here. Let's begin." So, to an absolutely empty fieldhouse, as dark and void as the world before creation, J. Willard watched the skit, laughed and applauded on cue, and accepted the honestly and lovingly awarded plaque. And then he spoke to the 12 or 15 of us in the skit, plus the three or four student sponsors, and a few others who had stumbled in. After the skit, all of us had hurried out to sit

on the front row before an absolutely barren podium, barren save for the dignified and loving image of J. Willard Marriott.

That night Brother Marriott gave one of the most stirring and heartfelt talks that that little handful of students had ever heard.... But what I especially remember was the dignity and the grandeur and the unequivocal Christian compassion that a very important man demonstrated to some very chagrined students....

... He spoke as if the whole world were present. And he acted as if this were the greatest compliment and the highest award he could ever be given. It was simply one of the most profound demonstrations of compassion and humility I have ever seen in my life.

- VALUES DRIVEN ----

The ideals of putting people first, pursuing excellence, embracing change, acting with integrity, and serving the world are widely known as the "Marriott Way." They stem from two remarkable individuals: John Willard (Bill) and Alice (Allie) Sheets Marriott, founders of the Marriott Corporation and for whom the Marriott School of Management is named. The young entrepreneurs opened a nine-stool root beer stand on 20 May 1927—the day Charles Lindbergh flew across the Atlantic. That was the beginning of what would grow into a global enterprise with nearly four thousand hotels in some seventy-five countries.

"When I think that my parents started with a root beer stand and now we have beautiful hotels in all parts of the world, I'm simply blown away," says J. W. Marriott Jr., executive chair of Marriott International.

A half a century after names like Rockefeller, Vanderbilt, Carnegie, and Morgan championed America's industrial revolution, the name Marriott redefined the lodging industry in the United States and around the world. This storied name also shaped the future of BYU's business programs, helping them blossom into an internationally respected school of management.

- A NEW ERA -

On 28 October 1988 President Holland announced the naming of the School of Management after J. Willard and Alice S. Marriott. With the new moniker came a \$15 million gift from the Marriott Foundation.

"It is fitting that this school of management, whose students are not only taught the important business principles but also the significance of integrity in their professions, be named after two people whose lives have exemplified that most noble characteristic," said President Ezra Taft Benson.

Marriott School dean Paul Thompson added, "The name and reputation of the Marriott family will be a constant reminder to the students that honesty, hard work, and treating both customers and employees fairly are qualities that are completely compatible with success."

Adding the Marriott name altered the school's trajectory: the Marriott gift jump-started the endowment, more students were attracted to business, academics improved, and doors opened around the globe for graduates.

A Healthy Endowment

The Marriott family's generosity provided the seed money for an endowment that has now grown to \$150 million, helping fund faculty research, pay staff salaries, and support student scholarships.

More Students

Although business classes have been taught at BYU for more than one hundred years, well over half of all business graduates have gone through the school in the last twenty-five years. Today roughly one-quarter of all BYU students take business classes while on campus—making the Marriott School of

Management one of the largest undergraduate business programs in the country.

Improved Academics

The school's enhanced reputation helped attract some of the best and brightest faculty in the country. They, along with exceptionally gifted students, have consistently landed the school among top rankings. The accounting programs have been pegged in the country's top three for nearly two decades. The *Wall Street Journal's* latest ranking places the Marriott School No. 2 in ethics. The MBA program is now among the top twenty-five, and the school's undergraduate program is ranked No. 12 nationally.

New Opportunities

The prestige associated with Marriott has also opened doors of opportunity. Placement for most of the school's graduate programs is around 95 percent. Marriott School grads are sought after by the best firms in the country, including Goldman Sachs, GE, Citi, Amazon, Adobe, Cisco, P&G, Honeywell, and Apple.

"The ultimate success of the business my parents founded was due to their character, attitude, and drive," says Richard E. Marriott, chair of Host Hotels & Resorts and a member of the school's National Advisory Council. "These qualities are why BYU graduates are sought after by corporations throughout the world and one of the reasons my family is so honored to have our name associated with this great school."

— SUCCESS IS NEVER FINAL —

One of J. Willard's favorite sayings was "Success is never final."

It's a lesson he and Alice learned early. When the weather turned cold in Washington, D.C., their root beer business began to dry up. So they changed their model. Alice, who spoke Spanish, befriended the chef of the Mexican embassy next door. He shared his secret recipes for chili and tamales. Bill put up a new sign that read "Hot Shoppe," and soon customers were lining up again, this time for hot Mexican food.

That same idea—success is never final—drives the school's continued pursuit of excellence. Twenty-five years on, the school is still working toward it, still adapting, still trying to become Marriott.

"Every now and again in the history of the world there arises above the masses a man or woman, and in this case both, who stand above their generation," said President Gordon B. Hinckley. "They affect the lives of everyone they touch. Such was the case with Bill and Allie [Marriott]." M

NOTES -

- "J. Willard Marriott: International Executive of the Year," Exchange, winter 1989, 15.
- 2 Ibid., 16.

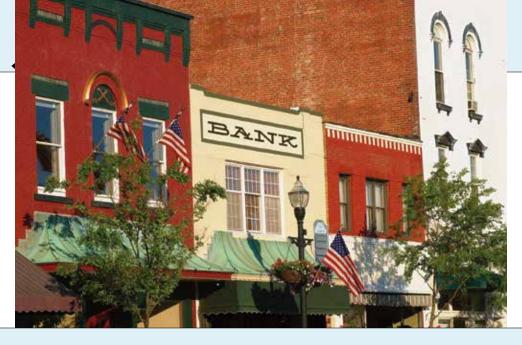
ABOUT THE AUTHOR -

Joseph Ogden is an associate professor of communications at BYU. He was previously assistant dean of the Marriott School and managing editor of Marriott Alumni Magazine.



Marriott family members, Church leaders, and BYU administrators gathered for the Marriott School's naming ceremony on 28 October 1988.

SEEKING INVESTORS ON MAIN STREET



FOLLOWING THE CROWD isn't usually a good idea, but entrepreneurs can generate serious capital by jumping on the crowdfunding bandwagon. That's the premise of an innovative new course at the Marriott School.

"This class is one of the first of its kind, and it gives our students a real advantage," says Daniel Falabella, entrepreneur and course co-creator.

The class takes students through the business launching process, starting with idea generation and validation all the way through product development, sales, customer management, production, and delivery. Special emphasis is put on proven crowdfunding methods.

To create a realistic business environment, students form collaborative groups with a corporate hierarchy. Each team designs a product with a specific consumer in mind. Students don't need an overly technical background; instead they can focus on physical products that allow them to play to their strengths.

The first semester's class, comprised of nine students, created three group projects: LYKE, a line of customizable watches; Kubb, a handcrafted Viking party game; and Bun-

courses emphasize bootstrapping," the adjunct professor observes. "Crowdfunding is a way to reach out to customers before you launch to acquire funding. It's a great medium for getting an idea off the ground."

To begin the Kickstarter campaigns, each group posted a video explaining its product. Then they waited eagerly to see how the World Wide Web would respond.

"I've never felt that kind of adrenaline before," says class CEO AJ Christensen, an economics senior from Draper, Utah. "Every time we got a donation my phone would buzz with a notification."

> At the end of the monthlong campaign the student groups raised more than \$40,000 from 843 backers. Students used the money to fill the orders.

> "I took the class because I wanted to have an entrepreneurial experience," Christensen says. "The class

definitely delivered."

From an academic standpoint, the crowdfunding course is breaking new ground by building on the solid foundation already provided by the Marriott School's entrepreneurship program.

"Students who attend this class become crowdfunding experts," Falabella says. "They've gone through the process from start to finish and know how to replicate it. The skill is easily transferable, regardless of where you are going."

—MEREDITH FRANCOM

From an academic standpoint, the crowdfunding course is breaking new ground by building on the solid foundation already provided by the Marriott School's entrepreneurship program.

tastic Band, a bracelet that doubles as a hair tie. Once they developed an idea, the teams logged on to Kickstarter.com.

Crowdfunding platforms, such as Kickstarter, connect people with good ideas to a pool of willing investors—regular Joes who like the product. Each pledge level comes with a payoff ranging from a personalized thank-you note to discounts on the product.

Falabella teaches students to see any donations as presales, allowing students to go through the business process without capital constraints. "Many entrepreneurship



There's no better way to hone business skills—and experience a new culture—than working abroad. BY CELIA SHATZMAN ILLUSTRATIONS BY PASCAL BLANCHETT

In Manila, one of the world's most densely populated cities, business is booming. The Filipino capital's multifaceted economy, cultural landmarks, and shopping centers—ranked the best in Asia in 2012—draw more than a million tourists each year. But travel enthusiast Trent Savage, who earned his MBA at the Marriott School in 2003, didn't head to the Philippines to dine on adobo or tour its walled city. He was there to work.

"You have to be strategic about managing your career in today's competitive environment," says Savage, who spent a year as an HR site leader for Procter & Gamble in Southeast Asia. "Overseas assignments definitely provide an edge."

But finding the right position in the right place can be difficult as lagging economies force would-be expats to queue for available slots.

"Luckily there are preparations people can make today to obtain work internationally tomorrow," explains Simon Greathead, a Marriott School assistant teaching professor who worked in England's consumer-goods sector for five years.

Understanding the evolving globalization of the business world, learning which type of foreign assignment is right for you, and building an international network are the first steps in transforming a case of wanderlust into a global career.



SMALL NEW WORLD

While Savage bid *paalam* to the Philippines in 2011, the time he spent in the Asian nation was transformative—and it helped him land his current job at Amazon.com headquarters in Seattle.

