

MARRIOTT

ALUMNI MAGAZINE

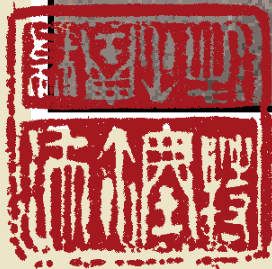
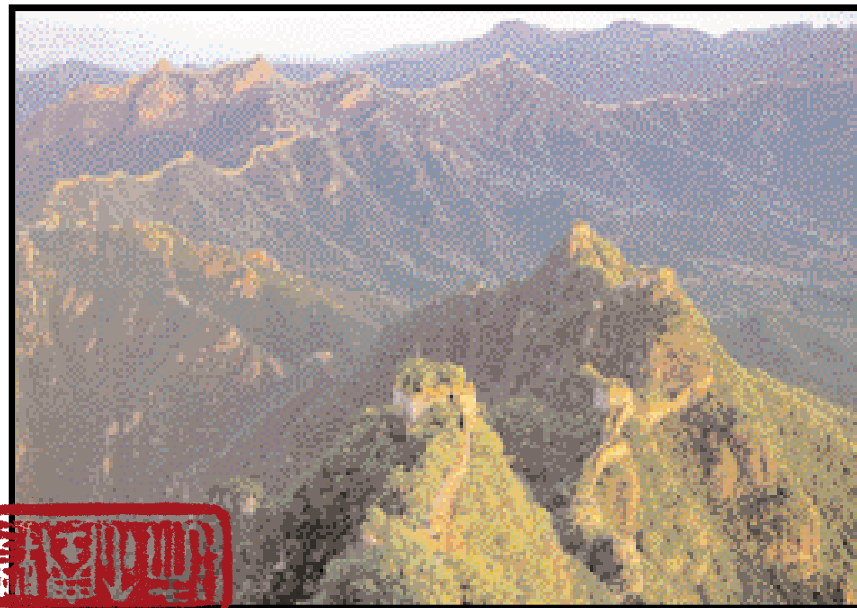
AMBITION & the SOUL

PROVIDENTIAL
LIVING

WHY GOOD
PROJECTS GO BAD

2001

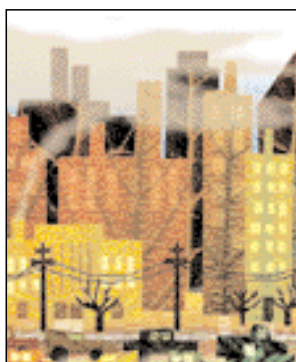
ASIAN BUSINESS EXCURSION



the great wall of china

CONTENTS

TRENDS



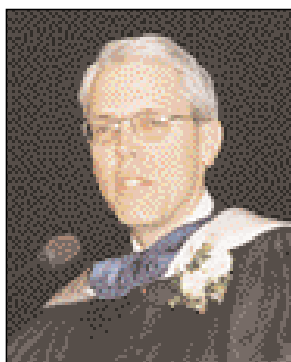
- 4 PROVIDENTIAL LIVING:
A BUSINESS IDEA
WHOSE TIME HAS COME**
by Donald L. Adolphson

ALUMNI EXCHANGE



- 9 question:** *How can small
companies offer benefits to
rival those of large companies?*

SPEECHES



- 10 YOUR NEXT PERFORM-
ANCE REVIEW**
by Gary L. Crittenden

- 16 AT PLAY IN GOD'S
SANDBOX**
by John K. Hatch

AT WORK



- 12 WHY GOOD
PROJECTS GO BAD**
*by Michael Addario &
Lloyd Weber*

SPECIAL FEATURE



- 18 AMBITION & THE SOUL**
by Nathan O. Hatch

NEWS

- 2 DEAN'S MESSAGE**
International Business at the Marriott School
by Associate Dean Lee Tom Perry

- 23 SCHOOL**
School climbs in recent rankings, honors the founders of the Alice Belle Jones Chair, hosts management and microenterprise conferences, and discusses partnership with top Chinese business school.

Faculty members acknowledged for outstanding research, leadership, awards, and advancements.

Students earn top prizes in FedEx essay contest, solve a BYU dairy problem and turn a profit, and help each other prepare for management consulting jobs.

- 28 ALUMNI**
Mentor program allows students to choose mentors electronically.

Alumni achievements, Class Notes, and Management Society updates.

ASSOCIATE DEAN LEE TOM PERRY

International Business at the Marriott School

We felt confident the Marriott School would continue to be recognized for its overall strength due to its strong students, faculty, and programs, but we wondered if that was sufficient. We also realized that if we were going to choose a few areas in which the Marriott School was going to build expertise and recognition, international business was an obvious choice. Mission experience and language capability among our students and faculty give us natural advantages to build on.



I recall an experience in New York City several years ago when Joseph Ogden, the school's director of alumni and public relations, and I visited *Business Week* to discuss our MBA program's ranking. After addressing the main issues, we asked what differentiated our MBA program from other top programs. The woman had a blank look on her face as she combed through data looking for a response. We began to feel uncomfortable because it appeared she wasn't finding anything.

Finally, she smiled and looked up. She explained that while the Marriott School's MBA program appeared solid across the board, there was one area that seemed to stand out—international business. There was some recognition among representatives of companies who responded to *Business Week's* survey that the Marriott School had an advantage in developing international business expertise.

Joseph and I walked away delighted about where we stood overall, but somewhat concerned that the Marriott School hadn't registered very strongly in specific areas of expertise. While we realized that it is great to be perceived as generally competent, schools that had shot out of the pack in the business school rankings had usually done so by becoming prominent in a few focused areas.

Since that experience, many changes have taken place at the Marriott School. We have chosen three key drivers of business change as our strategic focuses—e-business, entrepreneurship, and international business. The school now has as a center in each of these areas dedicated to developing expertise among faculty and students.

Another significant driver leading to a focus on international business is the globalization of economic activity and the creation of a borderless world.

Thomas Friedman, author and interpreter of world affairs, says that to understand the post-Cold War world, you must start by understanding the new international system that followed it—globalization. He says that is the biggest thing people should focus on. "Globalization is not the only thing influencing events in the world today, but to the extent that there is a North Star and a worldwide shaping force, it is this system," Friedman said.¹

He continued by providing both evocative and provocative insights into the three fundamental changes that are propelling globalization: the democratization of technology, finance, and information.

So what is the Marriott School doing in the international business arena to prepare our students and faculty for the

globalization juggernaut? The hub of international business activity in the Marriott School is the Center for International Business Education and Research (CIBER). The Marriott School is one of twenty-eight CIBER schools in the United States.

CIBER receives significant funding from the government and other sources to provide students with international experiences, support faculty research, assist in international travel and experiences for faculty, and offer business language classes. We currently offer business language courses in nine languages—Spanish, French, German, Portuguese, Russian, Japanese, Korean, Chinese, and English. Under the direction of Kristie Seawright, CIBER is extending beyond the walls of the Tanner Building helping students and faculty understand and experience worldwide business activities.

The Marriott School's CIBER has recently participated in a joint project with the Network of International Business and Economics Schools (NIBES). NIBES is a consortium of seventeen international business schools from five continents that meet together regularly to share information about business activities in their respective countries, international business research agendas, and curriculum-building ideas.

When we look to the future of international business at the Marriott School, we appear to be heading in the right direction, but we need to pick up the pace. We want to capitalize more on the existing strengths of our students, particularly their second- and third-language speaking abilities and the experiences of many living as missionaries in countries outside the United States.

We have also directed the three centers at the Marriott School, including CIBER, to strengthen two areas: faculty and curriculum development. We believe that by providing our faculty with more opportunities to learn about international business, infusing more international business content into existing courses, and offering courses specifically focused on international business issues, the Marriott School will prepare even stronger students for the future of globalization. ■

1. Thomas L. Friedman, *The Lexus and the Olive Tree*, New York: Anchor Books, 2000.



SEPTEMBER

- 3 Labor Day Holiday
- 4 First Day of Fall Semester
- 17 ASPA Chapter Conference—Romney Institute
- 19 EMBA Information Session
- 20 Central City Managers Luncheon—Romney Institute
- 21 E-business Day
- 22 Certified Venture Evaluation Training—Rollins Center
- 23–26 ICMA Meetings—Romney Institute

SEPTEMBER–DECEMBER

Marriott School Calendar



OCTOBER

- 4–5 Management Society Leadership Conference
- 4–5 Entrepreneur Founders Fall Conference
- 6–7 LDS General Conference
- 8 Columbus Day Holiday
- 15–20 Homecoming Week
- 18–19 Fall Alumni Board Meeting
- 17 EMBA Information Session
- 24–27 NASPAA Conference, Washington—Romney Institute
- 31 Halloween

FALL 2001

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Published by the Marriott School of
Management at Brigham Young University,
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All communication should be sent to

MARRIOTT ALUMNI MAGAZINE

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DECEMBER

- 13 Last day of Fall Semester
- 14–15 Reading Days
- 17–21 Finals
- 21 Graduation, No Exercises
- 19 EMBA Information Session
- 22–Jan 2 Christmas Break

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PROVIDENTIAL LIVING

Ray Anderson is CEO and founder of Interface, one of the world's leading commercial carpet manufacturers. Founded in 1974, Interface expanded to meet the needs of a global economy, increasing sales, profits, and employment. Twenty years after starting the company, Anderson had a life-changing experience when he accepted an invitation to speak about his company's environmental vision. The trouble was the company didn't have one. Coasting toward a comfortable retirement, Anderson admitted he had never thought about environmental issues beyond legal compliance.¹

Before delivering his speech, a book arrived on his doorstep, *The Ecology of Commerce* by Paul Hawken. As Anderson read the book, he identified with passages describing how our modern industrial system is compromising the quality of life for future generations. As he read, he experienced feelings of self-doubt and remorse. He realized that he had been an unwitting accomplice to the diminishing quality of

life. He set thoughts of retirement aside and was determined to change his company. Seven years later, he is still on fire, driven by his vision of a company with zero waste—one that returns more to the earth than it uses, provides jobs and incomes, and enhances the quality of life for future generations. Interface's 2000 Annual Report, "A Better Way to Bigger Profits," states, "Today, no company is sustainable. But one is trying hard to be the first: Ours."²

Jaime Lerner is an architect and the governor of Parana state in Brazil. He is a bear of a man with thick, strong fingers that sketch rapidly as he explains his plan to reduce urban sprawl by helping people support themselves on small plots of land in rural Parana. Before becoming governor, he served three nonconsecutive terms as mayor of Parana's capital

city, Curitiba. When he began his first term in 1971, he inherited an abundance of challenges and a scarcity of resources. Facing the challenges of urban blight and deterioration, he determined that his administration would turn Curitiba's scarcity of resources into a blessing rather than a curse. To do this, they learned to use resources frugally and to stimulate ingenuity, innovation, creativity, and a culture of co-responsibility for the city's success.³ The familiar pioneer motto, "Fix it up, wear it out, make it do, or do without," describes well the philosophy Lerner used to lead Curitiba.

Curitiba's success has been attributed to the implementation of hundreds of multipurpose, cheap, fast, simple, home-grown, people-centered initiatives used to harness market mechanisms, common sense, and local skills. The city has



A BUSINESS IDEA WHOSE TIME HAS COME

By Donald L. Adolphson Illustrations by Alina Nackos Murdock

flourished by treating all its citizens—most of all its children—not as its burden but as its most precious resource, builders of its future. It has succeeded not by central planning but by combining far-sighted and pragmatic leadership with an integrated design process, strong public and business participation, and a widely shared public vision that transcends partisanship. The lessons of Curitiba's transformation hold promise and hope for all cities and people throughout the world.⁴

What these stories from private and public sectors have in common is the use of providential living to achieve economic success. Many other organizations throughout the world are catching on and stepping up, applying similar principles, and reaching their economic goals—all the while conserving resources and providing a better quality of life for future generations.

PROVIDENTIAL LIVING

Recently, a church leader, speaking about providential living, jokingly described our economy as one where we “buy things we don’t need, with money we don’t have, to impress people we don’t like.”⁵ This description would be more humorous if it didn’t sound so uncomfortably close to reality. Conventional commentary on the economy prescribes additional consumer spending as the cure for any ailment. For example, a recent NBC news report, 15 June, contrasted the bad news that NASDAQ was showing record losses with the good news that consumer spending was still healthy. That same week statistics showed high levels of consumer debt, concerns about job security, and an alarming increase in late mortgage payments. Putting these observations

together, it appears that we are pinning our hopes for a strong economy on the continued spending of a group buried in debt, worried about employment, and struggling to make mortgage payments.

When asked what business would be like if everyone were as frugal as he is, an old friend replied in concern, “The economy would collapse!” This answer reveals a common but irrational fear that if people become frugal and conserve money and resources, the economy will fail. It is true that the economy would undergo a significant transformation; but with foresight, we can avoid economic collapse and achieve a smooth transition. The concept of a free market is fundamentally sound; therefore, it will hold up and even prosper without unwise consumer spending and wasteful use of resources.

President Gordon B. Hinckley offers another perspective on prosperity. He says, “Ours is a wasteful generation,” and extols the virtues of work and thrift, calling them “virtues to be exploited, virtues to be admired, virtues vital to the stability of any healthy society, family, or individual.”⁶ Thrift and conservation are known as sound principles for



managing a household, but we turn to an emphasis on spending and consumption to manage our businesses and communities. The challenge we consider is significant: How can we combine the essential features of free market capitalism with an ethos of thrift and conservation consistent with the principles of providential living?

