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# MARRIOTT

ALUMNI MAGAZINE



SUMMER 2018





BYU

# MARRIOTT

ALUMNI MAGAZINE

ISSUE Summer 2018

*marriottschool.byu.edu*

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◀ BYU MARRIOTT DEAN LEE T. PERRY ADDRESSES GRADUATES—  
ALONG WITH FACULTY, FAMILY, AND FRIENDS—DURING THE SCHOOL'S  
27 APRIL 2018 CONVOCATION. PHOTO BY MADELINE MORTENSEN.

**OVERHEARD  
IN THE  
TANNER**

It rained. *Outside?* • Who does tests anymore? It's my last semester. • He's the first professor on campus to do it, and if it becomes big, he'll be able to say he started it. • I only check my Instagram like once every couple of days. Any more than that—nah. • They discontinued soft serve over there—they even took away the cones. • Her boss bought everyone cake, and I asked her if it was for the Ides of March, and if so, was there poison in the cake. She said no, and I was kind of disappointed. • Dude, he's this tall, but he acted this tall. • Are you dying? *Ummm, no.* • The elevator doors almost chopped off my arm. • First they took our closet, and now they want the whole classroom. I'm going to miss those windows. • He's such a snitch. • Dude, I worked it out to 2.9 billionths, but I didn't go any further. *That's how far I went too.* Do you think we should have gone further? • Your body is being calibrated. • It's so pretty. I have church in it. • I drink a half a gallon of water a day. • Is her ex-boyfriend still in your ward? • Sometimes I just don't want to go to class. *By sometimes, I mean always.* • Those trust-fund kids—you know who I'm talking about. • Just looking down the balcony, contemplating life. • We're just hitting people with paper airplanes! • You always make fun of me because of calzones. • This campus is huge! • He was like really iffy on me. • Like, three people came in after me, and I wanted to tell them all to run while they could. • If I can transfer all my credits, I would only have to take strategy. *Good luck with that.* • I didn't feel like I was 100 percent wrong. I just didn't feel like I was as confident as I wanted to be. • He said these were the fun ones, but I thought all kayaks were fun. • If you read it upside down, it doesn't read the same. • Before I even walked over here, I could tell you guys were worried. • I'm honored he asked me, but I didn't want anything to do with it. I can't get involved in one more thing. • You can take an elevator if you want, but you're missing out on great exercise. • So I'm supposed to do it this time but not next time. I don't know about the time after that. • It's good to see babies come to econ class. She was great during the whole presentation. She must like economics. • Make sure you've got it right, or it will be wrong. • I'm not going to lie—I've done some studying, and I think I know it all. • If I take out all the footnotes for the final, I'll have a lot more space. • We're like a walking party!



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This is a critical time for our nation, a critical time for the world, and a critical time for each of you, Leon Panetta told BYU Marriott students when he was presented with the school's International Executive of the Year Award. But he has hope.

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Despite all of the bad in the world, serial acts of kindness provide a tangible reminder that we can still be compassionate and serve others. Here are some ideas for how to infuse a bit of kindness into each day.

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Cover photo by Bradley Slade



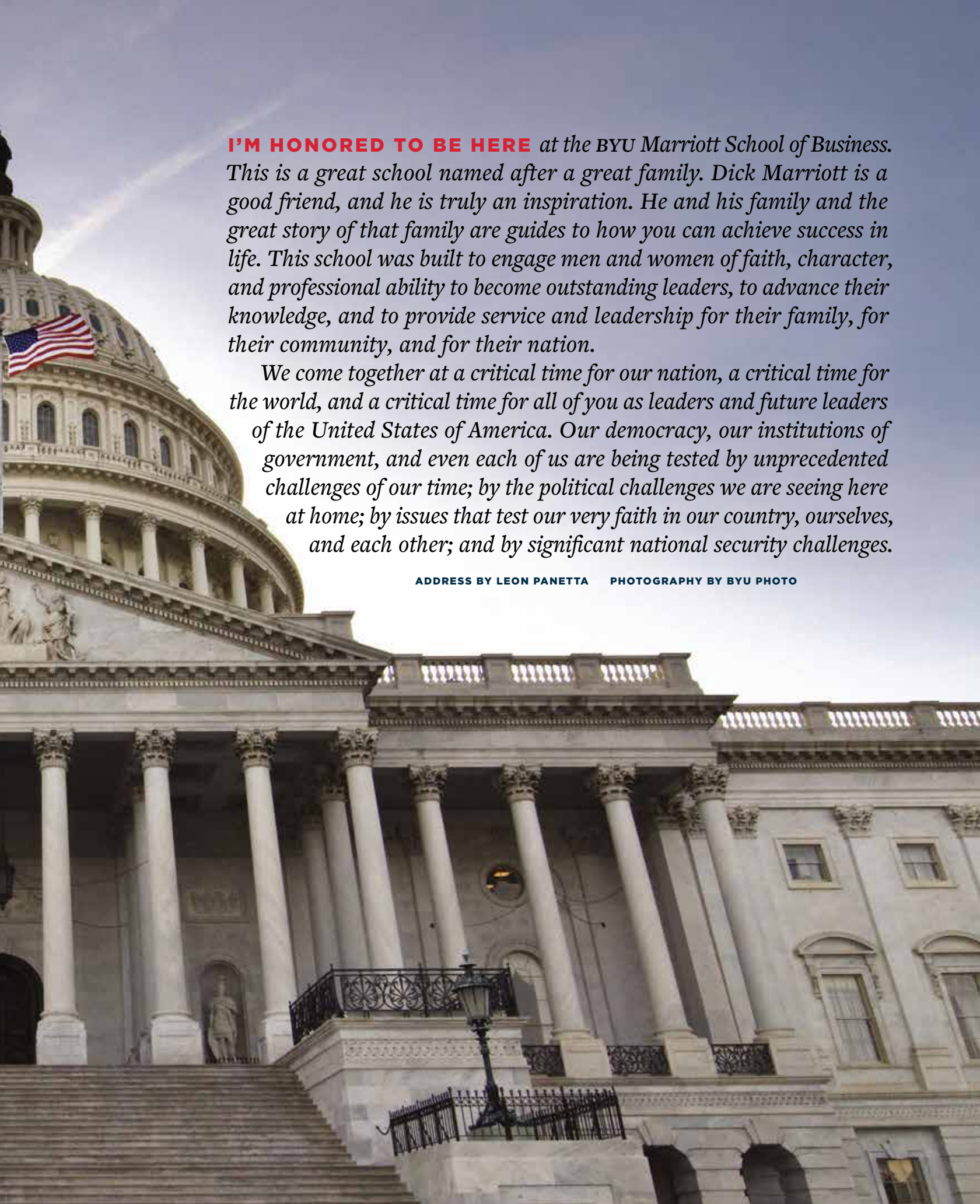
A low-angle photograph of the U.S. Capitol building in Washington, D.C. The image shows the grand neoclassical architecture, including the large portico with Corinthian columns and the iconic dome rising in the background against a clear sky. The perspective is from the base of the steps, looking up at the building.

# **RISING**

**TO THE OCCASION:**

# **LEADERSHIP IN**

# **AMERICA**



**I'M HONORED TO BE HERE** at the BYU Marriott School of Business. This is a great school named after a great family. Dick Marriott is a good friend, and he is truly an inspiration. He and his family and the great story of that family are guides to how you can achieve success in life. This school was built to engage men and women of faith, character, and professional ability to become outstanding leaders, to advance their knowledge, and to provide service and leadership for their family, for their community, and for their nation.

We come together at a critical time for our nation, a critical time for the world, and a critical time for all of you as leaders and future leaders of the United States of America. Our democracy, our institutions of government, and even each of us are being tested by unprecedented challenges of our time; by the political challenges we are seeing here at home; by issues that test our very faith in our country, ourselves, and each other; and by significant national security challenges.

ADDRESS BY LEON PANETTA   PHOTOGRAPHY BY BYU PHOTO



I often tell people this may not be a bad time to pull out and read or reread *The Guns of August* by Barbara W. Tuchman. This book is about events that led to World War I, including many things that seem similar in today's world: terrorism, nationalism, territorial disputes, fragile alliances, and the failure of world leadership to understand these flash points that resulted in a world war. This is a good time to remember the lessons of history and, more importantly, understand the responsibility of leadership at all levels to protect our country, our security, and our freedoms.

Before I share some additional thoughts on these issues, let me say how honored I am to be in Provo, Utah. This is a beautiful community with a rich history, from the Ute Indians to Spanish Franciscan priests and, of course, the Mormon pioneers. In many ways,

the story of Utah reflects the story of how the West was built. As a westerner, I relate to that because I was born and raised in a community that reflects a lot of that same history.

### MY AMERICAN BEGINNING

Let me tell you a little bit about my family. My parents are both from Italy; my father is the thirteenth child in his family. Several of his older brothers left Italy and headed to America ahead of the rest of the family. His older brother Bruno settled in Sheridan, Wyoming, and another brother, Tony, settled in California.

When my parents arrived in America, they followed the Italian tradition and visited Bruno, the elder brother, first. After spending one winter in Sheridan, my mother suggested it was time to visit Tony in California, which they did. My dad settled in Monterey, opening a restaurant in downtown Monterey during the World War II years.

Monterey County was home to Fort Ord, a major military training and staging post. So Monterey was one of the last stops before the soldiers went to war. I can remember seeing a lot of uniforms in Monterey as a kid. In fact, my parents often invited soldiers, particularly if they were Italian, to join our family for the holidays.

As a young boy, I remember looking at those young men and realizing that, in a few weeks, they would be in the middle of war. I thought of that often, particularly when I became secretary of defense and felt the responsibility of deploying young men and women into harm's way.

### VALUES OF OUR FOREFATHERS

I also remembered the hard work that my parents were engaged in. My father was the chef in his restaurant, and my mother handled the cash register. My brother and I worked in the restaurant as well. My earliest recollections are of standing on a chair in the back room and washing glasses. Child labor was a requirement in my family.

My dad sold the restaurant after the war and bought land in Carmel Valley. He planted a walnut orchard, and again my brother and I worked, moving irrigation pipes, hoeing, and pruning. On a farm, you work from early morning to evening. When the trees were ready, my dad would hook and shake each of the branches with a pole, and my brother and I would wait underneath to collect the walnuts. (When I got elected to Congress, my father observed that I had been well trained to go to Washington because I had been dodging nuts all my life.)

I think that the fundamental mission of this school—and the fundamental mission of public service—is to ensure that we give our children a better life. I used to ask my father, “Why did you come all of that distance, leaving family, leaving everything you knew, traveling thousands of miles? Why did you do that?” My father would reply, “Because your mother and I believed that we could give our children a better life in this country.” That is what we all want for our children and for their children.

My parents also taught me that dreams are just dreams unless you are willing to work hard, sacrifice, never give up, and keep fighting until your dreams come true.

When I was attending Santa Clara University, a Jesuit said to me, “Leon, God has given you life, but it is up to you to make a life.” He also told a story that I often repeat because it makes such a wonderful point. A rabbi and a priest wanted to get to know each other. They thought that if they went to events and talked, they could learn more about each other's faith. So one evening they attended a boxing match together. Just before the bell rang, one of the boxers made the sign of the cross. The rabbi nudged the priest and asked, “What does that mean?” The priest said, “It doesn't mean a thing if he can't fight.”

We bless ourselves with the hope that everything is going to be fine in this country, but frankly, it doesn't mean a thing unless we are willing to fight to make this the best democracy on the face of the earth. Those are the values that I was raised with. And those are the values that were part of our pioneers, our forefathers, who came to this country. Those are the values



**Top:** During his visit, Panetta meets with BYU Marriott faculty, staff, and dignitaries, including NAC member Richard Marriott.

**Above:** Panetta receives the International Executive of the Year Award from James R. Rasband, BYU academic vice president.





*“We bless ourselves with the hope that everything is going to be fine in this country, but frankly, it doesn’t mean a thing **UNLESS WE ARE WILLING TO FIGHT** to make this the best democracy on the face of the earth.”*

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that made this the greatest country on earth. Whether we embrace those values now will determine a great deal on whether we remain the greatest country on earth.

#### **RISK OF LEADERSHIP**

I often tell the students at the Panetta Institute that in our democracy we govern either by leadership or by crisis. If our leaders are willing to take the risks associated with leadership, then we can avoid and certainly contain crisis. But if our leaders are not willing to take those risks, we will govern by crisis.

Today we largely govern by crisis. Governing by crisis is easy. You don’t have to make any tough decisions. You don’t have to cut any benefits, don’t have to raise any taxes, don’t have to make any decisions that might offend people. You wait for crisis. You wait for crisis to get so bad that you are forced to respond, and then you blame the crisis. You can do that.

The problem is you lose the trust that the American people have in our system of government. If there is any one story about the 2016 election, it’s the story about a lot of angry and frustrated voters, people who felt that the dysfunction in Washington was not dealing with their concerns and was not coming together to resolve the issues that face this country. Consequently, they were willing to take a huge risk and vote in somebody who was unpredictable and had little experience in governing, but somebody who they thought could in some way shake up Washington.

At this moment, it is difficult to know what direction this country will take, but we do know that we are being tested—all of us. The institutions of our democracy are being tested. Thank God for the genius of our forefathers, who knew that if this democracy was going to sustain itself, we had to build institutions into that democracy that would be resilient in moments of crisis.

They knew that self-government was important, but they also knew that power should not be centralized in any one branch of government. So they built a remarkable system of three separate but equal branches of government, each a check and balance on the other. This is a great formula to limit power, and it also happens to be a formula that produces gridlock. But I think the key for our forefathers was that the ultimate power would rest with the people. Through the power to vote, we could influence what happens in our democracy; we elect our leaders, and those leaders are ultimately responsible to us.

#### **ACROSS THE AISLE**

I have been involved in public life for fifty years. I have seen Washington at its best, and I have seen Washington at its worst. The good news is I have seen Washington work. I’ve seen Republicans and Democrats come together and work together. When I got out of the army, I went back to Washington as a legislative assistant to a Republican senator

from California who was the minority whip. I watched people with political differences who knew that when there were big issues, they had to work together to solve those issues—and they did. They knew that they were elected not just to survive in office but to do something.

As a congressman, I learned how to reach across the aisle. During the Reagan administration, there was a Republican president and a Democratic Congress, but we passed budgets. We passed tax reform. We passed immigration reform. We passed social security reform. We supported policy decisions and defense initiatives. Was it tough? You bet. Governing is tough, but people were willing to govern because they believed not only that it was good for the country but also that it was good politics.

I have never seen Washington as partisan, divided, and dysfunctional as it is today. A lot of things contribute to it, but one of the problems is leading by crisis. When our leaders have to deal with a crisis, they just kick the can down the road and hope that at some point somebody else will deal with it. As a result, major issues facing this country are not being dealt with, including the following:

- A \$20 trillion national debt, which is projected to go from 77 percent of GDP to over 100 percent of GDP
- Development of an effective and comprehensive healthcare delivery system
- Funding infrastructure
- Immigration
- The war on terrorism—not just across the Middle East but across the world
- Our relationships with other countries, including Iran, North Korea, Russia, and China
- Cybersecurity, which involves denial of service, hacking, harassment, stealing intellectual property, and developing the technology to paralyze—even destroy—a country

All of this is happening at a time when there are questions about the United States providing world leadership. Are we a reliable partner? Is our word worth anything? Can we govern?

## SOUND OF THE TRUMPET

As discouraging as things may seem, in the end I believe in American leadership. We've faced crises throughout our history: world wars, the Civil War, depressions, recessions, natural disasters, and more. Our leadership has always risen to the occasion. That leadership isn't always in Washington. Sometimes that leadership comes from states and communities across this country. That leadership rests in the resilience and common sense and spirit of the American people—and I've seen it.

As secretary of defense, I saw those values in the men and women in uniform who serve this country. I've been on battlefields in Iraq and Afghanistan and seen it in the eyes of the young people who are willing to put their lives on the line to fight and die for this country. I've often thought that our elected leaders could maybe use a little bit of that courage to govern this country.

Ultimately the responsibility to lead rests with us. In Afghanistan, I saw a plaque marking a location where a suicide bombing killed seven CIA officers. On the plaque was a scripture from Isaiah 6:8 that read, "I heard the voice of the Lord, saying, Whom shall I send, and who will go for us? Then said I, Here I am; send me."

"Send me" is the sound of the trumpet. It calls all of us in this country to duty. It calls all of us to the fight to provide the leadership necessary to make sure that we have a better life for our children. It calls us to make sure that we have a government of, by, and for all people. And very frankly, it doesn't mean a thing unless we're willing to fight for it.

