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Report P 39

MARRIOTT

ALUMNI MAGAZINE

25,000 HOURS

SUMMER 2014





MARRIOTT

ALUMNI MAGAZINE

ISSUE Summer 2014

marriottschool.byu.edu

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

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◀ STUDENTS KATIE PATTERSON, CHRISTINE BROTHERS, STEPHANIE JACKMAN, AND JENNIFER ANDERSON TAKE IN THE SCENERY IN SEYÐISFJÖRÐUR, ICELAND, DURING LAST YEAR'S RECREATION MANAGEMENT STUDY ABROAD.
PHOTO BY BROOKE JOHNSON.

The class average has always been 82 percent. You have to remember—it's the Marriott School. • I took a racquetball class last semester, and I improved a lot. I play a pretty average game now. • Are you talking to the EY recruiting guys? I worked for them! Yeah! They just gave me a shirt! • Class break in the hallway: it's just about survival at this point. • I feel like taxes put me in a different mindset. • Do you like *Downton Abbey*? The answer—it's in your eyes. • I'm a genius. You can study me if you want. Maybe not. • Language learning is tough, whether it's a foreign language or programming. Yeah, hats off to people who learn languages. • Class goes so fast. It doesn't seem like an hour and fifteen minutes. • I've got an interview at Ben & Jerry's. Sounds tasty. • This building is awesome. Let's book a study room here. • Hipsters are going to be having babies in the next five years. They need this product. • It's impossible to drive in this snow. Where are you from? California. Why? • All the kids in my class are doing a couple of hours of service every week before graduation. It's like they're service hungry. • Professor, you probably don't remember me, but ... Of course I remember you! • How's this semester going for you? Well, it's not going to be easier, but that's good, right? • Here's a venture: let's buy land on Mars. Yeah, we can make it into golf courses! • I tell my wife I'm going to lose the weight, but she doesn't believe me. Well, your weight doesn't show. It does to my wife. • I'm not nervous about doing interviews. What is it, then? Well, sometimes, I just ... no words. • I want you to know that I successfully used the words *capital structure* in a sentence the other day. Sometimes I worry that something is wrong with you. • I'm excited to get the job in Brazil, but I am going to miss BYU and Provo so much. • What is school? It's a lot of people smarter than me sitting in a room and debating intelligent questions. • Did you just get out of an interview? Four, actually. Wow, you're pretty hot right now. Baby, I know it! • I want to know how to cook. Girls love guys who cook. • We wanted ice cream, but we looked around for half an hour and realized that nothing in Provo is open after 9 p.m., so we just went home. You always know how to make married life look so appealing. • Look at me and promise that you won't tell anyone. I promise that I won't tell anyone you kissed Sam. Yeah, you can't be trusted. • What's it like being pregnant? Not too bad, if you don't mind being sick and unable to walk for six months. • Honey, this is important: chicken or beef?

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After her son was diagnosed with autism in 2011, information systems grad Mirella Petersen decided to speak up for insurance reform in Utah. Armed with a red hat, she took on Capitol Hill and won.

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PLAYING AGAINST PERSONALITY TYPE

Get ready to toss out the words *dull*, *cold*, and *boring*. Marriott School research is painting accountants in a colorful new light.

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Teaching yoga, reffing dodgeball, and saving lives were just a few of the ways alumni, students, and faculty stacked up more than 25,000 service hours for the school's twenty-fifth anniversary.

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Cover photo by Bradley Slade

LEADING
ALUMNI

Mirella Petersen
MISM, 2005





SPEAKER OF THE HOUSE

BY MEGAN BINGHAM HENDRICKSON
PHOTOGRAPHY BY BRADLEY SLADE

The Utah Governor's Mansion was blanketed in soft, blue light. The occasion was World Autism Awareness Day 2014, and buildings across the country were swapping bulbs to highlight a disorder that affects one in sixty-eight American children.

It wasn't the lights that were giving alum Mirella Petersen cause to celebrate, though. Governor Gary Herbert was signing SB57 into law, making Utah the thirty-fifth state to enact insurance reform for the treatment of autism spectrum disorders.

The bill had been in Petersen's sights for more than three years. She organized events, garnered media coverage, and campaigned to get it passed. But she isn't a congresswoman. She's a volunteer coordinator for Autism Speaks and the former president of the Utah Autism Coalition.

Professionally, she's a consultant and an adjunct professor with an applied doctorate in health administration. It's a potent combination, and, administered in high doses, it paved the way to the state capitol.

"It's amazing to me that the bill took so many years to pass," Petersen says. "You show up with a great idea and think it will just go through, but it took years of patience, education, and data."

Her dedication stems from a deeply personal connection to the autism fight: one of her sons was diagnosed in January 2011. But for Petersen, advocacy goes much deeper than family ties. She believes in always speaking up—a principle she learned from her father years ago.

ON ICE

Before Petersen's parents settled in Mantua, Utah, her father's medical residency with the U.S. Air Force took the family around the globe. Despite ever-changing zip codes, Petersen found consistency in an unlikely way: competitive figure skating.

As a teenager, she hit the ice daily from 5 to 7 a.m. and then doubled back after school. In the summer she spent the entire day improving her form and building muscle. Aside from racking up trophies, her skating acumen paid dividends. By performing as an on-ice cheerleader for the Utah Grizzlies and teaching would-be Tara Lipinskis, Petersen put herself through college at Weber State University.

When it came to choosing information systems as a major, she took a practical approach. "Realizing that most women will have to support a family at some point, I pulled up salary statistics for different professions and picked the one that I thought I could do," she says.

That levelheadedness comes, in part, from her dad, who encouraged her to choose a career that would support a family. But that's not the most important lesson he instilled in his daughter. "He always reinforced that it's not appropriate to let yourself get walked on. You've got to be assertive and stand up for yourself," she says. "That message has meant a lot to me when I've come into situations where I felt like it would be easier to keep my mouth shut."

HIGHER ED

Fresh from her undergrad, Petersen secured a job as an electronic data interchange manager for a billing service in Salt Lake City. As she began building interfaces, Petersen realized the company could tighten its turnaround time and significantly reduce the amount of uncollectible debt. In a meeting, she approached the vice president with her idea. His response was surprising.

"We have people here with master's degrees and twenty years of experience. What makes you think you have more skill to improve the process than they do?"

Wanting to be taken seriously, she began shopping for a graduate program.

While her father exemplified taking a stand, Petersen's mother was equally firm in her belief in higher education. She had pursued an advanced degree in nursing during Petersen's formative years.

"One year my dad gave my mom a chain saw for her birthday because that's what she wanted," Petersen says. "For my mom there has never been women's work and men's work. It's just work. She really inspired me to continue my education."

In 2004 Petersen began the Marriott School's Master of Information Systems Management program with one goal: to finish the program in a year. Although she had to get special approval to take twenty-one-credit course loads, she achieved her objective with a 4.0 GPA.

"My experience at BYU shaped me in many ways," Petersen says. "I wanted to make a difference in the healthcare industry, and my education opened the door for me to be there for my family while engaging in the initiatives I'm passionate about."

BEST OUTCOMES

Family was weighing on Petersen's mind as she and her husband, Justin, drove home from a Thanksgiving party in November 2010. The car, for once, was quiet. While their sons Conner and Mason were typical boys, four-year-old Jaden suffered from frequent meltdowns, avoided eye contact, and showed signs of delayed speech and obsessive tendencies. Breaking the silence, the couple acknowledged they needed to seek help for their son.

Not long after, Jaden was diagnosed with

classic autism. His main deficit was receptive language—he could repeat phrases but didn't understand what was being said to him. "A lot of times children with autism will appear defiant when really they aren't understanding you," Petersen explains. "As a parent you treat defiance very differently than you treat misunderstanding."

Following the diagnosis, Petersen called her insurance provider to preauthorize medical care only to get a resounding "No. You live in Utah." Luckily, she knew the right questions to ask and found a loophole. Since her policy was funded out of Florida, a state that requires autism coverage, Jaden began getting the treatment he needed.

"It was like we had peeled back layers of



anxiety and stress to reveal a compassionate, loving, and capable child," Petersen says. "We came so far in a short amount of time because Jaden had the tools to manage his maladaptive symptoms."

But other Utah families weren't as lucky. With out-of-pocket costs soaring above \$50,000 for treatment, parents were being forced to make hard decisions when it came to getting therapy for their kids.

"As I watched my son progress and improve, I saw families mortgage their homes to be able to afford care," Petersen says. "It didn't sit right with me."

SPEAKING UP

Ask Petersen how she defines advocacy, and she'll give you one word: *education*.

"If you're advocating for your opinion, you don't get very far," she says. "But if you're educating people on the data that exists and the changes that need to be made based on that data, you're far more effective."



FAMILY VICTORY

Thanks to the coalition's tireless efforts, SB57, sponsored by Senator Brian Shiozawa, met with approval in both the House and the Senate this spring. Beginning in 2016, many Utah children diagnosed with autism will have access to psychological services, medication, and behavioral, occupational, and physical therapy.

Petersen, however, isn't one to take credit. This was a family effort. Justin pitched in when Petersen's doctoral work at the University of Central Michigan took priority, and the couple's sons, who Petersen jokes now know more politicians than Disney characters, also stood on the front lines.

"Some of my favorite moments were advocating with my children," she says. "To see Mason say to legislators, 'This is what autism

**"AS I WATCHED MY SON PROGRESS AND IMPROVE,
I SAW FAMILIES MORTGAGE THEIR HOMES TO BE ABLE TO AFFORD CARE.
IT DIDN'T SIT RIGHT WITH ME."**

She began by educating herself on previous reform attempts in Utah. What she found was Clay's Law, a bill that had been unsuccessfully run in 2009 by Senator Howard Stephenson with the help of Leann Whiffen, Clay's mother.

Petersen reached out to Whiffen and was soon named president of the Utah Autism Coalition. The first order of business: facilitate get-togethers between legislators and families affected by autism. Eighty-seven meetings were held throughout the state during Petersen's first year in office.

"To arrange a meeting with a senator or representative when their child with autism was almost guaranteed to have a meltdown wasn't easy, but to those parents' credit, they rallied together to educate the legislature on the importance of early treatment," Petersen says.

HAT TRICK

While most of Petersen's work happened behind the scenes—including organizing the construction of a giant ball pit to represent

the 18,500 Utah children affected by autism—she was always visible in the capitol building, thanks to some inspiration from her hero, Alice Paul.

One of the key strategists of the women's suffrage movement, Paul's work led to the passage of the Nineteenth Amendment in 1920, despite the fact that she hated public speaking. But what she lacked in presence, she made up for in logistics. Paul was a master at understanding the talents of those within her organization—something Petersen has applied to her own advocacy. "If you get the right people in the right place at the right time, the effort moves like a freight train," Petersen says. "You don't have to push it."

That's not all she borrowed from Paul, though. Each time Petersen submitted a note to the session floor requesting a meeting, she'd pen, "Look for the woman in the red hat." Her vintage chapeau guaranteed she stood out among a sea of lobbyists.

"It worked like a charm," Petersen says, smiling. "I didn't have to get aggressive to keep my meetings."

looks like for my brother, and this is the difference therapy makes,' was powerful."

Recently, the family relocated to Florida—the state that made Jaden's treatment possible—for employment. After nearly a decade in healthcare IT, Petersen is also making a career move. This spring she cofounded Petersen-Eckert Consulting. The firm will help therapeutic healthcare providers receive fast and fair reimbursement for their services. She will continue working for the National Partnership for Families as a patient and family advocate, a role she's had since last November.

And credit Petersen's military childhood, but the move hasn't dented her commitment to Autism Speaks. "With the Affordable Care Act and self-insured plans that don't cover developmental delays, we need to ensure that no matter what plan children are on, they're able to access diagnostic testing and treatment for autism," Petersen says. "There's work to be done."

As it turns out, Petersen still has a lot to say. **M**

BY SPENCER WRIGHT

by the NUMBERS

A Healthy Harvest

Growing a garden isn't all weed pulling and sweat. It's a boon for your health—not to mention your dinner table. In fact, gardeners consume the recommended amount of fruits and veggies nearly twice as often as their non-planting peers. Here are six more reasons why you should toil in the soil.



79%

THE PERCENTAGE OF GARDENERS WHO HAVE ATTENDED COLLEGE.

Whether you graduated this year or forty years ago, your brain still needs a workout. Gardening has been proven to reduce depression symptoms, and it has even been linked to a reduced risk of dementia. The physical activity along with the stress-reducing sights and smells of a garden combine to keep your thinker in tip-top shape.

Source: CNN/National Gardening Association

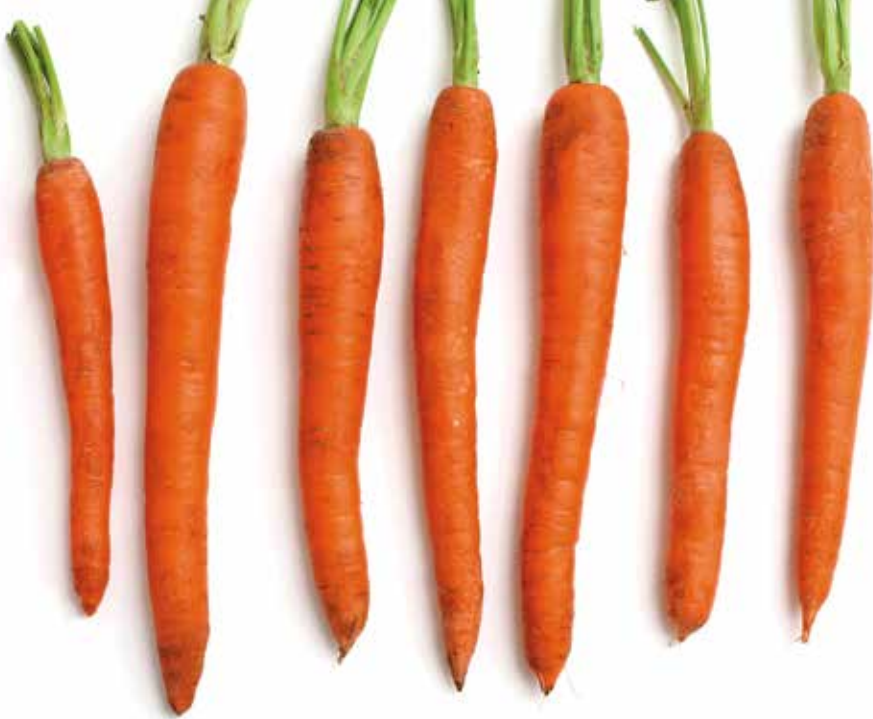
35

THE AMOUNT OF CALORIES IN A MEDIUM-SIZED TOMATO.

It's not just your waistline that benefits from these red beauties. Tomatoes are also packed with health-boosting nutrients, including high-powered beta-carotene, which helps fight cancer, high blood pressure, headaches, and depression. To maximize your tomato plant's output, prune flowers and withered leaves regularly.

Source: The Ohio State University/WebMD





10.6 LBS

THE AVERAGE AMOUNT OF CARROTS CONSUMED PER PERSON PER YEAR.

Not just for snowmen, these orange wonders pack a punch. A single large carrot contains 240 percent of the daily recommended amount of vitamin A—a nutrient that promotes healthy eyes, skin, and teeth. A low-maintenance plant with a sweet taste, carrots are a go-to choice for your veggie patch.

Source: Washington State Department of Agriculture



600 SQ FT

THE AVERAGE SIZE OF A VEGETABLE GARDEN.

Whatever your plot's size, working in the dirt is good low-impact exercise. Gardeners burn 750 to 1,000 calories a week while tending their crops. If you're low on space for a garden, try potting tomatoes, peas, beets, or peppers.

Source: National Gardening Association/WebMD

1621

THE YEAR POTATOES WERE FIRST INTRODUCED TO NORTH AMERICA.