Millions of others are following suit, hoping to boost their résumés with overseas experience.

More Americans than ever before—around 6.4 million—are choosing to work or study outside of the country. In a two-year polling period, the State Department found the number of U.S. citizens who expressed a desire to move overseas surged by 25 percent. Although pinning down a reason for this exodus is difficult, there is a simple answer: the world is shrinking.

London-based Curtis LaClaire—Honeywell's HR director for organizations in Europe, the Middle East, and Africa—began to understand the potential impact of globalization as an undergraduate student.

"More and more of our discussions were based on the influences of a global economy," says LaClaire, who earned a JD/MBA from BYU in 2004. "I felt the ability to grow in a career would be largely based on my international capabilities."

For LaClaire, who has spent the past decade working as an expat, joining the right company made it easier to get the international experience he wanted. "Choosing a large, multinational growth organization presented opportunities I just wouldn't get otherwise," he says.

TRAVEL ASSIGNMENT

Due to the lingering effects of the recession and an increasingly well-trained local workforce, securing a position in a far-flung city isn't as easy as it used to be. There are simply fewer positions available. However, the three traditional types of assignments have remained the same, LaClaire says.



Expat on international assignment—you're typically sent abroad for a defined period of time and usually given the same benefits and rights you have as an employee at home.

Expat on local assignment—you're paid in USD but don't have the perks of a full international assignment.

Local hire—you're paid in the local country's currency, and benefits and ties to the United States are limited.

"Employees need to indicate early on that they are interested in working internationally, because every company does it differently," he says. "Ask your supervisor how you should position yourself so you're qualified."

Major organizations, including Shell Oil, GE, Honeywell, and Walmart, have offices around the world and offer training programs for individuals who show a high degree of acumen to work internationally. Typically an employee is considered

Manner of Speaking Sixty-eight percent of Marriott School students speak a second language.

Another 12.5 percent are trilingual. Refining those language abilities postgraduation, through online tutoring or continuing education courses, can translate to more international opportunities, Greathead says. And if you're considering picking up a new lexicon, think about Mandarin or Spanish. Their growing importance makes them a safe bet for business-minded globetrotters.

qualified after five to ten years of experience, particularly for middle-management roles.

"Those positions can provide excellent résumé-building experience," Greathead says. "Mid-level management roles abroad are more strategic in nature because there are fewer resources than back in the head office."

WORK YOUR WEB

Becoming an American in Paris is a dream for many, but 2007 management alum Kristen Hill was determined to make it a reality.

Now a senior analyst of corporate business planning and investor relations at Euro Disney, she was the first American hired who wasn't in upper management. The trailblazer's secret to success?

"Since I was working in corporate finance for the Walt Disney Company, I networked with all the contacts I had outside the United States to learn more about their positions and how they had been able to move abroad," Hill says. "I was lucky enough to get in touch with someone who was open to hiring an American."

Hill advises those yearning to work abroad to be persistent. "All of the necessary approvals took a very long time, but I stuck with it because I was so committed to going," she says.

As Hill's journey illustrates, networking at the global level is crucial. She recommends developing a web of alums and professors who have links in global business. Hill also grew her contact list by reaching out to the international HR reps listed in her company's directory. "The connections just expanded from there since most of the people I reached out to would connect me to others," she says.

And job seekers shouldn't be afraid to use contacts they already have.

"If you served a mission in Taiwan, keep in contact with people there and with individuals in the United States who have an interest in Taiwan," Greathead suggests.

PASSPORT TO SUCCESS

While practically every job helps shape your résumé, nothing builds moxie like working abroad.

"I can't begin to describe how much I learned about myself, my leadership approach, and how I impact others," Savage says of his time in the Philippines. "It was an accelerated learning experience that helped me become a better leader. Many of my experiences simply couldn't be replicated in the United States."

For LaClaire, in addition to accumulating business experience he wouldn't have gained working at home, he was able to share the adventure with his family. "Living in London has presented once-ina-lifetime opportunities," he says. The LaClaire family is just a short flight—or a quick drive—away from most of Europe's capitals. That's one job perk you can't find in the States.

ABOUT THE AUTHOR

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

Change of Address

Though working abroad brings many rewards, the initial adjustment can be difficult, both at home and the office.

"Cultural norms are so different," Hill says. "In the United States we eat lunch at our desks, send emails to people sitting next to us, and even set documents on coworkers' chairs—all of which I quickly learned were not the norm in France."

Hill adjusted to the new culture by embracing it: she ate lunch and took breaks with her coworkers, tried foods they loved, and practiced the language. "I did everything I could to learn about France and to understand why the French live the way they do," she says. "All those efforts definitely accelerated my adjustment period."

Taking the time to learn cultural differences is key. "Americans typically are more direct while Filipinos prefer a more indirect style of communication," Savage says. "I had to learn how to adjust my style if I wanted to be successful."

When working overseas, Savage recommends finding two or three people you can trust and asking them for feedback to ensure you aren't acting out of place. "These relationships really enabled my success," he says. "I would suggest having people above and below you in the organization provide this coaching."

Some multinational companies offer programs to train families on lifestyle and culture before an overseas move. Before departing for an international assignment, Greathead also recommends speaking with expats who work for the company or live in that country.

For LaClaire and his family, adjusting to a new culture simply took time. Even though the United States' roots are in England, LaClaire and his family encountered more differences than they anticipated. "It has been interesting moving to a country where English is the native language but where several words have different meanings," he says. "We have to be thoughtful when we tell our kids to go put pants on."

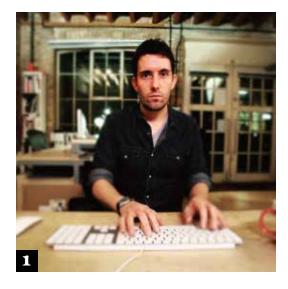
around the **COOLER**

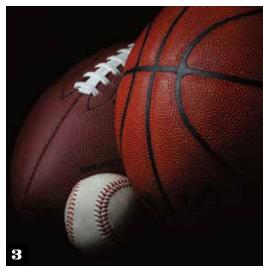
BY BRETT LEE

1. ONLINE AD MANAGER

Successfully marrying creativity and analytics, ad managers are producing something their predecessors never thought possible—real-time indicators of effectiveness. Online advertising allows these specialists, who make around \$61,000 annually, to track clicks, page views, and shares to determine what works with customers. Serving up the right message requires a mix of audience segmentation and creative rhetoric.

SOURCE: indeed.com







Breaking New Ground

Gone are the days of travel agents, movie rental clerks, and meter readers. In their place a host of new careers are generated every year, and job seekers must come prepared to fill fresh opportunities. While these new positions are cropping up in a variety of industries, they share a common component—the need for specialized skills. Here are seven occupations created in the last decade that warrant a closer look.

2. CORPORATE BLOGGER

Print media might be losing its luster, but the influence of blogs keeps rising—think *Mashable* and *The Huffington Post.* It's bloggers' job to engage readers and build a brand's online reputation. Depending on if you're freelancing or working on staff, salaries can range from \$24,000 to \$33,000.

source: payscale.com









3. SPORTS STATISTICIAN

If you've seen *Moneyball*, you know the Oakland A's pioneered the use of advanced stats in the dugout. Today specialists utilize data to develop in-game strategy and evaluate a player's worth. Salaries start at \$35,000 for university-level analysts and go up to six figures in the big leagues.

SOURCE: American Statistical Association

4. SEO SPECIALIST

On the information superhighway, search engine optimization (SEO) specialists provide the exit signs. Although it has been around for more than ten years, SEO is just hitting its stride as a sophisticated career. SEO specialists earn on average \$55,000 and ramp up revenue by ensuring their company pops up first in search results.

SOURCE: indeed.com

5. MOBILE APP DEVELOPER

With half of all Americans swiping away on smartphones, the mobile app market is exploding. Developers are the innovators behind the app store's offerings, pulling in an average salary of \$93,000. With more openings than applicants, this position was recently named the future's best computer job.

SOURCE: Pew, forbes.com, ITCareerFinder

6. ZUMBA INSTRUCTOR

Not all new jobs are high tech. Zumba instructors can earn \$40,000 and burn thousands of calories by leading hour-long, salsainspired workouts. Since Zumba began licensing instructors in 2005, the program has grown exponentially, with 140,000 locations in more than 150 countries.

SOURCE: indeed.com, zumba.com

2. SOCIAL MEDIA GURU

Tweet this—Twitter currently has more than 5.5 million users. Add that to Facebook's one billion members, and it's clear companies need someone to cut through the clutter. Social media managers work in real time to track brand sentiment—proving they're worth every penny of their \$65,000 salary.

SOURCE: techcrunch.com, forbes.com

Go tell it on the mountain... his Christmas we send you some holiday cheer... All we want t Sand Warm



BY MEGAN BINGHAM

PHOTOGRAPHY BY BRADLEY SLADE

WARINES, CREAT JOY

Capturing the spirit of the season—and the goodnatured personalities of the deans—the Marriott School's Christmas cards have delighted friends, colleagues, and school supporters for nearly fifteen years.

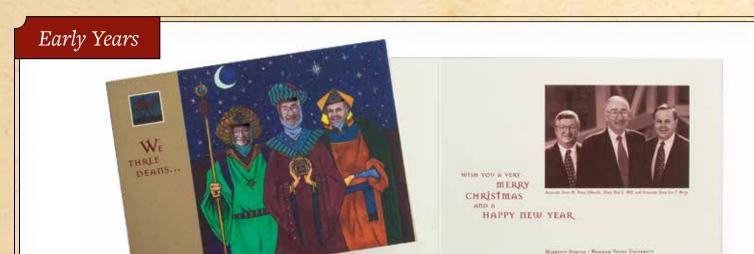
While the deans have donned lederhosen, snowman suits, and even blue paint in the name of comedy, the tradition has yielded serious dividends, garnering increased brand recognition and a profile in BizEd magazine. The fact that the deans are more recognizable—with or without toupees—is an added bonus.

