

KAY AND YVONNE WHITMORE GLOBAL BUSINESS CENTER / CIBER

GLOBAL CONNECTIONS

2021-2022



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Business Education and
Research Grant Awarded
Through 2026

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LETTER FROM OUR DIRECTORS

Dear friends, colleagues, partners, and fellow globalists,

We are thrilled that the Whitmore Global Business Center at Brigham Young University (BYU) has resumed its international activities this past year after a period of pandemic-related challenges. We are excited to once again be back out there connecting with the world and providing students and faculty amazing experiences that will equip them for success in our increasingly global world.

As you know, the past year and a half has been a challenging time for everyone, and the pandemic has disrupted many aspects of our lives. However, we have worked hard to adapt to changing circumstances and find new ways to continue providing high-quality international business education and opportunities to our constituents.

Through virtual events, online courses, and other digital platforms, we have been able to maintain connections with our partners around the world and ensure that our students continue to have access to valuable learning experiences to prepare them for global careers. But we know that nothing can replace the value of face-to-face interaction and the real-world experiences that come with studying and working abroad.

That is why we as we heard the roar of the jet engines taking students and leaders to far reaches of the globe we were delighted to be back in action and able to offer in-person study abroad programs, internships, and other immersive experiences that will help our students develop the skills and knowledge they need to learn, go, and become global. Since we were committed to ensuring that all our activities were conducted safely and in accordance with local health



Bruce Money
Executive Director



Jonathon Wood
Managing Director

guidelines, there was an extra layer of coordination and a few adaptations involved. However, it was worth the effort, and we are confident that our students had safe and rewarding experiences.

We want to thank all our partners, both here in the United States and around the world, for their support and collaboration over the past year. As you look through this report, we hope you can see the passion for global business at BYU. We look forward to continuing to work together to provide outstanding international business opportunities for students, faculty, and professionals.

Sincerely,

Bruce Money
Executive Director

Jonathon Wood
Managing Director

CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH GRANT AWARDED THROUGH 2026

The Whitmore Global Business Center at the BYU Marriott School of Business recently received a \$1.14 million grant from the U.S. Department of Education. This noteworthy grant is offered to only 16 colleges in the country, a group also known as Centers for International Business Education and Research (CIBER).

By granting funds to CIBER institutions, the U.S. Department of Education hopes to increase the United States' competitiveness in areas of international business. According to the department's website, CIBER schools are expected to use funds from the CIBER grant to "[instruct] in critical foreign languages and international fields, provide research and training in the international aspects of trade, commerce, and other fields of study, and serve other faculty, students, and institutions of higher education within their respective regions." For BYU, this means that the CIBER grant will also support global business initiatives in the Western region. The BYU CIBER also partners with all of the other

CIBER schools on various initiatives to create national impact.

Using funds from the previous CIBER grant over the past four years, the GBC cohosted a trip to India that was attended by faculty members from seven institutions, led several study abroad programs, and hosted multiple foreign language case competitions. With this new grant, the GBC plans to support a number of similar initiatives, including expanding its business language competitions to include German, supporting the Global Executive Certificate at Salt Lake Community College, funding new lines of international research, creating a business language domain analysis to aid professors in teaching relevant content, developing new international experiences such as having all daytime MBA students participate in a global experiential learning project, and helping more students from around Utah obtain access to study abroad in one form or another." In total, the next four years will see the GBC working on 70 plus such initiatives.

"The CIBER grant helps us fund events and opportunities for students and faculty members who want to be more involved in international business," says Jonathon Wood, managing director of the GBC. "We have many students here at BYU who have goals to become global business leaders, and this grant helps us make those aspirations possible."

In addition to providing funds for student experiences, the CIBER grant also provides crucial funding for research conducted by BYU Marriott faculty members. "BYU expects high-quality research from its faculty, and international research is expensive," says Bruce Money, executive director of the GBC. "CIBER funding helps faculty accomplish their research goals." He adds that faculty development opportunities funded by the grant help faculty members better deliver content from their disciplines in the classroom, which enriches students' educational experiences.



THE INAUGURAL PRE-BUSINESS IN EUROPE STUDY ABROAD TAKES FLIGHT

Studying abroad is an exciting opportunity that can broaden students' horizons and transform their lives. Recently, 42 students from Brigham Young University (BYU) in Provo, Utah, had a transformational study abroad experience in London, Paris, and Rome, on the inaugural Pre-Business in Europe Study Abroad. This program was designed specifically for students early in their college careers heading for a business major or minor. For three weeks in each city, the students studied key Marriott School prerequisite courses—Marketing, Accounting, and Global Supply Chain—pairing in-class learning with visits to multinationals. These students immersed themselves in the culture and history of these three European cities, while also gaining valuable academic and professional skills. The program was led by professors from BYU Marriott School of Business, who provided instruction, mentorship, and guidance to the students throughout the program.

They explored the marketing strategies of iconic brands such as Harrods, Atos, and GE Healthcare, while also studying the importance of digital marketing and e-commerce in today's business landscape with companies like Chance.co. The students learned about global international accounting issues as they visited the headquarters of major companies such as Amazon, PWC, and DoTerra. They also explored the logistics of international trade and transportation, as well as the role of technology in managing global supply chains during visits with Air France Cargo and Pattern.

It wasn't just about studying business. Throughout the program, the students also had the opportunity to explore the cultural and historical sites of London, Paris, and Rome. They visited iconic landmarks such as the Eiffel Tower, the Colosseum, and Buckingham Palace, and experienced the unique cuisine and customs of each city. They also had the opportunity to interact with locals, make new friends, and broaden their understanding of the world.

