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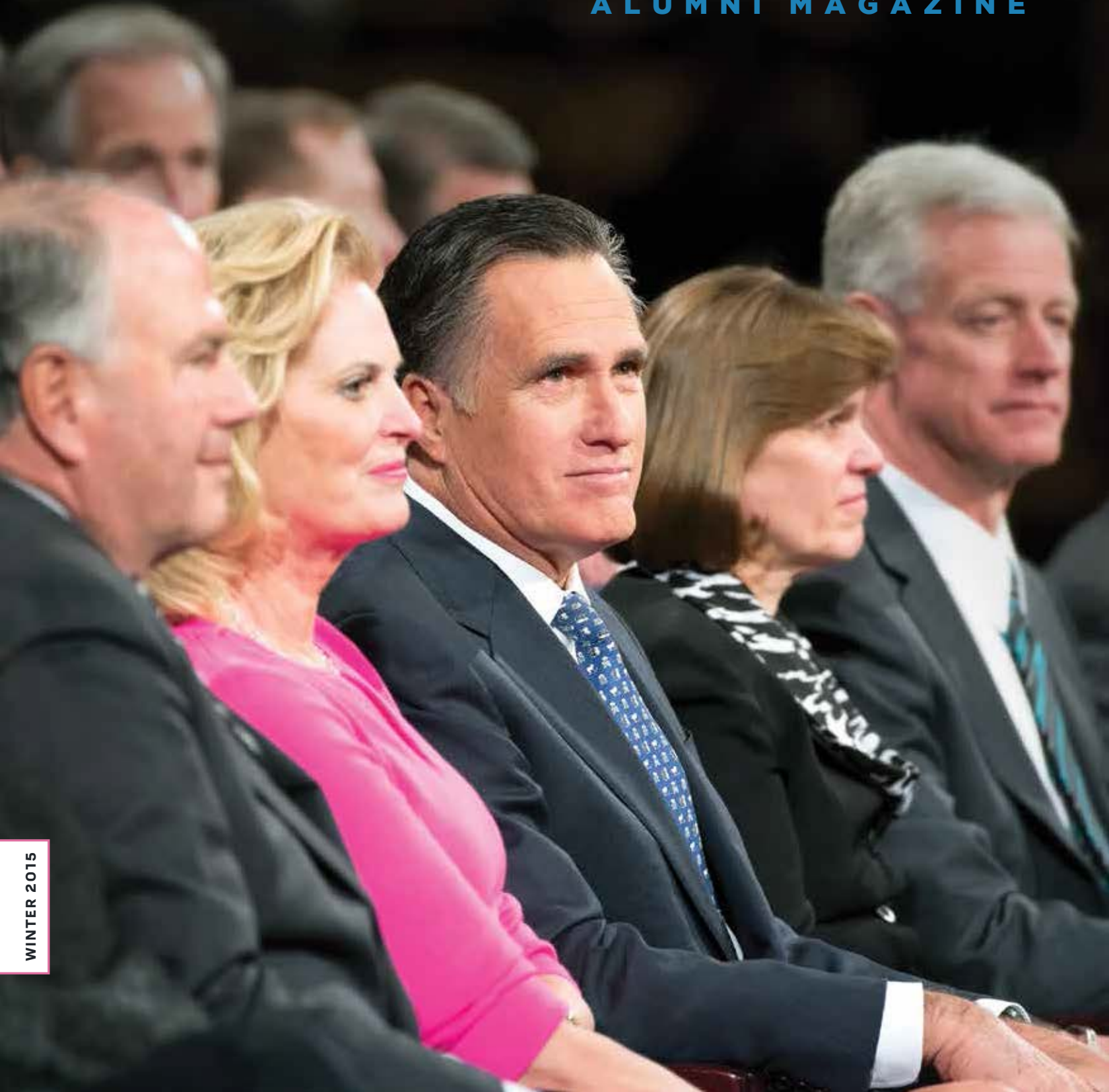
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# MARRIOTT

ALUMNI MAGAZINE



WINTER 2015





# MARRIOTT

ALUMNI MAGAZINE

ISSUE Winter 2015

*marriottschool.byu.edu*

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◀ GEORGE W. ROMNEY AND HIS WIFE, LENORE, DEVOTED MUCH OF THEIR LATER YEARS TO VOLUNTEERISM. IN 1998 THE ROMNEY FAMILY SHARED THAT FOCUS WITH THE MARRIOTT SCHOOL, CREATING THE ROMNEY INSTITUTE OF PUBLIC MANAGEMENT. SEE "A STORIED HISTORY" ON PAGE 8.

Choosing a company to work for is a tough decision. Disney or Apple? Who do you want as an idol: **Mickey Mouse or Steve Jobs?** • Who are all these people? **It's pizza day, man!** • This is one of my favorite classes because we actually get our hands a little bit dirty. • I buy everything and build it once—**like the dad in *The Lego Movie*.** I'm that guy. • I have to be careful what I say in public places. He could walk by at any moment. • He knows I'm teasing, but there is a one-in-a-thousand chance that I'm not. **That's what keeps him awake at night.** • Fist bump? **I have a bad finger.** • Look what I found outside. At least you know now that nobody took your back support belt. Of course it would still be there; **it's only worth a couple hundred dollars.** • The security detail was not quite as large as it was when I met with the First Lady, but it was pretty close. • **I can be very logical,** but then I get in the moment and I'm like, "Whoops! That's not how I wanted that to go." • **I'm actually starting my own record label.** Oh, yeah? You could be my first artist. • Two weeks ago you didn't even like her. Yesterday I was ready to walk away. • Michael Phelps got arrested today. That's so sad! **I used to have quite the crush on him.** Me too. • I'm going to close my eyes. Will you wake me up at 11:50 a.m. or at least when you leave? **I don't want to be here sleeping by myself.** • I didn't know where I wanted to live before my internship, but I genuinely enjoyed the Bay Area. • **I like how the hipsters mix with the businesspeople.** It's a very interesting dynamic. • Show that project who's boss! • I had to get a bigger size so now it's very boxy. Where do they find these box people to make clothing for? • **I like to tease people** who don't have iPhones. They make everyone's life harder because you can't send group messages. • **Am I going down, down?** Isn't that the only way elevators go down? • I have been looking for internships like it's my job. Which is funny, because it could become your job. • That is a great shirt, and **you are totally pulling it off!** • We need cookies or doughnuts for one hundred people by three o'clock. **We can feed this crowd anything sweet.** They aren't picky. • You done for the day? Yep! Just chilling? Chillin' like a villain! • Did you guys complete that case? Yeah, it didn't take as long as I thought. It looked really long and complicated, **but it came together.** • We need to practice our presentation to make sure we have time to say everything we need to. If you talk too long, **I'll just bounce this ball off your head** until you stop.

**OVERHEARD  
IN THE  
TANNER**



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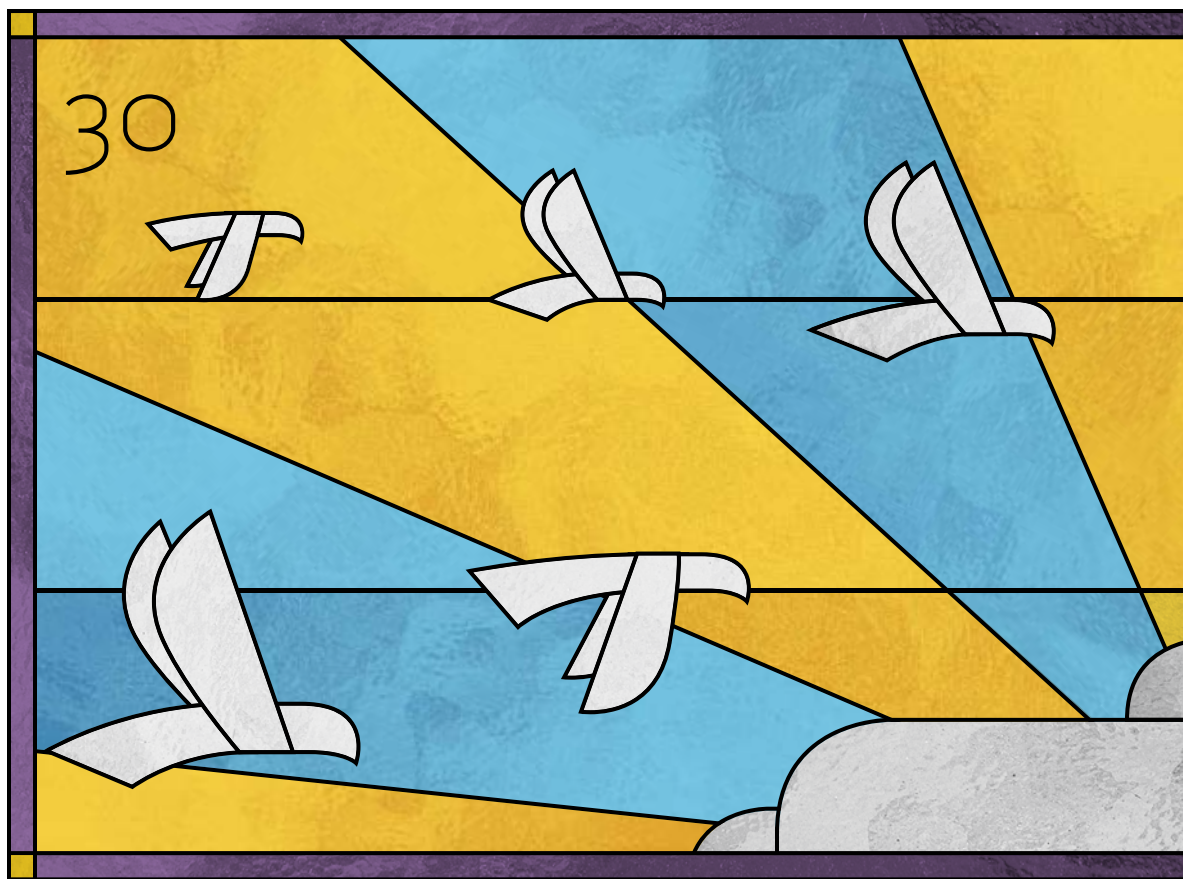
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Cover photo by Mark Philbrick





# BYU MPA

CELEBRATES  
FIFTY YEARS

**T**he *Sound of Music* swept the box office, Martin Luther King Jr. led thousands to Alabama's capital, and the first commercial satellite launched into orbit. The year was 1965, and the BYU MPA students of the inaugural class were collecting their diplomas and preparing to embody the credo "Enter to learn; go forth to serve."

To mark the golden anniversary, the George W. Romney Institute of Public Management welcomed members of the Romney family to campus to meet with MPA students and alumni. Former governor and presidential nominee Mitt Romney also addressed BYU students, faculty, and staff in a forum address in the Marriott Center.

It was a fitting commemoration for a program that has set the public service standard, preparing nearly 3,500 graduates to work in nonprofit and government organizations around the world.

*Left: After addressing the entire campus community on 18 November 2014, Governor Romney returned the next day for intimate meetings with MPA students, faculty, and alumni, as well as a banquet in BYU's Hinckley Center. (Photo by Bradley Slade)*

# LESSONS from the FRONT

*Address by Mitt Romney*

It seems like only a few years ago that I sat where you are sitting. I was an English major, and that meant that I liked reading and writing. It also meant that I had no idea what I was going to do with my career. The self-help guides I read claimed that to have a successful life you had to have a clear goal in mind and then work relentlessly for that goal. But that isn't how life worked out for me. As a matter of fact, almost nothing I have done in my career was planned in advance.

You probably know that the most remarkable of my life's journeys was the one I only recently completed, and that was having the honor of running for president. In case you haven't heard, I lost. Actually, I prefer to say that I won the silver medal. After Walter Mondale got shellacked by Ronald Reagan, he remarked that he had always wanted to run for president in the worst way, and that is just what he did.

Despite my loss, the experience was extraordinary and revealing. I have come away more optimistic about the country. I have met people from across the nation—people who don't make the nightly news but who make daily innovations and discoveries that propel our economy and provide for our futures. I have met parents who sacrifice their resources and their careers for their kids and military men and women who willingly serve in some of the world's most hostile environments. And while it is fashionable in some circles to deny it, I firmly believe that America is the greatest nation on earth.

The experiences during my campaign also impressed on me singular life lessons, and I thought I might share some of those lessons with you.

## REACHING OUT

At the beginning of a campaign you experience a good deal of what I will call unwelcome anonymity: nobody knows who you are.

I was once at a Marriott hotel in San Francisco, and I had arranged for a massage to loosen my back. After hundreds upon hundreds of handshakes in a day, my back got tight on the right side. The masseuse, who obviously was unaware of my political career, remarked to my assistant, "Mr. Romney has strong legs. He is a dancer, isn't he?" That's probably the best compliment I got during the campaign.

But the anonymity is soon lost. During my last campaign I was taken aside by one of our national security agents, and I was informed that all my emails were being closely read by a foreign government. In fact, the same was true for all the people who had emailed me—my staff, friends, and family were also being monitored by that government.

The words of a hymn came to mind: "Angels above us are silent notes taking Of ev'ry action; then do what is right!" The government involved was no angel, but our words and deeds may well be recorded in heaven. And, I presume, so are the pages we open on the internet. Our anonymous surfing may not be recorded on earth, but it surely leaves an imprint in the book of life. Remember, every day you are writing your autobiography.

Early in a campaign it can be difficult to attract an audience to a political rally, particularly if it is during working hours. I remember one event we had scheduled in New Hampshire. We have a summer home in Wolfeboro, New Hampshire, but the rally was at least an hour away from our home. I knew that the media would read a lot into whether I had attracted a crowd or not. So you can imagine how relieved I was to step onto the stage and see a large and enthusiastic audience. Looking closer, I realized I was looking at almost the entire Wolfeboro Branch of The Church of Jesus Christ of Latter-day Saints.

There may be times in your life when you feel that it's a bit of a burden being a member of the Church. Some folks will think you are not Christian, some may be insulted that you don't drink with them, and others may think you are trying to be better than them by not swearing. But, based on that experience and many others in my life, I can affirm that your fellow members of the Church will be a blessing that far more than compensates. They will bless you when you are sick, lift you



up when you fall, help you raise a teenager, counsel you about a job, and, yes, even move your junk. We are not perfect. As a matter of fact, in many things we are probably no better than anyone else. But we are remarkably good at reaching out to one another. Decide to be one of those who does just that.

## INCOMPARABLE WORTH

At my first 2012 presidential debate in Denver, the miles of interstate expressway from my hotel to the auditorium were closed to all traffic—for me. My motorcade was led by thirty or so motorcycles and police vehicles flashing their red and blue lights. I was accompanied by the Secret Service, which included not only the detail of agents that surrounded Ann and me in our bulletproof SUV but also the tactical unit that followed, armed with machine guns facing the vehicles behind us.

The Secret Service was only the icing on the adulation cake. Day after day, thousands of people shouted my name, investing in me their hopes for victory. The day before the election, Kid Rock electrified a packed arena for me, and the crowd cheered for Ann and me for three solid minutes before we could speak.

The day after the election was different. The Secret Service was gone. They had asked to stay on another week, but we felt that was an unnecessary imposition on them and the taxpayers. The cheers were gone as well, replaced by the agonizing reappraisal by others of what had gone wrong. I was back to

*Before every one of my debates I did something to keep things in perspective. At the top of the sheet of paper that was placed on my podium so I could make notes during the debate, I wrote one word: **Dad.***



driving my own car, filling my own gas tank, and buying groceries at Costco, just like I had been doing for several decades before.

Truthfully, Ann and I had never become caught up in all the flurry. I know that may be hard to believe, but during the journey we saw ourselves in exactly the same way we have throughout our marriage. We knew that, win or lose, any acclaim would eventually be forgotten. As Jimmy Durante once sang, “Fame, if you win it, comes and goes in a minute.”

What we treasure from the campaign was not the pomp and the popularity; it was the

friends that we made. We became very close with a number of the Secret Service personnel. In fact, as we prepared to go onto the stage to concede the victory to President Obama, more than one of those agents fought back tears. We miss them as friends—not as power candy.

Living life can be self-consuming; who you are can be overshadowed by what you do or what you have done. If you allow that to happen, the inevitable twists and turns of secular life can warp your self-confidence, limit your ambition, test your faith,



*Opposite: During a closed session with MPA students, Mitt and Ann Romney candidly answered questions on family, politics, and public service. (Photo by Bradley Slade)*

*Left: As part of the anniversary celebration, brothers Mitt and G. Scott Romney unveiled a Tanner Building display dedicated to their father, George W. Romney. (Photo by Bradley Slade)*

*Above: The Marriott Center was packed for Romney's forum address. Following his remarks, Romney took questions from BYU students, inviting his wife, Ann, to join him. (Photos by Mark Philbrick and Todd Wakefield)*

and depress your happiness. You are not defined by secular measures. You are a child of a Heavenly Father who loves you. You are His work and His glory. And that statement confirms your incomparable worth. It also informs your life's most important work: to lift others; to lift your family and spouse, if you're married; and to remain true and faithful to the Almighty.

#### **GREATER PURPOSE**

You may find it hard to imagine what it is like to debate an opponent on national television. I was not a high school debater. In fact, until I got into politics, the only person I had ever debated was my five-year-old son Matt. And he usually won.

My 2012 campaign had twenty-three televised debates—twenty with fellow Republicans and three with President Obama. These were no debate slouches. Newt Gingrich had been Speaker of the House. And President Obama had been president for four years. He kind of had his facts nailed down by that point.

You may have read that one of the candidates for governor of Florida this year put

a fan under his podium when he debated. I know why: debating can be sweaty business.

Before every one of my debates I did something to keep things in perspective. At the top of the sheet of paper that was placed on my podium so I could make notes during the debate, I wrote one word: *Dad*. I also drew a small image of the sun. Throughout the debate, when I would glance down at that paper, I was reminded of my father's fearlessness in fighting for what he believed was right. And the sun? That reminded me of the familiar scripture "Let your light so shine . . ." Win or lose, I hoped I would never do anything that would dishonor or discredit the things I hold most dear.

During your life you will encounter circumstances that make you sweat. For many of you, exams and tests won't be over when you graduate. You will all stand at podiums, stand in front of a boss to ask for a raise, or work on a critical project. At moments like those, perspective is a very powerful friend. You may welcome perspective through preparatory prayer, by considering the blessings of the temple, or by simply glancing at your CTR ring. Find ways to keep your life in perspective.

