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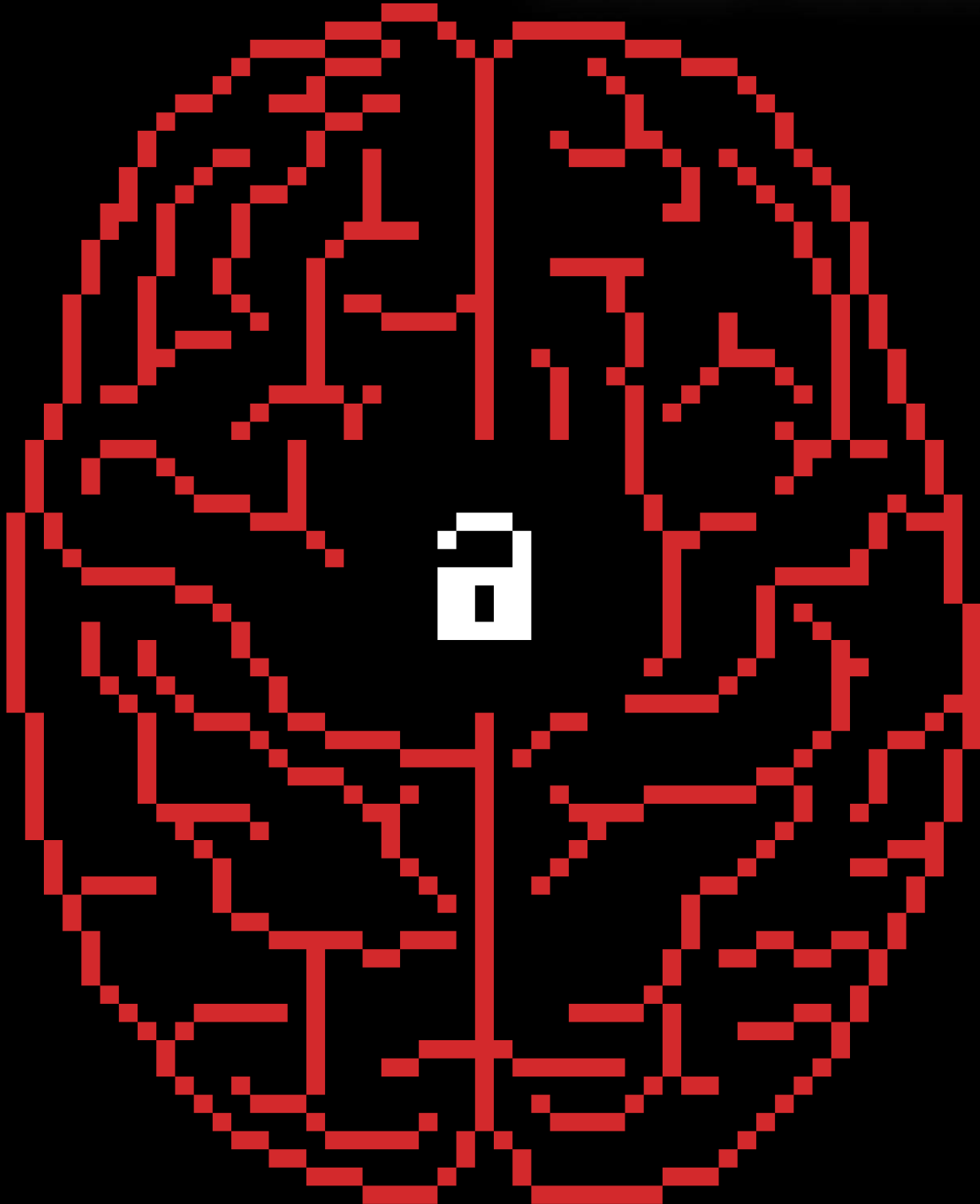
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MARRIOTT

ALUMNI MAGAZINE



WINTER 2016





MARRIOTT

ALUMNI MAGAZINE

ISSUE Winter 2016

marriottschool.byu.edu

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Provo, UT 84602

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

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◀ CELEBRATING A WIN—AND \$600,000 IN PRIZES—AT THE RICE BUSINESS PLAN COMPETITION, BYU STARTUP KILIFE TECH RINGS THE NASDAQ CLOSING BELL. JORDAN BACZUK, ZACK OATES, SPENCER BEHREND, AND JEFF HALL (LEFT TO RIGHT) SCORED WITH KIBAND, A WRISTBAND THAT ALERTS PARENTS WHEN KIDS WANDER TOO FAR. READ MORE ON PAGE 39.

**OVERHEARD
IN THE
TANNER**

Oh, I love wool socks. If I have to wear socks, they're going to be wool. • You know those positions in the East are so coveted. I just don't know how to stand out. • I'm going to tell my wife, and she's going to say, "That's lame." • I'm more into the nitty-gritty stuff, like statistics. • How much is a dollar of gold going for these days? • I don't go on dates; I go on interviews. • I guess I wasn't born to be sassy. It's not in my genetics. • According to Facebook we have no mutual friends, which makes me think you're probably a robot. • Is this a social experiment where they decide to make every single printer not work? • This swag isn't just swag; it's a promise. • That degree is like my last relationship: I enjoyed it while I was in it, but it wasn't until after I was out that I realized how crazy it all was. • I'm a heartbreaker test-taker. • I mean, I would love to go out with you, but my boyfriend would have to come along. • I work for the Korean government. South Korea? No, just Korea. • Do these pants make me look like a Dreamsicle? • Listen, Costa Vida, I'm a mother. I know how much four ounces is. • I'm from Scottsdale. It's like Phoenix, but you just add a zero to everyone's incomes. • Why are all the rooms named after people? Are they too good for numbers? • I don't live with my parents; my parents live with me. • These biceps are from lifting finance textbooks. • The best financial decision I ever made in my life was to give up fast food. I am a better man now than I ever was. • The quesadillas in the Blue Line Deli are one of BYU's best-kept secrets, so don't tell everyone you know. • He lives his life based on the principles of Walmart. • I do plan on getting married someday. I just have to start taking girls on dates, which is a lot harder than it sounds. • I'm going to be honest with you, and I don't mean this in a bad way: you look like Donald Trump. • This is not snake oil. It's a carrot, cut in half, that will solve all of your problems. • What is that, a spreadsheet? Get it away from me. • I'm not going to sell my soul for a free T-shirt. Throw in that jacket, though, and we might have a deal. • Always be closing. Always be closing. Always be closing. • Tinder for study groups? Brilliant. • Dude, that's going to look so good on my résumé. • Don't act like you know me, Siri. • You and your sister look very similar, like, in a good way—she doesn't look manly and you don't look like a woman. • It smells good in here. It smells like a girl mixed with an angel's whisper.



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Even with a corporate VP gig, Tracy Memmott stays close to her country roots. She leads her global team from afar in rural Utah, where she built an HR system in record time—and revitalized the local rodeo.

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ALUMNI NEWS

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BY SHAD S. MORRIS AND JAMES B. OLDROYD ILLUSTRATIONS BY JONATHAN BARTLETT

TELLING TALES

*Once the lifeblood of campfires and living rooms,
stories are redefining global communication, according to
recent Marriott School research.*



The prophecy was clear: the next man to enter the city driving a wagon would be king.

While the Phrygian elders debated the promise, an unassuming peasant named Gordias navigated his ox-drawn cart through the city gates and into the history books.

Gordias's son Midas celebrated his family's ascension to the throne by tethering his father's cart to the acropolis with an intricate knot. Over time the knot hardened, and an oracle foretold that the person who untied it would one day rule all of Asia.

Many tried and many failed to untangle Midas's knot. That is, until Alexander the Great arrived. Examining the challenge before him, Alexander unsheathed his sword and, with a single blow, sliced through the rope and sealed his fate as conqueror of the known world.

Historians can debate the details, but the power of this story is beyond dispute. It is a narrative that has transferred knowledge across ages, peoples, and geographies. The story has been used to legitimize dynasties by right of conquest and to teach the value of decisive thinking when solving difficult problems. It is a story that engages and entertains, instructs and enlightens.

Fast-forward some 2,300 years, and think about how modern organizations try to preserve and communicate critical knowledge. Far removed from anything remotely resembling the art of storytelling, corporate information tends to be delivered in technology-driven formats void of human emotion. Little wonder, then, that it often fails to deliver the results companies want.

After our in-depth study of the International Finance Corporation (IFC) and its approach to organizational knowledge, which was published in *Long Range Planning* last year, it became apparent that the narrative approach of the ancients could be the most meaningful way for businesses to preserve and share organizational knowledge—especially on a global scale.

PLOT HOLES

Based in Washington, DC, the private-sector arm of the World Bank assists private enterprise in numerous emerging markets with its financing, investment, and advisory services. But the IFC's 3,225-strong group of business advisers has grown quickly in recent years, and serious gaps in experience were appearing among its far-flung offices.

The solution was SmartLessons, an online library of personal stories about on-the-job challenges written exclusively by the company's business advisers. While the individual stories reflect issues in a particular location, SmartLessons offers a valuable road map for any organization looking to make the most of the extensive knowledge acquired by its seasoned staff but too often left untapped by others.

For example, one SmartLessons contributor inspired IFC advisers around the world by sharing how she helped artisans in Egypt craft a business initiative. Another wrote about his experience working with a Kenyan hotel chain to develop an HIV/AIDS prevention program, triggering ideas for similar projects in other regions.

During our study of SmartLessons, we interviewed users and examined the efforts of senior management to promote the system. In the process we found nearly universal use and enjoyment of the stories within the business advisory services group. At the time of the research, the SmartLessons library featured more than 350 stories and was the company's third most-visited website, after the IFC homepage and the portal page for its intranet.

"Sharing experiences and lessons . . . helps our teams contribute to and benefit from being part of a worldwide professional family and enables us to provide clients with what they expect: advice based on deep, up-to-date global experience," says

Laurence Carter, director of IFC's Infrastructure Advisory Department.

Advisers report reading one another's stories with interest, and the whole organization benefits from increased communication and efficiency. Some advisers search the index for stories on specific issues. Others read SmartLessons because they are entertaining and revealing about their fellow workers.

But high readership does not necessarily indicate that the stories are effective in transferring knowledge. So we also studied the content, use, and other dimensions of more than 130 narratives, looking at what drove interest in the stories and what led users and experts within the company to evaluate them as useful.

EXPOSITION

Much like bards who passed down the tale of the Gordian knot, successfully transferring knowledge requires a storyteller who

is what often drives people to act or derive value from information.

Second, authors are encouraged to include details. Stories that describe the political environment, the individuals with whom people worked, and the difficulties of the communities or companies involved help readers see where similarities exist, even across cultural contexts. One manager commented that a SmartLessons article she read on corporate governance in Ukraine "captured almost exactly the challenges I had been experiencing implementing my own similar project here in Peru. The only difference was I now had some very plausible solutions and tips to help me navigate my way."

With supportive details and glimpses into the authors' thinking, SmartLessons stories clarify the extent to which conditions are similar in other countries. This helps reduce the uncertainty that advisers and their local contacts sometimes feel about the relevance of advice from outside the

GETTING THE READER TO IDENTIFY WITH THE AUTHOR EMOTIONALLY IS USUALLY THE FIRST STEP IN SPURRING THE READER TO ACTION. EMOTION IS WHAT OFTEN DRIVES PEOPLE TO ACT OR DERIVE VALUE FROM INFORMATION.

can captivate audiences. The IFC has taken several steps to ensure its advisers spin compelling yarns.

First, authors are instructed to detail their personal experiences on a specific project, including the lessons they learned and the emotions they felt along the way. Narratives that share emotion have a clear advantage over dry reports when it comes to competing for readers' attention. Being able to identify with the author's situation holds the reader's interest and encourages comparative thinking. Each reader is likely to ask, "What would I have done in this situation? Why did the author do it this way?" For example, a sales rep could write a narrative about what he or she learned on a particularly successful or challenging sales call or pass along stories from customers as they relate to product research and development.

Getting the reader to identify with the author emotionally is usually the first step in spurring the reader to action. Emotion

host country or region. As another regular user of SmartLessons says, "There is greater confidence in our proposals both from IFC . . . and from our donor partners' side when we share that we have drawn on the wisdom of others who did similar projects to create our program."

Finally, the IFC offers would-be authors writing help, from crafting an outline to building a narrative. Stories are edited too—if needed—by a central desk and then posted on the intranet without delay or bureaucratic interference.

STORY TIME

SmartLessons is full of great stories. But what's a great story if nobody reads it?

Early on, the IFC recognized that attracting eyeballs was a crucial element of running this knowledge-management venture, and it took steps to spread the word.

In our study we found that interest in a particular story was partly driven by the

organization's internal marketing campaigns. Such efforts include emails to employees that profile SmartLessons authors and include excerpts from their stories. These emails provide a picture of the author and a link to the SmartLessons article itself. The emails tend to highlight the personality of the author to get readers to connect with what the author has to say. In fact, highlighting the author made a story nearly twice as likely to be read.

Most organizations do a poor job of getting people interested in distributed knowledge, usually because they try to sell the value of the knowledge first. IFC found it's better to get people to read the story first and then to let the individuals themselves determine the value of the knowledge.

The organization also drives interest in the project as a whole by enlisting what it calls "champions" for SmartLessons throughout the corporation. Champions are members of the business advisory services

group who create buzz by encouraging others to write and read stories. Champions also seek feedback from local offices to gauge the impact of the lessons and act as judges, awarding the best authors cash prizes up to \$1,500.

Additionally, SmartLessons asks readers to evaluate each story on a scale of one to five stars. We explored in detail what aspects of a story affect the evaluations the story received. We found a number of interesting drivers: emotional content, context of narrative, and admitting errors. Interestingly, narratives that discussed failure or mistakes were nearly one and one-quarter times more likely to be rated valuable.

RESOLUTION

All companies, regardless of size, industry, or locality, can benefit from a narrative approach to knowledge management, especially professional-service firms, since the structure of such companies tends to be

decentralized and informal. A bottom-up, but formal, approach to sharing knowledge may make employees more willing to contribute and consume stories about what they have learned while working with specific clients.

Consider a large pharmaceutical or chemical company, where researchers find it difficult to keep up with each other's work due to the breadth of the organization. Such a company could reward scientists for writing stories about what they found in their research or how they developed a new idea. The authors and their colleagues may find such stories a better use of their time than writing—and reading—formal reports or research papers.

Personal stories can also help break down barriers between companies and customers. In a medical-device company we studied, clients were invited each year to tell their own story of how the company's products had saved their lives. The stories were then directed toward engineering employees to help them fully appreciate the significance of their work.

With a formal system developed to capture informal stories that are fun and entertaining, people in your company may be more willing to listen to what other highly dispersed colleagues are up to—and may actually receive that information before it is outdated.

"SmartLessons offers a chance for your regular operations analyst in N'Djamena, Chad, to bond and share ideas with a project leader in Dhaka, Bangladesh, without having to move across continents or even pick up the phone," explains Sita Ramaswami, a former manager in IFC's advisory services group.

Exotic settings, plucky heroes and heroines, and mystical knots aren't required for stories to entertain and inform. Companies of any kind can leverage the collective brainpower of their workers with a story-based approach. **M**

ABOUT THE AUTHORS

Shad S. Morris and James B. Oldroyd are professors of organizational leadership and strategy at the Marriott School. This text is based on their 2015 article, "Scaling Up Your Story: An Experiment in Global Knowledge Sharing at the World Bank," written with Sita Ramaswami and published in Long Range Planning.

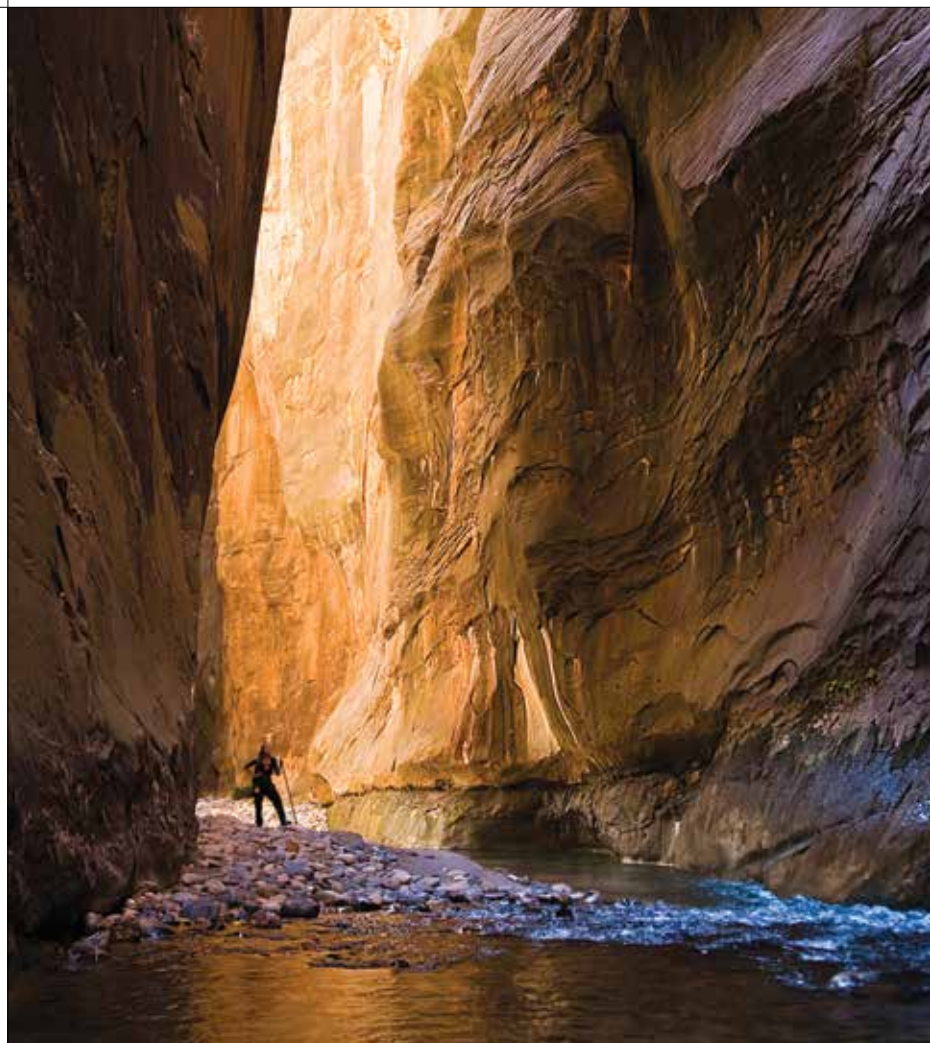


BY KASEE BALDWIN BAILEY

by the NUMBERS

This Is the Place for Outdoor Fun

Whether you're in the water, up a trail, or on the snow, Utah is heaven for the outdoorsy. With 82 percent of residents and nearly 15 million tourists heading outdoors each year, it's no surprise that the industry contributes billions to the state's economy. Explore the Beehive State's outdoor recreation business in-depth with these adventure-inspired stats.