A favorite highlight for many students was the excursion to Normandy to view World War II beaches, walk amongst the bomb craters of Pont du Hoc, and feel the reverence for those who gave all for freedom amongst the tomb stones at the American Cemetery. That weekend culminated with a journey to the monastery at Mont Saint Michel.

The Pre-Business in Europe study abroad experience in London, Paris, and Rome was truly transformational for the 42 BYU students who participated. They gained valuable academic and professional skills, as well as a broader understanding of the world and its many cultures. They also forged lifelong friendships and memories that will last a lifetime. This program is a testament to the power of studying abroad and the transformative impact it can have on student's lives, especially when that impact happens so early in their college careers.

“ This study abroad was nothing short of amazing. The opportunity to learn from the Marriott School's top faculty in such close proximity was a blessing. Not only did we finish some of the hardest pre-requisite classes of the business school, we were able to see the most amazing sites and wonders around Europe as well. Being a part of this program was an experience I will never forget. I made great friendships and gained valuable knowledge. This study abroad helped me grow as a student and as a person. It strengthened my testimony and helped me understand my place as a daughter of God at BYU and here on Earth. 10/10 would recommend!!!” - Taylor Dixon, Pre-Business Student



CONNECTING STUDENTS ACROSS BORDERS

As a child, Elizabeth Smith developed a lifelong passion for building connections across borders when she befriended a refugee from Libya. Now that same passion fuels Smith in her position as a program coordinator for the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business, where she helps students take steps across borders.

“When I was growing up in Greeley, Colorado, my best friend was a girl from Libya,” Smith recalls. “She was a Muslim girl, and I was a ‘Mormon’ girl. We had a lot in common and formed a connection by having religions that were important to us in a place where being devout in any faith was not the norm. “Her mother’s family had been part of the government that Muammar Gaddafi toppled, so they had to flee their country,” Smith continues. “Seeing the world through a refugee’s eyes was such an eye-opening experience. Having a friend from such a faraway place—with a rich language, culture, and religion that differed from my own life experiences—was endlessly

fascinating to me.”

Smith’s experiences through this friendship contributed to her decision to major in international relations when she came to BYU in 1994. While in the program, she completed a study abroad at the BYU Jerusalem Center, which she describes as a “pivotal time in her life.” She views her semester in Jerusalem as a broadening and enriching experience that helped her expand her worldview even further. “I was visiting places where events in the Bible took place. These spots are so sacred to many religions, including my own, so getting to live nearby felt so special,” she says.

After her graduation in 1998, Smith continued to have impactful experiences abroad. She moved to England in 2000 with her husband as he completed a semester of his law degree at the University of Oxford. While in England, Smith worked at the Ashmolean Museum of Art and Archaeology. Working at this museum was both interesting and informative. However, one of the most valuable things that



Elizabeth Smith, program coordinator for the Whitmore Global Business Center at the BYU Marriott School.



came from Smith’s time in England was a better understanding of student exchange programs.

“My husband was an exchange student at Oxford, which directly relates to my current responsibilities at the Global Business Center,” says Smith. “I help arrange bilateral exchanges. We have an agreement with various universities so our students can study at other colleges abroad and students from foreign universities can study at BYU. I work with students to help them with their visa applications, housing, and class schedules, which helps make our semester abroad programs possible.”

In addition to helping with student exchanges, Smith also pitches in during events hosted by the GBC. “I love the nexus of business and academia present at the GBC, which happens through all the opportunities we provide for students,” she says. She helps with annual events such as the High School Language Competition and the Business Language Case Competition. Smith is always willing to lend a hand during such events because she loves being surrounded by students.

“After years of being a stay-at-home mom with my four kids, I have had a wonderful reentry into the workplace at BYU Marriott. I love the energy

here,” she says. “Our students are so intelligent and motivated and have such bright futures. Interacting with the students is so much fun. As staff members, we try to help prepare students for careers in international business, and being part of that effort is awesome.”



Elizabeth Smith with her husband (above) and children (below).

FULFILLING HER COMMITMENT TO SERVE



Carmela Bristain (below) studied accounting at BYU- Hawaii (above) before transferring to the School of Accountancy at the BYU Marriott School of Business.

When Carmela Bristain was 15 years old, she graduated from high school, which was normal in her home country of the Philippines. At such a young age, she wasn't sure what to study in college, but her mother, who noticed Bristain's knack for logic-based subjects such as math, suggested she pursue accounting. Bristain followed her mother's advice, which eventually led her to the Cardon International Sponsorship (CIS) from the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business.

Bristain, a December 2021 MAcc graduate from the School of Accountancy (SOA), credits her mother with helping guide her academic career choices. "My mom wanted me to enter an accounting program not only because of my logical reasoning skills but also because accounting is a practical and reliable career," explains Bristain. "The Philippines has a lot of economic growth challenges and not many job opportunities, but accountants can usually find jobs anywhere. I initially went into accounting simply to make my parents happy, but as I started

“I hope that no matter what profession I choose, I can keep my CIS commitment to be a leader in my community.”



studying the subject, I enjoyed learning the material.”

Bristain studied accounting for three years in the Philippines before serving a mission from 2014-2016 for The Church of Jesus Christ of Latter-day Saints. She served the first part of her mission in her home country and the latter part in London. After returning home, she transferred to BYU-Hawaii, where she earned her bachelor's degree in accounting in 2020.

She wasn't planning on starting a master program for a few more years, but when the COVID-19 pandemic hit, Bristain was still in the United States and couldn't return home to the Philippines. She began exploring her options, which included potential graduate programs.