#### HEROES NEEDED

One of the most meaningful aspects of the campaign was meeting remarkable people. I met Lech Wałęsa in Poland. When the Soviet

Union invaded Poland, they rounded up thousands of that nation's most influential people. And then they shot them. There was to be no leader available for a revolt. Against that backdrop, a shipyard electrician said no to oppression and no to the Soviets. He formed a union of fellow workers and joined a barricade behind shipyard gates. What followed was a movement that led to the freedom of an entire nation.

I met Cardinal Timothy Dolan in the rectory of New York City. He is a mighty voice for religious freedom.

I met Billy Graham at his mountain home. He prayed for me. His is a gorgeous voice that has long called people to come to Jesus.

## A STORIED HISTORY

By Jeff Thompson  
*Romney Institute director*

This is a great year for the BYU MPA program. It brings to mind a quote attributed to Margaret Mead: "Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has." At the half-century mark of the MPA program, that is just what has happened. From humble beginnings, this program has become a great force for good in the world.

In 1963 a group of political science professors were concerned that BYU offered little curriculum in public administration. Where could students learn the skills of governing? Professor Stewart Grow envisioned a degree that focused less on theory and more on launching public service careers. His mantra, "Enter to learn; go forth to serve," became a rallying cry not only for the MPA program but also for the university, which adopted the motto.

Three of Grow's protégés—professors Karl Snow, Dale Wright, and Doyle Buckwalter—helped lay the groundwork for the new program. Thanks to their efforts, the political science department began awarding master of science degrees in public administration in 1965. In 1971 the degree became the independent MPA.

The department soon began to experiment with a satellite program for public servants at Dugway Proving Ground in western Utah. This was the birth of the Executive MPA program, which

offers a midcareer master's program to nearly fifty working professionals each year.

In 1975, under the leadership of Dean Merrill J. Bateman, four graduate programs—the MPA, MBA, MAcc, and MOB—joined together as the founding members of the Graduate School of Management.

Being part of the School of Management launched the MPA program to national prominence. In 1982 it was one of the first five MPA programs in the country accredited by the Network of Schools of Public Policy, Affairs, and Administration.

A more dramatic change was in store in the 1990s. Years before, the MPA program had begun honoring an Administrator of the Year—an exceptional public leader who embodied its values. In 1996 the program chose to posthumously honor George W. Romney, an honoree of unprecedented experience.

George had been a business leader, a public servant, an advocate of civil rights, a presidential candidate, a cabinet member, and a champion of volunteerism. Shortly before his passing, he and his wife, Lenore, visited with Marriott School dean Fred Skousen to propose a unique program to prepare students for non-profit careers.

After presenting the award in 1996, professor Larry Walters began discussions with the Romney family about the possibility of making George's dream a reality. He proposed renaming the department the George W. Romney Institute of Public Management and extending its mission to prepare students for careers in the nonprofit sector.

I met the former Lutheran Bishop of Stockholm. His counsel on judging other religions was instructive. He said he had three rules for understanding another faith: First, learn about that faith from one of its adherents, not from one of its detractors. Second, compare the best of one religion with the best of another, not the best of one with the worst of the other. And, third, leave room for religious jealousy. I inquired what he meant by religious jealousy. He explained that in every religion he has encountered, there is something he wishes were also part of his religion. Among Mormons, he spoke of our missionary program; among Catholics, their reverence for the Pope.

From all the admirable and heroic people I met, I was impressed with the enormity of the influence of one single person. Time and again, one person makes all the difference in the lives of multiple people.

Each of you here will influence other lives. Think of that. Perhaps you will shape history; perhaps you will shape one person's history. Consider with care how you act, what you say, and what you devote your life to, for, I assure you, your choices will shape the lives of others.

America needs heroes. You don't have to be larger than life to be a hero, just larger than yourself. We see heroes every day—Scoutmasters, Primary teachers, missionaries,

campaign volunteers, and parents. I hope you will choose to be a hero, because this world needs a lot more of them. **M**

*This text is adapted from Governor Romney's forum address to BYU students, faculty, and staff on 18 November 2014. To listen to the full address, visit [speeches.byu.edu](http://speeches.byu.edu).*

Be a part of the celebration! On 3 April BYU MPA alumni all over the world will don Romney Institute T-shirts and tackle service projects in their communities, reflecting the program's commitment to volunteerism. To get involved, visit [MPA50.byu.edu](http://MPA50.byu.edu).

Thanks to the tremendous generosity of former governor Mitt Romney and other family members, as well as friends of George and Lenore, the Romney Institute was founded in 1998.

The Romney endowment has been a game changer. It has attracted wonderful students. It has provided a quantum increase in the scholarships we offer. It provides the George W. Romney Endowed Professorship. It helps the program offer career trips

and study abroad experiences. But, perhaps most importantly, the endowment gives us an identity—a sterling role model for our students to emulate. George W. Romney is truly the face of our program and the exemplar for our graduates.

*This text is adapted from Professor Thompson's remarks at a banquet commemorating the program's fiftieth anniversary on 19 November 2014.*

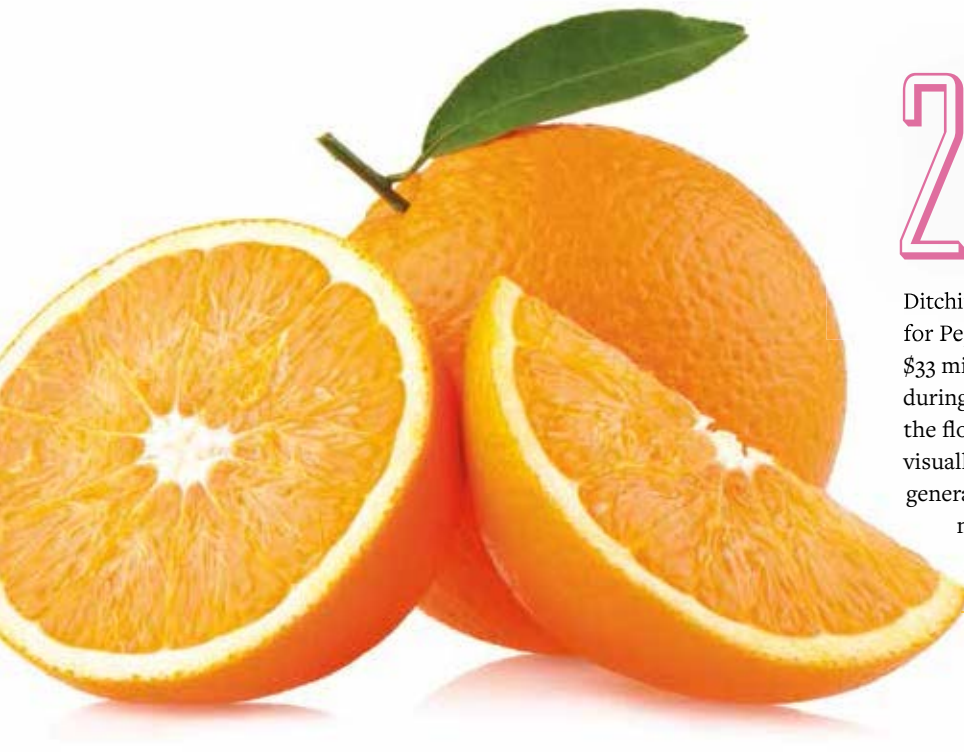


BY JORDAN CHRISTIANSEN

## by the NUMBERS

# Hitting the Mark

The Golden Arches. The Swoosh. Colonel Sanders. Strong logos and symbols are often as valuable in the corporate world as the products and services they represent. And one slight tweak can be the difference between colossal sales or devastating losses. Make your mark stand out by following the lead of these hall-of-fame brands.



# 20%

**THE DROP IN TROPICANA'S  
FIRST-QUARTER SALES  
AFTER REBRANDING.**

Ditching the straw and the orange in its logo proved disastrous for PepsiCo's Tropicana in 2009. Dollar sales decreased by \$33 million while other brands posted double-digit increases during the same period. Marriott School research may explain the flop. Professor Ryan Elder found that depicting products visually so consumers can imagine picking them up is key to generating sales. Case in point: a ready-to-squeeze orange is far more appealing than amorphous juice.

Source: [AdAge.com](http://AdAge.com)

Get your hands on the Marriott School's advertising research at [marriottmag.wordpress.com](http://marriottmag.wordpress.com).



\$35

**THE AMOUNT PAID BY NIKE FOR ITS SWOOSH.**

Created by graphic design student Carolyn Davidson in 1971, the Swoosh is proof positive that a logo doesn't need to be complex—or expensive—to generate brand recognition. Davidson later received a gold Swoosh ring and an envelope filled with an undisclosed amount of Nike stock for her stroke of creative genius.

Source: *The Logo Factory*

2

**THE NUMBER OF LETTERS AFFECTED BY GOOGLE'S 2014 LOGO CHANGE.**

The folks at Google aren't obsessive; they're smart. Last year the company adjusted its logo by moving the *g* one pixel to the right and the *l* one pixel down and to the right, making the logo crisper for a variety of screen resolutions. Netflix, Instagram, and Spotify have also opted for flatter designs that are mobile compatible. Follow the tech trend and make sure your logo reads well across devices.



Source: *Then Is Now: Sampling from the Past for Today's Graphics*, by Cheryl Dangel Cullen



6

**THE NUMBER OF FEATHERS ON THE NBC PEACOCK.**

Appearing on screens in 1956, the National Broadcasting Company Peacock was designed to showcase the network's vibrancy and promote color TV sales. In 1986 "The Bird" was streamlined from eleven feathers to six, representing NBC's business interests: entertainment, networks, news, productions, sports, and stations. Consider adding internal symbolism to your logo to reflect your organization's spirit and personality.

Source: *Then Is Now: Sampling from the Past for Today's Graphics*, by Cheryl Dangel Cullen

1266

**THE YEAR THE FIRST TRADEMARK LEGISLATION WAS PASSED.**


Under the reign of King Henry III—the Henry that Shakespeare didn't write about—the English Parliament passed a law requiring all bakers to put a distinctive mark on their bread. Fast-forward nearly 750 years and the United States has one million trademarks currently in use. While some legal protection is given to unregistered marks, an ® provides the best guard against copycats.

Source: *United States Patent and Trademark Office; An Abridgment of the Publick Statutes in Force and Use from Magna Charta, in the Ninth Year of King Henry III to the Eleventh Year of His Present Majesty King George II Inclusive, Volume 1 (1939)*, by John Cay



Michelle Curtis  
MPA, 2009





# GRAVITY CHECK

BY MEGAN BINGHAM HENDRICKSON

PHOTOGRAPHY BY BRADLEY SLADE

It reads like a worst-case scenario: you're slicing through rough air to check on an offshore oil rig when the unfathomable happens—the chopper goes down. Would you survive?

Your fate, it turns out, could be written in the stars.

Stationed at NASA's Johnson Space Center in Houston, analysts, like MPA alum Michelle Curtis, are helping outside organizations partner with the agency to explore new frontiers in technology and science. In this case, the team executed a Space Act Agreement and cleared the way for a full-size helicopter cab to be submerged in the center's Neutral Buoyancy Lab—a 6.2 million-gallon tank typically used by astronauts to simulate a weightless environment. The results? Helicopter pilots learned lifesaving maneuvers, and NASA had another opportunity to benefit the American taxpayer.

To be clear, Curtis is not a rocket scientist, which is usually the first thing people ask when they see NASA on her résumé. She's an engineering integration analyst and an invaluable part of the agency. "NASA couldn't do what they do without a budget person," Curtis explains. "When Avionics Systems needs an HD camera to test in space, I'm the one who starts the process."

In her five years with the agency, Curtis has successfully climbed the ranks, wrangled massive budgets, and balanced the sometimes conflicting demands of Congress and scientists. Amid frequent policy changes and big developments in her personal life, Curtis has kept everyone grounded. Meanwhile, her career has soared.

### ● GRAVITATIONAL FORCE

Although Curtis grew up in the lights of the nation's capital, with a father employed by the State Department, she never planned on a career in government. "I was surrounded by public service; it's hard not to be in Washington, DC," she says.

Both her father and her mother, a finance manager, put a high priority on education for Curtis and her three siblings. "I always knew, even when I was just starting my undergrad, that I would pursue a higher degree," she says.

That goal dovetailed well with Curtis's naturally studious nature. From the time she was little, she loved reading and was fascinated with science and history—an interest nurtured by her father's love of touring Revolutionary and Civil War battlefields in Virginia.

But when the time came to choose a university, Curtis wasn't interested in sticking to the historic colleges along the Eastern

seaboard. "I chose BYU because I wanted to go out of state and get outside of myself," she explains. The opportunity to be surrounded by people with similar standards was also a big draw.

Curtis started her studies in Provo in fall 2003 but was unsure about a major. Professor Gary Booth's Biology 101 course changed that. "I loved learning how the universe worked!" Curtis remembers. "The catch was that I didn't know what I would do with it."

Even though the practical application wasn't clear—she knew she wasn't interested in becoming a doctor or working in a lab—Curtis followed her passion, earning her BS in biology in 2007.

In a chance encounter at Curtis's annual summer job at a district court, she met a woman with a biology degree who was pursuing an MPA. "She felt the same way I did. She was interested in science but didn't want to be in the lab," Curtis explains. "She got me excited about the idea of applying my technical knowledge in a government setting." And that's exactly how it worked out.

### ● AXIS OF ROTATION

In 2009 Curtis joined the Johnson Space Center team as a policy analyst, working to ensure laws and budget procedures were followed correctly. For example, Congress was concerned with the amount of money being spent on travel to tech and science conferences, so it passed restrictions. It was Curtis's job to ensure NASA's scientists were in compliance with the new guidelines. She also contributed to NASA's Economic Impact Study, a love letter to Houston documenting the money NASA brings to the region.

Her next role, division analyst, was her most difficult to date. Working with the engineering department, Curtis oversaw fifty-five projects with a \$25 million budget. "I had so many masters," Curtis explains. "I worked for the CFO's office but was also supporting the division and fifty-five project managers. I had to learn how to prioritize and keep what little time I had sacred."

One of the ways she did that was by eliminating drop-in meetings. Instead, she scheduled a reoccurring gathering with project managers so there was an official time to address concerns. She also educated managers on the budget schedule and how it benefited them.

"I had to learn how to speak budget in engineer," Curtis says. "For instance, if they need one hundred lightbulbs, that's an off-the-shelf purchase. But if they need a radiation-proof lightbulb, I'd encourage them to work with a contractor early on so the purchase will hit the books at the right time."

Last year Curtis transitioned into her current position: engineering integration analyst. She's now involved in higher-level policy and mentoring junior analysts. "But I'm still close to the work," she adds. "I get regular updates on Robonaut—they just added legs!—and I love mentoring. It's nice to use my skills to help others."



**"I LOVED LEARNING HOW THE UNIVERSE WORKED!  
THE CATCH WAS THAT I DIDN'T KNOW  
WHAT I WOULD DO WITH IT."**



The variety of projects keeps each day interesting. Curtis helps analysts solve problems as they arise, which has given her plenty of time to hone leadership skills by looking to her own supervisor for inspiration.

“My current manager balances being involved and letting us make decisions,” she says. “I believe a great leader is someone who supports their team. They’re knowledgeable with a strong technical background, and they’re not afraid to let their people shine.”

### ● SPACE PROBE

For the record, locking up a position like Curtis’s isn’t easy.

Securing the job took two phone calls and six in-person interviews, and that doesn’t

take into account the lengthy online application process.

For Curtis, landing a desk at NASA came down to a combination of real-world experience, an ally in the Marriott School’s Business Career Center, and a robust network of MPA alumni.

She got her experience between her first and second year in the MPA program, interning with the California Department of Finance. Her biology background was an asset when she was asked to research fiscal solutions for the San Joaquin River Delta—a major source of freshwater in the region.

She returned to the Marriott School to finish her last year and hit it off with a visiting NASA manager, who wasn’t able to recruit because of a hiring freeze. After graduation in April 2009, Curtis moved back to DC and kept looking for a job.

Then one day an email from Tanya Harmon in the Business Career Center popped into Curtis’s inbox. A new opportunity at NASA had opened up. Curtis immediately emailed the manager she’d interviewed with to let him know she was still very interested. He helped direct her to the right channels.

Finally, she cashed in on the network she’d built in the program and while working as a student in the Romney Institute’s alumni relations office. Ben Hewitt, who was a year ahead of Curtis in the program, was already employed at NASA when Curtis began the interview process. Curtis reached out, and Hewitt helped her run through mock interviews. “It’s so important to maintain your

network,” Curtis says. “Staying in touch can open up opportunities.”

But her BYU ties didn’t just get her foot in the door. The practical nature of the MPA program has helped Curtis continue to advance.

“When you’re working you’ll be asked to learn new software or a new process, and you’ve got to be able to learn it thoroughly and quickly,” she says. “The Marriott School taught me how to learn and understand problems from a business perspective.”

### ● ABSOLUTE MAGNITUDE

In Curtis’s personal life there has been a learning curve as well. In 2010 she married her husband, Trevor, whom she met in a Houston singles ward. “It is possible to leave BYU, move out of Utah, and get married,” Curtis says, smiling.

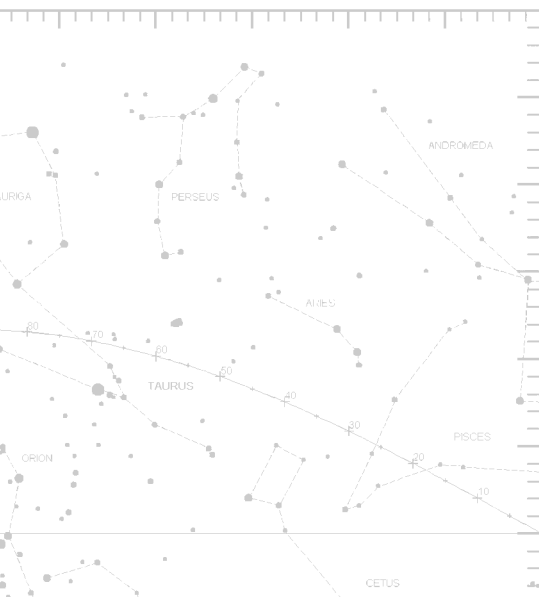
And in December the pair welcomed their first baby. “We’ve wanted to meet him for a while,” Curtis says of the new addition. “It’s exciting to take this next step.” Instead of rocket ships on the nursery walls, Curtis went with a nautical theme. “I’m sure science and NASA will be a big part of his life,” Curtis says. “I work there. How could it not be?”