E MARRIOTT SCHO

is sending

Take a journey through Christmas past to enjoy the school's greatest holiday hits. Signed, sealed, delivered—these cards are yours.





WE THREE DEANS

1998

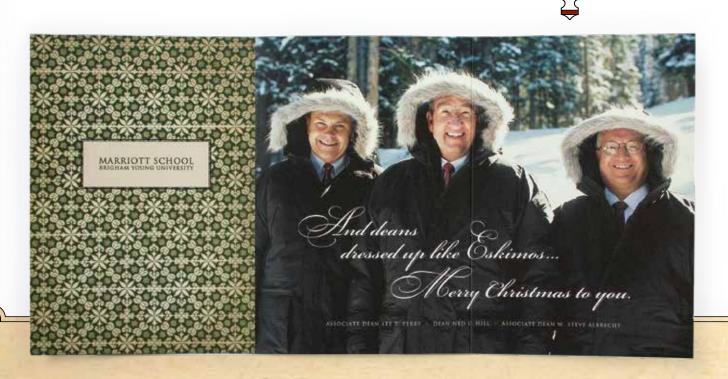
 Γ or many years the Marriott School sent mass-produced cards to donors and friends to celebrate the holiday season. In 1998, however, the deans wanted something different. They approached the school's new external relations director about crafting something in-house. The catch? It needed to be completed under budget and in less than a week.

A scheme was hatched to utilize resources the school already had, including a stock photo of the deans. Using "We Three Kings" as a starting point, a student designer created artwork for the front of the card, carefully matching up the faces of the deans to the cutouts. To keep costs down, only part of the project was printed in full color. Five days later the completed cards were deemed a fiscal success—and a huge improvement on the impersonal greetings of yesteryear.

DRESSED UP LIKE ESKIMOS

2002

An early snow in October 2002 made this card possible. Tweaking lyrics from "The Christmas Song," the external relations staff dressed the deans up like Eskimos. Matching fur-trimmed coats fit the bill, and Burlington Coat Factory generously lent three parkas for the photo shoot. This card was one of the few that took the deans off campus. The winter wonderland behind them is in Little Cottonwood Canyon, located about fifteen miles from Salt Lake City.



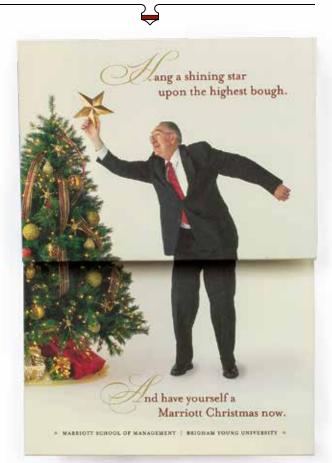


HANG A SHINING STAR

2004

The idea for this card, based on Judy Garland's classic song "Have Yourself a Merry Little Christmas," came from a student in the external relations office. Her original sketch was impressive, but turning it into reality took carefully executed photography, loads of measuring, and a dose of Photoshop.

The tree was shot at Modern Display in Salt Lake City while the deans were photographed holding one another's shoes in front of a green screen on campus. The secret to getting everything to line up just right? Painstakingly sizing up the two photo shoots to within a quarter of an inch. The result was a card that reached new heights and won a district gold medal from the Council for Advancement and Support of Education (CASE).





Middle Ground







WISECRACKS

2006

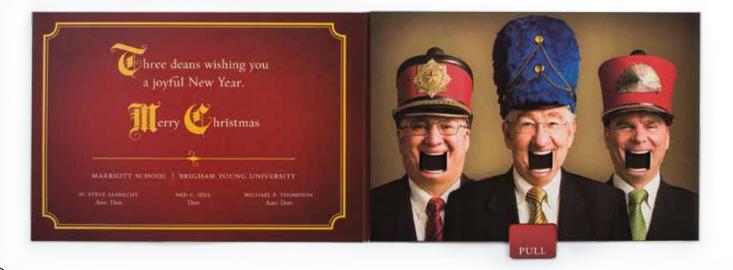
Taking a note from Tchaikovsky's ballet, the external relations team brought three nutcrackers to life. To match the deans to their tiny counterparts, hats left over from *The Music Man* were borrowed from BYU's theatre department and bedecked to look even more festive.

Hours were spent on mock-ups to ensure the pull tab would line up exactly with each dean's smile. To get those gigantic grins, the deans' upper teeth were rotated in Photoshop and reused on the moving tab. This was the first card to feature an added joke on the back—a wisecracking warning label. The humor won over CASE judges, who honored the project with a national gold medal.





CAUTION: Cracking real nuts in this card may cause damage.







IF WE COULD ONLY WHISTLE

2007

I n a reversal of the previous year's toothy grins, the deans did without chompers for this card—courtesy of some computer magic. But don't be fooled into thinking all the details were added in postproduction. The caroler costumes were sourced from a local theater's production of *A Christmas Carol*, and the snow is real—almost. Potato flakes were tossed over a blowing exhaust vent to create the illusion of winter flurries.

The most challenging aspect, however, wasn't the staging—it was the six tooth cutouts that accompanied each card. They were created with simple craft punches, but the man-hours quickly stacked up as staff and students from around the school lent their thumbs to the project. Twenty thousand molars later, the cards were in the mail, ready to shower recipients with dental confetti.

PIECE-FUL GREETINGS

2009

P or nearly ten years the external relations office tossed around the idea of a card inspired by "Once There Was a Snowman," but a suitable storyline was never developed. After revisiting the children's song in 2009, the team found a clever way to feature the pilgarlic deans: bald, bald, bald.

A homage to the era of Claymation Christmas classics, a forest of foam trees was constructed by set-design company Scenic Solutions in a local warehouse. Three snowman costumes were purchased online and altered to show off the deans' suit sleeves. And that extra sparkle? It's a layer of glitter applied at a specialty printer in Salt Lake City.





Recent History



2010

E nlisting the help of a BYU stage-makeup class, the production team gave new meaning to "Blue Christmas." At an early-morning makeup call, nine student artists spent nearly two hours transforming the deans into the ubiquitous Blue Man Group. To avoid prying eyes, the deans were whisked into a van hovering near the Harris Fine Arts Center's back exit and driven to the photo studio.

A surprisingly difficult aspect of production was finding the right mix of sticky paint for the lettering on the front flap. For several days the external relations office transformed into a chemistry lab, with team members mixing Mod Podge, borax, and blue dye to achieve the right look. The final gloppy concoction was dripped onto large Styrofoam letters. To make the paint pop, gloss was added to the finished cards.

GO TELL IT

2011

Y odel-Ay-Ee-Oooo! An Alpine spin on "Go Tell It on the Mountain," this was the first card to get the deans out of their suits—and into lederhosen. The festive garb and musical instruments were borrowed from local band Salzburger Echo, and Provo's Rock Canyon Park stood in for the Alps.

But the folksy dress wasn't the only first for this card. Upon opening the flap, readers were blasted with humorous polka music and a photo of the deans in a three-piece band. The music was digitally sequenced by local composer Mike Leavitt, and the sound chips were produced in China. The batteries turned out to be very durable—much to the chagrin of some weary parents.









THERE'S NO PLACE LIKE ROME

2012

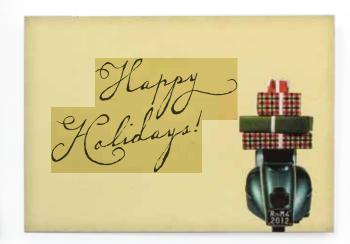
hen in Rome, get inspired. After a trip to Italy with the school's National Advisory Council, the deans came home brimming with ideas. The final choice was a play on the popular song "Home for the Holidays." Using *Roman Holiday* as a guide, the deans were envisioned on a joyride—gifts in hand—through the Eternal City.

To give the shoot a retro vibe, the deans dressed in their best Gregory Peck attire, complete with skinny ties, fedoras, and horn-rimmed glasses. Professor David Hart loaned his 1958 Vespa for the green-screen shoot. Since on-location photos were out of the question for the backdrop, the design team raided the Library of Congress's archive for a vintage snap of the Spanish Steps. The effort paid off, resulting in another national CASE award for the school.



Have another cup of holiday cheer by perusing all of the Marriott School's Christmas cards at

marriottmag.wordpress.com



School News

Marriott School Hosts Major Shopping for Students

Cohosted by the Marriott School and the undergraduate Women in Business club, the second-annual Major Shopping event was created to match female freshmen and sophomores with degree programs offered at the school.

More than four hundred people attended the gathering where women were introduced to major options, interacted with professors and upper-class students, and learned about internships, study abroad programs, and other business-oriented opportunities.

"We want women to know that business careers can be very flexible," says

Tina Ashby, Marriott School women's initiatives and mentoring manager. "If women bring their passions here, we can teach them business skills to help their dreams become a reality."

The highlight of the evening was keynote speaker Sharlene Wells Hawkes, GMO for StoryRock and former Miss America. She spoke about the numerous opportunities she's had and encouraged attendees to pursue a business-focused education.

"When you have a degree, especially a business degree, you have options," Hawkes said. "Business is all about connecting the dots between ideas and people, and you have the energy and skills to connect those dots."