God bless you, and God bless our country. **M**

## ABOUT THE SPEAKER

*Leon Panetta has spent fifty years in public service, including stints as US secretary of defense, director of the CIA, White House chief of staff, director of the Office of Management and Budget, and a US representative from California. BYU Marriott honored him with the 2017 International Executive of the Year Award. This text is adapted from a 15 September 2017 speech given on campus.*







# KINDNESS

## *Is a Verb*

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BY CHERI PRAY EARL

ILLUSTRATIONS BY TOMMY PARKER

**F**or Dalton Adams, the dinner hour was shaping up like every other night at In-N-Out Burger. The line of cars stretched from the drive-thru window and wound across the parking lot. Adams was serving hungry customers at the payment window, the usual routine—until the guy in the red car pulled up.

Adams smiled and said hello, reviewed the man's order, then reached to take his money before sending him on to the next window, where he would receive his burger and fries. The man handed Adams the money for his food, but instead of speeding off, he asked, "How much is the order for the car behind me? I'd like to pay for it."





Adams hesitated, unsure of how to respond. “How much is their order?” the man asked again. Adams told him, and the guy in the red car handed Adams the extra cash and drove off.

When Adams delivered the unexpected happy news to the minivan family that the man ahead of them had paid for their meal, they were as stunned as he had been. “What was that?” the driver asked, confused. But the kids in the backseat heard, and they were elated. “Let’s pay for the people behind us,” they said, giggling and peeking through the back window.

And so the game began. Car after car paid it forward until more than thirty minutes later the manager, noticing that the line stretching out to the street had slowed to a crawl, had to call it quits. “I hated to see it end,” Adams said. “It was fun to be part of something that made people so happy and showed how kind people can be.”

### An Act of Compassion

People are paying it forward at drive-thru windows, movie theaters, and grocery stores all over the country. During a time when social media can be distinctly antisocial and casting stones is almost an automatic reaction, serial acts of kindness in a fast-food line can be a tangible reminder that, in spite of all the badness in the world, we can still be kind and compassionate and serve others.

Anyone walking into the main doors on the fourth floor of the Tanner Building is greeted by a gold bust of the building’s namesake, along with a simple quote from N. Eldon Tanner: *Service is the rent we pay for living in this world of ours*. Service and kindness are hallmarks of BYU Marriott alumni.

“When we have feelings of caring or love for other people, we feel better,” clinical psychologist Lisa Firestone, PhD, said in a *Huffington Post* interview.<sup>1</sup> “We all think we want to be loved, but what actually feels good to us is feeling *loving*—and part of what makes us feel more love for other people is doing kind, compassionate things for them.” For those who like checklists, the same article notes that compassionate people often exhibit the following eight characteristics:

- find commonalities with others
- don’t put emphasis on money

- act on their empathy
- are kind to themselves
- teach others
- are mindful
- have high emotional intelligence
- express gratitude

If you find yourself deficient in any of these characteristics, don’t fret. According to a 2013 study by researchers at the Waisman Center at the University of Wisconsin–Madison, we can actually learn to be more compassionate. Researchers concluded that people who spend time meditating—or praying—for someone else tend to feel more concern for others.<sup>2</sup> “We found that people can actually build up their compassion ‘muscle’ and respond to others’ suffering with care and a desire to help,” reports Helen Weng, lead author of the study.<sup>3</sup>

Weng’s study also found that those who are more compassionate are more likely to act out of the concern they feel for others. True compassion inspires us to act, though whether we choose to act or not is up to us. Kindness is compassion in action. Hooria Jazaieri, a Berkeley researcher who also teaches a compassion class at Stanford, says that compassion allows us to let go of negative feelings that keep us from being kind to others.<sup>4</sup>

### Simple Gifts

The end result of one act of kindness is often unknowable—unless you happen to be in the drive-thru at In-N-Out Burger on the same magical night as the guy in the red car. But we know how we feel when someone sends us a note of encouragement, or gives up a seat for an elderly person, or hands change to the little boys in the grocery line who don’t have quite enough money for their pop and candy.

When a person is kind to us or when we witness an act of kindness, we feel like giving too; we want to pay it forward. Even small acts create a ripple effect. The following true stories all began with one person’s gift of service, and that act radiated outward into an ever-widening circle—as kindness tends to do.

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### Abby’s Pay-It-Forward Project

Every year around her birthday, eleven-year-old Abby organizes a pay-it-forward project using a \$25 donation of seed money from her grandmother. In 2014, when Abby was seven years old, her project was to cook breakfast for the Lakewood Police Department in Colorado as a thank-you for their service to the community. Abby told the police officers she “wanted to do something for the police because you guys do so much for us, and I wanted to do something for you guys.”

Her idea sprang from a visit by TJ Jacobson, a police officer who visited Abby’s second-grade classroom to teach her and her classmates how to be kind to others and how to spread kindness. “I think it takes—to be a police officer—bravery, courageness, kindness,” Abby says. “Police officers need kindness so that they can teach other people how to be kind.”

Abby’s second-grade classmates caught the spirit of her pay-it-forward project and wanted to help, so they each created a thank-you card and wrote personal notes to the Lakewood police officers. “To have that appreciation from so many and to hear it put in their words was really special,” says Jacobson.

Abby works hard to add to the \$25 her grandmother gives her so she can help others in need. “When I do my pay-it-forward projects, I feel like I’m sharing a part of me with the world,” she says. “I will be doing these projects for probably a really long time, I hope.”

See Abby’s 2014 pay-it-forward project video on the Random Acts of Kindness Foundation website at [randomactsofkindness.org/kindness-videos/9-abby-s-pay-it-forward-project](http://randomactsofkindness.org/kindness-videos/9-abby-s-pay-it-forward-project).

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### From Sadness Comes Kindness

The American poet Naomi Shihab Nye tells the story that inspired her famous poem “Kindness.” She and her husband were traveling in South America the week after their wedding when, while on a bus in Colombia, they were robbed of all their possessions, including their money and passports. “Someone else who was on the bus with us was killed,” Nye says.



Alone, frightened, and stranded in an unfamiliar town with night coming on, the newlyweds were talking about what they should do next when a kind stranger approached them. In Spanish he asked what had happened, and the young couple tried to explain. “He listened to us,” Nye says, “and he looked so sad. And he said, ‘I’m very sorry. I’m very, very sorry that happened.’”

Although he did nothing more, the contrast between the stranger’s compassion and the violent encounter on the bus moved Nye to sit in the plaza of that small Colombian town, pocket notebook and pencil in hand, and write what she now understood about human compassion in action. “Kindness” has become one of her best-loved and most famous poems.

“Before you know what kindness really is / you must lose things,” is the declaration in the first line of Nye’s poem. She describes the Indian killed on the bus, lying dead by the side of the road in a white poncho. She writes that in order for us to understand

“the tender gravity of kindness,” we have to understand that we could each be that man; we must somehow feel about others as we feel about ourselves to really get what kindness is. Once we reach that deep level of empathy, “then it is only kindness that makes sense anymore.”

*Read Naomi Shihab Nye’s poem and hear her story at [brainpickings.org/2016/11/10/naomi-shihab-nye-kindness](http://brainpickings.org/2016/11/10/naomi-shihab-nye-kindness).*

### Forty Seconds of Compassion

How would you answer the question “What is the most pressing problem of our time?” After months of mulling that question over, Stephen Trzeciak, a critical-care doctor at Cooper University Health Care in Camden, New Jersey, knew that surviving heart attacks and blood infections—the topics he spent his days on—were not the answer. To him, the biggest problem facing doctors today is compassion.

An avid researcher, Trzeciak read through the data on compassion and soon realized, to his surprise, that he suffered from burnout. Twenty years of helping patients through the fight of their lives had taken its toll. But while the literature prescribed escape—vacations, nature hikes, relaxation techniques—as the best cure for burnout, Trzeciak thought the data suggested that “leaning in, rather than escapism, is good for the provider.”

Trzeciak was inspired by a 1999 Johns Hopkins University study that concluded that if doctors spent just forty seconds reassuring cancer patients that they were walking this road together, patients felt less anxiety. When Trzeciak focused on expressing at least forty seconds of compassion for each of his patients, he saw a difference in himself and his patients. “I connected more. I cared more, not less,” he says. “That’s when the fog of burnout began to lift, so it changed everything for me too.”

As a result of Trzeciak’s success with his own patients, Cooper University Health Care



*“I connected more. I cared more, not less. That’s when the fog of burnout began to lift, so it changed everything for me too.”*



*“If a stranger offered me free food,  
I’d probably be a little creeped out too.  
But some said yes—and many  
of them thanked me profusely.”*

started compassion studies that will benefit both patients and physicians. Trzeciak, along with Anthony Mazzairelli, who became copresident of Cooper University Health Care last fall, and Brian Roberts, a Cooper emergency physician, will study three things: first, caregiver compassion and how it affects post-traumatic stress disorder among critically ill patients; second, how compassion training affects provider burnout; and third, the costs related to compassion training.

Empathy, Trzeciak says, is feeling another’s pain. Compassion goes beyond empathy and inspires action.

*Read the whole story online in the 15 March 2018 edition of Philadelphia Inquirer at [philly.com/philly/health/cooper-doctors-study-compassion-crisis-in-health-care-20180315.html](http://philly.com/philly/health/cooper-doctors-study-compassion-crisis-in-health-care-20180315.html).*

### **Giving Away Doughnuts at a Bus Stop**

“I bought two dozen doughnuts at Krispy Kreme and plopped myself in the middle of the bus station. . . . As people walked by, I’d approach them and say, ‘Hi, there! I’m doing random acts of kindness today. Would you like a free doughnut?’”

That’s how Vanessa Daves begins the 1 June 2017 blog post about her experience handing out doughnuts while she waited for a bus to Edinburgh, Scotland. “Some people said no, which is fine,” she writes. “After all, if a stranger offered me free food, I’d probably be a little creeped out too. But some said yes—and many of them thanked me profusely.”

A recent college graduate, Daves spent three months last summer touring Europe and performing random international acts of kindness along the way. Daves offered doughnuts to complete strangers in and around the bus station, including the car rental workers. She offered doughnuts to members of a Peruvian family, who accepted the tasty treat with gratitude. Daves spent enough time with the family to find out that they lived in Germany and didn’t speak English well, so she chatted with them in Spanish. Her best contact of the day, though, was Philip, a Scottish man who she describes as “old enough to be my father.”

Philip was one of the first people to take a doughnut, and he ended up riding the bus



with Daves and her friend to Edinburgh, his hometown. “He told us some of the best sights to see and gave us tips for our travel through Scotland, even teaching us how to say some of the Scottish words that are a tad difficult to say (Edinburgh, for instance, is pronounced more like “Ed-in-burr-uh”).”

When they arrived in Edinburgh, Daves and her friend were lost, so Philip showed them the way to their hostel, even though it was out of his way. “I’ve traveled a lot, so I know how important it is to have help from locals and find your way,” he told them. “And this is your first impression of Scotland—I want you to know how hospitable we are!”

Daves admitted that she was reluctant to accept help from a strange man in a strange land, but she was glad she did. Before they parted at the hostel, Daves and her friend and Philip exchanged contact information, and he offered to meet with them at their next stop in Glasgow. When Daves thanked him for his help, he said, “Well, it was all because of that doughnut you gave me.”

*Read Daves’s full story and find links to her other stories of international random acts of kindness at [randomactsofkindness.org/the-kindness-blog/2945-giving-away-free-donuts-at-a-bus-stop-is-simple-enough-at](http://randomactsofkindness.org/the-kindness-blog/2945-giving-away-free-donuts-at-a-bus-stop-is-simple-enough-at).*

### Surgery on Sunday

On the third Sunday of every month, Dr. Andrew Moore gathers with a handful of other doctors and about eighty volunteers at the Lexington Surgery Center in Lexington, Kentucky, to provide free and essential outpatient surgical procedures for people who are either underinsured or have no insurance and do not qualify for federal or state assistance.

For forty years, Moore and his brothers had been donating free care to these patients who didn’t make enough money to pay for surgery. In 2005, Moore started the not-for-profit organization Surgery on Sunday. Thirteen years later, hundreds of volunteers consistently offer their help and expertise to the clinic. “Once you get [volunteers] to the surgical center for the first time, they’re hooked,” says Moore.

Surgery on Sunday has inspired several other independent clinics to provide

essential services to patients who cannot pay for medical care. The goal, says Moore, is for the Surgery on Sunday model to spread all over the nation.

*Since 2005, more than four hundred volunteers (surgeons, anesthesiologists, nurses, scrub techs, and administrative personnel) have given their time and expertise to the clinic. To date, volunteers have donated nearly one hundred thousand hours of service and performed nearly six thousand surgeries. Want to get involved? Read how at [surgeryonsunday.org](http://surgeryonsunday.org).*

### What You Can Do

One kind act usually sparks another, but it doesn’t need to have bells and whistles. Quiet service is the best service, so think about what you can do to be kind to strangers. Or to your coworkers. Or to animals. How about being kind online? Because we all know the virtual world could use a little more kindness. The Random Acts of Kindness Foundation has lists of ideas to help you—here are a just a few:

#### Be Kind to Strangers

Thank someone every week.  
Put a surprise in a mailbox.  
Buy lemonade from a stand.  
Leave quarters at a laundromat.  
Give a generous tip.  
Be a welcoming neighbor.  
Leave a surprise in a library book.  
Be kind to your server.

#### Be Kind to Coworkers

Gift an inspirational book.  
Find out something new about a coworker.  
Endorse a skill or leave a positive recommendation on LinkedIn.

Write a handwritten letter.  
Bake someone a cake.  
Write positive sticky notes.  
Tutor someone.  
Laugh often.

#### Be Kind to Animals

Foster a pet for adoption.  
Adopt a pet.  
Donate used blankets to a shelter.  
Fill a birdhouse with seed in your yard.

#### Be Kind Online

Send an encouraging email.  
Message someone good morning or good night.  
Start a fundraiser.  
Share your favorite recipe.  
Write a positive comment on a website or blog.  
Reply to a post you enjoy.  
Praise a local business online. **M**

### Notes

1. Lindsay Holmes, “8 Ways to Tell If You’re a Truly Compassionate Person,” *Wellness*, *Huffington Post*, 27 June 2014.
2. Helen Y. Weng et al., “Compassion Training Alters Altruism and Neural Responses to Suffering,” *Psychological Science* 24, no. 7 (May 2013): 1171–80.
3. Jill Ladwig, “Brain Can Be Trained in Compassion, Study Shows,” *UW–Madison News*, 22 May 2013, <https://news.wisc.edu/brain-can-be-trained-in-compassion-study-shows>.
4. Elizabeth Bernstein, “Find Compassion for Difficult People,” *Wall Street Journal*, 31 July 2017.

### About the Author

*Cheri Pray Earl earned her bachelor’s degree in English and her master’s degree in creative writing from BYU where she teaches literature and creative writing. She writes mystery novels in her spare time and thinks about becoming a gardener. Earl lives in Provo, Utah, with her two dogs, Lizzie and Darcy.*

## THE THREE ATOMS OF KINDNESS

Kindness is a hybrid of empathy, compassion, and service.

**Empathy:** understanding and sharing another person’s experiences and emotions because you’ve had the same experiences and emotions.

**Compassion:** concern for the sufferings of others that motivates us to action.

**Service:** the act of helping or doing work for someone.

## around the COOLER

BY JORDAN CHRISTIANSEN

### 1. BE GENEROUS

Everyone loves a pat on the back, so help a colleague out by showing some love. Endorse skills on a colleague's profile, give a friend a recommendation, comment on posts, share job leads, and congratulate an old classmate on a new position or work anniversaries. Give generously, and soon you will receive.



1



3



2

## Log In, Link In

*Once barely more than an online résumé site, LinkedIn has become a robust tool for professionals looking to build their personal brands at the confluence of social media and the business world. Now with more than half a billion profiles, LinkedIn's user base rivals Twitter's and Snapchat's in the United States. Whether you're looking to grow your network, become an influencer, or learn more from top thought leaders, LinkedIn can help. So log in and follow these tips to build your brand.*

### 2. BE HEARD

Don't just say you're an expert, show it! Make your voice stand out by giving your take on current trends and issues, posting updates on your latest projects, and sharing stories and insights. LinkedIn has a variety of options to do so, including adding updates from your profile or using the LinkedIn Publishing platform to share more in-depth ideas.