While researching, she stumbled upon information about the MAcc and CIS programs at BYU Marriott. She had a few questions about the MAcc program and sent an email, along with her résumé, to Scott Hobson, the associate director of the SOA. Shortly after, she filled out an application for the MAcc program and checked the box that asked if she wanted to also apply to the CIS program. After Bristain submitted her application, she was accepted into the MAcc program. After Bristain received her acceptance, Jonathon Wood, CIS director and



managing director of the GBC, called her to do an interview. “I had decided that if I was accepted into the MAcc program but not the CIS program, I would postpone earning my graduate degree because I had just started working and didn’t have enough savings,” Bristain explains.

Bristain was thrilled when she was accepted into the CIS program, which provides loans for international applicants to BYU Marriott’s graduate programs. The loans cover living expenses and costs for tuition, textbooks, and health insurance, and allow students to delay repayment of the loans until after graduation. However,

sponsorship recipients can potentially receive loan forgiveness if they fulfill their CIS commitments by working in their home countries after finishing their graduate programs.

In addition to providing Bristain with the financial means to earn her MAcc, the CIS program also motivated her to become a better leader. Her favorite class was MBA 693R: Leadership and the Gospel of Jesus Christ: Becoming a Disciple-Leader, taught by BYU Marriott NAC Professor of Business Kim Clark. “The class aligned with the mission of the CIS, since we are asked to become leaders when we go back home,” says Bristain. “I enjoyed that

“I want to provide a way to help other people find jobs by either connecting them to my networks or providing jobs myself as a business owner.”

class because I learned how to be a more Christlike leader, primarily by focusing on serving the people I lead.”

Bristain plans to return to the Philippines and keep her CIS commitment to work and serve in her home country. “I want to start my own business that provides jobs to the less fortunate,” she says. “I’m passionate about this because of my parents’ personal experiences. They didn’t finish school, and while they had skills, they did not have education. Because of that, finding a high paying job that could support me and my siblings was always difficult for them.

“I want to provide a way to help other people find jobs by either connecting them to my networks or by providing jobs myself as a business owner,” she continues. “While that doesn’t seem like the typical career path for someone with accounting degrees, the additional skills I have gained from my time in the School of Accountancy will help me in numerous aspects of running a business. I hope that no matter what profession I choose, I can keep my CIS commitment to be a leader in my community.”

Carmela grew up in the Philippines, pictured right and left.



2022 ECCLES SCHOLARS RECOGNIZED FOR INTERNATIONAL ASPIRATIONS

Ten BYU Marriott School of Business MBA students were recently named 2022 Eccles Scholars by the school's Whitmore Global Business Center (GBC). The Eccles Scholars award program provides up to \$9,000 in scholarship money to 10 first-year MBA students who are enrolled in the Global Business Certificate program and show a dedicated commitment to international business.

This award is funded through the George S. and Dolores Doré Eccles Foundation, which honors the philanthropic efforts of George and Dolores Eccles. During their lifetimes, the couple continually looked for ways to meet the needs of their Utah community. The foundation supports programs that seek to enrich students' experiences and provide learning opportunities.

The Eccles Scholars are chosen after applicants submit résumés and letters of intent, as well as complete interviews with BYU Marriott faculty members. All applicants must be enrolled in the Global Business Certificate program and have prior international

experience, fluency in a second language, and a desire to pursue a career focused on international business.

"When we as faculty at the GBC select the Eccles Scholars, we look for students who have the potential for an international trajectory and are examples of the high-caliber of students in our MBA program," says Jonathon Wood, managing director of the GBC. "I am confident that this year's group of students will live up to what we hope for in our Eccles Scholars. I look forward to watching their careers grow as they become global leaders."

2022 ECCLES SCHOLARS RECIPIENTS

MARISA DAVILA

After graduating in 2003 from BYU-Idaho with a bachelor's degree in business administration, Marisa Davila earned a bachelor's degree in education from the Secretariat of Public Education in Mexico. She then completed a master's degree in applied educational research from Universidad Autónoma de Ciudad Juárez Mexico. In 2007 Davila, who hails from Ciudad Juárez, Chihuahua, Mexico, founded

her own private school in Ciudad Juárez, named Colegio Leon Tolstoi. Davila has run the school for 14 years, where she has served as a principal, teacher, and administrator. She created the school's philosophy and English as a Second Language curriculum. After she graduates from BYU Marriott in 2023, Davila is considering entering a PhD program in business and then later working as a teacher or consultant. Davila appreciates how helpful her BYU Marriott professors are, and she enjoys learning in an environment where gospel principles frame her education. In her free time, she loves camping with her husband, Gustavo, and their four children.

PRIYANKA GANDHI

During her time as an undergraduate petrochemical engineering student at Savitribai Phule Pune University in her home country of India, Priyanka Gandhi cofounded TEN Connect ANNUAL REPORT. The publication gives a voice to student writers across India. She worked with TEN Connect for over three years, serving as the chief marketing officer. After graduating with her bachelor's degree in 2018, Gandhi worked for Reliance Industries

Limited, the largest conglomerate company in India, based in her home city of Mumbai. She worked as a strategic marketing executive and then as a business development executive. After three years, Gandhi left India to attend the MBA program at BYU Marriott, where she is currently the copresident of the BYU chapter of the Adam Smith Society, the marketing track lead at BYU MBA Career Services, and a consultant at BYU Marriott's Marketing Lab. In summer 2022, Gandhi will join Dell Technologies as a product management intern.