Women across campus gathered at the Tanner Building to hunt for the perfect major at the 2013 Major Shopping event.

To get a taste of the Marriott School, attendees were divided into groups and met with faculty from nine of the school's disciplines. New to this year's event was the chance for students to visit booths from the centers in the

Inaugural Miller New Venture Challenge Announces 2013 Winners



FiberFix executives Chris Quinn (left) and Derek Rowley present to the crowd.

Sponsored by the Rollins Center for Entrepreneurship and Technology, the inaugural Miller New Venture Challenge—one of the biggest university-wide business plan competitions in the nation—gave winners cash to kick-start their ventures and a summer immersion program to keep the momentum going.

Named for entrepreneurs Larry and Gail Miller, the competition replaced BYU's business plan competition, adding a fresh format and more prizes.

"The Miller New Venture Challenge launches businesses in a way few

other universities do," says **John Hyde**, a recent MBA graduate from Fallon, Nevada, and student director of the competition. "The Millers' generous endowment makes it possible for us to provide more money to more businesses. It really sets us apart."

With fifty entries from BYU students, the competition included two rounds of judging by several panels of experts before being narrowed to the final eight who walked away with a combined total of more than \$140,000 in prize money and access to a summer program worth up to \$50,000.

The finalists were FiberFix, GearHead, Intuiplan, Medlock, Ori, Owlet Baby Monitors, Sales Rabbit, and Shot Coach.

"From year to year the students in these competitions continue to improve," says Barry Smith, CEO of Magellan Health Services and chair of the Rollins Center's founders organization. "The high level of performance speaks to the excellence of the students and the BYU experience. The competitive environment allows students to achieve more because of the high standard. It's phenomenal."

Winners were chosen based on three factors: the team's understanding of the market, proof that customers are interested in the business or product, and a clear road map for growing their company.

All eight winners were presented with a \$15,000 award during the final event. In addition, Owlet Baby Monitors was awarded the \$5,000 Global Management Award, a \$5,000 award for being voted the crowd favorite, and the \$5,000 first-place Investors' Choice Award.

Team FiberFix walked away with the \$5,000 Founders' Choice Award in addition to \$2,500 for second place. Sales Rabbit took third place and \$1,000.

School News

Marriott School—the Whitmore Global Management Center, the Ballard Center for Economic Self-Reliance, and the Rollins Center for Entrepreneurship and Technology.

Sarah Kruitbosch, a senior from Layton, Utah, attended last year's event as a pre-music major. As she talked with professors and students, she quickly became excited about the business school. A year later she is a marketing student immersed in her new major.

"A lot of stereotypes were shattered that day, and I realized this is the perfect place for me," Kruitbosch says. "I've jumped in with both feet, and nothing has ever been more rewarding. I'm becoming my best self."

Bateman Awards Celebrate Outstanding Students, Professor, and Organization



Award recipients join Michael Thompson and Merrill J. Bateman at the 2013 award ceremony.

The Marriott School honored winners of the 2013 Bateman Awards, the only school-wide awards selected exclusively by students, at an awards banquet in April.

The winners included **Phillip Beard**, a senior strategy major from Vienna, Virginia, as the Outstanding Undergraduate Student; **Katherine Poulter**, a first-year MISM from Farmington, Utah, as the Outstanding Graduate Student; **Melissa Larson**, professor of accountancy, as the Student Choice Award winner; and the Women in Business club as the Outstanding Student Organization.

"The purpose of BYU is to prepare people to go out into the world and become anchors," said Merrill J. Bateman during the award ceremony. "Marriott School students and graduates fulfill that mission."

Two students are presented annually with the Outstanding Undergraduate and Graduate Student awards for serving within the school and the community. The Student Choice Award honors a member of the faculty, staff,

or administration who demonstrates exceptional efforts to enhance students' experiences. Created in 2011, the Student Organization Award recognizes a successful student club or organization.

The closing banquet also featured keynote speaker Greg McKeown, a BYU alum, best-selling author, and frequent *Harvard Business Review* contributor. McKeown spoke about selecting a single priority in life as a step to becoming a great leader. **Robert Carroll**, Marriott School student council president, also spoke to the recipients and thanked them for their devotion to the school.

"President Bateman is a great example of leadership and ethics in business," he said. "Students, faculty, and clubs are recognized each year as examples of his qualities."

Making Soccer Goals to Develop Resiliency

Soccer is usually about making the goal. But for student coaches trained by BYU professor **Peter Ward**, the objective is more complex—score points and build character.

Ward, a recreation management professor, teaches Marriott School students how to build resiliency in youth through coaching community sports.

According to **Collin Walch**, a senior studying therapeutic recreation from Santa Cruz, California, and a student coach, players learn important lessons from their experience on the field.

"After practices and games we have a conversation with the players, and often some of the quietest players share profound insights," Walch says. "The other kids listen because they also want to know how to overcome their own difficulties—whether it's a test in school, bullying, or something else in their life."



In Ward's class, students learn basic coaching principles and how to teach adolescents to bounce back in the face of difficulty. After weeks of practice and role-playing, they apply these skills with their own teams of sixth through ninth graders from the Provo Parks and Recreation Department. Often the benefits to the players are so dramatic that parents quickly notice a change.

"Parents think it is great that their children can interact with positive role models and learn these traits while they play," Ward says. "Many parents actually request BYU student coaches because they know the benefits their children will receive."

Ballard Week Boosts Social Innovation

The Ballard Center for Economic Self-Reliance hosted the third annual TEDX-BYU event and the Social Innovator of the Year Award banquet as part of Ballard Week in March.

TEDXBYU is an independently organized event modeled after TED, a global conference where "ideas worth spreading" are explored. Speakers focused on the theme "Creativity Demands Patience" as they spoke to more than five hundred people at the sold-out event.

"TEDXBYU is a great place to connect with the innovators and thought leaders around us," says **Todd Manwaring**, Ballard Center managing director. "I'm thrilled about the authentic presenters we have each year and the audience's relation to them."

Speakers included Kushal Chakrabarti, cofounder and CEO of Vittana; Sharon Eubank, director of LDS Charities; Joseph Grenny, best-selling author and cofounder of VitalSmarts; Fraser Nelson, executive director of the Community Foundation of Utah; Jeff Sheets, director of the Laycock Center; Aaron Sherinian, vice president of communications and public relations at the UN Foundation; Jo-Ann Tan, business development marketing manager at Acumen Fund; and the Social Innovation Fellows: Natalie Dance, Benjamin Gong, Jace McLaws, and Kyle Durfee. The event also included a number from an interactive dance ensemble led by Kori Wakamatsu.

"TEDxBYU is a unique way to stimulate



Aaron Sherinian, vice president of communications and public relations at the UN Foundation, speaks at TEDxBYU.

cross-disciplinary learning and creativity," says Justin Oldroyd, an economics senior from Highland, Utah. "The talks this year showed me how valuable difficult times in our life can be if we use them to find our purpose and direction."

Along with speaking at TEDXBYU, Vittana CEO Chakrabarti was honored with BYU'S Social Innovator of the Year Award. He started the nonprofit in 2008 to provide microloans to students. The company works in twelve countries and helps more than one thousand youth a month.

Ballard Week festivities included two other events where students and social innovators collaborated together. Graduate students worked with the Newman's Own Foundation in the Innovation in Social Entrepreneurship case competition, and social innovators connected with one another to find inventive solutions to problems within their fields at the second annual S+ Labs conference.

Original CIS Recipient Returns to Speak on Ethics



After a seventeenyear absence, the first recipient of the Cardon International Sponsorship (CIS) returned to BYU to advise

business students on ethical dilemmas in the workplace.

In 1986 **Danilo Talanskas** of Brazil was the first student to be awarded the CIS—a program to help international students receive graduate degrees from the Marriott School and return to their native countries to be strong leaders in the Church and community.

"There's no way Danilo could have afforded to bring his family from Brazil to BYU without the CIS program," says **Brad Agle**, professor of ethics and leadership at the Romney Institute of Public Management. "Danilo has certainly epitomized what the award hopes to achieve."

During his speech to students, Talanskas drew from his experience presiding over three Fortune 500 companies in Brazil.

"Ethical behavior is a journey," Talanskas said. "You have ups and downs, nice moments and tough moments—but if you stick to your principles, you will always win in the long run."

STUDENT NEWS

BYU Team Wins International Business Model Competition at Harvard



Owlet team member Jordan Monroe presents at the 2013 IBMC at Harvard.

BYU's Owlet Baby Monitors team won first place and \$25,000 at this year's International Business Model Competition (IBMC) at Harvard.

The Owlet team's trip to the IBMC was sponsored by the Rollins Center for Entrepreneurship and Technology and marks its fifth top-placement at prestigious entrepreneur competitions this season. Other top finishes include Chapman University's California Dreamin' entrepreneur event, the Rice Business Plan Competition, and top-place finishes at the BYU Miller New Venture Challenge and the Utah Entrepreneur Challenge.

"We were very excited we were able to win with such tough competition," says Jordan Monroe, a business management major from Burley, Idaho, and a member of the Owlet team. "We worked hard to prepare and feel very fortunate it paid off. Our next step is to carry this momentum into the summer and make some initial sales."

Owlet produces sock-like baby monitors that provide parents with real-time

information concerning their child's vital signs, including oxygen levels and heart rate, via smartphone. The Owlet team developed the idea as a way to prevent infant deaths and will launch its venture with award money.

Founded three years ago by the Marriott School and cosponsored by Harvard and Stanford, the IBMC awards student entrepreneurs for testing and validating their business models with potential customers.