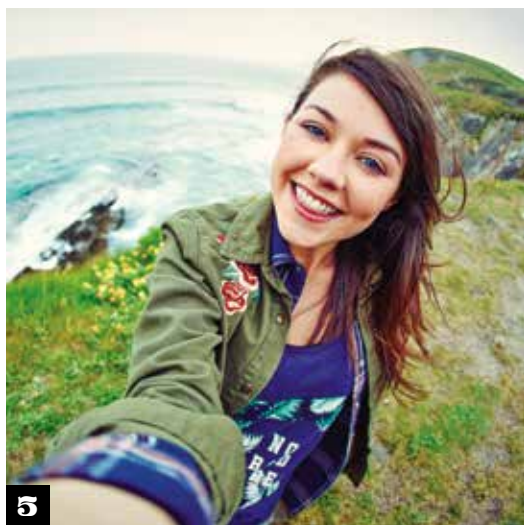




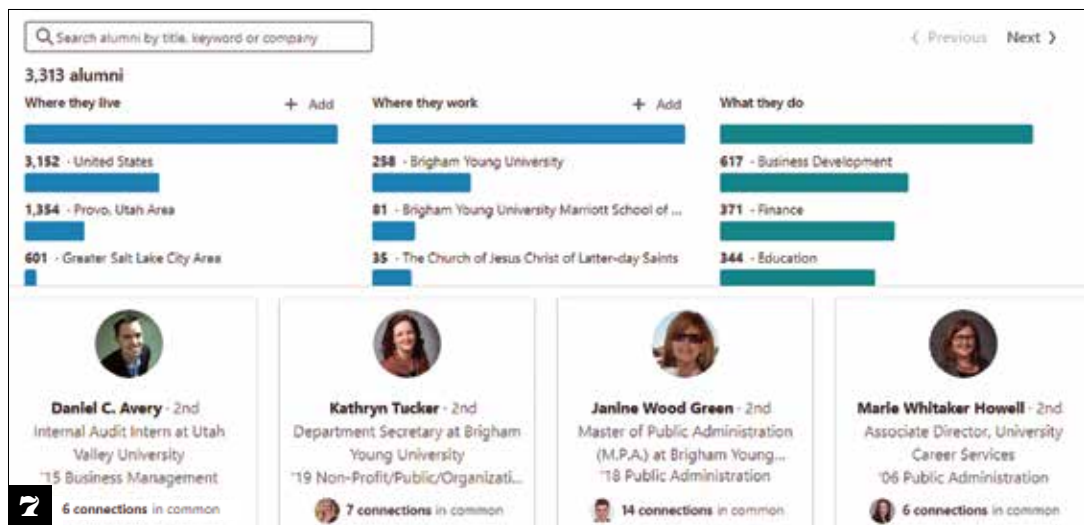
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### 3. BE CONSISTENT

Food in the back of the fridge grows mold and is forgotten. Stay top of mind on LinkedIn by consistently participating with whatever time you might have. Whether it's a quick comment on a post or a longer essay with your thoughts on leadership, strive to touch base a few times a week. Don't let your personal brand become moldy bread.

### 4. BE CONNECTED

Do what the site's name says: link in! Maintain valuable relationships with people you already know by dropping them a line now and then. But don't hesitate to also take the plunge and send a personalized message to someone you don't know but look up to. A short note with a dose of humility and kindness could lead to a new friend or mentor.

### 5. BE YOURSELF

There's only one you, so if you want to stand out from the crowd, be yourself. Whether it's a personal description on your profile that shows your personality or your thoughts on the hottest new topics (bitcoin, anyone?), sharing your unique authenticity and experiences will draw others' attention and make you more memorable.

### 6. BE A GROUPIE

Want to keep up those relationships you had on campus or at a previous employer? Join a few LinkedIn groups. Different from company or university pages, these groups enable members to have conversations, post and find jobs, and stay in-the-know. Speak up often, and you'll build credibility with a like-minded audience.

### 2. BE A PROUD ALUM

Want to network, rep BYU Marriott, and become more visible to recruiters in one easy step? Simply list the school as your alma mater on the education section of your personal profile. You'll be automatically included in the searchable database on the official BYU Marriott university page where you and others can go to see other BYU Marriott alumni.





Hani Almadhoun

MPA, 2007



# A GOOD MAN

By Kellene Ricks Adams  
Photography by Bradley Slade

**W**hen Hani Almadhoun returned to Provo in February, he had a handful of items on his must-do list. First, take his wife and two young daughters to the BYU Creamery for a Raspberries & Cream Cheese ice-cream cone. (“That’s really the whole reason we came,” he says, only half joking.) Second, speak to students at the David M. Kennedy Center for International Studies as a way to give back for the experiences he had as a student. And third, attend Jumu’ah, the Muslim traditional Friday prayer, held weekly in a corner room on the second floor of the Wilkinson Center. Almadhoun explains, “I joined a small group of Muslim BYU students every Friday when I was going to school—I couldn’t miss that.”



Almadhoun's trip back to BYU was the result of an invitation to perform a stand-up comedy gig for BYU Marriott's Marketing Program Advisory Board's 2018 retreat. As a BYU Marriott MPA grad, he was delighted to return to the campus that helped shape who he has become.

### **"I ROLLED WITH KIDS FROM ALL OVER"**

It's been years since Almadhoun has been on campus; he graduated with his MPA in 2007 and his bachelor's degree in international studies in 2004. While there are a few new buildings and a lot of new faces, "it's still the same for the most part," he notes. "Familiar, friendly, welcoming."

Those are not the words he would have used to describe BYU when he first arrived from Israel in August 2000. One of two Palestinian students selected to attend the university through a student exchange program, eighteen-year-old Almadhoun knew little English and was completely bewildered his first few days at the Y.

"I arrived on a Saturday night, and school didn't start for a couple more weeks," he recalls. "They opened up Deseret Towers for me, and no one was in the building but me and a house mother. I felt pretty lonely. I woke up Sunday morning and went outside and saw everyone walking around in suits and dresses. I freaked out because I thought this was the school uniform, and I didn't own a suit. I was relieved Monday morning to see that everyone was dressed more casual."

The next two weeks were brutal, says Almadhoun, as he tried to adjust to a new language, a new country, and a new culture. He was physically ill and incredibly homesick. "The more I talked to people, the worse it got," he says. "If I could have, I would have headed home. But my dad was smart. He had purchased a one-way airplane ticket for me and tucked \$800 in my pocket—just enough to get me by until I started working but not enough to buy a return ticket back to Palestine."

Thankfully, the moment school started, everything changed. "I started working, took classes, and got involved," Almadhoun says.

The most significant thing that turned his BYU experience around, however, was the people. "I met students from around the country and even the world," he observes. "There were more than one hundred Muslim students on campus from India, Pakistan, Turkey, and Jordan, and we became friends. But my Arab friends seemed a little surprised because I rolled with kids from all over."

He also worked the entire time he attended school, first as a custodian in the Morris Center, then washing dishes and mopping floors at the Cannon Center. "That's when I fell in love with BYU Creamery ice cream," he notes.

Eventually he found his way to the Kennedy Center, where he did research and taught Arabic. "They hired me the week before 9/11," he says. "There were maybe ten students in the class the first week, then after 9/11, the room was packed. Everyone wanted to learn because there were huge job opportunities if you could speak the language."





# **“WE ARE BOTH WORKING TO ACCOMPLISH THE SAME THING—SERVING OTHERS.”**

Of this particular job, Almadhoun notes that he is especially proud of being able to teach a language that played such a crucial role at the time. “Many of my students went on to serve as translators for the US Army and State Department,” he says. “I was proud to play a small part in that.”

## **“I’M A STORYTELLER”**

His experience at BYU prepared him perfectly for what came next, says Almadhoun. An internship in Washington, DC, from January through April 2004 led to his first job with the American-Arab Anti-Discrimination Committee (ADC), a civil rights organization that supports the human and civil rights of all people, especially those of Arab descent, and promotes the rich cultural heritage of Arabs.

“They were impressed by me, not just because of my skills but also because I was intense, serious, ethical, and responsible,” he says. “I was professional. Part of that was my natural character, but part of that came from what I learned at BYU. Interns sometimes tend to be kind of relaxed and laid-back, but BYU interns have a very respectable reputation. I did my part to reinforce that reputation.”

Almadhoun was thrilled to get the job. “They offered me peanuts, but it felt like a million bucks,” he says. “I relocated to Washington and dived into research and presentations.” After his first year with ADC, Almadhoun came back to BYU to earn his MPA degree.

“That first semester was the hardest,” he recalls, “but I survived.” BYU Marriott focuses on preparing its students to be leaders, so during the program Almadhoun worked on teams with other students, took invaluable classes, and benefitted from the school’s commitment to immersive learning by combining classroom instruction with real-world experience. “Earning my MPA was a good decision for me,” he says. “And once again, I enjoyed my time at the Y. I was living in a language house, speaking and cooking Arabic, and feeling really great about things.”

Once Almadhoun returned to ADC, he worked his way up to donor relations manager before moving on to the Jerusalem Fund, where he spent almost five years as a grants and accounting associate. In



November 2013 he accepted a position as director of donor development for American Near East Refugee Aid (ANERA).

“I have looked for work that allows me to be a humanitarian as well as a Palestinian,” he says. “I’m a storyteller, and I’m in the storytelling business. My work at ANERA is to tell stories that inspire people to support our projects. People often want to help refugees, but they don’t know how to do it. I help them figure that out.”

“I like it at ANERA,” Almadhoun continues, “because we are divorced from the political commentary. We just want to help people. We’re all about feeding hungry children rather than making a political statement. And because we don’t get involved in politics, we’re embraced by all countries and every faith group.”

In fact, Almadhoun says, ANERA has partnered with the LDS Church on many projects. “I am particularly pleased when we work with the Church,” he says. “Because of my past connection and my understanding of what the Church teaches, it’s rewarding because we are both working to accomplish the same thing—serving others.”

## **“WE BOTH PASSED THE TEST”**

Almadhoun can’t escape politics in every area of his life, however. Despite being a native Palestinian (he was born in the United Arab Emirates, but his parents moved back to Palestine when their children started school), he has been unable to return home since 2009, when he went back to meet Roa, who would eventually become his wife.



A friend introduced Almadhoun and Roa long distance after Almadhoun wondered out loud if he could ever meet someone from home. “I know this woman,” the friend told Almadhoun. “Let me see if she’s still single.” Turns out Roa was dating someone but decided to meet Almadhoun before making any commitments. The two chatted through email and instant messaging, along with an occasional phone call. After a few months, Almadhoun decided it was time to meet in person, so he flew to Egypt then drove across the border to the Gaza Strip, returning home for the first time since leaving for BYU almost ten years earlier.

He had originally planned to stay in Palestine for four weeks but wasn’t allowed to leave the country for four months. “The borders are closed, and you have to sign up to leave,” he explains. “Every time they opened the borders for a crossing, there were people in front of me. I almost lost my job; I was worried they wouldn’t let me out.”

He did make good use of his stay, however, spending valuable time with his family and with Roa and her family as well. According to custom, both families were involved in the courtship. “Her family wanted to meet me,” Almadhoun says, “and my family wanted to meet her. Thankfully, we both passed the test.”

Finally, in November 2009, a now-engaged Almadhoun was able to return to the United States. Roa followed him in January 2010, and the couple had a romantic wedding on the Potomac River. Roa earned her master’s degree in human resources at the Catholic University of America, tutored Arabic, and worked for a few years until two little girls—Mariam, now almost three, and Zayna, eighteen months—joined the family.

“I always tell people that I went to a Mormon school and Roa went to a Catholic one,” Almadhoun says. “We joke that our girls will have to go to Lutheran and Methodist universities so we make sure to cover all our bases.”

Almadhoun and Roa would like to introduce their daughters to family members back home, but politics again come into play. Late in 2017 they got word that the borders might open, so they packed their bags and waited, ready to head to Palestine at a moment’s notice. After several months, they were told that Egypt was going to open its borders for only three days. They booked their flights as quickly as possible, arriving just before the borders were scheduled to close, only to find that the borders had closed early because of a campaign against Islamic terrorists.

“We were twenty-five miles away from home, but it might as well have been a million miles,” Almadhoun says. “We were stuck there for two weeks. They wouldn’t let us go back to Cairo, and they wouldn’t let us into the Gaza Strip.”

Eventually, says Almadhoun, he felt strongly he needed to get his little family out. Roa had previously had a back injury, and they used that as the medical reason for their departure, paying an ambulance driver handsomely to drive them back to Cairo. “We had to stop at checkpoints every ten miles or so,” he says. “We had our passports, and the US embassy knew we were in the country, so the checkpoint guards had to let us through, but there were a few times when I feared for our lives.

“We’re going to try again—we have to,” he continues. “We want our girls to meet their grandparents.”



## **“I FOUND NOTHING BUT RESPECT”**

When people find out that Almadhoun attended LDS Church-sponsored BYU, one of the first things they want to know is how a Muslim fit in on a campus full of Mormons. Turns out it wasn't as difficult as one might expect. “For starters, Mormons fast once a month, give a fast offering, and make family a priority,” says Almadhoun. “So do Muslims. At BYU, alcohol, caffeine, Greek life, and drugs are replaced with root beer, brownies, church activities, and ice cream. The campus was a comfortable home for many Muslims.”

Of course, during his six years at BYU, Almadhoun learned much about the gospel. He occasionally attended church, never missed family home evening, and at one point had seven copies of the Book of Mormon that people had given him. “Many worked hard to convert me,” he acknowledges, “but they also went the extra mile to accommodate my different faith. To this day, I still share a meal with my Mormon friends during Ramadan. We often do it on the first Sunday of the month, when they tend to fast. While many think that a Muslim living in Utah must face major challenges, I found nothing but respect.”

Almadhoun's sense of humor also helped his transition into BYU college life. Fellow students often laughed at his witty comments in class, and one of his favorite BYU stories is how his Mormon friends often introduced him to others: “They would say something like, ‘This is Hani. He's not a member of our church, but he is still a good man.’”

That sense of humor led to one of Almadhoun's most enjoyable opportunities at BYU—helping start Humor U, a stand-up comedy club that still exists. “My first stand-up comedy gig was at a talent show at church,” he says. “The night went well, and people laughed. They are nice that way.”

He ended up performing at class functions and other Church activities, and eventually Tanner Kay, a fellow MPA classmate, approached him about helping with Humor U. “When we started Humor U, we had to get serious about being funny,” says

Almadhoun. “We spent a lot of time writing—and then rewriting—jokes, as well as practicing our stand-up.”

Only fifty people attended Humor U's first show in the fall of 2006, but the club caught on quickly. The group ended up doing two or three shows a month and building an enthusiastic following. A year after he graduated, Almadhoun returned to do a guest gig, which was then posted on YouTube. It was that video that caught the attention of BYU Marriott Marketing Advisory Board members, who consequently invited him back to perform at this year's retreat.

“I loved bringing my wife and girls back to BYU,” says Almadhoun, who donated the honorarium he received for his comedy skit back to BYU. “In so many ways, my experience at BYU made me who I am today and helped prepare me to be successful in my career path. It challenged me to become a better person, it helped me see and understand others' points of view. I met a lot of different people at the Y, and we didn't necessarily agree, but people were always civil and often kind. I learned that you don't have to compromise in order to succeed.

“And let's not forget the world-class education,” he continues. “Whenever anyone asks me about BYU, I always talk about the quality of the education I received. It was second to none.”