CEDRIC HUNTINGTON

Cedric Huntington, who hails from Palmer, Alaska, started his college education at BYU-Hawaii, where he met his wife, Brianna. The couple decided to serve missions for The Church of Jesus Christ of Latter-day Saints, and after they returned home, the two married. Huntington then transferred to Provo and earned his bachelor's degree in marketing from BYU Marriott in 2018. He worked for three years in brand management at wellness company Melaleuca before returning to BYU Marriott to earn his MBA. Huntington was selected as his MBA section's president for two se-

masters in a row during his first year in the MBA program, which helped him develop close relationships with his fellow classmates. He is currently the vice president of consumer-packaged goods (CPG) placement in the MBA Marketing Association. Huntington helps anyone interested in the CPG industry with recruitment and job placement. He once competed as a gymnast and now owns a business with his wife, teaching tumbling lessons to cheerleaders, dancers, and gymnasts.

SARA ISOM

A self-described theater nerd turned business manager, Sara Isom earned her bachelor's degree in communications with an emphasis in theater, along with minors in business and dance from Troy University in Alabama. Shortly after graduating in 2012, Isom followed her husband, a soldier in the US Army, to South Korea, where she worked as the executive producer of Camp Humphreys Community Theatre at the US Army's Camp Humphreys. Years later, when Isom and her husband moved to Utah, she decided to enter the MBA program at BYU Marriott. In fall 2021, Isom and her MBA team took first place at the

Purdue HR Case Competition, where she also received the best presenter award. Isom will serve as the co-chief diversity and inclusion officer in BYU Marriott's MBA Association for the 2022-23 school year, and she will also be the vice president of the school's MBA Analytics Association. In summer 2022, Isom joins PepsiCo as part of the company's HR internship program.

“We look for students who have the potential for an international trajectory and are examples of the high-caliber of students in our MBA program.”

THOMAS METCALF

While growing up in Houston, Thomas Metcalf attended a variety of religious and cultural events that sparked his “insatiable curiosity” for learning about people from other places and cultural backgrounds. After earning his bachelor’s degree in business management from BYU Marriott in 2016, Metcalf worked at Melaleuca where he was the global liaison of the skin care category, as well as an assistant international marketing manager supporting the Japanese, Mexican, and European markets. Metcalf chose to return to BYU Marriott for an MBA because of the program’s “world-class professors and top-notch students,” as well as the school’s focus on fostering Christlike leadership qualities and its family-friendly program. Metcalf is the incoming vice president of analytics at BYU Marriott’s Marketing Lab and the incoming chief of student life for the

MBA program. This summer, Metcalf is interning at Target, where he will enter the merchandising and product track of the company’s leadership development rotational program. Metcalf enjoys spending time with his wife and three daughters, swimming, and participating in Spartan Race training and competitions.

KABIR RAJPUT

Kabir Rajput has a goal to visit every country—and have a meaningful conversation with at least one person in each country—before he turns 30. To date, he has visited 45 of the world’s 195 countries. Rajput grew up in New Delhi and earned his undergraduate degree in computer science from the City University of Hong Kong in 2018. Then, in 2021, he earned a master’s degree in big data technology at the Hong Kong University of Science and Technology. After graduating, Rajput

worked for AIA, a pan-Asian life insurance group, as a private wealth management associate. In summer 2021, Rajput entered the MBA program at BYU Marriott. Following his graduation in 2023, Rajput plans to work as a strategy associate for Verizon. He describes his experience at BYU Marriott as “transformational,” and says that his classes have taught him how to be an ethical leader and positively influence the lives of people around him.

STEPHEN SLABBERT

Before coming to BYU Marriott to earn his MBA, Stephen Slabbert worked for 18 months as an actuarial analyst for Discovery Limited, a financial services group based in South Africa. In this position, Slabbert performed advanced analytics for the short-term insurance portion of the company’s pricing and analytics team. Slabbert, who hails from Centurion, South Afri-



The 2022 Eccles Scholars

ca, earned his undergraduate degree in actuarial and financial mathematics in 2019 from the University of Pretoria in South Africa. During the 2022-23 school year, Slabbert will be the vice president of BYU Marriott’s MBA Strategy and Consulting Club and the executive vice president of career development for the Graduate Finance Association. “The BYU Marriott MBA experience is about finding where I belong and striving to excel while also emulating the ideals of Christlike leadership,” Slabbert says. “I would love to leverage my experiences to create a positive impact on the world that spans beyond borders and creates value internationally.” In his free time, Slabbert enjoys playing piano, watching musicals, and reading.

TRACY SMITH-VAN PELT

Before entering the BYU Marriott MBA program in 2021, Tracy Smith-Van Pelt

worked in a variety of business-related positions for 15 years. She is currently the vice president of mentorship for the Women in Management Association at BYU Marriott. She is also a member of the Chinese Business Club and the Graduate Finance Association at BYU Marriott. This summer, Smith-Van Pelt is working on Procter & Gamble’s North America Transportation and Warehousing Team as a senior finance manager intern. “By recognizing and reminding me of my potential throughout the MBA program, BYU Marriott has helped me see that my dreams of becoming a CFO at a leading company are no longer fantasies but rather goals with a clear and achievable path forward,” she shares. In her free time, Smith-Van Pelt competes in medieval-style combat tournaments and plays video games with her husband, Christiaan. She also enjoys going on dirt bike rides with her son

and drawing with her daughter.