"We have seen an exponential growth in interest and participation in the IBMC, which suggests this competition has immense value for universities and entrepreneurs," says **Nathan Furr**, Marriott School professor and IBMC cofounder.

Students from 143 schools and ten countries participated in this year's IBMC, held at Harvard's Innovation Lab. The competition awarded teams more than \$75,000 in combined cash prizes. Finalists included Owlet and FiberFix from BYU, Fairweather Chef from Harvard, and Balance from Chile's Pontifical Catholic University.

BYU Student Company Named No. 1 at Utah Student 25

Underwater Audio, created by BYU student **Scott Walker**, was recently named the No. 1 student-run business by Utah Student 25—an organization that recognizes student entrepreneurs.

In addition to Underwater Audio, which sells waterproofed iPod shuffles and headphones, fourteen other BYU businesses were honored out of twenty-five teams from colleges and universities across the state.



Scott Walker addresses the crowd at the Utah Student 25 Awards Gala.

UN Global Compact Leader Speaks at BYU

The top executive of the United Nations Global Compact visited BYU to speak about the worldwide organization's mission to benefit societies across the globe.

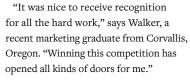
Georg Kell, a resident of New York and native of Germany, has been with the United Nations since 1987 and was a key figure in the creation and implementation of the Global Compact. The compact is the world's largest voluntary corporate responsibility initiative and includes more than seven thousand businesses across the world.

"Georg's experience working in international business is unrivaled," says **Brad Agle**, professor of ethics and leadership at the Romney Institute of Public Management. "We're fortunate to have him speak here at BYU."

Kell has been executive director of the compact



"Business is the force behind development," Kell said. "Most of the poverty reduction we have witnessed in the past twenty years has come from private-sector investment. There can't be successful development without business growth."



The top twenty-five were chosen based on business revenue and profit. Additionally, applicants were required to be in a management position, be full-time students, have their company's financial accounts up to date, and own a significant percentage of the company.

"These students are inspiring and deserve this recognition," says John Richards, event founder and assistant director of the Rollins Center for Entrepreneurship and Technology. "Starting out in business takes many sacrifices. The gala was an opportunity for us to pay tribute to these innovative students."

Other winning BYU student companies included Arrowstorm Entertainment, The Car Depot, Cart Ninja, The Awful Waffle, Splash Marketing, H.M. Cole, PrizedPearls, ME Crepes, Nice Guys Lending Services, Fine Grain, Lighthouse Management, Solase Massage, AppVantage, and Mission Essential.

BYU Team Wins Association for Corporate Growth Cup



Outperforming finalists from across the state, a team of BYU MBA students won first place and \$5,000 in the Association for Corporate Growth (ACG) Cup. This is the second year in a row BYU has earned top honors.

"The teams were given a very complex mergers and acquisitions case with international twists and complex valuation issues," says **Grant McQueen**, finance professor and team mentor. "We received high marks for both the thoroughness of the analysis and the quality of the presentation."

The ACG Cup is a case-study competition providing MBA students the

opportunity to create and present strategic financial advice concerning capital markets to local professionals in the ACG community.

TITUTION

BYU's team consisted of first-year MBA students **Ben Dailey** from Salt Lake City; **Mike Hanson** from Shelley, Idaho; **John Holbrook** from Salt Lake City; and **Jake Lewis** from Orem.

The competition was sponsored by the Utah chapter of ACG, an organization of local business executives who meet regularly to network and engage in professional training opportunities. ACG Utah awarded \$8,000 to universities in the case-study competition, including first-place money to BYU and \$1,000 each to the other three finalists: the University of Utah, Utah Valley University, and Westminster College.

2013 Eccles Scholars Awarded to Internationally Focused MBA Students

The Kay and Yvonne Whitmore Global Management Center recently named ten first-year MBA candidates as Eccles Scholars and awarded each recipient \$9,000



Back row, from left: Nathan Barnes, James Aida, McKay Hansen, and Chad Harris. Front row, from left: Caleb Baker, Monica McGhie, Gustavo Maruri, Marlenne Hernandez, Trevor McDougal, and Thomas Chiu.

to aid with schooling costs, international projects, and global career exploration.

"The award gives students access to opportunities they might not have otherwise—whether it be a global consulting project or a study abroad," says **Lee Radebaugh**, Whitmore Center director. "It also gives them something they can show to future employers."

The 2013 Eccles Scholars are James
Aida from Huntington Beach, California;
Caleb Baker from Stevensville, Montana; Nathan Barnes from Vancouver,
Washington; Thomas Chiu from Tuen
Mun, Hong Kong; McKay Hansen from
South Jordan, Utah; Chad Harris from
Mesa, Arizona; Marlenne Hernandez
from Mexico City; Gustavo Maruri from
Guayaquil, Ecuador; Trevor McDougal
from Salt Lake City; and Monica McGhie
from Santa Rosa, California.

"This is an exceptional group of students," Radebaugh says. "It was very difficult to keep the award to just ten recipients because there were so many well-qualified applicants."

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

MBA Students Win Stoddard Prize

Seventeen BYU MBA finance students were awarded the George E. Stoddard Prize and \$3,000 in a significant return on their educational investment. This year eleven second-year and six first-year students received the honor.

"The Stoddard Prize recognizes and rewards outstanding finance majors in

the MBA program," says **Grant McQueen**, a finance professor who oversees the awards. "Faculty members consider these prizes a vote of confidence in the students, their professional potential, and their role as representatives of the BYU MBA program around the globe."

The second-year 2013 MBA Stoddard Scholars are Brent Absher from Grand Island, Nebraska; Brandon Ayache from Cypress, California; Chris Bunker from Fairfax, Virginia; Trevor Flint from Ogden, Utah; Spencer Hafen from Kaysville, Utah; Ryan Mehner from Edmond, Oklahoma; Brian Nielsen from Spanish Fork, Utah; Gregg Pickett from Tremonton, Utah; Bryce Rindlesbach from Salt Lake City; Rob Sherwood from Calgary, Canada; and

Brian Wayment from Burley, Idaho.

The first-year MBA 2013 Stoddard Scholars include **Mark Brems** from Phoenix; **Ben Brown** from Pendleton, Oregon; **Carl Christensen** from Bountiful, Utah; **Thomas Graham** from Salt



George Stoddard and his wife, Elma. The Stoddard Prize was established by George in 1985.

Former Senator Given Prestigious Award



The Romney Institute of Public Management presented former senator Robert F. Bennett with its 2013 Administrator of the Year award for his work in Congress.

Since 1972 institute faculty have nominated outstanding men and women who have achieved distinction in public sector management. Bennett is the forty-second recipient.

"Senator Bennett is recognized as an outstanding statesman," says **Rex Facer**, a public

finance and management professor and award committee lead. "He's a careful thinker who always looked to both sides of the political aisle for help. Adding Senator Bennett to the list of recipients was an easy decision."

The awards ceremony took place at a private banquet on campus. Prior to the occasion Bennett spoke to students about entering the workforce with a creative outlook.

"You will be making careers in a world where productivity is always increasing," Bennett said. "But you have an advantage because you grew up in this world. You can be powerful agents for the right kind of change."

Bennett was elected for his first congressional term in 1992 and served until 2011. He was involved in national economic policies as the senior member of the Committee on Banking and the Joint Economic Committee. He has been praised for his intellect and integrity by political figures from both parties.

Lake City; **Adam Nebeker** from Liberty Lake, Washington; and **Brad Peterson** from North Ogden, Utah.

Second-year recipients were selected by a faculty committee based on academic performance and their commitment to the finance program. Selection of first-year students was based on registration in the finance major and academic performance.

On-Campus Internships Open Doors for Students

In today's competitive job market, having an outstanding résumé is not just a good idea—it's required. To give students more opportunities for career development, the Marriott School offers an on-campus internship program.

The experience-based curriculum teams up students from across campus to work on semester-long projects.

"This program gives students the opportunity to try out a career," says Roger McCarty, director of experiential learning. "Students who participate gain work experience, which makes them more employable and competitive in the internship and employment markets."

Interested students can register for any of the four, three-credit options: capital academy, real estate development, social innovation, or experiential projects. Students are then grouped into teams of five and assigned to a specific company through an application process.

Offering crucial skills like leadership, teamwork, and problem solving, the internship program gives students the opportunity to become part of the inner workings of a business. **Cassie Dowling,** a marketing senior from Charlotte, North Carolina, was part of a team working for eBay on an employee retention project.

"We weren't just interns," Dowling says. "They included us as part of their corporate team. We were right in the middle of things."



FACULTY NEWS

Organizational Leadership Professor Receives Outstanding Leadership Award

The Marriott School presented Alan Wilkins, professor of organizational leadership and strategy, with the Outstanding Faculty Award at the school's annual awards night. In addition to Wilkins, another fourteen faculty, staff, and administrators were recognized at the event.

"Throughout Alan's career he has helped faculty members understand the need to strengthen students intellectually and spiritually," says **Gary Cornia**, former Marriott School dean. "He's made a positive difference in the lives of MBA and undergraduate students during his time at BYU."

Over the course of his BYU career Wilkins has served in both teaching and administrative positions. Some of his achievements include creating the "Aims of a BYU Education" document, initiating a new approach to hiring faculty, establishing a faculty-development program, and emphasizing undergraduate involvement in faculty research. Upon receiving the award Wilkins expressed his gratitude.

"This is a place where bright people want to come," Wilkins said. "To be honored by you is humbling. To receive a Marriott School honor is unexpected and heartwarming."

During the event a number of other outstanding members of the Marriott School team were also honored.