Filled with more potassium than bananas, spuds are an American staple for good reason. Expand your potato profile this year by planting the purple variety. These small, colorful veggies are bursting with antioxidants and have been shown to reduce blood pressure by 3 to 4 percent in just a month's time.

Source: United States Potato Board/WebMD



5

THE AVERAGE NUMBER OF HOURS AMERICAN GARDENERS SPEND IN THE SOIL PER WEEK.

Quality time with your produce is the perfect remedy for mental burnout. Recent studies have shown that spending an hour amid your veggies can reduce stress levels more effectively than curling up with a favorite book. Next time your blood starts to boil, skip the breathing exercises and grab a trowel.

Source: CNN/National Gardening Association





PLAYING AGAINST PERSONALITY



BY BREMEN LEAK

ILLUSTRATIONS BY TAVIS COBURN

A word of advice to the newest graduates of the School of Accountancy: learn to take a good ribbing—because while you may have just earned a coveted degree from a top-ranked accounting program, you’ve also just entered one of the world’s most-stereotyped professions.



sk Jeffrey Schroeder about his career goals and he'll tell you a joke.

Before graduating from the Marriott School in 2009, the aspiring comic performed for three years with the campus comedy club Humor U, serving one of those years as its president. He's got YouTube videos with wonkish titles such as "Child Labor" and "Important Graphs," and he recently competed for the title of "Funniest Fed" in Washington, DC. There's just one shtick he won't do: "Nobody laughs at accounting jokes," he says.

That's funny because Schroeder, now thirty years old, is a second-generation accountant (his dad is a Marriott School alum), and he's all too aware of the industry's stigma.

"The typical auditor is a man past middle age, spare, wrinkled, intelligent, cold, passive, noncommittal, with eyes like a codfish," wrote the nineteenth-century essayist Elbert Hubbard, "a petrification with a heart of feldspar and without charm of the friendly germ, minus bowels, passion, or a sense of humor."

In more recent times a *Wall Street Journal* headline cracked, "You Think Accountants Are Dull? This Won't Change Your Mind." Another joked, "Take Heart, CPAs: Finally a Story That Doesn't Attack You as Boring."

Ouch.

All teasing aside, Schroeder seems like a perfect fit for the profession: he's smart, industrious, and competent. After BYU the Delaware native moved to Fairfax, Virginia, and joined the U.S. Department of Defense, where he scours contracts for "golden hammers, golden toilets," and other fantastical forms of wasteful spending. By night he and his wife run a small but thriving private tax shop out of their apartment, with glowing customer reviews on Facebook. Hardly your typical codfish.

IN CHARACTER

For decades researchers have dedicated themselves to studying the causes and effects of accounting stereotypes, usually in the aftermath of major scandals that rain down fire and ash on the industry.

In the wake of fraud at Enron and WorldCom, a team of Canadian researchers examined a half-century of film to identify the most prominent stereotypes. Of 121 movies with 168 fictional accountants, the team found forty-four dreamers, forty-one plodders, eleven eccentrics, thirty-three heroes, and thirty-nine villains, each categorized based on a complex coding system. While no one knows how much buttered popcorn was consumed during the three-year study, we do know this: a broader portrayal of the accounting profession has emerged, with far more nuanced characters than the stereotypical "pencil-neck geek" (a phrase borrowed from, of all places, professional wrestling).

Here's another example—this one from 1992. At the time, a series of public-reporting failures had turned the accounting industry on its head, spawning reform from the classroom to the boardroom. A young Marriott School professor named Monte Swain wondered if accountants' personalities had a role to play in the current state of affairs.

"I was interested in knowing what type of students I had sitting out there in front of me," he recalls more than twenty years later, now as the Marriott School's Deloitte Professor. "I wondered if I was

True Colors: Marriott School students are a colorful bunch. Just ask professor Greg Anderson, who uses the Color Code personality test to help his information systems students synergize and avoid meltdowns during high-intensity group work. Research suggests that 35 percent of the general population is blue, 25 percent is red, 20 percent is white, and 20 percent is yellow. Knowing your color, or core motive, can improve performance, Anderson says. "There's not a right or a wrong. You have to have all of these colors to get things done."

teaching the wrong people or if I had the right people.”

Swain spent the next fifteen years observing the personality patterns of more than one thousand accounting students. He also documented the self-selection process that occurred as students advanced from introductory accounting classes into the major and from the accounting profession into a long-term career. The result was a series of “migratory patterns,” he says, driven by students’ attitudes, intentions, and performance.

Swain’s findings, published in the journal *Issues in Accounting Education*, are revealing, and they’re helping Marriott School grads negate stereotypes—the stuff of stand-up and sitcoms—with reputation, a real and consequential measure of public influence. That’s where personality comes in, Swain says. But to dig deeper, it helps to first delve into the illuminating world of personality testing.

CODE WORDS

Are you an extrovert or an introvert? A red or a white? A lion or an otter?

Personality testing is a \$400-million-a-year industry with a mind-boggling number of ways to ask the question, “What are you?” Nearly all of them apply the seminal theories of Carl Jung, a nineteenth-century Swiss psychiatrist who broke down everyday understanding of the world into four psychological functions: sensation, intuition, feeling, and thinking. Everyone has a dominant function, Jung said, just as everyone has a dominant hand. We gravitate toward careers that suit our prevailing traits.

While there are many psychometric tools based on Jungian psychology (see the “Strictly Personal” sidebar), the most widely recognized is the Myers-Briggs Type Indicator (MBTI).

Created during World War II, the MBTI grew out of historic shifts in the labor market. As millions of American men left factories for the front lines, industrious women rolled up their sleeves to fill the gaps. To match the new workers’ skills to employers’ needs, researchers Katharine Cook Briggs and

BREAKING THE MOLD

With résumés to prove it, these Marriott School alums are auditing powerhouses working for some of the biggest names in the business. While their professional prowess is unquestionable, their unique talents are what really turn the accounting stigma on its head.



JASON BLACK (Macc '12)

Auditor, KPMG, Salt Lake City

ENFJ

Known on YouTube as the Backwards Piano Man, Black landed his first interview with KPMG the same week he appeared on the *Ellen DeGeneres Show*. Since graduating, he has occasionally performed for clients while putting his auditing skills to work and expanding his professional network. “People are stunned when they learn I play the piano. It makes me chuckle,” he says.



JONI LUSTY (Macc '99)

Campus recruiter and auditor, EY, Salt Lake City

ESFP

“Did I fit in with other accounting students? I think not,” says Lusty, who has always been good at juggling interests. Balancing a demanding folk dancing schedule with a heavy course load as a student, the former BYU clogger has performed in more than fifty countries. She has used her accounting skills to help clients in the arts, such as the Utah Symphony and Opera and many community boards.



JEFFREY SCHROEDER (Macc '09)

Auditor, Defense Contract Audit Agency, Fairfax, Virginia

ESTJ

A comedian in college, Schroeder says he struggled to fit in among his accounting peers at first. That changed when a favorite professor fired up one of Schroeder’s YouTube clips in class. “I was shocked,” he remembers. But then a funny thing happened: his classmates started to laugh. “It felt good to be recognized for something unique I had worked hard to do,” he says. “We bonded after that.”



Everyone has a
dominant function
 just as everyone has a
 dominant hand.
We gravitate toward
 careers that suit
 our prevailing traits.

her daughter Isabel Briggs Myers designed and administered a questionnaire based on Jung's psychological types.

Today's MBTI evaluates a person's preferences between extroversion and introversion, sensing or intuition, thinking or feeling, and judging or perceiving. The result is a four-letter code, an abbreviation of each of the four dichotomous preferences.

For many, these individualized results—one of sixteen personality types—can be eerily accurate or frustratingly faulty. However, there's no right or wrong set of character combinations. At the least, data gleaned from truthful responses to the survey can be insightful.

Take, for example, ENTJs—those who are extroverted, intuitive, thinking, and judging. As natural leaders, they earn more than other types, according to careerassessmentsite.com. Some experts have identified Steve Jobs as an ENTJ—visionary, decisive, and controlling. At the other end of the spectrum, ISFPs are introverted, sensing, feeling, and perceiving. They often excel in music or art. Interestingly, Jobs's top product designer, Jonathan Ive, is an ISFP, according to celebritytypes.com. Together, the dynamic Jobs and Ive duo ushered in Apple's most successful spate of product launches to date.

So where do accounting graduates fit in? According to Swain's subject pool of 1,208 students, the most common of the sixteen personality types are ISTJ (practical, sensible, decisive, logical, and detached) and ESTJ (logical, decisive, objectively critical, practical, and systematic). Both types share sensing, thinking, and judging attributes, but there's no significant difference in the number of extroverted and introverted students. "We're seeing the exact same ratio in the classroom as across the broad population," Swain says, "so the 'introverted accountant' myth gets exploded."

WANTED: INTUITION

In the 2006 comedy *Stranger Than Fiction*, IRS auditor Harold Crick, played by Will Ferrell, lives a mechanical existence. He counts his toothbrush strokes, follows a

STRICTLY PERSONAL

From Hippocrates to the sorting hat at Hogwarts, personality assessments permeate our history and culture. Here are three of the most popular, with their creators and categories.

MYERS-BRIGGS TYPE INDICATOR

Created by Katharine Cook Briggs and Isabel Briggs Myers

Sixteen types illustrate personality preferences in four areas.

- **ATTITUDE:** extroversion vs. introversion
- **INFORMATION:** sensing vs. intuition
- **DECISIONS:** thinking vs. feeling
- **LIFESTYLE:** judging vs. perceiving

THE COLOR CODE

Created by Taylor Hartman

Four colors correspond to primary motives.

- **RED:** power (vision, leadership, proactivity)
- **BLUE:** intimacy (quality, loyalty, service)
- **WHITE:** peace (clarity, tolerance, kindness)
- **YELLOW:** fun (enthusiasm, charisma, spontaneity)

THE DISC PROFILE

Created by Walter Vernon Clarke

Four types establish a relationship between self and the environment.

- **DOMINANCE:** task-oriented (like a lion)
- **INDUCEMENT:** social, fun (like an otter)
- **SUBMISSION:** loyal, understanding (like a golden retriever)
- **COMPLIANCE:** analytical, industrious (like a beaver)

strict daily regimen, and never misses work. But when he begins to hear a curious narration of his life—down to the brushstroke—he discovers that he is the subject of an unfinished novel in which he must soon die. Spurning fate and the narrator's edicts, he takes a vacation, buys a Fender Stratocaster, and wins over a girl.

It might be a feeble comparison, but Harold Crick, “a man of infinite numbers, endless calculations, and remarkably few words,” exemplifies an existential dilemma that affects us all. Is there an unalterable gap between who we are and who we can become? Can we change our personalities and our fates?

Of course we can, but it takes work. Remember what Carl Jung said about dominant functions: they're like our dominant hand. And anyone who has ever broken an arm knows it's possible to strengthen the other hand with practice. Swain compares this phenomenon to Michael Jordan's extreme versatility on the basketball court. He wasn't always ambidextrous, Swain explains, but because he worked at it, Jordan could dribble or shoot with either hand; he was famous for it.

Accountants can work on their weaker functions too, Swain says. One to start with is intuition, he adds, which is needed to audit valuations of companies like Google or Snapchat, whose price tags are nuanced and complex. Even more profoundly, it's needed inside businesses to leverage big data. “Accountants are the arbiters of data, but

if they don't understand how to creatively and intuitively work with that data, then we've failed to access the value of that data, and there are missed opportunities as a result,” he says.

Sometimes a knowledge of our personality type might feel like the narrator's voice in *Stranger Than Fiction*, telling us what we can and cannot do, but the reality is that we can strengthen our weakest traits and develop complementary skills.

“What are your strengths? What do you want to develop into your next strength?” Swain asks. “If we're aware, we can—and should—stretch ourselves, which is what a professionally mature person does. They don't let themselves get pigeonholed.” **M**

ABOUT THE AUTHOR

Bremen Leak studied journalism at BYU. An INTJ, he now lives and works in New York City.

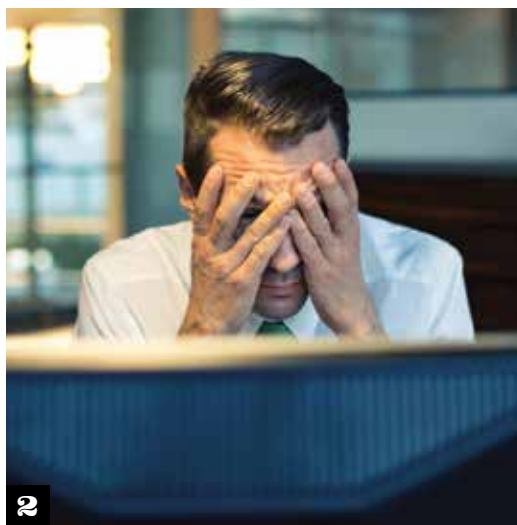
CRACK THE CODE: Are you the curious or the contemplative type? Tap into your personality—and animal doppelgänger—at marriottmag.wordpress.com.

around the COOLER

BY HOLLY MUNSON

1. STAYIN' ALIVE

If you see someone collapse, you *can* help—no mouth-to-mouth needed. With “hands-only” CPR, you can more than double a person’s chance of survival. Here’s the how-to from the American Heart Association: Call 911. Then use the heel of your hand to push hard and fast in the center of the chest to the beat of the classic disco song “Stayin’ Alive” until help arrives. To find a CPR course in your area, visit heart.org.



Be Prepared

Preparedness has been preached by the Boy Scouts, the federal government, and Dwight Schrute (remember that episode where he sets the office on fire?). And there are far too many cautionary tales of people and businesses that failed to prepare and faced tragic consequences when disaster struck. Still, emergency preparedness can be intimidating. Here’s how you can start today to ready yourself, your coworkers, and your business for whatever tomorrow holds.

2. CALL FOR BACKUP

Data loss is a preventable yet all-too-common disaster. Protect your files with a reliable backup service—one that is automated, off-site, and secure. Your company should also have a business plan that outlines how it will minimize the effects of service interruption for critical systems such as credit-card processing or customer-service phone lines.



3. IN CASE OF FIRE

Make Smokey proud: Appoint yourself chief of the smoke alarm by changing the batteries twice a year when you change the clocks for daylight saving time. Work with building managers to ensure your office is regularly inspected and compliant with local fire code. And always know where the nearest fire extinguisher is.

4. GET AN SMS SOS

Recent updates to the national emergency warning system mean you don't need an app to know stormy skies lay ahead. If severe weather is on the horizon, your phone will buzz twice with a special tone and show a ninety-character message known as a Wireless Emergency Alert. To learn more about the program, visit ready.gov/alerts.

5. SUPPLY FOR DEMAND

You might have food storage in your basement and a first-aid kit in your car, but what do you have at your desk? In case you need to shelter at work, stock a spare drawer with basics, such as food, water, comfortable walking shoes, a can opener, and a flashlight. For a supply kit checklist, visit ready.gov.

6. THIS IS A TEST

Put your office's emergency preparedness to the test—with the support of your managers, of course. It could be a basic evacuation drill or a full-scale exercise in cooperation with the fire department or other agencies. You could also foster some friendly competition—for example, see which department can master the quickest evacuation.

2. BEST-LAID PLANS

Find out if your company has an emergency action plan. If it does, spread the word. If it doesn't, assemble a team to develop and implement one. Create plans for fires, severe weather, power losses, medical emergencies, active shooters, and bomb threats. If you need a template to get started, visit marriottmag.wordpress.com.

The SPIRIT *to* SERVE

*Coming up with the tagline “MARRIOTT 25” was simple.
But the task—twenty-five thousand hours of service—was Monumental.
With a capital M.*

BY KATIE PITTS OLSON PHOTOGRAPHY BY BRADLEY SLADE

Twenty-five years ago the School of Management took on the Marriott name. Students, alumni, faculty, and friends marked this anniversary by putting into action the school’s spirit to serve during the 2013–14 academic year. For every hour of service a blue tennis ball was placed inside the Tanner Building’s glass *M* installation. The giant *M* quickly began turning blue as groups assembled to build, clean, and teach. Yet some of the most poignant examples of service were often small-scale heroics brought about by one person’s desire to give.



