

MARRIOTT

ALUMNI MAGAZINE







MARRIOTT

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◀ THE TANNER BUILDING ADDITION ATRIUM ERUPTED WITH CHEERS AND
"HAPPY BIRTHDAY TO YOU" ON 3 APRIL TO HONOR A SURPRISED J. WILLARD
MARRIOTT JR., EXECUTIVE CHAIRMAN OF MARRIOTT INTERNATIONAL. MARRIOTT
WAS ON CAMPUS TO GIVE A BYU FORUM ADDRESS THE WEEK FOLLOWING HIS
EIGHTIETH BIRTHDAY. LOOK FOR EXCERPTS FROM HIS SPEECH IN OUR FALL ISSUE.
PHOTO BY MARK PHILBRICK.

**OVERHEARD
IN THE
TANNER**

I have a dog named Audit. That's odd. Does he do your taxes? • I never go to the Wilk. I kind of forget what's in there. Yeah, welcome to life at the Tanner Building. I go to the Tanner, and I walk home. That's my life. • We need a group of students who want to invest in a wedding cake business, and then our capital will be set. It'll be the best wedding cake establishment this town has ever seen. • You're all dressed up today; you look good. Thanks, I feel good, but this is normal dress for business students. We just like to look good. It must be something in the air of the Tanner Building. • I was talking to my buddy, and we decided the more squiggly the state lines are, the more cultured that area is. So places like Utah—come on, get out of here. • The internship between your junior and senior year is critical. The second you get back from sophomore summer break, you need to do some steroid networking to land a great internship. • International business is so much fun. Check out these Hello Kitty sushi chips. Do you think these would sell in America? • That kid looks like a ten-year-old. He's either a freshman or one of those geniuses who come to college early. • One time I saw \$5 on the stairs in the Tanner Building. I feel so guilty picking up money off the ground at BYU because people are always telling stories about being desperate, finding money, and how it changes their lives. • I have a Twitter, but I don't follow anyone and no one follows me. You should follow me because I post pictures all the time. • When we get married and have kids, they're gonna have cool names, like Carmello and Lebron. • Just say you're in finance, and no one will ask about your grades. What is that supposed to mean? I don't know, but it works. • You have to work at culture, because you can't just figure it out. That's the problem with Americans in international business: they don't do their research. • If all of these techniques point to one answer, it's like a slam dunk for our team. It's like a Blake Griffin slam dunk. • Looking at these numbers, would you say that would be called a phenomenal investment? Yeah, it's called Microsoft. • Dude, you're wearing Ugg boots. You're a man—stop! • Don't be afraid of learning how to graph in Excel. I cringe every time I sit through a presentation and the group brings up a good point but then presents a bad graphic. From my experience, a graph is powerful since it can give you the backing you need to control a legislative agenda. • You try to make your earnings as big as possible—legally, of course. Then compare it with the competitor's earnings to see if you're better. Hopefully you come out on top.



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Cover illustration by Jack Molloy



The HIGHLY EFFECTIVE PERSON

BY LENA M. HARPER

PHOTOGRAPHY
BY BRADLEY SLADE

STEPHEN R. COVEY

During the Clinton administration, Stephen R. Covey heard several family members criticizing the president's policies.

"What do *you* think?" one of them asked him. "Certainly you don't think he's doing a good job as president."

Stephen's answer: "I don't want to criticize him, because I never know if I'll have a chance to influence him. I don't want to be a hypocrite if he ever needs my help."

Two months later, while enjoying the Christmas holiday with his family, Stephen received an unexpected call. After a few moments on the phone Stephen turned sheet white, stood up, and said, "Mr. President, I appreciate talking to you."

"I just read *7 Habits* twice," President Clinton relayed. "I want to integrate this into my presidency."

Three days later Stephen flew to Camp David to counsel President Clinton and his wife, Hillary. The Clintons showed keen interest in what he had to say and even asked him to stay an extra day.

"He was able to serve because he refused to be critical," says Cynthia Haller, Stephen's oldest daughter. "That experience was a wonderful example to me and my family."

Stephen consistently acts according to the principles he teaches, as his family can attest with countless stories. "That's the source of my father's power as a teacher," says his oldest son, Stephen M. R. Covey. "He is who you think he is."

That constancy has led him to numerous opportunities to do what he set out to do at the onset of his career: teach, inspire, and help others achieve greatness. Doing so has brought him unanticipated success.

"His key is integrating the gospel into every aspect of his life," Cynthia says. "He lives his personal mission statement: If you put the Lord first, He'll teach you what to put second."

Coming in a close second in Stephen's life is family, followed by his passion—expressed in the mission of his company, FranklinCovey: "To enable greatness in people and organizations everywhere."

DEVELOPING HABITS

Stephen has done this by teaching principles he calls timeless and God-given. "These principles are so universal, in fact, that they can be considered laws, like gravity," says his longtime business partner Boyd Craig. "He teaches that if you put these principles at

the center of your life, you'll have security, guidance, wisdom, and power."

These principles—such as *be proactive*, *think win/win*, and *sharpen the saw*—have resounded with diverse groups across the world, all starting with the publication of *7 Habits of Highly Effective People*. When *7 Habits* climbed to the top of best-seller lists, the demand for a conversation with Stephen skyrocketed. He began consulting big-time business and political leaders worldwide who had read his book—Oprah, Nelson Mandela, both George Bushes, Victor Frankl, Desmond Tutu, Vicente Fox, Mikhail Gorbachev.

7 Habits was named the No. 1 Most Influential Business Book of the Twentieth Century, and its sales topped twenty-five million copies—not including huge sales in China, where books are often printed illegally. But that doesn't bother Stephen much, as long as readers glean something helpful.

"My father doesn't claim to have invented these ideas," says his son Stephen. "He has simply organized them and sequenced them in a way that will be memorable and useful to others."

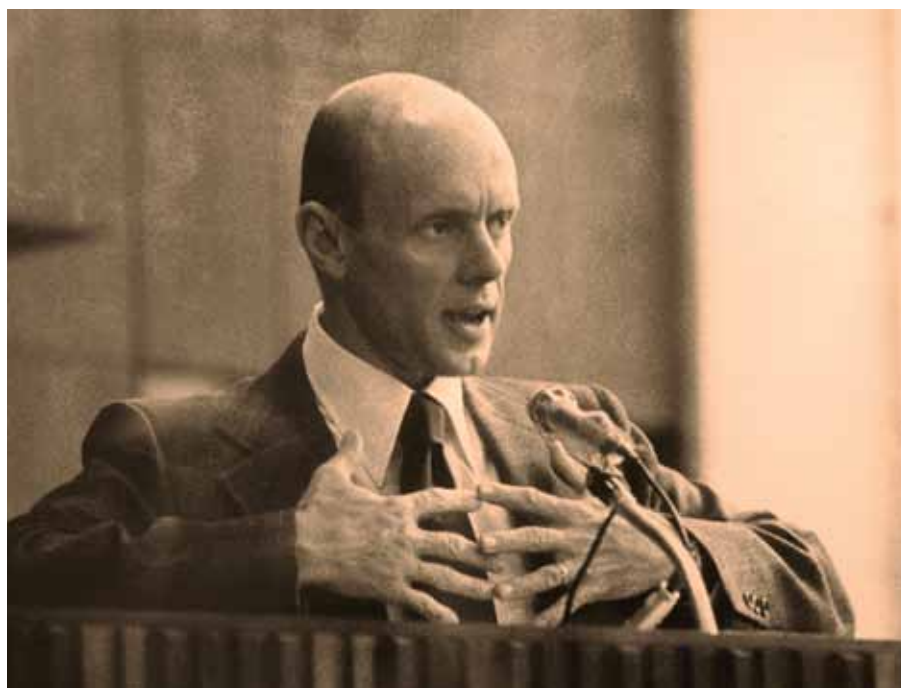
EARLY INFLUENCE

Born in Salt Lake City in 1932, young Stephen was high-spirited and active. He put his verve into sports—especially tennis and marbles, placing third in the national marble championship.

In junior high Stephen was diagnosed with a painful, crippling disease called slipped capital femoral epiphysis that kept him on crutches for three years. He transferred his passion from athletics to academics. He began reading with ardor, joined the debate team, and graduated from high school early.

Those years changed the course of his life, says Sandra, Stephen's wife. When President A. Hamer Reiser of the British Mission needed a missionary to help with training, Elder Covey got the assignment. He had already graduated with a business degree from the University of Utah. Stephen spent the remainder of his mission training missionaries and branch presidents.

It was in the small meetinghouses of Great Britain and in the square of Hyde Park





that he realized he loved teaching and discovered his talent for it.

Upon returning home in 1954, Stephen knew what he wanted to do with his life: inspire others to greater success. After completing master's studies in business at Harvard, he turned down an offer to take over the family hotel business and began teaching at the BYU School of Management.

Years later, twenty-nine-year-old Stephen returned to Great Britain as President Covey, relocating with his young family to oversee the new Ireland mission. While there he received regular correspondence from his mother that often included news articles about BYU and its president, Ernest L. Wilkinson. One day Stephen wrote President Wilkinson a letter, explaining to him that he needed to change his ways if he wanted to be on the Supreme Court or continue as president of BYU.

Instead of dismissing the unsolicited advice, Wilkinson got on a plane and flew to Great Britain to talk with Stephen. During that meeting Wilkinson invited Stephen to be his administrative assistant when Stephen finished his mission.

He served alongside Wilkinson for four years, after which he returned to teaching in the business school. Later that year Stephen teamed up with professor and future School of Management dean William G. Dyer to launch the Department of Organizational Behavior. The new department aimed to train students in helping organizations better accomplish their goals—mirroring Stephen's consulting and training business.

Five years later, the first year national business school rankings were released, BYU landed the twenty-fifth spot. "It was the first time and maybe the last that a school has been ranked because of its organizational behavior department," says Merrill

J. Bateman, who was dean at the time. "Steve was a key person in the group that helped develop a reputation for Brigham Young University. And we've been building on it ever since."

But the core of Stephen's influence at the School of Management has been his individual approach to teaching. He cared about each student, even though his classes were large. Some would even follow him to non-university speaking engagements. He quickly became one of the most popular professors on campus.

PUTTING FIRST THINGS FIRST

All his life Stephen has been on the move. While dating, he and Sandra would do at least three activities a night. He talks with everyone—from dignitaries to cab drivers—and he listens.

"People who have met Stephen remember his sincerity and his interest in them," Sandra says.

"He was probably the busiest person in Provo and traveled more than anyone we knew, but we didn't feel his absence," Cynthia says. "When he was there with us, he was really there, and he was at everything important."

Cynthia remembers one particular experience when she was twelve. For months she and her dad had been planning a date in San Francisco. After a day of teaching at a conference in the City by the Bay, Stephen hurriedly greeted a line of people. He and Cynthia had every minute of their night planned: from riding a trolley car to a mid-night swim.

Cynthia watched her father greet a friend from college whom he hadn't seen in years. The friend invited Stephen to dinner; Cynthia remembers thinking this was the end of their night.

Then her father said, "I really would like to catch up, but I have a special date planned with my daughter, and I can't miss it." He turned to Cynthia and winked. "We've got our whole night planned, don't we, honey?"

"That meant the world to me," she says.

THE LEADING EDGE

Though Stephen has recently entered his octogenarian decade, he hasn't retired. He is still connected to BYU and the Marriott School. He currently serves as a member of the President's Leadership Council—a group of donors who lead fund-raising efforts for the university—and has mentored many students. While he no longer travels or teaches due to age-related health challenges, he is still writing. Seven books are currently in the works. One of them, *Live Life in Crescendo*, provides a glimpse into his life.

"My father totally rejects the notion that you should retire and play golf," says Cynthia, who is gathering stories and examples for the book. "Instead, be involved; continue to contribute. Your most important work is still ahead of you."



“He has never said anything about honorary doctorates since that conversation,” his son says. “Deep down I feel his receiving these honors is most satisfying to him, because it’s a recognition of contribution.”

His clientele within the United States grew rapidly, but his international following boomed. Leaders in China, Japan, Russia, the Middle East, and Korea were captivated with Stephen's ideas, and he began to travel, keeping merciless schedules. He would give three to six presentations a day, get on a plane, and do the

Stephen's greatest legacy will not be the number of heads of state he has advised, the millions of books he has sold, or the awards he has been given, Craig says. "For all the recognition he has received, the Stephen and Sandra Covey family stands supreme." **M**

Lena M. Harper works at Brigham Young University, where she edits with abandon—magazines, speeches, CD booklets—happily writes on occasion, and gratefully learns from those who are much wiser.

The principles Stephen teaches, Boyd Craig says, along with his commitment to his mission, gave him the stamina to keep moving and doing what he loved.



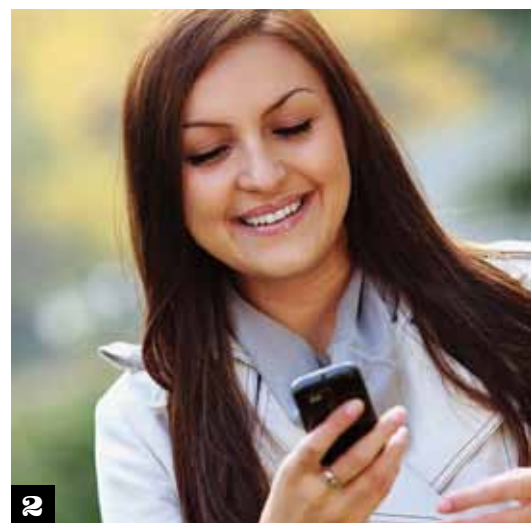
around the COOLER

BY EMILY SMURTHWAITE EDMONDS

1. MORMON APPS

Use apps like Gospel Library to access the scriptures, conference talks, and manuals while you're on the go. Download the Mormon Channel app for streams of LDS audio and video. LDS Tools connects you with your ward and stake websites and directories.

COST: Free. Gospel Library: iPhone, iPad, and Android. Mormon Channel: iPhone, iPad, Android, Kindle Fire, and Blackberry. LDS Tools: iPhone, Android, Blackberry, and Windows Mobile.



Your Next Best App

With a smartphone, you've got the whole world in your pocket. And with more than half a million apps in the iTunes store and more than 300,000 available for Android phones, wading through the options can be daunting. You may not have the time to search the stores, so here's a list of minute-saving, faith-promoting, and maybe even life-changing apps.

2. PULSE

Pulse is the Mary Poppins of news feeds: informative, organized, and pretty. The app gathers top stories from your preferred news networks and displays headlines on one screen. You can browse articles quickly and get caught up on the latest in no time. Magic umbrella not included.

COST: Free. iPhone, iPad, Android, Kindle Fire, and Nook.



3. GLYPMPSE

If you want to keep tabs on your kids, your spouse, or your boss as they're out and about, then this app is for you. No registration required, simply connect through a text message and you're sent a link where you can follow the other phone on a map for up to four hours. Peace of mind + less nagging = a win-win app.

COST: Free. iPhone, Android, WinPhone7, and Blackberry.

4. VENMO

This app may prove to be your best asset in managing your assets. It enables you to quickly reimburse friends with just a few phone taps. Venmo could be the most valuable tool to keep your bank account—and your friendships—in check.

COST: Free. iPhone, Android, Blackberry, and the web.



5. SHERWIN WILLIAMS COLOR-SNAP

If you stumble upon the perfect paint color at a restaurant downtown, snap a pic and this app will make a color match. This is, of course, a plug for a certain brand; however, it will get you in the ballpark for whatever shade you want.

COST: Free. iPhone, Android, and Blackberry.



6. SLEEP CYCLE

Mornings aren't as harsh when you wake up on the right side and at the right time. Turn this app on at bedtime, place your phone under your sheets, and it will monitor you as you snooze. Sleep Cycle wakes you up in a light sleep phase instead of a deep phase, making the mornin' more pleasurable for everyone.

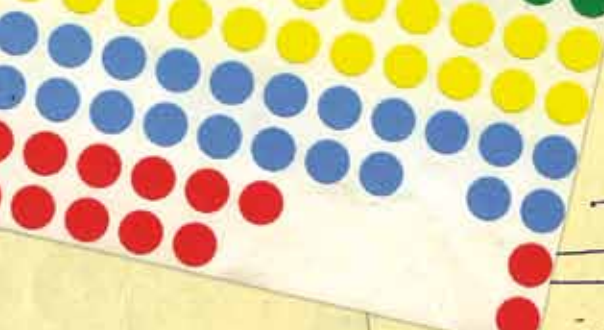
COST: \$.99. iPhone.



2. WORD WIT

Not all smartphone games have you sling-shooting a bunch of angry birds. Word Wit is an entertaining app that helps you get smarter. It walks you through (or is it threw?) easily confused words, also referred to as evil word twins, and then tests your knowledge of them. You'll sound smarter before you know it.