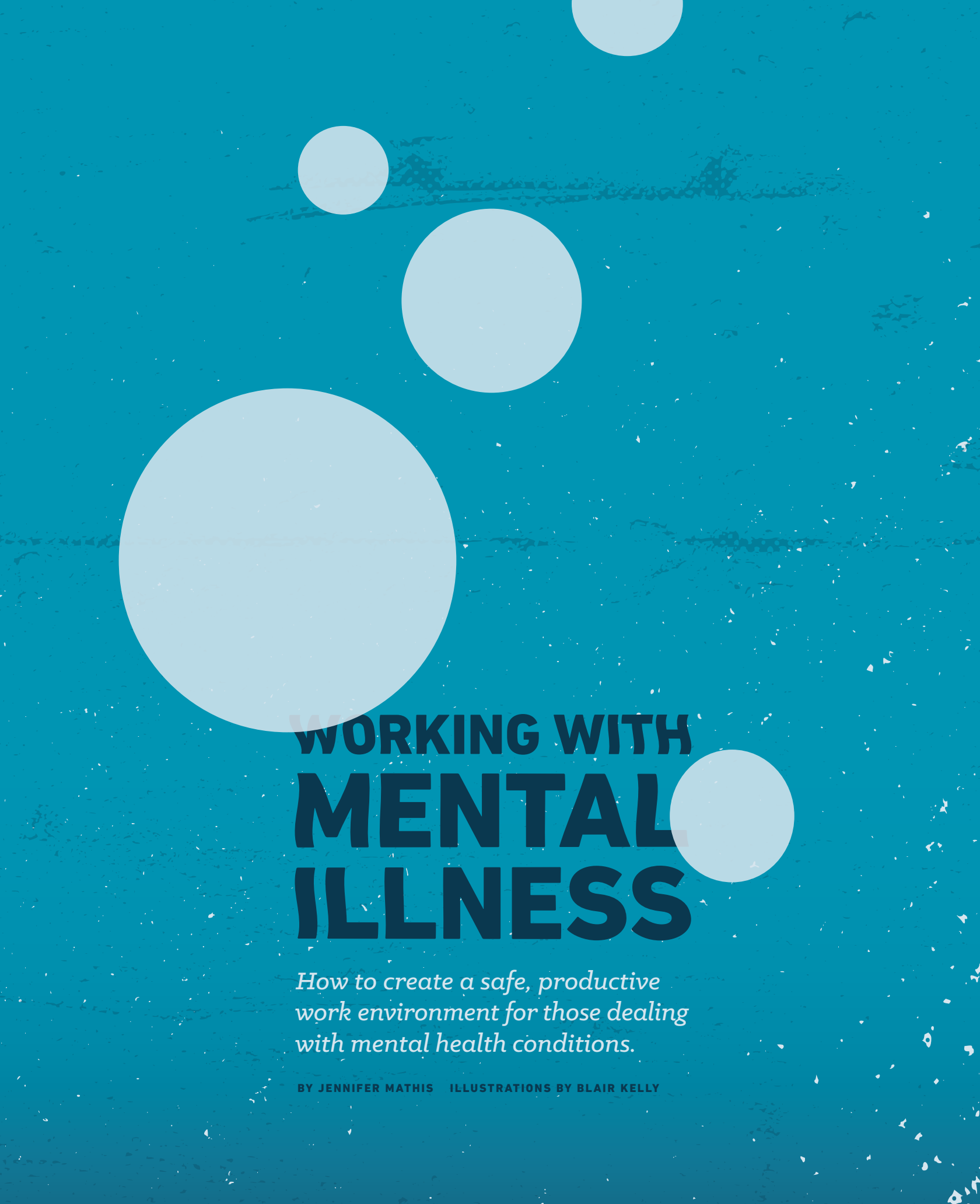
Before he left campus earlier this year, Almadhoun checked the final item off his must-do list. “I wanted to get a picture of my girls at the Y,” he says. “They might choose to go here someday, and I'd be fine with that. BYU was generous with me—I learned a lot and had a great experience. I would love it if they did too.” **M**



**“I ALWAYS TALK ABOUT THE QUALITY OF THE EDUCATION I RECEIVED. IT WAS SECOND TO NONE.”**







# WORKING WITH MENTAL ILLNESS

*How to create a safe, productive  
work environment for those dealing  
with mental health conditions.*

BY JENNIFER MATHIS ILLUSTRATIONS BY BLAIR KELLY



Megan Holmes\* loved her new job working in the international humanitarian field, but she had one concern. She had been diagnosed with post-traumatic stress disorder (PTSD), and she worried about it being triggered by a memory of the trauma while at work. However, she was also reluctant to share this personal information.

“With any mental illness, there’s always a stigma attached,” she says of her apprehension to disclose her condition. But she also knew that telling her boss about her situation would help her feel safer and obtain any special accommodations she might need.

When she felt situated in her new position, she decided to have the conversation. She was surprised—and relieved—when her boss responded in a sympathetic and supportive way. “It was very positive and professional,” Holmes says, adding that the response was something like, “We are so sorry. Something bad has obviously happened to you; please let us know how we can help.”

Holmes isn’t alone. According to Mental Health America, one in every five adults live with a mental health condition, and the National Institute of Mental Health estimates that mental illness touches millions of Americans annually. Be it depression, obsessive-compulsive disorder, bipolar disorder, anxiety, dementia, autism, PTSD, schizophrenia, or attention-deficit/hyperactivity disorder, few people remain untouched by mental illness.

Michael Thompson, an associate dean at BYU Marriott, sees mental health issues becoming more prevalent every year. “We are all subject to these kinds of challenges,” says Thompson, who is involved with the student-run BYU Marriott Mental Health Council. “If it’s not us, it’s someone we’re close to.”

Chances are, if mental illness hasn’t touched your life in some way, it will. To be supportive and aware, BYU Marriott works to create a helpful, caring environment where mental health issues are discussable and shareable. Fortunately, many organizations are doing the same.

Not everyone with a mental health condition will feel the need to disclose it to their employer. But for those, like Holmes, who do, there are constructive ways for both the employee and employer to communicate in order to encourage positive outcomes for both parties.

## POSITIVE, RESPECTFUL CONVERSATIONS

Mark Johnson\* struggled with anxiety and depression while living in New York City. He decided to talk to his boss when his struggles came to a head and were impacting his performance at work, but he shut down when his boss responded with, “Well, maybe you just

need more sleep.” For Johnson, that marked the beginning of the end of his employment at that organization. “If she had been willing to have a conversation, I think we could have made changes to improve things,” he observes.

When responding to someone disclosing a mental health condition, Steve A. Smith, director of the Counseling and Career Center at BYU, says it’s not helpful to suggest a simplistic solution to a complex problem. Instead, responses could be something like, “Tell me about it. Tell me how this is affecting your work. How can I help you manage this?”

Being empathetic, being respectful, and being an active listener are essential components to successful conversations, says Emily Haymond, director of human resources at Pioneer Building Services, a commercial cleaning contractor in Potomac, Maryland. “It is our role as managers to help our employees succeed,” says Haymond, who graduated from BYU with a degree in American studies with a minor in management in 2008.

Individuals who approach their supervisors or managers to disclose mental health conditions should assure their bosses that they want to do their best work, Smith advises. And then, he says, individuals can suggest accommodations that could help achieve that goal—things that have worked in the past or suggestions from the professionals who made the mental health diagnosis. Bosses and employees can also brainstorm solutions together.

Sometimes a manager may need to approach an employee because of performance or attendance issues, Haymond says. In those instances, it’s important to stick to facts and not make assumptions about the mental health of an employee or the best way to resolve the issues. “If I’ve learned anything in HR,” she says, “it’s that what you think is going to happen probably isn’t going to happen.”

After discussing factual information, a manager could ask, for example, “Is there something I need to know that could help you with better attendance?” This type of question creates an opening for an employee to share personal struggles. “If you show people respect, they’re going to feel they can be open with you,” Haymond says. “They just need to feel safe to be able to do so.”

## WORK ACCOMMODATIONS

Individuals with mental health conditions can experience unpredictable cognitive difficulties, making it hard to recall details, remain focused, think clearly, and change activities, among other things, according to the federal government’s Substance Abuse and Mental Health Services Administration (SAMHSA.) Accommodations can help these individuals work more efficiently while they manage their conditions.

Of course, for employees to obtain reasonable accommodations, they must disclose—which can be a barrier if they aren’t sure their managers have an understanding of mental health issues, says Mary Blake, public health advisor at SAMHSA.

Creating a mental health-friendly work environment can help employees feel safe sharing information and requesting accommodations. Just as the BYU Marriott Mental Health Council raises awareness of mental health issues and encourages students to get help when they are struggling, BYU Marriott works to support its faculty



and staff. In semiannual interviews with department chairs and center directors, Thompson says that the questions always include: How are your people doing? Do they feel supported? “We are not just talking about productivity and teaching; we’re also talking about how people experience their work,” he says.

In addition to face-to-face conversations, broad-based messages can make a big difference, Blake says. For example, a company’s website could have a statement about being inclusive of diversity, including people with disabilities such as mental illness, or an organization might launch an awareness campaign designed to inform and support those dealing with mental illness.

Accommodations vary and are based on the specific needs of the individual, Haymond points out. There is no one-size-fits-all answer; each situation must be evaluated to assess the best solution. That being said, some accommodations might include:

■ *Communicating often.* Jacob J. Olson, who earned a bachelor’s degree in economics from BYU in 2014, found that open communication was the key to him successfully working full-time as a data analyst while dealing with severe anxiety. Olson’s boss carved out time every two weeks to meet with each of his employees. “I tried to be very open with him about what my current restrictions were,” Olson says. Communicating often and openly enabled the two to work together to ensure positive outcomes.

■ *Minimizing work stressors.* Blake explains that a person with a mental health condition might have great work performance under normal circumstances, but symptoms may worsen when work gets particularly stressful. Workplace stressors can be minimized by creating a quiet workspace. Large assignments can be broken into smaller tasks. Individuals can be provided with electronic organizers or to-do lists to help manage their workloads. Mentoring can be offered to help with prioritizing tasks.

■ *Adding flexibility.* Johnson, who left his New York City job and now works in Washington, DC, says his new employer is flexible with Johnson’s arrival time at work—as long as the work gets done. “That kind of flexibility is good for someone with depression,” he notes. Flexible arrival and departure times allow individuals to work during times of day that are most productive and engaging for them. Flexibility also makes it possible for people to go to healthcare or counseling appointments. Employers may also allow individuals to receive limited on-site counseling during work time.

*Creating a mental health–friendly work environment can help employees feel safe sharing information and requesting accommodations.*



■ **Teleworking.** Becky Evans, who recently retired as a human resources specialist at the Office of Justice Programs in the US Department of Justice, says her office spent years developing a telework program to support office goals and provide greater flexibility for workers. Some skeptical supervisors became convinced of the value of teleworking a couple of years ago during multiple snow days in Washington, DC; employees were allowed to work from home, work still got done, and emails were actually returned faster than normal. Teleworking can also help individuals with mental health conditions get on top of their concerns and get their support systems in place, says Evans, a 1985 BYU graduate. “We still receive the benefit of their expertise,” she notes, “and they can still work while addressing personal needs.”

■ **Taking leave.** Sometimes taking leave is a necessary step. Haymond once had an employee with major attendance and performance issues. While discussing performance, the employee requested a leave of absence to receive help for a mental health condition. “When we all paused and listened to the individual, we felt a leave of absence was needed,” she says. “When the leave ended and the employee returned, he was like a whole new person because he sought the help that was needed.”

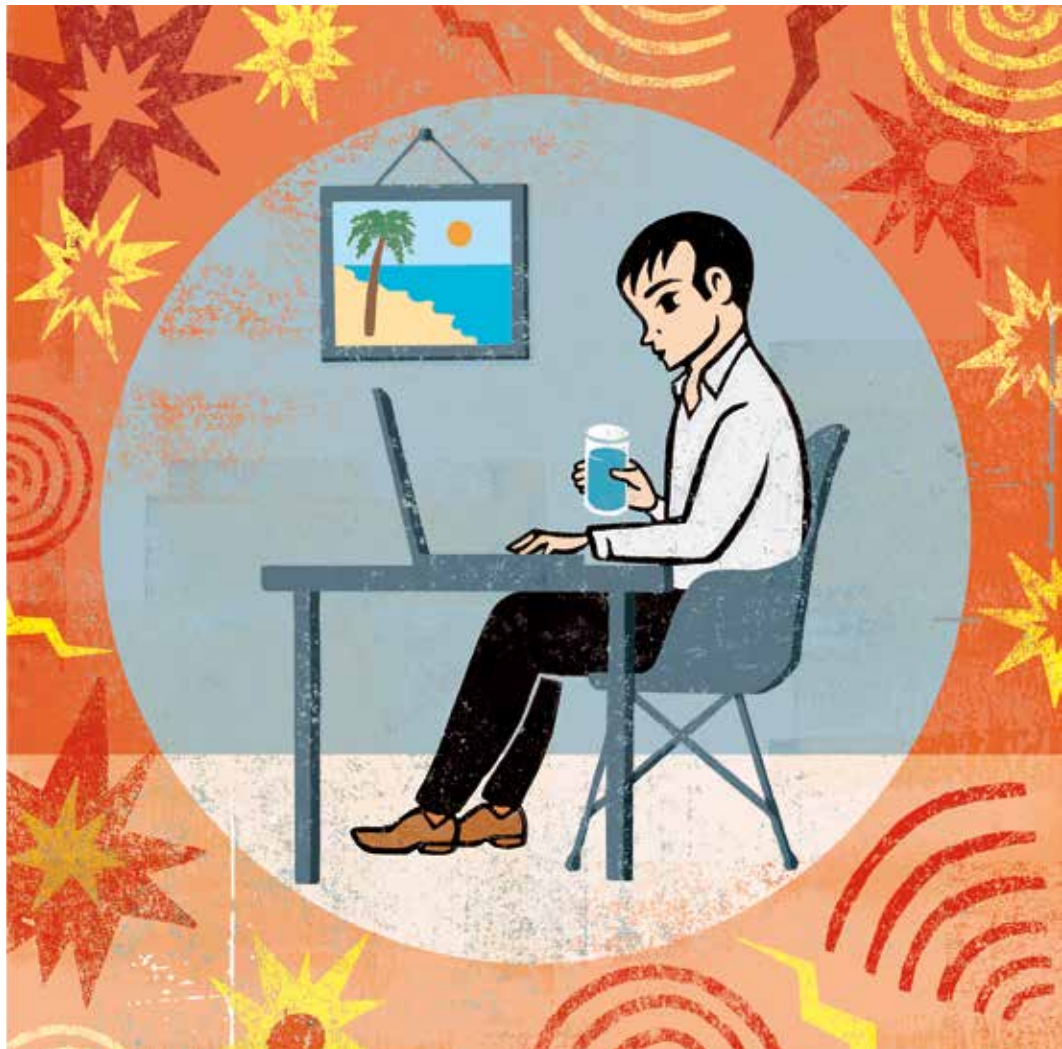
#### AWARENESS CAMPAIGNS

Heather Coleman, who is a senior human-resources manager at Target in Tucson, Arizona, was always the one lending support and encouraging people with mental health concerns to access help. When the tables turned and Coleman experienced a traumatic life event—leaving her with PTSD, anxiety, and depression—her doctor suggested she take some time off work. “I feel like there’s a stigma against taking time off,” Coleman says. “The higher I got in the company, the more pressure I put on myself, creating this false sense of how much I thought I was needed.”

But Coleman knew she needed time off for the sake of her children, so she tested the strength of Target’s I’m Fine mental health campaign. She approached her leadership and received the okay to take a leave of absence. The message she received was, “You’ve given a lot to Target; now it’s time for us to give back to you.”

The I’m Fine campaign promotes the robust resources and benefits in place to support employees with mental illnesses. Mental health specialists deliver presentations, and well-being screenings are offered. Managers regularly receive training on mental health,

*Symptoms may worsen when work gets particularly stressful. Workplace stressors can be minimized by creating a quiet workspace.*





and Target has a toll-free number and a website where employees can reach out for help.

In the end, Coleman felt her leave of absence was highly beneficial. “I was defining myself by the experience, like I’m a victim,” she explains. “Coming out of taking this time off, I’m like, no, I’m a victor.” She feels she can give her best at work now.

A number of other companies have also created programs to increase mental health awareness—DuPont being prominent among them. The company donated its award-winning mental health campaign, ICU, to the American Psychiatric Association Foundation’s Center for Workplace Mental Health. The center makes ICU available to employers everywhere; the program is designed to work with existing mental health campaigns.

ICU aims to reduce mental health stigmas while creating a culture supportive of mental health. The program features a short video teaching that, just as those in physical distress need treatment in an intensive care unit (ICU), those in emotional distress may need help from those around them—thus, ICU becomes “I See You.”

The acronym teaches people to

**I**dentify the signs of distress. Is a colleague acting distant, unusually tired, melancholy, or withdrawn?

**C**onnect with that individual in a quiet place to express care and concern.

**U**nderstand the way forward. Have a conversation, which could include pointing the individual to helpful resources, such as the company’s employee assistance program.

Staff at DuPont responded positively to ICU; they felt it gave them the green light to reach out and show concern and compassion for their peers. Haymond has observed that people tend to have a hard time connecting when they’re struggling. “It’s a relief for the whole team once help is sought,” she says. To learn more about the campaign or to view the five-minute video, visit [workplacementalhealth.org/Employer-Resources](http://workplacementalhealth.org/Employer-Resources).