Debbie Ruse, assistant director of the MBA program, was recognized with the N. Eldon Tanner Award. First presented in 2010, this award is given to those who embody the integrity, leadership, humility, and stewardship possessed by the late N. Eldon Tanner.

The Teaching Excellence Award was given to organizational leadership and strategy professor **Paul Godfrey** for outstanding classroom instruction.

Tom Foster, professor of global supply chain management, and Mark Zimbleman, accounting professor, were given Scholarly Excellence Awards for their research and publication efforts.

Citizenship Awards were given to Gary Hansen, associate professor of



Alan Wilkins addresses the crowd after receiving the Outstanding Faculty Award.

information systems, and Larry Walters, professor of public policy and analysis, for their commitment to students, faculty, and programs and for furthering the school's mission.

Jeff Brown, assistant director of the Rollins Center for Entrepreneurship and Technology, and Ann Sumsion, academic advisor for the information systems department, each received an Excellence Award for superb management, professionalism, character, and initiative.

The event also recognized retiring faculty and staff for their years of service. In addition to Hansen and Ruse, the list of retirees included **Don Adolphson**, professor of public management; **Bob Crawford**, associate professor of managerial economics; **Michael Pinegar**, professor of finance; **Lee Radebaugh**, professor of accountancy; **Boyd Randall**, professor of accountancy; and **Warner Woodworth**, professor of organizational leadership and strategy.

Strategy Professor Named Most Influential Young Management Scholar



BYU strategy professor Jeff Dyer was recently recognized for his impact on academic and business professionals,

being named the most influential young management scholar by the Academy of Management Perspectives.

Dyer, the Horace Beesley Professor of Strategy and the organizational leadership and strategy department chair at

School News

the Marriott School, was ranked by the number of times his work was cited in scholarly articles and by the number of relevant indexed search results.

"Jeff has made a remarkable impact on strategic thinking in organizations around the world," says **Gary Cornia**, former Marriott School dean. "His work is cited by both academics and practitioners as groundbreaking."

The academy ranked Dyer No. 1 among those who received degrees since 1991. He was ranked No. 22 among all management scholars. Topping the list was Stanford professor James March, who earned his degree in 1953.

Dyer is known for his publications in the Harvard Business Review and the Strategic Management Journal and is the only strategy professor to have published five times in both. His article "The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage" was recognized by Science-Watch as the second most-cited paper in economics and business between 1998 and 2008. He is also the lead author of bestseller The Innovator's DNA.

Strategy Professor Finds Adding a Spouse to a Small Business Pays Off



Bringing your spouse to work could yield big dividends, according to a new study authored by strategy professor **Gibb Dyer.** Recently published in *Family Business Review*, the study found that adding a spouse to a small business can lead to increased family income with no adverse effects on the firm.

Using a dataset from the Panel Study of Income Dynamics, Dyer examined the financial outcomes of transitioning from a single-owner firm to a copreneurial business, involving a husband-and-wife management dynamic. Dyer's findings disproved his initial hypothesis that the financial health of the firm and family would suffer as a result of the change.

"Although both findings were unexpected, the results are very significant," Dyer says. "We think the reason family income increased is that the husband and wife first looked at what would make financial sense at home. The spouse was hired to benefit the family's income, not the business."

Dyer's study examined the firm's profitability and the family's income before couples became copreneurial compared to where they stood two years later.

"I expected these small business owners, who typically aren't willing to delegate decision-making authority, to clash with their spouse and hurt the business financially," Dyer says. "These copreneurial businesses, though, found a way to incorporate the inexperienced spouse in such a way to do no harm financially."

The study found that family income went up irrespective of the spouse's pay or how many hours they contributed to the business.

Dyer will next research how copreneurial businesses impact family life. Dyer currently is the academic director for the Ballard Center for Economic Self-Reliance and is a recognized leading authority on entrepreneurship. Publications such as Fortune, The Wall Street Journal, and The New York Times have cited Dyer for his work on family business relationships and start-ups.

Accounting Professors Awarded Wildman Medal

Marriott School accounting professors Steve Glover and Doug Prawitt were honored with the prestigious American Accounting Association/Deloitte Wildman Medal award for their significant contribution to the practice of public accountancy through the application of insights from academic research to professional judgment.

Glover and Prawitt were presented with medals and a \$5,000 award



Steve Glover



Doug Prawitt

California, at the AAA's annual conference in August for their monograph "Elevating Professional Judgment in Auditing: The KPMG Professional Judgment Framework." The monograph was co-authored with KPMG national partners Rob Chevalier,

in Anaheim,

George Herrmann, and Sam Ranzilla.

"Our paper's reception by accounting academics and practitioners highlights the fact that collaborations between these parties can be very productive," Prawitt says. "Academic accounting research can be rigorous yet at the same time contribute significantly to real-world issues."

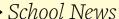
First presented in 1979, the Wildman Medal recognizes authors who publish the most significant contribution to the practice of public accountancy, including audit, tax, and management services. Judges consider publications from within the last five years and award a winner based on the practical implications of the research.

"Business school academics tend to focus on the application of theory in real-world business settings, so it is particularly gratifying to receive recognition for making a significant contribution to the advancement of the practice of public accountancy," Glover says. "We had no idea our paper had been nominated for the award. It was a pleasant surprise and a great honor to be selected."

Marriott School Professor Recognized for Online Influence

Through tweets, hashtags, and blogs, students in **Teppo Felin's** classes are encouraged to use technology to interact with their professor and supplement classroom learning. This innovative use of technology is one of the reasons Felin ranks as one of the most web-savvy professors and influential Twitter users in the country.

"With so much online, students are





spending more and more time on the Internet," Felin says of the importance of using technology in the classroom. "I try to be familiar

with new technologies and use them to help teach my students."

Felin manages two blogs—strategyprof .net and orgtheory.net—to interact with the academic and business community. A number of guest bloggers also share industry insights on Felin's blogs. This web presence, combined with his social media interaction, resulted in the accolades.

His Twitter ranking by think tank LDRLB is the result of Felin's Klout Score—an online ranking that digs into a user's social media interaction to measure influence.

Felin's standing as the nineteenth most web-savvy professor was determined by a rigorous research process completed by Best Online Universities. The group nominated and ranked professors based on their social media activity, ownership or contributions to websites, and their recognition of the importance of new media.

"Teppo Felin is one of the most creative young faculty I have worked with," says Gary Cornia, former dean of the Marriott School. "He has inventive ideas and a unique ability to share those ideas in ways that are truly influencing organizations around the world."

School of Accountancy Names New Chair



Marriott School dean Lee Perry recently announced the appointment of Jeff Wilks as chair of the BYU School of

Accountancy. He assumed the position on 1 August, succeeding **Steve Glover**, who is now an associate dean of the Marriott School.

"Jeff is a talented teacher and scholar and brings unique professional experience as a former fellow of the Financial Accounting Standards Board," Perry says. "Jeff is highly regarded in the school, and we are confident he will continue the outstanding leadership tradition."

Wilks joined the Marriott School in 2000 and has been consistently recognized for his achievements in research and teaching. Along with his classroom and research responsibilities, Wilks has worked as a consultant with the International Accounting Standards Board and as a project manager for the Financial Accounting Standards Board.

"I am very excited to serve my colleagues," Wilks says. "There is no other accounting program in the country that has such outstanding students, dedicated alumni, and collegial faculty and staff. I love being part of the School of Accountancy, and I consider myself lucky to follow in Steve's footsteps."

Glover joined the Marriott School in 1994, received the Marriott School's Outstanding Teaching Award in 2009, and has served as chair of the SOA since 2012. Glover also served as president of the auditing section of the American Accounting Association for a year and has been an editorial board member of multiple academic journals. Glover was selected as one of Perry's associate deans in July.

Want to Move Up at Work? Be a True Believer



New research is tweaking an old adage about how to get ahead in a competitive workplace: it's not just who you know but what you believe in.

A recently published BYU study finds that employees who are true believers in the mission of their organization are more likely to increase in status and influence than nonbelievers.

"Many organizations today have a well-defined mission with enduring principles that matter not only to employees but to other stakehold-

ers," says **John Bingham**, professor of organizational leadership and strategy. "It's a shift from the old paradigm. In these companies, it's less about who you know."

The study found those who exhibit a strong belief in a brand's mission or cause become more influential in important company circles, while those simply focused on punching the clock become more peripheral players—regardless of formal company position or overall performance.

For the study, which appears online in management journal *Organization Science*, Bingham and his colleagues surveyed employees at organizations with mission-based cultures.

One of those organizations was an outdoor footwear manufacturer founded on principles of environmental sustainability that engages in several green policies, such as subsidizing employees who ride bikes to work and buying electricity generated by wind power.

"Those who were true believers in this company's cause were considered idea leaders," Bingham says. "If the mission is a legitimate part of an organization's identity, that tends to be the case."

Past research looking at status in a company has focused on the personal traits of individuals—height, gender, or race—and structural factors, such as the formal positions one occupies.

Study coauthors include Marriott School professor **Jeffery Thompson**, incoming BYU business professor **Jeffrey Bednar**, James Oldroyd of the Fisher College of Business at Ohio State University, and Stuart Bunderson at Washington University's Olin Business School.

Alumni News

MANAGEMENT SOCIETY

UK Chapter Organizes Europe Leadership Conference



Fifty miles north of London, the United Kingdom Chapter of the Management Society recently hosted the Europe Leadership Conference. Members from the United Kingdom, Denmark, Finland, Germany, Ghana, France, Norway, and the United States participated in the event in an effort to network and learn from other Management Society leaders.