A Different Kind of Flexibility

LACEY ELLSWORTH

MBA SPOUSE ASSOCIATION MEMBER **23** HOURS

All the bending required in yoga might seem too much for someone with hip problems, but downward dogs are just what Megan Harris needs to soothe her aches. Lucky for her budget, Lacey Ellsworth—whose husband, Aaron, is a current MBA student—teaches a free yoga class. “You can tell she truly loves it,” Harris says of her

instructor. Indeed, that’s easy to sense about Ellsworth, who enjoys helping heal more than just physical pains.

Ellsworth’s journey to teaching yoga began when she was diagnosed with postpartum depression after the birth of her fourth child. “I had extreme anxiety, and I didn’t know what was wrong,” she says. “It was

frustrating for me and my family. I found that yoga was really beneficial. I could find release; I could find calm.”

After achieving greater peace within herself, Ellsworth wanted to give back. Through the MBA Spouse Association, she volunteered to organize a free yoga class for other association members and anyone in the community. During the campaign she gave twenty-three hours of service. Every Monday morning she arrived at class ready to offer students the chance to develop better health and happiness, despite

the individual challenges they may face.

Although the handstands and balances seem most challenging, Ellsworth readily says her favorite yoga pose is *shavasana*. “It’s perhaps the easiest and yet the hardest pose at the same time,” she says. “All you have to do is lie there, yet it’s hard because all you have to do is lie there. It’s the pose where you learn to let go.”

Though letting go can be tough, that opportunity is just what she hopes to give her students. With each deep breath, she too is learning how to embrace letting go.

Getting into the Game

MARIA WEBER

1996 BUSINESS MANAGEMENT
GRADUATE 28 HOURS

In the little farming town of Parma, Idaho, locals know Maria Manzanares Weber is not a pushover. The 1996 business management alumna works for what she wants and isn't afraid to call it as she sees it. And that makes her the perfect dodgeball referee.

Since the Marriott 25 kickoff, Weber has put in twenty-eight hours coordinating activities for the elementary and middle schools in tiny Parma, hoping to ensure her children have the same opportunities that she had growing up in Salt Lake City. Though she has taken part in many events, her bravest stunt was refereeing the Parma Middle School dodgeball fundraiser.

Thirty-four teams made up of middle schoolers, teenagers, parents, aunts, and uncles competed in the tournament, which rushed by in a flurry of foam balls as the spectators watched from the bleachers. Weber was asked to keep the games under control. It was no small task: "We're a little competitive out here," she admits.

Not every player walked away a champion, but the school certainly won out. The event raised \$4,000 from entry fees and concession sales, which was then doubled with a matching grant. The resulting \$8,000 will help the school replenish their athletic uniforms—some of which are high school hand-me-downs more than twenty years old—as well as fund educational field trips and prizes for students who reach academic goals.

No matter what comes flying at her, Weber sees her school involvement as a way of life. "I figured that because our kids are going to go to school, we might as well help make it the school we want it to be," she says. "It's all about making our community a great place for our kids to grow up."





Trimming and Chatting

STAN HOLLINGSHEAD, 2001 MPA GRADUATE **4** HOURS

The Marriott School's anniversary provided Stan Hollingshead and his wife, April, with a golden opportunity to teach their children the spirit of service. When Hollingshead helped his neighbor Sherlene Eyre trim her trees, he enlisted help from his thirteen-year-old daughter, Maisy. For four hours

they worked in the yard alongside Eyre. Though Stan did most of the trimming, Maisy helped by getting to know Eyre, chatting with her about everything from Maisy's gluten allergy to Eyre's plans for a date night with her husband.

Hollingshead describes their conversation as "just chitchat,"

but the simplicity of it taught his daughter a valuable lesson.

"Maisy realized there are people she can help just by spending a little bit of time with them," Hollingshead says. "When we left, Maisy was in a really good mood. She had a lot of fun just talking and working with Sherlene."

In addition to his family's service, Hollingshead—who received a bachelor's in psychology from BYU in 1999 and an MPA in 2001—invited others to catch the spirit of serving by sharing information about the campaign

through social media. He feels that the Marriott 25 was the sort of thing worth posting on Facebook. Offline, he and his family are on the lookout for more opportunities to serve.

"Knowing that the service drive is going on just makes you more aware," he says.

Yard work, however, is one of those things that's never really finished. Although the Marriott 25 campaign ended, Stan is keeping his pruners at the ready. "Sherlene is my neighbor," he says. "Helping her is a natural thing."





Thousands of miles in the air, two friends from Arlington, Texas, were en route to a wedding. Stuck within the confines of a 757, one turned to the other with a simple question: “Will you help me with my budget?”

For the rest of the flight Maile Garrett patiently walked her friend, Janine Halversen, through Excel. Garrett is an accounting undergrad and a personal finance whiz—just the person Halversen needed as a public relations major who admits to getting a D+ in accounting.

“I was extremely naive as to what my monthly spending habits were before getting Maile’s

help,” Halversen says. “She helped me to rein it all in. I am now obsessed with keeping my budgeting spreadsheet updated.”

After the trip Garrett realized that her informal service counted in the drive to fill up the Tanner’s big M. She feels that one hour of service represents time spent using her skills for good. “It has really helped Janine. She now knows what she can cut back on, so she has been able to pay off her debt,” Garrett says.

Budgeting comes naturally for Garrett, who has kept a current sheet of her income and expenses since her first job. Her balance-loving mindset found

Sky-High Service

MAILE GARRETT, ACCOUNTING JUNIOR **3** HOURS

its match when she discovered the Marriott School’s accounting program. “I took Accounting 200 and it just clicked,” she says. “I wanted to study accounting because it matters.”

After her initial in-flight budget training, Halversen requested Garrett’s help again—this time for managing her wedding expenses. Garrett set the groundwork, gathering data and averaging the costs of four of their

friends’ weddings. Having an accurate idea of potential costs has been a huge relief for Halversen, but it’s just icing on the cake since Garrett has already prepped her to navigate future financial decisions.

“It’s nice having a friend who is willing to share her talents,” Halversen says. “I felt completely comfortable showing Maile my expenses because I knew she would only want to help.”



Whenever the Call May Come

BRIAN HILL

RECREATION MANAGEMENT PROFESSOR **89** HOURS

Sometimes Brian Hill worries about whether he'll be able to wake up when the call comes. But when his pager goes off in the middle of the night, the adrenaline pushes all grogginess aside—someone's life is on the line. A volunteer on the Utah County Sheriff's Office Search and Rescue team, he

readies his gear and departs into the darkness.

Hill, a recreation management professor, clocked eighty-nine hours of service during the Marriott 25 campaign—climbing mountains, dodging avalanches, and leading the search and rescue team as its current president. For the past five years, Hill has

been hiking and rappelling with an army of about fifty volunteers. In addition to training five to ten hours every month, team members respond to about 125 emergency calls each year and pay for their own gear and transportation.

"These are the most amazing people I have ever been around," Hill says. "They give a lot of themselves, and their families make a sacrifice for them to be involved. We usually have twenty-five people show up to each call. Nobody really has the manpower that the volunteer search and rescue team does."

The number of volunteers makes all the difference when navigating cliffs, deserts, lakes, rivers, and caves. "If you can think of a type of terrain, we probably have it in Utah County," Hill says. He and the team are prepared to handle a range of calls. Most often they help rescue injured people, providing medical care and evacuating them from backcountry areas. Other missions require them to search for lost people and perform recoveries when fatal accidents occur.

"We help people who are lost and hurt, but we also help their



families a great deal too,” says Hill. Imagine one family’s worry when a man and his ten-year-old son didn’t return from their snowmobiling trip last January. Hill was among the team who started up American Fork Canyon in search of the overdue pair. Though it took all night to find the father and son, the two returned home safely that morning. “It was a long night,” remembers Hill, “but it came with a pretty good feeling.”

Though there are many safe rescues, Hill has also witnessed tragedies. Still, he remains committed to the team.

“A lot of people make unwise decisions that get them into trouble,” he says. “You can become jaded, but I think that you just set that aside and say, ‘I’m not the person to make a decision about if they should be helped or not. This is what I signed up to do. I’m going to go help.’”

Hill considers the search and rescue team his hobby: “This is what I’m choosing to do instead of watching TV—or sleeping,” he jokes. His service often leaves him pretty tired, but for those he’s rescued, it means another night’s rest safe at home. **M**

FROM THE MARRIOTT FAMILY:

Setting the Service Standard

BY SANDY BERTHA

The Marriott family is particular about what they attach their name to. Marriott believes that young people with good values and strong character will be the essence of business success in the future. The caliber of men and women chosen to attend this great school are honorable students who exemplify what Marriott looks for in their future employees.



J. Willard Marriott held a high standard and expected a lot from his employees. He was not one to sit behind a desk doing business; he was out talking with people. He wanted to know what he could do to make things better. He would ask the employees about their children and if they had any medical problems. If they did and were in need of something, like a tooth pulled, he’d give them \$20 to get it taken care of. He cared. He was genuine in his compliments and praise when it was deserved. I observed his kindness to others daily. He was so down-to-earth and humble and never felt like he was better than anyone else. He was generous with his time and his means.

His wife, Alice, was a loyal, supportive, smart, and organized woman. She was a vital force behind every major decision and event. She was so good with numbers that she was either secretary or treasurer of almost every organization she worked in. She was a trustee of the Kennedy Center for Performing Arts in Washington, DC, and on several boards: the Arthritis Foundation, National Symphony Orchestra, National Ballet Society, and Goodwill Industries, among others. She exemplified the volunteer spirit.

I have wonderful memories of my grandparents. All the great traits they exemplified in business they also carried out in the home. They left a wonderful legacy for me, their posterity, and for thousands who are associated in some way with the Marriott name. They were truly exceptional, big-hearted people who desired to serve God and their fellowman all their days.



Sandy Bertha is a granddaughter of J. Willard and Alice S. Marriott and a member of the Marriott School's National Advisory Council's Women's Committee. These remarks were taken from her speech to the NAC at the opening event of the Marriott 25 campaign on 27 September 2013.



Off-Campus Housing 2.0

HEATHER DUNNIGAN HAS SPENT HOURS futilely searching for housing, and she's not alone.

Students enter the Provo scene hoping to find the perfect digs—close to campus and packed with amenities. However, the information needed to make a housing decision is often scattered, outdated, or inaccurate.

But thanks to a trio of second-year master of information systems students, searching for a Provo pad just got simpler. Dunnigan teamed up with Tyson Bearnson and Wesley Johnson to create the dynamic website www.doorspotter.com, which lets students search for single or married housing based on factors like price, amenities, and location. Students can also see how long it takes to walk from an apartment to campus, how much the rental is worth compared to what renters pay, and how amenities affect price.

Last winter Dunnigan and Bearnson were traveling together when

the conversation turned to ideas for their upcoming capstone project. Dunnigan reflected on her frustrating experiences searching for housing. Confident that a project confronting Provo's housing problem would fit the bill, they teamed up with Johnson and presented the idea to professor Greg Anderson.

"When we do capstone projects in the master's course, we want them to be a service," Anderson says. "I liked the idea, but I counseled them to first talk with BYU Off-Campus Housing to make sure they could implement it."

Three tech-savvy students have redesigned a BYU rite of passage: the search for Provo housing.

"We were able to incorporate some very cool, cutting-edge data techniques to give students everything they need to find the best value. We want www.doorspotter.com to become the housing-information hub."

BYU Housing gave the project the green light, providing the students with access to numerous resources. Then the real work began.

"The more we got into it, the more we kept asking, 'Why are there only three of us?'" laughs Dunnigan, who hails from Canton, Michigan. "After getting the go-ahead, we defined what our site would include—comprehensive data, dynamic search capabilities, analysis of amenities, housing values, and a walk score."

To stay on track, the team divided the semester into two-week intervals and focused their energy in four main areas: fine-tuning the idea, gathering data, developing the website, and finding advertisers.

"We were able to incorporate some very cool, cutting-edge data techniques to give students everything they need to find the best value," says Bearnson, who grew up in Bountiful, Utah. "We want www.doorspotter.com to become the housing-information hub."

Though the capstone project originally required 150 individual hours, each team member ended up clocking more than double that. That came as no surprise to Anderson.

"Heather is a problem solver, Tyson demands professional output, and Wesley is a people person," Anderson says. "That's a strong team. When you take the skills they have and their goodness, you get great results."

—SPENCER WRIGHT

School News

Marriott School Appoints New MBA Director



The Marriott School appointed **John Bingham**, an associate professor of organizational leadership and strategy, as the

new director of the BYU MBA program, succeeding **Craig Merrill**, who gave six years of dedicated service in the position.

"John is a serious scholar and a superb teacher," says **Lee Perry**, Marriott School dean. "He is gifted in connecting with students, especially MBA students. We appreciate his willingness to serve in this new role, and we pledge to support him both as an academic and as a leader."

Additionally, **Treavor Peterson**, the program's director of operations and marketing, was named managing director. He will oversee recruiting, admissions, alumni relations, and operations while Bingham will focus on strategic initiatives, faculty, curriculum, and student programs.

"Advancing Treavor to this new role will allow him to spend more time and effort improving our operational performance," Perry says. "I'm confident Treavor's influence will add tremendous value to our thriving MBA program."

For more than fifty years, the program has provided future business leaders with the skills needed to succeed in a global marketplace. Perry applauds the past directors who guided the program to where it is today.

"I would like to express my appreciation and gratitude to Craig Merrill for his inspired leadership of the MBA program throughout the past six years," Perry says. "Craig will leave a healthy and thriving program behind when he steps down."

Under Merrill's leadership, the BYU MBA program was ranked No. 4 in the West and No. 2 for placement. He bolstered the program by emphasizing high academic standards for students and strengthening relationships through alumni outreach.

As this transition takes place, Merrill will return to teaching as a professor of finance, and his associate director, **Monte Swain**, will become the professional stem group leader in the School of Accountancy.

Their dedication and service have allowed them to hand over a strong program to Bingham as he steps into this new role.

"Dr. Bingham is a star professor in the BYU MBA program," Merrill says. "He has been teaching the core OBHR course for many years and has consistently been one of the most appreciated faculty in

the program. He is a gifted scholar and teacher who will work well with all who are involved in the MBA program."

Bingham has served as an associate professor for the past eight years, teaching organizational behavior and human capital management. He has received multiple awards for his work with students at BYU, including the Outstanding MBA Mentor Award and the Outstanding Faculty Teaching Award, among others. His knowledge and expertise have landed him a solid reputation among students and faculty alike.

Utah Startup Marketplace Brings Budding Business to BYU

The hottest start-ups from around the state set up at BYU's Utah Startup Marketplace this semester to find the newest talent for their companies.

"This career fair is different because in almost all cases students are not speaking to a recruiter," says **Jeff Brown**, assistant director of the Rollins Center for Entrepreneurship and Technology. "They are speaking to top people in a company who make decisions."

In an effort to support entrepreneurship on the Wasatch Front, the Rollins Center has brought this career fair to the university for the sixth time. Only Utah-based companies that started fewer than five years ago and bring in revenue up to \$5 million were invited to the event. The thirty-three companies in attendance brought a variety of businesses, including solar panel distributors, social media analytics, and others.

Start-ups are known for quality work environments, passion for their product, and quick access to upper management. For students like **Ethan Shipp**, a business strategy junior from McCammon, Idaho, this fair was a chance to access new and exciting opportunities.

"I came today looking for a summer internship because the entrepreneurial side of business attracts me," Shipp says. "I've seen a lot of different companies and business ideas that are all very appealing."

The Utah Startup Marketplace brought in more than five hundred BYU students, giving companies plenty of interaction with potential employees. **Jared Richards**, CPO of Jamberry, a fingernail-wrap fashion company, was impressed by the quality of students.