NATURAL CAPITALISM

Natural Capitalism, whose tenets are explained in a recent *Harvard Business Review* (HBR) article, is a significant response to this challenge.⁷ Proponents of Natural Capitalism are optimists. They believe that it is possible for modern industrial nations to reduce resource use by 80 percent while maintaining current quality of life. They see that wasteful processes of the past create abundant opportunities for the future. They believe that new businesses and even new industries can be created by people who recognize the true value of nonfinancial capital.

Amory Lovins, cofounder of Rocky Mountain Institute near Aspen, Colorado, has popularized the term Natural Capitalism to describe a form of capitalism that considers the value of natural and human capital in economic decision making. The concepts of natural and human capital were well understood by Brigham Young when he said: “The riches of the kingdom or nation do not consist so much in the fullness of

its treasury as in the fertility of the soil and the industry of its people.”⁸

Brigham Young identified three distinct types of capital: financial capital, fullness of the treasury; human capital, industriousness of the people; and natural capital, fertility of the soil. He also recognized the primacy of human and natural capital over financial capital as the key to prosperity.

We can use the familiar example of a stake orchard to illustrate the three types of capital. Financial capital is used to buy such things as land, equipment, and seeds. Human capital is added in the form of agricultural knowledge and willing hands. An additional, yet subtler, form of human capital is the culture and set of beliefs that motivates volunteers. The trees are one form of natural capital, a product of nature. But the more basic forms of natural capital are the soil, sun, rain, and other services of nature that make it possible to grow trees that bear fruit. The fundamental importance of natural and human capital was emphasized to the early Israelites when the Lord declared, “But thou shalt remember the Lord thy God: for it is he that giveth thee power to get wealth.”⁹

There are differences between conventional and natural capitalism. The conventional view, driven by tradition and sophisticated tools for measuring financial capital, treats financial capital as the primary measure of wealth, including natural and human capital only to the extent that they have a market value. The alternate view highlights natural and human capital as the foundation for building a strong and lasting economy.

“The Roadmap to Natural Capitalism,” published in HBR, describes a transition path from conventional to natural capitalism. This roadmap has four steps: resource productivity; elimination of waste, service, and flow strategies; and reinvestment in natural capital. The comprehensive text by the same authors, “Natural Capitalism: Creating the Next Industrial Revolution,” describes in detail the many ways in which the transition has already taken place.

RESOURCE PRODUCTIVITY

Productivity is usually measured in terms of labor productivity only. In contrast, resource productivity strives to use all resources—space, money, energy, material, and time—in just the right amount, at the right time and place, in the right manner.

Singaporean engineer Eng Lock Lee is a leading expert in building design that uses all resources effectively. His innovative designs are characterized by a frugal use of energy, recapturing and reusing it until almost nothing is left. Upon receiving congratulations for an ingenious design to use a building’s outgoing air to pre-dry its incoming fresh air, using no energy and no moving parts, he compared his design to Chinese cooking: “Use everything. Eat the feet.”¹⁰

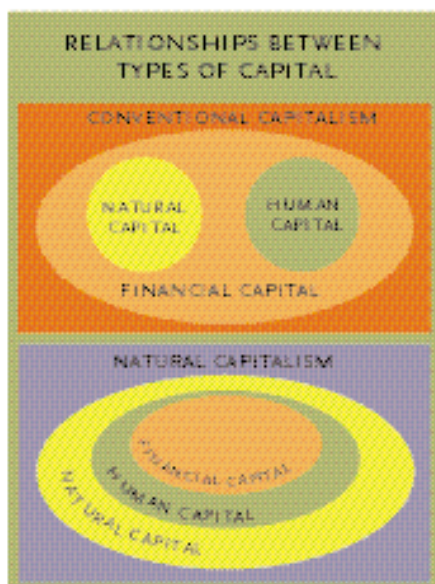
Measuring resource productivity presents some interesting challenges since quality and pattern are key factors. Consider energy productivity. The work done by energy is due more to the type and concentrations of energy than to the quantity of energy entering and leaving a system.

Energy flows are like water flows. A meandering stream nourishes more plant and animal life than a straight canal covering the same linear distance. The energy flows in Lee’s air-drying system are much more like a meandering stream than a straight canal. Important mathematical developments in chaos theory and fractal geometry have the potential to measure the qualitative aspects of energy flows so important to the effective use of limited energy.

ELIMINATION OF WASTE: CLOSING THE LOOPS

Taiichi Ohno, father of the Toyota production system, was dubbed by one author “the most ferocious foe of waste human history has produced.”¹¹ While this may be true, imagine what the author would have thought after hearing Brigham Young say the following:

“Never let anything go to waste. Be prudent, save everything. . . . Never consider that you have enough around you to suffer your children to waste a crumb of it. If a man is worth millions of bushels of wheat and corn, he is not wealthy enough to . . . sweep a single kernel of it



into the fire; let it be eaten by something and pass again into the earth, and thus fulfill the purpose for which it grew. Remember it, do not waste anything, but take care of everything.”¹²

Through work initiated at MIT,¹³ James Womack and Daniel Jones have developed a business approach called Lean Thinking to help companies become more profitable through the elimination of all forms of waste. Part of their process is technique—providing tools to identify different types of waste. More importantly, they have created an intellectual and cultural framework for eliminating waste.

At a community level, Jaime Lerner and other leaders in Curitiba became masters at closing loops and reuse. They converted old buses into job-training centers, a garbage dump into a botanical garden, an old quarry into a community center for learning about the environment, and created a system for poor people to pay for food by recycling. Elimination of waste through reuse is a key to the way in which Curitiba has been able to increase quality of life with limited amounts of financial capital.

Interface has also created a culture of eliminating waste. Their company’s Shanghai factory faced a common manufacturing challenge that required pumping liquid through a series of machines. The original design required 95hp pumps. An Interface engineer, committed to waste reduction, made two simple design changes that reduced power needs to 7hp, a 92 percent savings in energy.¹⁴

The design changes were more common sense than rocket science. To reduce friction they used fatter pipes and paid for them with the money saved buying smaller pumps. The second design change was to place the machines in a straight line so that long, crooked pipes could be replaced with short, straight pipes, reducing both pipe and pump costs. It is no accident that a company committed to zero waste uncovered major cost and energy savings.

SERVICE AND FLOW STRATEGIES

Another important innovation growing out of Interface’s drive for zero waste is a modular carpet tile product, Solenium, which makes it possible to replace only



worn sections. Furthermore, old carpet tiles are remanufactured into production identical to new carpet tiles. The skills that Interface has built through resource productivity and waste reduction put them in a position to better capture this competitive advantage by maintaining ownership of the product and selling the service provided by the product. They are now in the transition phase of moving from a carpet selling company to a floor covering service provider.

The shift is profound. A focus on ends rather than means led Anderson to define waste as “any measurable input that does not add to customer value.”¹⁵ This definition of waste helps a company find waste not likely to be discovered while striving to sell as much product as possible. The discovery and elimination of the waste yields higher profits to the provider, lower prices to the customer, and less environmental

impact to the community. This win-win situation occurs because service and flow strategies align the incentives of providers, customers, and communities.

Interface is not alone in the transition to service provider. Furnace and air-conditioner companies become warmth and “coolth” providers. Chemical companies lease organic solvents and the list goes on.¹⁶ Think of your own businesses. Are there opportunities to develop service and flow strategies that better align your incentives with those of your customers and communities?

Curitiba’s leaders thought about transportation design from a service and flow perspective. They recognized that citizens needed reliable, affordable, timely, and safe transportation. A subway was ruled out as too expensive, but they were determined to reduce auto congestion without spending money they

didn't have, so they began with the resources they did have—old buses and an entrepreneurial spirit. Careful design of routes and fare structures attracted ridership. They designed portable waiting stations, described as space-age pods, where people could pay their fares before the bus arrived. These pods were raised to the level of the bus floor, making entry and exit from the bus easy and fast. They then attracted a Volvo plant to their city to build better buses and provide quality employment.

REINVESTING IN NATURAL CAPITAL

Curitiba's flood control strategy provides an excellent example of the return from investment in natural capital. In the 1950s and 1960s, Curitiba followed a traditional flood prevention approach, spending millions of dollars on channelization projects.¹⁷ When Lerner came to office, Curitiba changed strategies from fighting floods to exploiting water as a gift of nature. They used strict laws to protect sensitive riparian zones and to restore the river's capacity to contain floodwaters. The strategy of building nature's flood control capacity leveraged the money spent on flood control. The result was increasingly effective flood control with a significant reduction in required financial capital.

The principle behind Curitiba's flood control strategy is that nature will perform work for us if we take care of nature. This principle is also illustrated by an innovative do-nothing farming method developed by Masanobu Fukuoka in the highest altitude fields of Japan. Through careful design of an elegantly conceived sequence of plantings, nature provides weed control, composting, and other services automatically. The method yields enough to feed five to ten people on a quarter acre and requires only a few days labor.¹⁸

The role of natural capital is captured in the following humorous story. "A group of eminent scientists decided that Man had come a long way and no longer needed God. They could clone people and do many miraculous things, so they urged God to retire. God suggested that first they have a Man-making contest, just like in the

days of Adam. One of the scientists said, 'Sure, no problem' and bent down and grabbed a handful of dirt. God just looked at him and said, 'No, no, no. Go get your own dirt!'"¹⁹

It is easy to overlook the value of natural capital because we do not exchange it in dollars. However, we pay for it other ways. Ecologist Howard Odum constructed a framework, which he calls *emergy* analysis, for measuring the work of nature that goes into creating any product or service that we use. In spite of its strange name, *emergy* analysis is significant because its goal is to provide a way of determining real value rather than perceived value of nature's products and services.²⁰

Because it focuses on real value rather than perceived value, *emergy* analysis helps managers to see costs better and provides them with effective tools for determining return on investment in natural capital. The overall effect is to favor decisions more in line with principles of providential living than those showing short-term gains at the expense of long-term costs in the form of natural capital.

AN OPPORTUNITY

The examples presented here are still the exception, not the rule. The remaining question is whether these examples are anomalies or whether they are a glimpse into the future of business and economic development. Robert Greenleaf, who popularized the term *Servant Leadership*, said, "The skill of foresight is crucial. The 'lead' that a leader has is his ability to foresee an event that must be dealt with before others see it so that he can act on it his way, the right way, while the initiative is his. If he waits until everybody sees it, he has waited too long; he cannot be a leader—at best, he is a mediator. Therefore cultivate the greatest of the creative skills, foresight."²¹

If we are always found waiting for something to become mainstream before we embrace it, then we will forever be followers, not leaders. There is great upside potential for the Marriott School and its alumni and friends to establish leadership in the theory and practice of business and economic development based on principles of providential living. **M**

ABOUT THE AUTHOR

Donald L. Adolphson, professor in the Romney Institute of Public Management, joined the Marriott School faculty in 1981 after teaching in the University of Washington MBA program for eleven years. He earned his BS in mathematics, 1966, from the University of California-Berkeley and his MS, 1968, and PhD, 1973, in computer science from the University of Wisconsin. He teaches the popular Manager's Toolkit class to both MPA and MBA students, putting Excel-based decision tools in their hands. He also developed an elective course in creativity and innovation.

For more information about his research on providential living and natural capitalism, email donald_adolphson@byu.edu.

ENDNOTES

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ALUMNI EXCHANGE

A forum for alumni to share ideas about challenges facing Marriott School graduates.

HOW CAN SMALL COMPANIES OFFER BENEFITS TO RIVAL THOSE OF LARGE COMPANIES?

i own two small companies. It's hard to pay myself benefits, let alone all my employees. The first thing to look at is making sure they are paid a competitive wage, then add vacation/holidays and keep within reason. Next, they might need health insurance, but if the spouse is working elsewhere and is covered, we can sometimes eliminate it. Finally, you might look at adding tax deferred savings plans and insurance. Since both my companies are retail, we offer very steep discounts to employees.

It has been my experience that most people working for small companies do not expect superb benefits. Also, in order to keep costs down, you must do a lot of shopping.

If you are going to provide insurance and deferred savings plans, contact the no-load mutual fund companies and stay away from insurance companies and for-fee planners. When looking for health insurance, check with state governments, because many states offer low-cost plans.

David Mansius
Vancouver, WA
BA Finance '75

our company, crandall & associates Consulting Dietitians, Inc., provides services in several states, so our greatest challenge is providing benefits to small groups and individuals across the nation. The only cost-effective solution we could find was to utilize the services of a professional employer organization (PEO), often referred to as employee leasing. A PEO pools the needs of several small businesses and contracts benefits as a larger group.

We began a couple of years ago using the services of a public, nationwide PEO. The benefits were bundled as a package, and we were paying for many benefits that we couldn't utilize, such as undergraduate tuition assistance.

Recently, we switched to a private, smaller PEO that is better able to customize

a benefits package for our employees and is not required to meet quarterly Wall Street numbers. The savings have been substantial.

Rich Crandall
Mesa, AZ
MAcc '93

smaller companies have helped us redefine what benefits are. At the 5 & Diner, we offer traditional benefits such as health care and help with prescription drugs, but only to our managers. It would not be cost-efficient to offer our wait staff, who are primarily part-time, full benefits.

We offer benefits to some hourly full-time employees who have been with us for a long time. We also have a profit sharing program for those who have been with the company a year.

Many of our benefits come in the nontraditional category. We are more personal. We know our hourly employees' names, and they get to meet and actually voice their concerns with the owners. Our employees are able to go to the source and avoid the thick red tape often associated with larger companies. Also, promotions come easier because many times our hourly team members are more visible.

John Beeson
Mesa, AZ
MA English '96

PARTICIPATE:

Send us your response or question for a future issue.