2

THE NUMBER OF YEARS UTAH'S CONTRACT HAS BEEN EXTENDED TO HOST THE OUTDOOR INDUSTRY ASSOCIATION'S SUMMER AND WINTER RETAIL TRADE SHOWS.

The semiannual event draws more than 20,000 attendees to Salt Lake City, showcasing products and expertise from countless industry retailers and enthusiasts. The event has been a boon for the outdoor-recreation sector ever since Utah began hosting in 1996. The contract was extended until 2018.

Source: Outdoor Retailer

1,000

THE ESTIMATED NUMBER OF OUTDOOR-PRODUCT COMPANIES IN UTAH.

Many popular outdoor retailers, including Backcountry, Goal Zero, Black Diamond, and Petzl, call Utah home. In addition to securing the best gear, Utahns—and Marriott School grads—benefit from the employment opportunities. Utah is ranked first in the nation for the highest concentration of jobs—nearly 65,000—in the outdoor sporting-goods industry.

Source: Economic Development Corporation of Utah





\$5.8 BILLION

THE AMOUNT THE OUTDOOR INDUSTRY CONTRIBUTES TO UTAH'S ECONOMY ANNUALLY.

The ski industry makes up about a third of that revenue, bringing in big bucks with fourteen resorts that draw four million visitors each year. BYU recreation management professor Mat Duerden says this is just one of many elements that makes Utah a one-of-a-kind spot for the adventurous. "Utah is unique," he says. "I'd be hard pressed to think of another state that's got the kind of opportunities Utah has for outdoor recreation."

Source: The State of Utah Outdoor Recreation Vision 2013, Utah Office of Outdoor Recreation, Outdoor Industry Association

2014

THE YEAR PROVO PLACED SECOND IN OUTSIDE MAGAZINE'S BEST TOWNS IN AMERICA CONTEST.

The strong outdoor scene in Utah is also evidenced by the success of local retailers like Outdoors Unlimited, a BYU-based outdoor-equipment rental company. The company relocated in 2012 from its campus home to accommodate increased demand and inventory.



Store employee Danny Walz says the company rents out ten to fifteen mountain bikes per week on average, and the store's most popular rentals—nine paddleboards—are booked every summer weekend.

Source: Outdoors Unlimited, Outside magazine



1

THE NUMBER OF STATE GOVERNMENTS WITH A DESIGNATED OFFICE OF OUTDOOR RECREATION.

Utah was the first state to establish an organization dedicated to the promotion of outdoor recreation. Created by Governor Gary Herbert in 2013, the office supports Utah's vision to be a leading location for outdoor activities. And hiking enthusiasts can soon rejoice: the office's latest project is a comprehensive trail database.

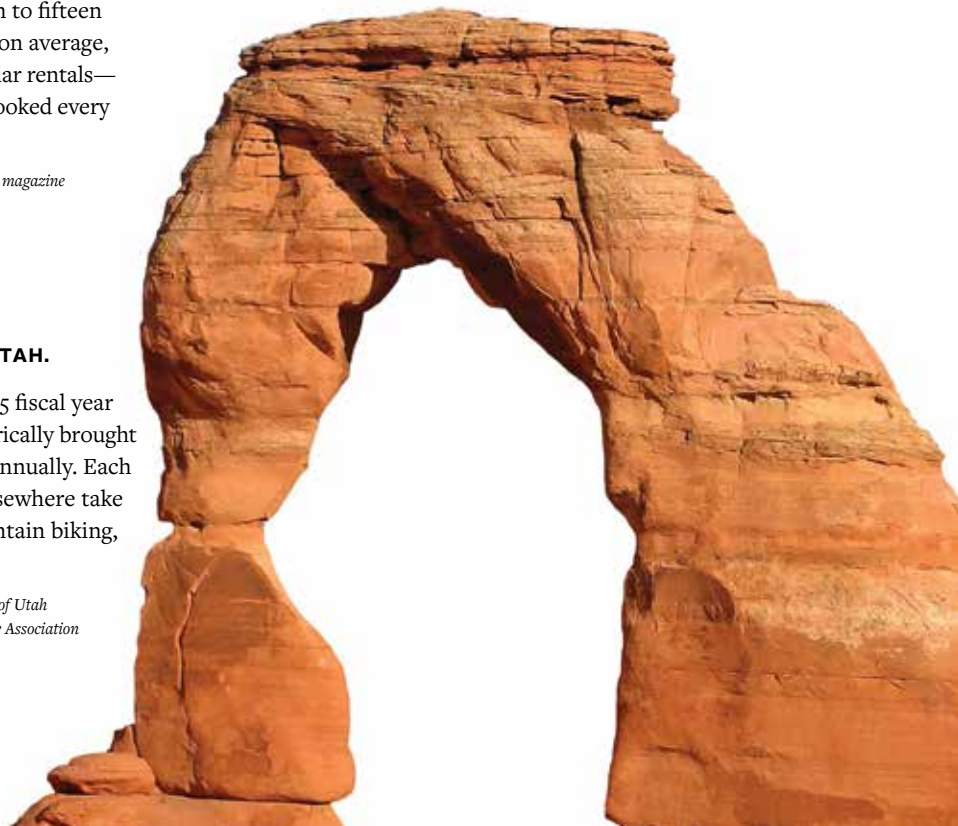
Source: Office of Outdoor Recreation

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THE NUMBER OF STATE PARKS IN UTAH.

Visitors to Utah state parks in the 2015 fiscal year surpassed four million and have historically brought in more than \$67 million in revenue annually. Each year more than 700,000 outdoor buffs from Utah and elsewhere take advantage of park amenities for popular sports like mountain biking, trail hiking, caving, and rock climbing.

Source: Utah Economic and Business Review 2014, stateparks.utah.gov, The State of Utah Outdoor Recreation Vision 2013, Utah Office of Outdoor Recreation, Outdoor Industry Association



Small Town, BIG BUSINESS

*A*t the base of lofty Mount Nebo in rural Utah, Traci Memmott wraps up a conference call with a team in New York City. She jots down a few notes, gathers her things to leave, and closes up shop—she has an important appointment. Memmott drives a few minutes down the road to a field teeming with sweaty boys in pads and helmets. Breathing in the fresh autumn air, she settles onto the cold bench next to her husband, Chris, to watch their son's football game.

Memmott lives what she calls a dual life—the best of two worlds.

BY LENA MAY HARPER
PHOTOGRAPHY BY BRADLEY SLADE



The 1990 MACC grad is vice president of HR and PR operations for American Express Global Business Travel, a company that provides travel planning and meetings management to businesses in nearly 140 countries. But unlike other cosmopolitan VPs, her corporate command post is stationed in a repurposed grocery store in Nephi, Utah, rather than on the ninetieth floor of a Manhattan skyscraper. So when Memmott isn't leading a global team of forty, building payroll systems in record time, or flying to and from the Big Apple, she's watching her boys play sports, exploring the beauty of the Wasatch Mountains, and improving the local rodeo's ticketing system.

This VP is a country girl at heart.

★ THE PROVINCIAL LIFE

A simple, small-town lifestyle is something that Memmott never really wanted to give up—even for a corporate gig.

When she was about to start high school, Memmott moved with her family to Nephi. That's where she met Chris. They began dating her senior year and continued seeing each other after she left for BYU. Chris soon followed her to Provo, studying at Utah Tech—now Utah Valley University—and the two married in 1988, when Memmott was a couple of years into the accounting program.

"The chance to leave Utah came when I graduated," says Memmott. "I was probably more ready to leave town than Chris." The couple talked it over. Chris had a good job, and they decided Utah was a good place to raise a family, so they settled in American Fork.

A few years later, Memmott was working as finance manager at Amex, and both she and her husband were spending a lot of time away from home for their careers. With their oldest son, Walker, about to start kindergarten, they realized they wanted to be around more.

"We decided to move back to Nephi, and we started looking for jobs that would help us do that," says Memmott. That's when Amex approached her about joining its global reengineering team. She said yes, but with one stipulation: "I want to be virtual. I don't want to move," she told them. Not wanting to lose Memmott, Amex agreed.

So the family set up shop in the old grocery store; she uses the office space in the

front, and Chris runs his telecommunications contracting business in the back.

Memmott does have to commute cross-country about ten weeks a year, but she tries to make it to as many of her boys' football and basketball games as she can, even if that means she has earbuds in, talking with someone in New York. "My kids always laugh—I'm on the phone constantly," she says.

Memmott's decision to pursue two dissimilar paths stems from some advice she received at BYU in an ethics class with K. Fred Skousen, then dean of the Marriott School. She says, "I will never forget what he said: 'Do not choose a career. Choose a lifestyle, and make choices about your career that support that lifestyle.' I'm the poster child for that."

★ THE CORPORATE RODEO

At the end of June 2014, American Express and private-equity firm Certares closed a deal on a joint venture: American Express Global Business Travel (GBT). The company had to start from the ground up. Meanwhile, Memmott's job as VP of HR reporting and analytics for Amex was being eliminated, and she wasn't sure what she would do next.

Then she received a phone call asking her to be a part of GBT's endeavor as vice president of HR operations.

After only a few weeks on the job, Memmott was given what she considered an impossible task: create and implement both a payroll system and an HR system for

12,000 employees in twenty-six countries in nine months. "I said, 'It ain't gonna happen,'" she remembers. Her team echoed the sentiment.

But Memmott took on the challenge, and she and her team started from square one: They sought out, negotiated, and signed contracts with vendors throughout the world. They evaluated, designed, and created the processes for payroll and HR—from recruitment to benefits and retirement. Working weekly hours that far exceeded the conventional forty, Memmott made hundreds of decisions each day. She was regularly on the phone—and more often in Manhattan than in central Utah. Some days were like trying to ride a bull, and all Memmott could do was hold on.

On 1 May 2015, the new payroll system went live—right on schedule.

Getting everything up and running in such a short amount of time was a big accomplishment, Memmott says: "We're pretty proud of it." Along the way she discovered that the well-known aphorism is true—with a few variations: "It takes a village to make a company run, but it also takes every kind of skill set," she says. With the right team, "absolutely anything is possible. You can do anything in any given amount of time."

The right team didn't come along by chance though. Memmott handpicked the members herself—based on the potential she saw in them. She had worked with several of them before, but she placed them in

Traci Memmott named one condition when asked to direct Amex's global reengineering team: remote work from her rural home in Nephi, Utah. Today a VP at American Express Global Business Travel, Memmott still leads her international team from small-town headquarters.



“It takes a village to make a company run, but it also takes every kind of skill set. [With the right team,] absolutely anything is possible. You can do anything in any given amount of time.”

completely new roles. And then she watched them thrive. “When I say anybody can do anything, it’s my team that has shown me all the things that they can do,” she says. Those she invited to her team knew that she believed in them—and they wanted to prove her right.

★ CHANGING LEADS

That’s actually how Memmott herself took the foray into HR from accounting.

Fresh out of the Tanner Building, Memmott started filing corporate taxes—on paper, she laughs. In 1996 she was offered a position where her background and skills fit about 75 percent of the job description—finance manager at Amex. Willing to take a risk, she learned the rest on the job and transitioned away from taxes.

When that position wrapped up, Amex was forming their global reengineering team, and they asked her to come to the HR department and help change their systems and the way they thought about data. She had gained experience with systems as finance manager, so she made another jump.

Memmott was invited back into accounting in 2004, this time as CFO of Amex Centurion Bank. She was excited to be working with numbers again and pleased with the title and added responsibility. She thought, “This is where I really want to be; I’m never going to leave accounting again.”

But two years later she was asked to be the director of HR at Amex, and six years after that she moved into her current position. “HR has turned out to be the right place for my analytical mind,” she says.

★ ROPES AND REINS

Country life has also proved to be a good fit for Memmott’s talents.

When the family moved to Nephi in 2001, Memmott’s father was on the Ute Stampede

Rodeo board of directors, and her mother assisted with ticket sales. To help out that year, Memmott and her family worked the ticket booth.

The next year the rodeo’s board wanted to move to a computerized ticketing system. “Nobody knew how to do that,” Memmott says. So she drew on her work skills to digitize the process.

Then a position on the board of directors opened up. Chris had always had an interest in the rodeo—and his grandfather had been on the board—so he decided to run for the spot, not really expecting to be elected. Memmott was working in New York when she received the phone call. “I got on,” Chris told her, surprised and slightly panicked because he knew the amount of volunteer work in store. “That got us active in the rodeo and the cowboy community,” Memmott explains.

Soon after, Memmott began managing the ticket booth, and her three boys—Walker, age nineteen; Tucker, age fifteen; and Colter, age seven—got roped into helping. “With us being so involved,” she says, “they have jobs to do all summer long and could run the whole thing themselves.”

The work helped Walker—who is now serving in the Montana Billings Mission—land his Eagle Scout and a state-sponsored scholarship. On his application he wrote about volunteering at the rodeo and how helping others was something his parents had taught him. “As much as the boys complain,” Memmott laughs, “they’re learning something.”

Memmott’s most recent rodeo feat was upgrading online ticket sales last summer, resulting in 21,000 filled seats for the three-day show. The online platform cut ticket sales staff cost by a third, and for the first time in a decade all rodeo goers were in their seats for the start—not standing in a ticket line.

Though the Memmotts don’t rodeo themselves—they’d rather ride motorcycles than horses—they treasure their volunteer work. “The people involved in the rodeo are very true,” Memmott says. “What you see is what you get, and that’s what they expect of you. It’s a great dimension to add to your life.”

★ BACK IN THE SADDLE

Memmott has constructed her dual life by grabbing the opportunities that have come and exploring new avenues. She made the seminal decision to try something new when she was a freshman at BYU. She had enrolled as a theater major and had a drama scholarship to almost every school in the state except BYU. “But that was where I wanted to go,” she says. However, she quickly learned that theater wasn’t the right fit, so she switched to something that felt more intuitive: taxes and accounting.

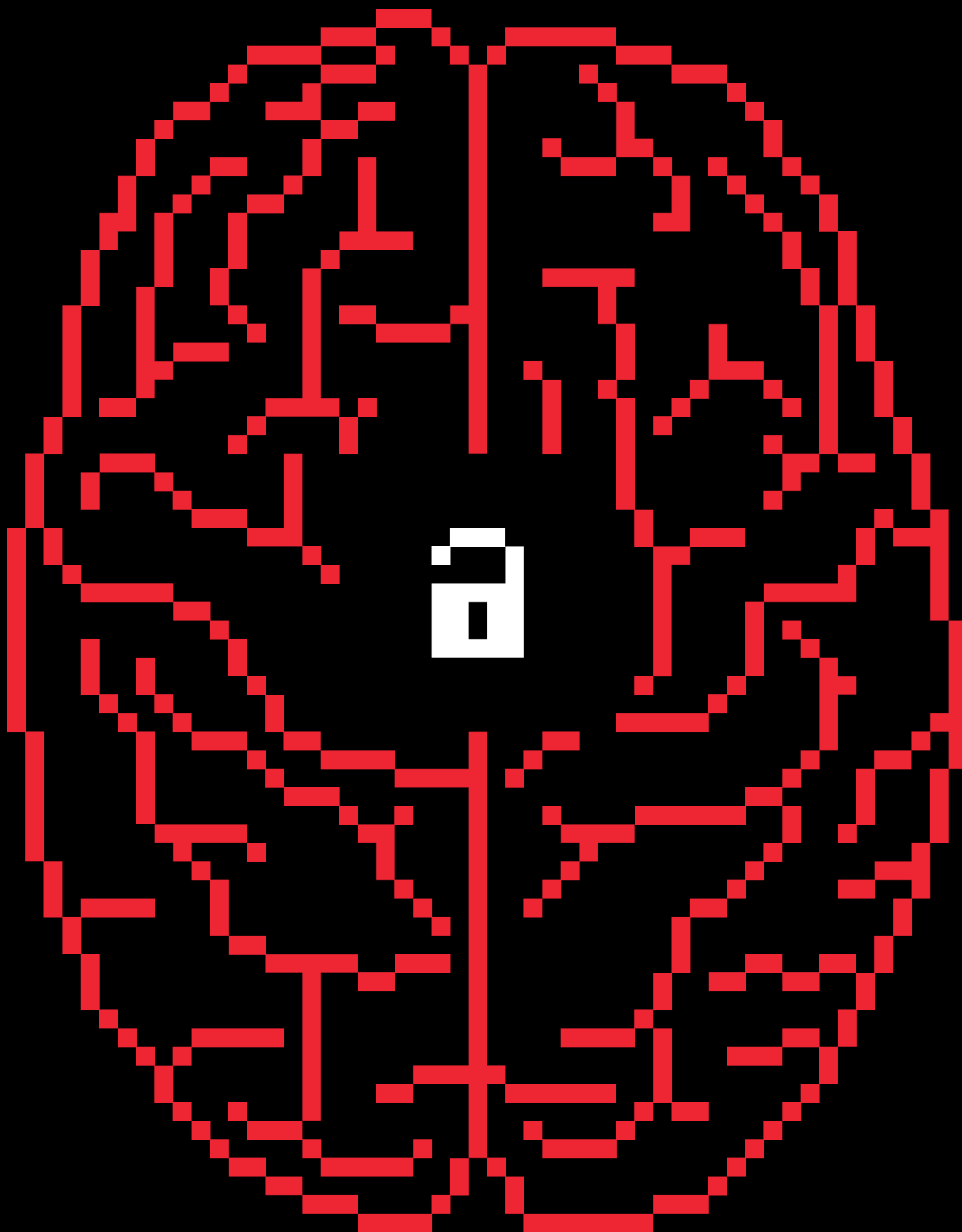
Every opportunity since then has been a building block for the next one. “As I look backward, I never could have scripted my life coming out of the Tanner Building twenty-five years ago,” she says.