If you’re not sure what you can do to make a difference, the answer is simple: support and genuinely care about those around you. These campaigns—and individuals such as Holmes and Coleman—were successful because somebody cared. As more and more people are impacted by mental health conditions, either personally or by association, there’s an increase in empathy and awareness, Thompson says: “It’s motivated by a sense of caring.”

Elder Jeffrey R. Holland of the Quorum of the Twelve Apostles reminds us, “Broken minds can be healed just the way broken bones and broken hearts are healed. While God is at work making those repairs, the rest of us can help by being merciful, nonjudgmental, and kind” (“Like a Broken Vessel,” October 2013 general conference). **M**

*\* Names have been changed to protect privacy.*

## ABOUT THE AUTHOR

Jennifer Mathis has been writing for Marriott Alumni Magazine since 2000. She graduated in mass communications from BYU in 2002 and resides in Tucson, Arizona, with her family.

# Rights for Those with Mental Health Conditions

A mental health diagnosis is a protected disability under the Americans with Disabilities Act (ADA). The following are legal rights for those with mental health conditions:

## Disclosure is optional.

Applicants and employees have a right to privacy. Unless requesting work accommodations, they decide whether to disclose mental health conditions to their employers. An employee can still request accommodations if a mental health condition wasn’t disclosed during the hiring process.

## Seeking accommodations.

The employer may request documentation from a mental health professional if the employee requests a work accommodation. The information is to be kept private. Employers are required to provide reasonable work accommodations unless it causes undue hardship to the company.

## A secure offer.

Applicants may have to take a medical exam after a job has been offered. If the exam reveals a mental health condition, the offer is secure unless there’s evidence that the individual can’t perform the vital tasks of the job and can’t be reasonably accommodated, or unless the condition raises a true safety concern.

## Confidential information.

Federal contractor employers must ask applicants and employees to voluntarily disclose a disability. The information is used to assess progress toward disability employment goals. Information must be kept confidential.

Source: ADA National Network



BY KELLENE RICKS ADAMS

## by the NUMBERS

# Time for Travel

School's out for the summer, and a lot of us are heading for the mountains—or the beach. Summertime is when many people take family vacations, go camping, or plan road trips with friends. Regardless of the destination, travel definitely ranks high on the list of favorite summer activities.



### THE AVERAGE INCOME FOR LEISURE TRAVELERS IN THE UNITED STATES.

Travelers who have children younger than eighteen plan to spend an average of \$2,256 on their family vacation(s) this year, with more than seven out of ten families willing to fork over at least \$1,000 per trip. The average baby boomer, on the other hand, anticipates taking four to five leisure trips, with a budget of \$6,300 across all trips.

# 53

### THE AVERAGE NUMBER OF DAYS TRAVELERS SPENT RESEARCHING BEFORE FINALIZING THEIR TRAVEL PLANS.

The internet has changed the way we travel. During those fifty-three days, travelers visited an average of twenty-eight different websites over a period of approximately seventy-six online sessions. Half of travelers check social media for tips before setting out on their vacations. The digital travel space is expected to expand at an annual rate of 3.8 percent over the next decade, reaching \$11.4 trillion.





1 IN 4

**THE NUMBER OF FAMILIES THAT PLAN TO TAKE THREE OR MORE FAMILY VACATIONS IN THE NEXT YEAR.**

That number is up 12 percent from 2016. Three-quarters of those families are taking off to a destination they have not previously visited. For new travel experiences, the top three objectives are destinations with attractions (such as lakes or theme parks), sight-seeing, and relaxation.

60%

**THE PERCENTAGE OF TRAVELERS WHO TAKE "BLEISURE" TRIPS (TRIPS THAT COMBINE BUSINESS AND LEISURE).**

Of those travelers, 30 percent add at least two additional days to their travel itinerary. Bleisure travelers are split almost evenly between male and female,



with most falling into the 45- to 54-year-old age group. In addition, almost 55 percent of these travelers bring family members with them.

15,300,000

**THE NUMBER OF JOBS IN THE UNITED STATES SUPPORTED BY TRAVELERS.**

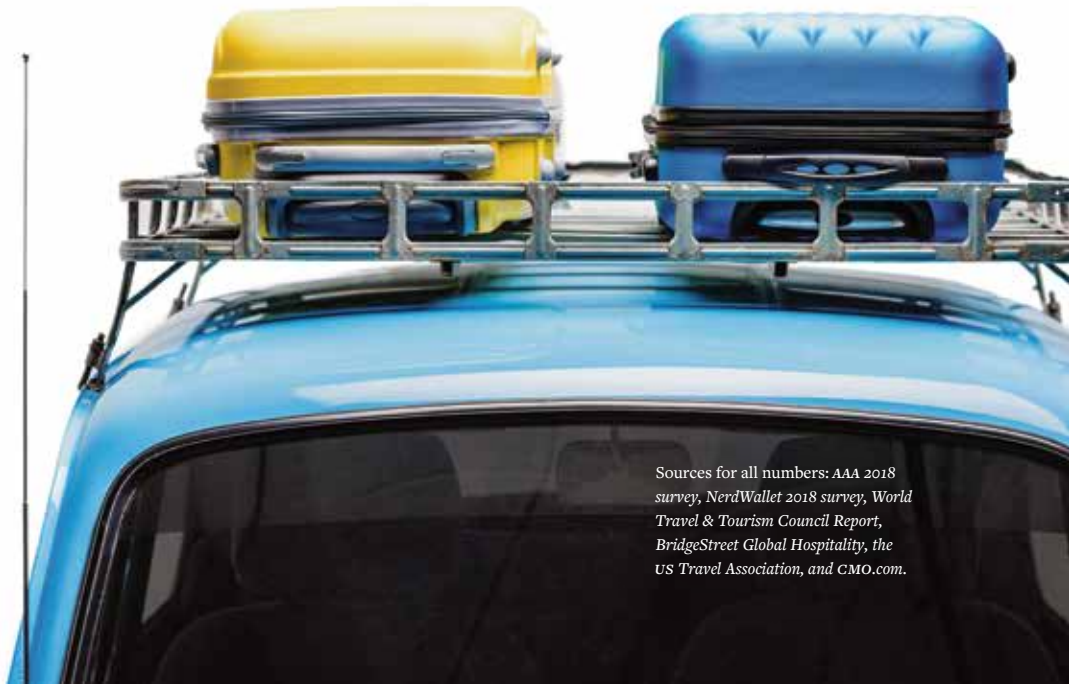
One out of nine jobs in the United States depend on travel and tourism, and travel and tourism makes up 2.7 percent of the nation's GDP. International travelers coming from overseas directly supported about 1.2 million US jobs and provided \$32.4 billion in wages, with each traveler who comes from overseas spending approximately \$4,360 and staying an average of eighteen nights.



284

**THE AVERAGE NUMBER OF MILES DRIVEN ON A SUMMER ROAD TRIP IN THE UNITED STATES.**

Florida, California, New York, and North Carolina are the most popular destinations for stateside road trippers, while Mexico, the Dominican Republic, Jamaica, and Europe top the list of international travel hot spots.



Sources for all numbers: AAA 2018 survey, NerdWallet 2018 survey, World Travel & Tourism Council Report, BridgeStreet Global Hospitality, the US Travel Association, and CMO.com.







BY TODD HOLLINGSHEAD

PHOTOGRAPHY  
BY BRADLEY SLADE

# COACHING WITH AUTHORITY

*All you need  
is love.*

**O**n a warm May evening in 1995, Christian Brinton and his high-school soccer teammates gathered for a half-time pep talk during the quarterfinals of the state tournament. Their team was losing, and their coach was not happy about it. Through the course of the half-time speech, their coach quickly escalated from being unhappy to outraged, punctuating his profanity-laced verbal assault by smashing his clipboard on the ground.

Completely uninspired, Brinton's team went on to lose the game, and Brinton's interest in soccer began to wane. Fortunately for the young freshman, Brinton didn't crash

out of youth sports altogether. In fact, the best possible antidote happened just two years later, when the now-rugby player found himself in a similar team meeting, this time with legendary coach Larry Gelwix (subject of the movie *Forever Strong*).

"Coach Gelwix felt sports were meant to lift rather than mar athletes," recalls Brinton, a 2015 BYU Marriott alum in youth and family recreation. "He exuded a sense of love and concern for players that was absent in coaches I had previously encountered. Listening to him brought a renewed enthusiasm for sports."



**“There are better ways to motivate than through fear. Love is always a stronger motivator than fear. . . .**

Playing for Gelwix and the Highland High School rugby team restored Brinton’s lost confidence and taught him things about character, love, and integrity that he had missed under previous coaches. Those motivational experiences with Gelwix—combined with his discouraging involvement with other youth coaches—inspired Brinton to investigate which coaching attributes and methods spark the maximum motivation for youth athletes to stay in the game. That research, which started as a graduate thesis and was coauthored by experience design and management professors Brian Hill and Peter Ward, was recently published in the *Journal of Park and Recreation Administration*.

The researchers were not surprised to learn that players who are held to a high standard of performance and coached with love and understanding are more likely to perform better, play sports for more years, and enjoy playing more than those who play under tough-love coaches.

#### **TO THE YOUTH COACHES OUT THERE**

Every year more than forty million youth strap on shin guards, wiggle into helmets, or lace up cleats to play competitive sports in the United States. Some of the coaches leading those youth have years of experience and training, while others have no formal training at all and are perhaps coaching only because their children needed someone to volunteer.

What many of these youth coaches come to learn, but sometimes don’t fully grasp, is how their actions may influence their players’ life choices. Coaches’ expectations for their players, the relationships they build with their players, and the way they speak to them—in giving both encouragement and constructive criticism—all have measurable impact. Studies have shown that coaches often serve as more than just teachers of sports skills; they are teachers of life skills, and their lessons can remain with athletes throughout their lives.

“Certain characteristics of coaches have more of a long-term impact on youth and their desires to continue playing sports,” says Hill, who for nearly twenty years has taught courses at BYU on the role of recreation in strengthening families. “What you want to find as a coach is a magic combination that helps youth athletes develop the most intrinsic motivation to keep playing. That combination, we’ve learned, includes a high level of love and a high level of expectations.”

This style of coaching is derived from a type of parenting identified by famed clinical and developmental psychologist Diana Baumrind in her foundational parenting typology research. Developed in 1966, Baumrind’s parenting typology describes three parenting styles: permissive, authoritarian, and authoritative.

In simple terms, permissive parents have low expectations but high responsiveness, meaning they are overly reactive to a child’s demands. (Spoiled kids, anyone?) Authoritarian parents have high expectations but low responsiveness, for more of a tough-love approach. And finally, authoritative parents have both high expectations and high responsiveness and show love toward their children.

It makes sense, then, that two of those three styles are equally ineffective when used in coaching. Coaches who use the authoritarian, tough-love style of coaching—often glamorized by NFL teams and some college-level teams—are usually yellers or screamers. They criticize players in front of their peers, use unkind or even obscene language, and put winning above all other priorities. Unfortunately, this type of coaching exists even at the elementary-school-aged level of youth athletics.

“There are better ways to motivate than through fear,” says Brinton, now general manager of indoor recreation at Provo Beach. “Love is always a stronger motivator than fear. But being loving does not mean being permissive or weak, as it is sometimes viewed.”

#### **THE GAME PLAN ON PAPER**

What Brinton, Hill, and Ward wanted to find through their research was whether there was a relationship between three key components: one, having a yeller (or non-yeller) coach; two, the number of years an adolescent athlete stays with a sport; and three, that athlete’s inner motivation to play. To see if anecdotal evidence held up under statistical analysis, the researchers surveyed 194 BYU students who had participated in either club or high-school-level sports for at least one year while in high school.

In setting up their study, Brinton, Hill, and Ward decided to marry the parenting typology work of Baumrind with something many other researchers have used to better understand the effect of coaching styles on athlete motivation: self-determination theory. Self-determination theory is the idea that there is a continuum of several levels of motivation, the highest of which



is intrinsic motivation. To achieve this highest level, individuals need to be immersed in environments that meet three basic psychological needs: autonomy, competence, and relatedness (a feeling of connectedness to others, including caring for or being cared for by others).

Given that meeting the needs of autonomy, competence, and relatedness leads to intrinsic motivation for an athlete, the researchers set out to analyze what relationship—if any—that permissive, authoritarian, and authoritative coaching styles have with those three needs. “All coaches are trying to get the most out of their players, but we wanted to know if it’s possible for coaches to do that in a way that isn’t harsh or manipulative,” Hill says.

The answer was a clear yes.

As they predicted, there was a significant positive relationship between the ideal authoritative coaching style and two of the basic needs that lead to intrinsic motivation in athletes: autonomy and competence. In other words, coaches who have high expectations but also teach with a high level of love and responsiveness produce players who feel respected and listened to; those players also believe their skills have improved. Furthermore, the researchers found that those who have increased levels of competence are also more likely to continue to play sports.

As Hill thinks about the research, his mind harks back to the bestselling book *The Power of Moments* by Chip Heath and Dan Heath. In the book, the Heath brothers talk about the bonds human beings make with each other and how important it is to be responsive to one another. The authors conclude that people need to feel understood, validated (that is, feel that what they are doing or saying is good), and cared about.

“Coaches need to pay attention to what matters to their players and let their players pursue their own goals,” Hill says. “Be the type of coach who asks players what they want to accomplish in life. These are simple things coaches can do to improve the experience for kids so they want to play throughout their lives.”

### ONE LEGENDARY COACH'S OUTLINE FOR SUCCESS

Jennifer Rockwood has been coaching the BYU women’s soccer team for the past twenty-three years. On her office wall hang plaques recognizing conference championships (fourteen total), coach of the year awards (five across three conferences), and NCAA tournament appearances

(seventeen). Rockwood has produced twenty-two All-Americans, has reached the Sweet 16 five times and the Elite 8 twice, and is fourth in the NCAA in active winning percentage, having won 369 games over her career.

There are multiple reasons why Rockwood is one of the most decorated college soccer coaches in the nation, but according to her, the atmosphere she and her assistants strive to create for their players is near the top of the list.

“You have to provide players with a solid, safe environment where they know that they’re cared for and are more than just a soccer player,” says Rockwood, a graduate of BYU Marriott’s finance program. “Providing players with that safe environment allows them to develop. Part of developing athletes is pushing them to do more than they think they can do, but as a coach, you have to provide a setting that is safe for them to do that.”

Everything Rockwood says and does fits perfectly into the authoritative coaching profile Hill, Brinton, and Ward found to be the most effective, the style that includes setting high expectations but also providing caring, love, and high responsiveness. With a roster of more than two dozen players each year, walking that line is a tall task, especially when it comes to shaping athletes who have been coached differently through their youth years.

Rockwood says some players come to her having been coached in a more direct, vocal style, while others show up having been coached in a “rah-rah” style that is low on criticism and high on praise. The challenge for Rockwood is to figure out how each player needs to be coached in order to continue to experience success. Sometimes that means an increase of love, sometimes it means being a little more direct, and sometimes it means coaching an athlete just as she was coached before.

Rockwood—who is not a yeller, by the way—says keeping the environment safe and a player’s confidence and motivation strong are especially important when you know that some players, despite your best individual coaching efforts on their behalf, just won’t see the field as much as others. After all, you can only have eleven players on the field, and her full roster includes twenty-eight women.

“When you’re not a starter or playing significant minutes, it’s easy to think that a coach doesn’t care about you,” Rockwood says. “Coaches have to spend a lot of time making sure players understand they are a big part of what we



**... But being loving does not mean being permissive or weak, as it is sometimes viewed.”**





***“So much of a coach’s job is to remind players how good they are and what they’re capable of, while at the same time pushing those players more than they would naturally push themselves.”***

are all doing, even when they aren’t on the field. Teams that do the best are those who buy into what is best for everyone.”

#### **A POSITIVE MOVEMENT FOR COACHES**

Brinton set out to study coaching styles because he wanted coaches to understand how limiting and potentially damaging authoritarian coaching can be—and how motivating and enabling authoritative coaching is. He hopes his research helps shift the culture of adolescent athletics from one often riddled with intimidation to one full of love and support. And although it is too early to say, Brinton thinks the movement has already kicked off.

“It feels like there is an increasing focus on seeing athletes as individuals rather than objects, and there is now a decent amount of research in the academic world about love-based styles of coaching,” he says, noting that

his thesis has been downloaded more than a hundred times by people in more than fifty countries. “I hope people see the value of authoritative coaching as a method for building athletes and people.”