FABIO SOUZA

Fabio Souza is the first person in his family to attend graduate school and study outside his home country of Brazil. Before coming to BYU Marriott, he earned a bachelor’s degree in mechanical engineering in 2010 and a certificate in strategic management in 2018 from the Universidade Federal do Paraná, a public university in his hometown of Curitiba. He also worked for 11 years in a variety of positions at Aker Solutions, an engineering company in the oil and gas industry, including as an engineering coordinator and a senior specialist. This summer Souza will work for Dell as a product management intern. Souza is passionate about his education and loves solving challenging problems. He is currently the vice president of international outreach for the Graduate

Supply Chain and Operations Association and the vice president of alumni for the MBA Product Management Association at BYU Marriott. In his free time, Souza enjoys travelling with his wife, Fernanda, and their three children.

MONT TORONTO
Living in Beijing for 13 years sparked Mont Toronto's interest in international business. He received his bachelor's degree in media arts studies from BYU in 2014. Following his graduation, he cofounded Turn 11 Media, a media company specializing in sports marketing content, where he oversaw all preproduction and business administration aspects. In 2020 Toronto's company received a Silver Telly for a documentary series coproduction with Major League Soccer in the Campaign-Social Responsibility Branded Content category from the Telly Awards, an organization that annually recognizes excellence in video and television across the globe. Toronto currently lives in Lehi and is the president of the MBA Strategy and Consulting Club, as well as a member of the MBA Marketing Association and Cougar Strategy Group at BYU Marriott. This summer, he is working at Delta Air Lines as a commercial strategy intern on the global sales development team. In the future, Toronto hopes to continue leveraging his international upbringing to build a career with global exposure and cultural exchange.

The BYU Marriott School of Business aspires to transform the world through Christlike leadership by developing leaders of faith, intellect, and character. Named for benefactors J. Willard and Alice S. Marriott, the school is located at Brigham Young University, the largest privately owned, church-sponsored university in the United States. BYU Marriott has four graduate and nine undergraduate programs with an enrollment of approximately 3,300 students.





OPEN POSSIBILITY.

WORLDWIDE TRAVELLING AND EVERGREEN TEACHING

While growing up in the back country of Cody, Wyoming, Jerry Christensen never imagined he would one day travel to 65 countries across six continents. Now, Christensen draws from his international experience to teach about current issues happening in Germany, Switzerland, and Austria as an adjunct professor for BYU Continuing Education. Christensen's class, MSB 596R: Business German, is part of the Global Business and Literacy minor offered through the Whitmore Global Business Center (GBC) at BYU Marriott.

After traveling to so many places, Christensen says his favorite place to visit is Switzerland—the first country he traveled to outside the United States and where he served a two-year mission for The Church of Jesus Christ of Latter-day Saints. His time in Switzerland forever changed his life, sparking his passion for traveling.

“Although German is difficult, the language resonated with me,” Christensen says. “When I came home

from my mission and studied at BYU, I learned other languages, including Danish and French. I still dabble in languages and have picked up some Italian, Norwegian, and Swedish. I enjoy learning languages because they help me understand culture—how people from other countries interact with one another and what those people value.”

Studying Danish proved to be useful for Christensen, who began his postgraduate career in Denmark. He graduated from BYU with his bachelor's degree in humanities in 1984 and received his MBA from the University of Utah in 1987. He started his career in Copenhagen, Denmark, as an IBM international market researcher. He then shifted to the IT industry, working for several language translation companies. He also worked for Novell, a computer networking company, for 10 years, where he built its international programs and served as the vice president of marketing.

After leaving Novell, Christensen became a self-described “serial entrepreneur,” starting four different



Jerry Christensen, teaches Business German, as part of the Global Business and Literacy Minor, through the BYU Global Business Center.



Out of every country that Christensen has travelled to, Switzerland is the one that has had the greatest impact on his life.

companies in the psychometric industry with his colleagues. “The psychometric industry is the science of testing or evaluating a person’s knowledge,” Christensen explains. “We revolutionized the industry by using technology to accomplish tests that normally would be taken using paper and pencil.”

After selling his companies, Christensen technically retired, but his career path took yet another turn—he started teaching.

For the past 12 years, Christensen has taught several classes at BYU Marriott, including marketing courses and Business German, during which students read and discuss case studies written

in German. Students also look at the economies of Switzerland, Germany, and Austria, and profile German companies, including BMW, Nestlé, and Bosch.

One German company Christensen finds particularly interesting is the car company Volkswagen. A few years ago, Volkswagen discovered some of its engineers had fabricated data to ensure its cars could pass the diesel emission standards of the United States. The scandal cost the company nearly \$18 billion.

“When Volkswagen found out about the scandal, what was this company to do? Deny it? No, they stood up and took the bad press,” Christensen

explains. “The company executives said, ‘We are so sorry about this.’ They worked to make things right with owners around the world who had purchased their cars. That is the German way.

“One repeating pattern I’ve seen throughout history that I try to teach my students is that Germans know how to climb out of difficult situations,” he continues. “That’s why Germany currently has the fourth largest economy in the world, despite facing several challenges in the past, both political and economic. Germans know how to bounce back, and resilience is one of my favorite things about German culture.”

The GBC, which is one of 17 Centers for International Business Education and Research (CIBER) in the United States, recently gave Christensen a CIBER grant to research the Volkswagen scandal more in-depth. With the help of the grant, he will also write a case study about how the company recovered from the scandal. As part of CIBER, the GBC receives funding that aims to help faculty and students learn more about international business.

Ultimately, the best part of teaching about German businesses for Christensen is interacting with students. “The Business German class can be summed up in one word: evergreen,” he says. “Every semester, without fail, I feel sad about losing my amazing students, but then in the semester that follows, I have new students who are just as amazing.

“Since my class focuses primarily on current issues, the course is repeatable, so sometimes I have the same students two or three times,” Christensen continues. “I enjoy the opportunity to share my love of the German language and different cultures with my students, and I hope our discussions expand their perspectives on international business.”