Looking forward, Memmott hopes to someday get back onstage, reawakening her love for acting, but for now she’s focused on her next move at GBT: improving the processes she and her team implemented last year. And she’ll be making the majority of those changes from her desk in Nephi.

“I get off a plane and drive down I-15, and I’m so happy to be home,” she says. “I love it here.” **M**

★ ABOUT THE AUTHOR

Lena May Harper edits and writes at Brigham Young University. Her projects include the Law School magazine Clark Memorandum, BYU Speeches, and any number of brochures, invitations, and greeting cards. A student of ballet, she lives in Provo with her feisty lionhead rabbit, Willa.



CEREBRAL SECURITY

Tech smarts
and a pair of
grants from
Google and
the National
Science
Foundation are
helping BYU
professors at
the university's
Neurosecurity

Lab lift the
lid on computer
users' riskiest
behaviors.
And with a
multimillion-
dollar brain
scanner
at their
fingertips,
the six
researchers
are turning
heads. -->

BY BREMEN LEAK

YOU'VE BEEN HACKED.

Your data is stolen—or, scarier, that of your clients and customers—all because of a laughably easy password. But here's the surprising part: neurosecurity experts—the scientists who study the brain and information-security behaviors—can hardly blame you.

“It's hard to think of a security measure that would work any worse with our brains,” says Anthony Vance, a Marriott School information systems professor. “We're asked to frequently change our passwords. We're asked to make them difficult to guess, which makes them hard to remember,” so much so that we write them down. “All the password advice goes counter to the way our brains work”—counter to biology itself, he adds.

Just ask Vance's fellow researchers at BYU's Neurosecurity Lab, a pioneering group that has studied the brains of hundreds of computer users in the past three years—much to the applause of the National Science Foundation and Google, both of which have awarded substantial grants to the lab.

But it's not just passwords that give our brains trouble. Even pop-up warnings, generated by web browsers to steer us from untrustworthy sites, can have mind-numbing effects over time, says professor Bonnie Anderson, who oversees the Marriott School's MISM program. “The more often you see security messages, the less attention your brain devotes to them,” she says. “There's less blood flow and more reliance on memory. It's not you being a lazy user, necessarily. It's

your brain being efficient: it's not going to waste energy on processing something it's already seen.”

In short, you're only human.

But thanks to a fount of fascinating findings from the lab's interdisciplinary team, there's hope for improving user security behavior, and it doesn't come just in the form of longer passwords.

HACK JOB

Target, Home Depot, the Internal Revenue Service—since the BYU Neurosecurity Lab was formed in 2014, major security breaches have riddled America.

In one of the largest attacks, the US Office of Personnel Management reported the theft of sensitive information from 22 million people—virtually anyone who had undergone a government background check in the last fifteen years, including American spies. And at Sony, hackers erased data from some 10,000 computers and publicly disclosed unfinished movie scripts and films, confidential emails, salary lists, and at least 47,000 Social Security numbers.

In response to these and other attacks, institutions today are on the defensive, with compensation packages for chief information security officers climbing past \$1 million at some large banks, insurers, and healthcare companies. Even mid-tier security engineers now earn six-figure salaries, according to the *Wall Street Journal*. And demand for new tools and intelligence is at an all-time high.

“Many of these ‘hack-of-the-century’ stories began with a social engineering attack,” Vance explains, “where a user was duped into doing something insecure, an attacker gained access, and once inside the organization, he stayed there,” wreaking havoc on a massive scale.

“Users are the weakest link,” Vance continues. “Bruce Schneier, a security thought leader, says that only amateurs attack machines; professionals target people.”

User behavior can have a huge impact on an organization, Vance says.

To prove it, experts at the Neurosecurity Lab are getting inside the heads of average web users by using sophisticated technology. At BYU the team is led by Anderson, Vance, fellow information systems professor Jeff Jenkins, and Brock Kirwan, a psychology and neuroscience professor. Two doctoral candidates, David Eargle of the University of Pittsburgh and BYU's Dan Bjornn, round out the team.

"We thought it would be cool to look at the problem of information security through the lens of neuroscience," Vance says.

"Specifically, examining user behavior," Anderson adds, "with neuro-physiological tools to try to understand why people do what they do online"—and to possibly help developers strike the right balance between usability and security.

BAT SIGNAL

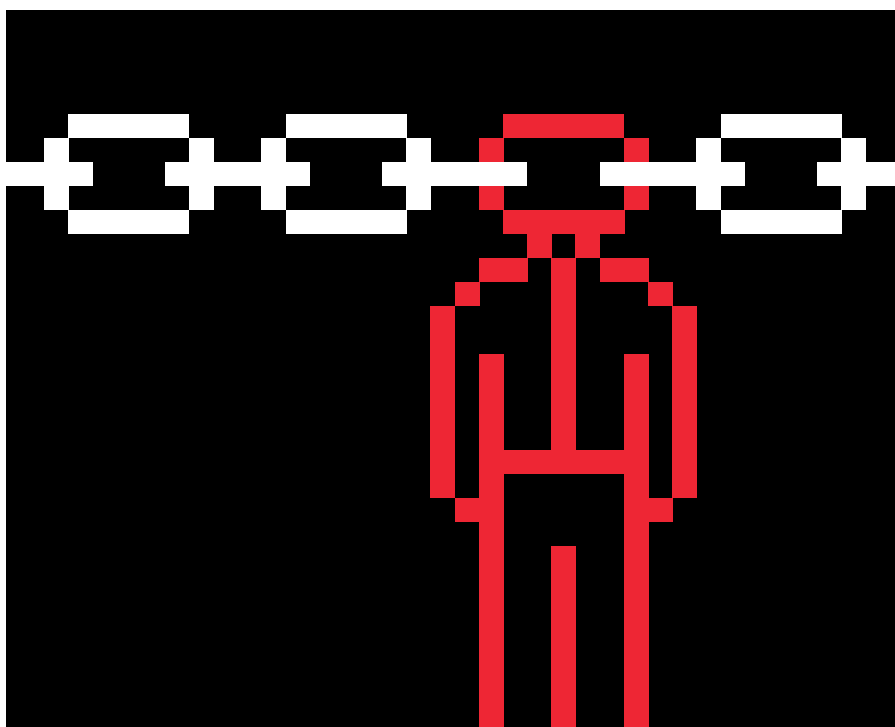
KA-POW! The research began with Batman.

Rising from the crime-filled alleyways of Gotham, the Dark Knight infiltrated the Tanner Building in a flurry of Google images—nearly 200 comic book frames, cartoon stills, and movie shots that research participants were asked to classify as animated or photographed, with points awarded for speed and accuracy. An algorithm, the sixty volunteers were told, would later perform the same classification task for comparison.

It was a guise—albeit one approved by the university's institutional review board.

In this study, published in the *Journal of the Association for Information Systems*, what researchers really wanted to know was how often test-takers would ignore malware warnings. You've likely seen them: "This is probably not the site you're looking for!" reads a typical warning on Google Chrome. During the timed test, such warning screens sprang up six to eight times and were ignored

USERS ARE THE WEAKEST LINK.



by most participants. "Security warning disregard," as the team calls it, is common. But why?

Call it the wallpaper effect. The first time you walk into a room, you might notice the wallpaper; the second time, not so much. You're already searching for something more important: your spouse, your keys, a midnight snack. Researchers call this habituation, and it's an everyday mental process, great for productivity and focus—until it blinds you to the burglar standing ten feet away, quiet as a mouse and ready to make off with your flat-screen television.

Understandably, participants who failed to heed the security warnings were just as startled to see a grinning Guy Fawkes materialize on their personal laptops, with a countdown timer and an ominous message: "All your files are belong to Algerian Hacker. Say goodbye to your computer." In a panic, participants gasped and powered down or yanked out their internet cables.

This too was a guise. No one had actually been hacked. But a point had been made.

Before the image classification task, participants were asked to fill out a preassessment of their personal aversion to risk. Then they completed the Iowa Gambling Task, a research mechanism commonly used to

study decision making and risk, while submitting to an EEG (electroencephalography) reading. For most participants, there was an obvious discrepancy between the two measurements. While the EEG readings proved to accurately predict risky behavior, the self-reported measures, in most cases, failed to predict user behavior in so-called nonsalient conditions, where security concerns weren't fresh in participants' minds. In other words, people's actions didn't match their perceptions at all.

After the scare with the Guy Fawkes mask, participants showed much more personal aversion to risk and much more consciousness of their security behavior—a truer alignment between "say" and "do." The researchers called this behavioral change "once bitten, twice shy."

Could it be that warning messages are poorly designed? Perhaps, Anderson says. While testing functional and aesthetic variations, the team determined that a jiggling message box or a polymorphic warning, while annoying, would "trick users into paying attention," at least at first, she says.

And a subsequent study, still under peer review, has explored the detrimental effects of poorly timed interruptions, a phenomenon known as dual-task interference.

"We lobby for intelligent timing of security messages," Anderson says. "If there's a way you can delay those messages until later, when you can have people's full attention, that works better."

LAB RATS

If attention is any indication of progress, there's been plenty of it from companies and conference organizers.

"It's been fun," Anderson says, clutching a well-worn passport, evidence of the team's participation at conferences in places around the globe, from Cambridge, England, to Korea. "We've presented at Apple as well as Google. And we're going back there in two weeks," she said on a hot July afternoon in the McDonald Building, a research facility on the south edge of campus.

Next door, outside the refrigerated chamber of a functional magnetic resonance imaging (fMRI) scanner, the nerve center of the Neurosecurity Lab, Brock Kirwan removes a cap of scalp electrodes—an EEG device—from a study participant's head. Their tiny suction cups leave pink polka dots on her temples and forehead. "You get used to it,"

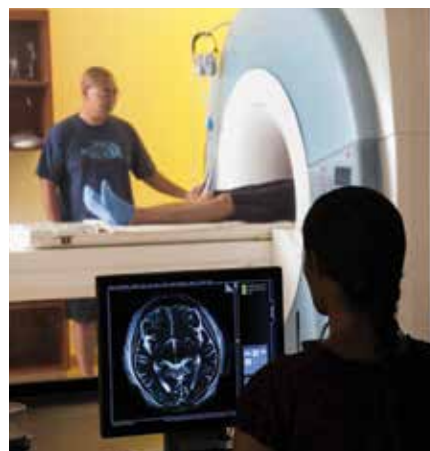
she says, smiling. She's no first-timer.

At a nearby monitor, Kirwan and a team of technicians analyze the subject's neural responses to certain online security tasks. "Do you mind if we ogle your MRI?" he asks, eyeing the colorful brain scans that light up on screen like a Tiffany lamp.

In addition to instruments that measure eye movement, stress levels in the saliva, heart rates, facial muscle movement, and sweaty palms and feet, the fMRI scanner enables the team to—as Vance puts it—"open the black box of the brain to see what mental processes are happening."

The fMRI scanner is impressive, a giant hollow magnet that can send a box of metal paper clips flying across the room. It's big. It's cold—4 degrees Kelvin (-452.5 degrees Fahrenheit) at its core. And it's expensive—about \$2 million for a refurbished model. "We're pushing the equipment as hard as we can," says Kirwan, who codirects the MRI research center, having scanned gray matter for ten years in three states.

The team estimates it has studied 225 research participants so far, more than half of them using fMRI and EEG. In terms of work



With BYU's impressive MRI, the neurosecurity team maps how cerebral processes tick inside computer users' brains.

hours and output, the project is really cranking, Kirwan says. And that has led to some extraordinary results.

"See the insane thing your computer does to your brain," wrote one technology blogger after BYU published a collection of images showing neural responses to malware warnings.

Major news outlets, including the *Guardian*, *Voice of America*, and *Slate*, also shared the findings. "Why do people ignore security warnings when browsing the web?" one headline asked. "Researchers terrify college students, prove important point about internet security," another announced, tongue in cheek.

Though their research has garnered a lot of media attention already, what matters most, say members of the Neurosecurity Lab, is that the team be allowed to build on the collective progress they've made to date.

A collaboration with Google engineers to create more effective Chrome warnings—an effort that could impact nearly 60 percent of the global desktop-browser market share—is just a start. As long as the team can help make security messages more impactful, the researchers plan to keep fighting cybercrime—one brain wave at a time.

Take that, hackers. **M**

ABOUT THE AUTHOR

Bremen Leak, a 2005 BYU graduate, has written for *Marriott Alumni Magazine* since 2006. A friend to useless trivia, he's convinced that baseball statistics make the best passwords.

STILL WRITING DOWN YOUR PASSWORDS?

Consider the French journalist who compromised his social media accounts by broadcasting from an office covered in sticky notes containing usernames and passwords—all while covering a major hacking story.

Industry data reveals that 30 percent of us still write down our passwords—and that makes security experts cringe. In a recent Google survey, 231 experts shared the five most effective ways to stop cybercrooks.

Install software updates.

They're not a bulletproof solution, but it's far better to install them than to do nothing, experts say. If you are slow to update your computer or mobile device, you are leaving it open to attack.

Use a password manager.

Experts utilize password managers to create and manage strong passwords for multiple accounts three times more frequently than regular users. Through one of these software applications you can create and store encrypted login

information for all your online accounts. The database can only be accessed by employing one master password.

Have a unique password for each account.

This way if your password for one website is compromised, it won't affect the security of your other accounts.

Craft hard-to-guess passwords.

While a mix of upper- and lowercase letters, numbers, and symbols is useful, length is especially important; the longer the better. Avoid birth dates, names, and words found in the dictionary.

Sign up for two-step verification.

Two-step verification means you authenticate yourself in multiple ways (for example, through an online password and a confirmation code sent via text). Even if attackers guess your password, they can't access your account without your phone.

Giving Grants, Gaining Experience

WHEN YOU HAVE MILLIONS TO GIVE, wanting to make a difference is not just an idle wish. The biggest challenge is deciding which nonprofit can bring your vision to life.

This choice is exactly what Brittany Erikson and three of her fellow MPA students helped the Ray and Tye Noorda Foundation tackle in January 2015 as part of the Romney Institute of Public Management's Grantwell program, a student-run organization that consults with charitable foundations.

"It was exciting," says Erikson, a 2015 graduate who helped the foundation donate to thirteen nonprofit organizations that support at-risk youth, offer family services, and promote pre-K education. "I felt a huge responsibility because every organization does great things and has stories that tug at your heart. But the question isn't who has the most tear-jerking stories; it's who can make the most impact with every dollar."

Foundations are looking for guidance, and the students at Grantwell provide them with research-based program evaluations, strategic innovation plans, and grant-allocation recommendations. Now in its eighth year, Grantwell has advised foundations in distributing more than \$25 million in charitable giving. The program was originally started to give MPA students practice running a real-life consulting organization, but now students from any Marriott School grad program can sign up for the class and work on projects.

"We are provided real-life opportunities to create a strategy, receive feedback from the client along the way, work in collaboration with our peers, and make something to be proud of," says second-year MPA student Erin Parkin, who oversees the student teams and program development as Grantwell's executive director.

While Aaron Miller, the MPA professor who helped found Grantwell, meets regularly with the executive team, it is the students who run the show. They do a great job, Miller says, and the program's reputation is growing because of it.

"The students have been able to show the quality of what they do, and

MPA students help foundations help the world through student-run Grantwell, a charitable consulting firm.

INSIDE *the* CLASSROOM



organizations are starting to notice," he says. "We now have more organizations coming to us than we can do the work for."

Last year's clients included the Sorenson Legacy Foundation, the Forever Young Foundation, and the Walmart Foundation. Every semester Grantwell takes on about seven projects with different clients, giving students the chance to work in a variety of areas. The best aspect of Grantwell, according to Miller, is the experience that students gain while consulting for top foundations from around the country.

That real-world experience often leads to interviews and jobs. Erikson

was hired full-time by the Noorda Foundation after graduating, and she enjoys working as their first program officer.

Other students are looking forward to using their project management, analysis, and teamwork skills to effectively use funds and give back, whether they are involved with foundation work or not.