While she’s currently on maternity leave, Curtis is excited to continue her career with NASA. The flex schedule—nine-hour workdays that give employees one Friday off every two weeks—and the organization’s culture are big pluses.

“NASA encourages both boys and girls to get involved in science and tech,” Curtis explains. “While that initiative has to do with kids, even at the professional level NASA doesn’t feel like an old boys’ club. The agency really believes in inclusion in innovation.”

In 2012 the agency was named the best place to work in the government by the Partnership for Public Service. That reputation has led to many lifelong employees. Curtis herself eventually hopes to advance to a team-lead position, managing five to ten analysts. It will allow her to continue doing what she loves most—mentoring—by assisting analysts with identifying opportunities for growth and promotion.

Whatever Curtis does next, she’ll take a cue from NASA’s mission statement. After all, the opportunity to “pioneer the future” never ends. **M**



## Facing Uncertainty with Innovation

BY  
ANGELA MARLER  
ILLUSTRATIONS  
BY MARK MILLER

# THE NEXT STEP

The prototype wasn't pretty.

Wrapped in tinfoil and dotted with hand-drawn circles, the cardboard cylinder could have easily passed for an elementary school project, but the student entrepreneurs didn't mind. Why should they spend money on a product they weren't sure people wanted? With creation in hand, they took to the streets, asking Utah County residents: how much would you pay for a security system like this? If it were real, that is.

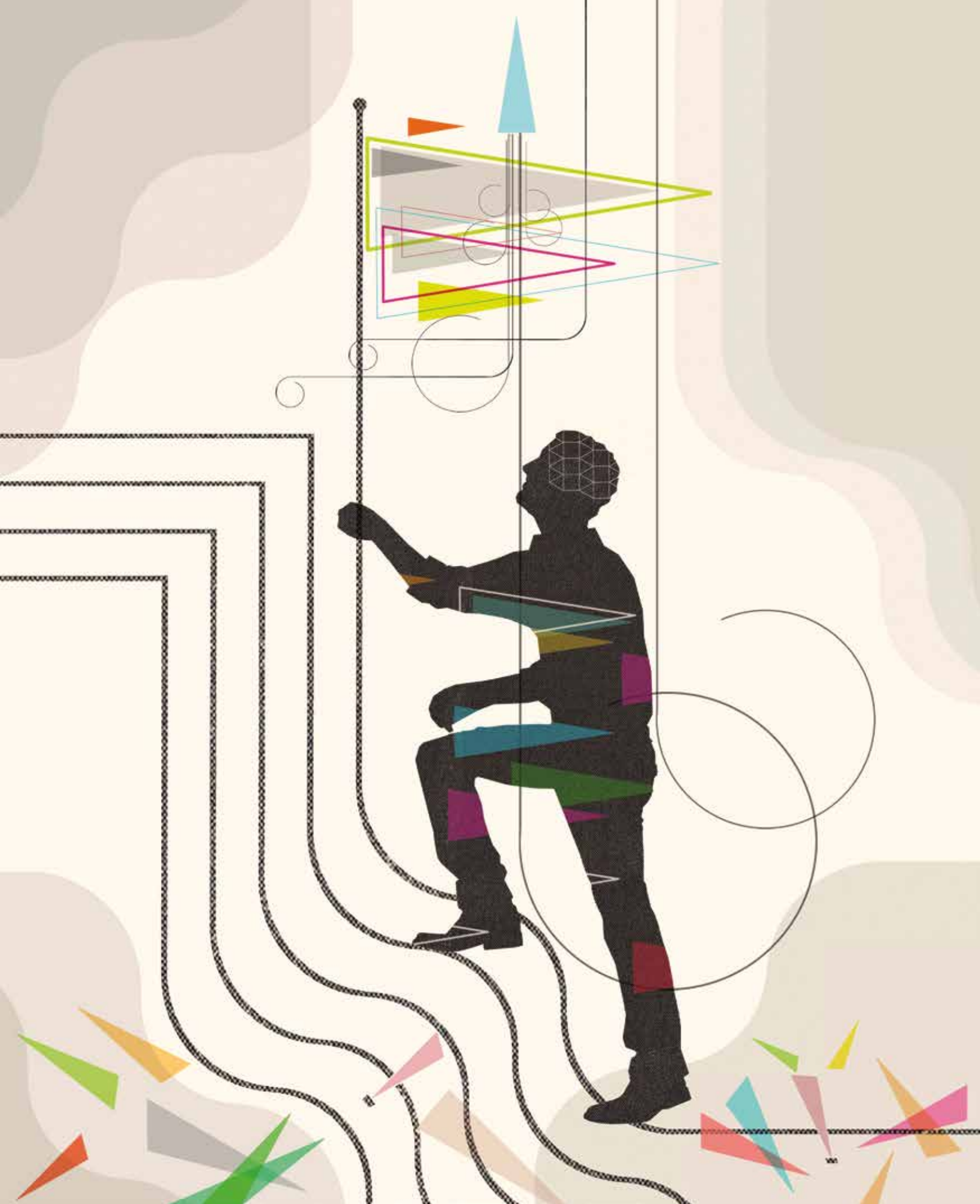
Imaginary security system aside, this type of low-tech analysis—which mitigates risks for entrepreneurs by providing valuable feedback early in the innovation process—is one of the core tenets of *The Innovator's Method: Bringing the Lean Start-Up into Your Organization*, a best-seller coauthored by Marriott School professors Nathan Furr and Jeff Dyer.

"When you've got a lot of certainty and you know exactly what you want to build, then build it," Dyer explains. "But if you're facing any uncertainty, you need to test the assumptions behind your ideas before you ever start building."

And when Dyer says "building," he's not just referencing foil-wrapped prototypes. Whether it's developing a fresh approach for employee training or revamping the family's chore chart, applying lean start-up principles can help you test the waters and diminish the risks associated with big ideas.

"Underneath the process is this question: how fast can you learn about something that you don't know?" Furr says.

So banish the excuses about why you can't, won't, or haven't implemented your great idea. It's time to take the next step.



## PIVOT POINTS

No chicken-and-the-egg debate here: before a prototype is born, you've got to have an idea.

The BYU students behind the cardboard alarm system initially observed that when car alarms went off in Provo, no one took any notice. What if that were your car being stolen and you never knew? Their solution: an auto security system that could send an alert to your cell phone.

Then came the testing—the first step to making sure an idea will be successful.

While it seemed like a valid problem and solution, when the students actually asked potential users about it, there was more concern for apartment security than for auto security. After testing the initial hypothesis, the students changed their direction to fit their findings.

"It's been a really interesting learning process as we present different ideas to different customers," says AJ Hemner, a Marriott School student who is one of the founding members of Novi Security. "Without spending very much we were able to either validate or crush our hypotheses. Sometimes we were dead wrong."

This is where building a cheap prototype comes in. After their first attempt, the students built four more prototypes, all slightly different, based on feedback they received from testing. Their final product design is a small device equipped with cameras and motion sensors that can be discreetly installed on the ceiling, where they record images to send to a mobile device—considerably different from their original idea but tailored to perfectly meet customers' needs.

The ability to make changes is critical, according to Furr and Dyer. But like Novi Security, there's no need to walk completely away from your original idea. Instead keep one foot in the same place and transfer your research and findings in a new direction.

"Some people are afraid to pivot," Hemner says. "We saw that people are more interested in home security, and we just ran with it. And it turned out that there was a much bigger market there. Sometimes you have to try things to find out what you don't know."

Hemner and his teammates' company caught the attention of national media and received more than \$175,000 from a crowdsourcing campaign to build their product.

"It's amazing what people are willing to share when they know their opinions are valued. Some of our best fixes came from people who weren't even involved with the problems."

They will begin shipping their first security systems this year. The key to their success: reiteration.

## TO THE TEST

The life spans of top companies are shrinking. In 1958 an S&P 500 company was expected to stay on that list for sixty-one years, but by 2012 that number was down to eighteen years, according to an Innosight study.

With globalization, new technology, and changing customer demands drying up business, it's never been more important to innovate. But making changes at work can be difficult—especially if running experiments isn't in your job description.

Boyd Goodson, a BYU economics grad and partner at Highcrest Management Group, was in a tough situation as he worked with leadership teams from portfolio companies. One team was trying to bring a new software program onto the market but realized that the product couldn't compete because it was priced too high. The team members called Goodson and said they were going to take the loss and move on.

"It seemed like my only choice was to accept their decision or tell them they were wrong," Goodson says. "But instead I suggested doing some experiments to figure out what the right price point was. Luckily we

caught it early enough that we were able to refine the business model, and now the product is starting to get some traction."

Goodson says the situation was tough because he's not directly in charge of the software product, but he does have responsibility for its performance. He didn't want to seem pushy or arrogant, so he offered the idea as a short-term experiment that would give them more data to work with.

"If framed in the right way, suggestions of change and iteration aren't viewed as controversially as they might otherwise be," Goodson says. "We had some quick wins in the experiment that got people excited about the process, and it caught on from there."

Getting buy in on a request for experimentation, as Goodson's experience illustrates, comes down to three steps, says Furr.

1. Show your coworkers that you value their ideas, and they will be more comfortable when you suggest further testing.
2. Find out what the assumptions behind the idea are and what you need to test to know if the idea will work.
3. Propose a series of tests that will help validate the assumptions behind the idea. Use logic to show that more information will help your company avoid failure or embarrassment.

## TEAM EFFORT

Good innovation doesn't stop with experimentation. It requires teamwork, and there's nowhere better to learn about working together than from some of the world's toughest athletes and their software developing counterparts.

In rugby, the scrum is a method of restarting play. Team members link up to fight for control of the ball, with a scrum master leading the pack.

Away from the pitch, academics Hirotaka Takeuchi and Ikujiro Nonaka developed scrum for software developers to meet the needs of consumers. The system challenges the traditional waterfall model—where software is developed, tested, and maintained sequentially—and replaces it with a flexible framework, allowing developers and testers to work on small pieces of software at the same time. The result, Takeuchi and Nonaka argue, is a system that is “especially good at bringing about innovation continuously, incrementally, and spirally.”

Since being coined in 1986, scrum has seen many iterations, but its main premise hinges on three roles: product owner, development team, and scrum master.

The product owner represents stakeholders and is the voice of the customer. This person processes and prioritizes requests, such as bug fixes, features, or upgrades, and adds them to a backlog of projects.

The development team is responsible for delivering a shippable product at the end of each sprint—the period of time given for the team to complete a goal. The sprint starts with a planning meeting, where the team identifies tasks that need to be completed from the project backlog. Assigning a numeric value for difficulty to each task, the team only takes on what can be completed during the sprint based on capacity data from previous cycles.

Overseeing the process is the scrum master. Under his or her direction, a daily stand-up meeting is held to check on progress. If any hurdles are identified, the scrum master

works to remove them so the team can meet its commitments.

Two meetings wrap up the sprint. At a review, the development team presents a demo of the completed work to stakeholders. During a retrospective, team members discuss what they learned and how processes can be improved for the future.

To the uninitiated, scrum can seem focused on minutiae, but coupling a time-sensitive goal with daily communication is what leads to continuous innovation and prevents the inevitable delays caused by siloed efforts. “Everybody knows that if you're not sure you're going down the right path, running down that path as fast as you can is probably not a good idea,” says Kenneth Rubin, author of *Essential Scrum: A Practical Guide to the Most Popular Agile Process*. “Scrum creates a coherent framework that allows people to see the whole situation and organize work.”

Rubin often gives training to companies and organizations on creating teams that will innovate successfully. Some of his past clients include Yahoo, CNN, and five thousand Orthodox rabbis who needed help improving their outreach efforts.

Regardless of what your organization produces—whether it's the news or converts—implementing scrum starts with assembling the right team. “You need people who can

adapt to change quickly and will fit in with the culture you are trying to create,” says Cydni Tetro, tech entrepreneur and CEO of 3DPlusMe. “Making a wrong hiring decision on your initial team is a really hard problem to recover from quickly because you don't know what the damage will be for a while.”

Tetro, who earned her MBA from the Marriott School in 1998, suggests using your network to find people who are proven problem solvers and have deep skills in the fields you need. Knowing people have the right experience will help you know they can be relied on for your project.

No matter what field you're in, scrum can streamline efforts and ensure your team isn't running in the wrong direction. Ask your HR manager if your organization already sponsors scrum training or if you could bring in a specialist to give your team an overview.





## PERSONAL MATTERS

The workplace and the entrepreneur's garage aren't the only places for launching novel ideas. This method of adapting and learning can also help develop solutions for everyday problems.

For example, Furr used the method when he was deciding his career path. As an undergraduate he studied English, but just a year before graduation he realized that a career in English wasn't for him. While exploring other options, he almost ruled out business because he associated it with sales, an area he was sure he would not enjoy.

"I was this English major, and business was the dirty world of money," Furr says. "But I got more familiar with the topic, and I learned that it could be an interesting career."

He had no experience, but he was able to take small steps, including interviewing with companies, joining a management consulting student organization, and going to career fairs. He liked what he was learning and eventually was hired by a top consulting firm.

"I'm grateful that I didn't draw a line in

the sand and say, 'I must stay in English because that's all I know,'" Furr says.

Being flexible and taking ideas across disciplines is one way Amy Rees Anderson, who studied business at the Marriott School and is a founder at the Rollins Center for Entrepreneurship and Technology, keeps both her business ventures and her personal life from getting stuck in old routines.

As the CEO of MediConnect, Anderson operated an idea board on which she posted problems within the company. Any employee was welcome to contribute a proposed solution, no matter their position in relation to the situation.

"It's amazing what people are willing to share when they know their opinions are valued," she says. "Some of our best fixes came from people who weren't even involved with the problems."

Though her career has changed—Anderson sold MediConnect in 2012 and launched an angel investment firm later that year—she continues to follow the same method. She keeps a blog where she asks readers to give advice for challenges she is currently facing,

like becoming an empty nester or building a new home.

"As a parent you're going through things for the first time, and it's always nice to seek the input of people who have been there and done it before," she says. "If you can learn from the mistakes of others and not make them yourself, that really puts you ahead of the game."

## CREATIVE STREAK

It's hard to stay at the top for long. New technologies are being adopted faster than ever, and trends seem to change with every new viral video.

"By every measure uncertainty has increased dramatically in the past fifty years," Furr says. "Sometimes people think of uncertainty as a bad thing. And sometimes it is. But I like to think of it as a good thing because it's where new ideas come from."

Even if you're not working in a high-tech field or don't see yourself as an innovator, you can find ways to nurture and develop ideas that will make a difference in your career and in the world.

"I know a lot of people who feel like they didn't get the creative gene," Dyer says. "I want people to feel empowered. It may not be earthshaking, but their innovation can make a difference in their world. There were times that I haven't seen myself as creative or innovative, but I've been able to get better at it. And that's exciting."

As you begin to take the next step, remember that failure is not the worst outcome—but skipping out on your big idea may be. **M**



# Pressure Makes Perfect During INTEX

**SICKNESS, CAR WRECKS, AND BIRTHS—**INTEX, the weeklong rite of passage for information systems students, stops for nothing.

From Monday to Saturday once a semester, junior core students are separated into groups of four and tasked with identifying an in-depth solution to a case study. The result: an eighty-hour workweek.

“The students don’t sleep much that week,” admits Conan Albrecht, the Marriott School professor who heads up the program. “But INTEX gives them a sense of what it’s like in the real world.”

That practical focus is the beauty of INTEX, which is short for “integrative exercise.” Each year a company sponsors the event and provides the case study, which is based on a situation company execs have had to solve in the past, such as moving all their operations online or building a security system. Students receive a packet detailing the problem and from there must come up with models of their proposed system, cost analyses, and more—all without specific rules.

“One of the hardest things for students is dealing with ambiguity,”

says Nathan Dudley, an MIS student from Rocklin, California. “During my internship at PepsiCo, I learned that you have to work with it in the corporate world. They don’t tell you a page limit or a word count—they just want a solution.”

Tahna Black, an MIS student from St. George, Utah, and copresident of BYU’s Association for Information Systems, says some groups’ final reports are upwards of one hundred pages long. “On Friday morning everyone prints out their packets at Cougar

The most challenging exercise faced by information systems students, INTEX helps to polish invaluable problem-solving skills.

Creations,” Black laughs. “There’s a huge line of IS students frantically trying to print, while the printers are running out of ink.” Even with the deadline pressure, Black emerged victorious from INTEX—her group took home first place in the competition.

But before the teams receive any awards, the weeklong event comes to a climax when teams present to a panel of professors, teaching assistants, and professionals from the sponsoring institution.

“We’ve had accounting firms, banks, and consulting firms fly people in for INTEX,” Albrecht says. “They give out cash or gift card awards.”

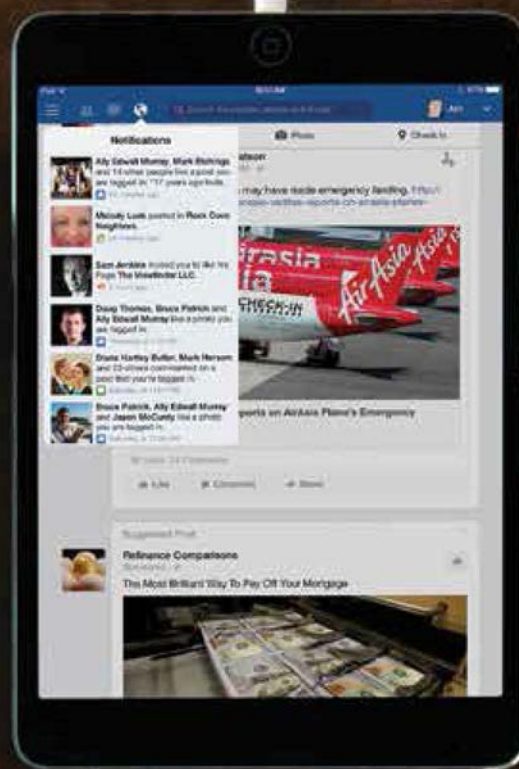
In addition to naming the competition’s best, the judges also give out lighthearted awards to celebrate. There has been a tree-killer award for the longest packet, a BFF award for the team that ends up best friends, and even an unbreakable award, given when the judges couldn’t break one group’s security system.

