

BYU MARRIOTT SCHOOL OF BUSINESS

2020 Annual Report





In today's constantly evolving world, the ability to not only adapt but also thrive is rare yet essential for individuals who are committed to leading the way forward. With the support and guidance of our exemplary faculty, BYU Marriott students and alumni continue to learn to identify all that is possible—and they achieve it. In addition, they combine their high expectations for themselves and those around them with a distinctive understanding that leading is an act of stewardship.

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MIRACLES Under a MICROSCOPE



By
Clarissa McIntire
Photography by
BYU Photo



How BYU Marriott Coped with—and Conquered—the COVID-19 Challenge

During the “great toilet paper shortage of 2020,” as **Jonathon Wood** calls it, Wood found himself checking with BYU Marriott students to see whether they had enough tissue and hand sanitizer—not something he ever imagined would be on his list of responsibilities as managing director of BYU Marriott’s Whitmore Global Business Center (GBC).

But during the COVID-19 pandemic, his students’ needs had shifted. As countries around the globe declared national emergencies and the world got a crash course in epidemiology, many students worried about learning online, encountering financial struggles, or losing opportunities. And their concerns were valid. While more than 800 students had been signed to postgraduation positions as the end of the Winter 2020 semester neared,

80 graduate and 190 undergraduate students lost or couldn't find full-time work, and more than 500 students still needed summer internships. For many students, uncertainty about the future spread, as infectious as a virus itself.

To fight the myriad, large-scale effects of COVID-19, scientists around the world studied miniscule coronavirus particles through electron microscopes to learn more about them. In a similar strategy, BYU Marriott faculty and staff focused on connecting with each student individually—looking at them through a microscope, if you will. In an early 2020 request to alumni and friends to help students find aid, opportunities, and moral support during the pandemic, BYU Marriott dean **Brigitte C. Madrian** acknowledged the critical need to serve and sustain students at such a crucial point in their careers. “If ever there were a time we need miracles,” she wrote, “it is now.”

Internship Improvisation

Something extraordinary certainly did happen when it came to finding work and internships for students who lacked them. Due to a generous alumni response and resourceful networking, many of the students in need of full-time work were able to secure positions in their fields. And an innovative program put together in record time gave students a nontraditional, though equally beneficial, option in place of conventional internships.

“Through a collaborative effort, we created a program called the summer experience, which was initially organized to assist students who had lost their internships as a result of COVID-19 and to place them with another company,” says **Miguel Pomar**, director of employer engagement in BYU Marriott's Business Career Center. “Some of these companies were funding these positions, but many of them were not. We offset the cost and paid for those students' experiences through the donations made by friends of the school.”

Through the summer experience program, more than seventy students successfully completed internships and gained much-needed experience. Networking with companies and securing positions for those students “helped us stretch in ways we've never done before to prepare our students,” Pomar says. “This gave us a lot of confidence that when we bring

our hearts and minds together to find solutions, we can put together amazing miracles.”

International Aid

For international students and the BYU Marriott employees dedicated to supporting them, the pandemic threw things out of order. “Policies on international-student internships changed, and that left a lot of students feeling extra stress,” Wood says. Each student's situation was different, though many had similar questions: Will I be able to work in the United States over the summer? Will I need to return to my home country? If I am out of the country, will I be able to come to campus in the fall?

“It was all about working with these students to understand the regulations and the rules and trying to find creative solutions,” Wood explains. Employees managed details that ranged from ensuring students had basic needs, such as food and sanitation products, to negotiating more complex issues, such as housing.

As the pandemic persists, the personnel of the GBC continue to help international students through challenges that arise. “I can't even remember, at this point, all of the different little details that we've had to work through to keep people safe and happy and healthy,” Wood says. “There are definitely extra hours and extra work, but we like doing it. It's a labor of love for us.”

Online Overhaul

Putting in extra hours is something **Melissa F. Western**, associate professor and Rachel Martin Faculty Fellow in the School of Accountancy, also knows a lot about. She estimates that since March 2020, teaching has taken up 30 percent more of her time—and for Western and other BYU Marriott professors engaged not only in teaching but also in research, service, and other responsibilities, that's a significant increase. But the returns, Western says, are worth it.

“When we transitioned to online learning, we redesigned our whole Canvas site, working with BYU Online to develop high-quality, visually appealing content,” says Western, who teaches

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in the intense junior core. “Rather than saying, ‘Here’s a list of what you need to do,’ we created navigation modules, animations, and videos—things that allow students to learn the content when they’re ready to learn.” The redesign aimed to negate many issues related to remote learning, including troubles with internet connection, imperfect learning environments, or fewer opportunities to interact with the instructor.

“It’s been an enormous amount of work, but it works well,” she continues, noting that it even improved student experiences in some aspects, such as content mastery. “You take an extremely hard topic and make it into a cartoon, and students can watch that cartoon as many times as they need until they get it. Overall, that’s how we’ve tried to support students—committing to redoing the content in a way that meets their needs.”

Transforming the Tanner

Online learning tools weren’t the only things that got a makeover in the last year. The Tanner Building also underwent significant alterations to provide students with the safest environment possible when BYU transitioned to blended classes for fall 2020.

“The students needed to have a way to be instructed safely in person and virtually,” says **Barb Hehl**, facilities manager and executive assistant in the Deans Office. Working alongside the school’s Building Care personnel as well as BYU’s Space Management, Carpenter Shop, and Air Conditioning Shop, the facilities management team reduced existing seating capacity by about 75 percent and ensured the building would be sanitary, safe, and well ventilated. Team members calculated maximum capacity for each space to comply with social distancing guidelines; adapted large areas, such as hosting rooms, into classrooms; removed and stored unnecessary desks and furniture; and developed road maps for safe pedestrian traffic flow.

“So many people came together to put things in place,” Hehl says. “It was a COVID-19 miracle that we were prepared in time for the students to arrive.”

Socializing Through the Screen

Logging into collaboration platform Slack is usually how the average weekday begins for **Tom Meservy**, associate professor of information systems and faculty advisor to the Association for Information Systems (AIS). After addressing student questions, “I go to my blended class, then back to my office and host office hours over Zoom,” Meservy says. “If I have an assignment due that night, I’m usually back on Slack, answering questions. Making myself available for students virtually is important because these are some of the only connections with faculty—and with each other—that students have.”

Discussion boards are only the beginning when it comes to the IS department’s community-building efforts. “When the pandemic began, all of a sudden we were having to do a lot more and be more explicit about how you try to engage with and create a community,” says Meservy. “We’re constantly trying to create that community with our students.”

The key to those community-building efforts? A good imagination and a lot of hard work. Fall 2020 saw club socials featuring games of Scattergories, scavenger hunts, and a talent show—all virtual. Also, as part of a teacher-appreciation event, the AIS student council hosted a photo-caption contest featuring snapshots of faculty members when they were adolescents.

Students and faculty have learned to be innovative in their approaches to connecting with others. “**Gove Allen**, associate professor of information systems, made more than 140 loaves

of bread for our IS-core students,” Meservy says. “And AIS student officer **Spencer Jensen** has done a great job connecting student mentors to mentees and creating a supportive environment. Overall, when it comes to benefitting the next generation of students, we’re going to have a net gain as a result of having gone through this.”

In his MBA courses, William and Roceil Low Professor of Business Strategy **Paul Godfrey** encourages his students to connect socially and spiritually. “A lot of classes have a spiritual thought at the beginning of class, but we’ve expanded that into a talk of about ten minutes or so every class period,” he says. “This gives students the chance to tell us how they’re doing and share some spiritual experiences, because we’re just not getting those opportunities as often as we need to. We’re taking every chance we can get to build each other up as a community—intellectually, emotionally, and spiritually.”