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Length: 100-150 words

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- Phone number or email
- Graduation year and program
- Work position or title
- Company name

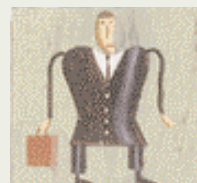
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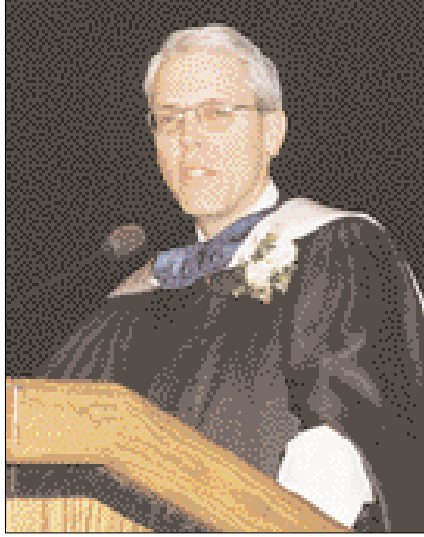
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YOUR NEXT PERFORMANCE REVIEW

BY GARY L. CRITTENDEN

over the next year, many of you will go through a performance review. your direct supervisor will evaluate the contribution that you have made to the success

of the organization and help you develop a plan to build on your strengths and focus on opportunities you have to improve.

My first formal performance review was at Bain & Company, a consulting firm. My assignment was to work on a project for a company in North Carolina that textured polyester fibers. I was to project the company's return if it invested in new high-speed texturing machines. After toiling away in my cubicle for months calculating numbers, I was invited to the final presentation in North Carolina. I flew to Raleigh-Durham with plans to meet my manager the next morning in the lobby at 7:30 a.m.

I arrived at the lobby fifteen minutes early, but my manager didn't show up. Eventually, the front desk clerk informed me that he had checked out at 6:30 a.m. and was eating breakfast with the CEO of the client organization. Apparently, he had forgotten that I had come on the trip (you can tell how valuable I was to the project team). He told me to call a taxi and meet them at the plant.

I waited twenty minutes for a taxi. As I was about to get in, I ran into a classmate of mine from school. I stopped to say hello, and somebody took my taxi. I called a second taxi and waited another twenty minutes. After riding for about a half hour, I noticed that the toll on the meter was getting expensive. Remember, this was 1978. I had \$26 in my pocket. Just as we pulled up in front of the plant, the meter turned over to \$25. I apologized to the driver for being unable to give him a tip and went into the plant.

I asked where I needed to go for the meeting and was

informed that I was in the wrong plant. The meeting was at the Reidsville Plant, not the Madison plant. I was still a half hour away. Distraught, I ran to the door to stop the taxi just in time to see it disappear around the corner. As you can imagine, my career was passing before my eyes. I could envision being fired and my family living in destitution.

Then, I noticed a Chevrolet dealership across the street. They normally didn't rent cars, but I think they felt sorry for me. I gave them my only credit card and driver's license in exchange for a car. Finally, I was on my way. After I had been on the road a few miles, I noticed the gas gauge was on empty. I also remembered that I had given up my only credit card and all I had was \$1 in my pocket.

I frantically looked for a gas station and finally found a little country store that had one pump. I pulled up and gave my last dollar to the clerk. When I filled the tank the gas backed up from the intake and splashed all over my brand new, bought just for this presentation, suit.

Eventually, I was able to get most of the dollar's worth of gas in the tank. I drove over to the plant and arrived at the meeting. When I entered the room, I realized that they were just about to my part of the presentation. I also noticed that the others in the meeting, one by one, began to look around and go "sniff, sniff." I presented my chart and the meeting was finished. Although I was certain at the time that this would bring an end to my professional life, it turned out that by the time I got to my review, this story had become part of the folklore of the company.

I recently read an article in the *Harvard Business Review* that struck me as both consistent with my own observations of the characteristics of successful people and as potentially useful to those of you considering the characteristics you want to model in preparation for your next performance review.

The article, called "Level Five Leadership," was written by Jim Collins, operator of a management research center in Boulder, Colorado. Along with some colleagues, Collins set out to answer an interesting question: Can a good company become a great company, and, if so, how? To answer the question, this team looked for companies that had shifted from good to great performance and then sustained it, and compared them to companies that didn't. Out of the fourteen hundred companies that were part of the Fortune 500 from 1965 to 1995, they found only eleven that made their exacting cut.

A dollar invested in these eleven companies as a group in 1965 would have grown to \$470 by 2000, compared to \$56 in the general stock market, and more than double the stock price performance of General Electric during Jack Welch's extraordinary tenure. What made these results all the more remarkable, as Collins says, "is the fact that they came from previously unremarkable companies."

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Collins and his team then took up the task of analyzing these companies to find out what made them change from good to great. He gave his research team explicit instructions to downplay the role of the top executives so that they would not slip into the simplistic “credit the leader” or “blame the leader” thinking that is so common today.

In spite of their effort to the contrary, the team found that they could not ignore the top executives, like they set out to do. “There is something consistently unusual about them,” Collins said. “All the data argued that the executives at companies that went from good to great and sustained that performance for fifteen years or more were all cut from the same cloth that was remarkably different from the comparison companies that did not fare as well.” Collins called these executives Level-Five Leaders. He wrote,

Level-Five Leaders are a study in duality; modest and willful, shy and fearless. To grasp this concept, consider Abraham Lincoln, who never let his ego get in the way of his ambition to create an enduring great nation. Author Henry Adams called him a “quiet, peaceful, shy figure.” But those who thought Lincoln’s understated manner signaled weakness in the man found themselves terribly mistaken to the scale of 250,000 confederate and 360,000 Union lives, including Lincoln’s own.

Collins and his team characterize the leadership style of the eleven companies as the “Yin and Yang of Level 5.” On the one hand, these leaders demonstrated unwavering resolve to do whatever must be done to produce long term results, building an enduring great company, and apportioning credit for their success to other people, external factors, and good luck. On the other hand, they exhibited compelling modesty, shunning public adulation, relying principally on inspired standards, not inspiring charisma, to motivate. They took personal responsibility for poor results, never blaming others or uncontrollable events.

I hope there is something in Collins’ description of Level-Five Leadership that sounds familiar. As Marriott School graduates, you have been blessed to attend a university that teaches not only sound business curriculum but also a much more important curriculum for success in life. You have learned much about income statements, balance sheets, and sources and uses of cash flow. You have learned to analyze difficult business problems, do statistical analyses, understand pricing models, and do forecasting.

But concurrently, to use Jim Collins’ term, you have also been exposed to the Yin and Yang of Level Five Leadership. On the one hand you have learned that you “are the light of the world,” and that you are as a “city set on a hill [that] cannot be hid.” You are to “let your light so shine before men that they might see your good works,” and to be “the salt of the earth,” for without your contribution, the “salt will have lost its savor.”

On the other hand, you are to “become as a child, submissive, meek, humble, patient, full of love, willing to submit to all things which the Lord seeth fit to inflict upon [you].” You are to ask yourself if you were called to stand before God, if you “are stripped of pride,” and to “be humble,” and to know, as a result, that “the Lord thy God shall lead thee by the hand and give thee answers to thy prayers.”

So how does what you have learned here help you do well in

don’t accept as fact when you hear that what you are trying to do has failed before. be relentless in identifying ways to do something better. set out to be great at what you do.

your next performance review? Let me give you four suggestions:

1. Use the skills you have developed at BYU. This is a great university. If you have applied yourself, the education you have gained here is as good as any in the world. BYU graduates are among the most talented people who work at American Express. Be confident in what you know.

2. Commit to do the right thing. Don’t work on the Sabbath. Pay your tithing. Don’t do anything that could be interpreted in any way as unethical, dishonest, or have any appearance of impropriety.

3. Set and work to inspiring standards. President Kimball once said something like, “Make no small plans, for they have no power to stir the soul of man.” Think big. Imagine what could be. Don’t accept as fact when you hear that what you are trying to do has failed before. Be relentless in identifying ways to do something better. Set out to be great at what you do.

4. Recognize that your success is not yours alone. Recognize the hand of God, the support of leaders and colleagues, the impact of external circumstances, and a lot of luck in your success. Take responsibility when things aren’t going well, and acknowledge the role of others when they are.

If all this talk of performance reviews has you a little concerned, let me make one final suggestion for how you might actually apply these suggestions in one quick exercise. Before you start work, make a list of performance criteria in order of importance down the side of a page. Instead of rating yourself on a one-to-five scale, you might want to characterize each of the criteria with something to which you can relate.

I will demonstrate in my performance:

The integrity of Captain Moroni

The desire to serve of King Benjamin

The persistence and faith of Nephi

The persuasiveness of Paul

The humility of Howard W. Hunter

The vision of Gordon B. Hinckley

And thankfulness to God for all things in which I have been blessed.

My fondest wish for you is great success and happiness in your family, your service in the Church, and in your profession. And good luck on your next performance review. ■

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Crittenden earned a BS in management from Brigham Young University in 1976 and an MBA from Harvard University in 1979. He gave this speech at the Marriott School Convocation 27 April 2001.

WHY GOOD PROJECTS GO BAD

PREVENTING PROJECT MANAGEMENT MELTDOWN



By Michael G. Addario & Lloyd S. Weber *Illustration by Tom Curry*

A software company successfully launched its first product in its market—a ground-breaking application. The company received awards, sales picked up, and a well-known entrepreneur invested fourteen million dollars in the venture. A year later and out of money, the company desperately sought a buyer or merger—unfortunately having rejected a \$150-million buyout offer eight months earlier.

What happened? Sales of software release 1.0 dried up because new versions of the product were announced. Millions of dollars of orders were in the pipeline, but the company could not deliver the new versions. With its earlier success and infusion of cash, why couldn't this company deliver the software? It suffered from a common business epidemic—poor project management. The causes of which are complex and pervasive throughout most organizations.

The Standish Group, an independent research firm, recently reported that in large organizations—including private and public sector organizations—9 percent of projects come in on time and on budget, 52 percent wildly exceed their original estimates, and 31 percent are cancelled before completion.

Information Technology (IT) and software project failures have led to increased awareness of, and interest in, project management. The International Organization for Standardization, for example, became involved leading to the development of ISO 10006 Quality Management—Guidelines to Quality in Project Management. ISO 10006 has been adopted as a standard by nearly one hundred member nations since 1997.

THE PROJECT VS. THE ORGANIZATION

An understanding of why projects fail can be gained by examining what appear to be two separate forces that contribute to

failure: the dynamics of the project itself and the dynamics of the organization.

These forces represent two distinct states: the project, a temporary state, and the organization, a permanent state. If left unrecognized and unattended, interaction between these two forces can produce catastrophic results.

PROJECT DYNAMICS

The dynamics of projects are dominated by rules of engagement, which are the basis for project planning and decision making. Rules of engagement are a blend of management and effort elements used to establish quality objectives for a project. These elements may be aligned in a matrix to achieve project balance.

Effort elements are performance, cost, and schedule. Performance includes the functions, features, and benefits of the product or service being developed. An example might be a system that must process four thousand transactions per minute or a product that must weigh less than four ounces. Cost includes the financial resources budgeted to achieve the specified performance level of the product or service. Schedule is the time it takes to achieve the specified performance in the product or service.

Management elements are: maximize, constrain, and accept. These elements specify how each of the effort elements is treated during the project. Maximize

means that the effort element cannot be negotiated or adjusted. Failure to achieve the maximized effort element results in project failure. Constrain means the effort element can be negotiated, allowing some flexibility without adversely affecting the project results. Accept means the effort element is accepted to achieve the specifications of the other two effort elements.

To complete the matrix, simply align one effort element to one management element. An example is maximized performance, constrained schedule, and accepted cost as shown in the matrix. Once an effort element is aligned to a management element, it cannot be reused. For example, if schedule is maximized, neither cost nor performance can be maximized. Doing so creates an impossible situation.

Once alignment is complete, the rules of engagement have been identified for the project and effective project plans can be created. The same project under various rules of engagement will result in very different plans. Even after a project is well underway, the nature of the project may change, resulting in a change to the rules of engagement.

For example, a project may start with performance maximized, schedule constrained, and cost accepted. During the life of the project, funding may be severely curtailed, resulting in cost becoming maximized. Once an alignment changes, one or both of the other alignments must also change: for example, performance becomes constrained and schedule becomes accepted.

This is not a problem in and of itself. Change happens—especially in the volatile environment of high technology. What this means to a project manager is that new plans must now be developed. A change in the rules of engagement almost always means a new sequence of activities, with new dependencies, based on new

MANAGEMENT ELEMENTS			EFFORT ELEMENTS
MAXIMIZE	CONSTRAIN	ACCEPT	
X			PERFORMANCE
		X	COST
	X		SCHEDULE

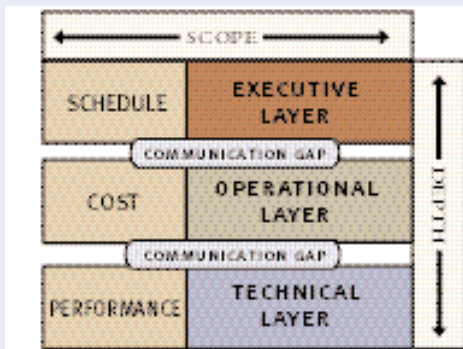
thinking—in other words, a new project.

Failure to recognize a change in the rules of engagement means that project plans no longer reflect project realities.

ORGANIZATION DYNAMICS

The following chart represents a model of almost any organization. It could be a university, a pharmaceutical company, a manufacturing company, a governmental agency, a hospital, or a department store.