AROUND THE WORLD IN 70 WAYS



*Bruce Money, Fred Meyer
Professor of Marketing and
executive director of the Whit-
more Global Business Center in
Brazil (right) and pictured with a
student group (right).*



On the first day of class every semester, Bruce Money shows his students one of his favorite quotes, a saying from Mark Twain: “Travel is fatal to prejudice, bigotry, and narrowmindedness.” As the Fred Meyer Professor of Marketing and the executive director of the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business, Money encourages his students to travel and further expand their views of the world.

Money’s own worldview first expanded as a 19-year-old when he spent two years serving a mission in Japan for The Church of Jesus Christ of Latter-day Saints. When he returned home and started his studies at BYU, he decided to minor in Japanese and major in English. After graduating in 1983, Money went on to earn his MBA from Harvard Business School. He then worked for three years as a vice president of a Japanese bank located in Los Angeles. After working for the bank, Money decided to follow in his

father’s footsteps and earn a PhD. Money attended the University of California Irvine, where he wrote his dissertation on international marketing in Japan. After graduating in 1995, Money landed a job at the University of South Carolina (UofSC).

Money was a professor at UofSC for nine years. Shortly after he received tenure at the university, Money received an offer to join BYU Marriott. The decision to stay at UofSC or come to BYU was a difficult one for Money, who loved his job in South Carolina and valued his position. “Eventually I voluntarily gave up my tenure at UofSC because my wife and I love the mission of BYU,” he says. “The goal of BYU students to ‘enter to learn and go forth to serve’ is what drives me, and I hope that mission also motivates my students.” He served as the department chair of business management, now known as the Department of Marketing and Global Supply Chain, from 2009-14. Money primarily came to help build BYU Marriott’s


international business programs, which he does through teaching a variety of classes, including global management classes for the MBA program.

In 2014, as an extension of his efforts to grow the international business programs, Money was appointed the director of the GBC, a center that offers numerous study abroad programs. He loves being involved with the GBC and frequently leads these programs, which allows him to travel internationally alongside his students. “I’ve now visited more than 70 countries, and many of those visits were with my students, which is absolutely fantastic,” says Money.

Traveling internationally is not the only way Money spends time with his students outside of class. He owns an acre of land, and once a semester, Money invites his students to his home to spend time with him and his wife. “My wife loves animals, so we have lots of animals—cats, dogs, chickens—whatever you can think of. Every year we have students over for what we call ‘farm home evening.’ Usually, we have hundreds of students and their families over on our property, and we love entertaining everyone.”

After 17 years at BYU Marriott, Money still feels grateful to be teaching and building relationships with students at BYU Marriott. “This is my dream job. I pinch myself every time I wake up and realize I still work for BYU,” he says. “I look forward to each day with my students—they’ve helped make my experience in Provo truly unforgettable.

“If I could tell my students one thing, I would echo what I tell my own children: I love you, I trust you, I respect you, and I appreciate you,” he continues. “I’m so grateful the world is in good hands with our students as the next generation of leaders and builders.”



“The goal of BYU students to ‘enter to learn and go forth to serve’ is what drives me and I hope that mission also motivates my students.”

19

Total Study Abroad Programs that occurred between 2021-2022.

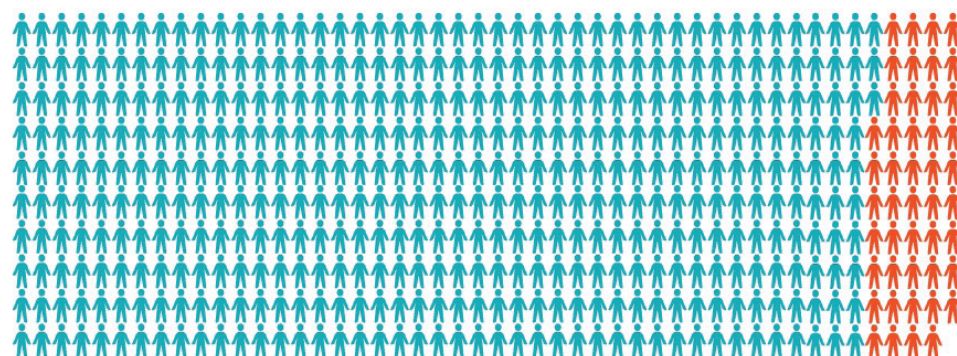


“Being surrounded by a culture that was so different from my own forced me to question my assumptions and beliefs. It opened my eye to new ways of thinking and living, and helped me to develop a more global perspective.”

Garrett Watts
Oxford to India Study Abroad
Strategic Management Major

2021 – 2023 PROGRAMS

- EMBA FBE EUROPE
- EMBA FBE ASIA
- EMBA FBE MIDDLE EAST – INDIA
- EMBA FBE SE ASIA, INDIA, MIDDLE EAST
- ENTREPRENEURSHIP SANDBOX – ITALY
- EUROPE BUSINESS 1
- EUROPE BUSINESS 2 (HRM FOCUS)
- EXPERIENCE DESIGN & MANAGEMENT EUROPE
- INFORMATION SYSTEMS AND SUPPLY CHAIN
- INTERNATIONAL ACCOUNTING – EUROPE
- LATIN AMERICA BUSINESS
- MBA ASIA
- MBA EUROPE EXCURSION
- MBA SAVAGE SCHOLARS
- MPA EXCURSION
- OXFORD TO INDIA
- PRE-BUSINESS IN EUROPE
- ROTC ARMY
- ROTC AIR FORCE