Front Lines of Mental Health

When classes moved online in March, Godfrey made the majority of his course content asynchronous and used class time to meet for thirty minutes with each of his students. “That was not a trivial exercise—over the course of the last two semesters, I’ve spent the equivalent of almost a full work week meeting with students,” Godfrey says. “One of the things I remembered from twenty years ago, after the terrorist attacks in 2001, was that what students needed more than





“We’re taking every chance we can get to **build each other up** as a community—intellectually, emotionally, and spiritually.”

anything else was someone to talk to. So we talked about how the pandemic had affected and would affect them, their families, and their jobs. We moved outside of a classroom mode into a mode of just people talking to each other and being concerned about each other.”

Godfrey and other faculty members have found that they are, as Western says, “on the front lines of students’ mental health.” Stress often causes students to turn inward and push people away, so Western aims to help students relate to one another’s challenges. “I share big failures of mine in class to show students that their experiences are relatable,” she says. “And then I talk about how I overcame them. Students are down, so I just remind them that I’ve been down, we’ve all been down, but there is a way that we can endure.”

Students in the IS department receive a weekly mental health check-in survey, which helps them tap into available resources and keeps faculty and staff aware of student needs. And throughout the pandemic, the BYU Marriott Student Council’s mental health committee has “worked extremely hard to plan events that students would benefit from,” says **Kathryn Sobczak**, a 2020 graduate in strategic management and former executive director of the committee. “The council president and I worked together to make this a standing committee, meaning the mental health committee will have dedicated seats year after year.”

Challenge with Compassion

Cassy Budd, Nemrow Excellence in Teaching Professor in the School of Accountancy, remembers the brief period at the end of Winter 2020 semester, when classes moved online, as her “baptism by fire.”

“Learning how to teach virtually during a global health crisis has been challenging, but it’s also actually been rewarding,” she says. “There are things we’ve learned that I think will carry forward to future years.” One of the things Budd believes she will carry forward is an increased awareness of and responsiveness to her students’ needs, even the microscopic ones.

Budd describes herself as “an exacting professor,” and, like Western, she teaches in the most taxing year of the accountancy program, the junior core. But as Fall 2020 semester kicked off, Budd began exploring a revised approach: reaching out more to her students even as she continued to challenge them.

“I remember thinking to myself that I needed to have a guiding principle for this year that was going to trump everything. For me, that guiding principle has been grace—grace for myself, grace for my colleagues, grace for my students, grace for the whole situation that we are in,” she says. “And though we’ve all got Zoom fatigue and we all miss humanity, there have been some profound results. I’ve been so impressed with the students and their willingness to recommit every day to doing the very best they can.”

A Talent Pool Unlike Any Other: Student Report

Before they've even stepped inside the Tanner Building, BYU Marriott students have distinguished themselves. They have already shown that they know how to work hard, serve others, and set and achieve lofty goals. A BYU Marriott education strengthens their values and work ethic while deepening their knowledge, insight, and compassion.

Growing up in a war-torn Jerusalem, **Jeannine Mosarsa** had a very different childhood from most BYU Marriott students. "I'm a Palestinian," says Mosarsa, who graduated from BYU Marriott's marketing program in 2020. "Going through checkpoints, checking in with soldiers, and not being able to go to a mall because I needed certain paperwork with me was the norm." Despite the political turmoil, "I grew up in a loving home, with a mom and dad who truly cared about our education," she says. "My mom has been an example to me as she has shown me how strong and courageous women are."

After moving away from her family to attend BYU, Mosarsa built a second family with the students and faculty of the BYU Marriott marketing program.

When Mosarsa arrived in Provo, she didn't have a support system. Luckily, she found a home in the BYU Marriott marketing program, attracted in part by the program's combination of creativity and analysis and by the welcoming arms of the Marketing Association. "I started attending Marketing Association events before I even applied to the marketing program, and that's when I fell in love with the community," says Mosarsa. "I didn't think twice before applying to the marketing program."

Before graduating, Mosarsa served as one of the Marketing Association's executive vice presidents. In this role, she helped to develop and maintain the community aspect that she first loved about the club. "Though the work I put in at the Marketing Association could be considerable, I knew I was helping people," Mosarsa said. "I was creating this community that wanted to help each other be successful."

The sense of community in the Marketing Association is reflected in the marketing program as well. "Everybody knows each other in the marketing program, and the program is such a close-knit community," says Mosarsa. "Competition exists, but the competition is about supporting people, not tearing them down."



Student Life



A SEMESTER WITH WALMART

For many people, working at Walmart means restocking shelves and providing friendly customer service. But for BYU Marriott student **Katelynn Hinckley**, a junior double majoring in global supply chain management and Spanish studies, working at Walmart is a bit different. Hinckley's experience began with Dignity of Women in Supply Chain Walmart—a project organized by BYU Marriott's Ballard Center for Social Impact through the Corporate Social Impact course (MSB 491R). Designed to better the lives of women working in factories in Bangladesh, the project appealed to Hinckley because it aligned with her career aspirations and personal values. After completing the course, Hinckley applied to an open internship position at the company's headquarters in Arkansas. She began her internship with Walmart after the Winter 2020 semester.



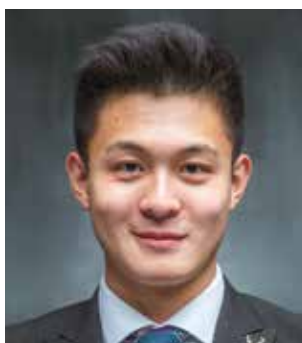
EXPANDING HORIZONS

Many students labor to balance classwork with other responsibilities. However, BYU Marriott entrepreneurship senior **Braiden Day** juggles more responsibilities than the average university student: on top of school and full-time work, Day is also a father to four children, a two-year-old and newborn triplets. The Day family doubled in size when Day's wife, Kylie, gave birth to two boys and a girl in May 2020. Finding time for schoolwork isn't easy for this father of four, but Day finds fulfillment in the things that he's learning at BYU Marriott. "I like studying and practicing entrepreneurship because it involves producing something," he says. "I've enjoyed working in group projects to create something because it feels like we're a hired team coming together to solve problems and identify solutions."



CADET COMMANDERS

During the 2019–20 school year, for the first time, both BYU Marriott Army ROTC and Air Force ROTC cadet commanders were women. Sociology grads **Cathryn Guzzwell** and **Sydney Clark** have had long journeys to becoming leaders, and their positions as cadet commanders have prepared them well for their military futures. During her time as commander, Guzzwell practiced her leadership skills to ensure other cadets were growing in their leadership abilities. Clark focused her leadership skills toward guaranteeing the training in the Air Force ROTC program was compliant with Air Force ROTC's standards and that cadets met the program's objectives.



A CHOSEN PATH

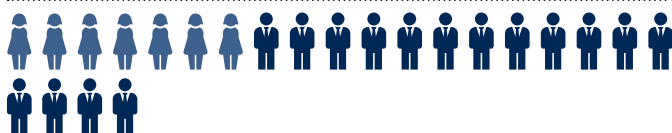
The path **Rocky Wang** took to BYU Marriott began in his home country of China, coursed across the green fields of Scotland and Ireland, and weaved through the snowy grounds of BYU-Idaho in Rexburg before finally bringing him to Provo. Now as a junior in the School of Accountancy, Wang knows his path will lead him to further growth. "I am so grateful that I made the decision to come to here," says Wang, who recently became a leader for 'Ohana, an alumni networking system operated by students in the School of Accountancy. "Our goal is to stay connected with our fellow SOA students both during school and after graduation, like a big family. The School of Accountancy stretches my ability academically and spiritually. My experiences here push me to do things I've never done before and present me with opportunities to grow. My professors provide professional training and connections and elevate their students personally through academic and spiritual support."