"We have had a great experience with the BYU graduates and students who are with our company already," Richards says. "Everyone at BYU has been very professional. This school has students of a great caliber."



BYU Students Take First in Capital One Case Competition

Helping people use credit wisely is no easy feat, but three Marriott School undergrads took on the challenge and won first place in the 2013 Capital One Case Competition, held last semester, after attending the final round of presentations in Plano, Texas.

Student teams assessed the auto loan market and created systems to help customers take out peer-to-peer auto loans. They were asked to consider the recent recession and think of ways to help consumers pay bills on time, understand what credit is, and learn how to spend money wisely. As a part of their solution, BYU's winning team proposed using a social media and TV ad campaign along with a phone app to help people sign up for auto loans.

"In their presentation they focused on how Capital One would implement their strategy," says David Benson, an assistant professor of organizational leadership and strategy who helped advise the students. "All the teams had great analytics, but what set the winners apart was that they had thought about the process from start to finish."

Students **Austin Pollard**, a strategy junior from Cedar City, Utah; **Bowman Bagley**, a neuroscience junior from San Diego; and **Blake Faulkner**, a strategy junior from San Diego, were the winning team members in the competition. The students won \$1,000 each for their clarity and creativity of thought, presentation skills, and analytical ability. They were among five finalist teams: one from Stanford, two from Notre Dame, and one other team from BYU.



BYU students Bowman Bagley, Blake Faulkner, and Austin Pollard won first place in the Capital One Case Competition.

Bagley, Faulkner, and Pollard credit their win to many hours of work and preparation spent participating in other competitions, such as BYU's Business Strategy Club cases. They say this competition was a good learning experience, and they enjoyed getting feedback from Capital One executives.

"It was a great opportunity to present a solution to VPs who were actually working on that case," Bagley says. "They gave every team feedback before they announced the winner, and that helped me learn how to present with confidence."

"I am humbled to serve the students and the college," Bingham says. "The MBA program touches many important stakeholders; to positively influence our impact on them is really exciting. I hope to continue a culture of excellence in attracting, selecting, and developing exceptional men and women of faith and placing them with the very best companies."

BYU Endorsed by IMA for Excellence in Management Accounting Education

BYU's School of Accountancy recently received endorsement from the Institute of Management Accountants (IMA) for excellence in preparing students to pursue the Certified Management Accountant (CMA) credential.

"The IMA endorsement recognizes that the School of Accountancy provides one of the best management accounting curriculums in the country," says **Jeff Wilks**, School of Accountancy chair. "We are thrilled with this endorsement, and



we're excited about the expanded opportunities it gives our students."

The endorsement from the IMA signifies that the Marriott School's accounting program covers considerable amounts of material on the CMA exam and prepares students to receive the CMA credential. The IMA was founded in 1919 and now comprises more than 60,000 accountants and financial planners. The group administers the CMA exam and certification as part of its mission to advocate best business and ethical practices in management accounting.

Professor **Bill Tayler**, BYU's IMA campus advocate, believes the endorsement will be a vehicle for increasing students' awareness of career paths in management accounting.

"Management accounting helps leaders make decisions, and it's a great way to go for many of our students," Tayler says. "The endorsement will help us communicate that option, which gives students an additional choice in finding a career they're going to enjoy."

High School Students Compete in Business Language Competition

High school students from across the state assembled at BYU to put their Spanish skills to the test in the 2014 High School Business Language Competition.

The event featured fifteen teams that spent the day competing and learning about the importance of foreign-language skills in business. It was cohosted by the Marriott School and the University of

Colorado Denver and sponsored by the BYU Whitmore Global Management Center (GMC), Skullcandy, and BYU's Center for the Study of Europe.

"This competition gives students an amazing opportunity to develop their language and presentation skills," says **Laura Ricks**, GMC international program coordinator. "It gives them a practical application for everything they're learning. I was impressed by how much expertise they showed in Spanish."

Teams presented business plans to a panel of judges for marketing Skullcandy Crusher headphones to the Hispanic community in Utah. Made up of native and nonnative speakers, the teams had just over a month to prepare for the competition. Skyline High School's Alessandro Gazani and his team, Prosegur, spent hours preparing for the event.

"We put in a ton of effort and preparation to get ready for it," Gazani says. "It was a great experience, and it was rewarding to be recognized for all that hard work."

After three rounds of intense competition, Prosegur took home the \$600 first-place prize, followed by Skyline's Sintra team, which received \$300 for second place, and Orem High School's Descanso team, which received \$100 for third place.

"It was interesting to see the different presentation styles and what the teams did with the product," says Seth Hawkins, a volunteer judge at the event. "Their language skills are very advanced, and they did a great job."

Business Study Abroad Programs Highlighted in Kick-Off Events

Winter semester had just begun when Marriott School students started gearing up for this summer's study abroad programs facilitated by the Whitmore Global Management Center (GMC). To build buzz the center hosted two fairs highlighting this year's international experiences in Europe, Asia, and Latin America.

"It's great to have students come and learn more about the study abroad programs," says **Cynthia Halliday**, managing director of the GMC. "It's one thing to read a flyer, but actually talking with other students who have experienced these trips is so important."

The fairs focused on the distinctive



Marketing senior Kristen Hanson pets a sleeping tiger in Thailand.

characteristics and opportunities that business study abroad trips present—like learning to navigate international business waters while still experiencing a unique cultural immersion.

During their weeks abroad, students visit with upwards of twenty companies and meet with top business executives from industry leaders—such as HSBC, DHL, Maserati, and Petrobras—as well as start-ups and social entrepreneurs. They spend time networking and experiencing firsthand the expat lifestyle.

"My favorite business visit was with the International Olympic Committee in Switzerland," says **Sarah Kruitbosch**, a senior in marketing from Layton, Utah, who participated in the Europe Business Study Abroad. "They explained to us the different aspects of hosting the Olympics, such as broadcasting rights and marketing the event. I've been able to apply so much from what I gained during that experience to my classes."

For the students, traveling is about more than business, and an international excursion isn't complete without experiencing the culture. Students spend time during the trip touring famous sights, enjoying the food, and meeting with locals.

"Going to the Great Wall was surreal," says **Trevor Johnson**, a senior in organizational behavior and human resources from Cedar Rapids, Iowa, who went on the Asia Business Study Abroad. "It's a place you've heard about your whole life, but you never think you'll actually get to be there. Seeing so many sights along with learning successful international business strategies made my study abroad an invaluable experience."

STUDENT NEWS

Students Win Big at BYU's Business Model Competition

BYU's student entrepreneur team Genius Security took home first place and a cash prize of \$3,000 at this year's Business Model Competition (BMC), hosted by the Marriott School's Rollins Center for Entrepreneurship and Technology.

"The teams get better and better each year," says **Jeff Brown**, assistant director at the Rollins Center. "It's great to see them take advantage of this new approach to entrepreneurship."

Out of more than fifty applicants, Genius Security's team of five bested the top eight BYU teams with their portable home-security system that allows renters to have more convenient and affordable protection. Second place and \$2,500 went to Broad Analytics, and Cowboy Kolaches took home \$1,500 and third place.

"We are grateful to the Rollins Center for organizing this event," says **AJ Hamner**, a business strategy junior from Greenwood, Indiana, and a member of the Genius Security team. "It gives students real-life experience, learning from the best mentors."

The BMC brings in experienced judges to rate student teams on three critical phases of their start-up: the assumption phase includes the development of the idea and the initial business approach; the next two phases look at how business

B|M|C
BusinessModel
COMPETITION

assumptions were tested and how teams adapted their approach to reflect test findings.

“Our time on this competition has really reinforced the process of learning from mistakes,” says **Derek Johnson**, the owner of Cowboy Kolaches, which took home the competition’s crowd favorite award. “I have an idea, I test it, and then I make changes to get better. The BMC is all about going through that process as quickly and effectively as possible.”

Those who succeeded in the Business Model Competition had the chance to move on to the International Business Model Competition in May to compete with student entrepreneurs from across the globe for a \$25,000 cash prize.

“Our BMC experience was not confined only to the finals,” Hamner says. “It has been a continual process of innovating, validating, and reiterating. The skills and experience that we have gained through the BMC will continue to guide our company strategy and culture as we try to stay close to our customers.”

Marriott School Announces 2014 Hawes Scholars

The Marriott School named ten MBA candidates as its 2014 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

“These students are making a profound difference in the lives of their classmates,” says **John Bingham**, director of the BYU MBA program. “They have been exemplary contributors to their peers’ learning experience and will be exceptional leaders

in businesses, communities, and families. They represent what we hope it means to be a BYU MBA student.”

The 2014 Hawes Scholars are second-year MBA students **Frank Chou**, from Arlington, Texas; **Reid Clark**, from Austin, Texas; **Justin Copier**, from Sandy, Utah; **Logan Dunn**, from Rexburg, Idaho; **Matt Durham**, from Salt Lake City; **Heather Hammond**, from Salt Lake City; **Gustavo Maruri**, from Guayaquil, Ecuador; **Derek Pando**, from Round Rock, Texas; **Greg Tesimale**, from Laie, Hawaii; and **Sonal Yadav**, from Delhi, India.

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. Hawes, a Baker Scholar from the Harvard Business School, and his wife wanted to create a tradition at the Marriott School that recognizes and rewards excellence among students entering the business world. In addition to being widely recognized for his expertise in financial matters, Hawes has a reputation for integrity, hard work, and community service.

The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth and enhancement of the Marriott School’s nationally ranked MBA program.

Mobile App Competition Gives BYU Developers a Chance to Shine

Will the next Flappy Bird or Fruit Ninja come out of Brigham Young University? Developers at this year’s Mobile App Competition hope so.

The annual event, hosted by the Rollins Center for Entrepreneurship and Technology, invited students to create store-ready apps—and develop business acumen in the process.

“The competition is a way for us to encourage students to explore the interesting and relevant space of mobile-app development,” says **Steve Liddle**, Rollins



Center academic director. “One of the best ways to learn is by doing, and that’s what our competition incentivizes.”

Apps were judged on five criteria—usefulness, implementation, business opportunity, design, and the number of daily unique users—by a panel of judges. Of the thirty-six teams registered, only twelve moved on to compete for the top spot. All semifinalists received a piece of the \$15,000 prize money.

“I was impressed with the caliber of students from top to bottom,” says Joshua Aikens, talent acquisition specialist for Rocketmade and a judge at the competition. “They are doing things here that others get paid a lot of money to do.”

The grand prize of \$3,000 went to the My Home Story team’s real estate app. The second-largest cash prize of \$2,500 went to Card Table. Sadie O’Green, an animated storybook app, and Math Bot Lite, an elementary math game app, each received a \$2,000 prize.

“The competition really helped me validate the business opportunity behind our app,” says Matthew McArthur, a senior in applied physics from Sandy, Utah, who developed the My Home Story app. “You get to meet a lot of other developers and gain real experience. It’s a great opportunity if you really put yourself into it.”

Accounting Students Offer Free Tax Assistance

This year student volunteers gained valuable experience at the largest Volunteer Income Tax Assistance (VITA) program in the country, providing free tax preparation services to community members with annual incomes of less than \$52,000.

“The VITA lab gives students a setting to apply the skills they are learning in the classroom to clients with real needs,” says **Cassy Budd**, associate professor and

Hawes Scholars, from left: Reid Clark, Frank Chou, Derek Pando, Logan Dunn, Heather Hammond, Sonal Yadav, Gustavo Maruri, Matt Durham, Justin Copier, and Greg Tesimale.



VITA lab adviser. “From a professional-development perspective, I’ve never seen anything work better for students.”

In addition to helping students put their accounting education to the test, the lab provided a great way for students to give back to the community. VITA, which is a program of the IRS, operates sites all across the country. BYU’s chapter of Beta Alpha Psi, a national accounting honor society, facilitated the on-campus program. **Jordan Kerr**, chapter president, believes that the service offered at VITA sites benefits the volunteers as much as those whom they serve.

“One of the reasons I decided to go into tax accounting was to advocate for clients, and that is exactly what we do in the VITA lab,” says Kerr, a senior accounting student from Maple Valley, Washington. “I have a greater sense of satisfaction from this service than from a lot of other opportunities because I feel I am impacting the lives of individuals in need.”



FACULTY NEWS

BYU School of Accountancy Chair Appointed to FASAC

The Financial Accounting Foundation recently appointed BYU School of Accountancy director **Jeff Wilks** to serve on the Financial Accounting Standards Advisory Council (FASAC). As a member of the council, Wilks will advise the Financial Accounting Standards Board (FASB) as they establish generally accepted accounting principles for all companies across the United States.

During his anticipated four-year term, Wilks will meet quarterly with the council as one of two academics among CFOs,

What Companies Can Learn From NASA’s Tragedies



BYU business professor Peter Madsen has been researching NASA’s safety climate ever since the Columbia space shuttle broke apart upon reentering Earth’s atmosphere on 1 February 2003.

Specifically, Madsen has been studying and quantifying how the organization recognizes “near misses”—events in which failures are narrowly averted, resulting in successful outcomes.

A new study of NASA’s safety climate, coauthored by Madsen, found that recognition of those near misses goes up when the significance of a project is emphasized and when organizational leaders emphasize safety relative to other goals, like efficiency.

In other words, if you want to avert disasters, your employees need to feel like their work has greater significance, and they need to know that their leaders value safety.

“It is challenging for people to see something that doesn’t have an overtly bad outcome as a near miss,” Madsen says. “It’s part of human nature; we tend to overweigh what happened instead of what could have happened—but that can be changed by effective leadership.”

Using a database of in-flight anomalies for two decades of unmanned NASA missions (1989–2010), the researchers found that when NASA leadership emphasized the significance of projects and emphasized the importance of safety, the organization recognized near misses for what they were instead of passing them off as successes.

The findings, which appear in the *Journal of Management*, can be implemented by company leaders in a number of industries where safety is paramount, including transportation, power generation, extraction, and health care.

“If you’re in an industry where safety is important and you really want your employees to pay attention to it, it takes not just talking about it but backing it up,” he says. “Employees are very good at picking up the signals that managers are giving about what they really value.”

The same has been true for NASA over the years, Madsen found. When leaders have carried out those two steps—increasing the safety climate and emphasizing the significance of projects—near misses have been better cataloged and used to improve operations.

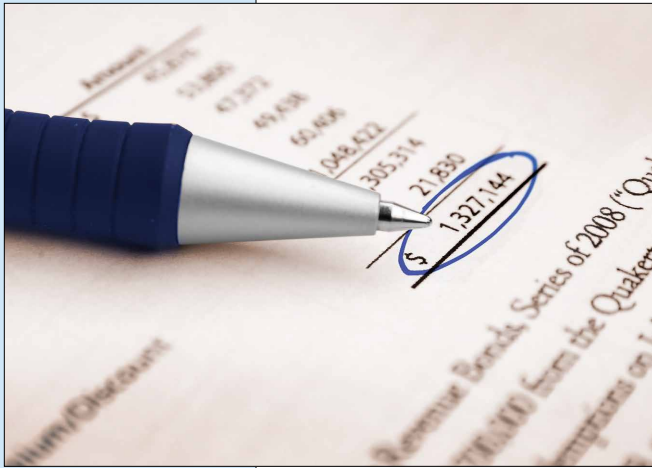
Unfortunately, Columbia launched during an era of low near-miss reporting at NASA. An investigation into the crash revealed that the failure that ultimately doomed the Columbia (foam debris striking the orbiter) happened on at least seven prior launches. On each of those launches, good fortune intervened; they were near misses that became successes.

NASA’s own Columbia Accident Investigation Board identified NASA’s safety climate as a primary cause for its inability to see foam loss as a near miss, stating, “NASA had conflicting goals of cost, schedule, and safety. Safety lost out.”

“A lot of safety improvements have happened after a disaster, and they shine light on the deficiencies in the system,” Madsen says. “If you can pick up on those deficiencies before something happens, that’s the gold standard.”