Brinton, Hill, and Ward also hope their research prompts parents to be more selective about the individuals they trust to coach their children.

For her part, Rockwood says there appear to be tangible improvements being made in youth soccer, which she follows closely. Part of that is because the growing popularity of the sport has also increased the amount of money available at the youth level. That, in turn, has increased the quality of coaching. Parents who are weekend coaches are giving way to more professional coaches, even for younger age groups. In addition, coaches are recognizing better ways to produce both wins and winning individuals.

“So much of a coach’s job is to remind players how good they are and what they’re capable of, while at the same time pushing those players more than they would naturally push themselves,” Rockwood says. “Coaches will always do this more effectively when they genuinely care for each player as a person.”

In the words of Larry Gelwix himself, “It’s not about building a championship team—it’s about building championship players.” **M**

#### **ABOUT THE AUTHOR**

*Todd Hollingshead is a media relations manager in BYU’s University Communications office. A former journalist, Hollingshead holds a bachelor’s degree in journalism and a master’s degree in mass communications from BYU. He lives in Springville, Utah, with his wife, Natalie; their four children; and a dog and cat. The jury’s still out on how long the cat stays.*

# School News

## U.S. News Heralds BYU Marriott MBA

U.S. News & World Report ranked BYU Marriott's MBA program and other BYU Marriott graduate specialty programs among the best in the country. The BYU Marriott MBA came in at No. 6 in the West and No. 35 in the nation based on metrics that included peer and recruiter assessments, placement success, and student selectivity.

"We appreciate this recognition and will continue to support our students, alumni, and faculty to achieve their personal and professional goals," says **Grant McQueen**, BYU Marriott MBA director. "It's a delight to watch our students become leaders in their businesses and communities."

BYU Marriott programs also appeared in the publication's other graduate specialty rankings, including No. 4 in accounting and No. 24 in entrepreneurship. Specialty rankings are based solely on ratings by business school deans and directors of accredited MBA programs from the list of schools surveyed.

## STUDENT NEWS

### Big Win in the Big Apple

Watch *The Phantom of the Opera* and *Anastasia*, tour Wall Street, visit the National September 11 Memorial, win a Duff & Phelps case competition—thus read the itinerary for a team of BYU Marriott students visiting the concrete jungle of New York City.

BYU Marriott's team was one of three chosen to travel to New York and compete in the Duff & Phelps case competition, all expenses paid. **Kyle Nordhagen**, an accounting junior from Sandy, Utah; **Jessica Landro**, a pre-management junior from Frederick, Maryland; and **Tyler Hardy**, an accounting junior from Las Vegas, didn't just compete—they brought home first place, proving that NYC is where dreams come true.

The case competition revolved around the newspaper industry. Since physical newspapers are dying but online newspapers are growing, participants were tasked to decide whether a newspaper should get bigger by merging or get out



of the business by shifting to online. Teams came up with deliverables heavily based on financial aspects, valuation, mergers and acquisitions, and fairness opinions, which they presented to a panel of nine judges.

BYU Marriott teams have competed in the Duff & Phelps case competition for the past seven years and have made it in the top three for six of the seven years. Why do BYU Marriott teams perform well in this competition? **Hal Heaton**, finance professor and team advisor, says many students have been standing in front of audiences at church since age three and are used to giving talks and answering hard questions.

"In addition to all the faculty support, they are confident, comfortable, and able

## Seven Students Named Stoddard Scholars

Seven BYU Marriott students were honored with the George E. Stoddard Prize, a \$5,000 award given to exceptional second-year MBA finance students.

"These students represent the best and the brightest of the BYU Marriott MBA," says Hal Heaton, professor of finance and the graduate finance advisor who oversees the selection of the Stoddard scholars. "We are confident they will go forth and serve in a way that will positively reflect on BYU. We are particularly grateful for the Stoddard family for providing the means for students to earn degrees and serve the world."

The 2018 scholars are **Trevor Blanc**, **Richard Bobo**, **Aaron Hammond**, **Austin Knutson**, **David Lake**, **Grant Manion**, and **Lauren Tavernier**.

The Stoddard Prize was established in 1985 by **George E. Stoddard**, a 1937 BYU alumnus. His numerous credentials include acting as senior managing director of W. P. Carey & Company, a leading global real estate investment firm in New York. He was a pioneer in the use of real estate transactions known as sale-leasebacks, which provide financing to companies struggling to gain access to traditional sources of capital. Before joining W. P. Carey & Company, Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.



Stoddard family members with Stoddard scholars.



# Undergraduates Receive Paul Morris Marriott Scholarship



Thirty-three undergraduates received the Paul Morris Marriott Business Management Scholarship, a scholarship given to undergraduates who demonstrate a strong work ethic and a dedication to service.

The scholarship was founded by Rebecca Marriott Champion in 2010 to honor her father, Paul Morris Marriott, who was a vice president at Hot Shoppes, Inc., which became Marriott International, and who helped grow the In-Flight catering division at the company.

Recipients include **Brett Adamson, Tyler Allen, Anthony Armstrong, Madeleine Dame, Joseph Decker, Christian Eaton, Max Fillmore, Mikayla Foster, Austen George, Megan Harston, Kenny Hayes-Rodriguez, Kat Healy-Quinn, Lincoln Holt, Jacob Howarth, Miranda Hugie, Rachelle Hull, Matt Hunsaker, Jade Johnson, Tanner Larson, Bryce Masterson, Amanda Nuttall, Alfredo Olsen, Heidi Ostergaard, Adie Quackenbush, Ryan Rasmussen, Elizabeth Richards, Jake Rodgers, Matthew Rose, Anna Samuelson, Brady Shanklin, Mitchell Sheanshang, Ryan Tholen, and Jared Watts.**

to present in stressful situations when people are firing questions that may be antagonistic,” Heaton says.

Hardy is grateful for the experience. After winning the competition, he was able to network with Duff & Phelps campus recruiters in New York and has already had two interviews.

## BYU ROTC Wins Prestigious MacArthur Award

Out of the 275 ROTC programs in the nation, BYU’s ROTC program was awarded the prestigious MacArthur Award, which recognizes the top eight programs in the nation.



“It’s a huge distinction and honor to be part of a great program,” says Lieutenant Colonel **Chip Cook**. “I have no doubts that this award comes on the shoulders of many who have built the productivity and greatness of the program we have here.”

Cook, who is largely in charge of the ROTC program at BYU, says the

cadets excelled in every field to win the MacArthur Award. Their physical fitness, academic performance, and military skills were all top notch, and he feels the cadets are deserving of this honor.

Major Ben Ashton of BYU ROTC says there were other factors that played into BYU being named a top-eight program as well. “We have very few disciplinary actions and very few other punishments given out to our cadets,” Ashton says. “That’s partially due to the clean standard of living present at BYU. That’s not all necessarily measured, but it does have an effect on how our school is perceived.”

## BYU Marriott Hosts, Wins Competition



BYU Marriott hosted and won the inaugural Adam Smith Society Case Competition. This three-day event brought nine top-tier MBA programs from schools across the nation—including Yale, Chicago Booth, and the University of Virginia Darden School of Business—to Provo.

An evening reception was held to kick off the event. The following day, the initial round of the competition was held in the morning, with a brief recess in the afternoon for students to participate in a visit to Sundance. The competition concluded on Saturday when BYU Marriott MBA students **Richard Bobo, Sam Fisher, Danny McCracken, and Seth Randall** were awarded a \$3,000 cash prize for first place.

“For me, this win demonstrates that BYU Marriott MBAs not only understand free market principles—they can also articulate them and put them into practice,” Fisher says. “It is important that as we study business we also understand the free market along with the rights and principles that make it all work. This contest was a welcome opportunity to engage in that learning.”

**Paul Godfrey**, the William and Rocoil Low Professor of Business Strategy



at BYU Marriott, helped organize the case competition, which challenged contestants to explore how Facebook's executive team should respond to issues arising from the 2016 US presidential election. "I thought it was a powerful opportunity for students to deal with this big issue about business and capitalism, and our students did well," Godfrey says. "They looked at the business and the social impact, and they presented well. I was proud to be a Cougar on Saturday."

### Eleven Students Awarded Eccles Honor



BYU Marriott recently recognized eleven first-year MBA candidates as Eccles scholars, an award presented by the school's Whitmore Global Management Center. Each recipient was awarded up to \$9,000 of financial aid for schooling expenses, international projects, and global career exploration.

"We are confident these BYU Marriott MBAs will go forth to serve in ways and places that reach far beyond Provo and the borders of the United States, which is the intention of the award," says **Bruce Money**, Whitmore Center executive director. "They deserve our warmest congratulations. The Eccles scholarship program continues to be a blessing to our students, BYU, and the global Church."

The 2018 Eccles scholars are **Maria Camila Camargo**, **Ryan Carroll**, **Brian Ciccotelli**, **Seth Law**, **Shawn Merrill**, **Davidson Oliveira**, **Reenu Selva Raj**, **Fernanda Sayavedra**, **Amanda Spencer**, **David Tensmeyer**, and **Adam Trone**.

A committee of faculty members interviewed applicants and selected the top eleven candidates based on their academic performance and their trajectory toward a global business career.

The Eccles Scholars Award is funded by the George S. and Dolores Dore Eccles Foundation. The foundation was created

in 1960 to ensure that the Eccles family's philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.

### Nissin Takes Pointers from BYU Marriott Students



How would you invest \$10 million dollars? This was the question that BYU Marriott global supply chain students were expected to answer in front of a panel of judges at the Nissin Global Supply Chain Management Case Competition.

Nissin, a third-party global logistics company, approached BYU about hosting a competition after the company's CEO, Mitsugu Matsusaka, noticed the work of **Logan Wells**, a BYU Marriott student majoring in global supply chain.

The panel of judges comprised Matsusaka, two of his top executives at Nissin, and David Rasmussen, the managing director of supply chain for Intermountain Healthcare.

**Simon Greatehead**, a BYU Marriott assistant teaching professor in global supply chain, helped write the case study that was presented to the students. "Companies observe how our students tackle a problem," Greatehead explains. "It opens doors in numerous ways for both the company and the students. The company is given insight to solve a problem, and our students are given a great networking opportunity as well as potential job offers."

At the end of the competition, the top three teams were announced and awarded cash prizes of \$1,000 for third place, \$1,500 for second place, and \$2,500 for first place. The winning team included **Brooke Squires**, a senior from Stansbury Park, Utah; **Spencer Tippetts**, a junior from Centennial, Colorado; **Maren Hansen**, a senior from Portland, Oregon; and **Tristan Mourier**, a junior from Champs-sur-Marne, France.

### Portal Wins \$40,000 Grand Prize in Entrepreneur Challenge

Portal Entryways, a startup created by BYU Marriott students, took home the \$40,000 grand prize and the first-place title at the 2018 Utah Entrepreneur Challenge at the University of Utah, where collegiate entrepreneurs competed for \$100,000 in cash and prizes. Portal also took home the Espiritu Best Design Award (\$2,000 in-kind) and the Snell & Wilmer Intellectual Property Award (\$5,000 in-kind).

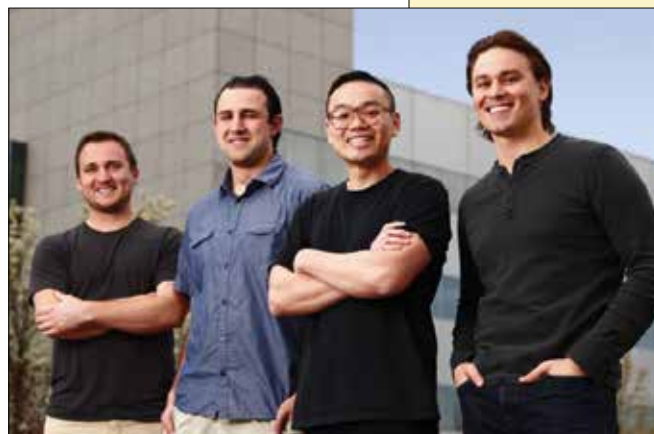
Portal is developing a product that assists wheelchair users to open doors. The Portal device is attached to an existing automatic door. An app on the user's phone signals the device to open the door when the user comes within a five-foot radius, and the door remains open until the user has left the radius. This product overcomes the issues of automatic door buttons being broken or difficult to reach, or letting the door close on people.

"It's the first time that a door will actually be more accessible to someone in a wheelchair than to an able-bodied person," says Portal cocreator **Morgen Glessing**, an entrepreneurial management major at BYU Marriott.

Glessing and fellow BYU students Josh Horne, Samuel Lew, and Jake Parry created their patent-pending device after they learned about the challenges wheelchair users have with automatic doors. The group interviewed 254 wheelchair users over several weeks and discovered why the large, silver buttons that are built to provide access for disabled people are problematic.

Portal plans to use the \$40,000 grand prize money from the Utah Entrepreneur

*Portal Entryways founders took first-place honors at the 2018 Utah Entrepreneur Challenge.*



Challenge to develop a new version of the product that can be manufactured to scale. This new product will help to meet a rise in demand for the product.

## A Venture Capital Victory



A team of BYU Marriott undergraduate students, competing against six other universities from around the nation, were named national champions of the Venture Capital Investment Competition (VCIC) at the University of North Carolina.

“It was a blast to represent the school,” says **Jake Gubler**, a finance major from Bountiful, Utah. “We put a lot of time and hard work towards the tournament, and our success made all the work worth it.”

The team’s win is further proof of BYU Marriott’s excellent venture capital education. The school’s MBA team has taken first place in VCIC’s graduate level for two of the last three years; to have the undergraduate team win in its first year participating is an additional slam dunk.

To start the competition, the teams researched the companies and their industries, management teams, and products. Then the teams were judged on every interaction they had with the startups, from company pitches to live negotiations with the entrepreneurs.

While the BYU Marriott team had experience with different parts of private equity and venture capital, VCIC was different because each student collectively participated in the deal as a whole.

“When you’re at a firm, you can gain a lot of experience from an entry-level standpoint,” says **Lauren Holmstrom**, a finance major from Salt Lake City. “This competition was cool because it mimicked a real-life situation, but we were higher up in the firm than we could possibly get with the experience we have now.”

In addition to Gubler and Holmstrom, the winning team included **Zach Edwards**, a finance major from New Canaan, Connecticut; **Jaxson Myers**, an accounting major from Conway,

Arkansas; and Samuel Neff, a computer science minor from Holladay, Utah.

First-year MPA student **Adam Pulsipher** selected and advised the team. As co-president of BYU’s Private Equity and Venture Capital Club, he and the team set a goal to raise BYU’s venture capital profile on a national level, and their VCIC win will certainly help them reach that goal.

## Students Dive In at NVC

Although Mark Cuban and Barbara Corcoran from *Shark Tank* weren’t present at the Rollins Center for Entrepreneurship & Technology’s New Venture Challenge, there were still a number of judges swimming around the tank looking for a great startup to attack with an award.

As the school year came to a close, so did the final phase of the Miller Competition Series, where Fresh Stamp won Founder’s Choice for \$5,000 and Portal Entryways won Audience Favorite for \$2,000.

Fresh Stamp is an expiration-date barcode add-on that allows inventory systems for grocery stores to manage batches. With the add-on, stores can identify what batch each item is from as the item stands out at the point-of-sale system. When items are about to expire, inventory systems can alert store personnel so they can discount or donate that batch as it gets closer to expiration.

“We want to eliminate unnecessary food waste,” says **Eric Espinosa**, founder of Fresh Stamp and an entrepreneurial management junior from Los Molinos, California. “The end goal is to save grocery stores money, get customers discounted food before it expires, and donate almost-expired food so it’s being used.”

The top eight teams in the New Venture Challenge were each awarded \$15,000 and admitted to the summerlong



Founders’ Launchpad accelerator, in which students have the opportunity to work on their business in free office space, receive a personal mentor, attend exclusive workshops, and prepare for future investment.

## Audit Challenge Champions



In April 2017, United Airlines faced a public relations crisis when a passenger was forcibly removed from a flight. To mitigate public outrage, the company made changes to its policies surrounding overbooked flights. However, some customers remained skeptical that the changes would be carried out.

A few months later, six BYU Marriott accounting students created a plan to involve auditors in crises such as the one faced by United. The students’ ideas earned them second place at the national Deloitte Audit Innovation Campus Challenge.

“These are terrific students, who are bright, charismatic, openhearted, and humble,” says **Monte Swain**, Deloitte & Touche Professor at BYU Marriott and the team’s faculty advisor. “Their enthusiasm and willingness to work hard contributed to their success.”