"I've learned that it's not enough to want to do good and have the means to do so," Parkin says. "When we partner with others and are open to new methodology, our potential for impact has a much greater span than we could imagine."

—ANGELA MARLER

"The students have been able to show the quality of what they do, and organizations are starting to notice."

—AARON MILLER



Two for the Money

... By Sara Smith Atwood Photography by Bradley Slade ...

With more women earning a heftier slice of the family income, BYU couples adapt and thrive, no matter who brings home the bacon.

*m*o Wolthuis didn't go to business school to not work. "I aspired to leadership from the time I was born," she says.

After graduating from the Marriott School in 1994, Wolthuis headed to a job at Black & Decker while her husband—former BYU football player Pete Tuipulotu—turned to coaching collegiate following a stint with the San Diego Chargers. But with three growing kids and business opportunities still coming Wolthuis's way, something had to give. Together, the couple decided to bench Tuipulotu's college career—he now coaches middle school sports—so he could take the lead in parenting.

"It's awesome when a mom can stay home, but a lot of times that doesn't happen,"

says Wolthuis, who is currently a vice president at Valspar. "In our case,

I had a unique opportunity to chase business and leadership roles. We have embraced that, and it's been a blessing to us."

While it may sound unorthodox, Wolthuis's situation is not unique. In what the *Atlantic* hailed as the "greatest economic development in the last fifty years," more women than ever before are reaping rewards in the workforce. Working women now earn nearly half of their family's income, according to a 2014 report from the White House Council of Economic Advisers. And the US Bureau of Labor Statistics reports that many working wives—about 38 percent—are out-earning their husbands.

However, these workplace gains haven't come without challenges, especially as couples upset the man-as-breadwinner model. A 2013 study found that couples were less likely to describe their marriages as happy and more likely to consider separation if the wife earned more. Worse, a study out of Cornell suggested that out-earned husbands were more prone to infidelity.

But a reversal of fortune at work shouldn't spell disaster at home. Family life experts and four Marriott School couples share how they've faced cultural expectations—and negotiated chore charts—to build thriving households and careers, regardless of who brings home the bacon.

Overcoming Expectations

Haircuts were once a thing of dread for Kevin Gordon. Facing the scissors, he braced for every stylist's first question: "What do you do for a living?" Kevin was by no means ashamed of the answer, but he still hesitated. "I didn't want people to think I was lazy and didn't want to work," he says.

Recognizing that Kevin's wife, Jenna, a BYU accounting grad and EMBA student, had the more promising career as a healthcare company controller, the couple decided she would be the primary earner. As members

of the LDS Church, the Gordons' choice felt nontraditional. After all, "The Family: A Proclamation to the World" outlines that women are primarily responsible for nurturing the family and men for providing for it.

"Sometimes I feel like the proclamation doesn't fit my situation, like I'm forgoing my responsibilities of providing," admits Michael Goepfert, another LDS stay-at-home dad. Michael's wife, Paige—a 2004 Macc grad and tax senior manager at RSM in Chicago—became the family's breadwinner after he lost his job managing loan officers during the recession. "There wasn't a lot out there for me," he remembers. "At the same time, Paige was progressing in her career, and we were not willing to postpone having a family any longer." It can be difficult to not fit the mold, Michael admits.

That's because delineated roles for husbands and wives are not just a hallmark of

Staying Connected

Family doesn't have to play second fiddle to a fast-paced career. Marriott School alums offer up some advice to help working parents—mothers or fathers—stay connected at home:

WORK REMOTELY WHEN POSSIBLE.

Paige Goepfert works from home two to three days per week. She still puts in long hours but makes sure she eats lunch with the kids and puts them to bed before hopping back on the laptop.

LEVERAGE TECHNOLOGY.

On business trips, Mo Wolthuis turns on FaceTime in her hotel room or remote office and hangs out with her teens digitally while she works and they do their homework. "We have all the same conversations as if I were sitting there," she says.

GO ON DATES.

Paige goes out with her husband regularly, and Jenna takes her oldest on "mommy-daughter" dates.

UNPLUG AT HOME.

"I try to be conscientious about not having my phone near me," Jenna Gordon says, "making sure we are taking advantage of all the time we have together so we can create as many memories as possible."

CHECK IN.

Communicate with your spouse beyond daily logistics like what to grab at the grocery store and who bathed the kids, Miranda Barnard says. "It's hard in the day-to-day craziness to check in on long-term goals and what you both want for your family, but it's really important."

religious creeds; they're also woven into the tapestry of American culture. Perhaps recalling the rosy image of June Cleaver, half of Americans prefer a married mother not work, and 42 percent say she should only work part time, according to a Pew Research Center poll. Only 8 percent believe an ideal family includes dad at home; two-thirds believe a father should bring home the biggest piece of the family pie.

While Americans have clung to the *Leave It to Beaver* ideal, median incomes have dropped, and the percentage of middle-class households, defined as those earning between 67 percent and 200 percent of a state's median income, has shrunk in every state since 2000. This new economic reality has forced many couples to rethink marital expectations but hasn't yet changed the way society views couples who take a different approach.

"There's a misperception that the husband is failing if he's not doing the primary providing," says Jeff Hill, a BYU professor of family life with a 1984 business degree from the university. And it's equally challenging for working women, adds Sarah Coyne, who provides the majority of the family income as a BYU family studies researcher while her husband runs a Brazilian Jiu Jitsu studio. She's faced difficult comments, fielding queries like "Are you worried your children aren't going to love you as much? That they won't be attached to you?" "But," she says, "I know that this is what we should be doing right now. God knows our hearts."

Miranda Barnard, a current EMBA student, and her husband, Zach, are not LDS but grew up in traditional homes, expecting to fulfill traditional roles. Both worked until their first son turned two, but when time together became scarce, Zach closed his restaurant while Miranda accepted a position as vice president of communications at the Children's Miracle Network Hospitals. For them, an equally shared family vision is essential.

"It's just like a business," Miranda says. "You determine your end goal and then get creative on how to achieve it. Our goal was to have a parent staying home, and we worked backward from there. Look at the whole picture of what works best for your family. That perspective is more important than getting caught up in individual roles."

"It's just like a business. You determine your end goal and then get creative . . . Look at the whole picture of what works best for your family."

—Miranda Barnard



This approach—with spouses working as partners for the good of their family—also finds support in the family proclamation, Hill explains. "It says parents are obligated to help one another as equal partners in their stewardships. Husband and wife have the responsibility to see that providing happens and that nurturing happens. As partners, they can decide how to best fulfill those roles."

In evaluating how to best make sure a family's needs are met, "really get down to the basics," Hill suggests. "Couples can ask, 'What are we about?' We all want our families

to thrive. Decide together the best way for this to happen. And in some cases, that might be a dual income or a wife making more than her husband."

Re-charting Chores

Question: if a woman starts providing the greater share of the family income, should she take on less housework?

The logical answer might be yes, but the numbers tell a different story: a 2013 study found that the more a woman earns, the more chores she takes on. And a Pew



Research Center study noted that 50 percent of women in two-career households take on more child care, with only 4 percent of men taking on a greater share.

Division of chores in any family can trigger marital tensions—or, if done right, prevent them. In 2013 BYU researcher Erin Holmes found that husbands and wives are happier when both feel at peace with how the housework is split.

“We found that it didn’t matter who did what, but how satisfied people were with the division of labor,” Holmes says. The study also showed that couples are more satisfied when they do housework together.

But finding a happy balance when women earn the bread can be tricky, especially

because many are raised to be homemakers. That’s something BYU family life professor and working mom Lauren Barnes can relate to if she comes home to a messy house. “Research supports that if you hand over the homemaking to your husband, you have to back off,” she says. “And that is really hard as a woman because I feel like I’ve been trained that this is what you do at home. But I have to remember the cleaning can wait; I’m home to spend family time with my kids.”

Similarly, in the childhood homes of Jenna and Kevin Gordon, boys mowed the lawn and girls cooked—which presented Kevin with somewhat of a learning curve when he took on more duties at home. “Cooking regular meals was frustrating for me because I had zero

experience,” he says. But he and Jenna worked together, and as she tutored him through family recipes, “I became a decent cook.”

The key to tranquility in labor division is to talk it out, setting clear expectations and making sure spouses are on board with their responsibilities. “We had to be very specific and articulate in almost every aspect,” Jenna says. “We regularly talk about how things are going and revise our methods.” For example, adds Kevin, “I rinse dishes and load the dishwasher, and Jenna will unload. I do the laundry and Jenna will put the laundry away. I am responsible for vacuuming, and Jenna will do the mopping.”

Keeping communication open also allows couples to make adjustments and raise

concerns. “Sometimes Michael will have to remind me to pitch in with the household duties,” Paige Goepfert says. “It’s about making sure the other person is aware of any stresses, because otherwise we will just go along our merry way and build up frustrations.”

Finding Balance

Though Mo Wolthuis says her family’s arrangement is a blessing, like any marriage, it’s not without challenge nor sacrifice. “Even though you try to communicate and work as a team, there are still times when it’s hard or somebody doesn’t meet somebody else’s expectations,” she says.

With statistics blaring that tensions in mom-as-breadwinner relationships are more likely to lead to marital discontent, it’s essential that each spouse stays happy. Keeping

connected and emotionally healthy begins with open dialogue.

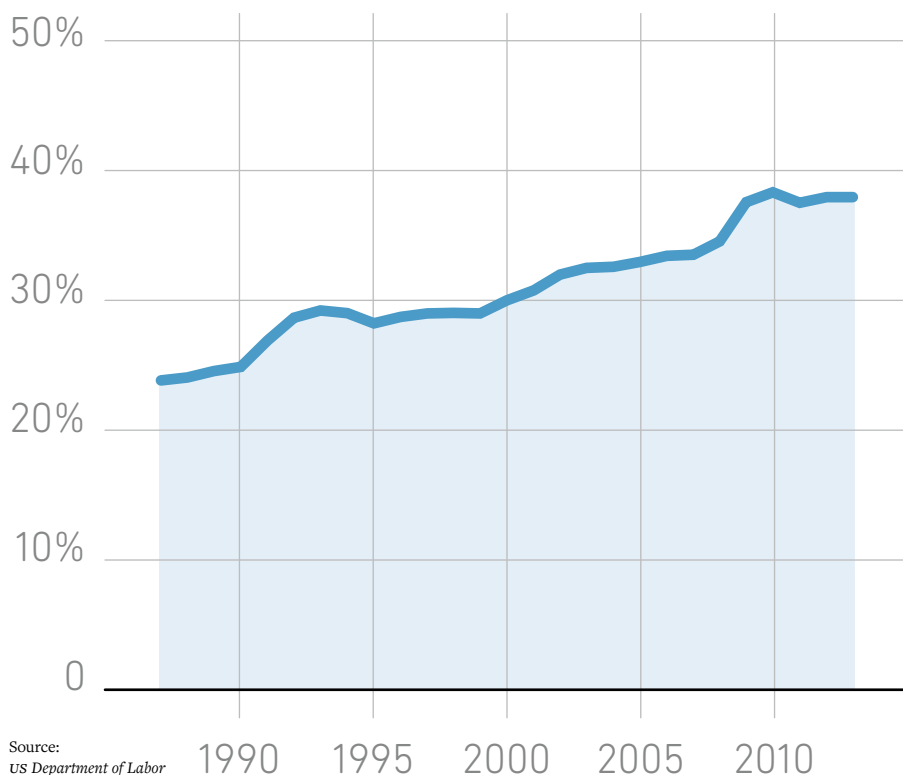
“The key to making it work is being really transparent and honest with ourselves and with each other,” Jenna Gordon says. One feeling she’s faced is a fear of assuming a strong family leadership role. “I wanted to be with a guy who could lead in every aspect,” she explains. “I finally realized that there are certain things that I am really good at, and there are things that Kevin is really good at. Once I recognized and owned my strengths, I became a lot happier.” Jenna’s drive to succeed and Kevin’s sense of humor balance their family. “She works so hard at her job, and I am much more laid back, and that works for us,” Kevin says. “Even after a rough day of being with the kids, I’m still able to help her wind down from work, relax, crack a joke. Humor is a great way to deal with a lot of situations.”

Finding fulfillment at work is another key to a breadwinning parent’s emotional health, adds Miranda Barnard. “Having a job you enjoy adds a lot to the family dynamic and can make you happier with your role,” she says. “I absolutely love my job, and that makes it much easier to leave my house for the day.”

Happiness at home has also been improved, say the couples, when caregiving dads find a hobby or outlet—an important principle no matter which parent takes the lead at home. Michael Goepfert prizes his favorite toy—a Mustang—and connects with fellow car enthusiasts weekly, while Zach Barnard coaches high school baseball. “Coaching is something for Zach that is not connected to his day-to-day life at home,” Miranda says. “Since he started doing it, it’s been a really big benefit for us.” Mo Wolthuis, whose husband also coaches, adds that “he has felt like he has been able to make a big contribution, and that is really a big part of what has made our family work. People have to feel like they are adding value.”

Winning the Family Bread

Percentage of working women who out-earn their husbands



Growing Together

When Jenna Gordon’s children were born and she took on the primary provider role in her family, she wasn’t sure how it would work out. “We jumped in and took that risk,” she says. It was a decision she and her husband, Kevin, made prayerfully. “We recognized that there was going to be a lot of give and take, and we would have to do a lot of reassessments on how it was going. For us, it’s still a work in progress.”

So far, the arrangement is a success—but that’s not to say what works for the Gordons will work for every family. “Be open to looking at what is best for your family,” adds Miranda Barnard. “If people really look at their options with an open mind, they might be surprised. This isn’t what we had planned out years ago, but it works great for our family now, and we’re really happy.”

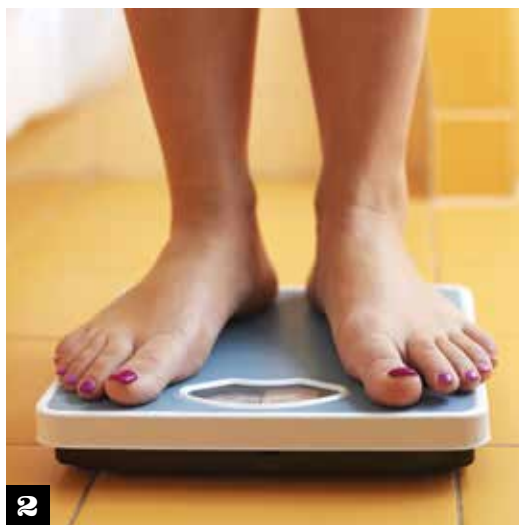
More essential than who does what and who brings home the biggest paycheck, Mo Wolthuis says, is teamwork. “You can define marriage as teamwork,” she says. “Life is full of challenges and opportunities, and the best way to get through that is working together with the person who is your equal stakeholder in the success of your family.” **M**

around the COOLER

BY MADISON NIELD

1. MOVE IT

A healthy heart needs a daily workout. To make exercise a hard habit to break, create external reminders. An Iowa State University professor recently found that establishing an instigation habit, like setting a daily alarm to remind you to go to the gym after work, can make exercise more automatic.

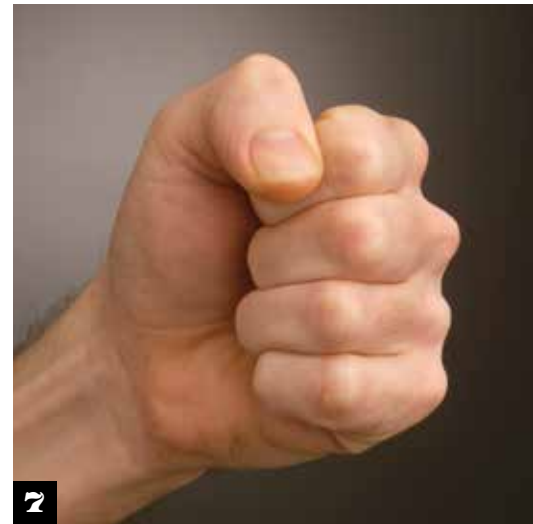


A Change of Heart

Your valentine shouldn't get all the attention this February. Amid the red roses, chocolates, and overstuffed teddy bears, take time to show your ticker some love too. According to the American Heart Association, cardiovascular diseases are more deadly than all other forms of cancer combined. In honor of Heart Month, commit to improving your health and get serious about beating the odds with these research-based tips.

2. SCALE BACK

Shedding pounds can ease the burden on your heart. And research says the faster you drop the excess weight, the better. Participants in an Australian study were more likely to achieve and maintain their goals if they lost weight rapidly compared to their peers who took a more gradual approach to trimming down.



3. BIG DRINK

Most Americans know good nutrition is important, but many don't notice the hidden danger lurking in their cupholders. In a recent study, guzzling diet soda was directly connected to increased belly fat in adults sixty-five and older. The findings raise concerns about the link between zero-calorie drinks and metabolic disorders.

4. UNDER PRESSURE

Keeping your blood pressure in the normal range—less than 120/80—is key for maintaining a healthy heart and preventing disease. One way to achieve this goal: take a nap. A recent Greek study found that sneaking in a midday snooze could lower blood pressure as well as reduce the need for hypertension medications.

5. FAT CHANCE

Heart disease and diabetes often go hand in hand. But the fight against elevated glucose may have an unlikely ally: heptadecanoic acid, a saturated fat found in butter and some fish. A recent study found that insulin levels in pre-diabetic dolphins were able to normalize after the marine mammals consumed more of the fatty acid.