Despite the playful energy of the awards ceremony, the event packs a professional punch. Black has already secured a position with ExxonMobil when she graduates in April—a feat she credits to skills honed through INTEX.

“INTEX allows us to see how the students integrate everything they’ve learned over the semester,” Albrecht says. “But the biggest thing that happens is that the students gain a level of confidence they couldn’t get out of a normal classroom experience. They walk out realizing they can solve these problems.”

—MADISON NIELD

*“The biggest thing that happens is that the students gain a level of confidence they couldn’t get out of a normal classroom experience.”*



# Linking In, Moving Up

By Katie Pitts Olson

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## Reboot Your Career with Social Media

Allan Smith wasn't hunting for a job.

The 2007 MBA grad was a program manager with Amazon when a Google recruiter found his LinkedIn profile and reached out. Since the opportunity would mean a move to the Bay Area, Smith contacted a friend living there. As the two got talking, the friend sent Smith a screenshot of other jobs nearby, via his LinkedIn suggestions. One company, Veeva Systems, caught Smith's attention, so he submitted his résumé. Now, Smith and his family are headed to California, where he will join Veeva's employee success team.

"It all seemed a bit serendipitous to me, but it worked," he says. "The fact remains that they posted the job on LinkedIn, which is where I found them. I wouldn't have even been looking for a job if it hadn't been for the Google recruiter who found my profile on LinkedIn."

Smith is just one of millions using social media sites, like LinkedIn, to find great opportunities. Last year 21 percent of job seekers found their "favorite or best" job through a social network, according to the 2014 Job Seeker Nation Report by Jobvite.

Networking is becoming more literal than ever when it comes to finding jobs. Tap into LinkedIn, Facebook, and Twitter to make social media work for you.

# LinkedIn

## 1 Here's Looking at You

Unlike other social networks, LinkedIn tells you who's looking at your profile and alerts others when you've viewed theirs. For the employed job seeker, be aware of what activity you're making public. "Suddenly being friends with recruiters may send the wrong signal to your current employer," says Brandon Harig, a digital communications expert.

## 2 Your Story

Think of the summary box as a 2,000-character chance to knock it out of the park. What you write here should showcase your personal strengths. Telling stories—about your approach to your field and your personal victories—is an engaging way to do this. This can be a place for personality, says Ryan Giles, a former account executive at LinkedIn. "Does your summary tell potential employers why you are special and why they should talk to you? Or does it look like you copied and pasted from some corporate boilerplate?"

## 3 School Pride

Letting LinkedIn know your school colors will let you tap into its powerful alumni search tool. Go to [linkedin.com/alumni](https://www.linkedin.com/alumni) to see data on where BYU grads live and work. If you're applying for a position, Giles recommends using this tool to find out if any BYU alums work at the company so you can reach out. "While applying is good, the person-to-person contact is much more effective in rising above the candidate pool," he says.

## 4 Been There, Nailed That

The experience section proves you've got the chops to handle whatever comes your way. Fill it out with where you've worked and what you've accomplished in each position. Be sure to include all of your job history. LinkedIn uses this information to suggest job openings targeted at your experience. Say you're an HR professional who dabbles in photography and web design; don't hold back on including your broader experience. Companies are often looking for someone with just the right combination of skills.

## 5 Keep It Current

Potential employers are always looking; make sure you are too. According to Giles, setting up an account and forgetting about it is a tragic mistake. "Your profile has the potential to bring so many additional opportunities," he says. "I'm surprised people don't invest the time and energy to maintain it. We're talking fifteen minutes a week for something that puts the key in the door of your dream job."

## 6 A Living Résumé

Don't just say it. Display it. Use the profile editing tools to add links, screen shots, and videos to show off what you've accomplished. Take a page from Rachael King, who received national attention for her living résumé on Pinterest. By pinning her traditional résumé at the top along with articles she was featured in and presentations she gave, she established herself as an online marketing expert. You can make a similar collection of your work, using Pinterest or an online portfolio service, to include on your profile.

## LinkedIn Insider: Ryan Giles

As an account executive for LinkedIn, 2008 MBA grad Ryan Giles happily promoted a new kind of passivity that can change the way companies and potential employees—from all career stages—come together.

"Only about 20 percent of the population is actively looking for a job," he says, drawing from several years of experience with social media's no. 1 recruiting tool. "LinkedIn allows companies to access the other 80 percent of professionals. We're encouraging companies—and this is usually how it works now—to go look at all the professionals and find the best fit. You're going to open up a door they didn't even know existed."

Giles, now the director of talent at MobileIron, recommends that those looking for jobs be what he calls "passive candidates." Tailor your language to convey that you are doing well in your current job but that you are open to exploring dream-job possibilities. Include key words in your profile to attract the types of companies you're interested in.

Whether you're active or passive, the most important thing is to be online.

"I get people stopping me all the time saying they found their next job on LinkedIn," he says. "It's a daily occurrence. Social is happening, and it's real. You don't have to participate, but just accept that you are going to miss out."

Advanced

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5

**Ryan Giles**

3rd • PREMIUM

Launch your career in mobile @ MobileIron; we're looking for talented people

San Francisco Bay Area | Information Technology and Services

Current

MobileIron

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Education

Brigham Young University

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Posts

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January 20, 2015

**Thank You LinkedIn**  
January 5, 2015

**Should You Get An MBA?**  
September 22, 2014

Background

Summary

The future is mobile and MobileIron secures your mobile device. I have the privilege to lead the talent acquisition organization at MobileIron. We're looking for talented people who want to work at THE company leading the way in mobile technology and development.

After spending the past 2+ years helping build the sales organization at LinkedIn, I stepped into the Sales org as an Account Executive in the LinkedIn Talent Solutions business.

Experience

**Director of Talent**  
MobileIron  
January 2015 – Present (1 month) | Silicon Valley

Responsible for building the infrastructure to support massive growth and leading the team to make it happen.

**Account Executive**  
LinkedIn  
September 2013 – January 2015 (1 year 5 months) | Sunnyvale, CA

Partnering with companies to help them find and recruit talent.  
Selected for High Performers Program based on first half 2014 performance

Education

**Brigham Young University**  
MBA, Organizational Behavior Studies  
2006 – 2008

**Ryan, your expertise is needed!**  
From Jacqueline - RE: LinkedIn

People You May Know

**Cassandra Wilson**  
Executing projects that transform our talent at LinkedIn

**Nick Sanchez**  
HR

**Kyle Poll**  
Professional Recruiter - Current

Send a message • Similar people

1

Who's Viewed Your Profile

7

Your profile has been viewed by 7 people in the past day.

28

Your rank for profile views improved by 28% in the past 30 days.

People Also Viewed

**David White**

# Twitter

## 1 Putting a Face with the Name

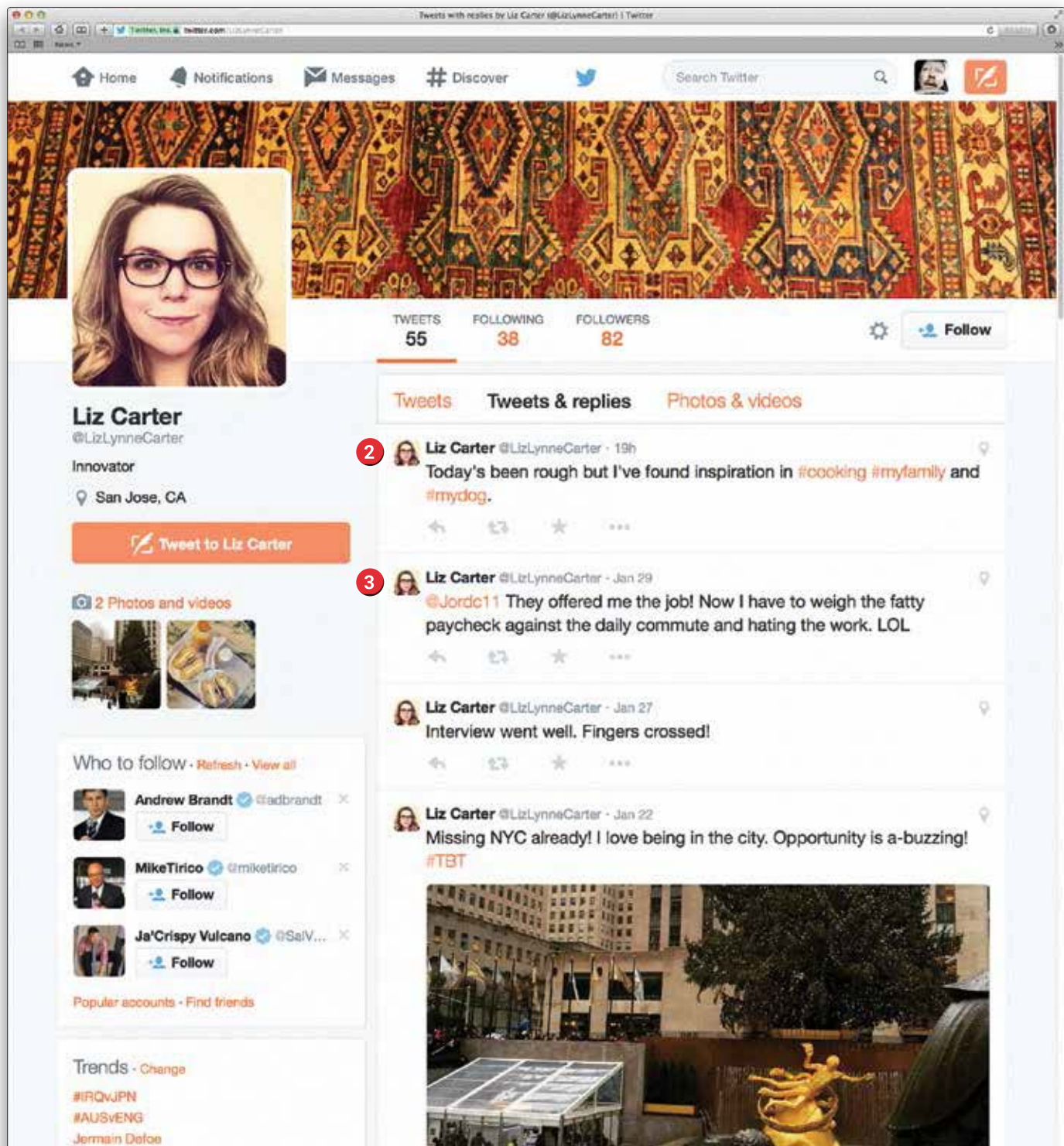
Face the facts: profiles with pictures get viewed seven times more often than those without. “It doesn’t matter how attractive or unattractive you are,” Giles says. “Pictures matter.” Your picture doesn’t have to show you in professional dress, but it should be up-to-date and represent your personal brand.

## 2 Character Counts

Tweets can’t exceed 140 characters, but that’s no excuse for poor grammar. Whether you’re tweeting at a hiring manager or about a great vacation, too many shortcuts and spelling errors will get you noticed for the wrong reasons. Grammar and punctuation errors attract more negative reactions from recruiters than do references to alcohol use, according to Jobvite.

## 3 Positively Profiled

A whopping 93 percent of recruiters said they are likely to look at their candidates’ social profiles in a 2014 survey. This leads to both positive and negative assessments. Make sure those fall in your favor by checking who you’re following, photos you’re tagged in, and what you’re posting. A harmless inside joke may leave you looking incompetent or worse.



# Facebook

## 1 What's on Your Mind with Some Caveats

Facebook is a powerful way to let people know you're looking for a job—but only when that's the information you want out. If you are employed, Facebook is not a place to negatively discuss your current situation. “Do not ever publicly vent about a boss or colleague,” says Scott Hammond, a management professor at Utah State University and a 1987 MOB grad. “Even if they don't see it, it undermines your reputation as much as it does theirs.”

## 2 Friend of a Friend

Before unfriending old acquaintances, note that they may be your most valuable job contacts. Of those using social media for the job hunt, 76 percent found their current job via Facebook. This may be in part attributed to what sociologist Mark Granovetter originally labeled “the strength of weak ties”: because infrequent contacts move in different social circles, they often have job information you don't already have. As Hammond puts it, “A stranger won't hire you. Your mother or father won't hire you. But your parent's best friend's cousin will. They know you at the margin.”

## 3 Show Me Some Skills

#desperate and #downtrodden are not the tags you want on your Facebook pics. Actively manage your image by putting a positive spin on things. “People run from negative posts on social media,” Hammond says. While unemployed, one of Hammond's former students posted daily about coaching his son's Little League team. “Everyone knew I was looking for a job,” he reported. “I just wanted to remind them every day about me.” His efforts paid off. By the end of the summer, he was being introduced at interviews as “super dad.” **M**

The screenshot shows the Facebook profile of Jay Johnstone. The header features a profile picture of a man in a suit and a cover photo of a city skyline with the Statue of Liberty. Navigation tabs include Timeline, About, Friends (1 Mutual), Photos, and More. The left sidebar shows recent activity: 'Visited New York, New York on Thursday', 'Became friends with Katie Pitts Olson and 6 other people', '1 mutual friend: Nina Abbott Whitehead', and 'Studied Finance at BYU (Brigham Young University) Attended from 2004 to 2010'. The main content area has a post from Jay Johnstone dated January 15 at 3:16pm, stating: 'I'm working on goals for 2015. I think I'm going to let this quote from Albert Einstein lead the way: "Strive not to be a success, but rather to be of value."'. Below this is a comment from Megan Bingham Hendrickson dated January 15 at 3:09pm, which says: 'Jay Johnstone, I know it's been a few years, but I saw this posting and thought you'd be perfect for it! <https://yjobs.byu.edu/postings/5626>'. The post and comment are both liked by Jay Johnstone and Scott Hendrickson. A 'FRIENDS' section at the bottom left shows a grid of profile pictures for Megan Bingham Hendrickson, Melinda Maughan, Katie Pitts Olson, Kimberly Carter Balls, Jordan Christiansen, and Nina Abbott Whitehead.

## around the COOLER

BY MEGAN BINGHAM HENDRICKSON

### 1. EARLY BIRD

Estate planning is not just for wealthy empty nesters. In fact, people with modest assets benefit significantly when they sidestep excess taxes and court costs. Those who are just starting to plan should focus on the basics: creating a will that names a guardian for any children, giving a trusted person financial and medical power of attorney, and securing life insurance. As your finances change, your vision can expand. Just remember that if you don't have a plan in place, the state will pick one for you.



## Estate of Affairs

*You might only fantasize about being a lord or lady when a certain period drama graces your screen, but you still have an estate to manage. Whether modest or grand, your earthly assets are just like those of Downton Abbey's fictional family: you can't take them with you. Dodge real-life cliff-hangers with this estate-planning primer.*

While these tips provide an introduction to estate planning, they're no substitute for a real-life financial planner. Make sure you consult one before taking action.

### 2. GIFT EXCHANGE

In 2014 estates totaling less than \$5.34 million did not incur federal taxes. Those facing a large tax bill, however, can reduce it by gifting up to \$14,000 a year to an individual (\$28,000 if you and your spouse give jointly) or by covering someone else's medical or educational expenses, as long as you directly pay the institution where the costs are incurred.

### 3. SINGLE FILE

Putting all the important stuff—legal documents, employer benefit information, and contacts for your financial advisers—in one place is a great way to get started. You should also curate a secure list of passwords for electronic files, online accounts, and social media. Let your trustees know how to access this information.



#### 4. MEDICAL CARE

Outlining your wishes regarding medical treatment will ease the burden on family if you can no longer give consent. These requests are laid out in a living will and address issues like resuscitation, ventilation, dialysis, organ donation, and palliative care. Additionally, you should name a healthcare proxy to act as your agent and enforce your instructions.

#### 5. EXPERT OPINION

While you can draft a will by yourself, working with a qualified professional will help ensure your estate plan holds up over time. Find an attorney through referrals—your accountant probably has good leads—or contact the local bar association. Since this is such an important partnership, take the time to interview multiple candidates.

#### 6. PAPER TRAIL

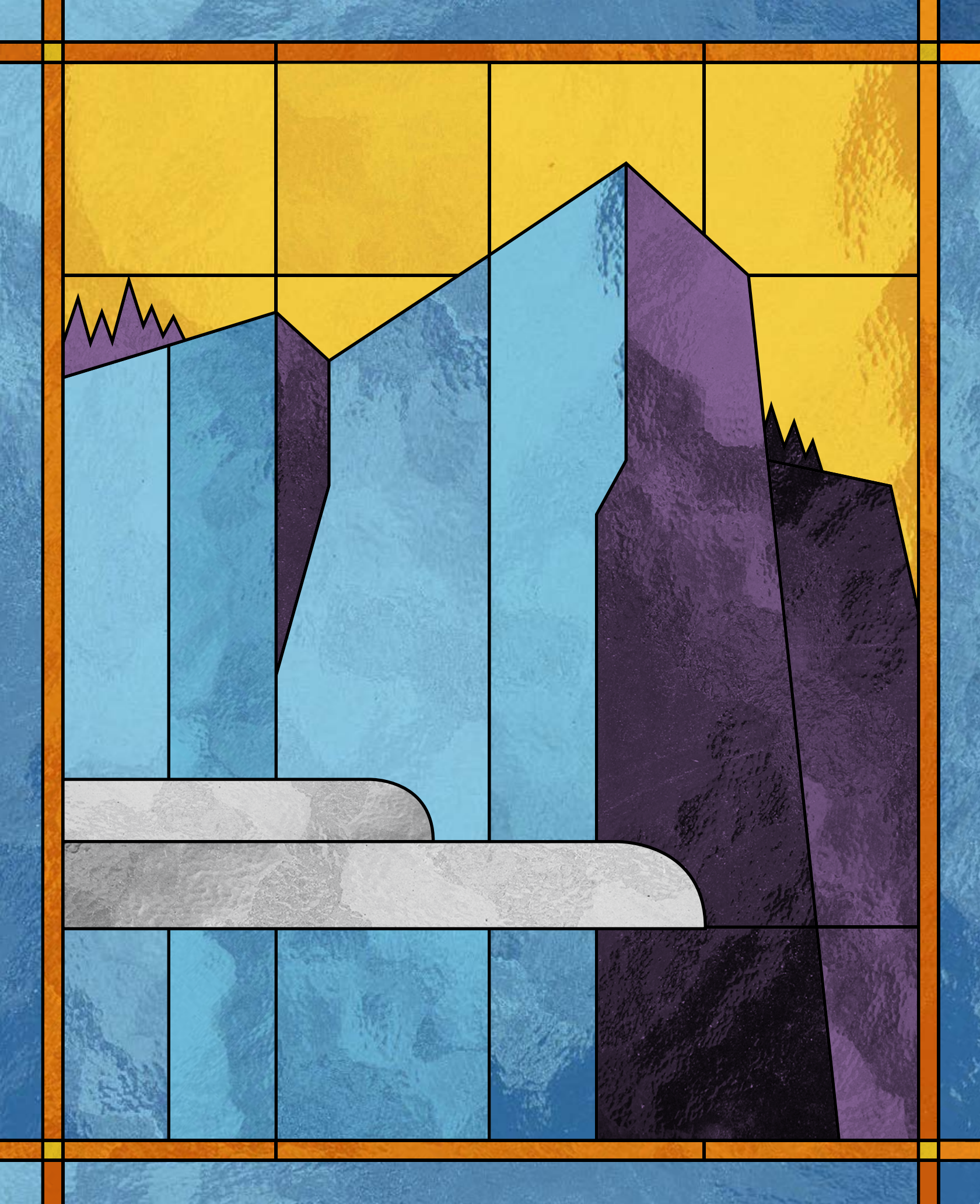
While a will is an essential document, it does not circumvent probate—the legal process that inventories the deceased's property, pays debts and taxes, and distributes the remaining assets. In addition to a will, you can set up a trust to avoid the courtroom rigmarole. Since requirements vary, check your state's laws.