COST: \$1.99. iPhone and iPad.



MARSHALL SCHOOL
2012
OF MANAGEMENT



5772



Rent
car

1. Plane Ticket
2. Call Mom
3. Get breakfast
4. Look sharp
5. GET JOB!

1. Nice Dress
2. Polish shoes
3. résumé



Business Travel

REQUIRED

How the Marriott School Is Helping Students Land Jobs and Internships

Jack Peterson came to the Marriott School's MBA program with a clear goal: to graduate with a better job so he could provide for his young family.

After his son Jack Austin was diagnosed with autism, Peterson felt strongly that he needed to get additional education. He wanted to qualify for a career that would enable him to provide his son with necessary health care—something beyond what his engineering job provided.

A BYU MBA made sense for many reasons: the Marriott School is a top-ranked business school with an impeccable track record and an aggressive placement program. Less than a year into his MBA program, Peterson is on his way to achieving his targeted career goals, having lined up a summer internship with Boeing.

But securing that position wasn't easy. "Boeing was at the top of my list. However, during my first phone interview, I was anxious and didn't present myself that well," Peterson says. "But the MBA program organized a trip to Seattle, which gave me a second chance to showcase my abilities and land another interview with Boeing."

Like hundreds before him, Peterson is a beneficiary of the

By Todd Hollingshead

*Illustrations
by Jack Molloy*

Marriott School's successful career placement initiative—currently placing about 90 percent of graduate and 75 percent of undergraduate students.

The career placement initiative is a multipronged, school-wide effort to help graduates make the transition from degree to paycheck. The initiative has three major objectives: reach more companies, place more students, and increase the number of offers students receive.

In fact, when it comes to offers, Marriott School leaders don't just want to coax the number up a bit, they want to double what is already an impressive number. The idea is to make sure students have more than one option when they graduate.

The main cog in this initiative, and the tool for overcoming BYU's geographic

isolation from major population centers, is school-sponsored career trips.

Career placement trips take students to major cities on the East and West coasts and in the Southwest and Midwest to experience a corporate atmosphere and meet with recruiters from Fortune 500 companies and other major employers. The trips give students an opportunity to meet with prospective employers and leave positive impressions.

"BYU students are phenomenal, but they're not well known in some areas of the country," says Jim Engebretsen, assistant dean for corporate relations.

The major reason for this is that, unlike any other top business school, BYU is geographically isolated in the Mountain West. Richard Lyons, dean of UC-Berkeley's Haas School of Business, has indicated that the

Marriott School fits the mold of a top-thirty school, with two exceptions: age of the university and distance from a major population center.

The average distance for top-thirty MBA programs from a major U.S. population center, such as New York, Los Angeles, or Chicago, is about forty miles. BYU is more than six hundred miles from the closest big city.

"We can sit back and accept our fate, or we can be more aggressive and overcome the challenge of location," says Dean Gary C. Cornia. "We decided to do the latter."

Doing this has meant investing time, resources, and careful planning to get more students in front of recruiters—from Amazon to Cisco to Goldman Sachs.

The effort is paying off. This past year Marriott School placement rates increased 14 percent for graduate students and 5 percent for undergraduate students.

"When we go to these big companies, the students' eyes are completely opened to what it's like to work for them," says Paige Gardiner, who leads the undergraduate marketing trips. "When they step on these corporate campuses, they can start to dream about their careers. It's hard to shoot for a goal you can't visualize."

Preparing for Takeoff

In 2004 Engebretsen started taking a small group of finance students to Manhattan to meet with current and former colleagues from Lehman Brothers, JP Morgan, and Goldman Sachs and with contacts from alumni in the area.

Almost immediately, internships and job offers started cropping up. As opportunities opened, interest in the visits increased, both from students and companies.

To accommodate the growing interest from companies, Keith Read, vice chair of the school's National Advisory Council, began making large conference rooms available at the Cerberus headquarters on Park Avenue and invited companies to present to students.

Now finance trips include visits to a few major company headquarters—such as Goldman Sachs—as well as meetings in Cerberus board rooms, where dozens of companies come to the students.

"We bring in six or seven companies a day on three different tracks," Read says. "We

Placement Objectives

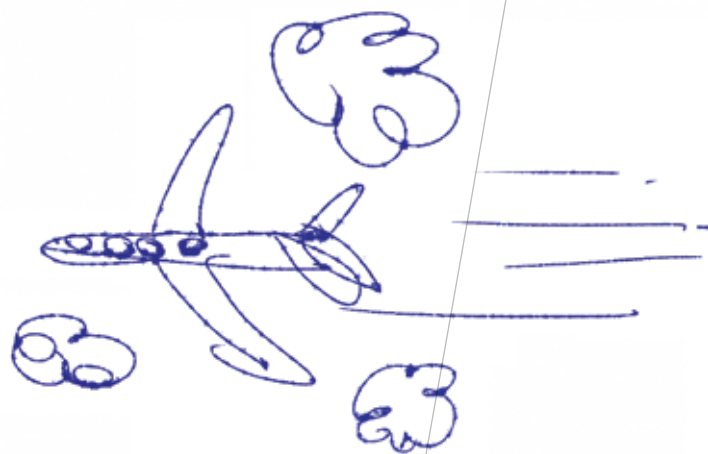
Objectives	2010	2015
1. Reach more companies	350	700
2. Place more students*	67%	90%
3. Increase quantity of offers**	.92	1.5

* Percentage of Marriott School students seeking employment who accepted jobs within three months of graduation.

**Average number of job offers per student seeking employment—includes those who did not receive any job offers.



“We can sit back and accept our fate, or we can be more aggressive and overcome the challenge of location. We decided to do the latter.”



have between forty and fifty companies making presentations during three days: investment banks, commercial banks, investment firms, private-wealth-management companies, and investment advisors.”

Read says the students break up into groups for the back-to-back-to-back hour-long presentations. Each company does a forty-five-minute presentation with a fifteen-minute Q&A.

Having the majority of the companies come to one site saves time and allows students to maximize every minute of their three- or four-day trip.

“To try to shepherd forty kids through the New York subways and then have them registered at a company site would take a lot of time,” Read says.

What started with five or six students is now up to 110 students annually, says Kim Smith, managing director of the Peery Institute of Financial Services.

As the New York investment-banking trips grew more popular and successful, the Marriott School started doing the same thing in San Francisco with venture-capital and private-equity firms.

Now there are thirty to forty students who trek to the Bay Area each October.

Last year students took a career placement trip to Los Angeles as well, and Kim says he hopes to keep Los Angeles, along with potential trips to Boston and Washington, D.C., as part of the annual rotation.

“If you want to get a job and you sit here in Provo, it’s not going to happen,” Kim says. “We are competing with the Princetons and the MITs of the world, which are all so close to these major firms. If we don’t do things to help our students get out there, then they are at a substantial disadvantage.”

Recently graduated finance major Matt Komenda can attest to the importance of getting out there.

The former president of the Marriott School’s Investment Banking Club, Komenda made four trips to New York City—sleeping on his brother’s couch—before he secured a position with Goldman Sachs.

Komenda, a Mesa, Arizona, native, believes trips to Manhattan not only provide opportunities to meet with potential employers but also give students a glimpse of the New York minute.

“New York is very different than Provo, and determining whether the lifestyle there

energizes or drains you is an important first step,” Komenda says.

Kim says it’s just as important for students to learn about the city as it is for them to meet with finance professionals.

“Some students may be interested in finance and living in New York City in theory, but they’ve never been there,” he says. “Some go and realize that it isn’t something they want to do. And that’s perfectly fine.”

Whether or not students decide these big cities are for them, company executives quickly learn that Marriott School students are capable, strong, and qualified to fill positions.

Getting Their Boarding Passes

Currently, the Marriott School organizes career placement trips for junior undergraduate students and first-year MBA students. The summer after each of those two academic years is the most crucial time for students to find internships.

With the goal of securing these internships, the career placement trips primarily take place in the fall. The undergrad trips

are open to majors across the university, with students from engineering, humanities, economics, and other programs joining accounting and finance students.

Interested students submit résumés to trip advisors, who put together résumé books of the most qualified candidates. The books are then sent off to the companies students will meet with.

“The books also help recruiting for the school as a whole because instead of getting just one or two students, companies are looking at hundreds of strong candidates,” Kim says.

Students who are selected for a trip attend a number of preparation meetings, where advisors put them through mock interviews, question-and-answer sessions, general grilling, and fine-tuning. Advisors also help students choose professional clothing.

The most vital part of their preparation may be the research that is built into the preparation meetings. Selected students study up on the companies they plan to meet with and produce reports on those firms, which are presented to advisors prior to their official visits.

Students generally are assigned two or three companies to research. Advisors also help them come up with at least three solid questions for each of the companies.

And since most of the trips include flying on red-eyes across the country and meeting with executives only a few hours after touchdown, faculty also provide strategies for staying awake and besting jet lag.

First-Class Experience

For the past seven years, Dick Smith has been taking MBA students to Silicon Valley. As opposed to the finance trips to NYC, where companies come to the students, Dick leads his group to the headquarters of each company on the itinerary.

Dick, director of MBA career management, says the trips started as a service to both the students and the tech companies.

“We started placing students there, and they were saying, ‘Gosh, this is so expensive,’” he says. “So we took them out there so they could understand the cost of living and know the area better.”

Almost immediately, BYU MBA students saw great success in Silicon Valley, landing internships and jobs with Apple, Cisco, Symantec, eBay, Adobe, and others. Dick estimates that 95 percent of the students who make the trip to Silicon Valley eventually land offers at companies there.

The trips have been so successful that he and his team have started taking MBA students on tech trips to Seattle as well, where students have visited companies like Microsoft, T-Mobile, Boeing, and Amazon.

The Seattle excursions usually last three days and include visits to eight or nine companies. Like Silicon Valley, Seattle is becoming a hub for MBA placement.

“We’ve developed such good relationships with Amazon that we’ve become one of their core schools, even though they don’t come to campus,” Dick says. “We have

a great product here; we just have to show it off.”

Last year Amazon took twelve BYU interns, six of whom ended up in full-time positions. Another Seattle success story happened this year with a group of students who visited Boeing. Seven students organized the first-ever BYU MBA visit to the airplane manufacturer. Six of those students were interviewed for positions and three of them accepted internships, including Jack Peterson.

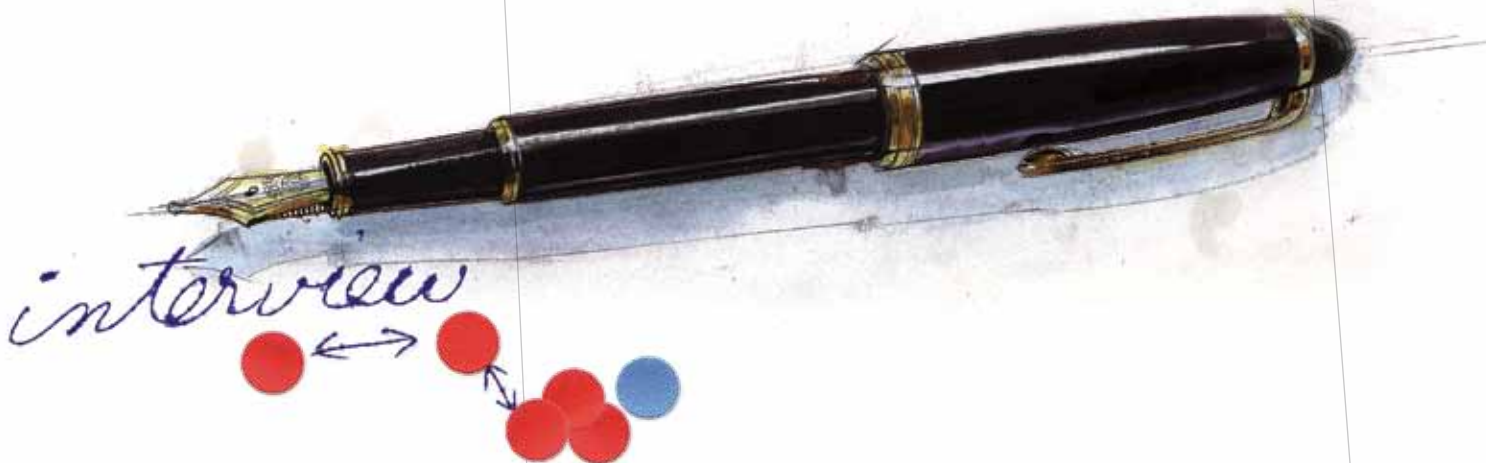
“This was the first time Boeing had hired interns from the BYU MBA program,” Peterson says. “The recruiting coordinator said we were really well prepared.”

Peterson is a first-person witness to the preparation the Marriott School career placement initiative provides students. From interviewing strategies to résumé building, Peterson says the program trains its students well.

“Coming into the MBA program I felt that I was good at interviewing, that I had a strong résumé, and that I knew how to network,” Peterson says. “But after participating in the program, my eyes were opened to the possibilities of how I could better position myself to showcase my abilities.”

Another major offering of the initiative is access to networking opportunities with Marriott School alumni.

Some of the career placement trips include face time with alums, many of whom work for the companies the students are visiting. The meetings are often informal, such



Stoddard Awards Provide a Tailwind for Students



Students, being students, usually don't have enough of the green stuff on hand to fly across the country to visit hiring companies.

The Marriott School, with the help of generous donors, has developed a solution to lower the financial barrier that might keep qualified students from boarding airplanes.

The George and Elma Stoddard family has lightened travel costs with the recently established Stoddard Career Advancement Awards. The awards help business students reduce their out-of-pocket expenses by providing financial help while looking for work in a major city. The awards have helped about seventy-five students this past year, its first year in existence, with a goal to help more than three hundred students annually by 2021.

"The commitment for the students is that they go somewhere with a group organized by the school," Kim says. "The awards are for those who have expressed strong interest to work outside the Wasatch Front."

Kim and other career placement professionals who work closely with the students make recommendations on which students are the best fit for the awards. To qualify, the candidates have to do extensive planning and research on the companies they want to visit.

Family members say George and Elma Stoddard's generosity stems from the value they placed on education and diligence.

George Stoddard was only sixteen when he left his home in Queens, New York, to study at BYU. He graduated in business in 1937 and was the only Utah student awarded a scholarship to Harvard Business School. Stoddard earned a master's degree from Harvard and married Elma Skelton in 1942 while serving in the Navy.

"We are absolutely thrilled to have the Stoddard Awards and have this program available to our students," Gardiner says.

as pizza dinners in church cultural halls, and are sometimes organized by Management Society chapters.

Alums talk about housing, cost of living, the pros and cons of the area, and anything else the students have on their minds.

"Our alums in these companies have gone ahead of us and have made it really easy for us to get in," Smith says. "Their support has made my job a lot easier."

Frequent Hires

One way to accomplish the school's placement objectives is to make BYU a strategic recruiting school—or core school—for as many companies as possible. As a core school,

BYU would be one of a half-dozen schools a particular company turns to when hiring.

But there is another purpose that goes above and beyond the business aspects of the Marriott School.

Before Kim joined administrators at BYU, he was an executive at Goldman Sachs and an area seventy for the LDS Church. While living in New York City, he witnessed strong growth in church membership but a lack of leaders.

He noticed that when BYU graduates took jobs out East, they not only helped strengthen the reputation of the school but also provided needed leadership and strength to the growing congregations.

"I got a lot of grief when I left New York

to come to Provo, but when I said my goal was to replace myself two hundred times with younger and more energetic BYU students, the tone of the conversation changed," Kim recalls. "As I've talked with church leaders in other areas, they are extremely interested in this effort. It's helping BYU students find jobs, and it's a great way to build the kingdom." **M**

About the Author

Todd Hollingshead graduated from BYU with a degree in communications in 2004. After working as a reporter for the Salt Lake Tribune, Todd joined BYU's University Communications office in 2007, where he works as a media-relations manager. He and his wife, Natalie, live in Orem with their two (and a half) children.

BY ROBERT G. GARDNER

by the NUMBERS

Celebrating Summer

There are ninety-five beautiful and bright days this year to revel in the pleasures of summer. Stock up on sunscreen and consider these important numbers as you prepare for some sunshine.



49.7 MILLION

GALLONS OF FROZEN YOGURT PRODUCED IN THE U.S.

If you love frozen yogurt, you'll love this. According to the USDA, frozen yogurt production increased more than 8 percent during last year while ice cream production in the U.S. fell. Still, it's going to be a while before yogurt takes over the freezer section. Ice cream is far and away the most popular frozen dairy product, with an average of more than four gallons dished up each year for every American. That's twenty-six times the amount of yogurt fermenting in the freezer.

Source: USDA

16:06:04

HOURS OF DAYLIGHT AT BYU ON 20 JUNE 2012

Summer solstice is the longest day of the year and marks the beginning of summer in the Northern Hemisphere. If you're in Rovaniemi, Finland, or anywhere above the Arctic Circle on this special Wednesday, you'll enjoy twenty-four hours of straight solar exposure.