6. GREEN STUFF

Time to stop skimping on your greens—keeping bad cholesterol in check might be as simple as eating your veggies. British scientists have spent fourteen years developing a fat-fighting broccoli that has been shown to reduce LDL by 6 percent in twelve weeks. It's available under the name Beneforté in select US grocery stores.

2. FRESH SQUEEZE

Whether your vice is a multitiered burger, sugary doughnuts, or a fresh-baked cake, clenching your fists can give you an extra dose of self-control against these vices—and a healthier heart. A 2010 study found that individuals who tighten their muscles when faced with a tempting treat increase their willpower to stick with their health goals.

ADVANCED- PARENTING Series • Part ONE

Your TOP



**COLLEGE-ADMISSION
QUESTIONS**

ANSWERED

Old-timers often remind whippersnappers that life was harder back in the day. But when it comes to college admissions, it's today's teens who are climbing uphill both ways. So what's a well-meaning parent to do? We consulted with admissions experts and seasoned moms and dads to answer your most pressing questions.

By **HOLLY MUNSON** • Illustrations by **SCOTTY REIFSNYDER**



FACE the FACTS



1 WHAT ARE THE ODDS?

While there is a growing sense that college admission is a crapshoot, it's primarily the already-selective colleges that are getting more selective; more than five hundred schools have an acceptance rate higher than **75 percent**. At the most extreme, Stanford's 2015 admission rate was **5 percent**. BYU's admission rates went from **85.8 percent** in 1968 to **50.5 percent** last year.

Admission to BYU is difficult partly because it's the true-blue dream school of most of its applicants. The school has an unusually high yield rate, which means that most students who are admitted choose BYU over other offers—**78 percent** compared to the average **34 percent**. The top rank for yield rate, or "popularity," has gone back and forth between Harvard and BYU since 2008, when *U.S. News & World Report* began ranking the "most popular university." Since then, BYU has held the **No. 1** spot three years and the **No. 2** spot four years and has tied with Harvard once.

BYU's admission rates went from 85.8% in 1968 to 50.5% last year.



2

AM I THE ONLY PARENT WHO'S STRESSING OUT?

Nope. Alum David Dorough, who graduated with a MACC in 1996 and is now a controller at L.A. Turbine, describes what many parents feel: "I had good grades and was involved in band and other activities, so I felt pretty confident when I applied to BYU," he says. Fast-forward to when his daughter applied last year: "She was more prepared and qualified for college than I was—yet I was more concerned about whether she would get in."

3 HOW EARLY SHOULD MY STUDENT START WORRYING ABOUT COLLEGE?

Though good study habits and a love of learning should certainly start young, the time that matters most begins in middle school. For example, many colleges expect students to take calculus their senior year, so students should be ready to take Algebra II by ninth grade. BYU Admissions recommends taking **four years** of math and English, **two to three years** of lab science, **two years** of history or government, and **two or more years** of a foreign language.

4

MY HIGH SCHOOLER HAS GOOD BUT NOT STELLAR GRADES AND TEST SCORES. IS SHE DOOMED?

In 2015 the average GPA for admitted BYU students was **3.84**, and the average ACT score was **28.95** (out of 36). But a student with an ACT below 29 shouldn't give up on applying. "The average ACT and GPA just keep climbing," says Kirk Strong, director of BYU Admissions. "But we want people to know that's not all we look at. We use a truly holistic evaluation, which means we combine objective and subjective data."

DO the HONORS

5 HOW MUCH DO COLLEGES CARE ABOUT AP CLASSES?

For college hopefuls, a high-school schedule packed with honors, Advanced Placement (AP), and International Baccalaureate (IB) courses is the new normal. In yearly reports by the National Association for College Admission Counseling, colleges consistently rank grades in these college-prep courses as the top factor in admission decisions.

Keep in mind that each college considers advanced courses differently on their applications. Some schools look at an applicant's weighted GPA; BYU looks at unweighted GPA but gives applicants who take AP and IB classes extra consideration.

Test scores are right behind grades.

6 HOW MANY AP CLASSES SHOULD MY TEEN TAKE?

It all depends on your teen: If he thrives on being surrounded by other academic-minded students, two or three AP classes per semester may be in order. But if slipping grades or a packed schedule are a concern, consider signing up for only his strongest subjects. BYU Admissions recommends not taking an AP or IB class unless the student can maintain at least a **3.3 GPA**.

Above all, make sure your teen isn't loading up on AP classes just because he thinks it looks good. "I frequently saw kids with perfect SAT scores and perfect grades and a gazillion AP classes get rejected," wrote Ben Jones, former director of communications for MIT admissions, in a candid blog post on the MIT Admissions blog. "Why? Because often these kids knew how to grind but brought nothing else to the table."

7 DOES THE COLLEGE CREDIT MAKE A DIFFERENCE?

In addition to allowing students to prepare for college, AP classes can help students to earn college credit, which saves **hundreds of dollars** per class at lower-tuition colleges and more than **a thousand dollars** at higher-tuition colleges. To avoid earning duplicate credits, check the websites of your teen's top-choice colleges to see which course credits apply to each AP test.



8 HOW MUCH DO TEST SCORES MATTER? HOW HIGH SHOULD THE SCORE BE?

Test scores are right behind grades in importance to college admissions offices. As for the actual number, it all depends on which schools your teen is considering. Simply search online to find the average test score of admitted students, and use that as a target.

9 SHOULD MY KID TAKE BOTH THE ACT AND SAT?

Many colleges now accept scores from either test, so it's beneficial to focus on just one, says Fred Zhang, cofounder of PrepScholar, which offers customized online test prep.

To find the best fit, have your teen take an official practice test for both the ACT and SAT (available free on each test's website). Compare the scores (the ACT website has a chart to convert from ACT to SAT scoring), and if one score is one hundred points higher than the other, go for the higher-score test. If the difference is less than one hundred points, see what matches your teen's situation—the ACT is typically better for those with test anxiety, and the SAT is better for those with strong language skills. Keep in mind a **new version** of the SAT will debut **March 2016**.

10 WHAT STUDY RESOURCES ARE OUT THERE?

The ACT and SAT websites offer official test-prep materials that range from free to \$70, and books on the subject abound. Personalized services like Kaplan, The Princeton Review, PrepScholar, and Magoosh range from \$50 to \$7,000.

Online, check out video tutorials by the Khan Academy. Also useful are the blogs of college consulting firms like PrepScholar, IvyWise, Magoosh, and Noodle—their posts are packed with insider tips and timely analysis of admissions trends.

11 HOW MUCH TIME SHOULD MY TEEN SPEND STUDYING FOR THE TESTS?

Forty hours total is a good baseline for test prep, Zhang says, and **ten hours** is the absolute minimum to make it worth taking the ACT or SAT. For students who struggle with test taking or who want a super high score, closer to **one hundred hours** of study is in order. That may seem like a lot, especially for an overscheduled teen, but Zhang argues that test prep has the highest ROI of any college-prep pursuit.

"Students spend thousands of hours on getting good grades and hundreds of hours on extracurricular activities, but PrepScholar data shows that students who spend even just ten hours studying improve their SAT score by an average of **200 points**—which can make a big difference in admission to competitive schools," Zhang says.

12 HOW MANY TIMES SHOULD MY TEEN TAKE THE ACT OR SAT?

Students should consider taking the ACT or SAT two to four times, Zhang says. In 2014 nearly **60 percent** of students who retook the ACT increased their composite score. Another trend that's helping students: about one hundred schools (not including BYU) now practice superscoring, which means a college takes your best score on each section across every time you took the ACT or SAT to create a combined, stronger superscore.

EXTRA, EXTRA

13

HOW CAN MY TEEN STAND OUT FROM THE CROWD?

If you comb through the admissions criteria from dozens of schools, a pattern becomes clear: colleges are looking for how students have contributed to their community in the past and how they might contribute to the college community (and its reputation) in the future.

“We really like students who make a contribution,” says BYU’s Kirk Strong, “because to us that’s part of the university education—that you are involved in clubs, teams, and wards, and that you’re going to share your gifts and talents.”

“Students should consider their interests and how they could apply them to serving the community,” suggests Sari Rauscher, the college counseling director for the Waterford School, a private school in Sandy, Utah. For example, one Waterford student with an interest in phlebotomy organized several blood drives at the school.



14

HOW CAN I HELP MY KID BE WELL-ROUNDED?

When it comes to extracurricular activities, a well-rounded student has long been considered ideal, but many colleges in recent years have focused on creating a well-rounded student body. The new sought-after breed of student is labeled “pointy” or “well-lopsided”—“with demonstrated excellence in one particular endeavor,” as Harvard’s admission guidelines define it.

15

HOW CAN WE PRIORITIZE ALL THESE TO-DOS?

The key to success is to focus on what interests your teen. Joan Johansson of Troy, Michigan, who attended BYU from 1982 to 1983, has had two children go to BYU and three go to BYU–Idaho. She says each of her kids found their own path. Their local high school was competitive, and many students only chose activities that would build their résumé. “Our kids have kind of taken a step away from that,” Johansson says. “They first focused on schoolwork, and then they carefully chose the extracurricular activities that brought them the most happiness. They were not so focused on the future that they didn’t enjoy the present.”



WORDS COUNT

16

DO COLLEGES REALLY PAY ATTENTION TO THE ESSAYS?

YES! Essays follow grades and test scores in their importance, as rated by college admissions offices.

17

WHAT ARE COLLEGES LOOKING FOR IN THE ESSAYS?

“I talk to the kids a lot about how the essay is your only chance to show you are a **real person**,” says Melinda Pickett, a 1988 BYU grad who is the college-application maven of Roseville, California. She’s helped dozens of kids in her stake—including two of her own—apply to BYU and University of California schools. “The essay is your chance to show something other than that you checked the exact same boxes as every other kid who went to seminary, got good grades, and served on a church youth committee.”

As with extracurriculars, colleges like to see in the essay how a student’s individual gifts and background will benefit the school community. At the same time, they don’t want to feel pandered to. “It becomes obvious when the student is not writing from the heart,” Strong says. “They’re approaching it with too much of a technical writing focus and trying to figure out what we want them to say. It’s so refreshing when they just write about themselves and their **feelings** and **interests**.”

It's essential that the admissions essay is true to the student's voice.

18

WHAT SHOULD MY TEEN WRITE ABOUT?

There aren't necessarily right or wrong essay topics; "I had a student who wrote about wearing purple tights!" Rauscher says. Above all, it's essential that the essay is true to the student's voice. That means you (and any other adult) should be fairly hands-off in the writing process; you can proofread and help brainstorm but not rewrite. Students should start writing essays **at least four to six weeks** before the deadline to allow time to revise.



The RIGHT COURSE

19

HOW DOES MY TEEN NARROW DOWN WHICH SCHOOLS TO APPLY TO?

Perhaps your teen has no idea where to start or is simply looking to add a few more options beyond a dream school. Begin a discussion by asking what she is looking for in a college experience. For example, what program or major is she interested in? Is a diverse student body, a strong sports program, or a particular element of campus culture important? Does she want to stay close to home? You'll probably have strong opinions about what you think she should do, but take time to listen before doling out advice.

Once your teen can answer those questions, **unleash the college search engines**. Popular options include Cappex, Noodle, the College Board's Big Future, and College Confidential's SuperMatch. (If you or your teen prefer to do your own data-crunching, you should use drycollegerankings.com as your guide.)

If you don't have the time or budget for a campus visit, fret not: you can still glean information from the school's website. Make sure to examine both the soft data—descriptions of student life, locale, and academics—and hard data, like the school's graduation and placement rates and average alumni starting salary.

20

HOW DO THE CES OPTIONS COMPARE?



Church Educational System (CES) programs exist to provide higher education in an atmosphere consistent with the ideals and principles of The Church of Jesus Christ of Latter-day Saints. CES schools are also consistently ranked for offering a high return on investment. "I would encourage all of our applicants to take a look at the full spectrum of CES institutions," Strong says.

Here's a quick rundown of what each school offers:

BYU in Provo is the oldest and largest of the CES institutions. It offers both undergraduate and graduate degrees, and the academic achievements of its faculty and students are nationally recognized. BYU also offers fifty-five study abroad programs and nineteen Division I sports teams that excel in national competitions.

BYU-Hawaii in Laie, Hawaii, is the most diverse of the CES schools (and one of the most diverse universities in the United States). Its strengths include international business, hospitality and tourism, cultural studies, exercise science, and biochemistry. The nearby Polynesian Cultural Center offers many work opportunities for its students.

BYU-Idaho in Rexburg, Idaho, offers both two-year and four-year degrees in a variety of majors. The school also offers a hybrid of online and in-class learning. The Concurrent Enrollment program gives high-school juniors and seniors the opportunity to begin earning BYU-Idaho credit online, and the Pathway program offers a flexible and low-cost college experience through online courses combined with local gatherings.

LDS Business College in Salt Lake City focuses on quickly preparing students for careers. Its programs include social media marketing, computer programming, interior design, health, and business and paralegal studies. LDSBC also offers small class sizes and generous scholarships.

You can read more about each of the CES institutions at besmart.com.

21

HOW DO WE FIGURE OUT WHICH SCHOOLS WE CAN ACTUALLY AFFORD?

It's easy to both overestimate and underestimate the real cost of college. One helpful tool is the net price calculator, which any college accepting federal funds is required to provide. Search "net price calculator [college name]" to find it. The purpose is to calculate the cost of attendance minus financial aid, based on what similar students paid in the past. Schools are allowed to choose how detailed to make their calculators, so consider the results an estimate, not a guarantee.

22

HOW IMPORTANT IS “DEMONSTRATED INTEREST”? DOES EARLY DECISION HELP?

As colleges are flooded with higher numbers of applications, a student’s demonstrated interest in the school has become more important—three times as important as ten years ago, according to the National Association for College Admission Counseling.

If your teen is set on one school, he should consider applying **early decision**, which means an applicant is committed to attending that school if accepted. According to IvyWise, early decision applicants are **20 to 70 percent** more likely to be accepted.

Another important way to demonstrate interest is through the “Why this school?” application essay, which is sometimes optional. Encourage your teen to consider it mandatory and to research how the school would be a good fit.

OH the PLACES YOU’LL GO



23

WHAT IF MY TEEN DOESN’T GET INTO HER DREAM SCHOOL?

From the start parents should teach kids that a particular school is not the only gateway to success—and that success can take many different forms.

“In so many ways it doesn’t matter where you go; it matters what you do when you get there,” says Rauscher of the Waterford School, adding that most students who don’t get into their top-choice school end up realizing a second-choice school is a better fit.

Alum Wendell Williams, a partner at Lombardia Capital Partners who graduated with a MAcc in 1995, says he vividly remembers the day his daughter found out she didn’t get into BYU—and the tear-filled days that followed. “It was crushing,” he says. “Her older sister, my wife and I, my wife’s parents—we all went to BYU. We said to her, ‘You have a different path. **And that’s OK.**’”

24

WHAT ARE OUR OPTIONS WHEN THE FIRST CHOICE FALLS THROUGH?

Ideally a student could opt for a **backup school** they applied to, but there are always alternatives if that isn’t an option. Students can apply to colleges with later admission deadlines, take classes at a community college (just make sure they’re transferrable), learn new skills with massive open online courses, join a national service organization, get a job, or start a small business.

Williams’s daughter was able to gain acceptance at Utah Valley University and will soon be applying to its nursing program. “She loves it,” Williams says.

TRUE GRIT

25

SIGH. WHY DOES IT ALL HAVE TO BE SO HARD?

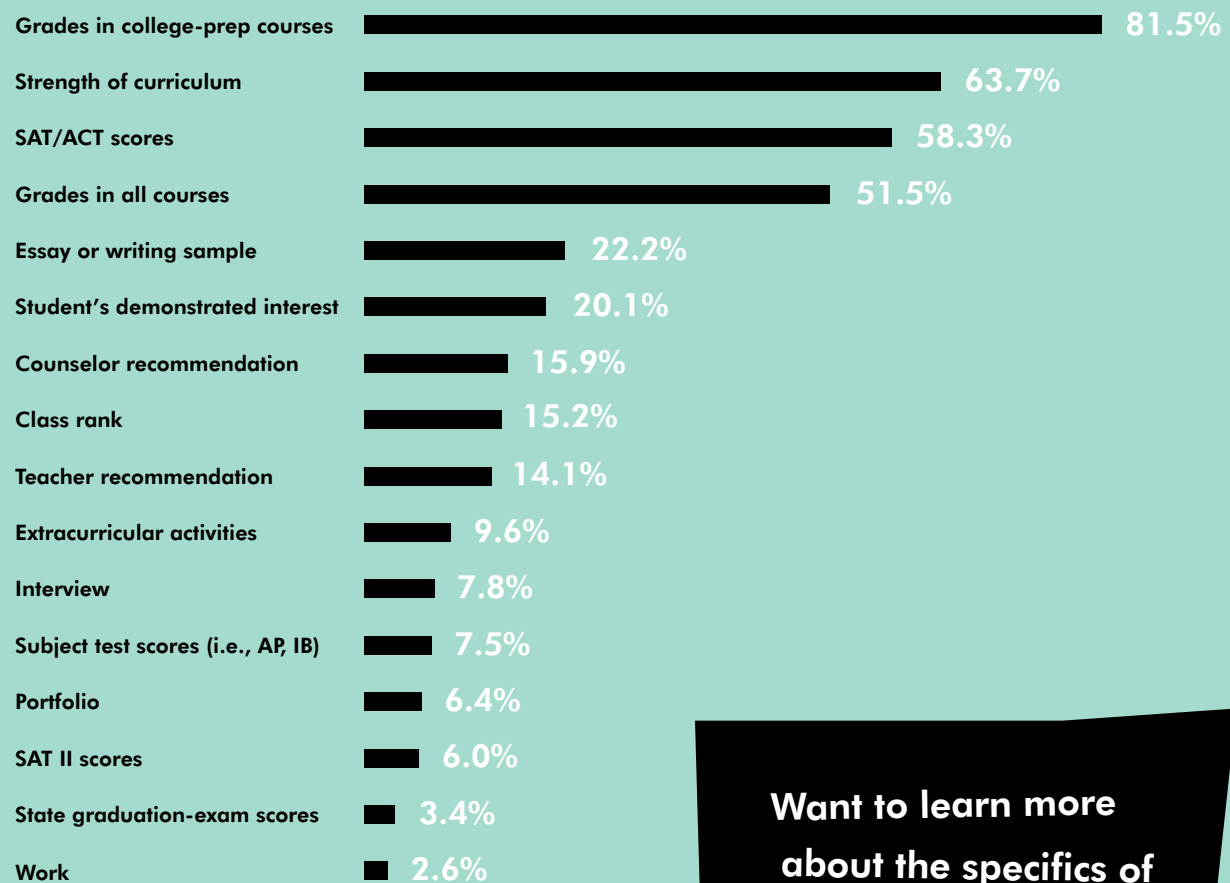


Yes, it is hard. And certainly the system could be improved. But as your teen (with your constant encouragement) sticks to doing hard things like test-prepping and essay-crafting and flute-practicing and community-serving, she’s gaining one important characteristic: **grit**.