■ Students
■ Professors

443 Students and 46 Professors have participated in study abroad programs since 2021.

ADVENTURES IN LATIN AMERICA

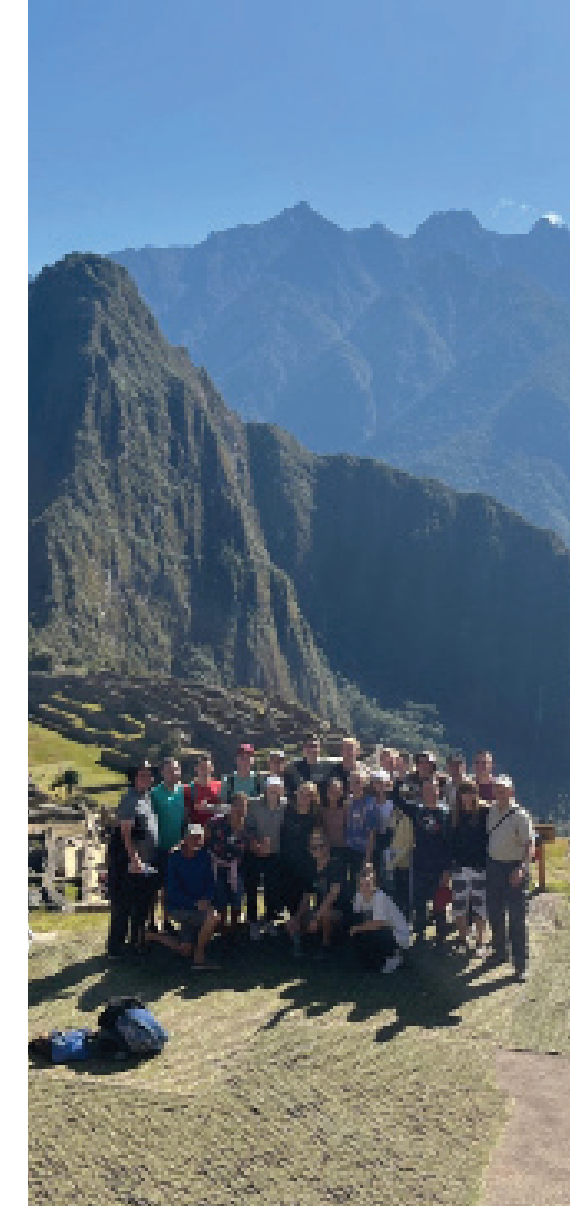
Is it possible to talk about global business without talking about Latin America? Few international managers would say it is. “South of the border” lies a population of over 660 million, twice the population of the United States, with twice its land mass. Combine that with double-digit GNP growth, and the Latin America market is a phenomenon too important to ignore.

Our Global Business Center took note. After several years, a delay caused by the pandemic, and other factors shut it down, we restarted a business study abroad program to Latin America in 2022. Twenty students and two directors took off in June for the business and personal experience of a lifetime for a month. They visited four regions of Brazil (Rio, Sao Paulo, Manaus, and Iguassu), plus Peru and Costa Rica. The business visits gave students an understanding for how business in Latin America gets done on the ground, from the cutting edge oil and gas technology of Brazil’s Petrobras, to the supply chain intricacies of Walmart’s operations center in Costa Rica for the entire Latin American region.



Student also soaked in the rich cultural heritage of these countries, at Corcovado in Rio, the roar of Iguassu Falls, swimming with pink dolphins in the Amazon River, the stunning views of Peru’s Machu Picchu and the reed islands of Lake Titicaca, the world’s highest lake at 12,500 feet. Costa Rica’s rich natural beauty was beyond compare, in the Arenal Volcano district, rain forests, and national parks.

In sum, students and faculty alike understood why it’s exciting to see the Global Business Center get “back in business” when it comes to Latin America study abroad programs. The program is slated to run again in 2023 and beyond.





DIVERSE TEAMS, UNITED MINDSET

As Caleb Faber drove to Assisi, Italy, the sky was pouring rain. However, as soon as he arrived, the rain stopped, and a beautiful sunset broke through the clouds, creating a colorful backdrop as he and his wife walked through the town. This memory is one of the highlights of Faber's student exchange program at Bocconi University, which is run through the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business.

The 2022 MBA graduate first learned about this exchange program at his MBA student orientation. Instantly, the idea of studying abroad for part of his graduate education seemed appealing. Faber was already accustomed to living in other countries. Before coming to BYU, he served a mission for The Church of Jesus Christ of Latter-day Saints in Ulaanbaatar, Mongolia. During his time as an undergraduate student at BYU studying chemical engineering, Faber also completed a spring study abroad program in China.

Faber originally chose to return to BYU to earn his MBA because he wanted to understand the big picture of business. He thought the exchange program could extend his viewpoint

even more, so when he received his acceptance into the program, Faber was ecstatic. "I'd never been to Europe, and I knew the exchange program would be a different experience than my study abroad," he says. "Instead of studying with other BYU students, I would be studying with Bocconi University students, which seemed like a unique and exciting opportunity."

In September 2021, Faber entered the exchange program at Bocconi University, which is located in Milan. He enrolled in a variety of graduate business courses that covered topics such as corporate entrepreneurship, international finance, and managerial accounting. "I thoroughly enjoyed my corporate entrepreneurship class," Faber says. "We talked about how corporations sometimes struggle to change and adapt, but keeping the entrepreneurial spirit alive in these companies is important. Our professor also talked about ethics and real-life issues he dealt with in the company he was running, so the class discussions were both fascinating and relevant."