Madsen’s connections to NASA go back to the time of Columbia’s loss, when he was in graduate school at UC Berkeley. His dissertation advisor was a well-known organizational safety expert, which led to Madsen and other PhD students being assigned to work with NASA to research safety procedures.

Madsen has continued his contact with NASA ever since, and Edward W. Rogers, chief knowledge officer at NASA’s Goddard Space Flight Center, is a coauthor on this study. Robin Dillon-Merrill, of Georgetown University’s McDonough School of Business, served as lead author.



partners of national firms, and business and government leaders.

"I am honored to be part of the FASAC and to help them improve financial reporting standards," Wilks says. "Good financial reporting helps people decide where to invest, and we're trying to improve the standards that make that happen."

The FASAC is an arm of the Financial Accounting Foundation, which operates privately to ensure the integrity of financial accounting and reporting. Wilks previously worked with the foundation as a project manager, presenting research findings and recommendations to the FASB. Wilks has also worked as a technical adviser to the International Accounting Standards Board.

Since joining the Marriott School in 2000, Wilks has consistently been recognized for his achievements in research and teaching. In 2011 he received the Marriott School Outstanding Teaching Award, and he currently holds the school's Ernst & Young professorship.

"The selection of Professor Wilks for the FASAC is an outstanding choice," says **Steve Glover**, Marriott School associate dean. "Jeff is an excellent collaborator who lifts the effectiveness of his team's judgments and has an uncanny ability to appropriately and quickly connect the dots in very complex areas."

Marriott School Professor Receives American Accounting Association Award

Marriott School accounting professor **Bill Tayler** was among those honored by the American Accounting Association

(AAA) for an article he cowrote on the methods and effectiveness of measuring performance. Tayler received the Impact on Management Accounting Practice Award from the AAA in January at a conference in Orlando, Florida.

The award is given annually to recognize research that will have a great impact on management accounting practice. Members of the American Institute of Certified Public Accountants (AICPA) and the Chartered Institute of Management Accountants reviewed the submissions and selected the paper because of its application in many types of institutions.

"The fact that this study can influence practice makes it really matter," Tayler says. "I hope this research can change the way people think and help them make more effective strategies."

Tayler was honored for the article "Lost in Translation: The Effects of Incentive Compensation on Strategy Surrogation." In the research, Tayler and his coauthors found that current methods of measuring company progress are limited, and giving incentives for high performance may not have the desired effect on a company's growth and overall health.

"This study provides practical guidance for establishing effective performance measurement systems throughout an entire organization, as well as for avoiding common pitfalls in their design," said Ken Witt, a technical manager at the AICPA, as he presented the award at the AAA conference.

According to the study, people are often distracted from an end goal, such as the health of a company, as they focus on limited measures of success, such as customer satisfaction ratings or earnings forecasts. Substituting the success of a few measures for the overall strategy is what the authors call surrogation.

Tayler cowrote the article with Willie Choi, assistant professor of business administration at the University of Pittsburgh, and Gary Hecht, associate professor of accountancy at the University of Illinois. Tayler says the study has helped the accounting practice by creating a



name for surrogation, and he hopes that organizations will recognize this problem and take a more holistic approach to evaluating performance.

"I hope that the impact of this research eventually will go beyond accounting," Tayler says. "I believe that just knowing about this problem decreases the tendency to submit to surrogation both in business and in life decisions."

BYU Ballard Center Hosts Self-Reliance Book Launch Party



Last semester students had the chance to discuss new ways to eliminate poverty at a book launch for *More Than Money: Five Forms*

of Capital to Create Wealth and Eliminate Poverty, by BYU business strategy professor **Paul Godfrey**. The event was hosted by the Ballard Center for Economic Self-Reliance.

More Than Money challenges traditional assumptions about poverty elimination. Instead of focusing on large institutions such as health care or education systems to address poverty, Godfrey examined small-scale methods to increase self-reliance. This self-reliance enables people to utilize the five types of capital: institutional, social, human, organizational, and physical.

"The fight against societal-level poverty has always been about the money," Godfrey says. "Helping individuals and families escape poverty is about changing habits and building a foundation of self-reliance."

The Ballard Center, where Godfrey also serves as assistant academic advisor, funded a large part of his research for the book and sponsored the book's launch party.

Todd Manwaring, Ballard Center director, says Godfrey's book addresses overlooked factors that help individuals and families become financially stable.

"For a family to be resilient and prosperous, they need to become self-reliant," Manwaring says. "This new book describes what self-reliance looks like and how development organizations can encourage this with their clients."

Alumni News

MANAGEMENT SOCIETY

Management Society Chapter Awards Fourteen Scholarships

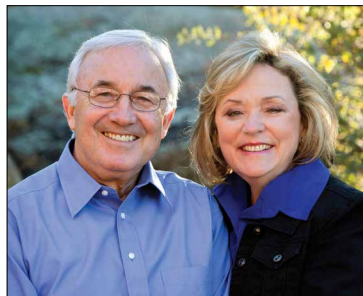
The Arizona Prescott Chapter of the BYU Management Society is off to a strong start, awarding fourteen scholarships as part of its Sustainable Scholarships program.

“We’ve been successful because we’re primarily a service organization,” says **Byron Jackson**, chapter president.

“People in Prescott want to share the professional experiences they’ve had, and helping others make good career and educational decisions is a way for them to serve in that capacity.”

Jackson and his wife, **Nancy**, announced their plans to form a Management Society chapter to friends following a BYU football game party in their home late last year. Their guests were enthusiastic about the opportunity to serve, and the group formed as the Prescott Chapter less than a week later. Today the group has more than twenty-five members.

The chapter currently has three programs. The Sustainable Scholarships program provides financial resources for students, the Life Coach program guides students to develop and achieve goals, and the Career Mentor program helps students receive career advice by matching them to mentors in their industry.



Byron and Nancy Jackson founded the Arizona Prescott Chapter in 2013.

Nearly seventy students and young adults have already participated.

“We need to focus on the upcoming generation and be sure they have a solid footing to help them become our next

Going with the Grain

A sleek product like the iPad deserves accessories that are equally suave: hardworking with a look fit for the office’s C-suite. Blending mechanical prowess with beautiful natural materials, **Eric Rea** and his company, FineGrain, are finding a lot of backers for their refined and thoughtful designs.

The company was created when Rea, a 2012 information systems grad, met Levi Price through their student jobs on campus. Rea had an idea for a product and was looking for an industrial design major—like Price—who could help him pull it off. The two launched their first product on Kickstarter in 2012: the Bowden iPad case, a sleek case that provides complete protection for the device, crafted from aircraft-grade aluminum, hand-finished hardwood, and genuine leather. After being featured on several tech websites, FineGrain exceeded its fundraising goal of \$20,000 with 180 backers.

Following the same minimalist organic design principles that led to their previous success, Rea and Price launched their second product, the Coburns iPad stand, on Kickstarter this past winter. The name of the product comes from Rea’s family tree—part of FineGrain’s tradition of giving a nod to their ancestors with the name of each new product. Originally targeted for \$5,000, the Coburns project brought in a total of \$21,937 from backers.

“The Coburns was a small project, and we were fortunate that almost one thousand people liked the idea enough to back it with their own money,” says Rea, who managed and promoted the campaign. “We take a really hands-on approach with our Kickstarter projects and make sure that we have personal contact with each of our backers. Kickstarter is a great opportunity for us to get our new products out there and for potential distributors to take notice.”

Rea keeps busy as he runs the day-to-day business needs—handling marketing, customer support, PR, sales, and accounting.

“We have several new products we will be releasing in the near future



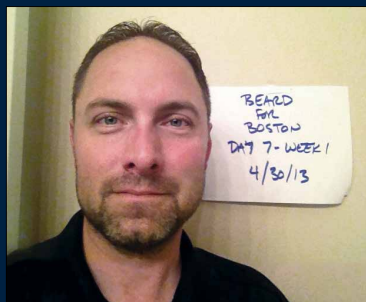
Levi Price and Eric Rea launched FineGrain in 2012.

with FineGrain,” he says, “so that takes up a lot of my time. The goal is to make FineGrain my full-time job.”

Prior to the launch of the Coburns, Rea’s job took him far from Provo to Vienna, Austria, where he handled web and application development for the International Atomic Energy Agency. While there he played on the Vienna basketball team at the United Nations Inter-Agency Games in Valencia, Spain, where the team took second place.

Now back on familiar soil in Provo, Rea enjoys snowboarding, practicing yoga, trying new foods, traveling with his wife, Kimmi, and, of course, playing the occasional game of basketball.

Fund-Raising Facial Hair



BEARD
FOR
BOSTON
DAY 7 - WEEK 1
4/30/13



BEARD
FOR
BOSTON
DAY 41
6/3/13



BEARD
FOR
BOSTON
DAY 97
7/29/13



BEARD
FOR
BOSTON
DAY 182
10/22/13



BEARD
FOR
BOSTON
DAY 234
12/13/13

It only took five seconds for **Ryan Judkins's** boss to approve his beard plan. Surprised, Judkins, a sales representative for Callaway Golf and a normally clean-cut guy, asked, "You do realize I might have a beard that's five, six, or seven inches long at one point?"

His boss replied, "I love it. Do it."

A few days earlier Judkins was away from home on a sales visit when he first saw the news coverage of the Boston Marathon bombings. In the wake of the tragedy, Judkins's campaign Beard for Boston was born.

"Being in Las Vegas, I couldn't go out there and donate hours to help clean up the area or provide aid to the injured people," he says. "The only thing I really could do was raise money, and that's where I came up with the idea to grow a beard and set a goal of \$10,000. That was the most efficient, organized way of being able to help the people who needed it."

On 24 April 2013, Judkins put away his razor and settled in for the long haul. He came up with the Beard for Boston logo, which incorporates the B of the Boston Red Sox logo along with a beard, and made a proposal to the general counsel of Major League Baseball (MLB) to use it.

"When they knew I wasn't trying to make money off of the tragedy, they granted me permission to use the logo for one year for one dollar," Judkins says. "The MLB giving me that permission was very encouraging and made me think, 'Okay, this is something I can do that people will understand and be supportive of.'"

With a logo, T-shirts, and a website behind him, Judkins planned a charity golf tournament for that December. Donations were sparse, but thanks to the beard he was frequently asked questions about it.

"Anytime you come up with an idea, you get really excited about it, but it's easy to lose motivation," he says. "The beard gave me another form of commitment. People knew about it. They were going to ask about my progress."

By December those questions had turned things around. Judkins raised \$10,000 at the golf tournament alone, thanks to a large turnout from his customer base and generous donations from local businesses for a silent auction.

"People said they wanted to contribute to my cause, and I thought, 'Okay, maybe \$20 or \$50,'" says Judkins. "I got so many \$100 contributions. One family sent \$250, which just floored me. They have little kids and they have needs of their own, yet they were extremely generous with their contributions. I saw that from numerous people."

With nine months of growth on his chin, Judkins exceeded his goal in December, raising more than \$15,000, which he donated to One Fund Boston, a centralized charity that supports victims of the bombing and shooting.

Judkins, who no longer has a beard, received his BS in business management with an emphasis in marketing from the Marriott School in 2000. He and his wife, Charity, have four children and live in Henderson, Nevada.

leaders," Nancy says. "Sometimes students and young adults hit a wall and don't know how to get around it, but we can be there to coach and encourage them."

The chapter plans to increase the number of scholarships and the amount of money given each semester by recruiting more members who can serve as career mentors and life coaches.

"The chapter has grown more rapidly than we anticipated, but that demonstrates the need," Jackson says. "It will be exciting to see where we are a year from now as we continue to educate alumni and donors on the impact that's possible."

CLASS NOTES

1978



At lunchtime **Michael Ettredge** can be found at the head of a pack called the Mad Dogs—a running club at the University of

Kansas. He's president of the club, and although he is sixty-five years old, he does pretty well for his age, as evidenced by the fact that he runs at least one 5K race each month. When he's not racing he gives students a run for their money as the Crown/Sherr Professor of Business in the University of Kansas School of Business. His teaching and research interests include corporate financial reporting and auditing. Ettredge has been a faculty member at the university for twenty-six years; prior to that he taught at Washington State University for six years. He is currently coeditor of *The Accounting Review*. Ettredge received his bachelor's from Rice University in 1971, his MPA from BYU in 1978, and his PhD in accounting from the University of Texas at Austin in 1982. From 1971 to 1975 he served in the U.S. Navy. He and his wife, Katherine, have four children and live in Lawrence, Kansas.

1982

For the past twenty-one years **Scott Adams** has led the Pullman Regional Hospital as its CEO. The Washington hospital is a twenty-five-bed, acute-care, critical-access hospital. He oversees general management, strategic planning, external and physician relations, and



fundraising. Prior to this position he was CEO of Wythe County Community Hospital from 1984 to 1992. He gives back to the com-

munity through several volunteer assignments, including serving on the boards of the Pullman Chamber of Commerce, the Whitman County United Way, and the Washington State Hospital Association. He has also served as president of the Association of Washington Public Hospital Districts. Adams received both his BS and MPA from BYU, in 1978 and 1982, respectively. He and his wife, Sharon, have five children and live in Pullman, Washington. He enjoys traveling and golf and is a college football fan.



PACCAR—a multinational, heavy-truck manufacturer—has earned a net profit for seventy-four consecutive years and has paid a dividend continuously for seventy-three years. **Michael Barkley** has been riding with the company for the last twenty-three of those profitable years. Since 2007 he has worked as the vice president and controller of the company and is responsible for worldwide accounting, tax, and internal audit. Barkley received his bachelor's degree in accounting, with minors in economics and Japanese, from BYU in 1982. He is a CPA and worked with PricewaterhouseCoopers from 1983 to 1991. He enjoys hiking, biking, traveling, motorcycling, and investing. His wife, Karen, is a middle school science teacher, and the couple resides in Newcastle, Washington. They have two children and, he reports, no grandchildren—yet.

1990



Hickory, North Carolina, has been designated three times as an All-American City—an annual award given by the National Civic

League recognizing communities that band together to tackle problems. Behind this designation stands **Mick Berry**, city manager and Marriott School alum. Berry was appointed to the position by the city

council in 2004. Previously he worked in the area as assistant county manager and information technology director for Catawba County and as county manager for Granville County, all in North Carolina. In addition to his vocational contributions to his community, he also volunteers as a cochair for the Catawba County Children's Agenda and on the county's United Way Board of Directors. He earned his BA in economics in 1988 and his MPA in 1990, both at BYU. He and his wife, Beth, have five children and make their home in Hickory. Berry enjoys fly-fishing, backpacking, and coaching youth sports in his free time.

1992



During 2013 **Matthew Bowman** and his team were responsible for more than \$1.2 billion of prospec-

tive sales—a feat that resulted in Bowman's being promoted to global vice president of the demand generation group at Teleperformance. He was recruited by the company in March 2012 to see if the demand generation program he created from scratch could be useful in Teleperformance's industry, and as sales show, his application of the program is paying off. Bowman received a 2012 SAMY Award, which recognizes the top twenty sales and marketing executives in Utah, and he recently served as cochair of the Utah Concours d'Elegance, an annual charity fundraiser highlighting excellence in the automotive and artistic worlds. He received his BS in business administration with an emphasis in management information systems from the Marriott School in 1992 and his MBA from Westminster College in 2000. He and his wife, LaDawn, have three children and reside in Draper, Utah. He enjoys golfing, mountain biking, and skiing.

1995



Douglas Maxfield has moved up at a company in which recognizing talent is the bottom line. Maxfield was promoted to senior partner in August 2013 when Korn Ferry International acquired his previous

employer, Global Novations. Korn Ferry is a global management consulting firm that deals with shaping and attracting talent for its clients. As senior partner Maxfield is responsible for business development, relationship management, and solution design. He earned his bachelor's in business management with an emphasis in information systems in 1993 and his master's in organizational behavior in 1995, both from BYU. He and his wife, Jennifer, live in Tracy, California. They have four children, who double as skiing and snowboarding companions.