The organizational scope spreads across the top of the model representing the functions of an organization, such as manufacturing, accounting, information services, customer service, inventory, research, and development. Depth lines the side of the model, showing the increasing level of detailed activities within each function of the organization.



THE EXECUTIVE LAYER

Senior executives know a lot about their organization, its activities, and its functions. However, they do not know a great deal about the details of how each area operates. For example, a vice president of information services understands why the department exists and what its mission and objectives are, but is not expected to know details about the type of software tools used to create web-based applications.

THE OPERATIONAL LAYER

Middle-level managers understand what their functional areas do. For example, a software development manager knows the process behind debugging Java™ in web-based applications, but would not be expected to do the task.

THE TECHNICAL LAYER

An organization's technical layer is its largest group, made up of nonmanagement workers, technicians, and skilled and nonskilled labor. There is no group in the organization with deeper knowledge.

These people are responsible for knowing how to perform specific project-related tasks such as debugging Java™ in web-based applications.

MOTIVATIONAL DRIVERS

Each organizational layer has a motivational driver that influences day-to-day decisions: schedule, cost, or performance. While all three motivational drivers influence all layers, typically one driver is the primary influence on the decisions of a specific layer.

Schedule, as a motivational driver, causes an individual or group to place highest priority on meeting milestones. The influence of this driver is typically most dominant in the executive layer. For example, executives will announce delivery dates before their project managers have developed plans to produce the product.

Cost causes an individual or group to place highest priority on meeting budgets and reducing costs—the most dominant influence in the operational layer. Middle management faces the constant challenge of controlling costs by whatever means, including downsizing, reorganizing, and generally attempting to do more with less.

Performance causes an individual or group to place the highest priority on producing the best product possible and is most dominant in the technical layer. These people are responsible for producing the product. They may have spent years perfecting their trade, and they want to ensure the product is a reflection of their skill and talent.

COMMUNICATION GAPS

Motivational drivers influence more than just decision making. They influence entire behavioral patterns that can create intrinsic obstacles for organizations. The most common obstacle within all layers of organizations is poor communication.

Because people listen selectively and filter, the fidelity of communication spanning the organizational layers is questionable. This results in distinguishable communication gaps. An executive, for example, may only be receptive to schedule information, and not cost and performance information.

Because of these gaps, the project is allowed to continue with people in each layer perceiving that the project is progressing satisfactorily according to their

interpretation of the rules of engagement. In reality, however, the project may be completely out of control. Ineffective communication will always result in control defaulting to the technical layer. Management may continue to control actions, but is no longer able to control results.

IDENTIFYING THE PROBLEM

A host of problems have been identified through surveys as the purported causes of project failures: lack of resources, poor communication, the wrong project manager, changing requirements, lack of executive support, inconsistent decision making, and so forth.

However, according to consensus that emerged during the development of ISO 10006, the top three problems facing projects are changing requirements, poor communication, and inconsistent decision making.

Examining these problems reveals a valuable insight. Changing requirements really isn't a problem. Can any organization embark on a project realistically expecting requirements to never change? It makes more sense to identify changing requirements as an event or situation that can be expected to occur throughout the project life cycle.

When a situation occurs, an action will be performed—effectively or ineffectively—followed by a result. Looking again at the three most common problems reveals another insight: if the requirements of a project change (situation), and are not properly and effectively communicated throughout the organization (action), inconsistent and random decision-making will occur (result).

Effective communication can align decisions with project realities and ensure that motivational drivers do not supersede decisions. With effective communication, the rules of engagement can be realigned and new project plans created.

Communication is the cornerstone of project success or failure. It plays a critical role in controlling the relationship between project dynamics and organizational dynamics.

When the dynamics of the organization are allowed to influence the dynamics of the project, all three effort elements can become maximized—creating an impossible situation—and setting the stage for disaster.

CASE STUDIES

APOLLO PROGRAM

In 1961, President John F. Kennedy announced a bold initiative to send men to the moon.

"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

Consider how this goal establishes rules of engagement. Kennedy's statement contains two effort elements: performance and schedule. The performance statement is "landing a man on the moon and returning him safely to the earth." The key here is "returning him safely to the earth." If the astronaut could not be returned safely, the project would be cancelled. Based on this statement, the performance of the project was maximized.

"Before this decade is out" is a clear schedule statement indicating that the schedule was flexible. The political reality of this statement was to beat the Soviet Union to the moon. The United States could afford to be a little late without jeopardizing the success of the project. The schedule was constrained.

President Kennedy could not make a clear cost statement because the budget was in the control of Congress. Kennedy relied on popular support to pressure Congress to fund the project as specified, which they did, accepting the cost.

With rules of engagement in place, NASA began planning for one of the biggest projects ever undertaken. The project to get to the moon was managed by these rules of engagement: maximized performance, constrained schedule, and accepted cost.

In July of 1969, the Eagle lunar module landed on the moon with Neil Armstrong and Edwin "Buzz" Aldrin aboard. Three days later the team returned safely to earth.

SHUTTLE PROGRAM

NASA began the Shuttle Program following the same rules of engagement. However, throughout the late seventies and eighties, Congress was not so disposed to accept the costs and began to put limits on NASA's budget, constraining the cost.

Once an effort element is aligned with a management element, it cannot be reused. Because schedule had previously been constrained, it should have been moved to accept when cost became constrained.

In order to regain the original levels of funding, NASA began to compensate by allowing the following influences to affect operations and decision making: attracting private sector funds through the satellite launching business; regaining both public and congressional confidence; and attempting to return to the "good old" glory days.

To satisfy these motivational factors, NASA needed to establish its credibility from both a political and business perspective—something it never had to do before. The most visible way of establishing this kind of credibility was to maintain schedule. The year 1985 brought an aggressive schedule to the shuttle program. Launches were regular and on time. Schedules became maximized.

NASA began to shift its rules of engagement without reassessing the entire program. By maximizing schedule, rather than accepting schedule, NASA maximized both performance and schedule—creating an impossible situation. The moment NASA decided to maximize schedule, and possibly without fully understanding what they had done, they allowed performance to be accepted.

On 28 January 1986, with ice on the launch pad, a decision was made to launch the Challenger and its seven crewmembers—on schedule. A few seconds later the craft exploded.

Although the rules of engagement had changed, NASA allowed organizational pressure to influence project decisions. This organizational influence widened the communication gap between the organizational layers allowing motivational drivers to take control over actions with disastrous results.

IS THERE A SOLUTION?

Identifying poor communication as the most significant threat to project success is not that difficult. However, finding solutions to the underlying causes of poor communication is not easy. There are as many solutions as there are consulting companies willing to provide them.

It is clear, however, that solutions must address both project dynamics and organization dynamics. Adherence to sound principles of project management is a good place to start. But, no matter how good a single project manager or group of project managers is, the organization must be infused with practices and processes that won't go away or change when a project manager leaves or new projects are started.

The establishment of a program management office is one solution finding acceptance in many organizations. This office approves, monitors, and supports projects across the enterprise. Among its

most important functions is the facilitation of communication horizontally and vertically throughout the organization.

The software company illustrated at the beginning of this article failed because it did not recognize a change in the rules of engagement. In the confusion that followed, communication deteriorated and decisions no longer reflected the realities of the project. By establishing effective communication between the project and the organization, the project can be protected from organizational influences, preventing good projects from going bad. **M**

ABOUT THE AUTHORS

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AT PLAY IN GOD'S SANDBOX

Welcome to the Fourth Annual Microenterprise Conference—Practical Approaches to Ending Poverty. This is my favorite conference, held at my favorite time of the year, at the most beautiful location I get to visit. This is where I drag my over-traveled, sleep-deprived body to be nourished, to reconnect with old friends, and to be replenished for the challenges of the year ahead.

MICROENTERPRISE 101

Let me begin with the basics—what microenterprise means and the kind of poverty it is meant to prevent. By microenterprise we mean tiny businesses or self-employment activities conducted by the world's poorest families. These activities are usually led by mothers. How “micro” is a microenterprise? On average the typical microenterprise overseas operates on less than one hundred dollars of working capital and generates an average net income of less than three U.S. dollars per day.

What do we mean by poverty? Did you know that out of the world's six billion inhabitants, 1.5 billion of them—mostly women and children—are subsisting on a per-capita income of less than one dollar per day? Double the per-capita cutoff and you have roughly half the human race subsisting on less than two dollars per day.

As a direct result of this widespread deprivation, some thirty-two thousand children worldwide die each day from chronic malnutrition and hunger-related disease. That's more than twelve million preventable deaths each year. But what really takes my breath away is the fact that this vast and deadly holocaust is rarely mentioned in the media, is not part of our public consciousness, and is not a high priority for our elected officials.

WHAT'S BEING DONE

Some might be tempted to blame God for allowing such an outrage to continue on our crowded planet. But God knows exactly what he's doing. You see, we are not just God's children but the instruments of his continuing creation. Only we can end poverty, and it can only end when we have the will to make it happen. Imagine that God, as our parent, was to offer some suggestions to his children on how they might end poverty. What kind of poverty vaccine would he give us?

I believe he would give us an idea so utterly simple, so inexpensive, so efficient, so fast-growing, so empowering, so loving, and so universally applicable that we would be incapable of managing it. Our only options would be to support and accelerate the process or get out of its way.

The good news is that God gave us exactly such an idea about twenty-five years ago. Mohammad Yunus was the first to hear it and several years later so did I. This idea has already spread to every continent of the world, to more than one hundred nations, and is promoted by more than two thousand agencies. Today at least twenty-five million low-income mothers benefit from poverty-alleviation efforts. Since 1975 another twenty-five

million women have graduated or withdrawn from treatment to allow their share of the vaccine to be recycled to other women who still feel a need for it.

HOW IT'S BEING DONE

In its original and most restrictive sense, microfinance means making small loans of working capital to a low-income mother so she can create or expand a microenterprise. In turn, the mother's self-employment activities generate additional income—in most cases no more than an extra two to three dollars per day—that enable her to better feed her children, provide them with health care, and keep them in school.

These three investments in children are the real business of every low-income mother because this is precisely how her family will escape poverty. It is a push-pull strategy that requires at least two decades and the participation of two generations. The mother pushes by keeping her children alive and in school as long as possible. With more schooling, the child is more likely to find better-paid employment as an adult, and with this income will pull his or her parents and siblings toward a higher standard of living.

In case the perfection of this model still escapes some of you, let me point out seven of its suspiciously godly strengths:

1. All the hard work is done by the borrower and her children, not the creditor—self-help at its finest.
2. The borrower is allowed to choose her business, how she will invest her loan, and how it will be run—freedom.
3. This is not charity or paternalism; the client creates her business with borrowed funds, generates wealth, and repays principle and interest—capitalism in action.
4. Creating business and earning an income enhances the dignity and self-worth of women—empowerment.
5. When a borrower leaves the program, her loan funds are re-lent to the new client who replaces her—recycling of scarce resources.
6. The funding agency is able to offer its microfinance services in a way that builds its own accountability and self-sufficiency—one of the most efficient foreign aid or public assistance delivery systems ever created.
7. Nobody controls the world microfinance movement as a whole, nor does anybody control the operations of the individual borrower—not the multilateral or bilateral aid agencies; not the international consultants or governments; not the corporations, churches, and service clubs; not the banking industry; not the financial markets; and not even the microfinance industry itself—pure innovative chaos.

As the Blues Brothers would say, it indeed looks like “we are on a mission from God.” And like it or not, this mission is as close

BY JOHN K. HATCH

to flying on automatic pilot as you will ever see. You can either support it and enjoy the ride or ignore it and miss out on all the excitement. But I believe one thing is now certain—most of us in this room will live to see the day when severe poverty has been ended on planet Earth.

ONE FINAL CONQUEST

I want to share some very personal, spiritual thoughts about my own role in all of this. I am a veteran of village banking—a microenterprise methodology that led to the creation of my own nonprofit agency, Foundation for International Community Assistance (FINCA). Today FINCA, a non-profit agency, works in twenty-two countries and is serving about two hundred thousand clients through more than nine thousand village banks. As proud as I am of this result, I am much more impressed by the fact that my village banking methodology—in pure or modified form—is now practiced by some three hundred agencies in sixty countries and perhaps serves more than two million clients—an outcome created without my participation or guidance. Which proves once again that great inspirations really begin with God, and if they are truly great, they will acquire a life of their own beyond our control.

In 1983, on a flight to Bolivia, I experienced what can be best described as a “channeling” in which the village banking idea came through me from somewhere outside myself. Eighteen years have passed, and I now look at the microenterprise movement overseas and see that I have already become redundant. Within FINCA itself there are now at least one thousand credit officers who can implement the village banking methodology better than I can. At age sixty, with five good years before retirement, I find myself seeking, like a rusty conquistador, for one last campaign against my arch enemy—poverty. And here it is.

FINCA-USA

In 1998 I became the fourth director of FINCA’s most unsuccessful microenterprise program ever created—FINCA-USA. When I took over, the program had shrunk to only fourteen clients and had a loan portfolio of only \$28,000, 40 percent of it in arrears. Its operating budget was 98 percent grant-dependent, and its principle donor—the U.S. Treasury’s Community Development Financial Institution’s program—scored FINCA-USA’s performance as “unacceptable.” Not surprisingly, my board of directors asked me to put the program out of its misery as quickly as possible. But, being what my wife calls “a difficult boy,” I chose to first entirely overhaul the program’s methodology and then launch a rapid expansion.

Today FINCA-USA has 219 clients—all of them borrowers—a current loan portfolio of \$180,000, an on-time repayment rate of 97 percent, and is 25 percent self-sufficient. Our rating with CDFI has grown from “unacceptable” to “below expectations” to “adequate” to “good” and even “outstanding” on one indicator. However, these positive results disguise many mistakes and many lessons learned.