The hard work began back in September 2017 when Swain assembled the team. From September to November, the students met once or twice a week to develop their idea. That idea led them to victory in Los Angeles, where they became one of two teams selected from the western region to attend the national competition.

The students further developed their idea based on the judges’ feedback from the regional competition. They consulted with Swain, other BYU Marriott professors, and Deloitte representatives to finalize their presentation. At the national competition, the students had fifteen minutes to explain their process of auditing a company’s policies and presenting

data to stakeholders and customers. They also answered a series of questions from the judges.

The team's performance earned them second place and a prize of \$5,000 for the school. Each team member also received a \$1,000 scholarship.

"We gave our best and prepared hard, so we would have been happy with any outcome," says team member **Kimberly McGuire** from Bothwell, Utah. "Getting second was a great feeling, and it was cool to see how far we came as a team."

In addition to McGuire, the team consisted of **Nicole Donahoo** from North Tustin, California; **Brian Evans** from Lawrenceville, Virginia; **Erik Harris** from Twin Falls, Idaho; **Aubrey Schwendiman** from Bountiful, Utah; and **Scott Williams** from Bothell, Washington.

### Collecting Hardware



Hard drives and motherboards weren't the only hardware at the annual Association for Information Systems Student Chapter Leadership Conference: BYU Marriott information systems students took home one second-place and two first-place trophies as well.

Eight BYU Marriott students attended the three-day conference, held at the University of Texas at Dallas. The conference included industry workshops, company tours, and the presentation of the competition awards.

"The competition keeps getting tougher and tougher," says **Tom Meservy**, associate teaching professor of information systems at BYU Marriott. "I saw more built-out systems and prototypes, practiced presentations, and polished students from across the nation than ever before. We had a great time, and the students did exceptionally well."

One group of BYU students developed the first-place strategy to improve the shipping industry using blockchain technology. They created an integrated software to track packages from all

delivery services on a single website. Team members included **Eric Clinger** from Idaho Falls, Idaho; **Shayla Gale** from Camas, Washington; **Remington Steele** from Bloomfield, New York; **Bryce Trueman** from Rocklin, California; and **Katy Vance** from Ridgefield, Washington.

Vance also teamed up with **Stephen Godderidge** from Farmington, Utah, to develop Press On, a system for elderly adults that sends a preconfigured text for help to a nearby relative—all at the push of a button. The system won the team first place.

Another BYU Marriott team found success in its presentation about how company analytics influence customer choices. Clinger, Trueman, and **Alex Spruill**, a junior from Idaho Falls, Idaho, wowed judges with their research paper about the cycle of company-customer interactions in regard to product recommendations. The team took second place for its efforts.

At the conference, the students also accepted the Distinguished Chapter Award for the BYU AIS chapter, which added to their collection of shiny new hardware. In addition to the accolades, the conference provided students with opportunities to network and expand their industry knowledge.

## FACULTY NEWS

### Can a New Nonprofit Succeed?



Starting a non-profit is relatively easy and inexpensive in the United States. It's so easy, in fact, that the number of new registered public charities grew more than 28 percent between 2005 and 2015.

The increasing numbers have led more and more policy makers, management researchers, and journalists to ask if there are too many nonprofits. A new study coauthored by BYU public management associate professor **Robert Christensen** discovers the answer, but it is a bit nuanced: it's all about the market. New nonprofits can still thrive, but they need to be started under the right market conditions.

# Readying for an AI Takeover



While robots and machines have not (yet) taken over the world, a team of BYU Marriott undergraduate students are helping Microsoft prepare to convert the world to the value of artificial intelligence (AI).

The smell of salty seawater welcomed the BYU Marriott team to Tacoma, where they won first place and \$4,000 for the second year in a row at the Milgard Invitational Case Competition on Social Responsibility.

"We were all nervous, bent over, and holding each other's hands," BYU team member **Rachel Durtschi** says. "It was awesome when we found out we won. Knowing we're representing BYU Marriott and showing that we have a great and successful business school is an incredible feeling."

This year, the topic was Microsoft and the future of artificial intelligence. With Microsoft advancing the digital economy, AI will take a significant number of people out of their jobs and change the economy, leading to a key question: How can Microsoft prepare the world for this kind of change?

The BYU team determined that job loss was the biggest area of focus. To help with the company's social responsibility, the team suggested using AI to create an adaptive learning platform for low-income individuals and schools.

After their presentation, the students were invited to present their pitch to a group of Microsoft executives via Skype.

The BYU Marriott team included **Thomas Colton**, a strategy minor from Bethesda, Maryland; Durtschi, a strategic management major from Shelley, Idaho; **Jordan Marsh**, a strategy minor from Winston-Salem, North Carolina; and **Harrison Miner**, a strategic management major from Orem, Utah. BYU Marriott competed against sixteen other schools from countries around the globe, including Australia, India, Singapore, and Thailand.



# Kevin Stocks Retires after Thirty-Five Years



Many professors dive right into the class material when the bell rings. **Kevin Stocks**, on the other hand, started every single lecture of his thirty-five-year career by focusing on a principle of the gospel. “These discussions are what students remember more than anything else,” Stocks says. “BYU is a unique place that allows the integration of the secular and the spiritual.”

Stocks first stood at the front of a classroom as a senior in the MAcc program at BYU Marriott. That experience motivated him to go into teaching, following the example of his parents, who both worked as educators.

Now, after more than three decades in the School of Accountancy, Stocks is retiring. “I feel privileged to have been at BYU,” he says. “But it’s time to move on.” He plans to serve an LDS mission with his wife and spend more time with his five children and eight grandchildren.

Stocks graduated from BYU in 1978 and immediately began a doctoral program at Oklahoma State University to pursue his passion for education. He earned his PhD in accounting in 1981 and taught at OSU for two years before taking a job at BYU Marriott, where he has made a lasting impact on students and faculty.

Stocks directed the SOA from 2003 to 2012. During his tenure, he oversaw the separation of the SOA from the Department of Information Systems, which enabled both departments to flourish independently.

In addition to teaching, Stocks has an extensive research portfolio. His work on internal auditing, healthcare accounting, business ethics, and accounting education has been featured in various business and academic publications. He has presented his findings in places such as China, Europe, and New Zealand.

For his service, Stocks has received various awards, including the 2008 Outstanding Educator Award from the Utah Association of Certified Public Accountants and the 2009 Outstanding Faculty Member from BYU Marriott. He also served as president of the American Accounting Association from 2008 to 2011.

But the KPMG Professor doesn’t teach for the accolades—his motivation has always been his students. “I have thoroughly enjoyed my time with my students,” Stocks says. “They are the reason I’ve been here thirty-five years.”

Published in *Nonprofit and Voluntary Sector Quarterly*, the study used nationwide data in which each county is considered as a “market” for nonprofits. The study found that when resources are fairly evenly spread across existing nonprofits in a certain market, starting a new nonprofit can hurt the financial health of other nonprofits in that market. However, if the resources in a market are dominated by one or two larger nonprofits, adding another nonprofit does not financially strain the other nonprofits in that market.

The question of whether there are too many nonprofits “is not as black and white as many believe it to be,” Christensen says.

“People wanting to start a nonprofit should learn their market before they start. In some cases, there is room; in some cases, you may want to rethink it.”

“We’re neither trying to encourage nor discourage nonprofits from starting, but we are providing some useful information for them that is hopefully appropriately nuanced,” Christensen says. “Knowing how many nonprofits a county market can carry before new nonprofits can’t be sustained is vital information for people looking to start their own. Don’t just pay attention to the number and types of nonprofits in the market. Examine how evenly the resources are distributed across the nonprofits already there.”

## Jenkins Wins AIS Early Career Award



**Jeff Jenkins**, assistant professor in the BYU Marriott Department of Information Systems, was recently recognized for his contributions to the field of information systems by receiving the Association for Information Systems (AIS) Early Career Award. Jenkins was one of five winners to receive the award at the recent AIS conference held in Seoul, South Korea.

“I feel very honored to be a part of this group,” Jenkins says. “I feel thankful for my mentors and colleagues who have made this possible over the years.”

The award honors individuals who are within seven years of receiving their PhD and have already made outstanding research, teaching, or service contributions to the field of information systems. According to the AIS, nominees should be global contributors to the discipline as well as local contributors in the context of their country and region.

Jenkins was recently ranked No. 3 for most publications in top-tier journals among IS professionals worldwide. His research analyzes how people use the computer mouse, touchscreen, keyboard, and other computer input devices and then detects users’ cognitive and emotional states.

Among Jenkins’ accomplishments are his nineteen peer-reviewed journal articles and fifty conference publications. He has also served in a variety of different panels, groups, and committees relating to the field of information systems.

Jenkins credits much of his success to BYU Marriott students and employees. “I can’t express my gratitude enough to the faculty, staff, and students for their help and assistance,” Jenkins says. “The department has given me the resources and opportunities to do well on my research. I have several great colleagues who have really helped me along the way, and they have been great coauthors on papers.”

# Alumni News

## MANAGEMENT SOCIETY

### Women in Leadership Conference



The 2018 Women in Leadership Conference was held on 30 March in the Tanner Building. More than one hundred participants attended this conference, which was sponsored by the BYU Management Society Women in Business chapter and the J. Reuben Clark Law School Women in Law committee. Presenters included talented professional women and students in all areas of leadership and from many professions.

Women leaders who attended were empowered to make a difference and move forward on their individual leadership paths. Katrina Lantos Swett of the Lantos Foundation for Human Rights and Justice inspired those in attendance with her keynote address “Women of Vision.” Breakout sessions included “Managing Work-Life Integration,” “Thriving in a Male-Dominated Field,” “Women in Politics,” “Personal Brand,” “The Value of Education,” and “Religious Freedom: The Power of Women of Faith.”

“This was the first time we’ve partnered with the JRCLS Women in Law organization,” says **Rixa Oman**, former BYUMS executive director, who helped organize the event. “It was a powerful

partnership and allowed us to reach a larger audience and make an even stronger impact. Meeting with these women and seeing their commitment to becoming the best leaders they can be was inspiring and rewarding.”

April Zimmerman, chair of the JRCLS Women in Law and one of the event organizers, called the conference a “moving-the-needle” experience. “We’ve heard back from so many women who felt like the conference really made a difference, either in their professional or personal lives, sometimes both,” she says. “We’re thrilled with the opportunity to assist LDS women in business and to continue offering events like these. Women in business need support once they are out experiencing life, and events like this can provide invaluable support and encouragement when they find doubt creeping in.”

During the conference, women connected with one another, brought their personal questions to the table, and received advice from other professionals. Students who attended received mentoring and made connections.

“I loved being in a room with such great women of faith who are also successful in their careers and desire to be involved and contribute,” one participant said. “These conferences are inspiring and give you the motivation and answers needed to chart your own path. Plus it’s great to meet new contacts and friends to help you get there.”

Presentations and handouts from the conference are available on the BYU Management Society website ([byums.org](http://byums.org)) under Resources > Conferences.

### Elevate in Hong Kong

This year’s BYU Management Society Asia Pacific regional conference was held on 18–19 May in Hong Kong, where BYU Marriott alumni and other interested individuals were invited to meet and network with outstanding local business professionals. The theme for the conference was “Elevate,” and more than one hundred attendees participated in one of four tracks:

- Move Up—professional and career development
- Start Up—self-reliance and entrepreneurship
- Rise Up—technology and trends
- Live Up—CV critiques and mock interviews

“The event was all about helping those who attended elevate themselves to the next level,” says Kyle Wong, Hong Kong chapter president. “The presentations and sessions focused on leadership training, skill enhancement, and peer sharing to promote the careers of our members. Our mission is to help develop careers, network, serve the community, and support BYU Marriott and BYU. We felt like the conference was a resounding success.”

## CLASS NOTES

### 2001



Every person has their own story to tell, and over time these stories evolve. BYU Marriott alumna **Amy Chandler**, who graduated in 2001

with a degree in recreation management and youth leadership, creates books for these stories at her nonprofit organization, My Story Matters. At My Story Matters, Chandler, her board of directors, and numerous volunteers visit homeless shelters, hospitals, refugee centers, and schools to interview and record the life stories of adults and children alike. These stories are published in a book for the interviewees to keep. “We thought this foundation would benefit the individuals being interviewed because we are showcasing them,” Chandler says. “However, we have found that this process is just as impactful and beneficial for the interviewers.” Today, My Story Matters is in schools and centers across twelve different states and publishes hundreds of stories each month. With more than four hundred schools on the waiting list, My Story Matters is bursting at the seams with requests. Chandler and her team are developing a twelve-week curriculum that



# A Global Supply Chain Rock Star

What do a BYU Marriott degree and a celebrity rock concert have in common? For **Jeff Burns**, a 2015 global supply chain alum, they have everything to do with his profession.

For more than a year, Burns was the day-to-day artist manager at Reynolds Management for the rock band the Killers. As manager, Burns coordinated album releases, designs, communications, and anything else imaginable when it came to the band's logistics.

Burns describes his first experience with the band on a trip to Mexico City soon after he was hired. Screaming fans were lined up outside of a luxurious hotel. Five SUVs with blacked-out windows lined up with security outside. Band members snapped selfies with fans as Burns hopped into one of the SUVs with Alan, a personal bodyguard who informed Burns he had previously guarded the president of Mexico. Once they arrived at the venue, Burns was immediately put to work translating a message that Brandon Flowers, the Killers' lead vocalist, could use to hype up the crowd. Then it was showtime.

"As I watched the show, I realized how influential these guys were when eighty thousand fans went wild after Brandon said what I had translated for him," Burns says. "It was a wild moment of self-realization of what I had gotten myself into, and it's been a two-hundred-miles-per-hour roller-coaster ride ever since."

Prior to his experience with the Killers, Burns worked for Coca-Cola as a global supply chain consultant. Although a corporate America desk job and a band manager for A-listers may seem wildly different, Burns recognizes the value of his schooling and work experience and how that has collectively impacted his career.

"It's funny because my little cousins will say, 'Man, I don't want or need to go to school because I want to do what Jeff does.' But the whole reason I got this job was because of my performance in my last job for Coca-Cola," Burns explains. "When you manage celebrities and musicians, there are a lot of moving parts, and it requires major organizational skills. I developed these specific skills during my time at BYU, so it turns out that my supply chain and business education help me in my music career every day."

However, a nine-to-five desk job was never meant for Burns. He knew he found his niche when his career centered on his passion for music. "Growing up, I was a concert pianist and played in a few garage bands," Burns says. "I also did drum line in high school. As a little kid, I loved being around music but never thought I would end up in a profession that had to do with music."

Whether he planned it or not, Burns loves working in the music industry and doesn't intend to quit now. In 2017, Burns left the Killers and is now an entrepreneur, managing new artists and creating his own online music management school.

"The most important lesson I learned at BYU is that there are three different types of work," Burns says. "There is a job, a career, and a calling. It is okay to start out with just a job, but always shoot for what you really want to do. Don't be afraid to find your calling."



dad was a carpet layer, and as the oldest of six boys and the second oldest of nine kids, I started laying carpet at age ten," LaClaire says.

After high school graduation, LaClaire rolled up his sleeves and continued his hard work, earning money for his mission. He served in Recife, Brazil. After returning home to Minneapolis and earning enough money for school, he moved out west to Rexburg, Idaho, to study economics at BYU-Idaho. During this time LaClaire met and fell in love with his wife, Becky. After getting his bachelor's in economics from Idaho State University, he looked for a graduate program. "I wanted to find a graduate program that would marry the MBA and JD together," he says, "and I found BYU." LaClaire started his MBA and JD at BYU with the intent of practicing law. However, as a third-year student, his path shifted. He interned for Honeywell and enjoyed the autonomy, the diversity of work, and the ability to make an instant impact. This experience launched his career in business. After graduating in 2004, LaClaire returned to Honeywell. LaClaire and his wife have six children, and throughout his career, he has learned much about living in harmony with family and work demands. "This is a frequent concern among college students that we recruit," LaClaire says. "I always tell them that . . . we work for the benefit of our families and the opportunity to grow as families. I also tell them that no matter where they work, they have complete control over their time. The trick is to use that time efficiently."

## 2010



BYU Marriott alum **Philip Andersen Jr.** lives in the San Francisco Bay area, has traveled around the world, and has

worked for a giant (here's looking at you, Google). He also created a job for himself that got him hired on at Pinterest. So how did Andersen achieve professional success? "You need to push yourself outside of the classroom when you are a student," Andersen advises. "Do

teachers can implement in the classroom. Through her foundation, Chandler helps everyday heroes find their voice, cherish deceased loved ones, and celebrate their journeys and struggles.