#### 7. TALKING POINTS

An inheritance is a gift that often comes with a major catch: family drama. Prevent bitter feelings and confusion by having frank conversations about your intentions early on. Begin with one-on-one talks and then have a group meeting or video call. Don't expect potential heirs to initiate the discussion; no one wants to come off as greedy.

#### 8. FINAL CURTAIN

When the inevitable happens, expenses can pile up. To make sure cash is on hand for your send-off, consider setting up a Totten trust—an account that sidesteps probate and can be accessed upon your death to cover funeral expenses. Unlike prepaying a mortuary, you retain control over the money during your lifetime.



# AN UNSHAKABLE BEDROCK OF INTEGRITY

ADDRESS BY JAMES S. TURLEY

FORMER CHAIRMAN AND CEO OF ERNST & YOUNG  
2014 INTERNATIONAL EXECUTIVE OF THE YEAR

ILLUSTRATIONS BY BEN HANSEN

**It's good to be back at BYU.** There's not another campus in the world that I have visited half as often as BYU. For many years, EY has been the number one employer of BYU students, and most years BYU has been the number one source of candidates for EY. It's a wonderful two-way relationship. But for me, it's not just about the numbers. It's the quality of the education. It's the maturity shown by BYU graduates. And, without question, it's the morals they bring to EY.

Tonight I will be honored by the Marriott School's National Advisory Council as the International Executive of the Year for ethical and moral leadership. It is a very humbling day. But I wouldn't be honored today if I hadn't been extremely blessed to have led EY from 2001 to 2013. Throughout that time there were tough things to deal with: the 9/11 attacks and their aftermath, the Enron scandal, the financial crisis, the Great Recession, and the economic recovery.

But there were also positives during that time. We built market share and tripled revenues. We became known as the most globally integrated firm in our profession. We were recognized as having the best people culture in the business. We became the biggest brand on college campuses—not just in the United States but around the world. And while all firms served a number of global businesses, EY also developed a unique relationship with entrepreneurs.

It was a nice run, but I would not have been successful without the values, ethics, and morals I learned from many people. For me, like most of us, it started with family. I didn't realize it at the time, but my mom and dad were the best role models. They were as devout, loving, caring, and demanding as could be.

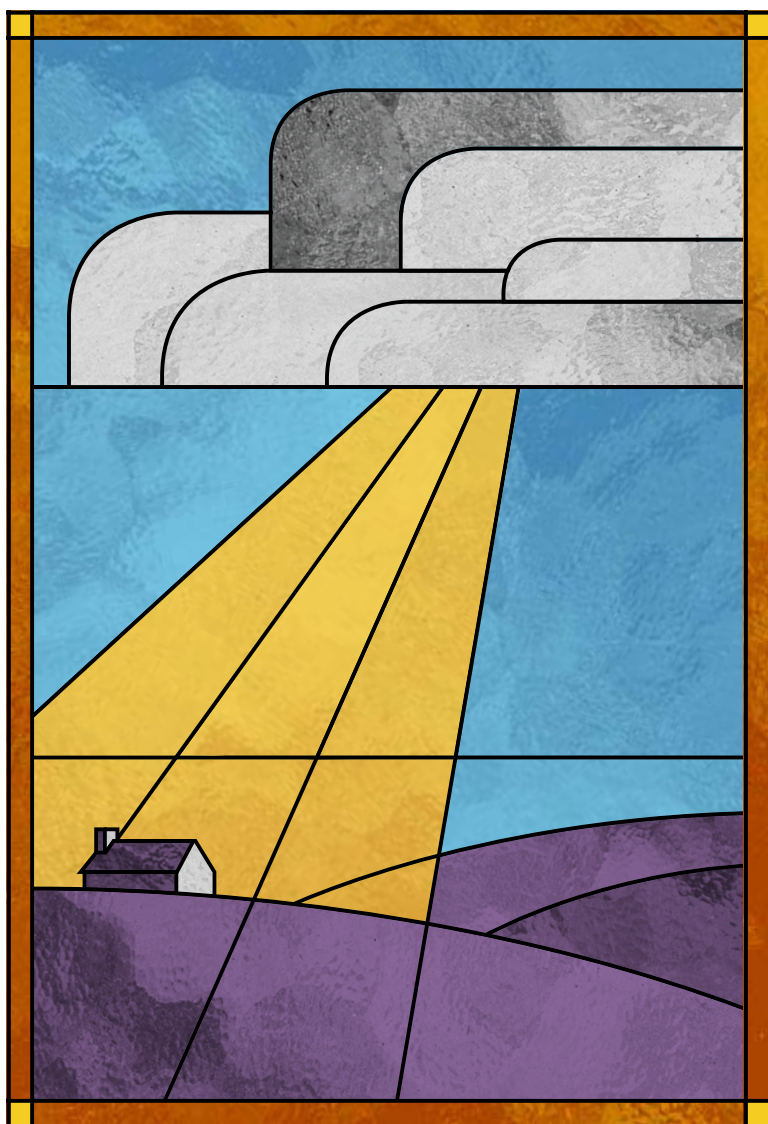
### GREAT BLESSINGS

I remember going with my brother to my dad's office when I was about six. My father ran the largest commercial industrial real estate firm in the Midwest. I'll never forget pulling into the garage and seeing my dad talk to the parking attendant; they were friends. We got in the elevator and my dad chatted with the elevator attendant; they were friends. I watched how my father interacted with people who we might be tempted to think are not important. But he treated them the same way he treated his biggest clients.

Beyond family, I learned through church. I grew up in the Episcopal Church, attending every Sunday year in and year out. My brother and I were both acolytes. I went to Bible study and youth activities. An enormous number of blessings came from church.

I was also a Scout. I am jealous of all of the Eagle Scouts at BYU because I am not one. Our family moved when I was just about to get my Star, and, silly me, I decided I didn't want to start with a new troop. The lessons you learn in Scouts—to be trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean, and reverent—stay with you your whole life. While I was dumb enough to not finish my Eagle, I have been smart enough to stay involved with Scouts as an officer on the national board.

In college the values I learned in early life were strengthened. I attended Rice University, which operates on an honor system. Every exam you take and every paper you turn in has



a signed pledge: “On my honor, I have neither given nor received any unauthorized aid on this examination, quiz, or paper.” My education reinforced the things I had been taught by my family, my church, and Scouts.

### GREAT LEADERS

Sometimes people feel that great leaders become great in spite of their ethics and morals. In my former life, I met thousands of men and women who were leaders in business, government, and civil society.

A magazine reporter once asked me, “Jim, what characteristics do you think define great leadership?”

I paused. I had never really thought about it. I reflected on the people I had met and then said, “Any great leader I have ever met has an unshakable bedrock of integrity. Everything else they do is built on that foundation.”

Great leaders have the respect of all the women and men around them—their team, their stakeholders, their regulators, and their competitors. But that respect doesn’t come because of the leader’s title. It doesn’t come from job performance or how much they get paid. It comes because the leader gives respect to everyone they come in contact with—as my father demonstrated. Great leaders develop reciprocal respect.

Successful leaders don’t think it is all about them. We all know people who aren’t team players. We don’t like those people. We don’t want to hang out with those people. And we certainly don’t want to follow those people. Someone once said, “A leader who has no followers is nothing more than some lonely man who is out for a walk by himself.” Leadership is about integrity, respect, and teamwork.

These are things taught by all great religions. They are taught by Scouts and similar organizations. They are taught by families. And they are crucially important to breeding leadership. But personal views are not sufficient to enable great leadership. In times like these there will be winners and losers. To ensure you make the right decisions, you have also got to have the right mindset.

### GREAT ENTREPRENEURS

Mindset is a funny thing. Let me give you an example. What do most companies do when a financial crisis strikes? Most hunker down and prepare to ride it out. They are worried

more about what they might lose than what they could gain.

EY did a survey in the depths of the 2008 crisis, asking a battery of questions to two hundred mature multinational companies and two hundred entrepreneurial businesses of varying sizes. One question stood out: “Are you now, in the depths of the crisis, aggressively seeking new opportunities?”

Less than one in five of the mature multinationals said yes. At the same time, 67 percent of the entrepreneurial businesses said they were aggressively seeking opportunities. They were hurting just as much as the mature companies, but they had a different mindset.

## ABOUT JIM TURLEY

Jim Turley is the former chairman and CEO of Ernst & Young, a leading global professional services organization that provides audit, risk advisory, tax, and transaction services. With 190,000 employees in more than 150 countries, EY is one of the largest professional services organizations in the world.

Turley began his career with EY in 1977 in the firm’s Houston office. He held a series of leadership positions at EY for twenty-eight years. Later Turley served as senior advisory partner for many of EY’s largest global clients. He was named metropolitan New York area managing partner in 1998 and was appointed deputy chairman in 2000. In July 2001 he became chairman, and in October 2003 he assumed the role of CEO.

As chairman Turley set a strong tone from the top, focusing on quality, integrity, and professionalism. EY has been consistently recognized by *Fortune* as one of the best companies to work for.

Turley was actively engaged with many stakeholders as part of EY’s commitment to enhance the public’s trust in professional services firms and in the quality of financial reporting. He encouraged dialogue with key stakeholders regarding the many changes facing capital markets, including the advent of the Sarbanes-Oxley Act in the United States, the introduction of international financial reporting standards in more than one hundred countries, and the overall movement toward greater convergence of global accounting standards and governance.

Throughout his career Turley actively supported numerous civic, cultural, and business organizations. He is on the board of directors for Boy Scouts of America, Catalyst, and the National Corporate Theatre Fund. He is also a member of the Business Roundtable, the Committee Encouraging Corporate Philanthropy, and Trans-Atlantic Business Dialogue.

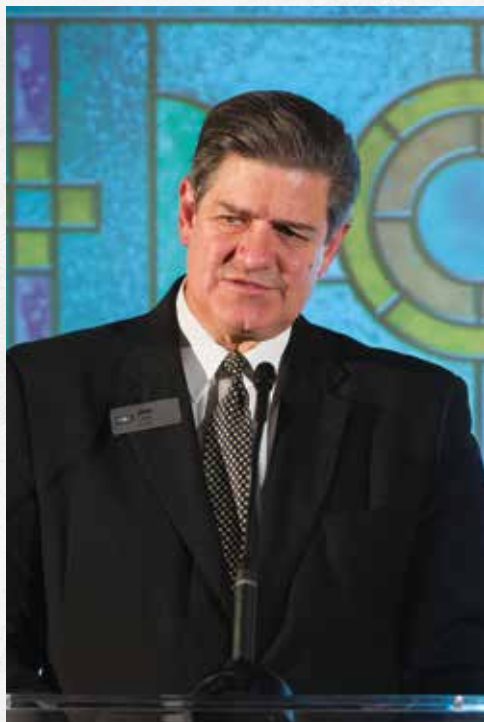
Turley holds a master’s and a bachelor’s degree in accounting from Rice University in Houston. He enjoys sports, including golf and tennis. Turley and his wife, Lynne, have a twenty-one-year-old son.

Instead of hunkering down, they were thinking, “Maybe our competitors are hurting worse. Maybe now’s the time to consolidate. Maybe now’s the time to introduce new products. Maybe we should enter a new market.”

Because EY celebrates successful men and women with the Entrepreneur of the Year Program, I’ve had the chance to meet hundreds of entrepreneurs from around the globe. At these events the media often asked me what the difference was between an entrepreneur in the United States and one in Latin America, Europe, or Africa. My answer was that there are more similarities than there are differences.

## Q&A SESSION

Following his address, Turley answered questions from Marriott School students.



### IF YOU HAD TO PICK TWO WORDS TO SUMMARIZE HOW YOU WENT FROM BEGINNING ACCOUNTANT TO CEO, WHAT WOULD THOSE WORDS BE?

I would choose *teamwork* for my first word. I remember a point in my career when I wasn't on any of the high-prestige accounts in my office. I was routinely asked by leadership to do the equivalent of taking out the trash. I wanted to rebel against that, but I realized that the things they were asking me to do needed to be done, and they were trusting me to do them.

*Listening* would probably be my second word. Too often people get caught up in what they want to say instead of trying to understand what someone else is saying.

### YOU SAID WE SHOULDN'T SEE INTEGRITY AS SOMETHING THAT IS SETTING US BACK. HOW HAVE YOU BEEN ABLE TO USE FAITH AND INTEGRITY IN YOUR CAREER TO COMBAT PRESSURE TO COMPROMISE?

Sometimes people feel like they can't bring their whole selves to work, but I want you to bring your whole self to work if you've got the kind of ethics and morals that BYU encourages. My profession is built on

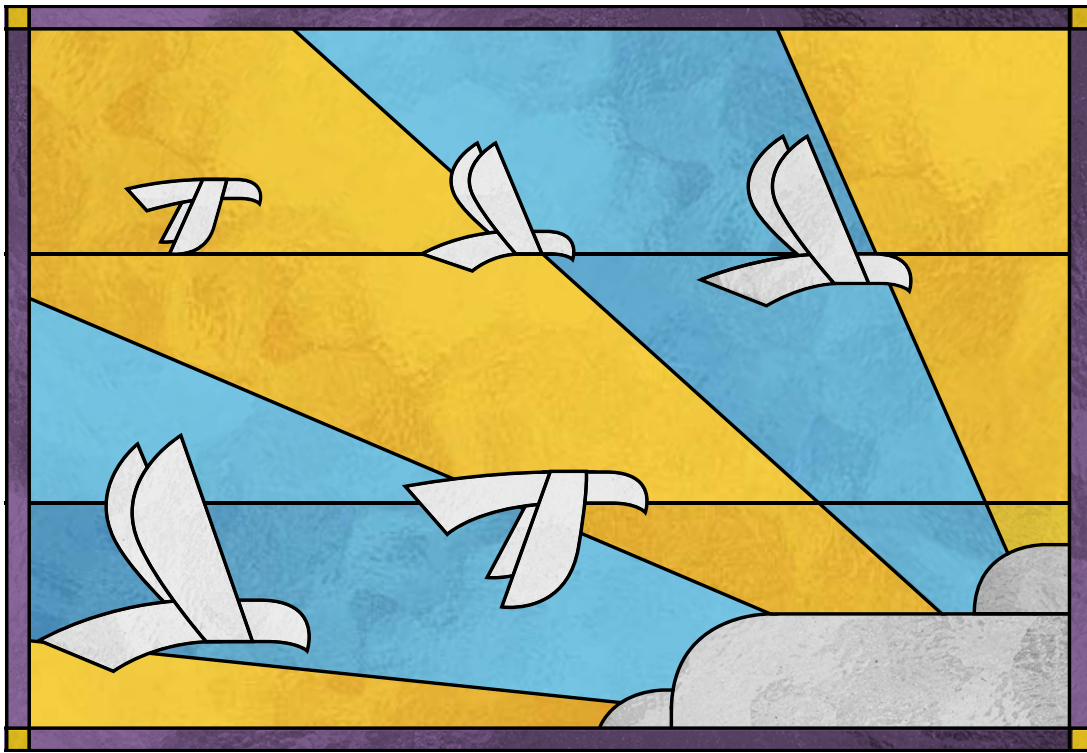
doing the right thing. It's a profession built on making sure we provide the right information to capital-market participants. However, I can assure you that you will have many difficult decisions to make in your career. But if you make them on the side of what is right, it will always end up better for you long-term. You may have to drop a client who is doing something wrong. You may have to let a high-performing partner go for bad behavior. There will be gut-wrenching decisions, but as long as you do what's right, you can always take comfort in your choices.

### SOMETIMES TEAMS GET OFF ON THE WRONG FOOT AND START TO CLASH. AS A LEADER, HOW WOULD YOU SUGGEST TURNING SUCH A TEAM AROUND SO THE GROUP CAN PERFORM BETTER?

Typically, there are two paths to take when confrontation happens. Let me use the example of going into a meeting with a client who is unhappy with what your team has done. You can try to convince the client that they're wrong, which in my experience doesn't usually play out very well. Or you can plead guilty and ask for a light sentence, taking more upon yourself than you probably deserve. Instead of pushing back, ask them to explain what they think caused the problem. That will change the whole dynamic. In a team setting, don't fight with someone who is unhappy. Use the situation as a chance to learn more. The more you start listening, the more likely they're going to ask for your perspective too.