BYU Marriott Enrollment: 6,612

BYU MARRIOTT MAJORS: 3,353



PRE-BUSINESS MAJORS: 2,291

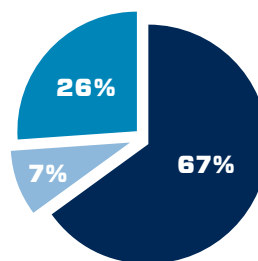


MINORS: 968



One  or  represents 100 students.

Enrollment by Major



GRADUATE (26%)

- 11% MAcc
- 8% MBA
- 4% MISM
- 3% MPA

EXECUTIVE (7%)

- 4% EMBA
- 3% EMPA

UNDERGRAD (67%)

- 15% Finance
- 11% Accounting
- 8% Information Systems
- 7% Experience Design and Management
- 7% Marketing
- 6% Global Supply Chain Management
- 4% Strategy
- 3% Entrepreneurship
- 3% Human Resource Management
- 2% Management
- 1% Therapeutic Recreation Management

Student Report

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MAcc	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of 2020 Applications	507	107	123	197	2,155	3,089
Students Entering Fall 2020	149	52	93	165	1,208	1,667
Female	25%	54%	26%	36%	35%	34%
International	8%	33%	8%	7%	5%	7%
Minority	11%	10%	4%	5%	9%	9%
Married	70%	65%	53%	50%	32%	39%
Returned missionaries	81%	83%	83%	79%	82%	82%
Bilingual	72%	79%	63%	48%	66%	65%
States represented	20	10	19	26	43	45
Countries represented	9	14	8	12	29	41
Undergraduate universities	22	13	2	3	n/a	29
Average age	29	27	23	23	22	23
Average entering GPA	3.57	3.55	3.78	3.77	3.70	3.70
CLASS OF 2020 PLACEMENT	MBA*	MPA*	MISM	MAcc	UNDERGRAD	WEIGHTED AVG.
Average Starting Base Salary	\$108,371	\$55,318	\$83,579	\$59,289	\$60,049	\$67,456
Placed at Graduation	74%	35%	93%	94%	79%	81%
Placed by 3 Months after Graduation	92%	57%	96%	94%	89%	90%

* Does not include Executive MBA and Executive MPA entrants.



Collaborating for Impact:

Education Report

Learning how to work together—both in and out of the sandbox—is nonnegotiable in today’s world. Our students enjoy opportunities throughout their time at BYU Marriott to develop teamwork skills. Collaborating with others—whether in person or virtual—is an essential focus in and out of the classroom, during internships and competitions, and at club and association events.

Whitney Johnson had never hired a BYU Marriott intern before. But when the founder and CEO of WLJ Advisors, a four-year-old management consultancy startup, received a plea from Dean **Brigitte C. Madrian** asking for help, her response was swift.

“My immediate thought was, ‘We’re going to help. We’ll take some interns. I’m not sure how we’ll use them, but we’ll use them,’” says Johnson, who is also a member of BYU Marriott’s National Advisory Council (NAC).

One of dozens of NAC members and BYU Marriott alumni who responded to



the dean's email asking to create and identify internships and jobs, Johnson says she initially felt that she had been called on to help, "but the fact is, we were the ones that received the help."

Johnson and project manager Jennifer Brotherson, who was assigned to oversee the WLJ interns, went through a careful matching process to select their interns. "We looked at what skills the students had and what skills they wanted to develop," Johnson explains. "And we looked at our needs."

Ultimately, says Brotherson, "we wanted to make sure that their efforts

would build and strengthen our programs, but we also wanted to help them build skills they were interested in."

Brotherson worked with ten BYU Marriott interns in total. The interns, who all worked remotely, were assigned to projects in tech development, book research, and marketing. They worked independently but collaborated often, meeting on Zoom with each other and WLJ employees as needed.

"The interns were committed, they showed initiative, and they wanted to learn," Johnson reports. "They made presentations and, in some instances, went

beyond even what we'd asked of them. They wanted to help WLJ grow, and they used the autonomy we gave them to actually develop the projects in ways we hadn't anticipated. They delighted us and surprised us."

WLJ Advisors hosted two more student interns in fall 2020, and Johnson plans on continuing to host interns moving forward. "We're fans," she says. "We will have BYU Marriott interns at all times. Their contributions allowed us to advance projects that wouldn't have progressed for months. We couldn't have asked for more."

Experiential Learning Programs:

Summer Experience Program Roundup

In response to BYU Marriott's call for help in identifying or creating summer experiences, forty-four companies responded with virtual internships for seventy-four BYU Marriott students. Here are three vignettes from the summer experience.



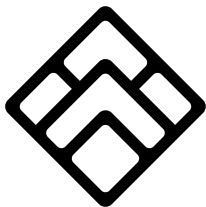
SUMMIT VENTURE STUDIO hosted three BYU Marriott students: one information systems undergraduate, one strategy undergraduate, and one information systems graduate student. The interns shouldered a variety of responsibilities, says **Taylor Bench**, managing director at Summit Venture Studio, which focuses on licensing software technologies created by university professors

during their research. The students worked closely with management to unpack and document the vetting and analysis process, and worked as project managers for software inventions coming into the studio from various university professors. "This entailed completing the information intake process, initial market and technical analysis of the software solutions, creating a report and presentation about the solution, and then presenting their report to the inventing professors with the managers of the studio," Bench explains. "All three of the BYU Marriott students did a fantastic job. In fact, they did so well that we offered them part-time jobs. What stood out to me as I was working with the students was their work ethic and desire to produce good work."



UNICORN REVENUE OPERATIONS hosted two BYU Marriott students. "We had them do both client and nonclient work," says **Austin Bankhead**, founder and president of Unicorn Revenue Operations, a company that helps rapidly growing tech companies build a strong revenue operations function. "They conducted competitive research for a startup client, conducting website research, synthesizing a perceptual map of competitors, and created a summary slide for each competitor. For nonclient work, they researched providers of different elements of the technical stack used in Revenue Operations. I assigned them software categories, and they researched the work and even participated in demos." Other tasks included making presentations and managing large data sets in Excel. "The students performed extremely well," relates Bankhead. "The competitive research for the startup was well received, and the pricing research helped a client formulate a new pricing model and program." Bankhead even invited

one intern to come back and help on a new client assignment. "I was impressed with and grateful for the program," Bankhead says. "It was a win for the students, giving them needed career experience and the opportunity to earn money. And it was a win for Unicorn because the interns helped us provide better service for our clients."