As I have attempted to apply my overseas experience to the U.S. market, I have had to modify or discard virtually every

principle and key methodology that has guided FINCA’s overseas programs. I have had many epiphanies and spent many sleepless nights talking with my business partner. I wouldn’t trade a minute of it! Every single day there is innovation, a new lesson learned, a mistake to be embraced, analyzed, and corrected. Not since the 1980s have I had so much fire in the belly. Every day I am reinventing FINCA.

The core message I wish to share is, “Go with the flow.” Make God your business partner, trust your insights and inner voice, stay in close touch with your clients, embrace change, and learn from your mistakes. When you do this and go with the flow, you get out of your box and jump into God’s sandbox.

ONLY WE CAN END POVERTY,
AND IT CAN ONLY END WHEN
WE HAVE THE WILL TO
MAKE IT HAPPEN.

WHERE WILL THE FLOW GO?

By the time I retire, five years from now, I hope to return to the ninth BYU Microenterprise Conference and be able to announce the following results:

By April 2006, FINCA-USA will have completed three consecutive years of full operational and financial self-sufficiency.

FINCA-USA’s methodology will have expanded beyond credit to include savings mobilization, client support groups, business training, and business coaching services.

To provide these services FINCA-USA will have implemented a franchise model wherein hundreds of its best clients, on a part-time basis, will serve their neighborhoods of residence as part-time credit officers and business coaches. I imagine them as the Mary Kays of microfinance, the Starbucks of the self-employed.

That’s a brief glimpse into my still-evolving business plan. If any of you want to beat me to it, be my guest. There’s enough poverty for everyone. And if you can’t beat me, join me. I expect this could become the largest and most exciting sandbox ever created for microenterprise practitioners to revel in. **M**

John K. Hatch is director of special operations and founder of FINCA International. For thirty-nine years, he has served in development assistance programs of Third-World nations, starting with the Peace Corps and later as manager and consultant to projects benefiting low-income families in Latin America, the Caribbean, Asia, Africa, and the Middle East. Hatch earned a BA in history from Johns Hopkins University in 1962 and an MA in economic history in 1969 and a PhD in economic development in 1974, both from the University of Wisconsin. He gave this address at the Fourth Annual Microenterprise Conference at BYU, 6 April 2001.



& AMBITION *the* SOUL

by NATHAN O. HATCHI

SEVERAL WEEKS AGO, I TRAVELED TO THE NORTH SIDE OF CHICAGO to visit my son. I drove from downtown Chicago to Lincoln Park, where he lives. As I turned onto Clybourn Avenue, I suddenly encountered a scene that I hadn't seen or thought of in years—the Clybourn Gospel Chapel.

The summer of 1967 flashed across my mind. I lived in the Clybourn Gospel Chapel between my junior and senior year of college. I spent that summer living with ten other students from Wheaton College teaching classes and sponsoring sports activities for the teeming youth of that neighborhood.

I have many memories of that long, hot summer, most of them involving intense interactions with other people: teaching classes, refereeing basketball games, and joining late-night discussions with friends about important issues such as the meaning of life, the state of the church, and the dynamics of American politics.

Yet the most vivid memory of that summer was an evening I spent entirely alone. I remember, like it was yesterday, going up on the roof of that church where I could survey the lights of the entire Chicago skyline. That skyline was both alluring and frightening at the same time. It represented the world spread before me, in all of its vastness and complexity. I would soon leave the safe confines of

a religious college to make my way. I knew how intensely I wanted to accomplish something, to make a difference. Yet on top of that building with the immense panorama of Chicago in front of me, I was never more aware of my potential insignificance, of how unclear my thinking was about what I wanted to do in life, and how insecure I felt about being able to accomplish anything noteworthy.

I spent that night wrestling with my own ambition. Why am I here? Will I make a difference? What are my gifts, my limitations? No one could answer those tough questions for me; and my own wisdom and experience seemed so limited.

Many of you may share the same intensity of concern about the future. My intent is to speak not only to those of you whose professional path is clear, but even more so to those whose future is uncertain. My subject today is: how do talented leaders, such as yourselves, come to terms with ambition? What I have to say may also apply to those of you who, like myself, are further along life's path.

This inner wrestling with personal ambitions can be intensified for three simple reasons. First, you do not know

ILLUSTRATIONS BY WIKTOR SADOWSKI

what you can accomplish and how far you can go. Many of you may feel like the young Abraham Lincoln, whose early career, without much distinction, left him with more than his share of self-doubt. In 1841, the melancholy Lincoln, doubting whether his life would amount to anything, confessed to a friend, “I would be more than willing to die, except that I have done nothing to make any human remember that I have lived.” All of us aspire to use our God-given talents to do something for which others will remember that we have lived.

Second, it is not only self-doubt that shapes ambition. The fact that we are Americans also brings the issue front and center. The drive that you can make it on your own and be all that you can be is intense in this culture. We idolize self-made people, rags to riches stories.

In the United States, professional aspiration has replaced strict social class and family connection as the way we sort ourselves out. Professions reward hard work and performance rather than family connection. This appeals to our democratic instincts. At the same time, professions allow those with ambition to gain wealth and social standing—as the advertisement goes: put some distance between yourself and the crowd. We cherish social mobility

and we expect social advance. In America, ambition is part of the air we breathe.

Those of us called to be followers of Christ also wrestle with ambition for a third reason: yearnings for accomplishment or success can be seen as the siren song of the world. We take seriously our Savior’s call and example that to find life, we must lose it, that a seed must die before it lives. When the Zebedee family clamored for James and John to occupy the seats of honor in the kingdom, our Lord redefined, even inverted, the priorities of his kingdom. What constituted greatness and prominence was to serve, not to be served.

In volume one of the *History of the Church*, B. H. Roberts reports that Joseph Smith called believers to forgo vain and selfish ambition that he saw “mounting higher and higher.” “The Church needed restoration because ambitious prelates of an apostate Christianity had gradually supplanted the religion of Jesus Christ.” Instead, Joseph Smith called the faithful to follow “the Master,” who had “discouraged ambition and had said that he who would be great among his followers must be their minister; and whosoever would be chief among them, was to be their servant.”

The question you face today, and one that you will face the rest of your life, is:

How do you relate the drive to make a name for yourself with the commitment to honor Christ, the name above all names?

Are we to nourish ambition as it wells up within our souls, or are we to kill it off? Does ambition constitute a virtue or a vice? Which of these American proverbs are we to heed: “Ride your ambitions to the skies,” or “Ambition destroys its possessor”? How are we to discriminate among ambitions that are proper and those that are inappropriate?

In the past, ambition was condemned as unnatural, even immoral. The Latin word *ambitio* refers to those who would scurry about soliciting popular favor, drumming up votes, rather than allowing people to recognize true worth and character.

In the age of William Shakespeare and John Milton, ambition was often equated with the sin of Lucifer or of Adam and Eve—the unlawful desire to be of higher estate than God had intended. Many of Shakespeare’s protagonists, like Macbeth, seek to reinvent their identities bequeathed to them and find themselves cut off from their true selves, their lives given over to shipwreck. “I charge thee, fling away Ambition,” Shakespeare wrote in the play *Henry VIII*. “By that sin fell the angels.” Ambition seemed like rebellion in a society that defined one’s identity largely by birth and inherited status.

In the modern world, and particularly in America, by contrast, we have come to idealize opportunity, mobility, and progress. Onward and upward has been the prevailing American spirit. We idealize self-made figures like Abraham Lincoln, the rail splitter who went to the White House; Frederick Douglas, the ex-slave who became an articulate advocate for his people; Andrew Carnegie and John D. Rockefeller, who without education or status, transformed the scale of corporations.

Within your own tradition, The Church of Jesus Christ of Latter-day Saints, there is a distinct pantheon of heroes who have accomplished notable things: business leaders like George W. Romney, J. Willard Marriott, and Stephen R. Covey; educational leaders like David Gardner, Kim Clark, and Gordon Gee; writers like Anne Perry and Brenda Novak; statesmen like Brent Scowcroft and Orrin Hatch; and scholars like Richard Bushman and Laurel Thatcher Ulrich. One cannot imagine the sterling

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achievements of these individuals had not some blue flame of ambition burned brightly within.

Let me return to the central issue. It is easy to be caught in the vise grip of conflicting expectations: the drive to accomplish great things for noble purpose, on one hand, and to lose one's life that one may find it, on the other.

How does one cope with this abiding tension? Let me offer five pieces of advice.

1. DON'T ATTEMPT TO STIFLE AMBITION.

Your finest hopes and dreams spring from the core of your very being. Those given great energy and drive are burying their talents if they do not use them. The process of suppressing ambition reminds me of Dorothy Sayers' description of trying to force a large cat into a small basket. "As fast as you tuck in the head, the tail comes out; when you have at length confined the hind legs, the forepaws come out and scratch; and when, after a painful struggle, you shut down the lid, the dismal wailings of the imprisoned animal suggest that some essential dignity in the creature has been violated and a wrong done to its nature."

The drive to accomplish is a good gift from God. The question is: What are its ends, what are its means, and by what measures do you judge success? My first point is that it is inappropriate to simply stifle or suppress ambition itself.

2. THE AMBITIOUS PATH IS A DANGEROUS ONE.

Ambition is not evenly distributed, as Joseph Epstein has noted, "Some people burn with it, while others, apparently wrapped in metaphysical asbestos, never feel its heat." For those of you, like Lincoln, whose ambition is a little engine that never rests, you will trod a path of great opportunity and of great peril. Let me mention two reasons why ambition's road is dangerous.

A. Success rarely quenches ambition's thirst. Benjamin Franklin, an ambitious man if ever there was one, once noted that ambition never has the good fortune to satisfy us. Its appetite grows keener by indulgence. Two of the most famous people I know seem to hunger for achievement and recognition after having made it to the top. To me it seemed odd, and sad, that after all of their well-deserved achievements, they could not simply relax and revel in all that had been



accomplished. At retirement age, one of these persons was bitterly disappointed at not receiving another presidential appointment.

B. Being driven to succeed often stems from a desire for belonging and appreciation, as C. S. Lewis once noted, our longing to be in the inner circle of things, to hear a profound "well done." Yet the style of ambitious people often repels those around them whose esteem and love they crave.

How often have you secretly wished that the person who breaks the curve, who wins the race, and who is most popular will be shown to have clay feet or will somehow stumble? I recall vividly the experience of the golfer Gregg Norman. He came to know the adulation of fans for the first time not when he was a champion, but after he experienced a devastating collapse of his game in the Masters' Tournament. Overt success easily backfires; seeking belonging and affirmation, it generates isolation and distance.

Ambition is a dangerous path, because success rarely satisfies and ambitious behavior creates distance and resentment.

3. BE RUTHLESS AND SOBER IN SCRUTINIZING YOUR OWN AMBITION.

At Notre Dame we had a wonderful assistant dean, who for forty years advised pre-law students. Bob Waddick was an old Navy salt who called a spade a spade; he deflated more pretentious and naive students than anyone I know. He would look at a student's ability, their record, and their work habits and tell them exactly what level of law school they should attend. Bob was so true in his judgments that law schools unfailingly accepted the students he recommended.

All of us need this kind of ruthless advice from time to time. The American myth that we can make ourselves anything we want to become sometimes allows our reach to far exceed our grasp. In the Christian community, where we are called upon to not think of ourselves more highly

than we ought, it is even more imperative to form our identity in a process of careful listening and seeking advice.

It is also important to scrutinize professional ambition with respect to how it affects other dimensions of life. President David O. McKay offered sterling advice when he said, “No success in business can compensate for failure in the home”—a phrase that Dean Kim Clark of Harvard Business School often shares with MBA students.

The problem for people entering business and other careers is this: right out of school, the most formative influence in your life may be your profession. This world of work can easily embrace you with a grip more powerful and alluring than anything you have known in church or among friends and family. It is your law firm, your investment bank, your medical practice, your television station, or your consulting group that will consume most of your waking hours and exact your most creative energies. Your profession will tell you when to get up in the morning, what neighborhoods you should live in, what to wear to work, where to take clients to lunch, and what kind of organizations you should join.

At a more substantial level, professional cultures will define what success means and what are acceptable values, patterns of behavior, and standards of conduct. In all likelihood, you will form close friendships with those who toil in the same professional vineyard.

To excel today as a lawyer, a scientist, a research physician, or as an investment banker can easily demand exclusive loyalty. The time, energy, and commitment required to excel in these arenas make it difficult to balance work with other priorities: family, church, and community. The issues are even more acute for young women in religious traditions such as your own. Your education and ability draw you naturally toward professional excellence. At the same time you seek also to sustain religious commitments that make home and family the highest priority. Balancing these competing claims for men and women alike requires great wisdom and forbearance.

4. AMBITION SPRINGS UP IN THE MOST UNLIKELY PLACES, even in religious organizations and institutions. In these contexts, ambition takes on more subtle

forms—forms with their own liabilities. In a religious culture, many will never admit to being ambitious even if others may perceive a pattern of ambitious actions. In a business organization, it is often a liability not to express ambition for more responsibility. In a religious one—and in most universities—overt interest in leadership is generally frowned upon.

Yet we would be naïve to act as if ambition, our own and that of our peers, were not a powerful force in shaping religious organizations. For those of us who work in places like Notre Dame or Brigham Young University, we must give extra scrutiny to our own ambitions. We must check and channel those powerful subterranean currents of ambition, even if in public they are rarely acknowledged. We must ensure that our own dreams for an organization are directed to the common good. We must serve not just in word but also in deed.