### AS YOU LOOK BACK AT THE LESSONS YOU HAVE LEARNED, WHAT DO YOU WISH YOU WOULD HAVE DONE DIFFERENTLY?

I always used to say to the people at EY that if I could start over, I would live overseas. I have traveled the entire world, but I have never lived somewhere else. I have never been the isolated minority in a foreign land. I think the leaders of the future will have a more grounded understanding of the world than I have. They will have lived abroad, which is why I think so highly of the LDS mission experience. It's one of the things that, in my mind, really contributes to the maturity of BYU graduates.



## "SUCCESSFUL ENTREPRENEURS RISK EVERYTHING TO CHASE THEIR DREAMS"

Successful entrepreneurs start by looking at the outside world and seeing the needs that exist. They then create a product or a service to fill the need they've identified. They risk everything to chase their dreams. Every one of the successful entrepreneurs I have met has unbelievable persistence. Most of them fail the first time around. But they pick themselves up, dust themselves off, and do it again. The entrepreneurial mindset is crucial for success, in addition to the values of integrity, respect, and teamwork.

### GREAT FUTURES

For the last fourteen years, I have carried a piece of paper with me. I took notes on it during a presentation about what the world would look like if the earth's seven billion people were represented by just one hundred individuals. While these statistics have changed over time, they still fascinate me.

There would be fifty-one women and forty-nine men. There would be thirty-three

Christians and sixty-seven non-Christians. Around eighty-five would be heterosexual and fifteen homosexual. Sixty-two people would hail from Asia, twelve from Europe, twelve from the Americas, and fourteen from Africa.

Nothing too surprising there.

The next slide, however, was stunning. If the whole world was composed of one hundred people, about six would control 60 percent of the world's wealth. Think about that. Around eighty would live in substandard housing. Two-thirds would not be able to read in their native language. Fifty would suffer from malnutrition. One or two would have a higher education.

But things are changing.

Let me make this clear: the workers of tomorrow will not look like the workers of today. In the future all of us will rely on teams that are much more diverse in gender, ethnicity, nationality, religion, sexual orientation, and physical ability. If you can bring together all the ideas that originate from the rich

and varied backgrounds of your teammates, sparks will fly and innovation will happen.

In a year or two you students will walk under a spotlight as you receive your diploma. When you step off the Marriott Center's stage, that spotlight will stay on you. I had the pleasure of working at EY before the Enron crisis. At that time our profession was quiet. No one talked about us, and most thought we were just a bunch of boring accountants. But when Enron hit, everything changed. We were suddenly scrutinized by regulators, the media, our clients, and our next-door neighbors. But I would rather be heavily scrutinized than irrelevant. The spotlight will always be on you. Let it reveal your strengths. **M**

### ABOUT THE SPEECH

*This text is taken from remarks Turley gave to students, faculty, and National Advisory Council members before receiving the Marriott School's International Executive of the Year Award on 26 September 2014.*

# School News

## MBA Program Garners High Rankings from Businessweek



BYU's MBA program was ranked No. 27 overall in *Bloomberg Businessweek's* full-time MBA rankings, a five-spot rise from the program's last finish in 2012.

The ranking comes on the heels of other recent top placements, including No. 17 and No. 27 rankings from *Forbes* and *U.S. News & World Report*, respectively.

"This year's ranking is a well-deserved recognition of our program's extraordinary students, faculty, and staff," says **Lee Perry**, Marriott School dean. "This ranking is a team effort and every player involved is a difference-maker in the lives of our outstanding students."

*Bloomberg Businessweek* placed BYU at No. 12 overall in student satisfaction and No. 38 in recruiter satisfaction among the 112 full-time MBA programs surveyed. The program also reported the third-highest percentage on graduates' return on investment among schools ranked in the top 30 with an average of 39 percent of school costs recouped in the first year after graduation.

"We're thrilled about the increasing acknowledgement of the quality of BYU's MBA program by our students and employers," says **John Bingham**, MBA program director. "We are particularly pleased to see our No. 12 position on the student survey rank. Our program

focuses on providing a high quality student experience and we are gratified to see our efforts are having an impact."

To compile its rankings, *Bloomberg Businessweek* evaluated full-time MBA programs on three measures: a survey of student satisfaction (45 percent of the ranking); a survey of employers who hire those graduates (45 percent); and the expertise of each school's faculty, measured by faculty research in esteemed journals (10 percent). For a complete explanation of the ranking's methodology, visit [businessweek.com](http://businessweek.com).

## Entrepreneurship Programs Ranked in Top 10 for Fifth-Straight Year

BYU's undergraduate and graduate entrepreneurship programs were ranked No. 4 and No. 7, respectively, by the *Princeton Review's* annual survey for *Entrepreneur* magazine.

The ranking marks the fifth-straight year both programs have been ranked in the top 10 and highlights the Rollins Center for Entrepreneurship and Technology's commitment to helping BYU students be among the most prepared in the country for success in self-started businesses.

"The Rollins Center is the recognized leader in executing the lean start-up model that is at the core of our programs," says **Lee Perry**, dean of the Marriott School. "Both our undergraduate and graduate students have demonstrated they can model, form, and grow highly successful companies, and the world is taking notice."

The *Princeton Review* evaluates schools based on a wide range of institutional data, including each school's level of commitment to entrepreneurship inside and outside the classroom; the percentage of faculty, students, and alumni actively and successfully involved in entrepreneurial endeavors; the number of mentorship programs available to students; and the amount of funding for scholarships and grants awarded for entrepreneurial studies and projects.

The Rollins Center offers numerous opportunities to entrepreneurially minded students, including its mentoring program and various competitions. BYU students have claimed first place at the International Business Model Competition and the Global Student Entrepreneur Awards and have received other honors.

**Scott Petersen**, managing director of the Rollins Center, asserts that the center's initiatives provide BYU students fertile ground for their entrepreneurial ideas.

"We are quickly achieving our vision of becoming a global leader in launching successful start-ups and preparing BYU students to become world-class entrepreneurial leaders," Petersen says. "We are pleased to be recognized for the fifth-straight year as one of the leading entrepreneurship programs in the country."

## Supply Chain Programs Earn Top Rankings



The Marriott School's global supply chain programs shot up to their highest spots ever in the latest rankings released by Gartner, with the undergraduate program coming in at No. 6 and the graduate program placing No. 14 in the nation.

The undergraduate program made its first appearance in Gartner's top ten, with its placement making it the top program in the West. The graduate ranking is the first for the school and the top standing among all collegiate global supply chain programs that do not offer a PhD.

"We are proud of where the global supply chain programs are headed," says **Tom Foster**, marketing and global supply chain department chair. "These rankings validate the hard work of our students,

the help of our advisory board members, and the expertise of our fantastic faculty.”

The undergraduate program also finished with an impressive No. 2 in the nation in program scope, one of three categories Gartner uses to evaluate schools, along with industry value and program size. This focus on excellence has created a launchpad for students’ careers.

“We are equipping our students with the skills they need to succeed on the job,” says **Scott Sampson**, Marriott School area leader for global supply chain. “Employers find that our students are high caliber and well prepared, so they come back and hire again and again.”

Recent success has allowed for relationships to develop with major supply chain employers, and in the coming months the program will meet with more Fortune 500 companies who are looking for new recruits.

“When people think of supply chain programs, we want to be on that list,” Sampson says. “We hope in the future to continue to attract the brightest students to our program.”

### International Business Model Competition Brings Entrepreneurs Together

The world of entrepreneurship can be dog-eat-dog, but contestants found more than hard-nosed rivalry at the International Business Model Competition, held at BYU and Provo’s Utah Valley Convention Center last May.

Sponsored by the BYU Rollins Center for Entrepreneurship and Technology and cohosted by Harvard and Stanford, the one-of-a-kind competition brought student entrepreneurs and experienced business leaders together in a learning environment. Each student team

received coaching from veteran entrepreneurs before pitching their business models to a panel of judges in hopes of winning some of the \$100,000 in prize money awarded at the event.

“The lean start-up approach to entrepreneurship is all about feedback and learning, and we made an extra effort to focus on that this year,” says **Jeff Brown**, competition organizer and assistant director at the Rollins Center. “Every student had the opportunity to meet with at least two mentors, who helped with business strategy.”

The competition was open to all students enrolled at accredited institutions of higher education. This year forty student teams were chosen to participate out of more than 2,500 applicants from two hundred schools and twenty countries.

The teams found the advisement aspect crucial to their success. “Our feedback

## BYU Awarded Grant for International Business Training

The US Department of Education awarded BYU a four-year grant of more than \$1.1 million to continue its work as a Center for International Business Education (CIBE). The CIBE grant allows BYU to work with students, faculty, the community, and other CIBE schools to increase global awareness of international business.

“We feel very privileged to have the grant renewed,” says **Bruce Money**, director of the Kay and Yvonne Whitmore Global Management Center (GMC). “It shows that we are an important player in international business and that BYU has distinctive strengths and capabilities not found in other schools.”

BYU was selected as one of seventeen schools to receive the grant, down from thirty-five schools in the last grant cycle. BYU has been a CIBE school since 1990, and the funds provided by the grant have been essential in shaping the GMC and BYU’s global business mindset. The grant will continue to contribute to the ten business study abroad programs currently offered and will introduce new programs to Ghana and Jordan as well as a new experience focused on global supply chain management.

**Jonathon Wood**, GMC associate director, says the grant is a vote of confidence from the government, recognizing the worth of BYU’s current and future international efforts.

“We are excited for the opportunity to continue building our network with other universities and to use this grant to expand our programs to reach more people,” Wood says.

In addition to study abroad programs, the grant also sponsors exchange programs to nine top business schools around the world, language case



competitions in which students can prove both their understanding of business concepts as well as language, outreach programs to the community and other colleges, and faculty research. Each of these programs is designed to train the BYU community to be global leaders.

“The grant allows students and faculty to be hands-on participants in the global economy,” Money says. “When students have that chance, transformational things happen.”



Professor Nathan Furr (far right) addresses competitors at the International Business Model Competition.

sessions could not have gone any better,” says Mitchell Barneck. His team, Veritas Medical, won first place and \$25,000 for their infection-reducing catheter technology. “We were paired with mentors who gave us incredible advice on improving our presentation for the final rounds. That really helped us succeed.”

Team members of Veritas Medical included University of Utah bioengineering graduates Barneck, Nate Rhodes, James Allen, and Ahrash Poursaid and current University of Utah medical student Martin de la Presa.

Tympanogen, a medical technology company, finished second place at the competition with its nonsurgical treatment for eardrum perforations. Team members Elaine Horn-Ranney and Parastoo Khoshakhlagh from Tulane University received \$12,000.

VolleyMetrics teammates **Giuseppe Vinci, Jacob Hicks, McKay Perry, Austin Hayden, Colin Montague, and Cecily Sumsion** from BYU earned third place and \$10,000 for their volleyball analytics service.

### Rollins Center Holds Business Idea Competition During Entrepreneurship Week

BYU students demonstrated their innovation talents by participating in the Big Idea Pitch competition during the fourth annual Entrepreneurship Week (E-Week), a series of events that encourage students to take advantage of the entrepreneurial resources available through the Rollins Center for Entrepreneurship and Technology.

“Competitions like the Big Idea Pitch give students incentives to get hands-on experience with entrepreneurship,” says **Steve Liddle**, Rollins Center academic director. “The workplace is changing; everybody at BYU needs to learn how to be innovative and to create value in an organization, whether they think they are entrepreneurs or not.”

The Big Idea Pitch provided twenty-five students their first opportunity to publicly display their entrepreneurial abilities by giving them each ninety seconds to pitch their business ideas to a group of judges for a chance to win cash prizes. **Alex Brown**, a senior marketing management major from Poway, California, and his team won the Audience Choice award and \$500 for their idea to create a mobile messaging app that connects people affected by cancer. For Brown, the confirmation that he was on track to start a successful and meaningful business was even more important than the prize.

“Winning the Audience Choice award at the Big Idea Pitch gave our idea some great validation,” Brown says. “It’s awesome to see that other people believe in the idea and see its potential to change the world.”

The Big Idea Pitch is the first competition in the Miller New Venture Challenge, an annual series of entrepreneurship competitions hosted by the Rollins Center. These and other entrepreneurship events give students more opportunities to develop and refine their start-ups.

E-Week also offered students the chance to learn from panels of successful entrepreneurs who are now mentoring students and supporting the Rollins Center. **Amy Anderson**, founder and former CEO of MediConnect Global (now Verisk Health), was one of a group of four panelists who gave advice on the importance of building the right team to create and run a successful business.

“Hire people who are smarter than you and love what they do,” says Anderson, who sold MediConnect Global in 2012 for \$377 million. “If you are smart enough to hire people smarter than you, then you’re the one people are going to want running the company.”

Other events during E-Week gave students opportunities to network with entrepreneurs and investors to obtain

new business associates or garner additional support for starting their ventures. Many attendees left the activities with new motivation to become entrepreneurs.

“This week got me really excited to not only attend other entrepreneurship events in the future but also to go home and work on my own projects,” says Nathan Radmall, a senior majoring in computer science from Eden, Utah. “Now that I understand what the Rollins Center offers, I can’t wait to start using it.”

## STUDENT NEWS

### BYU Team Wins IMA Case Competition

Hard work and dedication paid off for four BYU MACC students who took first place at the Institute of Management Accountants (IMA) National Case Competition. Competing against Moravian College, the University of Southern Indiana, and Wright State University, the team secured the \$5,000 prize and proved their skills in a business scenario.

“This win is evidence of the high-quality education we get at BYU,” says **Jordan Hall**, one of the team members. “We are able to take what we learned in classes and apply it to real-world situations to find solutions to problems that weren’t as simple as they seemed on the surface.”

Formed with the assistance of accounting professors **Steve Smith** and **Bill Tayler**, the Marriott School’s team was composed of Hall, from Hurricane, Utah; **Austin Butler**, from American Fork, Utah; **David Corless**, from La Crescenta, California; and **Nathan Larson**, from Scottsdale, Arizona.

The IMA organization is nearly one hundred years old and influences standard-setters and rule-makers throughout the national accounting community. It only sponsors one student case competition a year.

The competition was split into two phases. Phase one required a video submission in which students role-played presenting to an executive. From the twenty-two total entries, the IMA narrowed the field to four schools and invited the finalists to present the same case live at the annual conference in Minneapolis, Minnesota. Since the final round took place on a Sunday, the BYU

# Marriott Scholarship Awarded to Seven Undergraduates

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

"We continue to be amazed at the high caliber of students we are able to recognize for their scholastic performance and selfless service to both their church and community," says **Randall C. Smith**, managing director of the Marriott School undergraduate programs office. "These students truly fulfill the mission of the Marriott School as leaders in education, scholarship, and service."



From left: Craig Jones, Eric Tran, Ben Solari, Matt Relei, and Ryan Smith. Not pictured: Scott Olson and Bryce Shurtliff.

The 2014 scholarship recipients are **Craig Jones**, a senior from Midland, Michigan; **Scott Olson**, a senior from Mora, Minnesota; **Matt Relei**, a senior from Sonoma, California; **Bryce Shurtliff**, a senior from Idaho Falls, Idaho; **Ryan Smith**, a junior from Sandy, Utah; **Ben Solari**, a senior from Lincoln, California; and **Eric Tran**, a junior from Riverside, California.

"My wife and I had our first child in October," Olson explains. "There is no way that I could have made it through this year and worked enough to cover what this scholarship provides me. It has given me the opportunity to be successful in school and start my future off on the right foot."

**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.

team submitted a one-shot video presentation instead of participating live, thanks to an accommodation from the IMA.

"The IMA is to be commended—the people there were gracious through the entire process," Smith says. "There was significant deliberation about how to best accommodate our students despite their decision not to participate on Sunday."

**Jeff Wilks**, director of the BYU School of Accountancy, described how the students were up-front with the IMA about not attending the final round and were willing to do whatever else it took to participate. Wilks is proud to see his faculty and students excel through their own volition in such a prestigious competition.

"For our school to participate and to be invited to the finals round is a big

deal itself," Wilks says. "And then to win the finals round without even being there is just amazing. We owe thanks to our great faculty and great students. We couldn't have asked for a better team to represent us."

## FACULTY NEWS

### Minority Entrepreneurs Face Discrimination When Seeking Loans

A disheartening new study coauthored by a Marriott School professor reveals that discrimination is still tainting the American dream for minorities.

The three-part research article, which appeared online in the *Journal of Consumer Research*, found that minorities seeking



Glenn Christensen

small-business loans are treated differently than their white counterparts, despite having identical qualifications on paper.

While discrimination in housing, employment, and education is well documented, the study shows that minorities also face discrimination in the marketplace.

"There is a general belief among Americans that we're the land of opportunity and that anyone can pull themselves up by their bootstraps," says study coauthor **Glenn Christensen**, an associate professor of marketing at BYU. "It is a land of

# CEOs Who Use Violent Rhetoric Cut Themselves Off at the Knees



Preparing to fire up the troops? Declaring war on the competition to boost sales? Well, CEO, you might want to tamp down on the fighting words—you could be shooting yourself in the foot.

A new BYU business study finds that bosses who try to motivate their employees with violent rhetoric—think of Steve Jobs declaring “thermonuclear war” on Samsung—end up motivating rival employees to play dirty.

“Business executives use

violent language all the time,” says **David Wood**, a BYU professor of accounting and one of two BYU authors on the study. “They say, ‘We’re going to kill the competition,’ or, ‘We’re going to war.’ This study shows they should think twice about what they’re saying.”

Surprisingly, the study found that when an employee’s own CEO uses violent rhetoric, those employees are less likely to make unethical decisions. Either way, the research shows clear evidence that violent rhetoric influences ethical decision making—for better or for worse.

Coauthors Wood; Josh Gubler, a BYU political science professor; and Nathan Kalmoe, an assistant professor of political science at Monmouth College, carried out two experiments with 269 participants for the study, published in the *Journal of Business Ethics*. In the first experiment they showed half the subjects this motivational message from a CEO:

*To this end, I am declaring war on the competition in an effort to increase our market share. I want you to fight for every customer and do whatever it takes to win this battle. To motivate you to fight for this cause, I will be rewarding the top ten sales associates and a guest an all-expense-paid vacation to Hawaii.*

The other half of the subjects got the same message but with the words *war*, *fight*, and *battle* replaced by *all-out effort*, *compete*, and *competition*, respectively. Researchers then assessed the subjects’ likelihood to engage in unethical behavior—in this case, posting fake negative reviews for the competition’s product.