In a buzzy TED talk, psychologist Angela Lee Duckworth introduced grit as the most important predictor of student success—more than IQ, social intelligence, or any other factor. “Grit is passion and perseverance for very long-term goals,” Duckworth said. “Grit is having stamina. Grit is sticking with your future, day in, day out. . . . Grit is living life like a marathon, not a sprint.”

That grit can help your soon-to-be-grown-up teen forge success in college—and beyond. **M**

WHAT MATTERS MOST to COLLEGES?



Source: 2014 State of College Admission Report by the
National Association for College Admission Counseling

Your teen knows how to land
a spot at his dream school,
but what happens when he
arrives on campus?

**Look for our college survival
guide in the next issue of
Marriott Alumni Magazine.**

**Want to learn more
about the specifics of
applying to BYU or
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ABOUT THE AUTHOR

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School News

BYU Hosts International Business Model Competition



Emilia Díaz, founder and CEO of Kaitek Labs and a student from the Pontifical Catholic University of Chile, celebrates winning first place at the 2015 International Business Model Competition.

Kaitek Labs, a student-founded company based in Santiago, Chile, took home more than \$30,000 in winnings at the 2015

International Business Model Competition, held at BYU. This marks the first time an international team has won first place in the history of the event.

Kaitek Labs impressed the judging panels with its business model for a red-tide bacteria detection kit—which changes colors to indicate contamination, similar in use to an at-home pregnancy test. The team represented one of eight countries to participate in this year's competition.

Emilia Díaz, founder and CEO of Kaitek Labs, was excited for the opportunity to showcase her team's unique viewpoints.

"Winning the competition helps show that people who are underrepresented in business can integrate new views and ideas," Díaz says. "I hope we can

continue to grow and inspire all types of entrepreneurs."

Second place and \$20,000 went to REECycle, which reclaims rare earth elements from discarded electronics. Resumazing, a web service that helps job seekers land their dream jobs, took third place and \$10,000.

These teams joined top student entrepreneurs from around the globe who gathered to compete at the world's largest business model competition, hoping to win a share of the \$155,000 awarded during the two-day event. In addition to the main event, teams were also judged during this year's inaugural Pivot Pitch Competition on a two-minute pitch about the most significant pivot their company has made.

Cohosted by Harvard University and BYU's Rollins Center for Entrepreneurship and Technology, forty teams were selected from a pool of more than 3,800 that had participated in IBMC-affiliated competitions in recent months. Since the inception of the IBMC, participation has increased yearly from six universities in 2011 to 276 universities in 2015.

The IBMC allows young entrepreneurs not only a chance to win crucial funding for their ventures but also an opportunity to gain mentoring advice from some of the top business leaders in the world.

"We hope when students come and take advantage of the mentoring sessions that they will learn how to improve their business models and teach others what they learned," says Pavel Yurevich, IBMC student director.

STUDENT NEWS

Hail Mary Leads to Quiz Bowl Title

The BYU football team converted two desperation passes into heart-stopping wins over Nebraska and Boise State early in the 2015 season. But in Las Vegas last September, there was another BYU team making magic with its own Hail Mary.

Down big at the National Recreation and Parks Association's annual Student Quiz Bowl, four Marriott School students came from behind in the first round

BYU Hits Best Mark in One U.S. News Ranking, Stays High in Others

Year in and year out, BYU ranks in the top tier of national universities, according to *U.S. News & World Report*. This past year was no different, with BYU coming in at No. 66 among the roughly three hundred universities listed in their annual rankings.

But BYU inched up to its highest rank ever in another category: graduates with the least amount of debt. Coming in at No. 3, BYU joins Princeton, Caltech, Yale, and Harvard in the top five. The ranking considers the percentage of graduates with debt and the average amount of that debt for each student. According to *U.S. News*, 74 percent of BYU students graduate debt free, while those who do owe money average \$14,021 in debt.

U.S. News also ranked BYU as the No. 16 best value school in the country. The best value ranking weighs a school's academic quality against the cost of attendance.

In another report released by *Money Magazine* last summer, BYU ranked No. 15 in the country for schools that provide the best value. That ranking weighed educational quality, affordability, and alumni earnings.

Meanwhile, the undergraduate programs of the Marriott School continue to get high marks from *U.S. News*, including a No. 34 overall ranking. The Marriott School's accounting program is ranked No. 3, its international business program ranks No. 19, and its entrepreneurship program comes in at No. 23.





Four recreation management students came from behind to win the National Recreation and Parks Association quiz bowl.

before easily coming out on top in the final to claim the championship.

“Winning the national title was the culmination of a great effort by our students,” says **Stacy Taniguchi**, recreation management professor and the team’s advisor. “They represented well the high caliber of students we have here at the Marriott School.”

Playing in a *Jeopardy!*-style format, the Marriott School team wagered all of their points in a last-ditch attempt to catch opponents from the University of Mississippi and North Carolina State in the competition’s opening round. The team succeeded by correctly naming the newest Disney cruise ships—“Fantasy” and “Dream.” Their answer tied the Marriott School with North Carolina State and qualified the team for the finals.

A therapeutic recreation category helped the Marriott School team run away from Texas A&M and North Carolina State in the finals because all four Marriott School participants are currently in the program’s therapeutic recreation emphasis. This victory is the second for BYU, which also took first place in 2011.

“Once we got into the final round and one of the sections was therapeutic recreation, we just got question after question right and showed that we deserved to be in that final round and deserved to win,” says **Carrinne Cheatham**, a senior from Greybull, Wyoming.

Cheatham joined **Aimee Johansen**, a senior from Provo; **Aaron Simon**, a senior from Las Vegas; and **Cami Turley**, a junior from Gilbert, Arizona, to compose the winning team. After studying separately over the summer, the group had less than three weeks to train together once school began. But they said that a strong team chemistry helped them come together.

“We were serious about our preparation efforts and planned on competing well, but I really liked how we never forgot to have fun with it,” says Johansen. “As we practiced and played together, we really clicked—which I am positive led to our success as a team.”

Marriott Scholarship Awarded to Undergraduates



Recipients of the Paul Morris Marriott scholarship include (from top left) Nathan Smith, Matt Relei, Sam Staples, Eric Tran, Kelby Turk, Daniel Pavlakos, Hannah Grigg, and Bryce Shurtliff. (Not pictured: Chase Bryan, Clark Cannon, Brent Collinwood, Hayden Dixon, and Kent Bates).

The Paul Morris Marriott Business Management Scholarship was awarded to thirteen business management undergraduates who have demonstrated a strong work ethic and a commitment to community service experience.

“I was very surprised and grateful to receive this scholarship because there are a lot of students in the Marriott School who are deserving,” says junior **Eric Tran**, a management major with a global supply chain emphasis. Tran, who is from Riverside, California, volunteers with BYU Multicultural Student Services and is a first-generation college student. “I feel very privileged and honored to come to this institution and receive scholarships to help fund my education,” he says. “I’m trying to make my family proud and get my diploma.”

In addition to Tran, the 2015 scholarship recipients are **Kent Bates**, a senior from Pleasant Grove, Utah; **Chase Bryan**, a senior from River Heights, Utah; **Clark Cannon**, a senior from Bountiful, Utah; **Brent Collinwood**, a junior from Duvall, Washington; **Hayden Dixon**, a junior from Las Vegas; **Hannah Grigg**, a senior from Moses Lake, Washington; **Daniel Pavlakos**, a senior from Millcreek, Utah; **Matt Relei**, a senior from Sonora, California; **Bryce Shurtliff**, a senior from Idaho Falls, Idaho; **Nathan Smith**, a senior from

Salina, Kansas; **Sam Staples**, a senior from Bellevue, Washington; and **Kelby Turk**, a senior from Aztec, New Mexico.

Rebecca Marriott Champion founded the Paul Morris Marriott Business Management Scholarship in 2010 to honor her father, a businessman who helped his brother establish what became the Marriott Corporation. Through sacrifice and creativity, Marriott contributed to creating a successful business during the Great Depression, building a legacy that Champion is sharing with students who show similar dedication.

“Rebecca Marriott Champion is truly interested in the success of our undergraduate business management students,” says **Jennifer Fitzgerald**, scholarship coordinator. “This scholarship was put in place to assist those who have had to work hard to earn their degrees, yet who have also taken the time to serve in their communities. We are grateful to donors like Rebecca, who are willing to support our students in their academic goals.”

Worldwide Phenom Lindsey Stirling Receives Her BYU Degree

Violin superstar **Lindsey Stirling** has more than 7 million YouTube subscribers, nearly 3.5 million Facebook fans, and another half a million Twitter followers. Her music videos on YouTube have been watched more than 1.5 billion times. Yes, 1.5 billion.

But last August, smack-dab in the middle of a nationwide performing tour, she was the one in the audience, picking up a degree in recreation management

Lindsey Stirling plays the violin at convocation, where she graduated with a bachelor’s degree in recreation management.



among a sea of other graduates at the Marriott Center.

“Not only is BYU an academically prestigious university, but being back reminds me of the incredibly uplifting, positive spirit that resides on this campus,” Stirling says. “I loved my time here, and I am so proud that I can now call myself a BYU graduate.”

Stirling joined more than two thousand students who were being awarded bachelor’s degrees, master’s degrees, and doctorate degrees at BYU’s convocation ceremonies last August.

SimpleCitizen Wins Big at Start Madness Competition



For a company with the word simple in its name, one BYU startup is addressing an issue—gaining US citizenship—that is anything but easy.

Yet SimpleCitizen’s business plan to help future Americans is getting noticed. In September the company capped off weeks of hard work to finish on top at the Start Madness competition, a first-year event held by Beehive Startups in Provo. Winning first place and the audience choice award, the team took home \$125,000.

SimpleCitizen, which provides an online solution for streamlining and reducing the costs of the US citizenship process and green card application, is no stranger to winning. This is the third time in the last year that the company has been the top awardee in a major competition.

“We worked hard and wanted to win, but the field was very tough,” says SimpleCitizen CEO **Sam Stoddard**, a recent

BYU Macc graduate from Portland, Oregon. “There were incredible startups participating, which made it that much sweeter. It was great validation of the hard work that our team has done.”

The five months leading up to the competition involved more than one hundred startups pitching their ideas in preliminary rounds that all came to a head with the awards night last September. The closing evening included a narrowed field of ten finalists presenting in front of a live audience and panel of judges from Utah venture capital firms.

Stoddard says working with BYU’s Rollins Center for Entrepreneurship and Technology (CET) helped give SimpleCitizen the boost and confidence they needed to make the winning pitch. “There are so many resources available at BYU,” Stoddard says. “The CET is amazing. In my last year at BYU, I took advantage of the many clubs, mentors, and programs. It’s all just there waiting for students to take advantage of it, and we definitely did early on.”

Steven Fox, CET acting managing director, believes SimpleCitizen’s latest accomplishment says a lot about the team’s capabilities now and its success in the future. “I think their win is terrific,” Fox says. “It means they have a valid business idea that a lot of folks are interested in. These students are creative. They’re entrepreneurial. They know how to network, interest investors, and make a business out of it.”

BYU Information Systems Students Shine at Leadership Conference



Left to right: **Joshua Haws**, **Jordan Rader**, **Tanner Sawyer**, and **Cody Pettit** claimed first place in the Security Policy Competition.

BYU information systems students earned three awards at the 2015 Association for Information Systems (AIS) Student Chapter Leadership Conference in Tuscaloosa, Alabama.

The honors were the highlight of the annual conference, where the students joined peers from around the country to meet industry professionals, gain new perspectives, and showcase the knowledge they had gained in the classroom.

Competing against five other national finalists, four juniors in the information systems program—**Joshua Haws** from Alpine, Utah; **Cody Pettit** from Savannah, Missouri; **Jordan Rader** from Concord, California; and **Tanner Sawyer** from Meridian, Idaho—combined their efforts to claim first place in the Security Policy Competition. The team worked to create a secure and accessible IT security policy for employees and clients of a fictional company.

“We mainly implemented topics we learned in our business processes and controls class,” Haws says. “It was amazing to see how prepared we were for the competition thanks to our information systems courses.”

A second team of Marriott School students won third place in the Women in Information Systems Video Competition. The competition asked students to create a video explaining why women, traditionally underrepresented in computing disciplines, should study information systems. Members of the BYU team included MISM students **Tahna Black** from St. George, Utah; **Emily Cookson** from Hillsboro, Oregon; **Michelle Reynolds Hill** from Arvada, Colorado; **Nina Lang** from Shenyang, China; and information systems junior **Kyle Longhurst** from Orem.

“I loved seeing the experiences of our female alumni and students in our video,” says Cookson, who serves as copresident of BYU’s AIS chapter. “We all share an incredible amount of passion and energy for information systems.”

The BYU AIS chapter was also presented with a Distinguished Chapter Award—one of three universities to receive the award out of sixty-nine chapters nationwide. Cookson and her copresident, **Travis Selland**, a first-year MISM student from Alamo, California, accepted the award. The pair was also asked to present at the conference, where they spoke on how the BYU chapter has grown and overcome challenges since its founding in 2010.

KiLife Tech Sets Record at Rice Business Plan Competition

Many graduating BYU students get checks from family and friends to help them as they begin their new careers. Few, however, get the more than \$600,000 that BYU MBA student **Spencer Behrend** received.

Behrend and his team won the grand prize at the Rice Business Plan Competition, the world's largest student startup competition. KiLife Tech won multiple prizes, including hundreds of thousands of dollars in investment funds, in-kind services such as website development and business plan software, and the opportunity for Behrend and his team to ring the NASDAQ closing bell.

The company makes the Kiband, a wristband for young children. Paired with its mobile app, the wristband sets off an alarm when a child wanders too far outside of a designated boundary set by a parent. While the company has garnered positive attention and placed well in previous competitions, Behrend and his team knew they would be up against experienced competition in Houston.

"We didn't go down expecting to win, but we went down determined to work very, very hard," Behrend says. "Then when we were giving the final presentation, we knew we were killing it. Everything seemed like it was just flowing."

KiLife Tech bested forty-one other competitors hailing from some of the world's top universities to win the grand prize, with 275 investment-sector judges deciding that the Kiband was the best investment opportunity. KiLife Tech's winnings totaled the second-most ever awarded by Rice to a grand-prize winner and the most ever earned in a single competition by a BYU startup.

Perhaps even more important than the prize money, however, is the instant network of investors and experienced entrepreneurs the team met through its winning performance.

"I was talking to a very successful entrepreneur, and he shook my hand and said, 'What you have now that you didn't have before is not a lot of money; it's a whole lot of friends,'" Behrend says. "I think the investment is helpful, but it's really about how much everyone is willing to help us be successful in whatever way they can."



KiLife Tech claimed the grand prize at the 2015 Rice Business Plan Competition.

The KiLife Tech team also includes another BYU MBA student, **Zack Oates**, who is the company's vice president of business development. Chief marketing officer **Jeff Hall**, a Marriott School graduate, and chief technology officer Jordan Baczuk, a master's student in electrical engineering from the University of Utah, round out KiLife Tech's executives.

KiLife Tech has been working with Marriott School personnel from the MBA program and the Rollins Center for Entrepreneurship and Technology for more than a year to refine and focus the company's business model.

"The BYU MBA delivers a diverse education that works very well with a startup," Behrend says. "The environment at the Marriott School is very open to taking a nontraditional pathway to creating your own job. The Rollins Center and the MBA program have been very encouraging to me from day one, saying, yeah, if this is what you want to do, go do it."

"Both the competition and the conference were great opportunities to see how much our professors have prepared us and how much we have learned during our junior core," Pettit says. "It was great to be able to add to BYU's strong reputation through the competitions and networking during the conference."

Student Companies Recognized at Statewide Event

BYU student companies took six of the top seven spots at the Utah Student 25, an annual competition recognizing

Utah's top student-founded businesses.

At the top of the list was H.M. Cole, a luxury men's clothing company that specializes in personalized tailoring. **Daniel McConkie**, cofounder of the company and a junior business management major with a global supply chain emphasis, accepted the first-place award at a ceremony held at Thanksgiving Point.