5. MY FIFTH PIECE OF ADVICE ABOUT AMBITION IS THIS: Who you are has nothing to do with how successful you become. Our culture forges a tight link between success and identity—your accomplishments give you worth.

Modern professional life reinforces a sense that success is the measure of all. Professions are a meritocracy of good works. Right diagnoses will lead to a successful cure; sound legal argument will win the case; correct design of a bridge will make it withstand traffic. Professions reward competence and penalize incompetence. That is all well and good. Who can argue with it?

The problem is that success easily becomes the measuring stick for everything. Life becomes a bookkeeping scheme of merit and reward. We applaud success in ourselves and take great comfort in it, and we rank other people accordingly. Professions reinforce our love of being winners and of rubbing shoulders with other successful types. All too easily professionals get to the top of the heap, congratulate themselves, and look down upon others.

The problem with this ethic of success is that it stands on a collision course with how God treats his people and how we are to treat each other. Christ did not come into the world to save only those who were helping themselves. He came to

rescue those in need. The clarion call of Joseph Smith and Brigham Young was for a reconstituted church that would not be a respecter of persons but would embrace everyone and take care of everyone. Success is dangerous for the Christian, because in its grip we can easily judge each other and ourselves by its yardstick rather than by standards of love and acceptance.

All of us, those who are driven and those who are relaxed, those at the top of the class and those who have struggled, those who relish the future and those who are gripped with fear—all of us derive our tremendous worth because God in Christ calls us sons and daughters and welcomes us into the wonderful banquet of his kingdom. Our identity rests not on our fickle ability to climb the organizational ladder but in the embrace of God and his people. Any of our own achievements will pale before these priceless treasures.

I have attempted to bring some perspective to the reality of ambition in our lives. I have suggested 1) that ambition is not something merely to be suppressed; 2) that ambition is a dangerous path, both because success rarely slakes its thirst and because the ambitious person often repels those whose friendship and acceptance we crave; 3) I have suggested that ambition needs regular scrutiny; 4) that it is a reality even in religious contexts, even if its form is more latent than overt; and my final point, which I wish to underscore, is that 5) our identity is not based on how successful we may become. **M**

ABOUT THE SPEAKER

Nathan O. Hatch, Andrew V. Tackes Professor of History, became Notre Dame's provost in 1996. As provost, Hatch is the university's second ranking officer and, at the direction of the president, exercises overall responsibility for the academic enterprise.

A Notre Dame faculty member since 1975, Hatch regularly is cited as one of the most influential scholars in the study of the history of religion in America. He graduated summa cum laude from Wheaton College in 1968 and earned his master's and doctoral degrees in 1972 and 1974, respectively, from Washington University in St. Louis. He delivered this forum address at Brigham Young University 27 March 2001.

SCHOOL NEWS

Entrepreneurship Ranks High



Success magazine, in its February/March 2001 issue, ranked the Marriott School's Center for Entrepreneurship among the best entrepreneurial programs in the country and the Marriott School thirty-third among the magazine's top fifty "Best Entrepreneurial Business Schools."

"We are pleased with the recognition that *Success* magazine has given us," said Hal Heaton, a professor with the school's Center for Entrepreneurship. "Entrepreneurship continues to be an area of intense interest for BYU students, and we continually strive to offer the best program possible."

Business schools were ranked according to caliber of students, faculty, curriculum, outreach to the community, innovative programs, follow-up of graduates, and reputation among fellow schools.

"There are more than 250 entrepreneurship programs in the country with more appearing all the time," said Victoria Conte, *Success* magazine's president and publisher. "To make the list shows superior innovation and accomplishment by these schools."

The Wall Street Journal Calls Marriott School a "Hidden Gem"

In its first-ever ranking of business schools, *The Wall Street Journal* named the Marriott School one of ten "hidden gems." The Marriott School ranked fifth in the hidden gems category—"less-heralded schools with great graduates."

Overall, *The Wall Street Journal* Harris Interactive survey ranked the Marriott School MBA program forty-first worldwide. According to the paper, "Many recruiters say there's chemistry, or general good feelings, about Brigham

Young, and they gave it high ratings in the survey for the success their companies have had with its graduates and their ability to retain them."

"It's very rewarding to see our students recognized for their integrity, faith, and hard work," said Ned C. Hill, dean of the Marriott School. "We're also gratified to place high in the international ranking."

The newspaper's ratings were based on survey responses from 1,600 corporate recruiters. Recruiters rated business schools and their students on twenty-seven attributes including: long-term success companies have had with a school's graduates, students' preparation for the new economy, students' international perspective, and the school's faculty.

In addition to scoring high overall, the Marriott School ranked sixth on "overall value for the money invested in the recruiting effort."

Marriott School in U.S. News Top 50



The Marriott School is among the top fifty business schools in the United States, reports the 2002 edition of the *U.S.*

News & World Report guide, "Best Graduate Schools."

"While the most significant measure of our success is the character of our graduates, we welcome the recognition as one of the nation's top schools of business," said Dean Ned C. Hill.

The 9 April issue of *U.S. News* contains select rankings. A guidebook, with all rankings and other features, is also available from *U.S. News*.

Rankings for the nation's accredited business schools are based on school reputation, placement success, and student selectivity.

Elder Morrison Named Administrator of the Year

The Romney Institute of Public Management named Elder Alexander B. Morrison, emeritus member of the First Quorum of the Seventy of The Church of Jesus Christ of Latter-day Saints, as its Administrator of the Year.

"Elder Morrison's example of ethical and moral commitment as well as his years of untiring public service make him a deserving choice for Administrator of the Year," said Robert Parsons, chair of the Romney Institute.

Elder Morrison was named a member of the Church's First Quorum of the Seventy on 4 April 1987. He served as president of the Church's Utah North and North America Southeast Areas.

Addressing the faculty, students, and guests at a banquet held in his honor, Elder Morrison spoke of the opportunities and challenges of globalization. "The world is becoming, in effect, smaller, more integrated, and more interrelated," Morrison said. "Each of us . . . has to learn to deal with the increasingly complex economic, social, and environmental problems in the nonlinear system that represents the world around us."



Romney Institute Chair Robert Parsons (left) congratulating Elder Alexander B. Morrison as the Marriott School's 2001 Administrator of the Year.

School Seeks Help in Increasing Diversity

The Church of Jesus Christ of Latter-day Saints has eleven million members and a quickly growing minority constituency among those members. Yet at BYU, minorities represent just 7 percent of the student population. Desiring to reflect the diversity of its religious base, the Marriott School has launched a minority-recruiting program.

School officials asked corporate executives who recruit from the Marriott School to act as advisors during a Diversity Summit 23 February 2001 at Aspen Grove.

Marriott School officials sought the help of Ernst & Young LLP, one of the school's largest recruiters and the accounting industry's leader in diversity recruiting.

Allen Boston, national director of Ernst & Young's Office of Minority

Recruitment and Retention, joined executives from other companies and Marriott School administrators to evaluate the school's diversity-recruiting program.

The Marriott School's business case is simple, Boston said. "The Church has expectations of a membership that is growing in diversity. The companies that recruit from BYU want to recruit from a diverse talent pool. And their alumni want to be prepared for the real world."

Ernst & Young is committed to helping BYU meet its diversity goals by funding a scholarship program. Ford Motor Company and Hewlett-Packard are also funding a scholarship for five minority MBA students per year.

Minority students interested in attending the Marriott School and organizations interested in funding minority scholarships should contact Louise Illes, director of minority recruiting and service learning, at louise_illes@byu.edu or (801) 378-7811.

School Hosts Microenterprise Conference



Muhammad Yunus

The Marriott School sponsored its fourth annual Microenterprise Conference 5-7 April 2001. The free conference, believed to be the largest of its kind, was open to BYU students,

faculty, staff, and the public.

Microenterprise is a movement that uses small loans and business education to help the poor become self-reliant. This year's theme, "Practical Approaches to Ending Poverty," brought together educators, investors, and nongovernmental organizations from around the world.

Addressing this year's theme were speakers Muhammad Yunus, founder of Grameen Bank; Khalid Shams, assistant director of Grameen Bank; Terri Ludwig, president of ACCION New York; Syed Hashimi, poverty specialist at Consultative Group to Assist the Poorest; John Hatch, executive director of FINCA International; Chieko Okazaki, former counselor in the General Relief Society Presidency of The Church of Jesus Christ of Latter-day Saints; and Steve Young, former Superbowl MVP and founder of the Forever Young Foundation. Catholic Relief Services and USAID also participated in the conference.

E-business Center and MSTAR Create New Product



The Rollins Center for eBusiness at BYU has partnered with MSTAR.NET to create a new, expanded brand of CultureGram—the eBusinessGram.

Designed to provide information about technology and business practices in many countries, eBusinessGrams serve as a guide to companies expanding into international markets.

These new business tools will be more specific than the current four-page

Management Conference Goers Catch Olympic Spirit



The Marriott School's seventh annual Management Conference provided participants with everything from forums delivered by innovative leaders to a high-flying, freestyle ski-jumping demonstration.

Twenty-seven speakers, including Bernard Daines, pioneer of broadband technology and one of *Newsweek's* one-hundred men to watch in the new millennium, and Keith Jenkins, senior vice president at AOL, traveled to BYU to discuss value-based principles of leadership for organizations, communities, and families. Participants also enjoyed an outdoor barbeque and a private aerial ski-jumping show by past and future Olympians at Park City's Olympic Park.

"The Management Conference is an opportunity to interact with some of the brightest and most creative managers in business," said Dean Ned C. Hill.

Instructional sessions exposed participants to various business disciplines, including e-business technology, accounting, finance, management, entrepreneurship, public administration, personal development, and family relations.

While adults enjoyed the conference and optional scramble golf tournament at Thanksgiving Point, youth enjoyed tours of Olympic venues, Especially for Youth speakers, the ancient history museum, and a day at Seven Peaks Water Park.

Save the date for next year's Management Conference 27-29 June. Visit the Marriott School web site for details as they become available at marriottschool.byu.edu/mgtconf/.

Alice Belle Chandler Jones Chair Founded



The Marriott School gratefully acknowledges Warren and the late Alice Jones for the establishment of the Alice Belle Chandler Jones Chair. This generous gift will enable the school to strengthen teaching in e-business and international business education.

"Both Warren and Alice have been tremendous supporters of the school," said Dean Ned C. Hill. "Their gift reminds us of the responsibility we have to reach higher as we strive to educate men and women of character and strength."

Warren requested that the new chair be named in honor of his late wife Alice. Warren and Alice met and fell in love as teenagers in Inkom, Idaho. Warren hoped to be a pilot, but the Army restricted aviation cadets from being married, so the couple married in secret 22 August 1941. They didn't tell anyone, including Warren's mother who accompanied them on their dates. After the war, they were "officially" married—not revealing their secret marriage until their fiftieth wedding anniversary.

Following the war, Warren became a pilot for Trans World Airlines. Commercial flights were limited, so he also took a job as a spot welder for his cousin, Elmer Hehr. He was soon asked to be a salesman and later to run the Hehr Company office.

Under Warren's influence, the Hehr Company acquired a mobile home division, changed its name to Hehr International, Inc., and built five U.S. plants. Warren acquired Hehr in 1984 and became a leader in the industry. *RV News* reported, "Warren Jones is the personification of everything that is good and decent about the RV industry, business in general, and mankind."

Alice graduated from Henager Business College in Salt Lake City. Her strong work ethic won her a position as the office manager for Idaho Portland Cement Company, where she worked until a week before the birth of the Jones's first child. Alice continued to serve in leadership positions in the PTA, in Camp Crafter programs, in the Church Relief Society, in the Mutual Improvement Association, and in the Sherman Oaks, California, early morning seminary program. She enjoyed entertaining, excelled as a cook, and worked as a volunteer with the American Red Cross and Meals on Wheels.

Alice passed away following a battle with cancer 10 June 1999. Warren and Alice are the parents of two children: Brian, who is deceased, and Kitty.

CultureGram and will include information on the profiled country's general business procedure, social business practices, business travel, daily business needs, business security, and customs.

The Rollins Center for eBusiness is seeking assistance from people with experience in selected countries. Volunteers can contribute in many ways including identifying and reviewing content, coaching student teams, and assisting with marketing strategy. Interested parties should contact the eBusiness Center at ebusiness@byu.edu or (801) 378-2815.

Partnership Discussed with Top Chinese Business School

Marriott School administrators met with officials from Nankai University's International Business School 12 June in Tianjin, China, to discuss partnership opportunities. Marriott School Associate Dean Lee T. Perry explored opportunities for faculty exchanges, research collaboration, case-study development, and curriculum exchanges with adminis-

trators and faculty at Nankai.

"Our values are similar to those of BYU," stated Weian Li, dean of Nankai University's International Business School. "We want to be very selective in forming partnerships and are focusing on a few key universities." Nankai's business school was recently ranked third in China.

Faculty teams have been organized at both universities to develop recommendations before formalizing the partnership. George E. Lee, president of Delta Control Systems in Tianjin and a resident of Salt Lake City, helped facilitate the meeting with Nankai.



Associate Dean Lee T. Perry (right) exchanges gifts with Weian Li, dean of the School of International Business at Nankai University.

STUDENT NEWS

Avoiding a Final Yields High Returns for Two Students

FedEx Dodging a final exam proved profitable for two Marriott School students. **Vit Miska** and **Jeremy Hafen** earned cash awards and funding for the school with their winning entries in an e-commerce essay contest sponsored by Federal Express.

Miska, a second-year MISM student, placed first in the second-year MBA or equivalent degree category, winning \$2,000 in cash and \$5,000 for the school's Rollins Center for eBusiness. Hafen, a second-year MAcc student, was one of three runners up and received \$1,000.