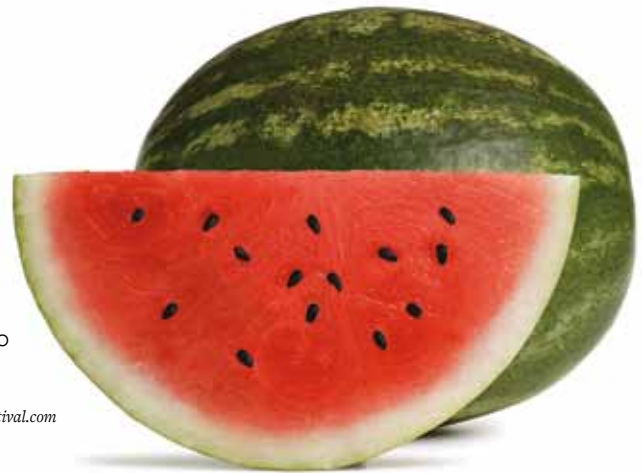


61'3"

DISTANCE OF THE LONGEST WATERMELON-SEED SPIT ON RECORD

Pucker up and get practicing if you intend to best the distance set by Clark Hodgson in 1988. This year's seed-spitting championships occur on Saturday, 8 September, in Pardeeville, Wisconsin. The official rules state that while "all spitting methods shall be acceptable," denture-wearing athletes whose teeth travel farther than the seed will be judged solely on the distance the seed travels. With an average of about 300 seeds per watermelon, ammunition should be easy to come by.

Source: pardeevillewatermelonfestival.com



\$80

COST OF AN AMERICA THE BEAUTIFUL ANNUAL PASS

Owning one of these gets you through the entrance gate at more than 2,000 recreation areas managed by five federal agencies, including the Bureau of Land Management, Forest Service, and the National Park Service. Consider using your pass to visit Yellowstone, the country's first national park, established in 1872 by President Ulysses S. Grant. Although the oldest, Yellowstone is only twenty-second on the list of most-visited national parks with 3.7 million happy gawkers last year.

Source: nps.gov

189 MILLION

NUMBER OF ANNUAL VISITORS TO THE TOP TWENTY-FIVE THEME PARKS WORLDWIDE

It may not surprise you that Disney dominates the list of most-attended theme parks. In fact, attendance at Disney parks take the first eight slots and account for 44 percent of the top parks. What might surprise you is that numbers three and four are in Japan: Tokyo Disneyland and Tokyo Disneysea, where in addition to a churro you can also buy a gyoza bun and a tapioca mango drink. The number one spot goes to Walt Disney World's Magic Kingdom, with nearly 17 million annual guests. Historically, the busiest days in the kingdom are Monday, Thursday, and Saturday.



Sources: aecom.com and disneyworld.disney.go.com

8,600

NUMBER OF PYROTECHNIC MISHAPS SENDING AMERICANS TO HOSPITAL EMERGENCY ROOMS EACH YEAR

Summer starts off with a bang, which sometimes is followed by a bandage. About 70 percent of firework-related injuries in the U.S. occur during the first month of summer. Of the 8,600 patients treated, 40 percent are under fifteen years old. But don't let these figures frighten you. While firework usage continues to rise, the rate of injury has dropped significantly during the past thirty years.

Sources: cpsc.gov and americanpyro.com



COWBOY

» BUSINESS «

GROWING UP IN CENTRAL FLORIDA. Erik Jacobsen pretty much knew he wanted to be a cowboy by the time he was twelve or thirteen years old. What he didn't know was pursuing his passion would lead to an MBA, joining The Church of Jesus Christ of Latter-day Saints, and marrying the daughter of a Scottsdale, Arizona, dentist.

Today Erik runs Florida's Deseret Ranch, one of the largest privately owned ranches in the U.S., with more than 42,000 head of cattle; 1,700 acres of citrus groves; row crops such as potatoes; forests of pine, cypress, and palm; and a complicated ecosystem that is home to more than 380 species of wildlife.

Erik says with a sly grin that his wife, Renee, a spirited mother of six, has met a lot of the wildlife on the ranch—much of it with the bumper of the family's Suburban.

BY JOSEPH OGDEN
PHOTOGRAPHY BY
RENEE JACOBSEN



Erik Jacobsen
MBA, 1990

LEADING
ALUMNI

"I don't try to hit anything," Renee says self-consciously. But the family is keeping a list of her victims, which include a cow from a neighboring ranch, multiple armadillos, a wild boar, some raccoons, three buzzards, Erik's truck, and a wild Osceola turkey that she says vomited all over the window. She also came precariously close to running over a giant indigo snake that stretched across both lanes of the road. "It was this big around," she says, eyes widening, as she holds out both hands until her fingers almost touch. "I had to lock the doors."

Renee's wildlife adventures aside, both Renee and Erik say there aren't too many downsides to living on the ranch. "It takes a bit longer to get the kids to school and can, at times, feel a little isolated," Erik concedes. But looking out across the lush landscape with palms in the distance and bald eagles soaring overhead, one can't imagine finding a more magnificent spot.

"It has taught our kids to get up early and learn about work," Erik explains. "My oldest son, Christian, broke and trained his own horse. When children turn fourteen, they are able to work in the groves or on a cattle crew. It can be a real confidence builder for young kids working alongside professionals."

The ranch is owned by Farmland Reserve, Inc., a related entity of the Church of Jesus Christ, and run as a for-profit venture. And like most successful ventures, it requires great expertise. But the size and scope of the enterprise also demand a unique blend of business acumen, natural intuition, and some horse smarts.

While the core business on the ranch is cattle, Erik and his crew also manage a hunting business, sod production,

mining, forestry, citrus, row crops, and large amounts of water.

"We have an extensive strategic planning process here on the ranch that enables us to look at a lot of things," Erik says. "We identify new initiatives and are able to convert many of those into action plans."

Another part of managing the ranch is taking care of a lot of land near a metropolitan area. The northern boundary of the ranch almost touches the city limits of Orlando. "Municipalities have needs. They need places to put their garbage and places to grow, and they're always looking for new sources of good water," he says. "We have to manage the conflict those challenges inevitably bring."

These challenges seem to invigorate, rather than wear on, this cowboy businessman who has learned patience and discipline along with the finer points of running a huge agribusiness.

BECOMING A COWBOY

Erik grew up in central Florida and says his parents had nothing to do with agriculture. His dad worked for the phone company, and his mom stayed home to raise him and his younger brother.

"I landed several jobs before I could drive a car—working on small ranches near where

we lived," he says. "After a little while, I found the rancher over the biggest property in the area and asked him, 'If I wanted to manage a big ranch someday, what should I do?' He advised me to get a degree in animal science."

After studying at Polk Community College for a short time, Erik transferred to the University of Florida and completed a bachelor's degree in animal science.

"With my degree, I landed a job at the Deseret Ranch as a cattle foreman supervising two other cowboys and taking care of about four thousand cows—giving them shots, rotating their grazing, testing them for pregnancy, and weaning their calves," he says. "I spent a lot of time on horseback."

"Paul Genho, the former general manager of Deseret Ranch and current president of Farmland Reserve, became my mentor," Erik says. "He taught me how to be a good cattleman and introduced me to the business of ranching."

Working on the property with Genho and other Mormons, Erik became acquainted with the church.

"If you would have asked me what a Mormon was before I came to the ranch, I would have told you they are people who wear black clothes and ride around in buggies," he smiles. "The church was pretty obscure in the South."

**"THIS IS A MAGICAL SPOT TO
LIVE AND RAISE A FAMILY.
WE LOVE THE PEOPLE."**





Intrigued by the way many of the people on the ranch lived, he began to casually investigate the church.

“Paul also kept close tabs on me and one day brought up the idea of me getting an MBA. He tossed out going to BYU. I applied to several schools, including the University of Florida, the University of Central Florida, and BYU,” Erik explains.

THE LETTER THAT CHANGED EVERYTHING

“The first response I got was from BYU,” he says. “I opened and read the letter. It was one of those moments in my life when I had such an overwhelming feeling about it that I just signed the acceptance and said, ‘I guess I’m going to BYU.’ I wasn’t a member of the church and didn’t know a soul at the university. I left my horse at the ranch, loaded my truck, and drove west. It was a major change for me. I was suddenly surrounded by LDS people.”

A lot of pivotal things happened to Erik while earning his MBA at the Y. He says, “I joined the church; met my wife, Renee Brenchley; and made the transition into a professional career as a manager. I got excellent training that has served me through my whole career. I loved every minute of being there.”



ROPING NEW OPPORTUNITIES

With an MBA, Erik’s career headed in a new direction. Paul hired him back on at the ranch—this time as an area manager. Erik oversaw citrus, managed some of the cattle, and took on special projects such as building a five hundred-acre reservoir.

Leveraging his training in finance, organizational behavior, and operations, he began assuming a larger role. After a five-year stint back in Florida, Smithfield Foods came knocking with a new opportunity . . . pigs.

Smithfield Foods was starting swine production in southern Utah, and it wanted Erik’s help launching the venture. “Pig farming is not a glamorous business,” he says, almost laughing. “But I had a really good experience helping to set up a business and seeing it flourish.”

For the first six years, Erik oversaw development, permitting, construction, and hiring. He was then promoted to general

manager over the Milford, Utah, farm and a farm in Yuma, Colorado.

“Smithfield needed someone with Erik’s discipline and calm demeanor,” Renee says. “We had conflicts and all kinds of problems getting the Utah farm up and running. But when Erik decides to do something, it just happens.”

The Utah farm eventually produced 1.2 million hogs per year. Erik says, “They all went to California to be sold under the Farmer John label as bacon, sausage, and hot dogs. We even raised pigs that became Dodger Dogs sold at Dodger Stadium.”

Then, out of the blue, came an opportunity to return to Florida.

HERDING THE BUSINESS

“Returning to Florida was not a logical decision by any stretch,” Renee says. “But we both had separate but powerful experiences that gave us the very unambiguous feeling that we needed to go.”

The church had more plans for the Deseret Ranch, and Paul had been promoted to president of Farmland Reserve. He wanted Erik to take over in Florida.

The vision was to vertically integrate cattle production, Erik explains. The strategy was to buy a feed yard and additional ranches to create an exclusive flow of cattle that would be differentiated genetically.

Erik returned to the ranch as general manager and vice president of cattle and citrus, with responsibility for Deseret’s cattle operations in Texas, Oklahoma, Nebraska, Utah, Wyoming, Montana, and Canada as well as Florida citrus in Naples, Ruskin, and Clewiston.

He had a good mentor and excellent training.

"We're making good progress toward our goals with the cattle," Erik says. "We've been able to add value by taking our herds out of the commodity beef category and creating a completely traceable product. It is a big deal not only to control the quality but also to ensure food safety."

"We breed the herd so it can thrive in the heat, humidity, insects, and heavy rainfall of Florida's subtropical climate," Erik explains. "We also carefully monitor production for weight gain, feed efficiency, marbling, and tenderness."

The Florida herd utilizes the positive characteristics of Angus, Simmental, Red Poll, and South Devon combined with Brahman cattle. This hybrid is well adapted to the climate, produces some of the highest weaning weights in the industry, and delivers excellent-tasting beef.

UNEARTHING PROSPECTS

"Use it or lose it" is the refrain for water in Florida. Consequently, land owners in the state must demonstrate responsible stewardship over this valuable resource. And that's where spuds come in.

"We had worked with Frito-Lay in other places in the country and were looking for a

new enterprise to utilize some of our water," Erik says. "One of Frito-Lay's plants is about forty-five minutes from the ranch, and we discovered we might be able to fill a gap in its production cycle."

Erik involved the company in the ranch's strategic-planning sessions. With a guaranteed customer, the ranch moved into the potato business—installing drain tile and putting in high-efficiency overhead irrigation systems that deliver water to the crops during the dry season and take it off in the wet season.

In addition to spuds, the ranch grows sod, harvests palms, mines fossilized sea-shells, and maintains an active wildlife-management program that involves some forty-three hunting clubs.

GOOD NEIGHBORS

But the land and animals aside, one of the biggest challenges of running this multifaceted operation is dealing with people. More than 3.5 million Floridians live in the area immediately surrounding the ranch.

For the past several years Erik has spent a big chunk of his time with lawyers, city officials, and planners. They've been working with the county on master planning a small portion of the ranch closest to Orlando and St. Cloud, Florida, for eventual development by other entities.

"I spend more than a third of my time managing legal and planning issues," he says. "That's just part of running a modern ranch near a growing metropolitan area."

Renee has seen it before. "Erik is the most organized and self-disciplined man I've ever met. He can take a million pieces and put them together time and time again.

It's not easy being married to someone so disciplined," Renee says, smiling. "His experience on the pig farm—acquiring permits, planning, and managing the controversy—has really paid off."

THE NEXT HORIZON

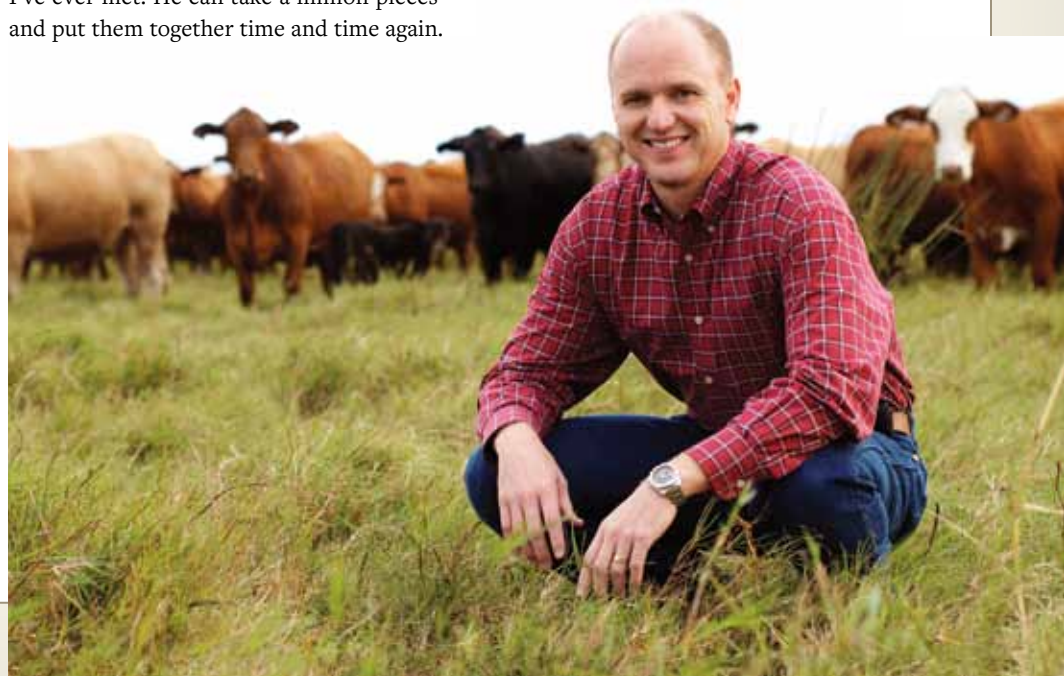
"It would be really hard to leave," Renee says. "That's why we don't think about it. This is a magical spot to live and raise a family. We love the people. There is a certain humility, grit, and genuineness that come from working on the land."

Erik says they're in a good situation: "I feel like I'm where I'm supposed to be right now, for me and my family. I don't know what's next. My goal is to do what I'm doing better than anyone else has ever done it before."

He's modest when it comes to talking much about specific achievements on the ranch, instead focusing on what's left to do. "We're looking down the road, five, ten, fifty years," he explains. "I think we'll have the water rights secure, the master planning in a good place, and the citrus business a little stronger. I hope to be able to see all that through."

The landscape is almost ethereal. Spanish moss hangs from giant oaks. Stands of cypress, palmettos, and palms ring the horizon. Cows graze lazily on thick grass as a flock of waterfowl glides to its next feeding.

"Sometimes I walk out in the morning, and the sun is coming up, and I'm on this beautiful piece of property, and I think, 'Man, I sure am lucky to have this job.'" **M**



BECOMING A SPREADSHEET MASTER



CLASS BEGINS with everyone looking intently at the same spreadsheet on their laptops. Today's task: learning how to calculate financial ratios—like debt-to-equity, asset turnover, and net profit margin—with the click of a button.

The classroom gets louder as students go to work, using Excel functions to pull information from companies' online income statements and balance sheets.

They may not be Padawans, but students in ISys 515 and MBA 615, Spreadsheets for Business Analysis—more popularly known as “Jedi Spreadsheets”—are trained to use Excel spreadsheets as the ultimate analysis tool.