They found that when the source of violent rhetoric was the rival CEO, employees were significantly more likely to post fake negative reviews and ratings about the competition.

“What’s disconcerting is that people don’t think they’re being unethical in these situations,” Wood says. “You can’t just say, ‘OK, people, you need to be better now; don’t be bad,’ because they don’t think they’re being bad.”

In the second part of the study researchers tested whether participants would bend internal sales policies (no selling to people with credit scores below 600) to boost sales figures after receiving an email from their manager. Again half of the subjects received a message with violent rhetoric.

The results once again showed that a leader’s use of violent rhetoric impacted the employees’ ethical decision making.

“There has been a lot of research on the effects of violence and violent media on aggressive behavior,” Gubler says. “This research shows it goes further. It affects your willingness to lie and to cheat and to bend moral rules. There are serious implications for CEOs.”

opportunity, but that opportunity is not always equally accessible.”

In the first part of the study, researchers recruited nine mystery shoppers to seek loans—three black, three Hispanic, and three white small-business owners. The entrepreneurs wore the same clothes, asked for identical \$60,000 loans to expand identical businesses and had nearly identical backgrounds. The mystery shoppers were simply told they were evaluating customer service.

Researchers found that the minority mystery shopper loan-seekers were given less information on loan terms, were asked more questions about their personal finances, and were offered less application help by loan officers.

“If you are white and set out to get financing for an entrepreneurial venture, it might be a tough journey, but, generally speaking, you would experience fewer obstacles and find more help along the way than if you came from an African American or Hispanic background,” Christensen says.

In the second part of the study, researchers carried out in-depth interviews with thirty-nine small-business owners—sixteen white, thirteen Hispanic, and ten black—about their experiences seeking funding.

Researchers found that denial, rejection, and restricted access to loans for minorities led to self-questioning and diminished self-worth and self-esteem, as evidenced in this response from a black male:

“My self-esteem and confidence are strong, and yet I’m being denied, so it makes me feel bad about myself, bad about my business. . . . You’re made to feel like you’re just not competent or capable. I feel very, very insecure.”

A third part of the study tested how participants’ self-esteem and autonomy are threatened after being denied educational loans. All participants in this experiment were denied a loan, but half of the participants were asked to report their race.

People from minority backgrounds who were asked about their race took a hit to their self-esteem and sense of autonomy and control, while their white counterparts who were asked about race did not experience any similarly negative impact.

“While racial and ethnic minorities have made significant progress in terms

of race relations over the past several decades, the harsh reality is that there still are remnants of discrimination in society,” says coauthor Jerome Williams, director of the Center for Urban Entrepreneurship and Economic Development at Rutgers University. “It is appropriate to continue asking the question, ‘Is the glass half empty, or is the glass half full?’ in terms of progress being made in eradicating discrimination in the marketplace.”

The researchers, directed by lead author **Sterling Bone**, a former Marriott School marketing professor and current professor of business at Utah State University, say the research offers evidence to public policy stakeholders and consumer welfare activists that choice is not open, unrestricted, and available to everyone in the United States.

“Many consumers are driven to start their own business as part of their journey for the American dream,” Bone says. “They chase after this dream only to find that because they are a minority, their ability to lay hold of that dream for themselves and their families is frustrated.”

### Thompson Appointed Director of Romney Institute



The Marriott School appointed **Jeffery Thompson** as director of the Romney Institute of Public Management, succeeding

**David Hart**, who served in the position for six years.

“We express deep gratitude to David for his able service, and we expect great things from Jeff,” says **Lee Perry**, Marriott School dean. “Jeff has a sense of how to work as a team, which will be a real blessing for the Romney Institute. He will bring people together to achieve the institute’s goals.”

Thompson, a professor in the Romney Institute since 2003, has performed award-winning research in the fields of organizational behavior and ethics. His experience includes eleven years of teaching public management classes at BYU, where he has been recognized twice as Teacher of the Year by MPA students. He researches organizational behavior

and ethics and has garnered multiple awards for his work in organizational behavior. He began his term as director last summer when Hart returned to teaching full-time in the institute.

Under Hart’s leadership the MPA program expanded to include more experience-building opportunities, such as the annual public management study abroad in China and the Grantwell Program, which allows students to assist nonprofits in allocating and receiving grants. Hart also focused on placing students right out of school, increasing placement by 42 percent.

“Overall it’s been a great learning experience,” Hart says. “We’ve tried to help the program have a wider perspective through recruiting, placement, and providing international experiences for the students in the program.”

Thompson says he is grateful for the work Hart has done and is looking forward to extending the institute’s global reach to include students from more parts of the world.

“I hope I can live up to the trust placed in me as I strive to lead this program that I care so much about,” Thompson says. “I believe we can continue to influence the world as our graduates, faculty, and staff engage with the public sector in the United States and abroad.”

### Marriott School Staff Member Honored at University Conference



**Heather Chewning**, a program coordinator at the Marriott School, received the President’s Appreciation Award at BYU’s

annual university conference last August.

The award is presented annually to staff and administrative personnel for exceptional service, creativity, and competence. Chewning, who has worked as a program coordinator in the Romney Institute of Public Management for six years, was among eight recipients of the award.

“Heather is a big-picture thinker,” says **Jeff Thompson**, director of the Romney Institute. “While she provides outstanding administrative support, she

also provides leadership in our department. Her commitment to students and the health of the program makes her an extremely valuable asset.”

Chewning received her MPA in 2008 and completed the executive MBA program in 2014, both from the Marriott School. As program coordinator for the Romney Institute, she oversees budgets, hiring, and events. She was nominated by Thompson and other faculty and staff members for her ability to run the program efficiently while serving those around her.

“It’s a true honor to receive this award,” Chewning says. “I love being a part of the Romney Institute. You couldn’t find a better place to work.”

### Associate Dean Appointed to National Accounting Board



The American Institute of Certified Public Accountants (AICPA) recently appointed Marriott School associate dean **Steve**

**Glover** to its Auditing Standards Board (ASB). Glover will meet with the board four times a year to update and revise the standards followed by the AICPA’s 400,000 members across the country.

“It’s an honor to be appointed,” Glover says. “It’s a compliment to BYU to be recognized as having faculty who can contribute to the profession.”

Glover assumed the position in January, succeeding Kay W. Tatum of the University of Miami. He anticipates serving a three-year term.

The ASB is the national authority on setting and regulating audit standards for CPAs providing services in the private sector. The mission of the ASB is to serve the public interest by developing, updating, and communicating comprehensive standards and guidance that enable practitioners to provide high-quality and objective audit and attestation services. One seat on the board is reserved for an academic to provide perspective in assisting the ASB to carry out its mission. Other board members are current practicing professionals from large accounting firms.

Glover was named associate dean of the Marriott School in July 2013

after serving as chair of the School of Accountancy since May 2012. Along with his duties at the Marriott School, Glover performs extensive research in the accounting field and has published more than twenty works in financial journals. This reputation of accounting knowledge, along with previous volunteer work at the AICPA, qualified him for a place on the board. Glover's research allows him to evaluate auditing procedures being put into practice at large firms, which helps his academic audience be more effective in the classroom.

"A theme of my research is how to improve audit quality," Glover says. "A lot of the papers I work on ask, 'How do we improve the service that's important to our capital markets?' We are seeing a movement from standard-setters across the world to focus on improving audit quality."

Glover isn't the only BYU School of Accountancy faculty with AICPA leadership experience, however. His colleague, **Doug Prawitt**, ended his service on the board six years ago.

Ahava Goldman, senior technical manager of audit and attest standards at the AICPA, says, "BYU has excellent faculty and, by providing them time to volunteer with the Auditing Standards Board, a tradition of helping the auditing profession."

### Accounting Professors Win National Awards for Research

"It's important for our program to be recognized as a thought leader, and the best way we can do that is through rigorous, consequential research," says **Jeff Wilks**, School of Accountancy director. "The fact that our peers recognize our professors' research as most likely to have an impact on the field of behavioral and organizational accounting shows that we have excellent professors who can help our students to be successful academically and, later, professionally."

Prawitt and Wood were honored with the Behavioral Research in Accounting (BRIA) 2014 Best Paper award, given to the top paper in the *BRIA* academic journal, an AAA-sponsored publication. Their article, "Reconciling Archival and Experimental Research: Does Internal Audit Contribution Affect the External Audit Fee?" is unique in its use of archival data from actual companies to validate other studies that use experimental methodologies. It also validates the importance of internal auditing by explaining how effective internal auditors can reduce the fees their company incurs through external auditing.

"One group that doesn't get a lot of recognition is internal audit," Wood says. "Our research shows that this group really does matter and has a real impact on improving business in reducing fees, as shown in this research, and also in reducing fraud, earnings management, and other problems, as shown in other research."

is given to professors in their first two years as faculty members for outstanding research in the field of behavioral and organizational accounting.

"BYU's accounting program is a great program, and the professors here are incredible," says Stewart, who joined BYU's ranks just over a year ago as an assistant accounting professor. "I'm really happy to be part of an environment at the Marriott School that fosters research and new ideas."

The awards were officially presented at the Accounting Behavior and Organizations conference in Philadelphia.

### Professor Receives JFE Award for Finance Research

Marriott School finance professor **Karl Diether** garnered high recognition from the *Journal of Financial Economics*. He received second place in the journal's Fama-DFA Prizes for Capital Markets and Asset Pricing for an article he cowrote in 2013. The award is given annually for papers that demonstrate timely, relevant, and high-quality scientific research in financial economics.

"There are very few people who will ever receive an award like this in their career, so this speaks volumes toward the quality of work that Karl produces," says **Andrew Holmes**, Finance Department chair.

His article, "Legislating Stock Prices," examines the relationship between legislators' voting patterns and stock prices. According to the authors' research, legislators vote according to what will most benefit the top industries in their home states. Because legislators are so in tune with the way legislation will affect the industries they are interested in, it is possible to look at these legislators' voting patterns and create an investing strategy that will beat the market by 10 percent when adjusted for risk.

Diether cowrote this article with Harvard Business School finance professors Lauren Cohen and Christopher Malloy and received \$1,250 as part of the award.

"This is one of the top journals for finance, so just getting it published was great validation," Diether says. "Winning the award takes it a step further. It's nice to get this feedback and to hear that people think my work is high quality and interesting."



Doug Prawitt



David Wood



Bryan Stewart

The American Accounting Association (AAA) honored Marriott School accounting professors **Doug Prawitt**, **David Wood**, and **Bryan Stewart** with a pair of prestigious awards for exceptional research in behavioral and organizational accounting.

The AAA also gave its Accounting Behavior and Organizations section's 2014 Outstanding Emerging Scholar Manuscript award to Stewart for his article "Unintended Consequences of Regulated Fee Structure." This award

# Alumni News

## MANAGEMENT SOCIETY

### Global Leadership Conference Demonstrates International Progress

The BYU Management Society showed signs of international gains at its annual Global Leadership Conference held in Provo. Ten of the major awards given out at the conference last October went to international chapters—by far the highest number of awards given to global members in the society's history.

"Everything happening right now shows the international chapters growing in strength and numbers," says **Rixa Oman**, Management Society executive director. "They really blew us away with what they are doing, and it shows that they are ready to do even more."

Awards were given for outstanding leadership, activity, service, and website/social media usage. The Brazil, Campinas; China, Hong Kong; and Singapore chapters received the Dean's Chapter of Excellence award. The Brazil, Northeast; Brazil, São Paulo; Canada, Calgary; Ghana, Accra; Mexico, Mexico City; Taiwan, Taipei; and United Kingdom chapters each received the Gold Dean's Chapter of Excellence award. Twenty-one chapters from the United States also won awards.

Because of the significant achievements of its worldwide members, the BYU Management Society announced that the society will now hold annual regional leadership conferences in North America, Africa, Europe, Latin America and the Asia-Pacific beginning this year. These



Helena Hammonen, Lowell Benson Lifetime Service award recipient, and Lee Perry, Marriott School dean

## Mazel Tov and Military Secrets



Playing the part of butcher Lazar Wolf in *Fiddler on the Roof* came naturally to 1983 MPA alum **Chris Miasnik**: his last name is made up of the Russian occupational suffix and the word for meat. But there were a few other factors involved in landing the role of rejected suitor in the Bluffdale Arts Council production. "I was the oldest guy there, and I had the whitest beard," he admits.

As far as the singing and dancing goes, Miasnik jokes that his age got him out of a lot. Yet the show had two sell-out nights, and his classic scene with Tevye—in which Lazar Wolf asks to marry Tevye's daughter while Tevye believes they are negotiating the sale of a dairy cow—got a good laugh from the crowd. This was Miasnik's first time in a play.

"It's not really easy for me to memorize stuff, but I went back to my missionary days and just crammed it in there, saying my lines in the shower and every other place," he says.

Miasnik has many stories to tell about his hobbies, but as far as his career goes, most of those tales remain a mystery, even to those closest to him.

Miasnik served in the US military for a total of thirty-four years, logging time in the marines and the Air and Army National Guards, with the bulk of his work in military intelligence. In 2004 he led an intelligence team in Iraq, where they searched for missing soldiers from what was at the time the biggest ambush of allied personnel. By staying on the trail they eventually collected information that helped lead to the discovery of a missing soldier's body.

"One of our mottos was that we were there to make a difference, and I hope we did," he says of the experience.

By the time he retired from the Utah Army National Guard in 2012, he was a chief warrant officer. This role required him to complete warrant officer basic school at fifty years old.

"It was like being back in boot camp," he says. "They treat you like a recruit again—strip you of all your pride and self-worth. It was kind of neat."

Though he was the second-oldest guy there, he came out with the second-highest physical fitness score in the class—thanks to a descending scoring system based on age. Miasnik is legitimately tough, though; since retirement he's been putting his strength to the test working on his house and yard.

"I haul compost and roll boulders," he says. "The neighbors call me 'The Ox' because they can't believe that I'm this sixty-two-year-old guy rolling big boulders that people half my age wouldn't even touch."

In addition to his military service, Miasnik has worked for NASA, Thiokol, and USRobotics, all in contracts and budgeting work.

Even in retirement, his days still have an air of secrecy about them. He does physical security part-time for the NSA data center at Camp Williams. "My wife always asks me, 'How was your day at work?'"

Miasnik's reply is simple: "Dear, it was the same as yesterday—really boring."

Miasnik received his MPA in 1983 and his BA in public policy in 1981, both at BYU. He and his wife, Angie, have a blended family of twelve children, making a total of forty-one grandchildren between them. They live in Bluffdale, Utah.

regional additions will give international chapters more opportunities to grow and better serve their members.

“As a network of business professionals, we focus on helping individuals improve their careers, and how we do that differs from region to region,” says **Chet Harmer**, chair-elect of the society’s steering committee. “By having regions hold their own yearly leadership conferences, the BYU Management Society will be more capable of helping chapters handle the unique challenges they face as leaders in their own countries.”

Other highlights of the global leadership conference came in the form of influential speakers and individual awards. Greg McKeown, CEO of This Inc., spoke about his latest best-selling book, *Essentialism:*

*The Disciplined Pursuit of Less*. His speech provided attendees with insights on how to become more effective leaders.

“McKeown’s idea is to realize that you can’t do everything so you have to focus on the most important things,” Oman says. “That’s very applicable to our chapters. They can’t do everything, so they have to decide what’s essential and concentrate on doing that well.”

**Helena Hannonen**, leader of the BYU Management Society’s Asia-Pacific region and another speaker at the conference, received the Lowell Benson Lifetime Service award. The award’s namesake, W. Lowell Benson Jr., was a BYU alumnus who spent much of his life working in the diamond industry and serving in leadership positions at BYU. In

remembrance of Lowell’s example, the award is given annually to individuals who have rendered exemplary leadership and service to the BYU Management Society and the university.

“The BYU Management Society takes the raw abilities of its members and polishes them until they become diamonds,” Hannonen says. “With the recent changes that have taken place because of the efforts of our international members, that process will accelerate.”

## CLASS NOTES

### 1963

For thirty years **Ivan Leroy Likes** ran his own business as a certified public accountant and spent twelve years with Colorado

# The Family That Skis Together

**Jolene Day Weston’s** two children can practically ski circles around her, even though they’re only three and a half. Her career path and journey to motherhood have taken a similar circuitous course.

As a single woman Weston climbed the corporate ladder, finding great success in the HR field. In 2004 she became senior VP of human resources for Supplemental Health Care, headquartered in Park City, Utah. Several years into the position, she met and married her husband, Bret.

“Life was great,” Weston says. “We got married, and then we found out we couldn’t have children.” She’s quick to follow up with a joke, though, about God not wanting to pass on her genes.

The couple began looking into adoption, and, to their surprise, it happened very quickly. With less than six weeks’ notice and no guarantees, they prepared for the arrival of a new baby, Tyler, who came with a few health problems. Weston took a hard look at the travel she was doing for her job, the needs of her new son, and her own personality. She decided to take a lesser position, which she was then laid off from.

“In hindsight, that was beautiful,” she says. Losing her job became a blessing in disguise when another twist happened. They were notified they would be receiving another baby, Bella, who was six months old—the same age as Tyler.

One more surprise came in 2012 after life had settled a bit for the family. Weston was contacted by Park City Municipal, which had an urgent need for some HR consulting. The temporary position has since transformed; Weston is now the city’s organizational development manager. She’s currently using her twenty years of HR experience to revamp values within the city’s hierarchy through her development program.

“They can’t get rid of me,” she jokes. “Two and a half years later, I’m still here. The beautiful thing is that I work part-time, so I get to spend plenty of time with my kiddos. It’s a win-win situation.”

And a lot of that time is spent on Park City’s slopes. Bret is a professional ski instructor, and the entire family has season passes to Deer Valley. “We



first took them up when they were two,” Weston says of the kids. “Bret teaches our children, and I just try to keep up and stay out of the way.”

Weston, who earned a bachelor’s degree in business management from the Marriott School in 1992, keeps involved volunteering with community events, though she now has to tote a double stroller everywhere. Her newest passion is promoting adoption. In addition to speaking at events about the benefits and realities of adoption, she spent this past summer helping plan the Frontier Days celebration in Francis, Utah, where her family lives.

Between Francis and Park City, the family finds a wide array of outdoor activities to keep them busy. “I’m big into road biking, so I’m trying to get my kids to hurry up and learn to bike,” she says. “We’re not as advanced on biking as we are the skiing, just for the record. Not even close.”