"Bringing different cultures together in an LDS business forum is what the Management Society is all about," says **Rixa Oman,** Management Society executive director. "It's a wonderful privilege to discuss ethics and business while balancing the secular with the sacred."

The event was organized to grow the chapter and was attended by local and international business leaders along with several BYU students participating in European internships or study abroad programs. Topics ranged from building a strong membership base to increasing ethical leadership.

"We've recently witnessed a huge increase in membership from roughly 350 members at the end of last year to more than one thousand before the start of the conference," says **Leighton Bascom**, president of the new UK Chapter. "The swell of support led to the success of our conference."

Washington, D.C., Chapter Honors Sheri Dew

Sheri Dew recently joined an impressive list of recipients of the Distinguished Public Service Award from the Washington, D.C., Chapter of the Management Society. The group annually honors individuals who have given significant public service at a scholarship-raising gala. Past recipients include Thomas S. Monson, Stephen R. Covey, and Harry Reid.

"It's always a big dilemma for our executive board to decide who to honor, but this year the choice was easy," says Stephen Boyd, chapter president. "No one has contributed more to the women of the church, and we unanimously felt Sheri deserved to be honored."

Dew is CEO and president of Deseret Book, a former member of the Relief Society general presidency, and the twenty-eighth individual honored with the award.

In addition to honoring Dew, the gala continued the chapter's tradition of providing scholarships. Last year the D.C. Chapter raised \$20,000 for Marriott School students while the Management Society collectively racked up nearly \$350,000 to assist college students with educational costs.

"The purposes of the Management Society are networking, career development, and service to the community and BYU," says **Rixa Oman**, Management Society executive director. "Scholarships are the main way chapters give service. Their efforts make a great difference in the lives of hundreds of students."

CLASS NOTES

1983



James Markham, a 1983 MACC graduate, has spent the past three decades at accounting firm Ernst & Young, working at

offices in Salt Lake City, Seattle, and San Jose, California. He is currently tax leader over the company's Americas Strategic Growth Market practice and the partner in charge of the Sacramento and Reno offices. In 2013 Markham was named a monthly contributor to *Inc.* magazine on entrepreneurial tax issues. His recent articles have advised start-ups on tax credits and common tax mistakes.

Markham and his wife, Laurie, live in Granite Bay, California, and have three children. In his limited spare time Markham enjoys golfing and reading.

1984



Chris Smith, a 1984 MPA graduate, has spent nearly his entire career in the healthcare industry. Smith has held CIO positions

with health systems and medical centers in Louisiana, Colorado, and Nevada. His current position is in Utah as the CIO for Central Utah Clinic, the largest independent physician group in the state. Smith is responsible for the performance and management of the clinic's information technology and health information management groups—a task that puts him in contact with 163 physicians and other employees to improve efficiency and patient experience.

Smith was a member of the swimming and diving team while at BYU, and he still enjoys swimming and scuba diving. He is also involved with the Kiwanis Club. Smith and his wife, Pamela, have four children and live in Provo.

1988



After earning his MBA in 1988, **Brian Hervey** spent eleven years at Novell working his way up to senior account executive. In 2011 he

moved to Symantec, where he currently sells software security and storage functions to government and educational organizations in California. Hervey's success has landed him a spot on the President's Club annual sales award trip for ten of the last fifteen years.

Battlefield Leadership Comes to the Gridiron

Dr. Martin Luther King Jr. once said, "The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

Former Green Beret and 2012 MBA graduate Jason Van Camp is a big believer that a person's leadership potential is best demonstrated under stress. His company Mission Essential provides athletes and corporate professionals with the opportunity to become better leaders by stepping into the shoes of a Special Forces officer.

Through training sessions that replicate real military operations, the Mission Essential team assesses a group's leadership dynamic. Possible scenarios include negotiating with an enemy, dealing with a hostage situation, and participating in team competitions.

"The intangible quality of leadership is what separates those who are successful from those who are not," Van Camp says. "When you are tired and exhausted, your true character is revealed. You really find out what a person is made of."

Van Camp's journey to Mission Essential began with a friend and comrade in arms, thirty-year-old Nate Boyer, who asked Van Camp to help him prepare to walk on to the University of Texas football team. Van Camp trained with Boyer for a year, getting him ready physically and mentally for the challenge. The training gave Boyer the tenacity he needed to beat out more than one hundred other walk-ons.

After playing for the Longhorns during a losing season, Boyer observed that the team had talented players but lacked leadership. This got the pair thinking.

"Nobody has more teamwork or leadership skills than Special Forces operators," Van Camp says. "We decided to provide the same lessons we learned through training and combat—the stuff that made us who we are."

The company started small, holding a trial run with Orem-based Pinnacle Security. The program was so successful that Van Camp decided to



Jason Van Camp outlines an operation with Tim Tebow

take Mission Essential to the big leagues. He started by cold-calling NFL teams. The New York Jets were the first to buy into Van Camp's leadership-building tactics.

Van Camp spent the summer rubbing elbows with the Jets' players and coaching staff. Mission Essential's business repertoire has since grown to include the Minnesota Vikings, the Texas Longhorns, Protection 1, and Johnson & Johnson.

Even though Van Camp works in the private sector, he remains true to his military roots by using his company to benefit veterans and their families. In addition to donating a portion of profits to the Special Operations Warrior Foundation, Van Camp also works with the Wounded Warrior Project and the Robert R. Pirelli Memorial Fund.

Van Camp currently lives in Raleigh, North Carolina, where he enjoys fixing his old Jeep, doing CrossFit, traveling, watching sports, riding horses, and helping friends.

Hervey and his wife, Colleen, have five children and live in Oceanside, California. He enjoys golf, tennis, and travel. Service is important to Hervey and his family, who take an annual trip to assist orphanages in Baja California. Hervey says his family is a true BYU family—cheering for the Cougars every chance they get.

1989



From Hunt's to Chef Boyardee, 1989 finance graduate **Dan Jones** has played a role in getting some of America's favorite brands on

the dinner table. In 1997 Jones joined ConAgra Foods, one of the largest food manufacturers in North America. He moved into his current position as vice president in 2005 and now oversees the company's information technology functions. Jones began his career at Arthur Andersen Consulting in Los Angeles before making the jump into the food industry.

Jones is involved with the Boy Scouts of America and is chair of the BYU Alumni Association Omaha Chapter. In his spare time he plays quarterback in a flag football league. Jones and his wife, Beckie, live in Omaha, Nebraska, and are the parents of four children.

1995

MBA graduate **Michelle Linford** hasn't slowed down since earning her degree in 1995. She spent her first three years after graduating at Telcordia Technologies before becoming a stay-at-home mom. She has since consulted for various companies and is currently website



manager for the More Good Foundation, a group that aims to increase missionary work around the world. Linford's dedication to

spreading the gospel, especially through online means, extends to her role as a member of the Missionary Training Center advisory committee.

Linford is also active in encouraging women to pursue careers in business. She sits on the Marriott School's Undergraduate Management Advisory Board and is focused on placing female students in internships. She also advised the Women in Business Club and planned the 2011 Women in Business Conference. Linford enjoys opportunities to write, brainstorm, and mentor students.

Alumni News

She and her husband, Matthew, have three children and live in Orem. She enjoys relaxing with family, singing, and bird watching.

1997



MBA graduate **Tyler Thatcher** recently
reached a career
milestone: the tenth
anniversary of his
venture capital firm.

Thatcher founded Banyan Ventures in 2003 with the goal of growing successful companies with more than just money by working with entrepreneurs to take their businesses to the next level. Besides contributing capital, Banyan Ventures assists with executive training, sales and marketing, and management. Thatcher's current role is managing director, and he serves as CEO of two companies in the portfolio—manufacturer Chapman Innovations and delivery service Rev It Logistics.

Thatcher coaches youth football and lacrosse and is a board member of the American Lung Association's Utah chapter. He enjoys canyoneering, dog training, and hunting. Thatcher and his wife, Gerolyn, live in Salt Lake City and have three children.

1999



Brian Westover could be BYU's boldest fan in Idaho—at least when it comes to lawn décor. By day the 1999 master of accountancy gradu-

ate is the manager of IT internal audit at Micron Technology, where he plans, designs, and executes internal audits of IT systems and operational processes for the semiconductor producer. By night Westover is a Cougar fan. In anticipation of last year's football game against Boise State, Westover mowed a giant Y into his front lawn to show his school spirit. He received friendly ribbing from neighbors, and each surrounding house had BSU mowed into its lawn. Westover says he is excited to continue the tradition each time the Cougars come to town.

When he isn't managing audits or creating custom yard art, Westover serves as a board member of the Management Society's Boise chapter. He enjoys boating,

Balancing Human Capital in the Office and at Home



When Sandy Wight earned a MAcc in 1990 and started her career with Arthur Andersen, she had no idea she would become a partner. "My goal was to get a job and have two years of experience on my résumé," she says. Twenty years later Wight is still gaining experience for her résumé—as a partner in the human capital practice of Ernst & Young.

A mother of three, Wight balances work and home life through the flexibility offered by her employer.

"Communication and lots of planning—at work and at home—are key as a working parent," Wight says. "By prioritizing, setting expectations, and following through on commitments, I've found a balance that works for my family, my clients, and my teams."

In her role in human capital Wight focuses on providing leading technology and consumer products companies with cross-border tax and compensation planning, global program coordination, and policy development.

"I get to meet and work with fantastic people around the globe," Wight says. Despite our different backgrounds, I've realized we are all connected in some way. The world has started to feel really small."

Some of Wight's favorite work experiences have been visiting Ernst & Young colleagues in Bangalore, India, and Buenos Aires, Argentina. "Overall, the best part of my job is working with wonderful people," she says. "It sounds cliché, but people make all the difference."