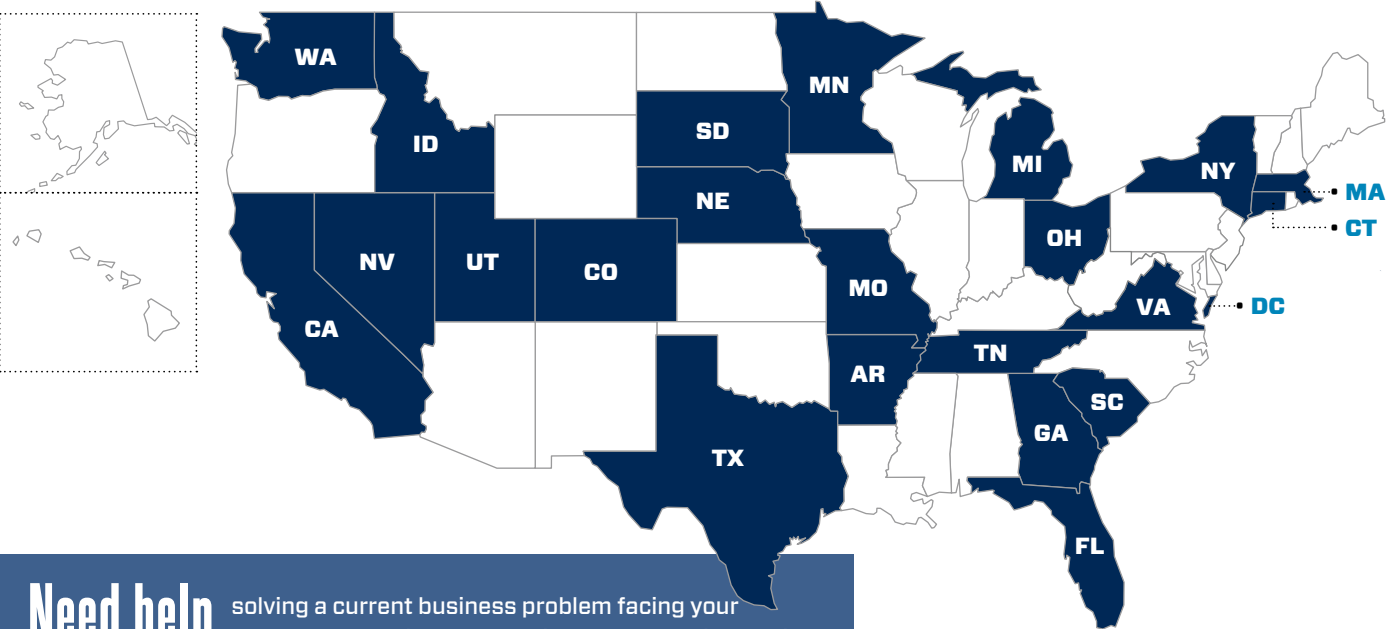
AMPELIS

AMPELIS and **AMPELIS RECOVERY AT HOBBLE CREEK** hosted three BYU Marriott students: one accounting intern, one strategy intern, and one business development intern. "The students took a big load off our shoulders," reports **Reed Davis**, partner at Ampelis, a health and wellness company that owns and operates an addiction recovery program. "They brought new insights and perspectives to our business, which we implemented. Our business is better today because of their work." All three interns stayed on as part-time employees until school started or until they started full-time employment. "I think many BYU Marriott students pursue big brands or big firms, so smaller, local companies like ours are overlooked when they are looking for internships or jobs," Davis continues. "Because of this program, we were able to get extremely talented interns to work with us, and they enjoyed the jobs so much that they stayed. Hopefully more students will consider working or interning for smaller, local

companies, because they could make a bigger impact and be recognized for that impact more than at a big-brand company. I look forward to working with and hiring more interns and graduating students."

Undergraduate On-Campus Internships

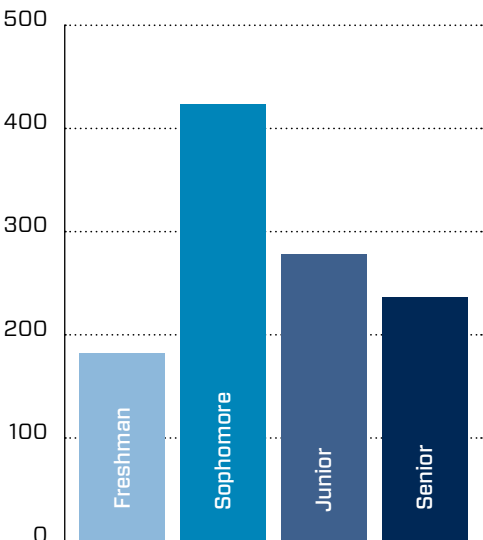
Sponsoring Company Locations by State



Need help

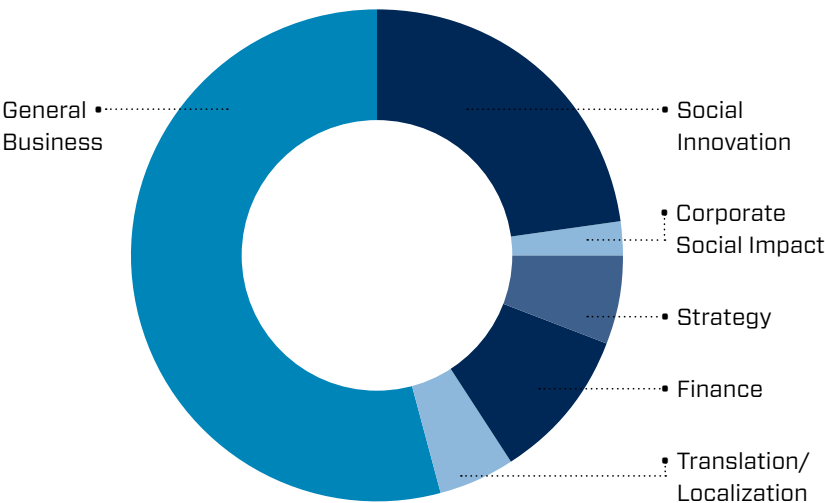
solving a current business problem facing your company? Consider sponsoring a BYU Marriott project. Visit ocis.byu.edu or email dhollan@byu.edu for additional information.

Number of Participating Students: **1,119**



Number of Company-Sponsored Projects: **253**

PROJECT EMPHASIS





Great Teachers, Exceptional Scholars:

Faculty Report

BYU Marriott faculty members are extraordinary. Their commitment to quality research and teaching is matched only by their genuine concern for the success and well-being of each student. Whether they are teaching in a classroom or consulting with students one-on-one (online or in person), our faculty members create opportunities for learning at every level.

Through the years, **Hal Heaton**, BYU Marriott's Denny L. & Jerri Brown Professor of Finance, has gained a reputation for rigorously challenging students as they present their case-study positions in class. His motivation for a tough classroom stance? Heaton wants students to walk away from his course feeling confident encountering new situations and addressing difficult questions.

"In the real world, you have to be able to quickly learn about an area you don't know anything about," he says. "My students do that every day in my classes."

Stepping into the unknown is a familiar concept to Heaton. While teaching at BYU, Heaton had the chance to fill in for a training instructor who was supposed to meet with business executives in New York City. "I got no sleep during the days prior to the training," says Heaton. "I was right there on the edge of my understanding." Despite his fears, he took advantage of the opportunity to teach and interact with business executives. To Heaton's surprise, the training went so well that he was asked to return.

Heaton's desire to teach students began when he was a child growing up in Utah. While in elementary school, he wanted to teach at an elementary school; while in junior high, he wanted to teach at a junior high school. "I gradually moved up the chain until I realized what I actually wanted to be was a professor teaching at a university," says Heaton.

He received his undergraduate degree in mathematics in 1975 and his MBA in 1977, both from BYU. After Heaton graduated from Stanford with his PhD and started teaching at Harvard, he learned about the Harvard case study method. When he came to BYU, he continued teaching that same approach.

Students prepare case studies in groups before class, guided by specific questions in the syllabus. During class, he asks individuals how they determined answers to the preparation questions. When students present their solutions, Heaton intensely argues against their solutions. "My students fondly call this method the Heaton Beatin' because they know they have to defend their position—and it's not easy," he says.

Faculty News



EMERGING SCHOLAR AWARD

Ben Lewis, an associate professor in the Department of Management, recently received the Emerging Scholar Award from the Organizations and the Natural Environment division of the Academy of Management. The Emerging Scholar Award is given annually to early-career academics

who have made outstanding research contributions and who have strong potential to continue making such contributions. “To me, the award is a reflection of the type of high-quality scholarship that is typical of all BYU Marriott professors,” says Lewis. “Awards like these are a symbol of the outstanding research culture that has been accruing for decades at BYU Marriott. I’m grateful to be part of that growing trend.” Lewis’s research primarily addresses how firms strategically respond to ratings and rankings, particularly those that evaluate a company’s social or environmental performance. “This research is important because it provides knowledge to business managers who wish to understand how to strategically manage their firm’s reputations,” he says.