Miska's and Hafen's road to success began in an information systems management course. **Markus Gappmaier**, visiting Marriott School associate professor and course instructor, gave students the option of entering the FedEx E-commerce and Supply Chain Strategies

Student Essay Contest in lieu of sitting through a final exam.

"Basically, I wanted to get out of taking a final," Hafen said. "However, writing the essay ended up taking more time and effort, but it was worth it."

In addition to the financial rewards, Miska's essay, "Five Steps to Supply Chain Excellence: Re-engineering the Supply Chain in the E-commerce Era," was included in the 5 May issue of *E-commerce and Supply Chain Strategies*, a FedEx sponsored education series read by Fortune 500 executives.

Consulting Club's Standards Lead to Success

It sounds like any other club—it holds meetings and its members pay dues, but BYU's Management Consulting Club continues to prove itself different from the more than two hundred other clubs on campus.

Part of what sets this club apart is the officers commitment to their organization's mission statement. Beyond providing resources, the club's mission is to "lift its members and prepare them to enter the business world," said **James Dunn**, last year's Consulting Club president.

The club's activities include a yearly kick-off resume workshop and biweekly case workshops during recruiting season that train members of the club to excel in case interviews.

James Dillon, former Consulting Club president, said, "From the beginning we've encouraged people to help others. We believe we can create better people to expand the pie rather than divide it up."

Officers often assist others at their own peril. "Although we're all caught up in a competitive industry, people will take the time to help each other out even though they'll be competing for the same jobs," **Luke Leininger**, the new Consulting

Club president said.

"The result," Dillon said, "is more success." And the numbers prove it. Last year, eighteen offers were made to ten people, and this year, seventeen people received offers.

Those interested in receiving information about BYU's Management Consulting Club should contact the Marriott School Management Society at 378-5791 or visit 490 Tanner Building.

FACULTY NEWS

Marriott School Professor Chosen as BYU-Hawaii Dean



Brent D. Wilson smiles at people's reaction to his appointment as dean of BYU-Hawaii's School of Business. "There's a group of people who think

I'm going to spend my life on the beach," Wilson said. "A growing list of faculty have already volunteered to become visiting professors."

Wilson says he is excited for the opportunity to play a part in the dynamic, evolving future of BYU-Hawaii. "As more students from Asia and other areas around the Pacific come to the school, the international and business opportunities for BYU-Hawaii and its students are going to take off," he said.

Thirty-one percent of BYU-Hawaii's student body are enrolled in the School of Business, and 60 percent of those enrolled are international students. Wilson said he looks forward to working with such a diverse student body and is anxious to help students acquire the business skills needed to be a force for good in their respective countries.

Wilson obtained his doctorate of business administration in international business and international corporate finance from Harvard Business School in 1979, his MBA from Northwestern University in 1971, and his bachelor's degree in German from Weber State College in 1969.

Students Help Dairy Make Money out of Manure



It's a stinky situation, but nothing a group of marketing students at Brigham Young University's Marriott School can't handle. Cows at the BYU Dairy are supplying the dairy not only with thousands of gallons of milk but also with mountains of manure each year.

"Manure disposal is a big issue environmentally because of the smell and the weed seed found in the

manure," said BYU Farm Manager **Carl Richie**.

A few years ago, management for the dairy decided to invest in equipment that would turn the manure into compost that could be sold to the community for gardening. The equipment worked well, but instead of having mountains of manure, the dairy was stuck with mountains of unsold compost.

"Last year, we produced a lot more compost than we sold," Richie said. "We just didn't know how to get the word out to the public."

Dairy management turned to Marriott School Professor **Mark H. Hansen's** strategic-marketing class for help. The marketing class utilized focus groups and other market research to find the best distribution channels for the compost.

"We wanted to find a niche where the compost could provide the greatest value," said **J.B. Rowberry**, a senior majoring in business management. "We've found several different ways the product can be used in the area for the benefit of the community."

Management's decision to utilize the students' research and suggested strategies and tactics is already paying off. "We've sold in two weeks more than we did all of last year," Richie said. Now, the problem the dairy faces is running out of its new commodity: BYU-brand compost.

"These students have done so well that there's more demand than the dairy can supply," Hansen said.

Awards and Recognition



The American Institute of Certified Public Accountants recognized the educational accomplishments of professor and associate dean, **W. Steve Albrecht**, with its

Distinguished Achievement in Accounting Education Award. He was honored in April at the organization's annual council meeting in Washington, D.C.



Bill Baker, professor of management communication, was honored with a Marriott School Citizenship Award. A faculty member since 1970, Baker serves as Management

Communication Group leader.



Sheri Bischoff, the Georgia White Assistant Professor of Organizational Behavior, has been honored with the Marriott School's Teaching Excellence Award. She

has been a faculty member since 1994.



Emeritus Professor Doyle W. Buckwalter received the lifetime service award from the Utah Chapter of the American Society for Public Administration (ASPA) on 4 June for

his thirty-plus years of service to students at the Marriott School, the Romney Institute of Public Management, and the ASPA.



Gary Cornia, the Stewart Grow Professor of Public Management, was recently honored with a Marriott School Research Award. His areas of research

include electric utility deregulation, and taxation of e-commerce.



Stan Fawcett, professor of business management, was honored with a Marriott School Research Award. His current research includes a focused study on supply chain

alignment for the National Association of Purchasing Management. He has been a faculty member since 1996.



Robert L. Gardner was honored with the Marriott School's 2001 Outstanding Faculty Award, the highest distinction given by the school to a faculty member.

"Robert Gardner is delightful to work with," said **Dean Ned C. Hill**. "He contributes to everything the Marriott School does."

Gardner, a professor of accountancy, joined the Marriott School in 1979 and serves as associate director of the School of Accountancy and Information Systems.



Andrew Holmes, professor of business management, was honored with the Marriott School's Teaching Excellence Award. A five-year member of the Marriott School faculty,

Holmes teaches finance on both the undergraduate and graduate levels.



Gary McKinnon, professor of business management, was awarded the Ford Professorship by Ford Motor Company. He has served as associate dean, director of the

MBA program, and in numerous other capacities at the Marriott School. "He has always been a versatile and popular teacher," said **Dean Ned C. Hill**. "We appreciate his many contributions."



Joseph Ogden has been named assistant dean for external relations at the Marriott School. Before his appointment, Ogden served as the school's director of alumni

and public relations. He joined the school in 1998 having previously worked as director of corporate communications for NuSkin Enterprises. Ogden has also taught strategic campaign planning for BYU's Department of Communications.

Ogden earned his BA in communications from BYU and his MBA from the Marriott School.



Maurice Stocks has been named assistant dean for corporate development and career services at the Marriott School. Before his appointment, Stocks served as

the school's director of corporate development and career services and as the school's director of field studies.

Before joining the Marriott School, Stocks was a colonel in the US Air Force responsible for the strategic planning and human resource issues of the USAF's largest command. In this position, he authored the USAF's first human resource strategic plan.



Larry Walters, an associate professor of public policy analysis at the Marriott School's Romney Institute of Public Management is a joint recipient of American

Society for Public Administration's Louis Brownlow Award in Public Administration Review (PAR). This award is presented for the best PAR article written by a practitioner (aspanet.org).

Walters, with coauthors James Aydolette and Jessica Miller, were recognized for their article, "Putting More Public in Policy Analysis," from the July/August 2000 issue of PAR.

ALUMNI NEWS



For Wyman Roberts, vacationing at Universal Studios proved to be so much fun that he decided to land a career in the industry. Roberts has been appointed executive vice president of marketing—chief marketing officer—for Universal Studios Recreation Group.

Roberts oversees all worldwide marketing strategies, sales, activities, consumer positioning, and brand development for Universal Studios' recreation properties. Such properties include Universal Studios Japan, Universal Studios Hollywood, CityWalk Hollywood, Universal Studios' Aventura in Spain, Universal Orlando's resort destination—including CityWalk, Islands of Adventure, Universal Studios and hotels, and the soon-to-be-opened Hard Rock Hotel. He will also be marketing the division's first international motion-picture-themed attraction opening this spring.

"As our division continues its rapid growth, Wyman's vast marketing experience will help build and strengthen the power of the Universal Studios brand on a national and international level," said Tom Williams, chairman and CEO of Universal Studios. "His understanding and insight into what the consumer needs, in addition to focusing a company to meet those needs, will serve Universal well."

Before joining Universal Studios, Roberts spent seventeen years at Darden Restaurants, Inc., helping turn Red Lobster restaurants into the world's number one casual seafood dining chain. During that time, he directed all marketing activities—including nearly \$100 million in yearly marketing expenditures—for Red Lobster's seven hundred restaurants, amassing \$2 billion in sales. Under Robert's leadership, Red Lobster enjoyed twelve consecutive quarters of sales growth—significantly outperforming industry standards.

Roberts earned his BS in finance from BYU in 1982 and his MBA from the Marriott School in 1984. He lives in the Orlando area with his wife, Lorene, and three children.

Students Choose Mentors Electronically

Business Management 321, the professional mentoring class required for all Marriott School undergraduate students, now allows students to self-select mentors via the Internet. "We let students choose for themselves," said **Robert Gardner**, Marriott School alumni relations director. "Before, we had only the students' job and industry preferences to guide us in assigning an alumni mentor. Now, students can select their own mentor by accessing our database through the web."

The mentor program, created in 1996 as Business Management 102, was developed to provide incoming Marriott School students with opportunities to interact with and learn from business professionals. There are more than seven hundred active mentors and more than 1,400 students who participate each year. "With the electronic system in place, we are prepared to accommodate the increasing number of students and mentors," said Gardner.

The new web-based application allows students to search available men-

tors by industry and job. By placing the choice in the hands of the participants, the chances for a valuable educational experience are increased, and the students are raving. "My mentor set the gears of my mind in motion. He is a wonderful man and a great mentor. This has been my most valuable class at BYU," said **Matt Pabst**, a junior from Woodinville, Washington.

During the course, students interact with their mentor in two settings: an interview experience and an independent project. As mentors offer industry-specific resume and interview assistance, students gain insight that typical course work does not offer. "While lectures and case-work are proven methods for learning, the one-on-one teaching offered by our mentors adds a needed dimension to the traditional business curriculum," said Gardner.

For more information about the program or to volunteer as a mentor, contact Robert Gardner at (801) 378-6800 or rgg@byu.edu or sign up online at marriottschool.byu.edu/mentor/volunteer.cfm

CLASS NOTES

1939

O. Ross Sanders is retired from American Express, where he worked as financial advisor. Before employment with American Express, Sanders was a rancher and the proprietor of three Western Auto dealerships. He also developed Sanders Real Estate & Development Company and is still active in its endeavors. He and his wife, Maurine, have five children, thirty-seven grandchildren, and seventeen great-grandchildren. They reside in Clearfield, Utah, and enjoy traveling around the world. Sanders received his BS in accountancy from BYU in 1939.

1966



Allan N. Robison has been elected chairman of the Canadian Trucking Alliance for a two-year term. This organization represents about three

thousand trucking companies across Canada and is the equivalent to the American Trucking Association in the United States.

Robison is president and CEO of Reimer Express Lines, Ltd., of Canada, a company owned by Roadway Express that serves the United States, Canada, and Mexico. It is the largest less-than-truckload carrier in North America. Robison is married to Yvonne Jones, has seven children, ten grandchildren, and resides in Winnipeg, Manitoba, Canada. He earned a BS in accountancy from BYU in 1966.

1969



James Moeller is an attorney with Bury, Moeller, O'Meara & Gage, a litigation defense firm based in Tucson, Arizona. After earning his BS in accountancy from

BYU in 1969, he earned his JD from the University of Arizona in 1969. He and his wife, Marina, are the proud parents of six children.

1971

Joseph W. Roberts is retired and is a full-time volunteer with CASI Foundation for Children, where he manages the adoptions of Chinese orphans. He graduated in 1971 with a BS in accountancy from BYU and resides in Boise, Idaho.

Harold D. Young is area leader for an insurance company that handles long-term care needs of seniors. He always wanted to live in the mountains, so he recently moved to Liberty, Utah. Young graduated in 1971 with a BS in accountancy from BYU.

1974

Raymond M. Brown recently joined Crown Equipment Corp. as a tax manager. He resides in Sidney, Ohio. He graduated in 1974 with a MAcc from BYU.

1980

Christian M. Feinauer is the sales manager in charge of U.S. Bank's Northwest Region. His responsibilities include leading three sales teams that cover Oregon, Washington, Utah, and Idaho. Before joining U.S. Bank, Feinauer was a vice president and sales officer with First Security Bank of Utah.

He serves as president-elect of the Salt Lake City Management Society Chapter and previously served as finance director and membership chairman. He earned his BS with an emphasis in finance from BYU in 1980. He is married to Jacquelyn Gunnell. They have five children and reside in South Jordan, Utah.

1981



Fred Bernhardt has been named vice president and client manager in the North Valley Commercial Banking's Sacramento office. He is responsible for working with middle-market banking clients, providing depository, lending, cash management, and business service products and developing new client relationships.

Bernhardt has more than fifteen years of banking experience working as client manager in both commercial and real estate lending units. Bernhardt earned his bachelor's degree from Stanford University in 1979 and his MBA from BYU in 1981.

Russ Gubler is senior vice president and chief operating officer (COO) of worldwide studios with Activision, Inc., www.Activision.com, in Santa Monica, California. Activision is a developer and publisher of interactive games for the Playstation 2, X-box, Playstation, Dreamcast, N64, Game Boy Color, Game Boy Advanced, and PC.