A few years ago Wight started running as part of a challenge at work to get more exercise during tax season. She ran her first half marathon in January 2012 and has plans to run another this year. Wight's running companion is a friend from work, but they don't talk tax along the way. They discuss their families, children, recipes, and reaching the next mile or milestone.

Wight and her husband, Mitch, have three children and live in Sammamish, Washington.

camping, and fishing. Westover and his wife, Carmen, have four children and live in Meridian, Idaho.

2000

Brian Hartsell, a 2000 MPA graduate, recently moved to the Midwest to further his career in public service. After serving in the U.S. Air Force and working with a Missouri medical center, Hartsell became assistant to the city administrator of



Bonney Lake, Washington, in 2009. Three years later he traded in green mountains for rolling hills and moved to Indiana,

where he is now the assistant town manager of Brownsburg, an Indianapolis suburb. In his current role Hartsell helps oversee the town's daily operations and budget. He directly supervises the fleet maintenance, information technology, utility billing, human resources, and purchasing departments and actively works to maintain and increase Brownsburg's excellent quality of life.

When he isn't helping the community, Hartsell enjoys photography, sports, and travel. He and his wife, Tyrene, have four children and live in Brownsburg.

2001



Kevin Clegg's first foray into business began nearly fifteen years ago when he started a car repair shop with his brother. After

graduating with his master's in organizational behavior from the Marriott School in 2001, Clegg began a career in human resources that took him and his family across the country with positions at USAA, Honeywell Aerospace, and Pulte Homes. Anxious to return to his Utah roots, Clegg came back to the family business in 2011.

Since then Clegg Auto has expanded to three locations in Utah Valley. As general manager Clegg oversees nearly all aspects of the business. The premise is simple: provide quality service with integrity and strong customer service. The goal is to take care of everyone as if they were family.

Clegg is active in mentoring students and job seekers on career management and interview techniques. He and his wife, Shaile, live in Alpine, Utah, with their three children. Clegg enjoys fishing, golfing, and singing.



Laurie Munson's finance degree has served her well in a variety of projects. After graduating from the Marriott School in

2001, Munson went on to earn a master's degree in international development from BYU in 2003. She is now a stay-athome mom and enjoys participating in outdoor activities, reading, and spending time with her family.

Munson and her husband, Nathan, are cochairs of the BYU Alumni Association Green Bay/Appleton Chapter. They have five children and live in Appleton, Wisconsin.



Becky Nesbitt turned her love of nonprofit management and higher education into a blossoming career in academia. After receiv-

ing her MPA from the Marriott School in 2001, Nesbitt went on to earn a PhD in public affairs from Indiana University. She has since taught as an assistant professor at the University of North Carolina and the University of Kansas. Nesbitt recently joined the faculty at the University of Georgia as an assistant professor of nonprofit management. Her research focuses on volunteerism and philanthropy, especially on volunteer management in public and nonprofit organizations. Her work has been published in several prestigious journals.

In May 2013 Nesbitt traveled to Romania to give a series of lectures on volunteerism at the invitation of the U.S. Embassy in Romania and the U.S. State Department Speaker Program.

Nesbitt lives in Athens, Georgia, with her dog, cats, and rabbits. She enjoys reading, baking, and hiking.

2002



Carey Cadle, a 2002 MACC graduate, was recently appointed partner-in-charge at public accounting firm Gallina, where he now

oversees the tax department's operations. Cadle began his career with Deloitte before taking his tax expertise to his current firm, which *Sacramento Business Journal* recognized as the top regional CPA firm in 2011.

Cadle is a member of the American Institute and California Society of CPAs. In addition to his professional activities, he enjoys running, swimming, and biking. Cadle and his wife, Melanie, are the parents of four children and live in Auburn, California.

2004

After earning a degree in accounting in 2004, **Devin Bird** went on to earn an MBA with high distinction from the University of Michigan in 2008. He is now principal at Banyan Family Business Advisors, where he works with family businesses



in the United States, Brazil, and the Philippines. With a team of partners Bird advises businesses on their strategy and approach

to family, government, and economic changes, with a special emphasis on preserving family legacy and capital for future generations.

Bird's career has also taken him to KPMG as a senior associate and to Bain & Company as a case team leader. He also serves as a shareholder and advisor for his family's business, Global Connect.

Bird and his wife, Lynette, have one son and live in Ocean City, New Jersey, where they are active in their local chapter of Families Supporting Adoption.



Before making a big move to Kentucky to become an account supervisor at MKTG Inc., 2006 MPA graduate Maria Barnett

found herself answering the question "Is that your final answer?"

While transitioning between jobs in New York City, Barnett applied to be on the show *Who Wants to Be a Millionaire*. Knowing trivia about PETA slogans and Jules Léotard, she blasted through the first ten questions, gathering thousands in prize money.

It was the ten-thousand-dollar question that ended Barnett's winning streak, however. She played it safe and didn't answer, walking away with \$63,600 in her pocket.

Barnett and her husband, Kyle, live in Covington, Kentucky.

2006

Forrest White, a 2006 MACC graduate, began his career as associate and senior associate consultant at Bain Capital's Dallas office. After three years he moved to another form of consulting—that of textbooks and medical charts—as he began medical school at Columbia University College of Physicians and Surgeons. After graduating in spring 2013, White is now interning in internal medicine at Boston's Beth Israel Deaconess Medical Center. He will then begin a dermatology residency in New York City.

Alumni News

White and his wife, Abbie, have three children and enjoy exploring the East Coast.

2007

Scott Abbott, a 2007 MBA graduate, recently expanded his franchise company to Canada and across the pond. Five Star Franchising, of which Abbott is GEO and



founder, is dedicated to developing the world's best franchise system in the service industry. The company recently acquired Bath Solu-

tions Dealership, a system of twenty-five bathroom renovation franchises across Canada and the United Kingdom. Abbott hopes to continue his support of entrepreneurs by expanding the business into the United States.

Abbott recently completed a term as board member of Entrepreneurs' Organization Utah. He enjoys fishing and coaching soccer and flew a plane from takeoff to landing for the first time this year. Abbott and his wife, Heidi, have five children and live in Spanish Fork, Utah.



Ivan Makarov, a 2007 MACC graduate, spent the first five years of his career in public accounting with PricewaterhouseCoopers

and Ernst & Young, where he helped high-tech companies as manager of the international tax services group in San Jose, California. He recently took an opportunity to combine his passion for photography and training in finance as controller at SmugMug, a Silicon Valley Internet company that provides photosharing and e-commerce services to photographers of all skill levels.

Makarov himself is a well-traveled photographer of nature, architecture, and people and enjoys the chance to work in his favorite industries. He and his wife, Rebecca, are the parents of four children and live in San Jose.

2010



Shawn Pace, a 2010 management graduate, started in a retail manager position when he was a teenager. He is currently the business

development manager at ApplicantPRO, where he plays a major role in expanding one of Utah's fastest growing companies. The venture is a leading provider of hiring software for small and mid-size businesses with a focus on simplifying the job-search process through filters and screenings. Pace's role is to monitor the competition and keep ApplicantPRO one step ahead of the game. Before joining the company Pace was an account executive for Durham Brands and an operations manager for Pacific Dental Services.

Pace enjoys outdoor activities, sports, and travel. He and his wife, Megan, have four children and live in Highland, Utah.

Senior VP Goes the Extra Mile Again and Again

Jeff Holdaway, a 1982 finance graduate, knew there was a way for him to combine his passion for business and law. After graduating from Columbia Law School in 1985 and working at a national law firm, an opportunity arose that he couldn't turn down. Twenty-four years later Holdaway is still glad he jumped at the chance to work at Marriott International.

Now as senior vice president and associate general counsel, Holdaway leads a team of nearly forty executives and attorneys in the Americas Lodging and Global Services Group, providing oversight and legal support for more than 3,200 hotels across the Americas.

"One of the beauties of working in-house is that it allows you to be in the stream of decision making and to see how your input plays out over time." he says.

Holdaway's impact on the company has indeed played out over his career. He had a major role in the acquisition of the Ritz-Carlton Hotel Company—one of Marriott's largest purchases. He sits on committees monitoring and creating worldwide strategy on pro-

grams, initiatives, purchases, and refinances of Marriott properties around the globe.

His hard work was rewarded when he received the 2012 Anthony G. Marshall Award, given to the top hospitality lawyer in the United States. For Holdaway it was the mark of decades of legal success in the hotel world.

Holdaway's other joy in life came on a whim for a chance at father-son bonding. Fifteen years ago Holdaway's dad heard about a 100-mile adventure run through the mountains of Utah and thought it could be a fun feat for them to attempt together. After months of training Holdaway and his father set off on the journey.

"More than thirty-five hours later I stumbled across the finish line swearing to never do it again," Holdaway says. "But after a recovery period I thought it could be something I might be good at, much to my wife's consternation."

And it is. Holdaway has religiously run the original race for the past fifteen years. He has also run more than eighty ultramarathons and nearly twenty one-hundred-mile races around the country. In 2011 the Holdaway family set the Guinness World Record for most family members to finish an ultramarathon, with a total of seven. Three generations of Holdaways were present. Even Holdaway's dad, who just turned eighty-two, recently completed a fifty-mile trail race.

"Hopefully that means I come from a good gene pool," Holdaway quips.

Holdaway and his wife, Karen, have three boys and live in Vienna, Virginia. Karen works as an international sports event organizer, with experience at seven Olympic Games and four FIFA World Cups. Together they are cochairs of the BYU Alumni Association Washington D.C. Chapter.