"Being recognized as the top student-founded business in Utah is a great confidence booster," says McConkie, a Colorado Springs, Colorado, native. "Entrepreneurs are doing things they have



Daniel McConkie (with trophy), a business management junior with a global supply chain emphasis, accepts the first-place award for H.M. Cole from Utah Student 25 representatives.

never done before. . . . That means there are failures along the way, so these successes are essential."

Led by H.M. Cole, BYU student-run companies accounted for seventeen of the top twenty-five awards presented at the Utah Student 25 from colleges and universities across Utah. Applicants are required to be full-time students, own a significant portion of the company, hold a management position within the company, and have financial information up to date. Businesses are rank-listed based on a combination of sustained revenue and profit.

The event gave student entrepreneurs opportunities to share ideas, receive feedback, gain exposure, and network with like-minded individuals. "During my time as a BYU professor of entrepreneurship, I came across students who were taking sixteen credit hours and had started and were managing companies with significant revenues," says **John Richards**, who founded the competition in 2009. "The Utah Student 25 is a way to provide recognition for these incredible student entrepreneurs."

Many BYU entrants received mentoring through the Marriott School's Rollins Center for Entrepreneurship and Technology. Faculty, alumni, and other successful entrepreneurs provide students from across campus with mentoring and tools as the students seek to grow their companies while also keeping up with their studies.

"The resources on the BYU campus are unbeatable," McConkie says. "You are surrounded by professionals who are your free consultants, by competitions that bring interested investors to the school, and by classmates who are willing to help research and work on your business-related struggles."

FACULTY NEWS

Accounting's Troy Lewis Testifies at House Hearing

Troy Lewis, a BYU School of Accountancy alum and current adjunct professor, testified last summer at a hearing held by the Small Business Committee of the US House of Representatives titled *How Tax Compliance Obligations Hinder Small Business Growth*.

Lewis is chairman of the American Institute of CPAs Tax Executive Committee and vice president and chief enterprise



risk management officer at Heritage Bank in St. George, Utah. He has served as an adjunct in the School of Accountancy since 2012, teaching Accounting 405, Fundamentals of Taxation.

Lewis, one of five expert witnesses at the hearing, presented a five-minute opening statement, then took questions from members of the committee. The hearing examined the tax-compliance burden facing small firms and the effectiveness of actions taken by the Internal Revenue Service intended to reduce those compliance costs.

Lundberg Named Recreation Management Chair



The Marriott School recently appointed **Neil Lundberg** as the chair of the BYU Department of Recreation Management, suc-

ceeding **Patti Freeman**. Lundberg began his term in August.

"We deeply appreciate the many contributions of Patti over the past nine years as she led the recreation management department through a period of transformative change," says **Lee Perry**, Marriott School dean. "Neil is an outstanding scholar, teacher, and leader

who will make a real difference in the department and the Marriott School. We are excited to work closely with him in the coming years."

Lundberg has been teaching at BYU for nearly ten years as a professor of therapeutic recreation, specializing in facilitation techniques that use recreation to serve and help people with disabilities or illnesses. Prior to teaching at BYU, Lundberg worked for the National Ability Center in Park City, Utah, serving individuals with disabilities.

"My hope is to lift the caliber of our students, improve their job prospects, and build enthusiasm around the program," Lundberg says. "There's more we can do to elevate our position by maximizing our strengths and contributions."

After serving as department chair for nine years, Freeman will return to teaching full-time as a professor of recreation management. Under her leadership, the department moved from the College of Health and Human Performance to the Marriott School six years ago. She oversaw many changes in the department, such as standardized credit hours and core classes, limited enrollment, and substantial curriculum changes.

"Patti has been instrumental in moving the department forward," Lundberg says. "I hope to continue moving us in that direction."

Albrecht Honored with Lifetime Service Award



BYU School of Accountancy professor **W. Steve Albrecht** was honored in August with the American Accounting Association (AAA) Lifetime Service Award for his more than forty years' worth of contributions to the accounting profession.

The Lifetime Service Award recognizes contributions to accounting education over a sustained period of time, to professional accounting organizations, and to education efforts of public accounting firms, corporations, and nonprofit organizations.

"I'm humbled by the honor," says Albrecht, who received the award at the AAA's annual meeting in Chicago. "Serving in various capacities throughout my career has been extremely rewarding and has brought many opportunities to me and my family. There has never been a day I didn't get up early and look forward to going to work."

Albrecht has received numerous awards since he began teaching at the Marriott School in 1977. While serving as associate dean of the Marriott School from 1998 to 2008, he received BYU's highest faculty honor, the Karl G. Maeser Distinguished Faculty Lecturer Award, for superior scholarship and teaching.

Outside of the many accolades garnered in academia, Albrecht has been recognized as one of the most influential accounting professionals in the United States by Accounting Today magazine on five separate occasions and as one of the top fifty corporate directors in the country by the National Association of Corporate Directors. Albrecht's extensive experience in fraud detection and prevention has also earned him the Cressey Award from the Association of Certified Fraud Examiners, the highest award given for a lifetime of achievement in fraud detection and deterrence.

In addition to previously serving as Marriott School associate dean, Albrecht has served as the director of BYU's School of Accountancy and as president of both the AAA and the Association of Certified Fraud Examiners.

ROTC Instructor Promoted to Rank of Major



Major Jeff Timmons receives the oath of office from his father, retired Lieutenant Colonel Tim Timmons.

From the mountains of Afghanistan to the streets of Iraq, **Jeff Timmons** has served his country in some of the most volatile battlegrounds of recent history. His service in the Middle East, as well as his time both as a student and an assistant professor of military science at BYU, was celebrated as he received a promotion to the rank of major in the US Army during a commissioning ceremony on 27 May 2015.

Friends, family, students, and colleagues gathered together in the Wilkinson Student Center's Memorial Hall to show support for the leader who has inspired them throughout the years. Lieutenant Colonel **Chanda Mofu** cited the large number of ROTC students present at the ceremony as proof of the impact Major Timmons has had on young people.

"The fingerprints of his leadership and influence will be everlasting," Mofu says. "The heartfelt leadership and love of these students at BYU is a testament of the kind of work he has been able to do with these future leaders."

A former BYU ROTC cadet himself, Timmons worked to ensure that all of the cadets in the ROTC program were mentored to be the best leaders they could be.

"He'd often seek me out after trainings and teach me how to be more professional in my interactions with others," says **Travis Meservy**, a civil engineering senior from Corona, California. "He cared about my goals and gave me specific mentoring on how to be a calm and collected leader under pressure."

Timmons has exemplified that same discipline in his own educational pursuits. Last April, Timmons graduated from the Marriott School's Executive MBA program. While he found the correlations between the military and business intriguing, Timmons considers the relationships he has made the best takeaway from the program.

"Seeing how other leaders approach problems was life changing," Timmons says of his classmates. "Their excitement for the future and their youthful exuberance were contagious."

While Timmons will no longer be flying Kiowa helicopters like he has on past tours of duty, he will continue his service at the Command and General Staff College in Fort Leavenworth, Kansas, for a ten-month course. Upon leaving BYU, Timmons reflected upon the impact the university has had upon him professionally and personally.

"BYU saved my life," Timmons says. "I feel like what I've been given here far surpasses anything I gave. I am in the army today because of those leaders and officers who cared about me."

"I don't know of anyone in our profession more deserving of this award than Steve," says **Jeff Wilks**, director of the School of Accountancy. "His lifetime of research, teaching, and service has changed our profession. We are fortunate to have him."

Professor Honored at University Conference



Colby Wright, assistant finance professor at the Marriott School, received a Teaching and Learning Faculty Fellowship at BYU's

Annual University Conference last August.

The fellowship recognizes the sacrifice and efforts by the university's support services in providing a transfer of positions and budget to enhance teaching

and learning. Wright, a member of the Marriott School faculty since 2012, was one of six recipients.

"Colby knows the materials well, loves his students, and is a great communicator," says **Andrew Holmes**, finance department chair. "He puts all of that together in a high quality way that his students and peers recognize."

Wright currently serves as the associate chair in the finance department. In the past year alone, he has also been named Outstanding Faculty Member by Marriott School students and received the Marriott School's Teaching Excellence Award. Wright earned his PhD in finance with a support area in econometrics from Florida State University in 2007 and graduated *magna cum laude* with a bachelor's degree in accounting in 2001 from BYU.

"I genuinely consider myself to be the least of the BYU faculty," Wright says. "Receiving this teaching fellowship was

unexpected and very humbling. It is an honor and a joy to rub shoulders with the faculty, staff, administrators, and students at BYU; they make this the most rewarding job I could imagine."

Marriott School Welcomes New Professors

The Marriott School welcomed five new faculty members to its classrooms last fall.

Ben Galvin, **James Oldroyd**, **Cody Reeves**, and **Brian Reschke** joined the department of organizational leadership and strategy, and **Tim Seidel** joined the School of Accountancy.

"We welcome and look forward to working with our new faculty members," says **Keith Vorkink**, associate dean. "They will each increase the quality of scholarship at the Marriott School."

The five additions join more than two hundred full- and part-time faculty members at the Marriott School.

Accounting Professor Spins Wheels, Wins Big

Blink, and you might miss him.

On wheels, accounting professor **Mark Zimbelman** is fast. So fast that he placed second in his category of the Men's Master Road Race during the USA Cycling National Championships held in Ogden, Utah, last September. But this forty-six-mile race was not his first brush with cycling success.

Zimbelman has competed in more than 150 races since he began cycling ten years ago. In 2007, he set a course record at LoToJa, a 206-mile race from Logan, Utah, to Jackson Hole, Wyoming. He recently placed while racing against a lower-age category in the West Mountain Circuit Race. And the end of Zimbelman's racing days are nowhere in sight.

"I don't have any plans to quit," he says. "The main reason I race is because it pushes me to stay fit in January when the weather's cold. I want to be able to ride even when I'm eighty."

To reach his goals, Zimbelman puts in ten to twelve hours of riding a week year-round. In the winter, it's base training on his stationary bike. As a race day approaches, he conducts intervals, competes in preparatory races, and simulates possible race conditions. While it's the competitive drive that keeps him motivated, Zimbelman admits his success wouldn't be possible without his biggest fans: his wife, Karen; his five children and their spouses; and his seven grandchildren.

"The main thing is my wife and family," he says. "They've totally supported me. It makes a huge difference."

As a BYU undergrad, Zimbelman originally pursued a zoology degree but switched after taking an accounting class at the Marriott School. Zimbelman earned a BS in accounting in 1984. After working six years in the field, he returned to school to get his PhD at the University of Arizona. In 1999, he joined the faculty at BYU.



In addition to the great people Zimbelman has rubbed shoulders with at BYU, he loves the school's unique mission: "teaching secular truths in the light of the gospel. There's no other place like it," he says.

Zimbelman has learned throughout his career that cycling principles often translate into everyday situations, allowing him to overcome seemingly impossible challenges—on the road and in the workplace.

"In every race, there are times when you question whether you can keep going or whether you should just quit," he says. "I've found that if I just keep going for a few minutes more, I'm back in the race. I just focus on moving ahead, one pedal at a time."

Alumni News

MANAGEMENT SOCIETY

Management Society Steering Toward the Best

BYU Management Society leaders stood in a Tanner Building conference room last October, their hands above their heads. “Raise your hands higher,” keynote speaker **Steve Shallenberger** instructed and then encouraged them to reach higher still. “If you’re satisfied with good, how will you become better, let alone your best?” he asked, illustrating the need to focus not on competition in the business world but on reaching for a personal best.

Shallenberger’s keynote session was just one highlight at the Management Society’s thirty-fifth annual leadership conference held in Provo. Society leadership traveled from all over the world to attend classes on subjects including self-reliance, partnering with other organizations, creating a chapter vision, and helping women start small businesses. The conference allowed leaders to connect and learn best practices for growing their own chapters.

“Being able to teach leadership—this unique quality, this thing that’s kind of magical—is a thrill and a blessing,” says Shallenberger, who has more than forty years of experience as a business owner and has consulted hundreds of companies worldwide. The Management Society, he says, is “a special group of people because they want to help extend the spirit of BYU throughout the world.”

Elizabeth Andrews, a member of the Austin Chapter and the Global Steering Committee, looks forward to attending the conference every year. “The quality of the speakers and the opportunity to network with outstanding people who are changing their communities for the better is so recharging and reinvigorating,” she says. The 2015 conference was especially helpful as she was in the process of founding IDMD, an online startup focused on identity-theft recovery. “A day comes for all of us when pursuing the dream seems too hard or overcoming the millionth obstacle seems too much,” she



says, “and on those days the principles I learned in Steve’s session get me back up and moving again.”

First-time attendee Josiah Moimoi, an HR major at BYU–Hawaii and the school’s society chapter president, found the speakers exceptional. “I could grasp the things they were teaching and apply them to my personal life, my business life, and my BYU Management Society work,” he says. Moimoi was particularly impressed by BYU professor and Romney Institute director **Jeff Thompson’s** address: “He described your calling not as a work but as something you are destined to do, something that finds you. It made me realize that each of us have our own specific callings; most of us just haven’t found ours yet.”

At the closing session, **Chet Harmer**, who has replaced **Ron Gardner** as head of the Global Steering Committee, spoke of the growth the society has seen worldwide. “We want to be as helpful as possible,” Harmer said at the conference. “The Management Society helps people be self-reliant.”

Helena Hannonen, **Shannon Hiller**, Joel Deceuster, and Ami Kemppainen rotated off the committee this year. **Jennifer Anderson**, Leighton Bascom, Ross Chiles, and Claudia Walters have replaced them. They are ready and excited to implement the committee’s goal to strengthen chapters and the society by developing

strong leaders and improving the quality of activities, service, and communication.

“I appreciate the vision of the Global Steering Committee,” says Vicki Huebner, a member of the committee and assistant dean at Santa Clara University School of Law. “It emphasizes the existing network and helps members access that network. We’re really going to be able to lift people up from within our chapters, and I think that effect is going to go out to the members of the communities that we’re living in as well.”

CLASS NOTES

1975



As a BYU freshman **Jeff Cooper** lived in the now-demolished Deseret Towers, and there a friend invited him to take beginning accounting. Cooper took to the subject, earning a bachelor’s degree in 1975 and heading to work for Bradshaw, Smith and Co., a CPA firm in southern Nevada, in 1980. He’s been there ever since. Last year Cooper received a pair of prestigious awards—the Nevada Society of CPAs’ 2015 Public Service Award and the Silver Beaver Award, the highest honor for Boy Scout leaders. Cooper’s dedication to service is also evident in his position as president of Opportunity Village Foundation,

which supports residents with intellectual and developmental disabilities. He and his wife, Kenna, make time for travel to catch BYU games. Together they have six children and three grandchildren.

1977



Working the past fifteen years as a forensic accountant, CPA **Debrah Smith Dickson** has had more than her day in court. Along with advising business clients and providing tax planning and compliance services, Dickson takes the bench as an expert witness specializing in intellectual property and real estate in federal, state, civil, and probate courts. She is president of Smith Dickson, an accountancy corporation founded in 1982. After graduating from BYU with a bachelor's degree in business management in 1977, Dickson began her career as an auditor for Union Bank. She later stepped up to the Big Four, working first with Deloitte and then PricewaterhouseCoopers, where she headed the entrepreneurial services division. Dickson and her husband, Douglas, have six children and five grandchildren, and they live in Irvine, California. Dickson golfs and plays the piano and organ.

1983



Helping bring business around the world—and making global travel more comfortable—has made **Jim Hepfinger's** career. In 1990 he established ALTA Travel, a travel agency catering to business professionals. After serving as president for twenty-three years, he sold the company to National Corporate Housing, a global corporate housing company. Hepfinger is currently serving as vice president of travel services at National, making it the first temporary-housing company to also offer business travel services. Hepfinger and his wife, Eliza, live in Herndon, Virginia, and have four children and one granddaughter.

1988

Trust, confidence, and respect are the backbone of **David E. Stone's** daily work. After earning a BS in business



management from BYU in 1988 and an MBA from California State University, Sacramento, in 1992, he worked with Lincoln Financial Advisors for thirteen years. In 2005, while retaining his relationship with Lincoln Financial Advisors, he established Stone Consulting Group. In April 2015 Stone was named chairman of the board for The Resource Group, a nationwide network of top planners within Lincoln Financial Advisors. He has also served as an officer of the Financial Planning Association of Northern California and the International Association for Financial Planning, as well as on his homeowner association. Outside work, Stone enjoys skiing, traveling, and serving. He and his wife, Sabrina, live in Loomis, California, and have five children and one grandchild.

1992



S. Hunter Cannon has worked since 2014 as a department head for SaltStack, a software company that develops systems management software used by the world's largest businesses. Cannon has worked hard throughout his career to build professional services teams that focus on customer satisfaction and work efficiently while providing positive financial results for the company. Since graduating from the Marriott School with a bachelor's degree in business with a finance emphasis in 1992, Cannon has used his skills at several companies, including Bluecat Networks and Symantec. Camping, hiking, and ATV riding are some of the hobbies Cannon enjoys with his wife, Kamille, and their six children in Pleasant Grove, Utah.

1993



While **Nelson Abbott** practices law to earn a living, his greatest joy at work is helping change his clients' lives. After graduating with a JD and MBA from BYU in 1993, Abbott practiced at a Provo firm for five years before taking the leap into self-employment. Initially working out of his home,

Abbott built a solid client base and today works with two other attorneys and four staff members in his own office at Abbott Law Firm. For the past fifteen years, he has often represented patients at the Utah State Hospital in mental health commitment hearings. Abbott lives in Provo and is married to Kirstin; together they have four children. The oldest two currently attend BYU. Abbott counts traveling among his hobbies—he has been to forty-seven states and more than a dozen countries—along with flying radio-controlled planes.