In the class, taught by professor Rayman Meservy, undergraduate and graduate students alike learn how to master spreadsheet skills to support business decision making.

“Spreadsheets are the most powerful tool out there,” says Meservy, who has been teaching the class for four years. “My guess is that 90 percent of people using spreadsheets use only 5 to 10 percent of the functions they offer.”

In each class students learn a new skill or way to solve a problem. Topics covered include graphing techniques, data validation, sensitivity analyses, and pivot tables.

Early in the semester, Meservy presents a case of a company trying to decide how

make management decisions—whether to raise prices, reduce prices, or increase the amount of units you're producing.”

Students from all majors and emphases within the Marriott School are invited to become spreadsheet Jedi by enrolling in the course and sharpening their skills.

“This class gives students a strong background that employers love, because they are able to be fast and efficient and they know how to use tools no one else does,” Meservy says.

An internship supervisor told one of Meservy's students that he could have a full-time job if he took the spreadsheets class. Another former student was working

on pivot tables for a local law firm. His supervisors asked him to run some analyses, thinking it would take him weeks. In under two hours, he came back with the results and several additional suggestions.

Experiences like these aren't unusual; Meservy

says students relay similar stories every semester, and he receives emails from graduates explaining how they are using the tools in many different industries.

“Spreadsheets were the reason businesses needed to have computers early on,” Meservy says. “Good skills in this area will always be in demand because of the flexibility they add—you're not just solving one problem, you're solving all sorts of business application problems.”

“This class gives students a strong background that employers love, because they are able to be fast and efficient and they know how to use tools no one else does.”

many computer chips to produce and how to ship them at the cheapest cost. By setting up a solver in Excel, the students take on the challenge and find the best combination solution to maximize profits and minimize costs. And that's just one day of class.

“We do a lot of what-if type analyses where you can change quantities or prices and see how it flows to the bottom line,” says Trevor Flint, an MBA finance student from Ogden, Utah. “It gives you a good idea of how to



PLANES, BRAINS, & BEHAVIORAL THEORIES

BY EMILY SMURTHWAITE EDMONDS ILLUSTRATIONS BY CHRISTIAN NORTHEAST



Peter Madsen takes the admonition to turn lemons into lemonade quite seriously.

In grad school Madsen, now a Marriott School organizational leadership and strategy professor, became fascinated with how organizations learn from catastrophes. “Most of my research focuses on how they deal with and try to prevent rare, bad events,” says Madsen, who earned his PhD at the University of California, Berkeley. “Whether mistakes happen internally or externally, companies can glean information that allows them to reduce their chances of being involved in accidents.”

Madsen’s latest research, published in the *Journal of Management*, follows his interest in risk and error to the airline industry. His article indicates that the airlines performing closest to their financial goals are the least safe, whereas accident risk decreases among those that are performing further away from their financial goals.

In other words, an unprofitable airline can’t afford to have an accident, and a prospering airline has the resources and ability to make sure its safety precautions are up-to-date. It’s the airlines bobbing around their goals that tend to lose focus.

“When an organization is trying to hit a certain target, its behavior changes depending on how close it is to that target,” he says.

In the study Madsen drew upon theories that are typically used to evaluate investment risks.

He found there's a 7 percent decrease in the likelihood of an accident for every 10 percent deviation in an airline's performance from its financial goal, whether that deviation is above or below the target.

Madsen says that it is dangerous from a financial standpoint when companies build new plants or make acquisitions, but the risk is in the investment. "They may lose their investments, but if something really big happens then there are possibly large gains," he says.

Accident risk is different, Madsen explains. "It's humans at stake, not money. Instead of a potentially very large gain, there's a potentially very large loss," he says.

decide what's good enough and reach those goals, Madsen explains.

That's where targets or aspirations come in, he continues. "Companies will set goals for the next year or quarter. They're not focused on attaining the maximum possible, but they're trying to hit their attainable goals," he says.

Companies don't aim to do amazingly well, echoes Mike Hendron, a Marriott School assistant professor of organizational leadership and strategy. "They base their targets on the company's past performance or on the performance of their peers. In a sense, they need to 'keep up with the Joneses'—run a bit faster than the nearest competitor or keep earnings growing at a few percent a year to keep the analysts happy."

Most organizations' decision makers tend to stick with their routines, Hendron says.

"Only when a problem appears, such as the possibility of missing a performance goal, are they motivated to do anything new or change," he says. "Firms performing poorly or below their expectations provide the perfect setting to motivate managers to look for better ways to do things or to pursue new opportunities. Without change their survival might be at risk."

Vinit Desai, an assistant professor of management at the University of Colorado Denver, says behavioral theory of the firm applies to a variety of organizational settings.

"It's based on aspects of human behavior and psychology that can also explain how

"WHEN AN ORGANIZATION IS TRYING TO HIT A CERTAIN TARGET, ITS BEHAVIOR CHANGES DEPENDING ON HOW CLOSE IT IS TO THAT TARGET."

Southwest Airlines executive chair Herb Kelleher echoed this idea not long after the low-fare carrier was hit with a \$10.2 million safety violation in 2008. "Being unsafe would be the worst business strategy any airline could have," he acknowledged at a hearing before the House Committee on Transportation and Infrastructure.

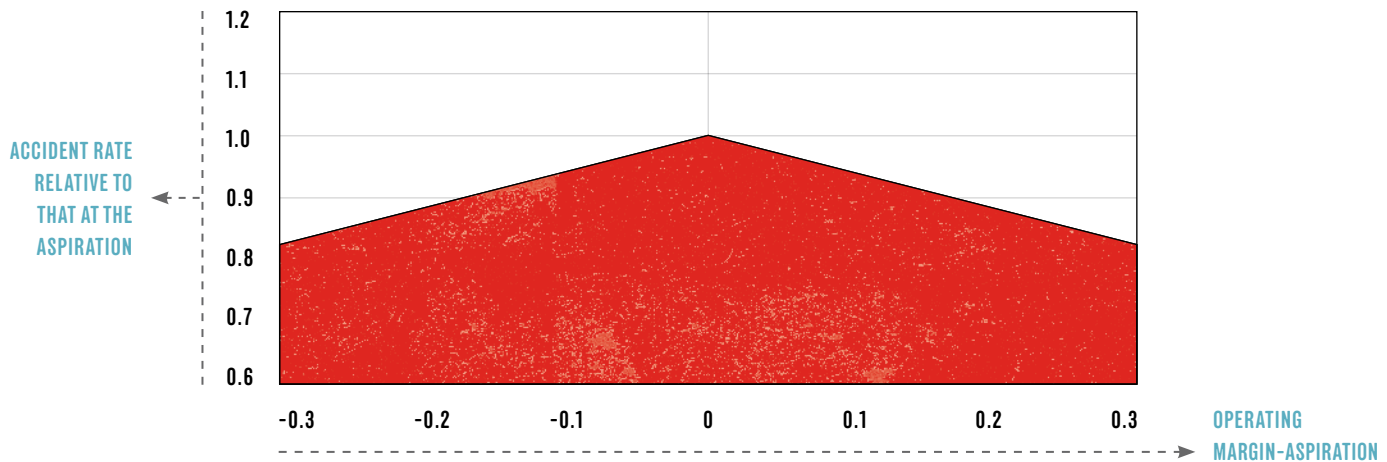
★ THEORY IN FLIGHT

Madsen's research is more than an examination of the airline industry. When you look at the big picture, his research has significant implications for the behavioral theory of the firm.

This organizational theory, introduced by Herbert Simon in the 1950s, is built upon the idea that rather than trying to maximize things, leaders of organizations are trying to



RATIO OF ACCIDENT RATES RELATIVE TO THE ACCIDENT RATE OF AN AIRLINE PERFORMING AT ITS PROFITABILITY ASPIRATION



people make decisions in other settings, such as in public agencies, nonprofits, and politics,” he asserts.

Desai, who attended grad school with Madsen, says that recently the theory has been used to explain important types of organizational decisions with fairly good accuracy—decisions such as when companies innovate, acquire other companies, or start new factories and, in the case of Madsen’s paper, how and when companies devote resources and attention to safety.

“We’ve seen an era in which organizations in different industries have experienced massive failures because they were unable to maintain or enhance their operational safety and process reliability,” Desai says.

For example, in 2001, Toyota, the maker of Lexus, received a sharp increase in complaints about acceleration problems. The company downplayed the grievances until a California Highway Patrol officer and three of his family members were killed in a Lexus because the gas pedal stuck. The attention this accident received in the social and traditional media realms convinced the company that the complaints weren’t happenstance. Toyota eventually recalled more than 6 million vehicles and lost about \$2 billion in North American sales.

“The crisis could have been avoided or dramatically mitigated if Toyota—a company that seemed to be at the head of the class—had recognized the deviation and

correctly acknowledged the thousands of complaints for what they really were: near misses,” Madsen points out.

Examining these close calls and identifying them is one way a firm can apply the behavioral theory.

How companies react to near misses might differ depending on how well they are performing relative to their aspirations, Hendron says.

“Those performing very well may not pay enough attention to close calls and may not learn anything. If they fail to examine the causes, odds are that eventually disaster will strike,” he says.

Desai says the theory highlights two things managers should watch for. “The first is complacency when their organizations are performing successfully,” he explains. “The second is for managers, investors, and other stakeholders to not count out organizations that perform slightly below expectations for short periods of time. These organizations often bounce back and outperform in the future.”

There is another aspect to consider, says Desai, who has studied this theory for ten years. “When performance is so far below the aspiration level that the organization’s survival is threatened,” he says, “survival instincts tend to kick in and the organization becomes more risk-averse and less likely to innovate.”

However, it’s not all doom and gloom if

a company dips into negative territory.

“There is a window of performance below expectations where organizations increasingly behave in novel and innovative ways, which is cool because you usually think of that sort of behavior from the most successful firms across the industry,” Desai acknowledges. “This theory says that it makes sense, in some cases, to root for the underdog.”

★ SAFE TRAVELS

Even with these tools to analyze airlines’ safety tucked under his hat, Madsen doesn’t really care which logo is on his plane’s rudder.

“I never set out to find which airlines are unsafe,” he says. “Instead I’m focused on developing a generalizable theory of when organizational risk for accidents goes up.”

Airlines have only gotten better during the past decade, Madsen says.

“Even a 7 percent increase in accident risk is still incomprehensibly small,” he says, noting a study from the early 2000s that indicated if someone flew on a U.S. commercial airline every day, statistically, it would take 36,000 years before he’d be killed in a crash.

Madsen doesn’t break a sweat when his flight over the Rockies hits a bit of turbulence. “Your risk of being killed in an auto accident is significantly larger than your risk of being killed in a plane accident,” he points out. “The airline industry is very safe.” **M**

School News

MBA Alumni Network Reaches Out



Matt Bunker is leading a charge trying to connect the past with the present while planning for the future.

As manager of the BYU MBA

Alumni Network, Bunker is establishing connections that people can turn to and rely on. The BYU MBA Network introduces alumni, current students, and potential students to one another by hosting events and distributing an email newsletter.

Bunker's aim is to create a strong, easily accessible network in which its members can connect with each other.

"Students can find mentors, and potential students can connect with us to learn what the program is like rather than through reading statistics," Bunker says. "I also want alumni to know that we're here to help them improve their professional lives."

The network is also tapping into social media to better connect with alumni.

"We're starting with our newest graduating class and working backward with subsequent graduating classes, letting them know of our presence online," Bunker says.

One of the most exciting tools the BYU MBA Network has created can be found on its official LinkedIn group page. There, under the Career Connections subgroup, members can connect with recruiters from select businesses. This feature is for

alumni who are experienced but looking for a career change.

You can find the BYU MBA Network online at LinkedIn, facebook.com/byumbanetwork, and at twitter.com/byumbanetwork. These feeds include program updates, upcoming events, and other news. Questions about the network can be directed to matt_bunker@byu.edu.

Accounting Programs Ranked Top Three for Seventeenth Year

For the seventeenth straight year the School of Accountancy received a top-three ranking from *Public Accounting Report* (PAR), reinforcing its position as one of the nation's best accounting schools.

This year's ranking places BYU third among undergraduate and graduate programs, against universities such as

Romney Institute Hosts Fairs for Job-Seeking Students

In a typical search for jobs and internships, students seek out the companies. The Romney Institute of Public Management, however, is finding ways to bring company recruiters to students.

The Romney Institute hosted two career fairs during winter semester—local government and nonprofit—giving students a chance to gain industry-specific knowledge from top professionals, establish connections, and even interview with recruiters about available internships and jobs.

"These fairs are an excellent way to introduce our MPA students to different professionals," says **Tanya Harmon**, director of MPA career services. "They help us gather multiple recruiters on campus at one time."

The third-annual local government fair, held 8 February, featured representatives from twenty governmental entities, more than the two previous years. Of those participating, about a dozen internships, part-time jobs, or full-time jobs were available or announced at the fair.

The local government fair also featured a keynote lecture by Bob O'Neill, executive director of the International City/County Management Association. During the lecture O'Neill shared advice he received during graduate school that changed the way he thought about his future.

"Do the most interesting thing you know the least about next," O'Neill invited the audience. "Think of this as a challenge for your career."

Considering the success of past local government fairs, the Romney Institute decided to host another fair this year catering to nonprofit



First-year MPA students Lauren Jackson and Kate Baxter discuss internship possibilities with Steve Thacker, city manager of Centerville, Utah.

emphasis students. Nine nonprofit organizations participated in the new fair, held 26 January. Among those participating, six of the organizations held interviews for internships.

During the keynote lecture, Kyle Caldwell, CEO of the Michigan Nonprofit Association, gave nonprofit industry-specific tips such as what nonprofits are looking for, what kind of jobs are available, and how to find a job in the industry.



the University of Texas at Austin, the University of Illinois at Urbana-Champaign, and the University of Michigan. BYU is the only top-ranked institution that doesn't offer a PhD program.

In an additional PAR poll, BYU accounting programs received the second-most first-place votes from professors who didn't rank their own programs No. 1—indicating the respect BYU has earned among the nation's top professors.

"Receiving this recognition is a validation of the quality of our students, faculty, and curriculum, all of which have helped build our fine tradition," says **Kevin Stocks**, director of the School of Accountancy. "It opens tremendous opportunities as our graduates prepare to enter the workplace."

BYU CIBER Hosts High School Business Language Competition



High School Language Competition first-place team members from Skyline High School.

Students from Utah high schools tested their language and business skills in the third-annual High School Language Competition, hosted by the Whitmore Global Management Center/BYU CIBER and co-sponsored by Nutraceutical Corporation and the Center for the Study of Europe at BYU.

"Our goal is to help students interested in foreign language discover that there are other ways to use the language—not just as a tourist but also in a career setting," says **Cynthia Halliday**, event organizer and managing director of the Whitmore Global Management Center/BYU CIBER.

Each participating school formed a team with the challenge to develop a business plan and presentation focused on marketing a Nutraceutical Corporation product to Utah's Hispanic community. The teams were composed of three students each, which included heritage and nonheritage Spanish speakers. The competitors spent many hours after school working on the details of their platforms and refining their language skills.

After viewing the Spanish-only presentations, the executives from Nutraceutical Corporation awarded Skyline High School first place. Timpview High School and Orem High School came in second and third, respectively.

Financial Times Rates BYU HR and Accounting Teaching No. 1

The MBA program has two big reasons to celebrate with the *Financial Times* rating both their human resources and accounting teaching No. 1 worldwide. The *Times'* teaching rank comes from a survey of alumni. The London-based paper also ranked BYU's MBA program ninety-eighth in its Global MBA Ranking 2012.

To be considered for the global rankings, schools must meet key criteria—two of which are international accreditation and at least four years of program existence. The *Financial Times* surveyed more than 20,000 alumni from the world's 150 leading business schools. Surveyed alumni were asked to weigh in on which courses were taught well at their alma maters.

"We are thrilled that this ranking gives us external recognition of the quality of our programs," says **Kristen DeTienne**, professor of organizational leadership and strategy. "Overall, the stronger each emphasis is, the stronger the MBA program will be as a whole."

Ballard Center Names New Fellows

Two international educators will continue to bring their innovative expertise to BYU as newly named fellows for the Ballard Center for Economic Self-Reliance.

Businessmen and entrepreneurs **Stephen Gibson** and **Jeremi Brewer** have been named Ballard Research Fellow and Peery Research Fellow, respectively. As fellows, the practitioners

receive funding and other resources to incorporate principles of social problem solving within their research projects and student mentoring.



Left: Stephen Gibson
Right: Jeremi Brewer

Gibson and Brewer will concentrate on expanding the Ballard Center's new program, the Microenterprise Education Initiative. To fulfill this initiative, the fellows will teach students about the day-to-day culture of a microenterprise operator, using a curriculum they created with their collected research.

Gibson's expertise is displayed in the principles he used to found the Academy for Creating Enterprise, an organization that teaches returned LDS missionaries from poor nations how to establish small business ventures.