1996



For many students, studying organizational behavior takes them into the corporate empire, but for **Devan Barker**, it kept him

close to the classroom. After earning a bachelor's in Italian in 1992 and a master's in organizational behavior in 1996, both at BYU, Barker left Provo to earn a PhD in comparative education at Julius-Maximilians-Universität in Würzburg, Germany, which he completed in 2000. For two years he helped develop the national model for Montessori education at the adolescent level and then brought his skills to Ursuline College in Ohio, where he developed and ran a master's program in teacher education. Currently Barker works for BYU-Idaho creating instructional development programs and resources, particularly for new faculty and adjunct professors. He counts reading, travel, and construction among his hobbies. He and his wife, Heidi, have three children. They live in Sugar City, Idaho.

1999



When **Angela Rannalli Russell** comes onto the scene of a disastrous-looking house, she sees only a beautiful opportunity. As the

co-owner and property manager for two LLCs, Jacob Speedway and Owl Creek—which sell, hold, and rent properties—she handles everything involved in home sales: taxes, management, and even reworking the countertops. The next dream in

the works for Owl Creek is purchasing a mobile home park and coupling it with tuition assistance for the residents. Russell received her bachelor's degree in business with an emphasis in management information systems from the Marriott School in 1999. While a student at BYU she worked as lead for the team that implemented the first technology-assisted language-learning program at the MTC. She and her husband, Chad, live in the Seattle area with their three sons and a new baby girl, whom Russell counts as a long-awaited promotion. She enjoys architecture, gardening, landscape design, and anything involving food. Right now she's perfecting recipes for a cookbook she hopes to someday publish.

2001



On the buzzing campus of California Polytechnic State University, **Alison Mackey** is an assistant professor of strategic management. In addition to teaching courses, she researches human capital and corporate social responsibility. She was recently appointed to the editorial boards of the *Strategic Management Journal* and *Journal of Management*. She previously worked at Texas A&M University as a visiting assistant professor. Mackey received her BA in economics in 1999 and her MOB in 2001, both at BYU. She earned her PhD in strategic management from Ohio State in 2006. Mackey is the cofounder of Autism Connections, a community-based company that offers behavioral therapy to children with disorders on the autism spectrum. Her hobbies include cycling and writing. She and her husband, **Tyson**, have three children and live in San Luis Obispo, California. Tyson also graduated from the Marriott School, completed his PhD in strategic management at Ohio State, and is an assistant professor in the same field at Cal Poly. At BYU he received his BS in economics in 2000 and his MBA in 2002.

2004

Andrea Hales describes her current job as being the boss of her three children. In addition to reigning in her home, Hales has tackled a lot of work in the public sphere. At BYU she earned her bachelor's



degree in business management with an emphasis in organizational behavior in 2001 and then completed the combined JD/MPA program in 2004. From 2005 to 2006 she worked with the Navajo Nation Washington Office as a tribal lobbyist, vying for education, social services, and healthcare issues. She then spent three years with the Utah System of Higher Education, Office of the Commissioner, where she did policy work, including preparing and approving new programs. Currently she acts as an advisor to the Utah Life and Health Insurance Guaranty Association Board. Hales, her husband, Mark, and their three children live in Bluffdale, Utah. She loves motorcycles and reading to her children.

2005



Not many people can say "Been there, done that" about Wall Street, but **Anait Balasanyan's** career switch has taken her from the banking world into something that involves many more smiling faces. Balasanyan graduated in 2005 with a bachelor's degree in finance from the Marriott School. She worked with Wachovia Bank as a senior financial analyst in the strategic advisory group, which consulted with the CEO and other members of the executive team. From that position she moved to Wachovia Securities, now Wells Fargo Securities, to work as an investment banking analyst. There she handled financial modeling and analyzed deals involving companies in the media and communications industry. But after being on the Wall Street scene for several years, she decided to pursue a career in dentistry. She is currently a third-year dental student at Indiana University, on track for a 2015 graduation. So far she has found the change to be a satisfying one. Between her studies, she volunteers at the Student Outreach Clinic, a free dental clinic that serves the underprivileged population of the metro Indianapolis area where she lives. Her hobbies include reading, art history, traveling, and running—particularly half marathons.



A model might be the one wearing the glittering eye shadow and flawless lipstick, but the real star behind those dazzling features is a makeup artist like **Lindsey Forrest Bouffard**. As a freelance celebrity makeup artist and pro artist for Stila Cosmetics, Bouffard's work has appeared in designer look books, magazines, runway shows, and ad campaigns. Bouffard graduated from the Marriott School in 2005 with a bachelor's degree in business management and entered the makeup industry. Within a year her career took her to California and later to the Stila corporate offices. Her responsibilities with the company include writing its blog, attending New York Fashion Week, preparing and conducting events for the pro team, providing trainings for customers and the marketing department, and working as a celebrity makeup artist for the brand. Bouffard also works as a freelance writer for BKA Content. Currently she's taking time off from Stila to be with her new baby boy. She is married to Christopher, and the three currently live in Gilbert, Arizona. Her hobbies include shopping, decorating, and hanging out at the beach.

2007



Though most people don't understand fluoropolymers, many benefit from the commercial products derived from these large molecules, including waterproof, breathable Gore-Tex fabric. **Daryl Olson** is well-versed in this product as well as the many other industrial and consumer products produced by W. L. Gore & Associates, where Olson is a business systems analyst. He is responsible for maintaining and improving Gore's sales force automation, including developing and delivering training on the system. Over the next few months he'll be carrying out his job in Japanese as he works to integrate the company's offices in Japan. Olson earned an associate's degree from Western Wyoming Community College in 1993 and a bachelor's in 1996 and an EMBA in 2007, both from BYU. He and his wife,

Elizabeth, have two children and live in Fair Hill, Maryland. He enjoys participating in community theater.

2010

Idaho has a reputation for being an agriculture state, and **Heather Andersen Webb** is a proud member of that



After earning her bachelor's from the Marriott School in business management

community: she grew up in a small Idaho town on her family's dairy farm and recently married the son of another dairy farmer.

in 2010, she made her way back up north to begin a career in banking. She now works in agricultural financing as a credit officer at Northwest Farm Credit Services. Her duties include managing a loan portfolio of farming and agriculture-related operations, servicing loans, and building customer relationships. Before

Making the A-List



Working at the Oracle Corporation, alum **Liz Wiseman** found herself constantly surrounded by intelligent people. But she noticed an ebb and flow—not of intelligence but of how leaders capitalized on or closed off that intelligence. One executive she coached was brilliant but shut down others, leaving their ideas untapped. Wiseman searched for something to share with this leader about the dynamic he was caught in but found nothing. "Someone needed to research how what leaders did either diminished or multiplied the intelligence of the people around them," Wiseman says. "This seemed like a worthy pursuit, so I just did it."

And she did it well. Wiseman's

book *Multipliers: How the Best Leaders Make Everyone Smarter* hit the *Wall Street Journal* bestseller list its first week on the market in 2010. It has sold more than 100,000 copies and shows no signs of stopping. "My publisher, HarperCollins, calls it 'the little book that could,'" she says.

But more than the book topped the charts. Wiseman was named on the 2013 Thinkers50 list—a ranking of the top management minds in the world—and was shortlisted for the Thinkers50 leadership award as well. "Being named on that list was a total thrill," she says. "It reminded me that I have had incredible mentors who have shared with me their love of learning and teaching."

Many of these mentors, including some of the leaders who inspired her research, came from Wiseman's time at Oracle. Wiseman joined the company after receiving her bachelor's degree in business management with an emphasis in finance in 1986 and her master's in organizational behavior in 1988, both from BYU.

Though she intended to stick around for only a year, Wiseman was thrown into management and tasked with building Oracle's training program. The challenge kept her hooked for the next seventeen years. She was vice president of Oracle University when she left to build the Wiseman Group, a leadership research and development consulting firm of which she is president.

Following the success of *Multipliers*, Wiseman was asked to apply her research to education. Her second book, *The Multiplier Effect: Tapping the Genius Inside Our Schools*, was released in spring 2013. Though she initially declined the offer, thinking she didn't have enough experience in education policy, Wiseman realized it was an opportunity to work with family.

"My mother is a retired middle school principal and a phenomenal educator, so I talked her into writing the book with me," Wiseman says. "We then recruited Elise Foster, an executive coach and member of my firm, who graduated from the Harvard Graduate School of Education. The three of us bonded in the highs and inevitable lows of writing a book. The project turned into a wonderful mother/daughter/honorary-daughter project."

With two books behind her, she's already well on her way to a third, due out in October 2014. When asked about hobbies, her response is a candid "That's funny!" She and her husband, Larry, have four children and live in Menlo Park, California, where they run the Wiseman Group out of their home office.

Businessman with a Pickle Bucket



Randy Judd's story begins in the Ozarks of Arkansas, where he grew up with no indoor plumbing and went to school in a two-room schoolhouse. His family's financial situation created what he feels was a truly fortunate opportunity to work full-time during college—a path that led him to the restaurant business.

"I don't think I chose the industry as a profession; the industry chose me," Judd says. "Restaurant hours allowed me to work

around my school schedule. I could go to school five to six hours a day and still have time for an eight- to ten-hour shift afterward. I took it to heart that serving others is a noble profession."

It's that same love of service that landed him his current post. After working as a franchise business consultant for IHOP, Papa Murphy's Pizza, and other brands, Judd was approached by Firehouse Subs, a restaurant franchise known for being more than just a great place to eat. With more than seven hundred locations, Firehouse Subs serves its sandwiches with a hearty commitment to assist first responders through its Public Safety Foundation.

Launched in 2005, the foundation provides fire and police departments with lifesaving equipment that often exceeds local budgets.

"Firehouse Subs is not just a themed restaurant," says Judd, who is currently the chain's area representative and developer for Utah and Idaho. "It

honors the men and women who serve their communities as first responders. It's amazing to be associated with a company that gives back in such a substantial way."

To date, the foundation has given more than \$8.3 million in equipment. These donations are raised by selling the restaurant's signature used pickle buckets and by inviting guests to round their purchase up to the next dollar. In Utah alone the foundation has donated more than \$107,000 in equipment to fire and police departments along the Wasatch Front—an effort that Judd helped direct.

"Immediately after giving the donations, we have seen them put to use," Judd says. Just weeks after they donated a Jaws of Life tool to the Sandy Fire Department, it was used to free passengers trapped in a rolled vehicle. Other donations within the state include SWAT shields and a police dog appropriately named Meatball.

"It is very fulfilling to see that we can help these brave men and women by providing necessary tools that their departments may not have been able to afford otherwise," he says.

In addition to his duties as area representative, Judd owns his own Firehouse Subs in Fort Union, Utah. "One thing I love about a career in the restaurant industry is that no two days are alike," he says. "I can wake up in the morning with ten things on my to-do list and never get to any of them. I love to go into a chaotic situation and organize it."

His education, combined with all of his restaurant experience, prepared him well for tackling the many duties of overseeing the operations of a franchise. He received his bachelor's degree in math from Arkansas Tech University in 1987 and an EMBA from the Marriott School in 2002.

Judd and his wife, Connie, have five children and live in Taylorsville, Utah. He counts work as his main hobby, and his favorite sub is the New York Steamer, made with hot corned-beef brisket, pastrami, melted provolone, mustard, mayo, and Italian dressing.

leaving BYU she and her sister won the 2010 BYU Business Plan Competition in the home-based business category for their business, Vinylize It—a producer of vinyl decals. Her sister runs the business now, but Webb still counts crafting among her hobbies, along with golfing, playing volleyball, boating, skiing, running, and biking. She and her husband, Eric, live in Burley, Idaho.

2011



Jade Bollinger's educational track has taken her from the west side of BYU campus to the east, with some time in Salt Lake City in between. After graduating in 2011 with her BS in business management from the

Marriott School, Bollinger served in the Utah Salt Lake City South Mission. Now she's studying in the J. Reuben Clark Law School and is expected to graduate in April 2016. Last summer she was a legal intern for Nutraceutical in Park City, where she researched several topics, including fake coupons and genetically modified organisms, and monitored for trademark infringements. She currently lives in Provo and enjoys golfing, singing, and working with children.

Marcie Glad describes her job as managing a gigantic mob of children and college students, all while the threat of a bear attack looms just around the next tree. That is a small exaggeration—no bears have been sighted in at least five years—but as the camp director for the



YMCA's Camp Roger in Kamas, Utah, Glad's job is certainly a vast one. During the summer she's a jack-of-all-trades—fixing water pumps, handling any hospital visits, and keeping everyone happy. When it's too cold for camp, she manages marketing, recruitment, hiring, and budgets. This past summer she was promoted to her current position from senior program director. She previously worked at Gateway Academy, GoPlanetarium, and the Girl Scouts of Utah. Glad received her BS in recreation management with an emphasis in youth leadership from the Marriott School in 2011. She lives in Salt Lake City, and her hobbies include violin, guitar, ballet class, and yodeling in the car.

2013 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.

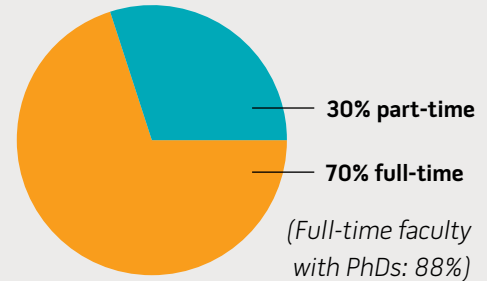
SERVICE

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

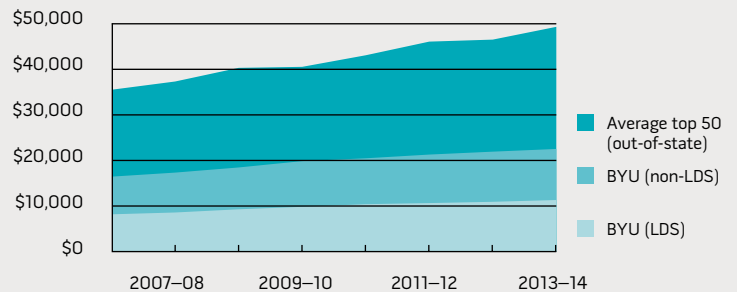
Faculty

Total faculty: 201



Graduate Tuition

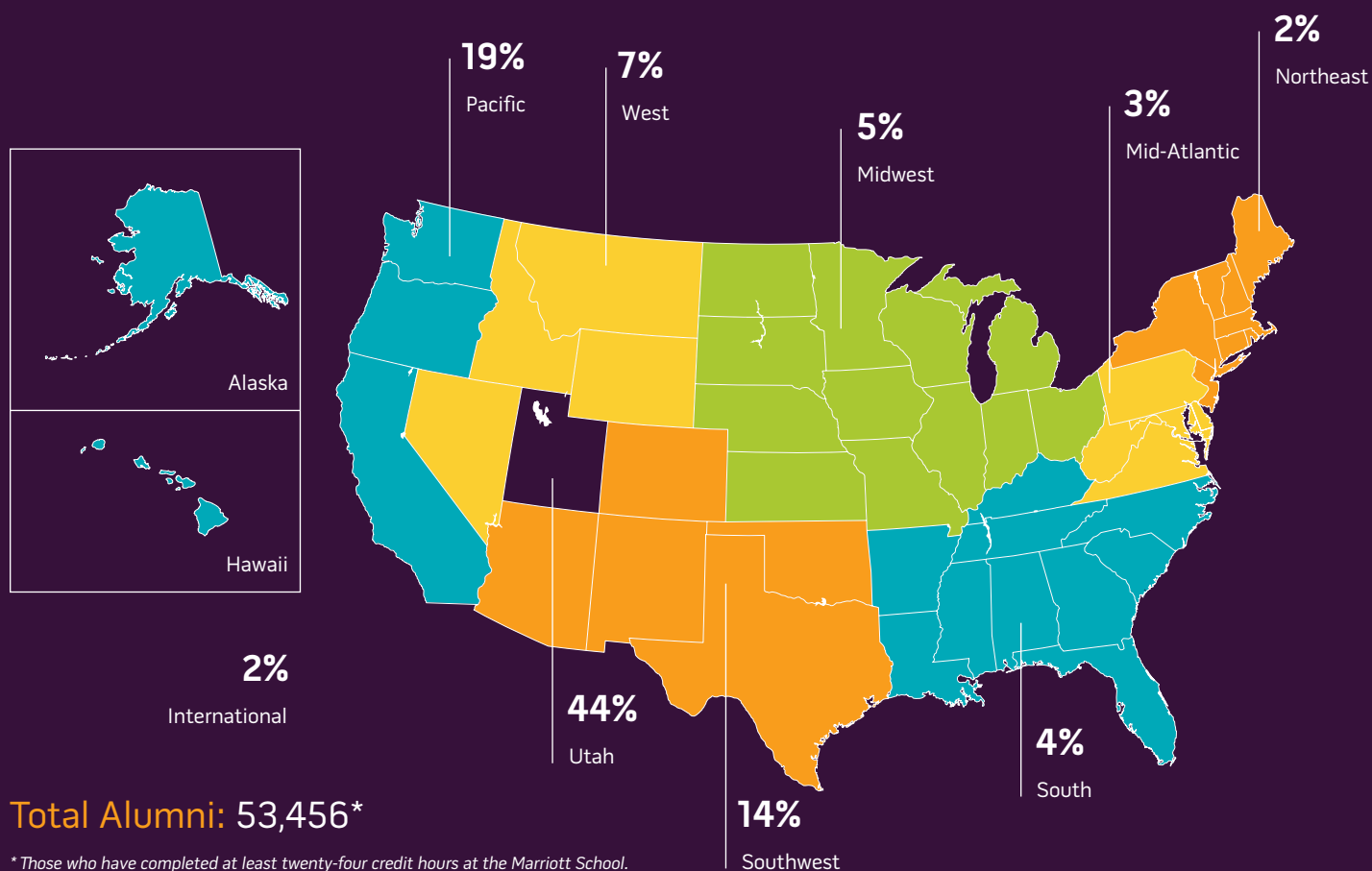
Marriott School vs. top 50 U.S. business schools
(Two semesters)