Western Insurance Company, where he was CFO. In this position he guided the property and casualty insurance company through a

nine-year liquidation process. He also held the title of CFO at the Home Buyers Warranty Corporation. Likes is now taking his well-earned retirement to serve with his wife, Christia, as senior missionaries at the Joseph Smith Birthplace Memorial. They make their permanent home in Aurora, Colorado, where Likes enjoys hiking and golfing. An avid athlete, Likes was a Senior Games track and field competitor. He earned his BS in accounting in 1962 and his MS in business management in 1963, both at BYU. He and Christia have five children, nineteen grandchildren, and two great-grandsons.

## 1972



With know-how in both science and business, **Steven Taff** was a valuable asset to his employer. Taff worked for Steelscape,

a manufacturer of metallic- and organic-coated steel sheets, for fifteen years before retiring in 2013. As credit manager for the company, he managed all credit and collections functions associated with the company's \$500 million annual revenue. Before joining Steelscape, Taff worked with ASC Profiles. He received his BS in chemistry, with minors in math and physics, in 1969 and his MBA in 1972, both from BYU. He and his wife, Kristine, have five children and reside in Longview, Washington, where he enjoys walking, water aerobics, and family history research.

## 1980



**Kevin Kellis** spends his days dealing with dollar signs, but outside of work, he's all about the miles.

The private banker for Wells Fargo is also a competitive bicyclist. He's logged more than ninety-three thousand miles on two wheels. Before joining Wells Fargo, he was a financial adviser with Bank of America

Merrill Lynch and spent nearly twenty years in the commercial real estate finance industry, including eleven years with NorthMarq Capital. Kellis earned his BS in business management in 1980. He and his wife, Cindy, live in Gilbert, Arizona. They have five children and fourteen grandchildren.

## 1981



As head of two companies, **Thomas Sakuma** often finds himself dealing across the Pacific Ocean. He is chair and CEO of

Inter-Pacific Housing, which exports building materials from the United States and Canada for wholesale in Japan. He is also president of SNJ International, which provides international finance and investment advice to business associates in Japan, Canada, and the United States. His past work experience includes time in real estate and international banking. For more than twenty-three years Sakuma has not only done business across borders but has also worked to develop cultural bridges as president of the Okinawa Kenjin Club of Washington State. Comprising more than two hundred families, the club promotes Japanese arts and culture and builds friendship among Okinawan descendants. Sakuma received his BA in English and commerce at Okinawa University in 1974 and his MPA at BYU in 1981. He and his wife, Kazuko, live in Mountlake Terrace, Washington. They have five children and twenty-four grandchildren.

## 1985



Being knighted in the Norwegian Royal Order of Merit by King Harald of Norway surprised **Erlend D. Peterson**,

but it was certainly no surprise to those who know him. When the honor was bestowed in 1997 by Norway's ambassador, Peterson was the only one in attendance who wasn't in on the well-kept secret. Through several roles at BYU, Peterson had developed a Norwegian scholarship and lecture program on campus and hosted many Norwegian leaders and guest lecturers. He was also

a mission president in Oslo, Norway, from 1987 to 1990. Since 2001 Peterson has been working as BYU's associate international vice president. His previous professional positions at BYU include dean of admissions and records and associate dean and registrar for graduate and undergraduate admissions and records. Peterson received his BS in business management in 1967, his MS in sociology in 1971, and his EdD in higher education administration in 1985, all from BYU. He and his wife, Colleen, have six children and live in Orem, Utah.

## 1987



Providing complete lawn-care services has done more than make the grass greener for **Lisa Bowen Baird**.

She started Baird Boys

Lawn Care fourteen years ago to teach her seven children how to work hard, and her efforts paid off in another kind of green, providing for her kids' college expenses in addition to teaching them business skills. Baird graduated from BYU in 1987 with a BS in accounting. A CPA by trade, Baird has worked as an auditor for Touche Ross, as CFO of Video III, and as the owner of her own accounting business. She has served as president of her local Parent Teacher Organization and is the treasurer for the Washington association of American Mothers. Her hobbies include photography, travel, biking, and cooking. She and her husband, Glen, reside with their family in Spokane, Washington.

## 1996



Accountants are needed in all climates—even tropical ones. Alum **Annie Brown** lives in Jamaica,

working as the senior

accountant for D'Marick and Morgan Limited. She holds several degrees: an AS in accounting, computers, and economics from Ricks College in 1991; a Macc from the Marriott School in 1996; and an MBA from Utah State University in 2001. In addition to playing the piano, Brown loves reading and writing books. She has already published two of the four books she has authored.

## 1997



Tracking a shipment of lobster is no easy task, especially when you're juggling finances for a restaurant franchise.

For companies like Luke's Lobster in New York, **Morgan Harris** brings enterprise resource-planning software to the table. Harris cofounded Restaurant365 with another Marriott School alum, **Tony Smith**, who graduated in 2003 with a BS in business management, information systems emphasis. The company's offering is cloud-based and tailored to the needs of multi-unit businesses. Harris is a partner with the company and VP of sales. He has also worked as an auditor for PricewaterhouseCoopers. Harris earned his BS in accounting in 1997 from the Marriott School. He and his wife, Elizabeth, have five kids and live in San Clemente, California. He enjoys paddleboard surfing, mountain biking, golfing, traveling, and wrestling with his kids.



Earning tenure and an early promotion to full professor is a welcome gift at any time of the year, but in **Paul Benjamin Lowry's**

case, it was Christmas in July. Lowry, who received these honors last summer, is a professor of information systems in the College of Business at City University of Hong Kong and associate director of the college's MBA program. He has more than 140 publications and was recently ranked the ninth most productive information systems scholar. Lowry received his BS in information management in 1991 and MBA in 1997, both from BYU, and his PhD from the University of Arizona in 2002. He is married to fellow Marriott School alum **Michelle**, who earned a BS in finance in 1998 and a MAcc in 2004. She is currently completing her PhD in accountancy at the University of Hong Kong.

## 1998

Of his alma mater, **Chris Gnanapragasam** has nothing but good things to say. As an international student, he felt right at home despite being thousands of miles away from friends and family in Sri



Lanka. After beginning his studies at Ricks College, Gnanapragasam transferred to BYU and received his BS in information systems

management from the Marriott School in 1998. He is now a pastoral minister for St. Jude the Apostle Catholic Church near Atlanta. He handles database management, ministers to the sick and elderly, and supervises daily and Sunday masses. The parish serves nearly two thousand families in the Sandy Springs, Georgia, community. Prior to his minister position, Gnanapragasam worked for Learn.net as a computer programmer and data analyst. His hobbies include playing tennis and cricket. While he enjoys Atlanta's sunnier climate, he fondly remembers the first time he experienced Idaho's snow, even though it involved a quick slip and a fall.

## 2002



This past July alum **Shaun D. Olsen** was promoted from senior tax manager to partner at Hawkins Cloward & Simister,

one of Utah's largest accounting firms. Olsen's expertise lies in merger and acquisition tax structuring, particularly in the industries of hospitality and assisted-living facilities. Olsen has been with the firm since 2003 and previously worked for Bradshaw, Smith & Co. He is past president of the Utah Valley Estate Planning Council and now sits on the Utah County Estate Planning Roundtable as well as the tax issues committee of the Utah Association of CPAs. Olsen received his bachelor's and master's degrees in accounting in 2002 from the Marriott School. He and his wife, Rachel, have four children and enjoy competing together in outdoor volleyball tournaments. They live in Pleasant Grove, Utah.

## 2009

Turning rough lumber into fine items provides **Roger Bartholomew** a welcome escape from the computer desk. In addition to woodworking, the information systems alum enjoys completing a variety of DIY home projects, writing, and spending time with his wife, Brittany,



and their three children. Professionally, he's a business intelligence developer at Overstock.com, the country's second larg-

est online-only retailer. He's been with the company since June 2013. Before that he worked as a business associate at Huron Consulting Group. Bartholomew received both his bachelor's and master's degrees in information systems from the Marriott School in 2009. He and his family live in Salt Lake City.

## 2010



The great outdoors still calls to alum **Ryan Gray**, who was raised on a ranch in Simms, Montana. Even though he has relocated to San

Diego, he regularly returns to Montana's Glacier National Park to get his fill of backcountry hiking and camping. His father still runs a ranch where Gray owns cattle. In sunny California Gray works for Goal Structured Solutions (GS2) as its CFO and senior VP of trust administration. The company specializes in origination, servicing, collections, administration, and securitization of student loan portfolios and asset-backed securitizations. Gray is also chair of GS2's community service committee, which sponsors at least one service event each month and boasts 100 percent employee participation. In the past Gray was employed with PricewaterhouseCoopers and Capital One Auto Finance. He received his BS in accounting from the University of Utah in 1999 and his EMBA from the Marriott School in 2010. He and his wife, Staci, have two children.

## 2011



Making the shift from accounting manager at Specific Media to controller at Universal Motion Components (UMC) is a change

**Tommy Oldham** is feeling pretty positive about. He made the switch last June, hoping to gain more experience in finance and take on a stronger role in the company's decision-making process instead of

# Blowing Out Big Tobacco



By gaining the ear of the Canadian government, alum **Ken Kyle** helped snuff out the light of tobacco companies in his home country. And the effects of his work are still filtering across the world.

It was a simple classified ad that led to Kyle's employment with the Canadian Cancer Society (CCS), Canada's largest charitable organization. After Kyle began work there in 1986, another newspaper piece caught his attention. Canada's largest tobacco company was threatening to have its employees boycott Air Canada if the airline followed through with its plan to begin smoke-free flights. A fight was brewing, and Kyle, along with a handful of other health association employees and volunteers, jumped in.

"There were only about six of us working together in tobacco control when we started," he says. "There was synergy in the group—a great esprit de corps. We had no idea at the time of the impact we would have."

Kyle became a key player in taking Canada's tobacco companies to task by lobbying for Parliament to control advertising, raise taxes, and institute new picture-based warning messages on tobacco packaging.

Facing a formidable foe, Kyle worked tirelessly through a legal battle that spanned nearly two decades. In 1988 he succeeded in getting legislation passed that banned tobacco advertising. That act was thrown out in 1995 following an appeal from the tobacco industry. Not to be defeated, Kyle helped ensure that a replacement, the Tobacco Act, was passed two years later. Just weeks before his retirement in 2007, Kyle stood triumphantly in the foyer of the Supreme Court of Canada, where the court unanimously upheld the Tobacco Act.

"I am not well liked by tobacco company executives and shareholders," he admits. But these are enemies he's glad to have made.

The results of the laws Kyle lobbied to pass are most evident in statistics on tobacco use in Canada. As of 2012 the rate of Canadians age fifteen to nineteen who smoked was estimated at 11 percent, down from 44 percent in 1981. "By any measure, that is a world-class public health miracle," Kyle says.

While Kyle was awarded a Queen's Jubilee Medal in 2003 for his efforts, he takes the most pride in seeing the reforms that Canadian efforts have stirred around the globe. Several countries use the same type of warning labels. After Canada became the first country to ban smoking on international flights, Kyle cochaired the International Smoke-Free Skies campaign, which eliminated smoking on international flights throughout the world, sparing billions of travelers from exposure to secondhand smoke. Around the time he retired as director of public issues for the CCS, thousands of Canadians met as part of a conference on the dangers of tobacco smoke—a long ways from the initial group of six Kyle started with.

Kyle received both his BA in economics in 1966 and his MPA in 1968 from BYU. He and his wife, Lorna, live in Lethbridge, Alberta, and have eight children and sixteen grandchildren.

focusing on external audits and financial reporting. UMC is a family-owned company that produces commercial farming equipment and has been in operation for more than thirty-five years. Before his time at Specific Media, Oldham worked in assurance services for EY. He received his BS in accounting and his MAcc in 2011 from the Marriott School. Shortly after graduating, Oldham completed the Logan to Jackson (LOTOJA) cycling race and

placed fourth in his category with a time of just over ten hours. Now that his family resides in San Clemente, California, surfing is on the docket. He and his wife, Lara, spend much of their time chasing after their two-year-old son.

## 2012

Tucked along Provo Canyon's scenic Alpine Loop you'll find Aspen Grove Family Camp and Conference Center. Here



**Taralyn C. Parker** greets visitors year-round. As the camp's office manager, she handles reservations and billing, guest

services, hiring and supervising the office's student staff, and some website management and marketing. Aspen Grove provides a camp experience for BYU alumni and their families and also

# Pulling It All Together



When **Pat Harmer Bluth** expressed an interest in mathematics and engineering, her brother responded, "Girls don't major in math."

As a BYU-bound high school senior, Bluth listened to her brother—a decision she has long wished she could go back and change. While she never got the degree she originally wanted, Bluth's career has been filled with success thanks to her knack for solving complex equations—in life and at work.

In 1971 Bluth earned a BA in clothing and textiles—the first of her three BYU degrees—putting her math skills to work in pattern drafting. Four days before graduation, she married John Bluth, who was working on a history PhD at the time. "We were going to go off to some ivy-covered campus," says Bluth

of her newlywed days. But life took a dramatic turn when John fell seriously ill. "That's where my career started," she says. With a six-month-old baby and a husband to take care of, Bluth returned to BYU for a master's degree in home economics education and a job teaching textile production and handweaving.

Before passing away in 2004, John experienced many ups and downs in his health, including a kidney transplant. Bluth tried to make sure her career choices allowed John to do things he loved when he was well enough to work. "It was a tricky balance," she says, "but it worked."

Bluth also sought out experiences and training that expanded her opportunities, which eventually led her to BYU's MBA program. She faced discouragement from family and colleagues. Some even questioned her ability to keep up with the math involved in the program. Bluth responded to these negative voices with hard work and determination—earning a scholarship in her first semester and graduating in the top third of her class in 1986.

Out of several job offers, Bluth chose Procter & Gamble because they offered her a slot in manufacturing. "I did not want a job where I would work in a tall building that had carpet in it," she jokes. Thanks to the company's system, she worked in typical engineering assignments and learned process improvement just as the concept was taking shape in the manufacturing world.

Bluth worked with the company for twenty years, retiring as their paper products manufacturing and process improvement manager before returning to her roots in the West. This time it was her father's faltering health that prompted her to take a position with IM Flash as their corporate organization development manager in 2006. Two years later, a chance to work for The Church of Jesus Christ of Latter-day Saints, an opportunity she'd had her eye on for some time, popped up. Beginning as the senior leadership consultant, Bluth led the effort to create and implement the first online HR self-service tool for Church employees. She retired in 2011 as the director of HR operations.

Some might say Bluth's career seems disjointed, but fitting pieces together is just her kind of challenge. "I've learned that I like taking things that seem unrelated and figuring out how to put them together." In weaving it was interlacing patterns; in teaching it was relating ideas to students; in manufacturing it was bringing raw materials to a finished product. Once she's handled the first problem, her next question is, "How do we make it better and better?"

Despite having retired twice, Bluth sees no end to this type of problem solving in her life. She's currently filling her time with a part-time Church service mission and by mentoring at the Marriott School, something she's done every semester for twenty years. Still practicing her weaving trade, she has what she calls "the loom room" in her house in Draper, Utah. Bluth also loves to travel with her daughter, particularly to Israel. And she's putting that knowledge of the Holy Land to good use working with LDS artists on an enhanced edition of James E. Talmage's *Jesus the Christ* that will be released as an interactive app later this year.

"I'm not going to stop doing things that I love or that benefit people," Bluth says. "I basically have another twenty-five or thirty years. It's like having another career ahead of me now."

hosts educational conferences and other groups. Last year Parker published a book with her mother, Teresa Clark, titled *Life Happens: How to Maintain Family Strength and Unity in the Face of Adversity*. Parker received her associate's degree in international studies in 2003 and her bachelor's degree in sociology in 2004, both at BYU-Idaho. She received her master's degree in youth and family recreation from the Marriott School in 2012. Her hobbies include crocheting, gardening, reading, writing, and spending time with family. She and her husband, Daren, live in Provo.



Geeking out is a good thing for **Maria Viramontes Tedjamulia**.

An official explorer for Google Glass since 2013, she's bringing this

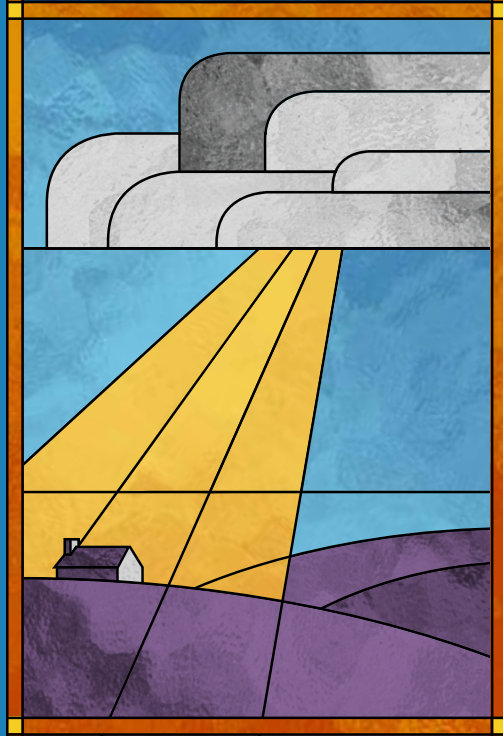
wearable technology from the high-tech world into her home. Through social media platforms, Tedjamulia showcases how Google Glass can be used by mothers as she captures daily life with her two young children and her husband, Patrick, in Union City, California. In addition to being part of the exclusive beta-testing group, she's an official spokesperson for Google Glass. Previously she worked for global advertising firm Ogilvy & Mather, BYU Athletic Marketing, and Expo Marketing & Services. She completed both her BS in biology in 2006 and her MBA in 2012 at BYU. She is a member of the BYU Management Society and has served on the boards of the Minnesota and Chicago chapters.



For a 2012 business management grad, **James Wilcox** has a good start on making his mark on the world. As a senior

consultant in client services for Spire Research and Consulting, he's taken part in market research projects around the globe, including in Japan, Korea, China, Vietnam, Thailand, Malaysia, Singapore, Australia, and New Zealand—to name a few. He and his wife, Kristy Rae, and their new baby make their home in Phoenix. When Wilcox isn't on a conference call to the far reaches of the world, he loves playing Ultimate Frisbee.





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