Brewer, who holds a doctorate in Hispanic studies with an emphasis in culture, poverty, and necessity entrepreneurship, works as the Mexico country director for the Academy for Creating Enterprise.

"I love working with BYU students and seeing their vibrant drive for excellence," Brewer says. "I love the passion they have to help individuals struggling in poverty."

Associate Dean Receives Outstanding Faculty Award; Fifteen Faculty and Admins Also Honored



James D. Stice, associate dean, received the 2012 Outstanding Faculty Award, the highest distinction from the Marriott School, at its annual awards night.

Marriott School Announces 2012 Hawes Scholars



From left, Royce Riddle, Zachariah Rodgers, Michael McNelly, Moriah McClanahan, Casey Green, Cecilia Yiu, Douglas Hervey Jr., Julie Edgin, Stephen Haynes, and Christopher Farnsworth.

The Marriott School named ten MBA candidates as its 2012 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

"This is not purely an academic award," says **Craig Merrill**, MBA program director. "Those who are nominated for the award are nominated because they make the MBA experience better for people around them—they make the classroom experience better, they help other students do or learn more and get more out of the program."

The 2012 Hawes Scholars are second-year MBA students **Julie Edgin** from Monument, Colorado; **Christopher Farnsworth** from Orem; **Casey Green** from Centerville, Utah; **Stephen Haynes** from Brisbane, Australia; **Douglas Hervey Jr.** from Ashburn, Virginia; **Moriah McClanahan** from Bowling Green, Ohio; **Michael McNelly** from Seattle; **Royce Riddle** from Holladay, Utah; **Zachariah Rodgers** from Boston; and **Cecilia Yiu** from Hong Kong.

Students and faculty nominate and vote on each year's Hawes Scholars. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership maturity, and a commitment to high ethical standards.

Named for successful corporate executive **Rodney A. Hawes Jr.** and his wife, **Beverly**, the award was created in 1998 to recognize the accomplishments of graduating MBA students.

Another fifteen faculty, staff, and administrators were also honored.

Stice began his career at BYU in 1988 as a professor in the accounting department. He has also served as assistant director and director of the MBA program. **Stice** has received numerous awards during his tenure at BYU,

including the Karl G. Maeser Excellence in Teaching Award, the highest teaching award given by the university.

Cynthia Halliday, managing director of the Whitmore Global Management Center and director of the Cardon International Sponsorship program, received the N. Eldon Tanner Award.

The Tanner Award, first presented in 2010, is the business school's highest honor, presented to a staff or administrator who embodies the integrity, leadership, humility, and stewardship of the late N. Eldon Tanner.

The Teaching Excellence Awards for outstanding instruction were given to **John Bingham**, associate professor of organizational leadership and strategy, and **Keith Vorkink**, professor of finance.

Teppo Felin, associate professor of organizational leadership and strategy, received the Scholarly Excellence Award for outstanding efforts in research and publishing.

The Citizenship Awards, which recognize the commitment of faculty in giving administrative and developmental service to students, faculty, and programs, were given to **Michael Thompson**, associate dean, and **Patti Freeman**, chair of the recreation management and youth leadership department.

Roger McCarty, director of experiential learning, and **James Arguello**, supply technician in the department of military science, each received Excellence Awards, given to staff or administrative personnel who demonstrate excellence in management, professionalism, character, and initiative to improve.

For their years of service, the school also recognized retiring and departing faculty **William Baker**, professor of management communication; **Burke Jackson**, associate professor of business management; **James Hansen**, professor of information systems; **Scott Smith**, professor of marketing; **Bernell Stone**, professor of finance; **Brent Wilson**, professor of finance; and **Howard Gray**, professor of recreation management and youth leadership.

STUDENT NEWS

RYML Students Place First in National Quiz Bowl

At one point the BYU recreation management and youth leadership team was down more than 2,000 points. But that didn't stop its members from turning things around and taking home the first-place trophy at the annual National Recreation and Parks Association Quiz Bowl.

"The first round was scary, but when the categories for the second round came on the screen, we looked at each other and smiled," says team captain **Elicia Merwin**, an RMYL senior from McAllen, Texas. "We knew those topics really well. Going into the final round, we were double the next highest score."

BYU's win at the annual quiz bowl was part of the weeklong National Recreation and Parks Association Congress recently held in Atlanta. The team members competed against universities from across the country, including the University of Mississippi, Texas A&M, and California Polytechnic State University, which won last year's competition.

Merwin and her teammates, RMYL seniors **Catherine Truman** from Mapleton, Utah; **Miranda Deighton** from Sedro-Woolley, Washington; and **Alexi Trotter** from Fairfield, California, began preparation in August. The team was assisted on its way to victory by faculty advisor and RMYL professor **Brian Hill**.



From left, first-place winners Elicia Merwin, Catherine Truman, Alexis Trotter, and Miranda Deighton.

BYU Team Wins International Business Model Competition

A team of BYU MBA students received second place and a \$1,000 cash prize at the 2012 Wharton MBA Buyout Case Competition, beating out many Ivy League and international schools. The high-profile competition, which took place in Philadelphia, tested graduate students on their leveraged-buyout knowledge.

"How well we did speaks to the quality of the students and education in the MBA program," says **Gary Williams**, finance professor and a team advisor. "To me, this validates that we can compete with the best."

The five MBA students competed and placed alongside top schools such as Chicago University and Northwestern, which placed first and third, respectively.

All teams worked on a fictional leveraged buyout, examining whether or not to purchase The Children's Place retail stores. Approaching the scenario from strategic and financial points of view, BYU's team created a recommendation in just four days—a judgment that takes companies months to decide.

This is the third year BYU has competed in the Wharton competition. This year's team included second-year MBA students **Adam Mabry** from Mesa, Arizona; **Scott Cole** from Tempe, Arizona; and **Cory Steffan** from Salt Lake City. They were joined by first-year MBA students **Spencer Clawson** from Salt Lake City and **John Mayfield** from South Jordan, Utah.

BYU Team Wins International Business Model Competition

A BYU business may have created the perfect solution for those who are always searching in vain for a



From left, Spencer Clawson, Adam Mabry, and Scott Cole.

parking spot. At the second-annual International Business Model Competition, XoomPark won the grand prize of \$12,000 for its idea of a parking reservation website. XoomPark bested five other teams at the competition, sponsored by the Rollins Center for Entrepreneurship and Technology.

At the competition, the finalists, including teams from Harvard and the University of California, Berkeley, presented before a panel of judges and a live audience by explaining how

Accounting Program Leads Best Schools in CPA Exam Pass Rate



The focus of BYU's accounting program is to prepare its students to be successful in the profession. Before that objective can be accomplished, however, they must first meet the qualifications to enter the field. A recent statistic—CPA exam pass rate—reveals that BYU is doing this better than

any of the other top-ten accounting programs.

In the most recent *U.S. News & World Report* rankings of undergraduate accounting programs, BYU ranked third behind the University of Texas at Austin and the University of Illinois at Urbana-Champaign.

When comparing pass rates among *U.S. News'* top-ten universities, however, BYU ranks first with 79.1 percent, the University of Michigan second with 76.5 percent, and the University of Pennsylvania third with 72.8 percent. CPA exam pass rates are based on first-time and repeat undergraduate and graduate test takers.

Anthony Wadsworth, a second-year MAcc student from Panaca, Nevada, is studying for the CPA exam. He recently passed the BEC section on his first attempt and is hoping to complete the other three sections of the exam this summer.

"BYU does a great job of covering all of the CPA exam topics, but at the same time, the courses aren't just CPA exam prep classes," Wadsworth says. "The classes actually prepare you to become a competent professional."



Ken Frei, founder of XoomPark, presents at the 2012 International Business Model Competition.

they tested their hypotheses and made changes to their business models. The finalists were judged on the evolving process of establishing a business and how well their model addressed potential customers' needs.

"The competition rewards student business founders for identifying and validating the assumptions they make when setting up their companies," says **Jeff Brown**, Rollins Center assistant director. "The business model approach forces founders to get outside and meet with customers upfront to gain insight before spending time and capital on moving the company forward."

Nearly \$30,000 was awarded to the finalists. Second place was given to Harvard team Excelegrade, an online software tool for teachers. Third and fourth places were awarded to BYU teams AutoBid, which provides insurance estimates to auto body shops, and FlexLeg, a company offering prosthetic braces for injured legs.

Investments Taking Over Donations with Impact Investing

A group of BYU finance students are finding unique ways to use their investing skills while helping those in poverty worldwide.

Through the Ballard Center for Economic Self-Reliance, students help improve living conditions of the poor and learn about impact investing by interning with the University Impact Fund. The idea of impact investment rests on a goal to benefit poor people around the world while still bringing a

financial return to the investor.

"An investment, as opposed to a donation, helps people be accountable for the money they receive and helps them perform well," says **Wilfried Eyi**, a senior finance major from Libreville, Gabon, and fund associate. "The idea that you can analyze a business and see how it will impact a whole class of people, like fishermen in Indonesia or women entrepreneurs in India, is fascinating."

The Ballard Center provided this internship opportunity in which students could work with companies while learning about impact investing.

Last semester fund associates **Andrew Scheuermann**, a strategy senior from Eden, Utah, and **James Zelnick**, a second-year Macc student from Troy, Ohio, were part of a team hired to research whether investing in an Indonesian company would be a good venture. The team worked endless hours to compile analyses of the company and look at competitors, the market, and how the company was projected to grow. The team presented its research to the chief officers of the San Francisco-based investment fund—an opportunity not many business students have.

"Investment companies tend to be pretty small, so when you're working with them you do tend to work with the CEO, CFO, or managing director," Zelnick says. "It's somewhat intimidating at first, but the experience is good because you become more natural around those people."



Game Creator Named 2012 Student Entrepreneur of the Year

From his humble beginnings as owner of a lemonade stand to becoming founder of a million-dollar gaming company, **Brad Moss** was rewarded for his latest entrepreneurial endeavors by winning the Student Entrepreneur of the Year.



Brad Moss, founder of React Games, presents at the 2012 Student Entrepreneur of the Year event.

The competition, sponsored by the Rollins Center for Entrepreneurship and Technology, recognizes student entrepreneurs for running profitable companies while in school and comes with a cash prize of \$10,000.

"This is no small feat," says **John Richards**, faculty advisor for the competition and associate director of the Rollins Center. "These students carry credit hours and are running companies with a million dollars in revenue. It's incredible."

During the annual event, run by BYU's Collegiate Entrepreneurs Organization, student business owners competed for a chance to win a combined total of nearly \$20,000. Three finalists presented their businesses in front of a live audience and a judging panel.

Judges select a winner based on demonstrated qualities and traits of a successful entrepreneur, lessons learned, revenues and profit, execution of sound business principles, and job creation.

MBA Students Place Third at International Logistics Competition

Six MBA students won third place at the 2011 Sam M. Walton College of Business International Graduate Logistics Case Competition, held at the headquarters of Sam's Club in Bentonville, Arkansas.

"This is the third time we've placed in the top three in this prestigious competition," says **Cindy Wallin**, assistant professor of global supply chain management. "Placing high is evidence of the outstanding quality of our MBA students and programs."

This marks the fifth year that BYU competed against graduate students from across the globe to solve a complex supply chain case. After accepting their challenge, the team spent the next twenty-four hours creating a solution, which was presented to the judges.

Effective Product Packaging Can Be Counterproductive, New Study Finds



A new study has found that the same persuasive packaging that can lead consumers to buy a particular product can also cause them to use less of it once they take it home—thus reducing its long-term sales.

The counter-intuitive phenomenon results because consumers trust the packaging claims so much that they believe they don't need to use as much of it to accomplish a task.

Think of a household cleaner, says **Darron Billeter**, the Marriott School professor who co-authored the study.

"Powerful cues in packaging allow customers to conclude that some products are more effective than others," Billeter

says. "Through these cues, customers conclude that using a little of the product will go a long way."

The study appears in the *Journal of Marketing Research*, with Johns Hopkins Carey Business School assistant professor Meng Zhu as lead author. J. Jeffrey Inman of the University of Pittsburgh is the other co-author.

The researchers note that previous academic studies have established a link between strong marketing cues and consumer choice. However, the influence of such cues on post-purchase use has gone uninvestigated, until now.

The researchers offer possible solutions, such as employing packaging cues that stimulate purchase without strongly implying effectiveness or using effectiveness cues in advertisements and outer packaging but removing them from the bottle or tube that contains the product.



BYU MBA teammates smile after their win at the Walton Case Competition.

The team consisted of second-year MBA students **Casey Green** from Centerville, Utah; **Heidi Hunsaker** from Ogden, Utah; **Royce Riddle** from Holladay, Utah; and **Jordan Wilson** from Toledo, Oregon. They were joined by first-year MBA students **Adam Charles** from St. Gallen, Switzerland, and **David Luke** from Craig, Colorado. Financial

support from BYU's Whitmore Global Management Center helped the students attend the competition.

Student-Run VC Fund Turns 15x Profit on Investment

MBA students have accomplished what some investors only dream of: selling their investment with a return of nearly fifteen times the original cost.

The Marriott School's student-run venture capital fund Cougar Capital recently sold its stake in tech company Fusion-IO, generating one of the largest exits ever by a student-run firm.

Cougar Capital's class of 2009 completed the original investment and performed due diligence on the company. Cougar Capital is an evergreen fund, meaning all profits from investments

are put back into the fund for future classes to invest.

"The true value of Cougar Capital comes from the practical application of the theories we learn in class," says **Carl Haynie**, the fund's director of external relations. "It becomes more than a class when we deal with real money and have the responsibility to make decisions with profound effects."



FACULTY NEWS

Online Role-Playing Games Can Hurt Marital Satisfaction, Says BYU Study

Online role-playing games negatively affect real-life marital satisfaction, according to a BYU study published in the 15 February *Journal of Leisure Research*.

The study reports that 75 percent of spouses of sword-carrying, avatar-loving gamers wish they would put less effort into their guilds and more effort into their marriages. The researchers, led by graduate student **Michelle Ahlstrom** and recreation management professor **Neil Lundberg**, studied 349 couples to learn how online role-playing games affect marital satisfaction.

What the researchers found confirms popular opinion with some interesting new details. The study revealed it's not the time spent playing games that caused dissatisfaction but rather the resulting arguments or disrupted bedtime routines. These issues can cause problems such as poorer marital adjustment, less time spent together in shared activities, and less serious conversation.

The study showed that gaming is dominated by men, but there is a contingent of women gamers who play with their spouses.

"In those gaming couples where the marital satisfaction was low, the same issues existed," Lundberg says. "For example, if they argued about gaming and bedtime rituals were interrupted, even though they gamed together, they still had lower marital satisfaction scores."

Seventy-five percent of spouses of online gamers wish their significant others would put more effort into their marriages.



However, the study found that for couples in which both spouses play, 76 percent said that gaming has a positive effect on their marital relationship. Interestingly, for those who do game together, interacting with each other's avatars—their online persona—leads to higher marital satisfaction. However, both must be satisfied with their mutual participation, especially the individual who plays less.

"Not all video games are bad," Ahlstrom says. "With any type of gaming, consider the content; how much time it is taking; how it is affecting you, your schooling, work, sleep, body; and especially how it is affecting your spouse and marital relationship."

The researchers believe the problem could be more severe than the study shows because they found that many dedicated gamers were not willing to participate in the study. Ahlstrom and Lundberg were joined by BYU co-authors **Ramon Zabriskie**, professor of recreational management and youth leadership; Dennis Eggett, associate research professor of statistics; and Gordon B. Lindsay, professor of health sciences.

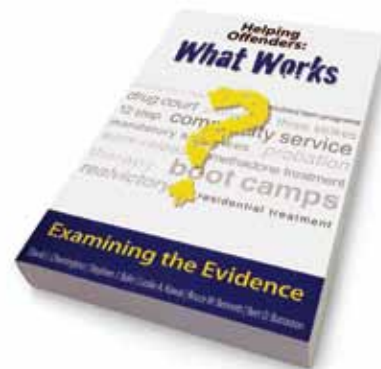
Book Outlines Methods for Reducing Recidivism

When it comes to preventing criminals from returning to crime, successful methods can be hard to come by. A Marriott School professor has teamed up with RealVictory, a recidivism-reducing program, to publish a book that looks at solutions to the social problem.

Helping Offenders: What Works? was written by a team of researchers led by **David Cherrington**, an organizational leadership and strategy professor.

"There's a big push for evidence-based results because the government has spent millions and millions trying, incarcerating, and supervising criminals," says **Bruce Bennett**, RealVictory executive director and Marriott School alumnus. "It's a huge issue. Officials no longer want to spend money on a program that is not proven to work."