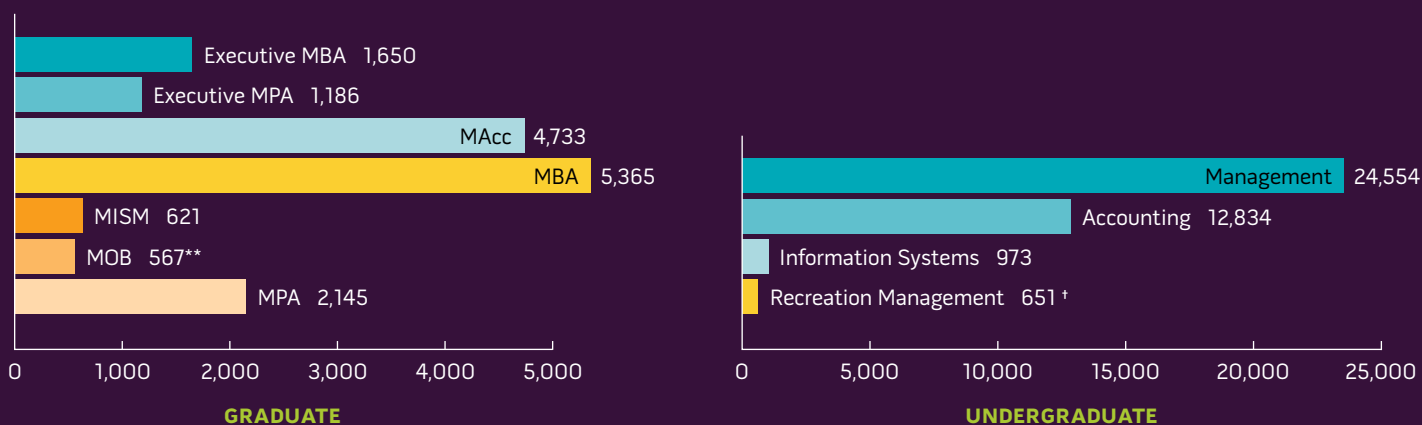
RANK	PROGRAM	SOURCE
UNDERGRADUATE		
1st	Accounting	<i>Businessweek</i> , 2013
2nd	Ethics Emphasis	<i>Businessweek</i> , 2013
2nd	Undergraduate Programs ROI	<i>Businessweek</i> , 2013
3rd	Accounting	<i>U.S. News and World Report</i> , 2013
6th	Entrepreneurship	<i>Entrepreneur</i> , 2013
8th	International Business	<i>U.S. News and World Report</i> , 2013
13th	Undergraduate Programs	<i>Businessweek</i> , 2014
GRADUATE		
1st	MBA (family friendly)	<i>The Princeton Review</i> , 2013
3rd	MAcc	<i>Public Accounting Report</i> , 2013
7th	MBA (accounting)	<i>U.S. News and World Report</i> , 2014
8th	MBA (entrepreneurship)	<i>Entrepreneur</i> , 2013
17th	MBA	<i>Forbes</i> , 2013
27th	MBA	<i>U.S. News and World Report</i> , 2014

ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2013



** 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.

† Does not include degrees awarded before the Recreation Management program joined the Marriott School in 2009.

STUDENT REPORT

Academic Year 2013–14

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of applicants in 2013	317	126	50	293	1,206	1,992
Students entering in 2013 (class of 2015)	145	51	43	162	930	1,331
Female	21%	51%	14%	24%	19%	26%
International	16%	13%	19%	11%	8%	10%
Minority	11%	12%	2%	7%	6%	8%
Married	63%	47%	56%	50%	29%	36%
Returned missionaries	81%	67%	84%	73%	79%	79%
Bilingual ††	72%	63%	79%	67%	62%	65%
States represented	17	14	17	28	44	46
Countries represented	13	4	6	14	19	33
Undergraduate universities	35	14	2	3	n/a	43
Average age	29	25	26	24	22	23
Average entering GPA	3.52	3.60	3.64	3.75	3.33	3.42
Total number of students enrolled	313	97	88	320	2,095	2,913

* Does not include 130 Executive MBA and 132 Executive MPA students currently enrolled.

†† Does not include Recreation Management students.

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of students receiving scholarships	219	96	37	127	277	756
Percent of students receiving scholarships	70%	99%	42%	40%	13%	26%
Average scholarship amount	\$5,600	\$6,873	\$2,403	\$2,618	\$1,354	\$3,569
Total scholarships	\$1,226,229	\$659,760	\$88,916	\$332,545	\$390,449	\$2,697,899
Number of students receiving loans	118	11	5	10	n/a	144
Percent of students receiving loans	38%	10%	6%	3%	n/a	17%
Average loan amount	\$13,191	\$9,975	\$14,316	\$13,220	n/a	\$12,986
Total loans	\$1,556,530	\$109,722	\$71,580	\$132,204	n/a	\$1,870,036

** Does not include university or federal aid.

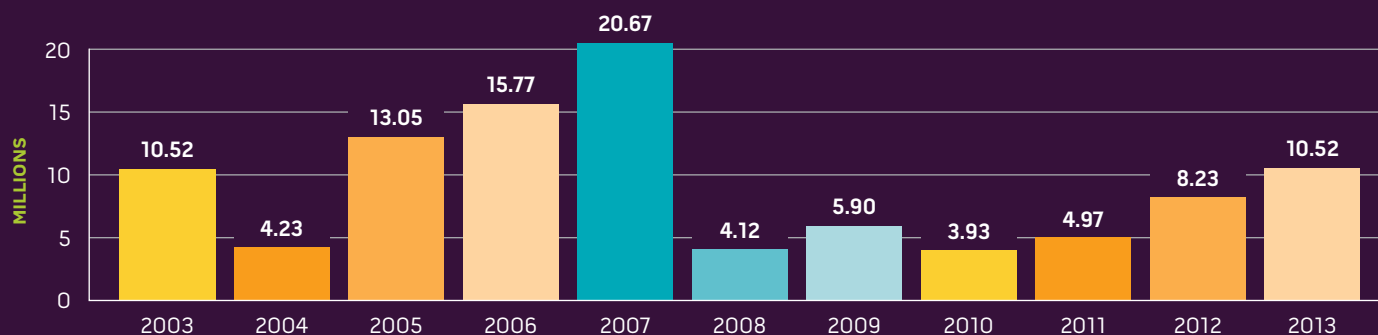
CLASS OF 2013 PLACEMENT	MBA	MPA	MISM	MACC	UNDERGRAD ††
Average starting base salary	\$96,824	\$47,227	\$69,532	\$53,372	\$51,763
Placed at graduation	83%	75%	100%	95%	75%
Placed by 30 September 2013 †	95%	92%	100%	98%	83%

† MBA statistics are only until 31 July 2013.

†† Does not include Recreation Management students.

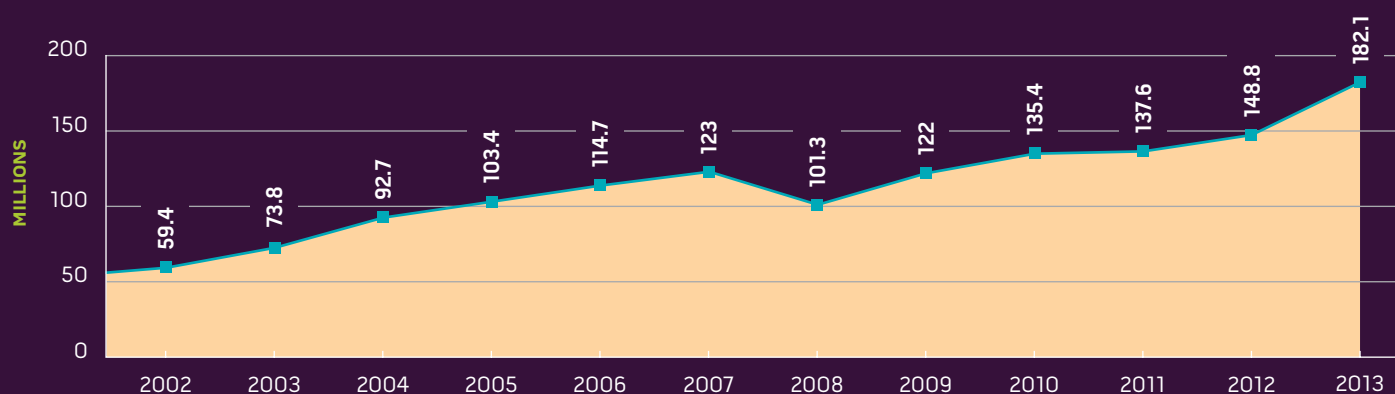
FUNDRAISING REPORT

Contributions from Alumni and Friends



Note: The Tanner Building Addition campaign ran 2005–07.

Marriott School Endowment Growth

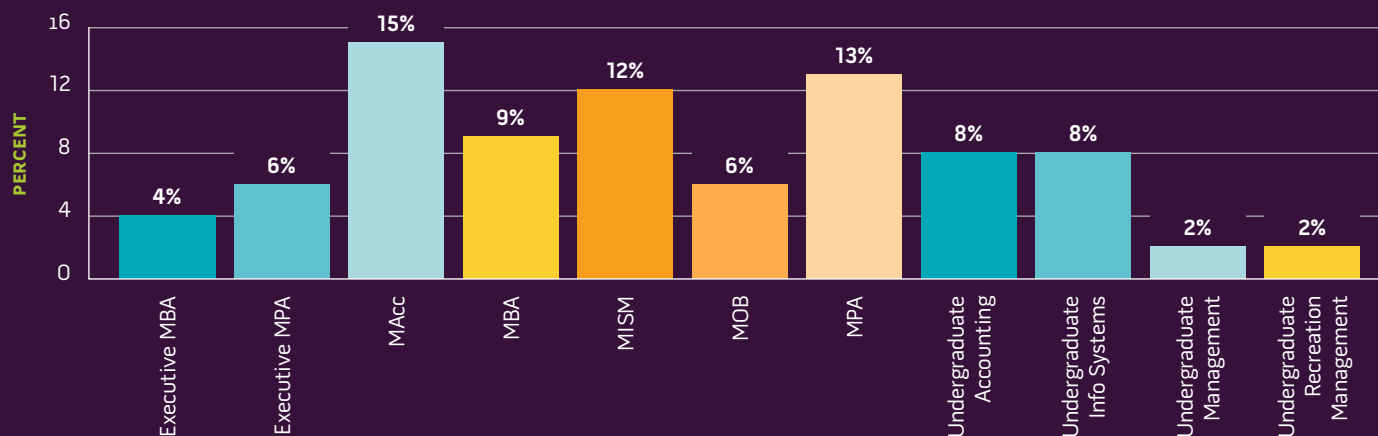


Alumni Giving to the Marriott School

Median Alumni Gift: \$100

Average Alumni Gift: \$2,593

Total Alumni Giving: 5%



FINANCIAL REPORT

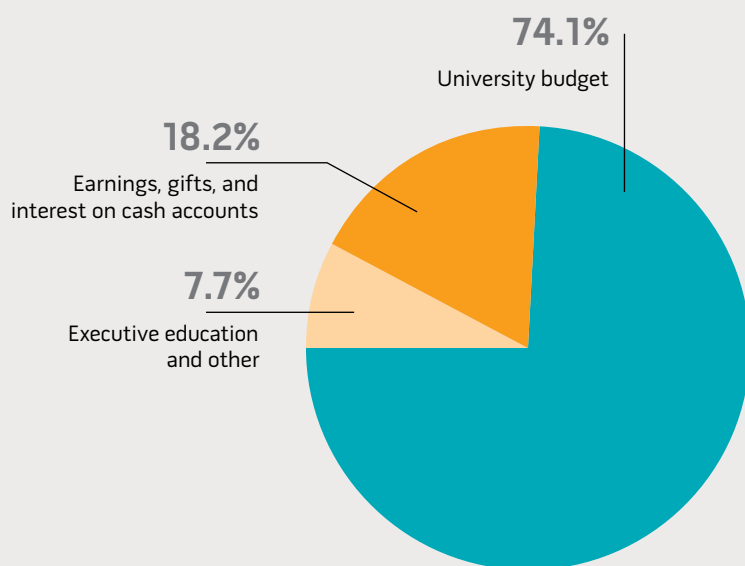
Endowment Report

UNRESTRICTED ENDOWMENT	CURRENT FUNDING
College general	\$ 30,343,446
Academic departments	\$ 16,052,189
CENTERS AND INSTITUTES	
Rollins Center for Entrepreneurship and Technology	\$ 18,420,730
Whitmore Global Management Center	\$ 3,711,959
Ballard Center for Economic Self-Reliance	\$ 10,636,178
Peery Institute of Financial Services	\$ 7,152,712
White Business Career Center	\$ 6,595,141
FACULTY, STUDENT, AND FACILITY SUPPORT	
Professorships, fellowships, and research support	\$ 32,167,262
Scholarships and student loans	\$ 39,884,730
Tanner Building Addition maintenance	\$ 17,088,700
Total endowment	\$ 182,053,047