## 2004

For fourteen years BYU Marriott MBA alum **Curtis LaClaire** worked for

Honeywell International in a variety of job functions and industries, including his most recent role as an executive of human resources. Just last year, LaClaire left his Honeywell family to become the chief human resource officer at Foster Farms. Though HR leadership seems to be in his blood, LaClaire did not grow up thinking that HR was his future. "My

your research on companies and understand what your dream role actually looks like and will require.” Andersen, the founding member of the partnership team at Pinterest, has practiced what he preaches. While serving a two-year LDS mission in Peru, Andersen discovered his strengths and passions and returned to BYU with the intent to major in something that married the two. “I like a good mix of creativity and business,” Andersen says. “The interpersonal and sales skills that I acquired while in Peru motivated me to give marketing a try.” Marketing management degree in hand, Andersen joined Google and was soon promoted to senior account manager.

After being introduced to Pinterest, Andersen recognized the marketing potential of the product. “Pinterest didn’t have roles mapped out, so I did more research and wrote a job description for a partner specialist role,” he says. “I brought the job description to a meeting I managed to schedule with Pinterest and told them that they needed this role and that I was the best man for the job.” A few days later, Andersen was hired. For the last five years, Andersen has helped Pinterest build products and teams in San Francisco, New York, and London. “I am so excited I get to help deliver the company’s mission by helping people discover and do what they love,” he says.



Whether it’s a Transformer, a Jedi, or an Avenger, BYU Marriott alum **Ashley Emig** plays a fun role in bringing your favor-

ite animations and fictional characters to life. The Batavia, Illinois, native is a first-generation Jamaican American who works as the director of licensing and sales at Retail Monster, which partners with companies such as Paramount, Nickelodeon, Disney, DreamWorks, and Hasbro to make ideas come alive in retail stores. Each employee is a specialist for a different retailer; Emig’s position at Retail Monster includes working directly with

## Creating Experiences Illuminates a Passion



**Maria Tedjamulia’s** mission is to create experiences that change people’s lives, but it has taken years of schooling, life experiences, and hard work for her to realize this passion.

A self-proclaimed science and data buff, Tedjamulia came to BYU and earned her undergraduate degree in biology teaching. After graduation, she worked for BYU Athletics marketing. “It was probably one of my favorite jobs I have ever had because my job was essentially to help people have fun at events,” says Tedjamulia.

Her desire to improve led her to the MBA program, where she completed her first year of the program then took a break. During that time, she worked on the project management team at Ogilvy & Mather and finally found a job title that fit passion. “There was a team that worked just down the hallway, and I found myself constantly curious about the projects they were working on,” she says. “This was the experiential marketing team.”

Tedjamulia had found her niche.

“When I transferred to this team, I found myself thinking, ‘This is it. This is the life,’” she says. “I wasn’t counting the hours at work. I was truly passionate about it. This experience definitely helped me focus in on what I wanted to do when I came back for the second year of my MBA.”

During that break, Tedjamulia also married her husband, moved to Minnesota, and became a mother.

Andrea Monfredi, Tedjamulia’s sister and business partner, observed the character shaping that Tedjamulia underwent when she became a mother. She explains that Tedjamulia had a consciousness about her and a true longing to be with her children as much as possible, which she believes strongly influenced Tedjamulia’s decision to become a stay-at-home mother.

“My greatest priority has always been to be at home with my children,” Tedjamulia agrees. “One important role as a mother, however, is being able to teach my children that the world extends beyond our home and that it is important to serve others. I want my children to grow up knowing that it is possible to make an impact on the world while also making an impact within the home.”

Since Tedjamulia’s MBA graduation, she has embarked on numerous business endeavors while raising her family. “My husband, Patrick, and I are entrepreneurial at heart,” she says. “After we had gained work experience at companies such as Google, Microsoft, and Facebook, we decided to jump ship from corporate America and start our own company, ProductPeel.”

Tedjamulia also helped create the Women of Light Convention with Monfredi. The convention provides a platform for women from different economic, social, and religious backgrounds to come together to learn from one another. The first conference was held last year, with more than fifteen hundred women in attendance. This year a Women of Light podcast was launched in March, and they are gearing up for another larger Women of Light Convention in the near future.

Experiencing life through the facets of motherhood and entrepreneurship has helped Tedjamulia realize that her passion fuels her life’s mission. She says, “It is my goal in this life to create experiences for others that will positively impact and change their lives.”



Walmart. Emig's interest in art-related areas is why she enjoys her job, which perfectly balances art and business. When working on new products, Emig applies the math, creativity, product management, and entrepreneurial skills she developed while pursuing her bachelor's in business management at BYU Marriott. She also went on to earn an MBA at the University of Arkansas in 2016. During her time at BYU, Emig balanced art and business by singing in the Jazz Ensemble and dancing in the Hip Hop Club. "BYU is 100 percent the foundation of my career," Emig says. "Yes, there's the education, but networking is huge. Being able to work effectively in teams and bringing in the right parties at the right time to make an idea come to life were big parts of what made that experience critical to my success."



## Rodney Rasmussen

has a passion for marketing, regardless of the industry. The 2010 marketing graduate got a taste of marketing

in the fashion industry when he did an internship at a women's clothing company. He then took a job at a healthcare company in Oahu, Hawaii, and discovered what marketing in healthcare was like. A year later, Rasmussen was working at Zija International, a natural wellness company in Lehi, Utah. He worked there for six years, directing all marketing and communications efforts. During Rasmussen's time at Zija, the company earned several awards, including being named Utah's Fastest Growing Company in *Utah Business Magazine*. While working full-time, Rasmussen also pursued an MBA, graduating from the University of Utah's David Eccles School of Business in 2013. Last year, Rasmussen entered the tech industry when he became Kualii, Inc.'s first product marketing director. In his position, he develops marketing strategy to promote the education cloud software, among other responsibilities. Rasmussen and his wife, Tanya, own a dance and fitness studio, and have two sons, ages three and one.

## 2011

A fifty-minute train ride south from Milan will take you to the historic yet



small town of Piacenza, Italy—the riverside hometown of BYU Marriott MBA alum **Andrea Cordani**.

Through his early adulthood, Cordani remained in Italy, where he received a master's degree and started a promising career. However, personal and professional reasons motivated him to move more five thousand miles away—to Provo. The move proved to be exactly what Cordani needed. Accessible professors and integrated classroom work helped him apply the things he was learning and hone in on his professional skill set. The summer after his first year in the MBA program, Cordani interned for Apple then spent four weeks in Paraguay with the BYU Kennedy Center and Fundación Paraguaya. While different, both internships taught Cordani that job satisfaction for him was determined by the impact he made in other people's lives. After graduation, Cordani took a job with Adobe so that he could stay close to his girlfriend and future wife, Danielle. After the two were married, Cordani searched for companies that could take him back to Milan, finally accepting an offer with Amazon. Six years later, Cordani has returned to Italy, where he works as the Amazon Prime Italy and Spain leader. He and his wife, along with their four children, are enjoying their time in Italy and are always up for the next adventure. In the past two years, they have visited twenty countries and plan to see more. Whether he ends up in Italy, New Zealand, or India, Cordani is grateful for his time in Provo as a BYU Marriott MBA.

## 2013



To some, board games can be simply an escape from the stress of everyday life. To Holly and **Travis Hancock**, board

games are much more than that. The couple have created an entire livelihood with Façade Games, a startup that has grossed more than \$1 million. Travis, a 2013 BYU Marriott strategy grad, and his wife started their venture with an estimated \$500 in seed money, creating

a Kickstarter campaign for their first game—Salem 1692—in 2015. That first campaign raised more than \$100,000. Since then, they've successfully launched two more board-game Kickstarter campaigns, including their latest, which raised nearly \$600,000. A unique aspect of the Hancocks' games is that the box for each game is designed to look like a book; they say that each game tells a different story. After the first successful Kickstarter campaign, the Hancocks distributed copies of the finished version of Salem 1692—the story of the Salem witch hunts—to their backers. In January 2017, the Hancocks launched the Kickstarter for their second game, a pirate-themed mutiny game called Tortuga 1667. The two now make Façade Games their full-time jobs and enjoy balancing work with parenting their toddler daughter, Margo. "We're curious if she will grow up loving board games or hating them because we're going to make her play so many," he says. "Hopefully she'll like them."

## 2015



For BYU Marriott alum **Brent Anderson**, the Tanner Building houses memories of late-night study sessions, meetings

with professors, and his first date with his wife, Michelle, at a Divine Comedy performance. Three years later, the Andersons are parents and business partners. "We both have always been entrepreneurial in attitude," Brent says. "Before we got married, we talked about all sorts of business ideas, and we're finally making it happen." The couple cofounded Coriaria, a company aimed at strengthening families. Coriaria's first product is Everflect, an app that encourages meaningful discussions between a husband and wife. The program is similar to the weekly companionship inventory conducted by LDS missionaries; the two are familiar with the program because they both served LDS missions: Brent in the Czech Republic, and Michelle in Hungary. The Andersons combine their diverse interests and skills to manage their new company. Brent graduated from BYU Marriott in 2015 with a bachelor's in information systems and

# A Cookie Cutter Business Decision

When **Neal Courtney** graduated from BYU Marriott's MBA program in 2001, the last thing he envisioned was a career in children's haircuts—yet that's precisely what he's doing.

Of course, Neal isn't actually cutting hair. "When my wife, Alexis, first suggested we buy a Cookie Cutters Haircuts for Kids franchise, my first response was, 'Are you crazy? There is no way that running a kids' hair salon would be a good business decision.' But now here I am," he says, "running the fastest-growing kids' hair-care franchise in the country."

Neal and Alexis met while he was earning his undergrad from Slippery Rock University of Pennsylvania. With Neal as CEO and Alexis as COO, they have built what started out as a single Cookie Cutters franchise location into more than fifty-eight locations nationally, with another forty slated to open in the next few months.

"The brand experienced 550 percent growth in 2017," says Neal. "And we have more than 220 locations in the pipeline that will open over the next several years." In 2017, Cookie Cutters was recognized on the Inc. 5000 list as one of the fastest-growing companies in America (No. 1,353), and the company was ranked No. 444 on Entrepreneur magazine's Franchise 500 list.

Neal's journey to Cookie Cutters CEO started at BYU Marriott. "I've been on a lot of boards, and I'm the CEO of a growing company at the age of thirty-six," he notes, "and I have never been as stressed as I used to be walking into **Hal Heaton's** class. The way he prepped students for the real world, the ability to think analytically on your feet, the ability to have confidence when you speak—that class prepared me for my career more than anything else."

After graduation, Neal nabbed a job as a senior financial analyst at Kmart Corporation. He then moved to Frito-Lay and eventually landed as the CEO of Mrs. Fields Famous Brands before branching off into the Cookie Cutters world.

"I have been fortunate to be associated with some great companies and amazing people," observes Neal. "And although I have made many mistakes, I have never let those mistakes impede me from continuing to take chances and to be aggressive. I'm constantly learning. In my opinion, the biggest education comes from experience."

After opening their first Cookie Cutters location, the Courtneys opened six more before purchasing the entire company in 2014 and relocating the headquarters to Salt Lake City. Started in 1994 in Indianapolis, Cookie Cutters offers an interactive haircut experience for children. While waiting for their appointments, kids can play on the in-store playground, and each haircutting station is outfitted with a television and a fantasy chair—designed to look like a race car or fire truck or airplane. After the haircut, children receive a balloon and a lollipop. "It's a one-of-a-kind experience," Neal says.

And he would know. One of the reasons he and Alexis decided to focus on Cookie Cutters is that they saw how much their own three children (ages fourteen, eleven, and nine) enjoyed their time in the haircutting chair.

One of Neal's favorite parts of being an entrepreneur is the flexibility it provides to make his family a top priority. "Cookie Cutters has been a winning formula all the way around," he says. "And BYU Marriott prepared me so well for what I'm doing now."



an MIS degree. He heads up Coriaria's legal, accounting, and technical matters. Michelle graduated from BYU that same year in sociology, and she focuses on the design and marketing aspects of the company. The free app launched earlier this year and has already garnered positive responses from users.

## 2016

For **Laura Palmer**, the future after BYU Marriott's MPA program looked unpredictable. After graduating in 2016, Palmer endured eleven months of applications and interviews before finally finding her fit in the city of San Antonio's Solid Waste Management Department. As a



senior management analyst, she says the job was definitely worth the wait.

Palmer now works in the Planning and

Innovation Division, where she and six other employees work full-time on



figuring out how innovation can shape the city. That's no small task for a department that serves more than 350,000 households and moves a total of 550,000 tons of material every year. Recently Palmer was responsible for preparing the department's budget presentation, or what she calls "the \$130 million, ten-minute speech." Palmer says the communications and analysis skills she learned in the MPA program, along with her minor in social innovation, proved to be the right combination for the job. Because of the full breadth of skills inherited from the MPA program, she says, "you're able to do the writing but also able to turn around and do the math and make sure that what you're writing is correct." Beginning this year, she will join the latest cohort of the Women's Leadership Mentoring Program, sponsored by the city.



When it comes to getting women to run for office, the secret is in the tap. Research shows that women are more likely to run for office if someone "taps" them—or suggests that they should. Such was the case for **Kelleen Potter**, a BYU Marriott 2016 MPA grad and the new mayor of Heber City, Utah. Potter's first run at elected office began with an unexpected knock at her door. That was the tap that led to her election to the Heber City council in 2013. Now, after four years as a council member, she's beginning her term as the first female mayor of Heber. "There's so much research showing that our organizations are better when we have women in leadership and women as part of the conversation," Potter says.

"We just get better outcomes. Not that women are better; we're just different. And I've always felt like young girls need to see women in leadership positions and then just follow their hearts and their passion." Two decades before attending BYU Marriott, Potter earned a BA in political science teaching from BYU and became a government and history teacher. She was then hired as the state elections director under former Utah governor Mike Leavitt. Shortly after, she became a full-time mom. Fourteen years later, Potter discovered the BYU MPA program. "I'm so grateful that I was able to get my MPA," she says. "Besides being inspired by the idea of public service and becoming more confident in my abilities, I gained a lot of skills that I use all of the time—some consciously and some subconsciously."

## Living Happily Ever After



As an undeclared freshman at BYU, **Susan Parker Sanders** was feeling pressure to decide on a major. Her uncle worked for GTE Financial and suggested to his math-savvy niece that she consider accounting; he even set up an appointment for her to meet with a professor in BYU Marriott's School of Accountancy.

"During that interview, the professor asked me something that changed my life," Sanders recalls. "He told me that 50 percent of women end up having to support their families, and he asked me how I was planning on supporting my family if I was part of that 50 percent. I just always thought I'd get married and live happily ever after; I never considered I could end up single, divorced, or widowed. But I knew I'd need a good degree if I ended up working, so I chose accounting."

Sanders graduated in 1986 with her bachelor's degree and worked full-time as the controller of Extra Space Management in Salt Lake City. After

having her second baby, she opted to be a stay-at-home mom. "I had been doing the accounting for friends who owned low-income housing apartments, so I took over managing the apartments for them," she says. For the next fifteen years, the ten-hour-a-week job allowed her to focus on her growing family (she and her husband, **Todd**, have five children) while still adding to the family income.

Over time, Sanders added to her property-management portfolio. "Then I realized that I was going through all the hassle and stress of managing properties while the owners were the ones who really made the money," she says. "My accountant brain kicked in, and I started buying properties."

Before the crash of 2008, Sanders and her husband (who graduated from BYU with a bachelor's in accounting in 1985 and then earned an EMBA degree in 1988) bought thirty houses and flipped twenty-two of them. She continues to manage the remaining eight along with the thirty-two properties she manages for others. "Doing this allows me to make the most of my property-management skills and accounting skills," she explains.

In addition, she recently became a licensed Realtor. "I love looking for houses, particularly investment properties, as well as helping others find houses," she says. "It's a job that truly does allow me to help others."

Even though she didn't end up being the sole breadwinner in her family, Sanders has passed on the sage words of advice she received from that accounting professor years ago. Two of her children have graduated from BYU Marriott, one with a MAcc degree and another with a bachelor's in information systems. "BYU has such an excellent program," she says. "I learned so much—plus that's where I met Todd, and I got a pretty good return on that investment."

"I love accounting, I love real estate, and I love taxes," Sanders continues. "If you can find a hobby you love and then find a way to make money doing it, isn't that the best?"







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