TWO DECADES OF MENTORING

Doug Prawitt, director of the School of Accountancy, was recently awarded the KPMG Mentoring Award from the American Accounting Association. The KPMG Mentoring Award recognizes a mentor who has significantly impacted the lives of accounting students for at least

ten years. Prawitt has worked with students at BYU Marriott for double that length of time. “I am honored to receive the KPMG Mentoring Award,” says Prawitt, who is also BYU Marriott’s LeRay McAllister/Deloitte Foundation Distinguished Professor. “I often describe my work as both a teacher and mentor as helping people fulfill their potential and achieve their goals. I am grateful to receive this award because it acknowledges my efforts, as humble and simple as they may be, to be of service to my students.” The successes and accomplishments of an individual’s former students is an important part of the criteria for this award, and many of Prawitt’s students have led notable and impressive careers.



A MEMBER OF THE IABS FELLOWS

Brad Agle, the George W. Romney Endowed Professor, has been elected as a Fellow of the International Association for Business and Society (IABS). His election to this distinguished group comes as a result of years of dedication and contribution both inside the classroom and

in the world of business scholars. This election is personally momentous to Agle, who teaches ethics and leadership. “The IABS Fellows are a group of senior scholars I’ve known and looked up to my entire career,” he says. “Having my professional colleagues acknowledge my career accomplishments and service in this way was deeply meaningful. Becoming a member of the fellows is particularly significant to me because my career has largely paralleled the development of the IABS. I gave my first academic presentation at the first annual conference of the IABS as a second-year doctoral student in 1990.”

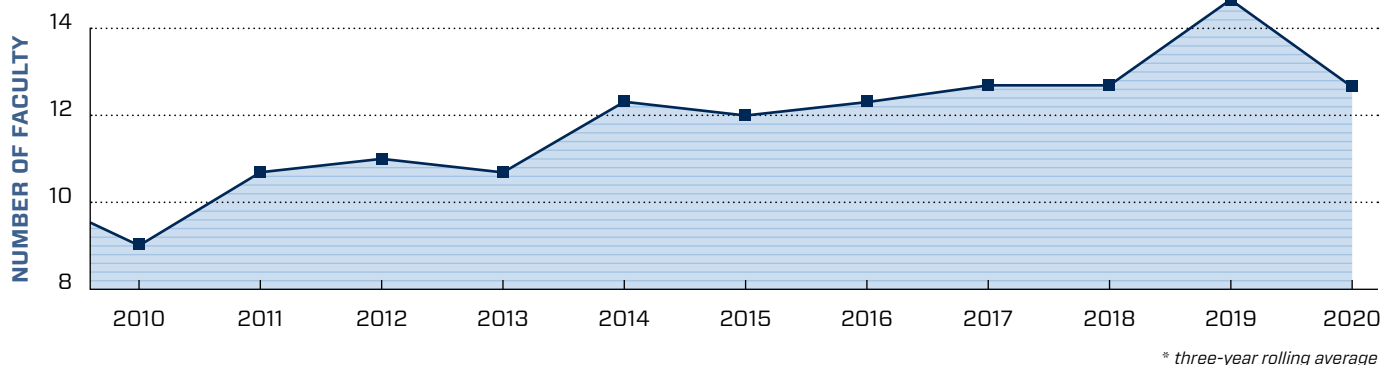


MINORITY ENTREPRENEUR RESEARCH RECOGNIZED

Glenn Christensen, an associate professor of marketing and Garrett Research Fellow, has been recognized with his colleagues for their research on minority entrepreneurs and the challenges those entrepreneurs face when trying to acquire funding.

The researchers received the AMA-EBSCO Annual Award for Responsible Research in Marketing from the American Marketing Association and were named finalists for the first-ever Bradford-Osborne Research Award from the Foster School of Business at the University of Washington. “As researchers, my colleagues and I try to find answers to questions that shape the world around us,” says Christensen. “Seeing our work honored in this way reaffirms to us that we are tackling important issues and seeking answers that could potentially make a difference in the lives of vulnerable members of our community.” Christensen’s research looked at the effects that restricted choice in financial decision making had on minority entrepreneurs, particularly on the self-esteem of people in these groups.

Top-Tier Journal Publications by BYU Marriott Faculty*



Faculty Awards

PROFESSORSHIP

Albrecht, W. Steve
Andersen Foundation
Ardis, Glenn D.
Beesley, Horace Pratt
Brown, Denny L. & Jerri
Call/Deloitte
Cherrington, J. Owen
Christensen, Don M. & Arda Jean
Covey, Stephen Mack
Deloitte
Driggs, Douglas & Effie
Edwards, William F.
EY
EY
Ford/Cook
Garrett, J. Earl & Elaine
Hardy, John W. & Nancy S.
Hill, Ned C.
Jones, Alice Belle
KPMG
LeRay McAllister/Deloitte
Low, William & Roceil
Marriott
Mary & Ellis
Meyer, Fred G.
National Advisory Council
Norm & Cindy Nemrow
Excellence in Teaching
Passey, James M.
Peery, H. Taylor
Peterson, Joel C.
PwC
Romney, George W.
Second Mile
Smith, Robert J.
Sorensen, David E. & Verla A.
Staheli, Donald L.
Staheli, Donald L.
Stone, O. Leslie & Dorothy C.
Thorsell, Hazel Speirs
White, Georgia

2020-21 RECIPIENT

James D. Stice
 Scott L. Summers
 Michael S. Drake
 Jeffrey H. Dyer
 Hal B. Heaton
 Brian C. Spilker
 Stephen W. Liddle
 Michael J. Swenson
 W. Chad Carlos
 Monte R. Swain
 Bonnie B. Anderson
 Grant R. McQueen
 L. Scott Hobson
 T. Jeffrey Wilks
 Keith P. Vorkink
 Neil R. Lundberg
 Jacob R. Thornock
 Todd V. Mitton
 Kristen B. DeTienne
 F. Greg Burton
 Douglas F. Prawitt
 Paul C. Godfrey
 Brigitte C. Madrian
 Mark F. Zimbelman
 R. Bruce Money
 Kim B. Clark

 Cassy J. Budd
 Barrett A. Slade
 Taylor D. Nadauld
 James C. Brau
 Earl K. Stice
 Bradley R. Agle
 Craig B. Merrill
 William B. Tayler
 Karl B. Diether
 John B. Bingham
 S. Thomas Foster
 W. Gibb Dyer
 Scott E. Sampson
 Tyler Shumway

FELLOWSHIP

Albrecht, LeAnn
Alumni
Alumni
Andersen Foundation
Ardis, Glenn D.
Boyer, Selvoy J.
Brown, Denny L. & Jerri
Christensen, Don M. & Arda Jean
David & Knight
Deloitte
Edwards, William F.
Farr, Loran
Ford/Cook
Ford/Cook
Garrett, J. Earl & Elaine
Garrett, J. Earl & Elaine
Goldman Sachs
Grant & David
Grow, Stewart L.
Grow, Stewart L.
Jones, Warren F. & Alice B.
Jones, Warren F. & Alice B.
Martin, Rachel
National Advisory Council
National Advisory Council
National Advisory Council
Peery, H. Taylor
Perry, Lee Tom
Romney, George W.
Romney, George W.
Sorensen, David E. & Verla A.
Sorensen, David E. & Verla A.
Thorsell, Hazel Speirs
Vest, Kristine V. & Randy J.
Warnick/Deloitte
White, Georgia
White, Steven V.
Whitman, Robert A. & Wendy
Whitman, Robert A. & Wendy