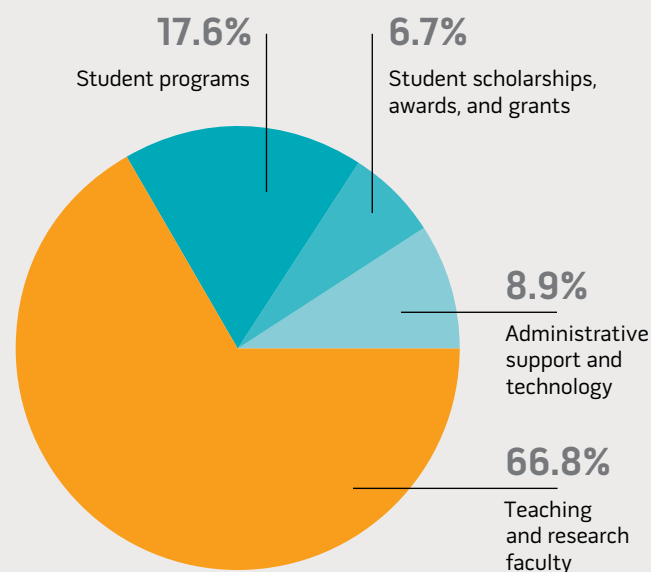


Bradley Stude

Cash Flows for Operations



SOURCES



USES

FACULTY AWARDS

Professorships

PROFESSORSHIP	2013–14 RECIPIENT
<i>Albrecht, W. Steve</i>	Jim Stice
<i>Alumni</i>	David Whetten
<i>Andersen Foundation</i>	W. Steve Albrecht
<i>Ardis, Glenn D.</i>	Doug Prawitt
<i>Beesley, Horace Pratt</i>	Jeff Dyer
<i>Brown, Denny & Jerri</i>	Hal Heaton
<i>Covey, Stephen Mack</i>	Gary Rhoads
<i>Deloitte</i>	Monte Swain
<i>Driggs, Douglas & Effie</i>	Keith Vorkink
<i>Edwards, William F.</i>	Grant McQueen
<i>EY</i>	Jeff Wilks
<i>Ford</i>	Michael Swenson
<i>Fred Meyer</i>	R. Bruce Money
<i>Grow, Stewart L.</i>	Larry Walters
<i>Gunnell, Ronald C. & Kaye</i>	Stephen Liddle
<i>Hardy, John W. & Nancy S.</i>	Marshall Romney
<i>Hill, Ned C.</i>	Todd Mitton
<i>J. C. Penney</i>	David Whitlark
<i>Johnson, J. Cyril</i>	Nathan Furr

PROFESSORSHIP	2013–14 RECIPIENT
<i>Jones, Alice Belle</i>	Kristen DeTienne
<i>KPMG</i>	Kevin Stocks
<i>Low, William</i>	Paul Godfrey
<i>Marriott</i>	Lee T. Perry
<i>Martin, Rachel</i>	Dave Stewart
<i>Mary & Ellis</i>	Mark Zimbelman
<i>Passey, James M.</i>	Barrett Slade
<i>Peery, H. Taylor</i>	Jim Brau
<i>Peterson, Joel C.</i>	Steven Thorley
<i>PricewaterhouseCoopers</i>	Kay Stice
<i>Romney, George W.</i>	Brad Agle
<i>Skousen, K. Fred</i>	Steve Glover
<i>Smith, Robert J.</i>	Robert Gardner
<i>Sorensen Family</i>	Gary Cornia
<i>Staheli, Donald L.</i>	Tom Foster
<i>Stone, O. Leslie</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott Sampson
<i>Whitmore, Kay & Yvonne</i>	Ervin Black

Fellowships

FELLOWSHIP	2013–14 RECIPIENT
<i>Albrecht, LeAnn</i>	Bonnie Anderson
<i>Alumni</i>	Nile Hatch
<i>Boyer, Selvoy J.</i>	Anthony Vance
<i>David & Knight</i>	Doug Dean
<i>Edwards, William F.</i>	Michael Thompson
<i>Garrett, J. Earl & Elaine</i>	Peter Madsen
<i>Goldman Sachs Fellowship</i>	Taylor Nadauld
<i>Grant and David</i>	Gove Allen
<i>Jones, Alice Belle</i>	Conan Albrecht
<i>Jones, Warren F.</i>	Darron Billeter
<i>Jones, Warren F.</i>	Curtis LeBaron
<i>NAC</i>	Katie Liljenquist

FELLOWSHIP	2013–14 RECIPIENT
<i>Peery, H. Taylor</i>	Brian Boyer
<i>Perry, Lee Tom</i>	Teppo Felin
<i>PricewaterhouseCoopers</i>	Michael Drake
<i>Staheli, Donald L.</i>	John Bingham
<i>Staheli, Donald L.</i>	Kristie Seawright
<i>Vest, Christine and Randy</i>	Steve Smith
<i>Warnick/Deloitte</i>	Bill Tayler
<i>White, Steven V.</i>	Jeffery Thompson
<i>Whitman, Robert A. & Wendy</i>	Robb 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 and published in 2013. Space constraints do not allow for full citations; interested parties may email marriottmag@byu.edu.

* Indicates collaborative work with authors outside the Marriott School.

† Indicates a chapter or section in a book.

Scholarly and Other Books

Brau, Jim, and Andrew Holmes. *Financial Analysis for MBAs*.*

Brau, Jim, and Andrew Holmes. *Principles of Finance: Intuition and Analysis*, seventh edition.*

Christensen, Ted, and David Cottrell. *Advanced Financial Accounting*, 10th edition.*

Dyer, Gibb, and Jeff Dyer. *Team Building: Proven Strategies for Improving Team Performance*, fifth edition.*

Facer, Rex. "Strengthening the Federal Workforce," *Memos to National Leaders*.*†

Foster, Tom. *Managing Quality: Integrating the Supply Chain*, fifth edition.

Gardner, Robert. *Prentice Hall's Federal Taxation 2014 Comprehensive*, twenty-seventh edition.†

Gardner, Robert. *Prentice Hall's Federal Taxation 2014 Individuals*, twenty-seventh edition.†

Godfrey, Paul. *More Than Money: Five Forms of Capital to Create Wealth and Eliminate Poverty*.

Keith, Mark. "The Future of Writing Together: Emerging Research in Collaborative Writing Technologies," *Collaboration Systems: Concept, Value, and Use*.*†

LeBaron, Curtis. "How Gender Creeps into Talk," *Contemporary Studies in Conversation Analysis*, vol. 3.*†

Romney, Marshall. *Accounting Information Systems*, thirteenth edition.*

Romney, Marshall. *Accounting Information Systems Instructors Manual*.*

Romney, Marshall. *Computer Fraud*, sixth edition.

Romney, Marshall. *Investment Fraud I*, third edition.

Romney, Marshall. *Investment Fraud II*, third edition.

Sampson, Scott. *Essentials of Service Design: Developing High-Value Service Businesses with PCN Analysis*, second edition.

Sampson, Scott. *Essentials of Service Design and Innovation: Developing High-Value Service Businesses with PCN Analysis*, third edition.

Silvia, Chris. "Governance, Networks, and Intergovernmental Systems," *Routledge Handbook of Public Policy*.*†

Spilker, Brian, Ron Worsham, and John Barrick. *McGraw-Hill's Taxation of Individuals and Business Entities*, 2013 edition.*

Stice, Jim, and Kay Stice. *Accounting for MBAs*.

Sudweeks, Bryan. *Personal Finance: Another Perspective*, sixth edition.

Sudweeks, Bryan. *Personal Finance Series*, sixth edition.

Thompson, Jeffery. *Calling: Gospel Truths to Guide Your Quest for Passionate, Purposeful Work*.*

Whetten, David. "Organizational Identity," *Encyclopedia of Management Theory*, vol. 2.*†

Whetten, David. "Theory Development," *Encyclopedia of Management Theory*, vol. 3.*†

Whetten, David, and Gibb Dyer. "Organizational Identity and Family Business," *The SAGE Handbook of Family Business*.*†

Zabriskie, Ramon. "Positive Leisure Science: Leisure in Family Contexts," *Positive Leisure Science: From Subjective Experience to Social Contexts*.*†

Critically Reviewed Scholarly Journal Articles

Albrecht, Conan. "Facilitator-in-a-Box: Process Support System Applications to Help Practitioners Realize the Potential of Collaboration Technology," *Journal of Management Information Systems*.*

Bednar, Jeff. "What Clients Don't Get About My Profession: A Model of Perceived Role-Based Image Discrepancies," *Academy of Management Journal*.*

Bingham, John. "Working for a Higher Purpose: A Theoretical Framework for Commitment to Organization-Sponsored Causes," *Human Resource Management Review*.*

Bingham, John, Jeffery Thompson, and Jeff Bednar. "Status and the True Believer: The Impact of Psychological Contracts on Social Status Attributions of Friendship and Influence," *Organization Science*.*

Black, Ervin, and Greg Burton. "Auditor Switching in the Economic Crisis: The Case in Greece," *International Journal of Accounting and Economic Studies*.*

Brau, Jim, Jacob Nielson, and Bryan Sudweeks. "Experiential Learning in Personal Finance: A Principles and Applications Based Approach," *Journal of Financial Education*.

Brau, Jim, and Troy Carpenter. "REIT Going Private Decisions," *Journal of Real Estate Finance and Economics*.*

Burton, Greg, Jeff Wilks, and Mark Zimbelman. "How Auditor Legal Liability Influences the Detection and Frequency of Fraudulent Financial Reporting," *Current Issues in Auditing*.

Christensen, Ted. "Detailed Management Earnings Forecasts: Do Analysts Listen?" *Review of Accounting Studies*.*

Christensen, Ted, Bill Heninger, and Kay Stice. "Factors Associated with Price Reactions and Analysts' Forecast Revisions Around SEC Filings," *Research in Accounting Regulation*.

Dean, Doug, and Nick Ball. "Flipping the Classroom and Instructional Technology Integration in a College-Level Information Systems Spreadsheet Course," *Educational Technology Research and Development*.*

Diether, Karl. "Legislating Stock Prices," *Journal of Financial Economics*.*

Diether, Karl. "Misvaluing Innovation," *Review of Financial Studies*.*

Dyer, Gibb. "Should My Spouse Be My Partner? Preliminary Evidence from the Panel Study of Income Dynamics," *Family Business Review*.*

Felin, Teppo. "Closed or Open Innovation? Problem Solving and the Governance Choice," *Research Policy*.*

Felin, Teppo. "Game Theory, Conditional Preferences, and Social Influence," *PLOS ONE*.*

Felin, Teppo. "What Are Microfoundations?" *Academy of Management Perspectives*.*

Foster, Tom. "A Retrospective View of Research in the Quality Management Journal: A Keyword and Thematic Analysis," *Quality Management Journal*.*

Gaskin, James. "Evaluating Journal Quality and the Association for Information Systems (AIS) Senior Scholars' Journal Basket via Bibliometric Measures: Do Expert Journal Assessments Add Value?" *MIS Quarterly*.*

Glover, Steve. "Audit Sampling Research: A Synthesis and Implications for Future Research," *Auditing: A Journal of Practice and Theory*.*

Godfrey, Paul. "Craig R. Scott: Anonymous Agencies, Backstreet Businesses, and Covert Collectives: Rethinking Organizations in the 21st Century," *Administrative Science Quarterly*.

Heninger, Bill. "Street Earnings and Restatement Firms," *Global Journal of Business, Management, and Accounting*.*

Jenkins, Jeff. "Improving Password Cyber-Security Through Inexpensive and Minimally Invasive Means: Detecting and Detering Password Reuse Through Keystroke-Dynamics Monitoring and Just-in-Time Fear Appeals," *Information Technology for Development*.*

Jenkins, Jeff. "Simplicity Is Bliss: Controlling Extraneous Cognitive Load in Online Security Training to Promote Secure Behavior," *Journal of Organizational and End User Computing*.*

Keith, Mark. "Information Disclosure on Mobile Devices: Reexamining Privacy Calculus with Actual User Behavior," *International Journal of Human-Computer Studies*.*

Keith, Mark. "Service-Oriented Methodology for Systems Development," *Journal of Management Information Systems*.*

Larson, Jeff, and Darron Billeter. "Consumer Behavior in 'Equilibrium': How Experiencing Physical Balance Increases Compromise Choice," *Journal of Marketing Research*.

Larson, Jeff, and Ryan Elder. "Satiation from Sensory Simulation: Evaluating Foods Decreases Enjoyment of Similar Foods," *Journal of Consumer Psychology*.*

Lewis, Ben. "Difference in Degrees: CEO Characteristics and Firm Environmental Disclosure," *Strategic Management Journal*.*

Madsen, Peter. "Perils and Profits: A Reexamination of the Link Between Profitability and Safety in U.S. Aviation," *Journal of Management*.

McQueen, Grant, and Barrett Slade. "Rushing to Overpay: Modeling and Measuring the REIT Premium," *Journal of Real Estate Finance and Economics*.*

Meservy, Tom. "Evaluation of Competing Candidate Solutions in Electronic Networks of Practice," *Information Systems Research*.*

Meservy, Tom, and Jeff Jenkins. "Detecting Deceptive Chat-Based Communication Using Typing Behavior and Message Cues," *ACM Transactions on Management Information Systems*.*

Nadauld, Taylor. "The Impact of Securitization on the Expansion of Subprime Credit," *Journal of Financial Economics*.*

Owens, Brad. "Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership," *Organization Science*.*

Page, Jeremy. "Investor Sentiment and Return Comovements: Evidence from Stock Splits and Headquarters Changes," *Review of Finance*.*

Schonlau, Rob. "Does the Director Labor Market Offer Ex Post Settling-Up for CEOs? The Case of Acquisitions," *Journal of Financial Economics*.*

Sillito Walker, Sheli, and Peter Madsen. "Emerging Design Methods and Tools in Collaborative Product Development," *Journal of Computing and Information Science in Engineering*.*

Silvia, Chris. "Competency Model Design and Assessment: Findings and Future Directions," *Journal of Public Affairs Education*.*

Slade, Barrett. "Who Says There Is a High Consensus Among Analysts When Market Uncertainty Is High? Some New Evidence from the Commercial Real Estate Market," *Journal of Real Estate Finance and Economics*.*

Swain, Monte. "The Effects of Task Outcome Feedback and Broad Domain Evaluation Experience on the Use of Unique Scorecard Measures," *Advances in Accounting*.*



Swenson, Michael, Gary Rhoads, and David Whitlark. "Finding and Developing New Product Ideas: An Ideation Process for Entrepreneurs," *Journal of Applied Business and Economics*.

Taylor, Bill. "Strategy Selection, Surrogation, and Strategic Performance Measurement Systems," *Journal of Accounting Research*.*

Thorley, Steven. "Risk Parity, Maximum Diversification, and Minimum Variance: An Analytic Perspective," *Journal of Portfolio Management*.*

Vance, Anthony. "The Drivers in the Use of Online Whistle-Blowing Reporting Systems," *Journal of Management Information Systems*.*

Vance, Anthony. "Using Accountability to Reduce Access Policy Violations in Information Systems," *Journal of Management Information Systems*.*

Ward, Peter. "Urban American Indians: A Comparison of Father Involvement Predictors Across Race," *Social Work Research*.*

Ward, Peter. "Utilizing Spiritual Lifemaps with LDS Clients: Enhancing Cultural Competence in Social Work Practice," *Clinical Social Work Journal*.*

Widmer, Mark, Mat Duerden, and Stacy Taniguchi. "The Diversity of Therapeutic Recreation: Application of TR in the Corporate World of Business," *Therapeutic Recreation Journal*.

Wilks, Jeff. "Accounting Faculty Experiences with Practice-Oriented Fellowships," *Accounting Horizons*.*

Witesman, Eva, and Larry Walters. "Public Service Values: A New Approach to the Study of Motivation in the Public Sphere," *Public Administration*.

Wood, David. "A Descriptive Study of Factors Associated with the Internal Audit Function Policies Having an Impact: Comparisons Between Organizations in a Developed and an Emerging Economy," *Turkish Studies*.*

Zabriskie, Ramon. "Family Leisure and Physical Activity: A Study of Seventh- and Eighth-Grade Students," *KAHPERD Journal*.*

Zabriskie, Ramon. "History of Accreditation: COAPRT Model," *Therapeutic Recreation Journal*.*

Zabriskie, Ramon, and Peter Ward. "Satisfaction with Family Life Scale," *Marriage & Family Review*.

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