Bennett asked Cherrington and Stephen Bahr, a professor of sociology, to research the effectiveness of the RealVictory program. The program, which helps offenders align their actions with



long-term goals and beliefs, combines a six-week training program with a cell phone coach to help former criminals change their lives for the better. The three were joined by co-authors **Leslie Kawai**, an adjunct faculty member of organizational behavior, and Burt Burraston, an associate professor of sociology.

In their findings, the program reduced recidivism among juveniles by 40 percent. From a sample of seventy juveniles, twenty-eight youth were given the training and then a cell phone coach for a year. Whereas 90 percent of the control group were rearrested within the next year, only 54 percent of those who received the training and coach were rearrested. Those who were rearrested after receiving training and the cell phone coach took, on average, more than twice as long to be rearrested than those who did not participate in the RealVictory program.

The training consists of six classes that invite participants to analyze their personal desires and then help them see what kind of behavior will lead to fulfillment of those goals.

The cell phone coach solidifies the training to ensure that the goals are not forgotten. Each participant is given a cell phone, donated by Cricket Wireless, and receives automated phone calls as many as two times a day. The interactive calls check in on the participants and provide a prerecorded message of either encouragement or congratulation from a close friend or relative.

Cherrington and Bennett say they have witnessed many examples of the changes that the program can initiate in people's lives. The rewards of their involvement inspired them to write the book, and they hope the program can influence more people.

Alumni News

New Calgary Chapter a Success

Early in 2011 a group of professionals in Calgary, Alberta, Canada, were trying to think of ways they could network with other LDS businesspeople and help their unemployed associates find jobs. Then in walked **Chet Harmer** with a proposition: Why not form a BYU

Management Society chapter?

As a member of the society's steering committee, he helps new chapters get started. Harmer was visiting Alberta on business and stopped by Calgary's LDS Employment Office to ask if they had an organized group of LDS businesspeople.

Harmer met with representatives from

Calgary stakes and explained the purpose of the Management Society. Those in attendance realized a chapter was exactly what they had been looking for. A month later Harmer started the chapter with twelve members.

Today, the N. Eldon Tanner Management Society chapter in Calgary averages

Success from the Trenches

Jerry Koenig knows a thing or two about working in the trenches. In his more than sixty-six years of job experience, Koenig has been no stranger to challenging tasks, as he has used his dedicated work ethic to achieve great success.

Born in the depth of the Great Depression, Koenig started his first job at the age of twelve as a newspaper delivery boy for *Newsday*. At age twenty his work at the New York Telephone Company was halted when he was drafted to serve in the U.S. Army. After his discharge two years later, Koenig attended BYU, where he graduated in industrial management in 1960.

Koenig knew exactly where he wanted to start his career and submitted only one job application to his company of choice: IBM. He was hired as a facility planner in the Data Systems Division, and it was there that Koenig faced one of the largest challenges of his young career, which turned out to be his proudest moment. IBM had recently shifted its strategy to make all of its technologies compatible with one another, an initiative they called System/360. Koenig was promoted to manage the facility, planning for the huge increases in manpower and facilities that would determine the success of System/360.

"Failure on my part could have seriously impacted this vital project," he recalls.

Under pressure of thousands of new employees and equipment needing space to operate, Koenig planned and completed the new facilities so the project could stay on schedule. System/360 would become one of IBM's most successful projects, and Koenig prides himself on his contributions.

"This project showed the impact the people in the trenches can have on a major company when they put forth the effort," he says.

Koenig stayed with IBM for decades, working in numerous design and logistical positions. Toward the end of his



time there, Koenig was approached to help the company prepare for tradeshow, and he fell in love with event management.

A few years after his retirement from IBM, Koenig and his wife, Sami, started their own event planning business, King Services. For seventeen years they have put on conferences and trade shows in nearly every major U.S. city for a number of public and government entities. With no other staff besides hired help in each new city, King Services has run the Defense Logistics Agency Troop Support Food Show for the past eight years, one of the biggest military tradeshow.

"It's a complex and challenging event that involves working with the nation's leading food producers," Koenig says. "But it is an outstanding event because of the great purpose it serves in feeding the military."

Although the economy has slowed the number of events in recent years, Koenig has no plans on the horizon to retire, even after decades of work.

The Koenigs have two sons and live in Marietta, Georgia. He enjoys spending time with family and is currently writing a book about the Bible.

Sales in the Fast Lane



Matthew Bowman likes leading the pack. His salesmanship has landed him a prestigious award and created a career leading fast-growing sales and customer service companies.

Bowman, a 1992 management graduate, was recipient of a Utah Business 2012 SAMY award, given to the top twenty sales and marketing executives in Utah. The award, in its inaugural year, is based solely on the impact salespeople have made to the bottom line. Bowman was

chosen from hundreds of applicants for his work at Allegiance, an innovative feedback and survey company. Under Bowman's leadership, the company's quarterly lead count increased by nearly 400 percent and the price per lead was cut nearly in half.

In March 2012 Bowman blazed another trail as he became vice president over demand generations at Teleperformance, where he oversees the very beginning of the global company's sales cycle.

"This role was created especially for me, which allows me to define the value it can bring to the company," Bowman says. "It is part art and part science, but it really is as much of an art form as it is a science," he says.

New technology has opened up the world of demand generation and allowed people like Bowman to cultivate relationships with prospective customers before they are ready to talk to a salesperson—a task Bowman calls a mixture of sales and marketing. It's an area he expects to grow along with technology, especially in the business-to-business sales world.

Aside from his fast-paced life in sales, Bowman also has a passion for another fast mover—classic cars. After being on the committee of Utah Concours d'Elegance, Bowman unexpectedly took over the 2010 car show just three months before the event. The annual event raises money for a number of local charities by showcasing dozens of the world's best classic cars. Even with a short turnaround, Bowman was able to create a successful event.

Bowman and his wife, LaDawn, have three children and live in Draper, Utah. When he isn't leading the sales world, Bowman enjoys golfing, mountain biking, and camping and is sure to keep blazing ahead in the fast lane.

more than eighty people at meetings. Each month the chapter hosts gatherings, including networking luncheons, speakers, and service projects.

"This is now one of the most active Management Society chapters in the world, and it's less than one year old," Harmer says. "It's because members of the LDS Church wanted to help others, and they were ready and took hold of it."

Bruce Renton, VP of membership, credits the enthusiasm and dedication of

all members in the chapter for its success.

"If you get one person excited, that's not good enough," Renton says. "You need a whole bunch of people in the room saying 'I'm interested, when can we meet to get things going?' That's what happened to us in Calgary."

Renton says membership in the Management Society has many benefits, including help with job searches, professional development, and networking.

"The bigger picture is being a voice for

integrity in the business community," Renton continues. "As an established business networking group, we need to reach out to the community and speak up."

Today Harmer, Renton, and others are working together to set up more Management Society chapters in other regions of Canada, including Toronto, Ontario, and Edmonton, Alberta. Active chapters already exist in Red Deer, Alberta; Lethbridge, Alberta; and London, Ontario.

For those interested in setting up a chapter, contact **Rixa Oman**, executive director of the BYU Management Society, at 801-422-6824.

Management Society Establishes Chapter in Singapore

Since 1977 the Management Society has made an impact throughout the world by promoting moral and ethical leadership. This winter that impact grew to include another branch in Asia. **Lee Radebaugh**, director of the Whitmore Global Management Center/BYU CIBER, traveled to Singapore to help establish the nation's first chapter.

"We have worked for several years to be recognized by the government," says **Ah Chuan Ho**, chapter organizer and BYU graduate. "After an extensive process, we have met the requirements and have been cleared to proceed with the chapter formation. We are excited to go ahead and officially do something good in the name of Brigham Young University."

Radebaugh praised the efforts of those involved for their perseverance and hard work to receive approval.

"To pull everything together to set up the organization hasn't been easy," Radebaugh says. "The Management Society will be a real blessing to company leaders and businesspeople in Singapore."

In the chapter's inaugural meeting,



Chapter president Leonard Woo addresses members of Singapore's Management Society.

Radebaugh directed the group to hold meaningful activities and programs for its members and gave instruction to align its goals with the Management Society's core objective—to grow moral and ethical leadership worldwide.

Singapore's economy is known for its convenience in doing business, making the country's market very competitive. Chapter president **Leonard Woo** believes the Management Society will have a strong impact on business leadership with so many opportunities present.

"With the strong support and resources from the Marriott School, we're confident to move ahead, organize the Singapore chapter, and make meaningful contributions to the country as well as to its members," Woo says.

The Singapore chapter is the eighth established Management Society chapter in Asia and one of 105 chapters worldwide. The organization gives its members the opportunity to build lasting and meaningful business relationships and friendships based on ethical values.

CLASS NOTES

1963

Arnold Corbridge, a 1963 accounting graduate, spent eighteen years at Roy Farms Inc. before retiring as CFO. He currently sits on the farm's board of directors and works as president of AVC & Associates, an accounting and tax service company. Retirement hasn't slowed Corbridge. He participates in several business and community boards and is also president of the Yakima chapter of the BYU Management Society.

He and his wife, Victoria, have served two LDS Church service missions. They have a blended family of ten children and live in Yakima, Washington.

1968



Lily Fife, a 1968 general business graduate, has turned her degree into an eclectic career across state and industry lines. After earning a second degree in environmental design in 1971, Fife started work as a data administrator at Hughes Aircraft Company in California, where she

stayed for nine years. She also worked as a bookkeeper and buyer for a Utah furniture store and as office manager for a California medical center.

Fife says one of the biggest accomplishments of her career was the opportunity to combine her business and interior design expertise to refurbish a local health care center. Fife retired in 2001 and now enjoys traveling, taking photos, and being outdoors. She and her husband, David, live in San Marcos, California.

1980



Jerry A. Rose earned his bachelor's degree in business management in 1980 before starting a twenty-six-year career with General

Electric. There his positions ranged from general manager in GE Appliances to vice president of global product management.

In 2010 Rose joined United Technologies Corporation Fire & Security as vice president of product management. There he leads a global team for the \$7 billion fire and security division as it delivers quality products to more than one million customers. Rose and his wife, Judy, have four children and live in Sarasota, Florida, where he enjoys golfing, fishing, and volunteering with the Boy Scouts of America.

1981



After graduating with his BS in marketing in 1979, **Russell Wilks** decided to stick around Provo to earn his MBA in finance, which he

did in 1981. His career has since taken him around the globe, including a stint as chair of the executive committee of the board of directors of First Leasing Bank in Bahrain, the first bank of its kind in the country.

In 2001 Wilks co-founded Overland Capital Group, where he is currently president and a member of the board of directors. His company reaches out to both domestic and international investors interested in U.S. real estate and equipment leasing. Wilks also recently co-founded Vista Entertainment Capital to provide equity investments to the entertainment industry.

Outside of work Wilks enjoys sports, music, and his involvement with the Make-A-Wish Foundation. He and his wife, Carolyn, have four children and live in Clifton Park, New York.

1984



Nelson Hafen, a 1984 finance graduate, went on to earn his MBA from Loyola Marymount University.

With positions as a business owner and senior financial planner under his belt, Hafen is currently CFO of Zion Mountain Ranch, an expansive cabin facility adjacent to Zion National Park in southern Utah.

Hafen is president of the St. George chapter of the BYU Management Society and also sits on the board of directors for the Tuacahn Center for the Arts and Tuacahn High School. Hafen has been an active mentor to undergraduate business students at BYU since 2005. He and his wife, Laurel, have four children and live in St. George, Utah, where they enjoy reading, traveling, and watching BYU sports.

1987



Larry K. Long earned his bachelor's degree in finance from BYU in 1987 and now works as chairman of the board, treasurer, and COO of

Builders Insurance Company, a regional workers' compensation firm. Prior to joining Builders Insurance, he was CEO of Prestige Lighting and L.B. Properties and worked in the finance department at Nevada Power Company.

Long is a fraternal twin who married an identical twin, Tracey. They have six children and live in Las Vegas, where Long is involved in the community. He has sat on the board for Spring Valley Little League for twelve years, held a variety of church leadership positions, and has been actively involved with Scouting. In his spare time, Long enjoys traveling with his wife, boating, and coaching his sons' baseball teams.

1993

Bryan Hardman has worked nearly his entire career in the medical finance industry. The 1993 marketing graduate



began his career with Quaker but after a few years made the switch to health care and hasn't looked back. Hardman is regional

vice president for MedAssets, the industry leader in financial management. In this position he has regional sales stewardship for clinics and hospitals across the Rocky Mountain states.

Hardman also serves as chair of the Denver chapter of the BYU Alumni Association and previously served on the executive committee of the Colorado Management Society for seven years. Hardman and his wife, Lisa, have five children and live in Highlands Ranch, Colorado, where he enjoys road biking and improv comedy.

1998



Since graduating from the Marriott School with his MBA in 1998, **Sergio Pitbladdo** has made an impact on his native South America.

After a few positions in the public sector, Pitbladdo has settled into a career with the LDS Church. There his positions have included area planning manager of the physical facilities department and regional church employment services manager. Since October 2010 he has been working as the recorder and engineer at the Montevideo Uruguay Temple. In that capacity he oversees all logistical and recording aspects of the temple, including the payroll, maintenance, and office staff. Pitbladdo is the first recorder/engineer for a small temple, as the roles are usually split between two people or covered by volunteers.

In his spare time Pitbladdo enjoys singing in choirs, swimming, and traveling. He also serves as the BYU alumni chapter chair for Argentina. Pitbladdo and his wife, Susana, live in Montevideo, Uruguay, with their two children.

2000

Dmitri Malinovski uses his passion for accounting and sports to advocate for and make a difference with a number of global causes. After graduating with his master of accountancy in



2000, Malinovski started with Deloitte in Washington, D.C., where he worked his way from consultant to manager. Malinovski

now works as managing member and principal consultant at Chicago Advisory Group. Outside of his career, Malinovski provides free consultations to small businesses in the U.S. and his native Russia on soliciting foreign investments and entering foreign markets.

An All-American swimmer during his time at BYU, Malinovski now coaches a professional water polo team and actively supports the development of youth sports in Russia. Malinovski and his wife, Kristina, live in Vienna, Virginia.



Stephanie Probst is a stay-at-home mom with strong business focus. A 2000 MBA graduate in finance, Probst has a deep

interest in work-life balance initiatives and workforce reentry programs for women. In 2011 she organized North Texas Women in Business as a way for local women to network and develop professionally. She also helped organize the Marriott School's first Women in Business Conference in October 2011. Probst says her main goal is to prepare women to reenter the workforce before they've even left, allowing them to maximize the time they spend with family.

In her free time Probst works as a freelance financial analyst and spends as much time as she can with her children. She and her husband, Brandon, have five children and live in Dallas.

2003



Aaron Favero, a 2003 MBA graduate, has taken his career to the next level by combining his love of the outdoors with his business

savvy. He spent four years as marketing director at the sporting goods company Ogio before joining Red Bull North America. He currently works as a brand manager, overseeing advertising and field marketing in the Mountain South region.

Favero also recently led the company's national partnership with ESPN for the Winter X Games, a great combination of his love for snowboarding and his passion for marketing.

Favero and his wife, Brooke, live with their four daughters in Denver.



Kevin Ball earned his master of information systems from the Marriott School in 2003 and went straight to work at

the world's largest public oil company, ExxonMobil. He held a number of positions with the company before settling into his current position as IT manager over the Downstream and Chemical Manufacturing division, where he manages IT staff at fifteen refining and manufacturing plants across the nation.

Ball is an active member of the Marriott School's Information Systems Advisory Board and loves mentoring and presenting to students. He is an avid gardener, jogger, and music composer, but his main enjoyment comes from spending time with his family: his wife, Candace, and their four young children. The Ball family lives in Tomball, Texas.



David Arnold knows the importance of having candy close at hand. The 2003 MACC graduate always keeps candy in his office as

a way to bring people in for a chat. He says it has helped create a sense of ease throughout his career and has turned co-workers into friends.

Arnold spent the first nine years of his career at KPMG, advancing from staff accountant to senior manager. In 2001 he received the Community Service Excellence Award from KPMG Canada.

Arnold recently made a move to become CFO at London Hydro, the electric distribution company for the city of London, Ontario, which supplies power to nearly 150,000 consumers. He had previously been audit manager over London Hydro while at KPMG. Arnold made sure one of the first things he did was place his candy dish at his new desk.

Arnold and his wife, Kathleen, have

six children and live in London, Ontario, where he enjoys spending time with family and playing and watching sports.

2004



Matthew Allred graduated from the Marriott School with his MBA in 2004 and immediately went to work for the Pepsi Bottling Group in Denver. In 2006 he traded his skis for sunglasses and moved his young family to Atlanta. There he works as a senior partner with executive recruiting firm Hope and Associates, overseeing relationship building to fill human resources positions across the country.

Allred and his wife, Maree, live in Loganville, Georgia, with their four children, whose activities keep the family always moving.