2020-21 RECIPIENT

Gregory S. Anderson
 Mathew D. Duerden
 Ryan S. Elder
 David A. Wood
 Timothy A. Seidel
 Thomas O. Meservy
 Colbrin A. Wright
 Jeffrey P. Dotson
 Mark J. Keith
 Melissa P. Larson
 Joshua A. Lee
 Shad S. Morris
 Nile W. Hatch
 Benjamin C. Iverson
 James B. Oldroyd
 Glenn L. Christensen
 Peter M. Madsen
 Ryan D. Pratt
 James E. Gaskin
 Bradley P. Owens
 Eva M. Witesman
 Curtis D. LeBaron
 Darron M. Billeter
 Melissa C. Lewis Western
 Patti A. Freeman
 David G. Kryscynski
 Troy R. Nielson
 Brian H. Boyer
 Daniel C. Snow
 Robert K. Christensen
 Jeffery A. Thompson
 John W. Gardner
 Lori L. Wadsworth
 Cynthia J. Blair
 Jeffrey L. Jenkins
 Steven D. Smith
 Jeffrey S. Bednar
 Eric C. Teel
 Benjamin M. Galvin
 Robert J. Jensen

Signature Leadership Style:

Alumni Report

Whether working in companies, serving in communities, leading in families, or influencing neighbors and friends, our graduates live in exceptional ways—sometimes in the public arena and often in private spaces. Their BYU Marriott education sets them apart as individuals who solve problems and reach goals while caring about others and making a positive difference in the world.

While the COVID-19 pandemic introduced new challenges for almost everyone, few can say it drove them to sleep in a sleeping bag on the floor of their home office or to work 120 hours a week. However, for BYU Marriott EMPA 2019 graduate **Russell Harrington**, such a situation was both a reality and a necessity.

Harrington works as the missionary travel manager for The Church of Jesus Christ of Latter-day Saints. At the beginning of the pandemic, Harrington and his team were tasked with finding flights



home for more than thirty thousand Latter-day Saint missionaries. Because they had occasionally been required to extract missionaries from dangerous situations previously, the team members were well acquainted with urgency. However, they had never faced a task quite as daunting as a global pandemic.

Accomplishing this assignment was an all-day, all-night commitment. “I had a sleeping bag on the floor in my home office, and I would just center my computer in front of me, lie down to rest, and get interrupted thirty minutes later with

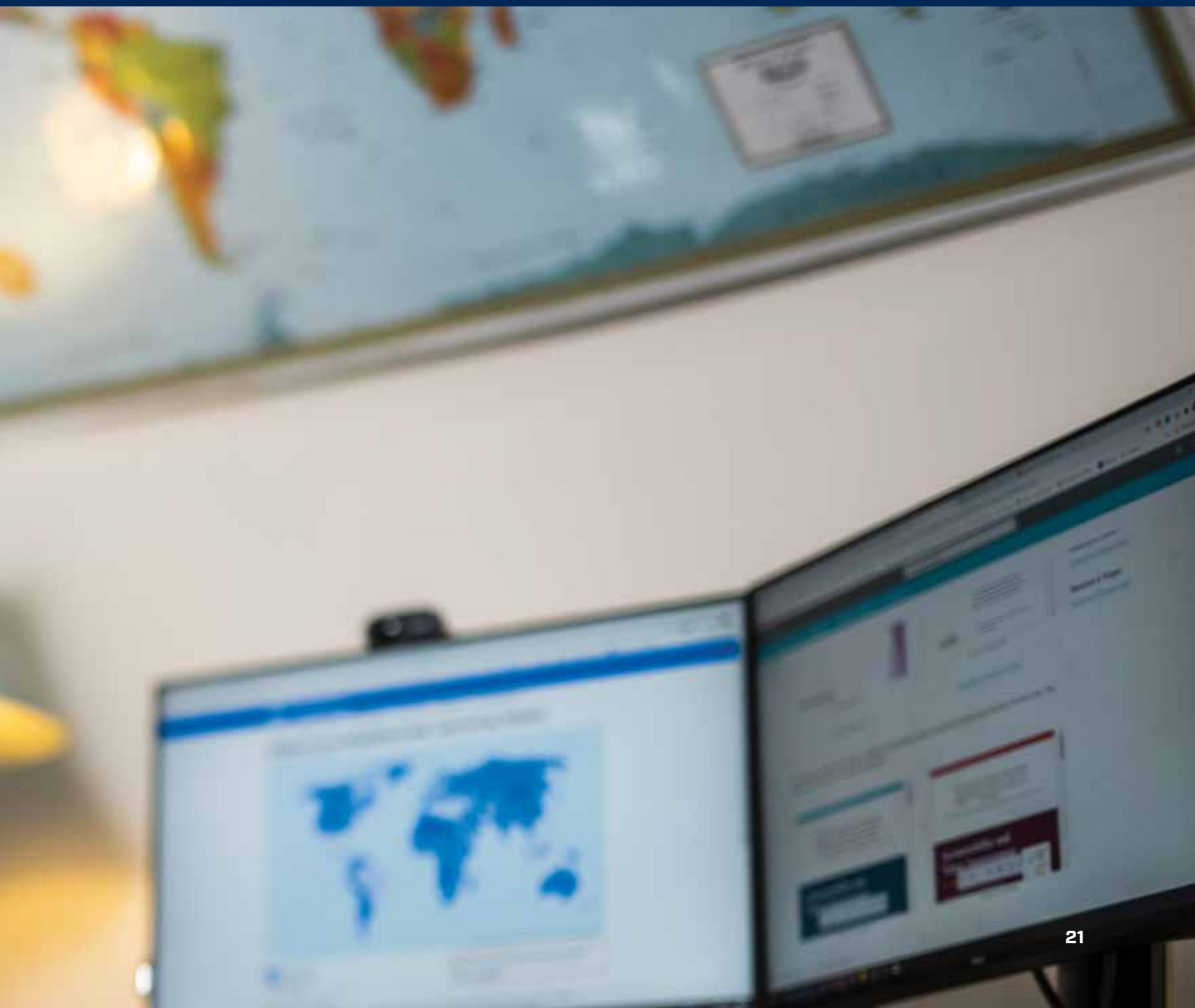
an urgent phone call or email or message,” he says.

Harrington’s team experienced several unique challenges, one of which was getting more than one hundred missionaries who were serving in West Africa back to their home countries in the Pacific Islands.

“Most of the islands had closed their borders because they were so worried about their small islands being overrun with the virus,” he explains. “Thankfully, the consul general for Australia heard about our situation and directed

her team to process visas so the missionaries could travel to Australia. They processed more than one hundred visas within a twenty-four-hour period. Normally it takes about three to four months to process that many visas.”

Harrington feels that his experiences at BYU Marriott prepared him to lead his team during this crisis. “If I could sum up all of the skills I gained at BYU Marriott into one attribute, it would be confidence,” he says. “I gained the confidence that I needed to help lead my team in missionary travel.”



Alumni Updates



2000

Graduation day is a time to celebrate the end of one journey and the beginning of another. For **Becky Darrington Rogers**, graduation day happened to coincide with a doctor's appointment for her first pregnancy. Twenty years later, she lives in Billings, Montana,

and strives every day to balance her career and her family. Rogers graduated from BYU Marriott in 2000 with a degree in business management and an emphasis in organizational behavior. Currently, she works as operations director at Big Sky Economic Development, which provides business growth and community development services for Montana's Yellowstone County.