1999



What **Joy Fellingham Layton** assumed was the end of her accounting career became a new beginning. After graduating from BYU with her Macc in 1999, she headed to Austin, Texas, for a job with EY. In 2003 she decided to stay at home with her two young sons—but one of her clients wasn't ready to let her go, proposing that Layton work remotely. Since then she has been self-employed with her own business, Atax Accounting, raising her children while helping clients with tax planning. Even when her husband's career moved the family, Layton was able to pack her job along. She and her husband, Steven, now have four children and live in Saratoga Springs, Utah. Layton enjoys boating, gardening, knitting, and reading.

2000



While **Terilyn Larson** remains true to the BYU Cougars, another university has found a place in her heart. Larson is an accountant at the Colorado State University Foundation, a nonprofit that receives, manages, and invests donations benefiting the university. After graduating from BYU with a Macc in 2000, Larson worked as a tax professional for CPA firm HBM for thirteen years, gaining experience with tax issues related to investments, estates, trusts, and nonprofits. Larson has volunteered as a tutor for learners of English and as a financial literacy teacher

with the Utah Association of CPAs. She lives in Fort Collins, Colorado. In her free time she bikes, travels, reads, plays the violin and banjo, watches documentaries, and practices Spanish.

2003



Sam Aina just started a new chapter in his career, jumping from the Big Four to Crowe Horwath, a top-ten professional services

firm. Aina started out at EY after earning his BS in accounting in 2003 from BYU, and two years later he moved to Princess Cruises, conducting audits that included reviewing engines, giant cellars, and sites

in stunning locations. He then returned to EY. After five years, Aina and his family were ready for a change of pace—leading him to Crowe Horwath. He and his wife, Melissa, have six children—two boys and four girls—and Aina, an assistant regional commissioner for the American Youth Soccer Association, coaches the kids' soccer and basketball teams. He also competes in Ironman triathlons. The family lives in Valencia, California, happily sharing their hometown with Six Flags Magic Mountain.

2005

B. Austin Baillio is a tech-savvy lawyer. After graduating from BYU with a BS in information systems in 2005, Baillio



started his career at Boeing as an analyst. There he developed an interest in real estate and decided to switch tracks. Along

with his JD from Pepperdine University in 2010, Baillio earned a certificate from the Palmer Center for Entrepreneurship and the Law, a program integrating the study of law, business, and technology. After dabbling in a breadth of practice areas at a small firm in Los Angeles, he's now an associate attorney at Green & Hall, focusing on real estate law. Baillio has been named a rising star by the Southern California Super Lawyers organization three years in a row—an honor

Peace Like a River



Warren Price is about to step in waist-high water in the middle of the Provo River when a bull moose saunters up the pedestrian bridge thirty yards to the south.

Price, who earned a master's degree in youth and family recreation from the Marriott School in 2013, pauses on the bank while he surveys the moose's intentions. A moment later, the moose heads the other direction and the BYU grad loosens up again. But Price is already pretty loose—he's minutes away from spending the rest of the afternoon fly-fishing.

For Price, a retired medic with the Utah Army National Guard who suffers from post-traumatic stress disorder (PTSD), being in the water with a rod and reel in hand brings healing he hasn't found elsewhere.

"When I first stood in the water, for the first time in years I felt real peace," Price recalls of his initial foray into fly-fishing. "I had given up that peace was possible."

Price's story, encapsulated in an auto-ethnographic academic journal article and coauthored by two BYU recreation management professors,

chronicles how leisure activities "literally saved his life"—and how he believes they can help others drowning in the struggle of combat-related PTSD.

On returning home from a year in combat with the 116th Engineer Company in Iraq, Price suffered from every PTSD symptom imaginable—flashbacks, nightmares, anxiety, depression, suicidal thoughts, anger—all of which led to Price isolating himself from others, exhibiting antisocial behavior, and abusing substances.

"When I came home from Iraq, my life fell apart," Price says. "I became really paranoid, and I couldn't go out in public without getting really anxious or angry. I was spiraling out of control."

Years of counseling, including a four-month stay at a rehabilitation program, didn't help his recovery. He turned to ecclesiastical leaders for blessings but still felt guilt for things that happened during his military service.

His wife suggested getting together with one of her high school friends who was also a disabled veteran, having served in the Gulf War. This friend used fly-fishing to help rehabilitate himself, so he invited Price to come along. Price gave every reason he could think of to get out of it but ended up going in the end. The trip changed his life.

"All of my bad memories, all of the intrusive thoughts, all those impulses to commit suicide disappeared. They went away," he says. "It was a religious experience; I had this feeling that God hadn't given up on me. It actually is what gave me the strength to keep living."

Neil Lundberg, an associate professor of recreation management who mentored Price through writing his story, said other veterans with PTSD have also seen healing effects from leisure activity. According to his research, recreational therapy has proven to reduce stress, improve marriage stability, and increase functional competency of those with PTSD.

"There is a power in nature to facilitate some reduction in stress; it can work for any of us for everyday stress, and it can be even more significant for individuals that deal with significant traumatic stress," Lundberg says. "I think that's certainly the case for Warren, and it can definitely be the case for other veterans as well."

Spicing Things Up



Working as an attorney at one of the oldest firms in New York City, **Chandler Tanner** finally understood what the classic rock band Loverboy meant when they sang “Working for the Weekend.”

In the City that Never Sleeps, Tanner found a work culture that constantly awaited Friday’s gateway to the weekend—and dreaded Monday’s return to the office. “I didn’t like to see that,” remembers the 2009 BYU business management grad. “I worked too hard in school to not enjoy the day-to-day.”

Tanner, who had graduated from Harvard Law School, liked practicing private equity and hedge fund law. But he felt an entrepreneurial itch. And it was in a spicy hot sauce—the kind packaged in a green-capped bottle emblazoned with a rooster—that he and business partner **Brady Mower** found a new venture to transform Mondays.

Sriracha, the pepper-and-garlic Thai sauce that inspired a cult following, first pinged Tanner’s radar when he tasted it on a spicy sandwich. He soon

spotted the red bottles lining grocery shelves and spicing up new dishes at chain restaurants, while fans cheered on social media.

Tanner returned to Provo where he and Mower, a friend from the Marriott School and a 2010 marketing alum, hatched a business plan: they combined the popularity of the rooster sauce with the trendiness of subscription boxes to create Sriracha Box, a gift package of spicy novelty products, like Sriracha-flavored jerky, spicy popcorn, or a Sriracha cookbook.

“The wide breadth of ‘Sriracha goodness,’ as we call it, is tough to come by,” Tanner says. “Your store might have Sriracha chips, but you’re missing out on all kinds of other Sriracha-flavored goodies.” Sriarcha Box researches and gathers these products, putting them in the hands of the sauce’s biggest fans.

The first batch of boxes shipped in May 2015. “Our initial launch was well received,” Tanner says. “People were active on our social media accounts, tagging friends and commenting. It was great validation.”

The gift-box has since been featured in several online media outlets, including a *Real Simple* list of Father’s Day gift ideas and Product Hunt. The attention—and rabid Sriracha fervor—has orders climbing.

Mower and Tanner’s aspirations don’t end with sauce. They have a few other ventures up their sleeves, including an aerial drone photography retail business and more small subscription services.

Tanner and his wife, Tiffany, make sure to take their two young sons, whom they are raising as true-blue Cougar fans, to as many cultural events as they can find in Provo. And as an entrepreneur, with several exciting projects to juggle and more time to work from home—his two-year-old just learned how to say *Sriracha*—Tanner is happy to report that waking up and getting to work on Monday is now a joy.

“We are just working as much as we can to succeed in our ventures,” Tanner says. “If you can’t tell, I love business.”

bestowed on only the top 2.5 percent of attorneys under age forty. Baillio loves snowboarding, golfing, and volunteering with the Boy Scouts. He and his wife, Sarah, live with their two children in Mission Viejo, California.



In his senior year of college, **Philip M. Gossling**’s roommates probably thought he was crazy. The information systems

major spent long hours between classes writing code for a DIY pest control website—one that had yet to make a single sale. But Gossling had a feeling he and his brother were onto something big. And he was right: the company has since grown to more than sixty-five employees and thousands of daily orders. Gossling graduated with a BS in information

systems in 2005 and is a proud cofounder, co-owner, and chief technology officer of DoMyOwnPestControl.com, which counts hotel chains, restaurants, the military, government agencies, and homeowners among its customers. As his company grows, Gossling is grateful he’s been able to give back to schools and charities. He and his wife, Shellie, have three boys and a baby girl and live in Winder, Georgia. In his spare time Gossling enjoys backpacking, snowboarding, running, and traveling.

2006

In 2002 **Suyesh Karki** emigrated from his home country of Nepal, where his parents still live, to attend BYU. He received his bachelor’s degree in information systems from the Marriott School in 2006. During his junior year at BYU, Karki accepted an internship



with EY. For the past nine years, in addition to earning an MSA from the University of Notre Dame, Karki has worked his way up the corporate ladder at EY, from staff associate in 2006 to senior manager in 2014. Karki lives with his wife, Sirish, and their dog, Lucky, in West Jordan, Utah. Karki enjoys playing and watching soccer, basketball, and cricket.

2007

Working as a fraud investigator for the state of California has been rewarding for **Rebekah Jung Clement**, who sees her efforts come to fruition in the removal of state employees who have been violating laws. Clement investigates accusations that are brought to the state’s attention through whistle-blowers. Since she



started her current job in 2010, Clement has dug deep into state financials to uncover fraud and wastage. She earned an MPA in 2007

from the Marriott School and a bachelor's degree from BYU in international

politics in 2001. Clement lives with her husband, Bill, and their two children in Sacramento, California.

Analyzing snacks and refrigerated dough items was a career **Alisha White Bastian** could really sink her teeth into. She started working for General Mills



shortly after graduating with a degree in business management from BYU in 2007, staying for eight years because she liked the

culture of the company, the roles and challenges she had been given, and the

The Business of History

For some, the path less traveled is the wisest course. For **Reid Neilson**, it was traversing two seemingly disparate paths that made all the difference.

In grad school at BYU, he couldn't choose between his two passions, so he took on two programs at once—an MBA and an MA in history. Neilson's choice to follow two roads raised more than a few eyebrows, but the two merged in 2009 when he was offered his dream job as managing director of the LDS Church History Department.

"Looking back, I couldn't have imagined such a great marriage between my two professional and personal interests," Neilson says.

His passion for history was sparked by his grandmother Montrée, who told him local and family stories when he visited her as a child in St. George, Utah. And business also ran in the family—his father, **Ralph Neilson**, earned an MBA and has been a member of the Marriott School's National Advisory Council since Neilson was a child.

After finishing a bachelor's degree at BYU in international relations in 1996, Neilson started his career as a consultant at Arthur Andersen, eventually earning his MA in 2001 and MBA in 2002 and capping his formal education in 2006 with a PhD in American religions at the University of North Carolina at Chapel Hill. He taught LDS Church history at BYU before leading the Church History Department, which oversees the Church History Library, the Church History Museum, and the Granite Mountain Records Vault.

In January 2015 an ecclesiastical layer was added to his managerial duties with a call as assistant Church historian and recorder by the First Presidency and Quorum of the Twelve.

"On the day the church was organized, the first sentence of the first revelation that was given is why we do everything," Neilson explains. "It says: 'Behold, there shall be a record kept among you' (D&C 21:1). The first commandment was to keep a record of the Restoration." This scriptural injunction is engraved in large letters inside the Church History Library's lobby, guiding the work there.

Since taking charge, Neilson has led out in reevaluating how the department implements this work of record-keeping, reorganizing staff and resources accordingly. "As a team we came up with three core activities: collect, preserve, and share," says Neilson. The department collects and preserves all Church artifacts, from pioneer wooden legs to ward and mission histories to the historic buildings of Nauvoo, Illinois. In the Church History Library, where Neilson works day to day, documents from the nineteenth century are washed and preserved, and newspapers, books, and reels of general conferences past are stored in a cold, dark vault at minus four degrees. Roughly two-thirds of the 230,000-square-foot building, which was completed in 2009, is made up of cold-storage vaults.

When it comes to sharing Church history, beyond public access to the library and museum, Neilson and his team embrace the digital age, digitizing records and making Church history transparent and available through projects like the Joseph Smith Papers and online resources and historical essays.

"We don't just do history for history's sake," Neilson explains. "We believe what we do here is sacred history, with an eye of building faith, to be supportive of the prophets and apostles, and a desire to help people come unto Christ."

Neilson's wife, Shelley, teases that with his love for history, he has "more friends in the past than in the present." The two live in Bountiful, Utah, and never miss an opportunity to travel with their five children; Neilson's office devotes an entire wall to a map, dotted with pins marking past and future destinations.

"I learned lessons at the Marriott School that I thought would never apply in my career as a historian," Neilson says. "But all of a sudden, I will be drawing on a negotiations class in Nauvoo, or in upstate New York working with foresters and going back to a class called Creativity in Business. My desire is to bring what I know to two typically disparate fields and bring them together to help build the kingdom."



Bloom Where You're Planted

A group of seasoned farmers sit facing **Rebecca Loveland**, a recent college grad in her mid-twenties, as she leads their discussion on everything from daily planning to marketing to an upcoming potato audit. Loveland feels inexperienced but plows forward, relying on the leadership skills she developed with her Marriott School training to make decisions and collaborate effectively.

When Loveland earned her MPA in 2014, she didn't know she would soon be tasked with becoming the acting CEO of her family's farm in Idaho when her father left to serve as a mission president. But the new direction wasn't a setback. For Loveland, it's been a chance to get back to her roots and grow new skills—along with some crops.

While she was at BYU, Loveland worked with Habitat for Humanity and Grantwell, advising nonprofits in gift-giving while developing the leadership and consulting skills she now finds invaluable on the farm. After graduation she spent a couple of months in Israel with nonprofit For Peace before joining Utah Valley University

as an internship coordinator. But in October 2014, her father, Kevin Loveland, was called to serve as a mission president in Arkansas for The Church of Jesus Christ of Latter-day Saints, leaving a five-thousand-acre wheat and potato farm in his daughter's care for the next three years.

Loveland didn't feel entirely qualified to take the lead, and the choice to leave her new job and change her life so drastically was difficult. In the end, she and her father decided putting her in charge would be best for the family and the brand, and that her career would reap rewards as well. "I would be putting into practice a lot of the skills I learned in other avenues of my life and just transferring them over to a farming setting," she says. She's found business basics like accounting, marketing, and human resources transplant well.

Farm life is comfortable for Loveland. She had grown up there and had partnered with her father to a limited extent in college. "I knew the workers, I knew the fields, I knew the partners that we sell to," she says. But taking the lead entailed more than she had anticipated: coordinating harvests, renegotiating land rental prices, consulting with agronomists on how to water the fields—"things that my dad has done for thirty years," she says—are now her tasks. There are contracts, government regulations, and many other aspects of the business to keep in check.

Loveland's goal is to run the farm the same way her father always has: with integrity and hard work. And it is a lot of hard work, starting at sunrise and ending hours after sunset, with outcomes and profits dependent on phenomena beyond her control—like weather and unpredictable markets.

For a few months before her father left, he and Loveland "stuck to each other like glue," she says, as he taught her everything she needed to know to run the farm successfully without him. Now, he consults with her from time to time, but leaves the nitty-gritty of running the business to her so he can focus on his duties as mission president.

However, Loveland never feels completely alone on the farm. "It's the people that make the business run," she says. "There are so many people helping. At the end of the day, it's not just me." She instituted a weekly meeting with the managers and workers, drawing on their expertise while holding her own with the men, twice or more her age, who have become her peers.

When she can get away, Loveland trots one of the family horses around the property to clear her head. She's not sure what her future holds—she loves farming, but also international and nonprofit work. "You know, there are moments where I think that far in advance and then I remember all the things I need to do that day, and I stop thinking about it," she laughs. For now, she's just planting one seed at a time.



people she worked with, whom she now calls friends. She recently left her work in consumer products to start a new career as a stay-at-home mom. Bastian lives in Chandler, Arizona, with her husband, Jordan, and their son, Bentley. She enjoys running, exercising, and sharpening her photography skills.

2009



While working on his MISM at BYU, **Quang "Neo" Bui** joined the PhD prep program—and immediately knew research was

the track for him. He's since won several awards for student papers, worked on research funded by the National Science Foundation, and coauthored an article recently recognized as one of the top twelve papers appearing over the past thirty years in the *Journal of Management Information Systems*. After completing his master's degree in 2009, Bui earned a PhD at Bentley University in 2014 and was hired for a one-year visiting professor appointment at Pennsylvania State University. He began the Fall 2015 semester as an assistant professor at the Rochester Institute of Technology in New York. Bui is married to Phuong Nguyen and enjoys basketball, soccer, fish-keeping, and playing guitar.



Candace Jones stays down to earth even as her career climbs skyward. She earned her BS in accounting in 2008 at BYU-Idaho

and her Macc at BYU in 2009. After working as a graduate technical assistant at the Financial Accounting Standards Board for a year, she was recruited to KPMG's accounting advisory services. Following a promotion last year, Jones is now a deal advisory manager, providing technical accounting advisory services. She is an active volunteer, serving food to the homeless, donating blood, and helping at elementary schools. This past winter she went to India with Rising Star Outreach to work in a leprosy colony. In her free time she travels, rides horses, sings (mostly to herself), plays volleyball, and reads.



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