Anne Burnett is a great example of how accounting skills apply to more than just the business world. A 2004 Macc graduate, she worked as an accountant for the Utah Association of Realtors for a year after graduation and now stays at home with her three young daughters. Burnett



says the organizational skills she learned in the accounting program are valuable in her life as a homemaker as she strives to arrange her busy family's activities. Her children may be a little more loving than balance sheets. Burnett says one of her favorite parts of motherhood is the unconditional love she gets from her daughters with their hugs and kisses.

Burnett and her husband, Russell, recently moved their family to Bryan, Texas.

2006



Karen Campbell, a 2006 accounting graduate, recently took her talents across the pond. She is enrolled in the one-year MBA program in the Saïd Business School at Oxford University in England with plans to graduate in September 2012 and pursue a career in impact investing.

Prior to starting the MBA program, she worked for hedge funds in New York and London. Campbell is a member of the Oxford women's basketball team.

She is also an Olympics fanatic, having attended the past two games in Beijing and Vancouver, with plans to attend the upcoming London Games.

2008



Three years into his career, **Joseph Pike** has already gained a wealth of experience in the human resources world. Soon after graduating with his MPA he joined Hewitt Associates in Chicago, anxious to learn at one of the world's largest HR firms. Since starting as a learning and development consultant, Pike has risen through the ranks and is an engagement consultant at the merged Aon Hewitt, managing a team with ten to twelve clients. Along the way he worked on and led teams focused on worldwide measurement and internal research.

Pike's current position puts him in contact with Fortune 500 companies to gauge employee satisfaction and then advise leaders on how to better engage their workers. Pike says he loves helping organizations better understand their greatest assets—their employees. He and his wife, Marilyn, live in Highland Park, Illinois.

International Success, One Step at a Time



A world away from his home in Utah, 1989 master of accountancy graduate **Phillip Hutchings** is climbing a ladder to global success and sharing his knowledge with Marriott School students.

While working with his U.S.-based company Fortuna Consulting in China for nearly a decade, Hutchings noticed that even the most high-end companies were still using bamboo ladders. Hutchings called his friend,

the CEO of Little Giant Ladder, and suggested the company expand its efforts. After a few flights across the globe, a joint venture was formed between Fortuna Consulting; Wing Enterprises, owners of Little Giant; and a local Chinese company.

Right away, Shanghai Little Giant began seeing enormous success. "We just wanted to get the brand into China," Hutchings says. "But we began to make inroads into other countries across Asia and the Middle East and are now in more than twenty countries."

The only problem? Neither Hutchings nor his partner, Reed Flygare, speak a second language. They collaborate with local businesses in each

new country and have learned enough Chinese to get by. However, when they realized their local employees were having a hard time closing sales, they knew they needed outside help.

"Being a Marriott School alum, I knew we could reach into BYU and find some great Chinese speakers with solid business backgrounds," Hutchings says. He also knew that BYU students had the integrity and maturity to handle an internship in mainland China and that many returned missionaries had experiences closing sales. Shanghai Little Giant hired three BYU interns for the 2011 summer.

The results were outstanding. Hutchings soon found that the BYU interns were training local middle management and also gaining valuable international business experience. The program was so successful that Hutchings plans to expand into more countries in upcoming years.

"It was an experiment that worked very well," he says, adding that he loves sharing the experience of working in China with students.

Hutchings and his wife, Sarah, have four children and live in St. George, Utah, although he spends about a third of his time in China. A hardcore sports fan, Hutchings has been coaching youth sports for more than twenty-five years, including his daughter's and son's softball and baseball teams that became some of the best in the region.

2011 Annual Report

B Y U M A R R I O T T S C H O O L O F M A N A G E M E N T

SCHOOL REPORT

Our Mission

EDUCATION

Attract, develop, and place men and women of faith, character, and professional ability who will become outstanding leaders capable of dealing with change in a competitive global environment.

SCHOLARSHIP

Advance knowledge using strong conceptual and spiritual foundations to identify and solve management problems.

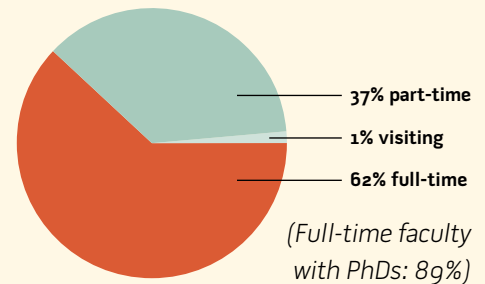
SERVICE

Serve in academic, professional, and civic organizations, extending the benefits of management education and scholarship to the university, to members of The Church of Jesus Christ of Latter-day Saints, and to the world.

National Rankings

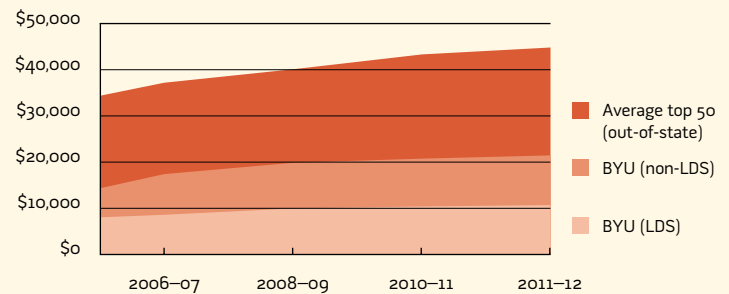
Faculty

Total faculty: 213



Graduate Tuition

Marriott School vs. top 50 U.S. business schools (2 semesters)

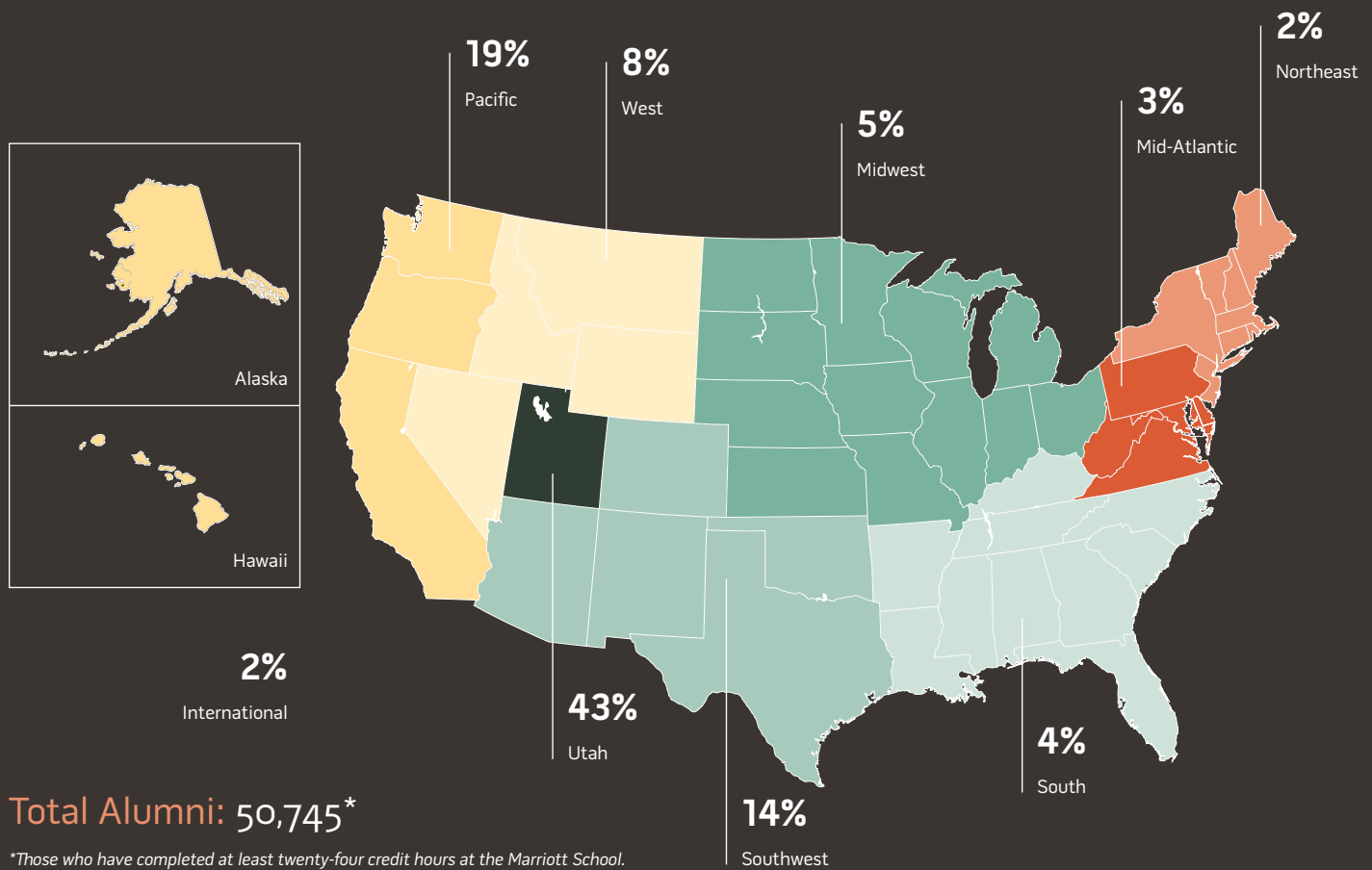


RANK	PROGRAM	SOURCE
UNDERGRADUATE		
1st	Accounting	<i>BusinessWeek</i> , 2011
2nd	Accounting	<i>Public Accounting Report</i> , 2011
3rd	Accounting	<i>U.S. News and World Report</i> , 2011
7th	Entrepreneurship	<i>Entrepreneur</i> , 2011
9th	Strategy	<i>BusinessWeek</i> , 2011
Top 10	Information Systems	<i>TechRepublic</i> , 2008*
GRADUATE		
1st	MBA (regional schools)	<i>Wall Street Journal</i> , 2007*
1st	MBA (family friendly)	<i>Princeton Review</i> , 2011
2nd	MBA (emphasis on ethics)	<i>Wall Street Journal</i> , 2007*
2nd	MBA (entrepreneurship)	<i>Entrepreneur</i> , 2011
3rd	MAcc	<i>Public Accounting Report</i> , 2011
9th	MBA (accounting)	<i>U.S. News and World Report</i> , 2012
15th	MBA	<i>Forbes</i> , 2011

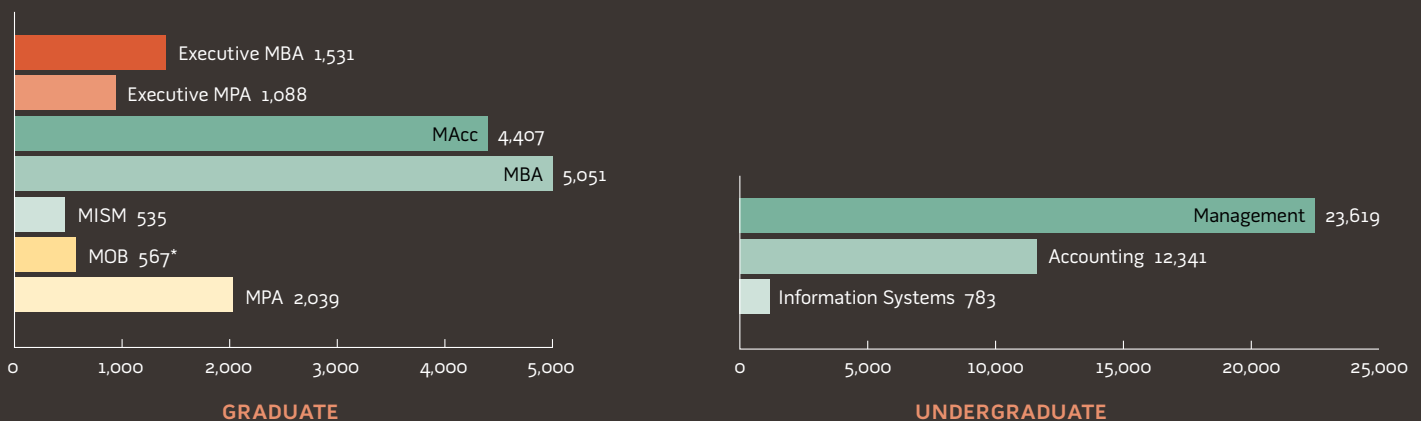
*Most recent ranking.

ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2011



*The MOB degree is no longer offered. The MBA program now offers an OB/HR major.
These charts are not a comprehensive list of all degrees that have been offered by BYU's business school.

STUDENT REPORT

Academic Year 2011–12

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of applicants in 2011	401	135	71	255	1,282	2,144
Students entering in 2011 (class of 2013)	150	61	42	158	839	1,250
Female	11%	51%	5%	20%	22%	21%
International	13%	13%	10%	8%	12%	12%
Minority	5%	13%	2%	5%	7%	7%
Married	76%	41%	67%	54%	23%	36%
Returned missionaries	89%	66%	60%	77%	70%	72%
Bilingual	70%	69%	64%	47%	63%	62%
States represented	26	17	11	22	40	44
Countries represented	12	6	5	8	34	40
Undergraduate universities	38	14	3	5	na	47
Average age	29	26	25	24	23	24
Average GMAT score	670	na	633	na	na	662
Average entering GPA	3.55	3.59	3.71	3.74	3.69	3.68
Total number of students enrolled	312	119	81	331	1,555	2,398

*Does not include 121 Executive MBA and 138 Executive MPA students currently enrolled.

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of students receiving scholarships	240	94	30	140	229	733
Percent of students receiving scholarships	77%	79%	37%	59%	15%	31%
Average scholarship amount	\$4,280	\$5,134	\$1,399	\$1,853	\$1,718	\$3,008
Total scholarships	\$1,027,237	\$482,634	\$41,965	\$259,482	\$393,357	\$2,204,675
Number of students receiving loans	105	16	4	13	na	138
Percent of students receiving loans	70%	27%	10%	8%	na	16%
Average loan amount	\$6,503	\$6,276	\$8,500	\$7,514	na	\$6,630
Total loans	\$682,800	\$100,420	\$34,000	\$97,684	na	\$914,904

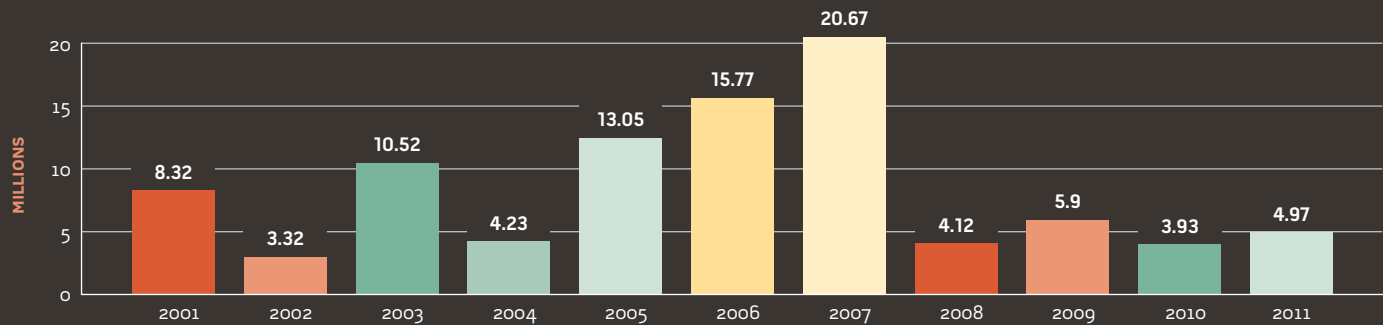
**Does not include university or federal aid.

MACC and MISM student numbers include only fifth-year students who are paying graduate tuition—not all students in these programs.