2013

"Strategy teaches you how to think and act like a leader," says **Matthew LeBaron**, a 2013 BYU Marriott strategy grad. "Strategy determines what businesses are going to do and how they approach competition." After earning an MBA and a master of computer and

information technology degree from the Wharton School of Business at the University of Pennsylvania, LeBaron got a job as a senior associate at Strategy&, where he consults with groups that make recommendations for the technology and strategy aspects of business.



2013

From riding elephants in India to exploring Machu Picchu, **David Paradiso** has enjoyed adventures around the world. However, he wouldn't have had these experiences—or his career opportunities in social impact at Maj Invest—without his BYU Marriott education.

Originally from Argentina, Paradiso entered the MBA program in 2011 as a recipient of the Cardon International Scholarship. Paradiso says he committed "not only to gain an education and improve my skills but also to put those skills to good use in other areas of the world where the Church is not as strong and where ethical leadership is needed."



2014

Kent C. Dodds had one goal when he graduated from BYU Marriott in 2014 with his master's degree in information systems management: impact the world by creating software. After working at PayPal as a JavaScript engineer for three years, he has become a speaker

and educator with a significant social media audience, and he now encourages his listeners to create their own positive impacts. He recently launched Epic React, an online course that teaches how to use React, a JavaScript framework created by Facebook for building user interfaces on the web.



2018

When **Macie Briggs Duncan** experienced Disneyland for the first time at age fourteen, she knew her life had been forever changed; she wanted to create memorable experiences for others in her future career. Now a 2018 alum from BYU Marriott's experience design

and management program, Briggs Duncan recently moved to Ohio with her husband while he attends grad school. She works as an activity coordinator at McGregor PACE, a senior day center. She takes pride in creating joyful experiences for her clients and credits much of her success to BYU Marriott's ExDM program. "I am planning activities for people, activities that enrich their lives."

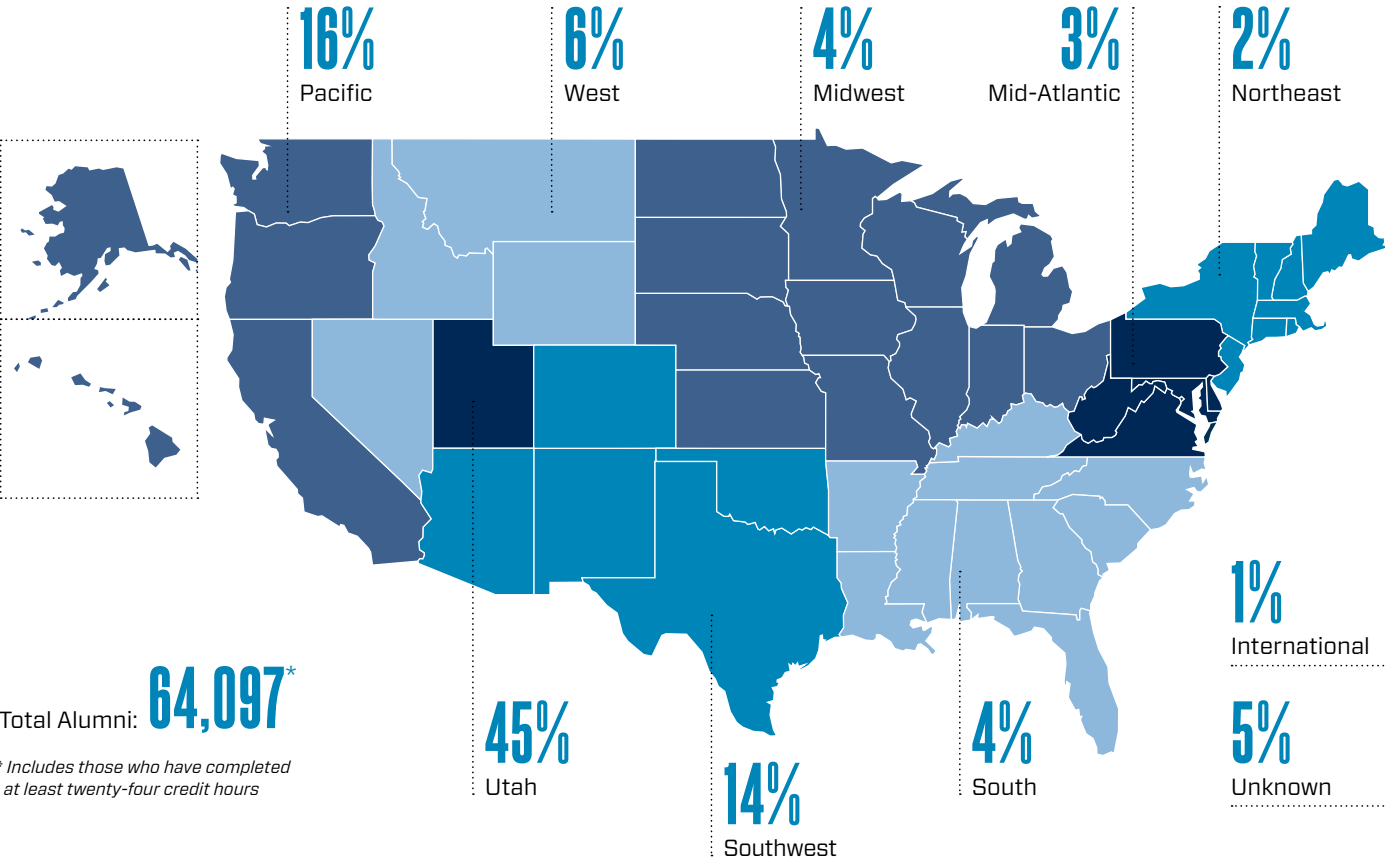


2019

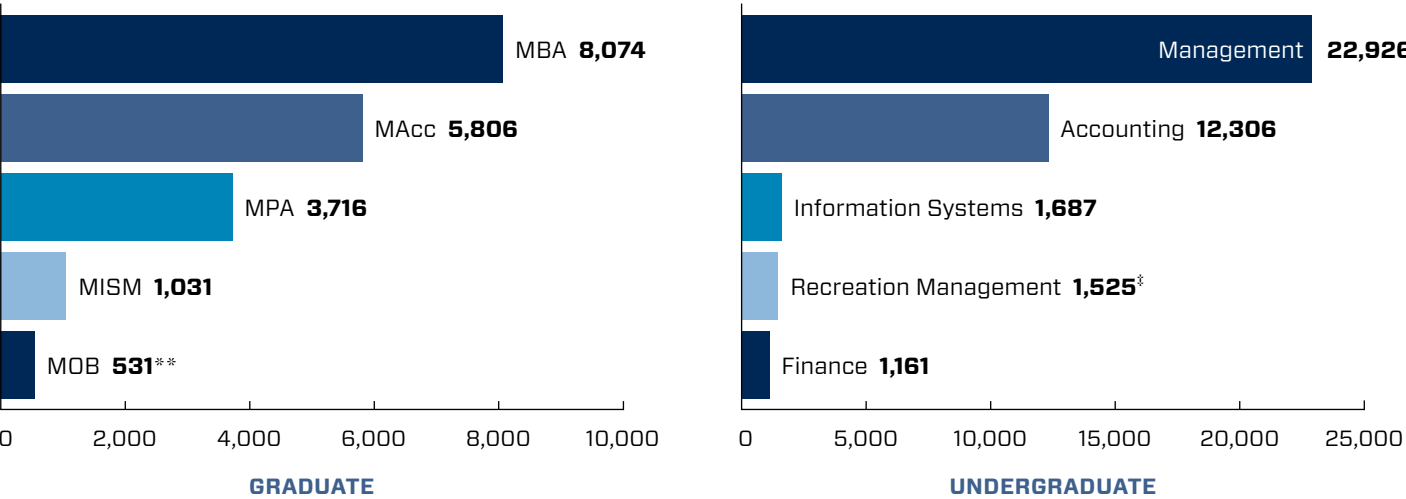
At the time **Noelani Wayas** applied for the EMBA program, she worked full-time and was a single mother of two sons. She knew that pursuing an advanced degree would be a challenge, but she seized the opportunity, often making sacrifices in order to complete her

schoolwork. She wanted to show her children that they could do anything with faith in God. Now working as director of BYU Marriott's ExDM career services, the 2019 grad says, "I wanted my kids to see that regardless of what life's circumstances bring you, you can pursue your dream. The Lord will provide ways to accomplish anything that's in His plan."