Before his employment with Activision, Gubler held positions as COO of Tiburon Entertainment, COO of Electronic Arts, Inc., vice president of

finance of Morgan Creek Productions, vice president/controller of Samuel Goldwyn Company, and auditor with Pricewaterhouse.

Gubler is married to Theresa Wojcik, vice president and director of client services for Spelling Communications. They reside in Topanga, California. He earned his BS in accountancy from BYU in 1981.



Lindsay K. Mann has been promoted to CEO of Kaweah Delta Health Care District General Acute Care Hospital and Health Care System. He has been with the company for twenty years. He received his BS in international affairs from BYU in 1979 and his MPA from BYU in 1981. He and his wife, Lesa, are the parents of five children and reside in Visalia, California

1985



Stephen Q. Spencer is senior portfolio manager and head of equity funds for WM Advisors, WM Group of Funds. His responsibilities include managing the WM Mid Cap Fund and comanaging the WM Growth & Income Fund. Before joining WM Advisors, Spencer was a partner with Smoot, Miller, Cheney & Co. He earned his BS with an emphasis in finance in 1983 and his MBA in 1985 from BYU. He resides in Sammamish, Washington.

Mark Wiest is general sales manager for KSL Television in Salt Lake City. His wife, **Dana Cutler**, works for Intermountain Health Care in new employee and manager training and orientation. Mark earned a BA in public relations from BYU in 1982 and an MBA from BYU in 1985. Dana earned her MPA from the Marriott School in 1987. They have four children.

1986



For the last ten months, **Anek Nuntapreda** has been working in Thailand for Health Food, Co. LTD, a multilevel marketing business that specializes in processing food from chicken. "We make more than 130 kinds of products from chicken, including sausage, chicken balls, ham, bolona, cake, and cookies," Nuntapreda says.

Health Food, Co. LTD is a subsidiary of Sahafarms, Co. LTD. With thirty-two years of experience, Sahafarms exports frozen chicken to fifty-two countries and has been the champion for exported frozen chicken from Thailand for six consecutive years. "I expect that our company will double its exports in the next couple of years," Nuntapreda reports. "We are already focusing on expanding business in Malaysia, Cambodia, HongKong, Taiwan, and England."

Nuntapreda earned his MBA with a marketing emphasis at the Marriott School in 1986. He and his wife, Khemaphan, reside in Banlamung, Thailand.

1987

Michelle Hughes was recently promoted to financial analyst at San Jose Water Company after spending nine years as the internal auditor and utility plant accountant. She and her husband, David, have a two-year-old son and live in San Jose, California. Hughes's hobbies include photography and scrapbooking. She graduated from BYU with a BS in accountancy in 1987.

1989

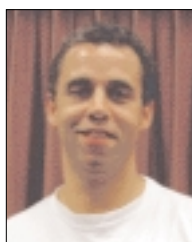
Garth Reed is a senior auditor for The Church of Jesus Christ of Latter-day Saints. He was awarded the William S. Smith Certificate for Excellence for his performance on the November 2000 Certified Internal Auditor (CIA)



Examination. Reed earned the prestigious award for receiving one of the top five scores on the four-part exam.

Reed has completed all of the CIA's program requirements and is now a certified internal auditor. In addition to this designation, Reed is a certified public accountant. He earned a BS in accountancy from the Marriott School with university honors cum laude and a MAcc from the Marriott School in 1989.

1990



Matthew Scott Hunter embarked on a new adventure less than a year ago when he moved with his wife, Susan Marie, and his four children to Santiago,

Chile. Using the Spanish he learned on his mission in Argentina, he works as a partner at KPMG Tax and Legal Services in Santiago.

Before moving to South America, Hunter worked at Itron, Inc., in several positions, including vice president of international operations, international controller, and tax director. He also worked at Beckman Instruments as international tax manager. Hunter earned a BA in Spanish translation and a BS in accountancy from BYU in 1987 and a MAcc from the Marriott School in 1990.

Roger P. Evans is vice president and general manager of Salt Lake City operations for Cephalon, Inc., a pharmaceutical company. He resides in West Jordan with his wife, Kristi, and three children. Evans earned both his BS in information systems and his MAcc from the Marriott School in 1990.

1991

Dan Law is in the dissertation stage of a PhD in business administration. He has

three children and resides in Pullman, Washington. His interests include outdoor activities such as paintball, hiking, and camping. Law earned a BS in accountancy from the Marriott School in 1991.

Darin Orr joined the Utah practice of Deloitte & Touche last year as a tax senior manager specializing in international tax. Before moving to Salt Lake City, he worked in the New York, San Francisco, and San Diego offices of Deloitte & Touche. Orr earned his MAcc from the Marriott School in 1991.

Tom Robinson is a partner in the firm of Butler, Robinson, and Associates. He has four children and lives on ten acres in Mica, Washington, with horses, rabbits, and wildlife. He graduated from BYU with a BS in accountancy in 1991.

David Sheen is a master's student in Arizona State University's educational technology program. After receiving his BS in information management from the Marriott School in 1991, he went on to earn his MBA from the University of Arizona in 1995. Sheen enjoys spending time with his two children and teaching ballroom dance in his local single adult program. He resides in Mesa, Arizona.

Scott Taylor was recently promoted to partner in Piercy, Bowler, Taylor, and Kern, a large accounting firm. He specializes in tax consulting with an emphasis in partnerships and real estate ventures. He and his wife have four children and another on the way. They reside in Las Vegas, Nevada. Taylor graduated with a BS in accountancy from the Marriott School in 1991.

1992



Brian T. Kofford, CPA, has started a new public accounting and tax firm, Kofford and Associates, Inc., located in Provo. Kofford and

Associates, Inc., provides tax preparation, tax planning, accounting, and business consulting services. Kofford has more than eight years experience in public accounting. He earned his MAcc from the Marriott School in 1992.

1993

A. Lance Grundvig is assistant controller at AchieveGlobal, a company that specializes in leadership, management, and customer-service training. Before joining AchieveGlobal, Grundvig worked as an internal auditor at ZCMI. He and his wife, Julianne, are the parents of four children and reside in Highland, Utah. He earned his MAcc from the Marriott School in 1993.

1994

Darin “Dru” R. Underwood is performance audit supervisor for the Utah office of the legislative auditor general—the “watchdog” arm of the Utah State Legislature. He earned a BS in family, home, and social sciences from BYU in



1992, and his MPA from the Marriott School in 1994. While at BYU, Underwood performed with the Young Ambassadors and toured in Russia and Germany. He and his wife, Kim, have four children, twins included, and reside in West Jordan, Utah.

1995



Bryan T. Pocock of Salt Lake City is working as manager of strategic development for Embratel—Empresa Brasileira de Telecomunicações, S.A.—in Rio de Janeiro, Brazil. Embratel, a subsidiary of Worldcom, is one of the top twenty-five publicly traded companies in Latin America and is the main long distance and data carrier in Brazil. Pocock’s duties include international mergers and acqui-

sitions work as well as strategic corporate planning.

Pocock moved to Embratel after working as a Latin American analyst for Pyramid Research, the telecommunications and technology consultancy of The Economist Group. Pocock earned a BS in management from the Marriott School in 1995 and a JD/MBA in 1999 from Willamette University in Salem, Oregon. He is a member of the Utah State Bar Association.

1996

Kevin Kohler is an FBI special agent stationed in Des Moines, Iowa. A large number of his cases involve white-collar crimes, bank robberies, drugs, and other federal crimes. He earned his MAcc from the Marriott School in 1996.

Ritchie W. Taylor and his wife, Bethie, reside in Raleigh, North Carolina, where he is an attorney with the law firm of Manning, Fulton & Skinner P.A. He concentrates his practice on corporate and partnership law, mergers and

Manhattan Investment Banker Credits BYU Scholarships For Career Success



For someone who always wanted to be a doctor, a position as vice president of JP Morgan Chase & Co., wasn’t exactly what investment banker **Katherine Lum** had in mind. She lives and works in Manhattan and is responsible for assisting clients in raising debt securities in the private placement market. Depending on the flow of deals, Lum has been known to work up to twenty-hour days. What keeps her motivated? “I truly enjoy my job,” she said.

A native of Singapore, Lum said a profession in business was most practical because of access to financial assistance. “I knew I couldn’t come up with the money to attend medical school,” she said. But through the grant-in-aid program available at BYU–Hawaii and working part-time, she was able to fulfill her goal of obtaining higher education.

After receiving her BS in 1991 from BYU–Hawaii in business management, she decided to continue with an MBA at the Marriott School. Lum was again fortunate in obtaining financial assistance. She heard about the International Student Sponsor Program (ISSP), applied for it, and was admitted.

At BYU she took classes from **Hal Heaton** in advanced corporate finance that sparked an interest in investment banking. The summer after her first year, she participated in an internship at Chemical Bank in Singapore. Able to speak Mandarin Chinese and Cantonese, Lum worked with Asian companies on project financing and corporate finance activities.

After finishing her MBA at the Marriott School in 1995, Lum moved to New York to work for Chemical’s Asia Capital Markets program when they announced that the company was buying Chase Manhattan. After three years as a Chase associate, she was promoted to vice president of the Private Placement Group for JP Morgan, a division of Chase Securities Inc., and a subsidiary of JP Morgan Chase & Co.

Lum said she might be considered successful by the world’s terms, but she said it’s also important to remember that success depends on your own yardstick of measurement. “I don’t measure it by monetary value,” she said. “Money is only useful when you can share it with others.”

That’s why she’s giving back to the Marriott School’s ISSP. “None of my achievements would have been possible were it not for the helping hand of the ISSP,” she said.

acquisitions, taxation, and franchise law. He graduated with a BS in finance from the Marriott School in 1996 and a JD from BYU in 1999.

1997



Clarke B. Nelson has been promoted to financial and analytical consulting manager at Andersen, formerly called Arthur Andersen.

His responsibilities include planning and supervising engagements in the telecommunications, technology, automotive safety, waste, and construction industries. He is also involved in intellectual property issues including complex litigation and intellectual asset management. Nelson earned his BS in accountancy from the Marriott School in 1997. He is married, has two children, and resides in Salt Lake City, Utah.



Scott Snow has been appointed executive director of the Utah Commission on Volunteers by the Lieutenant Governor of Utah. Since 1997, Snow has served as

vice president and director of community and volunteer services for the United Way of Utah County. He is also chair of the Utah Volunteer Centers Association.

Snow is active in many community outreach efforts, including the IHC Provo Community Outreach Council, the Family Partnership of Utah County Advisory Council, the Utah Alliance of Information and Referral Services, the Connections Council, the Service Council of Utah County, and the Youth Service Council. He is also an administrator of the Utah County Success by Six and Sub for Santa programs.

On a national level, Snow is a member of the Points of Light Foundation and Volunteer Center National Network. He has helped develop national standards of excellence for volunteer centers.

Snow received a BS in geography from BYU in 1994 and an MPA from the Marriott School in 1997.

MANAGEMENT SOCIETY NEWS

Denver, Colorado Chapter Gets Enthusiastic Start

The Denver, Colorado chapter of the Marriott School Management Society held its kick-off meeting 3 March 2001 at the downtown law offices of Sherman & Howard. Many Marriott School alumni, BYU alumni, and Church members showed up to support the new chapter and to hear **Dean Ned C. Hill** speak on the future of e-commerce in the new millennium.

"The chapter was created as the result of an overwhelming interest by Marriott School graduates in the Denver area," said **Robert Roden**, director of product management for Myogen and the chapter's president. "We hope to be of service not only to these Marriott School graduates, but to all professionals in the Denver area—creating a powerful

professional network for the members of the chapter," he said.

Creating a professional network is just one of many goals the new chapter hopes to accomplish as it seeks to meet its mission of catering to professionals' needs. Chapter members have enjoyed leadership training and look forward to attending the chapter's first annual golf tournament in September.

The chapter's officers are: **Ron Pierce**, president-elect; **Scott Kozak**, treasurer; **Phillip Brinton**, director of public relations; **Trevor S. Lucas**, director of membership; and **Scoty Griffin**, chapter webmaster.

**FOR MORE INFORMATION
ON MANAGEMENT SOCIETY
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Chapter President Spotlights

Dale A. Curriden is president and a founding member of the Western Carolina Management Society chapter. Also a member of the law firm Van Winkle, Buck, Wall, Starnes & Davis, P.A., Curriden has been recognized for his outstanding contribution of pro bono services. Because of his dedicated service and participation in the Mountain Area Volunteer Lawyers program, Curriden has been nominated for the 2000 North Carolina Bar Association Pro Bono Attorney Service Award. The law firm he represents has made available their executive conference room for Western Carolina Managements Society Executive Committee meetings. Dale earned his BA in political science from BYU in 1994 and his JD from the University of North Carolina, Chapel Hill, in 1997.

Sterling Baer is president of the Arizona Management Society chapter based in Phoenix. He is working hard to establish a vast network of LDS professionals to facilitate career advancement. He has begun to create liaisons with all stake and ward employment specialists to increase the reach of the society to the forty-thousand-plus members in the valley. The Arizona chapter has also forged alliances with LDS business students through the Institutes at Mesa Community College and Arizona State University.

Baer is the hardware service delivery executive over South America for IBM in the global services division. In this position he is responsible for warranty and maintenance services for all IBM products and works with IBM's many product divisions on service quality and increasing profitability. He has served as chair of IBM Volunteerism for Arizona for the past four years. Baer earned his BS in economics from BYU in 1983. He and his wife, Michele, have six children.

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The Marriott School gratefully acknowledges Warren and the late Alice Jones for the establishment of the Alice Belle Chandler Jones Chair. This generous gift will enable the school to strengthen teaching in e-business and international business education.