CLASS OF 2011 PLACEMENT	MBA	MPA	MISM	MACC	UNDERGRAD
Average starting base salary	\$92,277	\$45,295	\$61,553	\$52,936	\$50,883
Placed at graduation	78%	51%	86%	94%	56%
Placed by 30 September 2011	91%	89%	93%	95%	62%

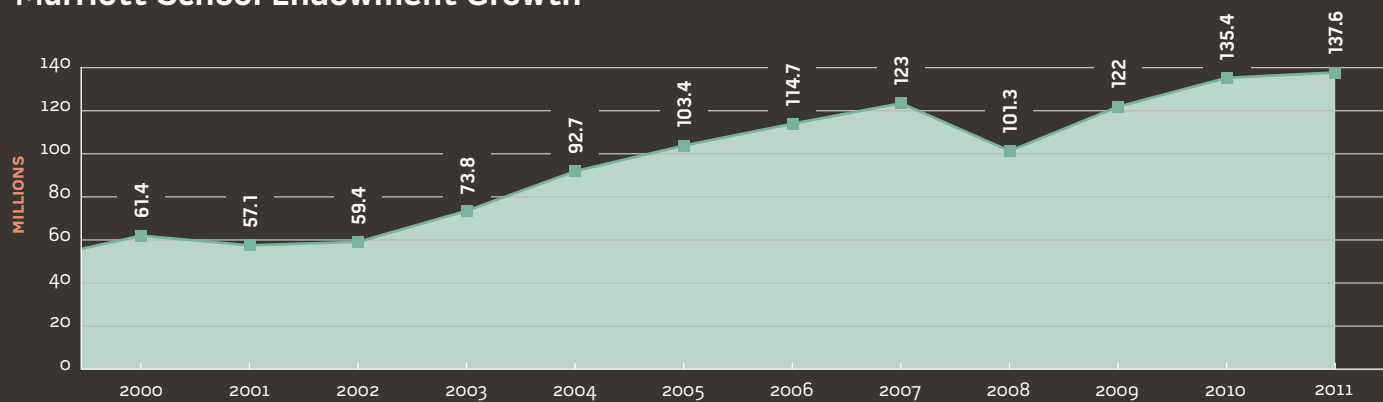
FUND-RAISING REPORT

Contributions from Alumni and Friends



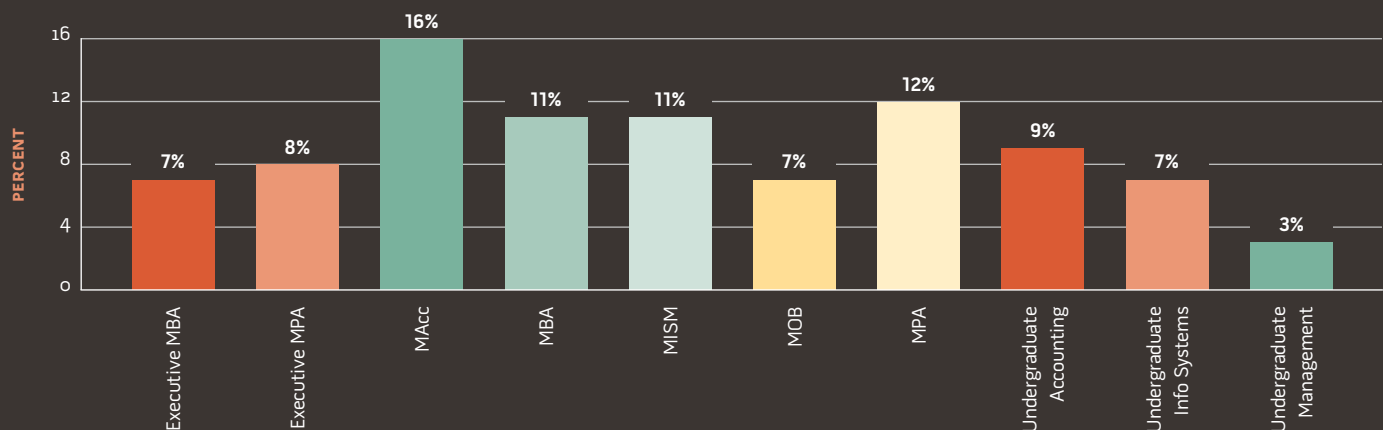
Note: Tanner Building Addition campaign ran 2005–2007.

Marriott School Endowment Growth



Alumni Giving to the Marriott School

Median Alumni Gift: \$50 Average Alumni Gift: \$708 Total Alumni Giving: 6%



FINANCIAL REPORT

Endowment Report (in thousands)

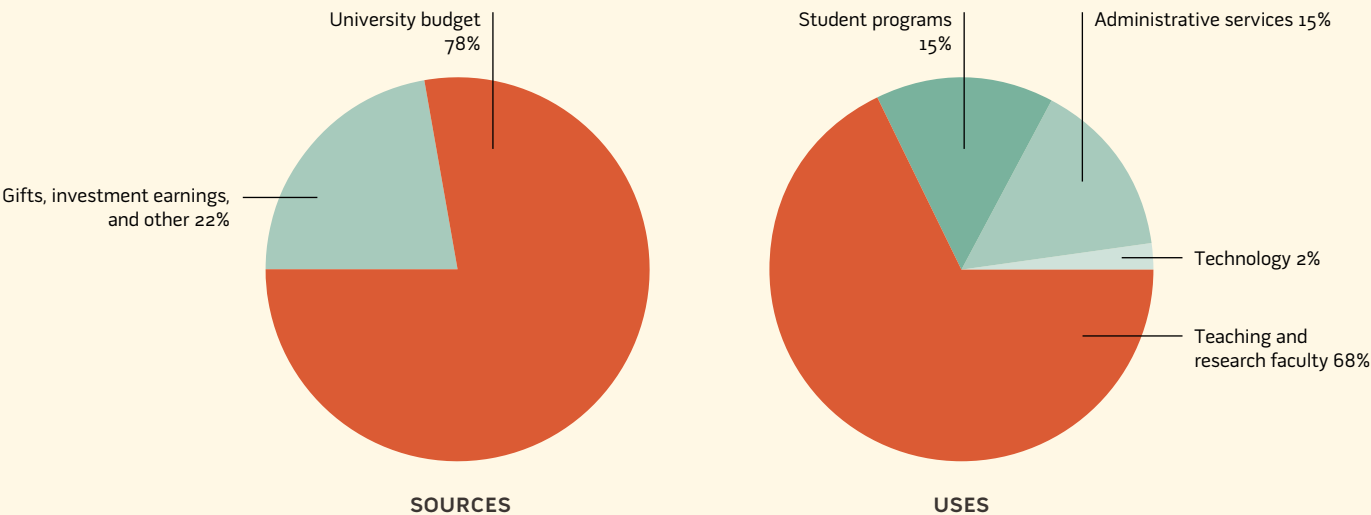
UNRESTRICTED ENDOWMENT	CURRENT FUNDING
College general	\$ 26,023
Academic departments	\$ 12,686
CENTERS AND INSTITUTES	
Rollins Center for Entrepreneurship and Technology	\$ 10,500
Whitmore Global Management Center	\$ 2,601
Ballard Center for Economic Self-Reliance	\$ 4,867
Peery Institute of Financial Services	\$ 5,616
FACULTY AND STUDENT SUPPORT	
Chairs, professorships, and fellowships	\$ 26,167
Scholarships and student loans	\$ 31,428
Business Career Center	\$ 2,812
Faculty research	\$ 1,393
Tanner Building Addition maintenance endowment	\$ 13,524
Total endowment	\$ 137,617

We gratefully acknowledge the generous support of the school's National Advisory Council, The Marriott Family Foundation, N. Eldon Tanner Trust, and many other donors who contributed to the Tanner Building Addition and other programs at the Marriott School.



Stephanie Rhodes

Cash Flows for Operations



Note: The university changed its classification of expenses in 2011. These changes are reflected above.

FACULTY AWARDS

Professorships

PROFESSORSHIP	2011–12 RECIPIENT
<i>Albrecht, W. Steve</i>	James D. Stice
<i>Alumni</i>	David A. Whetten
<i>Ardis, Glenn D.</i>	Douglas F. Prawitt
<i>Beesley, Horace Pratt</i>	Jeffrey H. Dyer
<i>Brown, Denny & Jerri</i>	Hal Heaton
<i>Cherrington, Owen J.</i>	James V. Hansen
<i>Covey, Stephen Mack</i>	Gary Rhoads
<i>Deloitte & Touche</i>	Monte Swain
<i>Driggs, Douglas & Effie</i>	Keith Vorkink
<i>Edwards, William F.</i>	Grant McQueen
<i>Ernst & Young</i>	Boyd Randall
<i>Farr</i>	Brent Strong
<i>Ford Motor Company</i>	Michael Swenson
<i>Fred Meyer</i>	R. Bruce Money
<i>Grow, Stewart L.</i>	Larry Walters
<i>Hardy, John W. & Nancy S.</i>	Marshall B. Romney
<i>Hill, Ned C.</i>	Todd Mitton
<i>J.C. Penney Retail</i>	David B. Whitlark

PROFESSORSHIP	2011–12 RECIPIENT
<i>KPMG</i>	Kevin Stocks
<i>Marriott</i>	Gary C. Cornia
<i>Martin, Rachel</i>	Dave N. Stewart
<i>Mary & Ellis</i>	Steven M. Glover
<i>Passey, James M.</i>	Barrett Slade
<i>Peery, H. Taylor</i>	Steven Thorley
<i>Peterson, Joel C.</i>	J. Michael Pinegar
<i>PricewaterhouseCoopers Research</i>	Earl K. Stice
<i>Romney, George W.</i>	Brad Agle
<i>Silver, Harold F.</i>	Bernell K. Stone
<i>Smith, Robert J.</i>	Robert L. Gardner
<i>Sorensen Family</i>	Lee T. Perry
<i>Staheli, Donald L.</i>	Tom Foster
<i>Stone, O. Leslie</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott Sampson
<i>White, Georgia Thomas</i>	Brian C. Spilker
<i>Whitmore, Kay & Yvonne</i>	Lee Radebaugh

Fellowships

FELLOWSHIP	2011–12 RECIPIENT
<i>Albrecht, LeAnn</i>	Bonnie B. Anderson
<i>Alumni</i>	Nile Hatch
<i>David & Knight</i>	Douglas L. Dean
<i>Deloitte & Touche</i>	Gove Allen
<i>Deliotte & Touche</i>	F. Greg Burton
<i>Edwards, William F.</i>	Michael P. Thompson
<i>Garrett, J. Earl</i>	Glenn L. Christensen
<i>Jones, Alice Belle</i>	Conan C. Albrecht
<i>Jones, Warren F.</i>	Darron Billeter
<i>Jones, Warren F.</i>	Curtis D. LeBaron
<i>NAC</i>	Katie Liljenquist

FELLOWSHIP	2011–12 RECIPIENT
<i>Peery, H. Taylor</i>	Brian Boyer
<i>Perry, Lee Tom</i>	Teppo Felin
<i>Staheli, Donald L.</i>	John B. Bingham
<i>Staheli, Donald L.</i>	Kristie K. Seawright
<i>Vest, Kristine V. & Randy J.</i>	T. Jeffrey Wilks
<i>White, Steven V.</i>	Jeffrey A. Thompson
<i>Whitman, Robert A. & Wendy</i>	Robert J. Jensen

We express our sincere thanks to the donors who made these opportunities possible.

FACULTY REPORT

Publications

The following scholarly publications were written or edited by Marriott School faculty in 2011. Entries followed by an asterisk indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may call 801-422-5083 or email marriottmag@byu.edu.

Scholarly and other books

† **Agle, Brad R., Jeffery A. Thompson, David W. Hart, Lori L. Wadsworth, and Aaron M. Miller.**

"Meeting the Objectives of Business Ethics Education: The Marriott School Model and Agenda for Utilizing the Complete Collegiate Educational Experience," *Management Education for Integrity: Ethically Educating Tomorrow's Business Leaders*.

Albrecht, W. Steve, Conan C. Albrecht, and Mark F. Zimbelman. *Fraud Examination, fourth edition.*

Baker, William H. *Writing and Speaking for Business, second edition.*

† **Black, Ervin L. and F. Greg Burton.** "U.S. Perspectives on Implementation of IFRS," *Law, Corporate Governance and Accounting: European Perspectives*.*

Cherrington, David J. and Leslie A. Kawai. *Helping Offenders: What Works?**

Christensen, Ted and David M. Cottrell. *Essentials of Advanced Financial Accounting.*

Dyer, Jeffrey H. *The Innovator's DNA*.*

† **Dyer, W. Gibb.** "How to Create Trust in Family Firms and Rebuild It When It's Lost: Implications for Practice and Research," *Expanding the Frontiers: Interdisciplinary and International Perspectives on Family Owned and Managed Firms*.

Gardner, Robert L. *Prentice Hall's Federal Taxation 2012—Individuals, twenty-sixth edition*.*

Gardner, Robert L. *Prentice Hall's Federal Taxation—Comprehensive 2012, twenty-third edition*.*

Glover, Steven M. and Douglas F. Prawitt. *Auditing and Assurance Services: A Systematic Approach, eighth edition*.*

Glover, Steven M. and Douglas F. Prawitt. *Auditing Cases: An Interactive Learning Approach, fifth edition*.*

† **Jensen, Robert J.** "Sumantra's Challenge: Publish a Theory-Testing Case Study in a Top Journal," *Case Studies in International Business Research*.*

LeBaron, Curtis D. *Embodied Interaction: Language and Body in the Material World*.*

† **Liddle, Stephen W.** "A Web of Knowledge: A Conceptual-Modeling Perspective," *Lecture Notes in Computer Science*.*

† **Liddle, Stephen W.** "Conceptual Model Programming: A Manifesto," *Handbook of Conceptual Modeling: Theory, Practice, and Research Challenges*.*

† **Liddle, Stephen W.** "Conceptual Modeling Foundations for a Web of Knowledge," *Handbook of Conceptual Modeling: Theory, Practice, and Research Challenges*.*

† **Liddle, Stephen W.** "Model-Driven Software Development," *Handbook of Conceptual Modeling: Theory, Practice, and Research Challenges*.

† **Madsen, Peter M.** "High Reliability Organizations (HROs) in Health Care," *Handbook of Human Factors and Ergonomics in Health Care and Patient Safety, second edition*.*

Randall, Boyd C. *South-Western Federal Taxation—Comprehensive Volume, 2012 edition*.*

Randall, Boyd C. *South-Western Federal Taxation—Individual Income Taxes, 2012 edition*.*

Randall, Boyd C. *South-Western Federal Taxation—Taxation of Business Entities, 2012 edition*.*

Romney, Marshall B. *Accounting Information Systems, twelfth edition*.*

Romney, Marshall B. *Computer Fraud and Abuse*.

Romney, Marshall B. *Investment Fraud*.

Spilker, Brian C., John A. Barrick, and Ron G. Worsham. *McGraw Hill's Taxation of Individuals and Business Entities, third edition*.*

Sudweeks, Bryan L. *Personal Finance, fourth edition*.

Sudweeks, Bryan L. *Personal Finance: A Complete College Course, fourth edition*.

Walters, Lawrence C. *Land and Property Tax: A Policy Guide*.

Walters, Lawrence C. *Wicked Environmental Problems: Managing Uncertainty and Conflict*.*

† **Widmer, Mark A. and Stacy T. Taniguchi.** "Wholesome Family Recreation: Creating Strong Families," *Strengthening Our Families: An In-depth Look at the Proclamation on the Family, second edition*.

† **Wilkins, Alan L.** "Humility in Organizations," *Handbook of Positive Organizational Scholarship*.*

† **Woodworth, Warner P.** "OD Discourse and Domination," *The Routledge Companion to Organizational Change*.*

Critically reviewed scholarly journal articles

Agle, Bradley R. "Toward a Theory of Stakeholder Salience in Family Firms," *Business Ethics Quarterly*.*

Allen, Gove N. and Nicholas L. Ball. "Information Systems Research Behaviors: What Are the Normative Standards?" *Management Information Systems Quarterly*.*

Billeter, Darron M. "Underpredicting Learning After Initial Experience With a Product," *Journal of Consumer Research*.*

Bingham, John B. "When Organizational Citizens Do Bad Things for Good Reasons: Examining Unethical Prosocial Behaviors," *Organization Science*.*

Bingham, John B., W. Gibb Dyer, and Gregory L. Adams. "A Stakeholder Identity Approach to Corporate Social Performance in Family Firms," *Journal of Business Ethics*.*

Black, Ervin L. and F. Greg Burton. "The Value Relevance of Financial Statement Summary Measures: An International Examination," *International Research Journal of Applied Finance*.

Boyer, Brian H. "Style-Related Comovement: Fundamentals or Labels?" *Journal of Finance*.

Bryce, David J. "A Cost Minimizing Approach to Staffing Stochastic Demand," *Healthcare Financial Management*.*

Bryce, David J., Jeffrey H. Dyer, and Nile W. Hatch. "Competing Against Free," *Harvard Business Review*.

Burton, F. Greg, Thomas J. Wilks, and Mark F. Zimbelman. "The Impact of Audit Penalty Distributions on the Detection and Frequency of Fraudulent Reporting," *Review of Accounting Studies*.

Christensen, Theodore. "Do Managers Use Earnings Guidance to Influence Street Earnings Exclusions?" *Review of Accounting Studies*.*

Dean, Douglas L. "Profiling the Research Productivity of Tenured Information Systems Faculty at U.S. Institutions," *MIS Quarterly*.*

DeRosia, Eric D. and Glenn L. Christensen. "Sophisticated but Confused: The Impact of Brand Extension and Motivation on Source Confusion," *Psychology & Marketing*.*

- Drake, Michael S.** "Analysts' Accrual-Related Over-Optimism: Do Analyst Characteristics Play a Role?" *Review of Accounting Studies*.*
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