Where BYU Marriott Alumni Reside



Degrees Granted from 1922 to 2019



NOTE: These charts are not a comprehensive list of all degrees that have been offered by BYU's business school.

** The MOB degree is no longer offered. The BYU Marriott MBA program now offers an OBHR major.

† Includes new majors: entrepreneurship, global supply chain, human resources, marketing, and strategy.

‡ Includes new experience design and management major. Does not include degrees awarded before the program joined BYU Marriott in 2009.



A Sacred Stewardship:

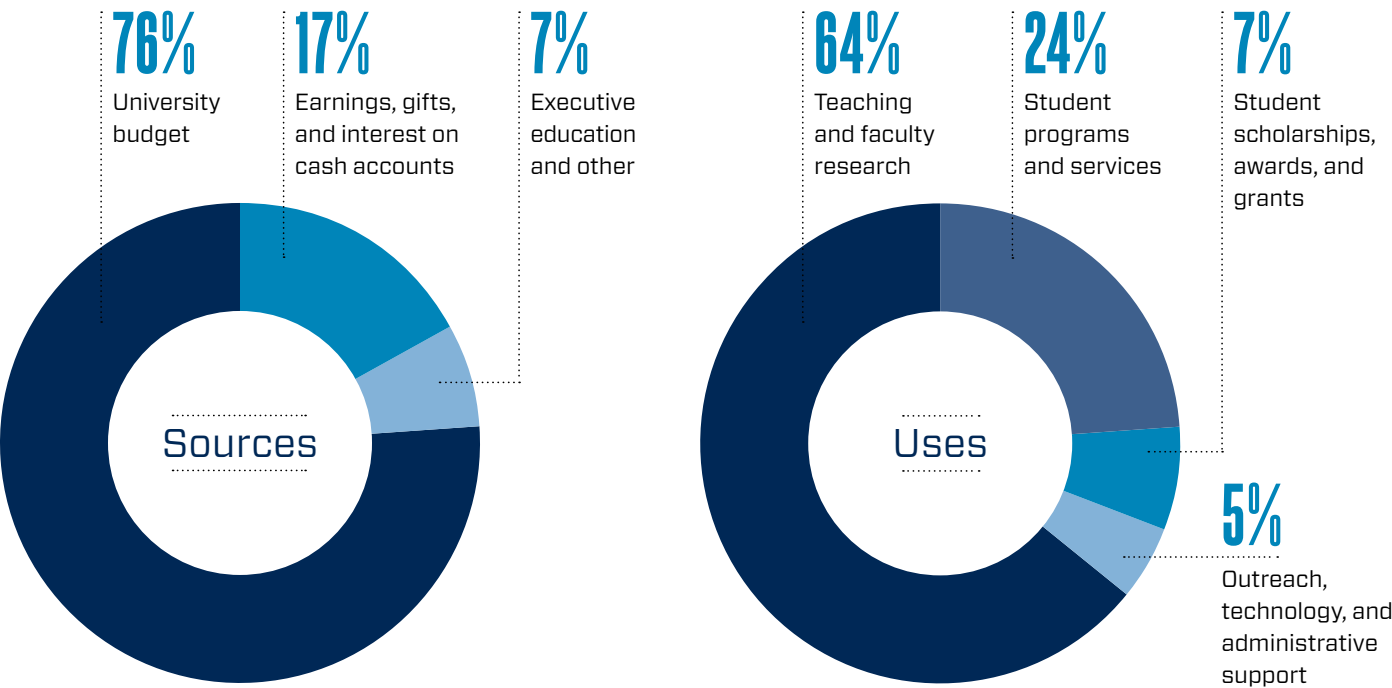
Donor Report

Every donation from our BYU Marriott family and friends—whether a gift of time, knowledge, or money—is handled carefully. Thank you for your constant support. Our mission to develop “men and women of faith, character, and professional ability” would be impossible without you.

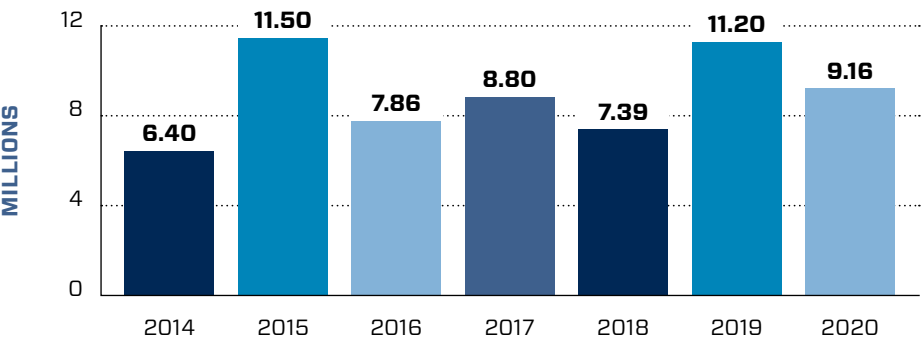
This was definitely a different year because of the pandemic. A lot of companies shut down, and internship opportunities for me and other students were limited. I’m thankful to the donors and the BYU Marriott team for their incredible effort in putting together the summer experience program. I had an invaluable learning opportunity that I can add to my résumé, and I’m grateful for the financial help the program provided to me and my family. The experience has inspired me to contribute as well when I’m in a position to do so.

Wellington Passos
MBA student

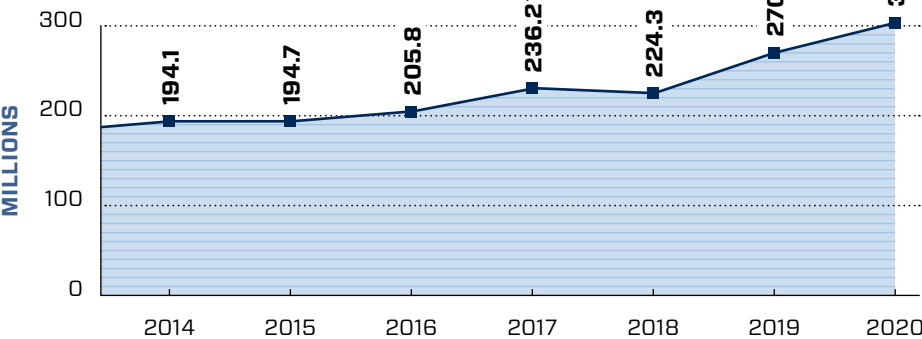
Cash Flows for Operations



Contributions from Alumni and Friends



Endowment Growth



* Adjustment from previous amount

Current Fundraising Priorities

- BYU Marriott Dean's Student Priority Fund
- Experiential Learning (Learn. Do. Become.) Endowment
- Ballard Center Student Support Endowment
- Rollins Center Student Support Endowment

For more information on giving opportunities or to donate online, please visit **marriott.byu.edu/giving**.



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