In addition to his corporate entrepreneurship class, one of Faber's favorite courses was an operations management lab, where he and his teammates worked on business case studies,

specifically focusing on business operations. "We received cases that included a company's background and data, and then we applied the tools we learned about in class to gain insight and make recommendations for what the company should do," he explains.

The best aspect of this lab for Faber, however, was working on a diverse team of students. "I had fun working with students from all over the world," he says. "I had a few classmates from Italy, one from Switzerland, and another from China. We all brought our own experiences and perspectives together to complete the projects. This was my favorite team to work with during the exchange program."

As he worked with team members who hailed from a variety of countries, Faber learned about the importance of communication, especially when teams face cultural differences. Faber plans to use his newly refined cross-cultural communication skills in his future career. "The exchange program with the GBC was an amazing opportunity. I understand so much more about international business, and I know my experiences in Italy will help me in my career moving forward," says Faber.



Caleb Faber pictured in Italy.

INDIA CIBER TRIP EXPANDS PROFESSORS' PERSPECTIVES

As 2021 drew to a close, faculty members from colleges across the country boarded a plane and traveled to India, a country known not only for its history, vibrant culture, and beautiful architecture, but also for its role in global business. The trip, which was co-sponsored by the Whitmore Global Business Center at the BYU Marriott School of Business, was designed to provide trip attendees with useful insights about international business.

This trip to India was sponsored by BYU Marriott and Florida International University (FIU). Both schools are designated by the U.S. federal government as one of 15 nationwide Centers for International Business Education and Research (CIBERs) and receive grants to help fund international business experiences and research. The India CIBER trip has taken place for years; however, the past few trips were held virtually because of concerns about the COVID-19 pandemic. In December 2021, when the trip took place, the COVID-19 numbers in India were low enough that participants were cleared to travel.

“The opportunity to learn from people in other countries and bring that knowledge back with me is so valuable.”

Professors from Salt Lake Community College (SLCC), Broward College, FIU, Northwestern Connecticut Community College, Francisco Marroquin University, North Dakota State University, and Temple University all came together for the adventure to India. They were joined by entrepreneurs from the surrounding areas of the participating institutions, bringing the total count of participants to 15 people.

However, when the trip attendees reached India, COVID-19 numbers started rising again, due to the spread of the Omicron variant. “Honestly, I was so impressed with the way our trip leaders handled the hurdles COVID-19 threw at us – they made sure we were safe,” says Lucy Smith, one of the trip members and director of the Engaged Learning Office at SLCC.

Although many of the planned activities for the trip were canceled because of the Omicron variant, participants still heard from a panel of academics. Members of the Confederation of Indian Industries (CII), an educational think tank, discussed the economy in India and sparked a conversation about education theory.

“The CII members who spoke with us were professors working with industry,” says Jonathon Wood, managing director of the GBC. “They talked to us about what India needs to move forward. The panel contributed to our



“Mother Teresa’s work resonates with what I do in SLCC’s community engaged learning program and reflects the values I hope to further instill in my students.”

ultimate goal of this trip: to help participants understand more about international business and education.”

In addition to hearing from members of the CII, attendees also visited the largest tile manufacturer in India, Kajaria Ceramics Limited, and observed how the business operated. The workers at Kajaria guided the faculty members and entrepreneurs around the manufacturing plant and discussed their marketing strategy.

Visiting these businesses gave the attending faculty members ideas about how to conduct their own study abroad programs. Tyson Riskas, who helps run the India study abroad program offered at SLCC, says the trip

helped him identify ways to better engage students in their study abroad experiences.

“One issue we’ve struggled with in our past India study abroad trips is ensuring that our visits were business oriented enough and that our students could work on assignments and have opportunities for reflection,” says Riskas.

“During this trip, many of the professors worked on developing case studies based on the businesses we toured,” he continues. “After watching these professors, I thought, ‘Okay, I could create some case studies before our study abroad trips so students can be familiar with the businesses,

or I could ask the students to create their own case studies after the visits. I understood how business visits could help our study abroad students moving forward.”

Although trip attendees missed some of the planned business aspects of the trip, they compensated for these losses by sightseeing instead. One of their favorite places was Mother Teresa’s house. “The feeling at her house was so powerful that I teared up,” Smith remembers. “I experienced the same emotions again when we visited a Sikh temple—I felt an immediate connection to both places.

“Mother Teresa’s work resonates with what I do in SLCC’s community engaged learning program and reflects the values I hope to further instill in my students,” she continues. Smith also finished the trip with ideas about how to apply her newly gained insights in the classroom. She teaches a course that examines the use and distribution of illicit drugs around the world from a social and environmental perspective. She plans to apply what she learned about India’s economy, rising middle class, and need for more career technical education by discussing with her students how these positive factors can reduce drug production and consumption.

“I appreciated this amazing opportunity to visit India. Since I help run our study abroad programs and teach an international general education class, traveling and experiencing other countries first hand is amazing,” Smith adds. “The opportunity to learn from people in other countries and bring that knowledge back with me is so valuable.”

Lucy Smith, Director of Engaged Learning Office at Salt Lake Community College, enjoying India.



CLIFFS, CURED HAM AND CONNECTIONS

In January 2022, the BYU Marriott School of Business Information Systems (IS) study abroad trip to Asia was canceled for the third year in a row because of COVID-19 border closures. The professors who organized the trip, Greg Anderson of the Department of Information Systems and John Gardner of the Department of Marketing and Global Supply Chain Managements, were forced to abandon their plans yet again.

However, they were determined to create a memorable alternative for their study abroad students. With the help of their wives, Anderson and Gardner spent long nights and weekends planning a new option: a summer study abroad program in Europe. The trip would include visits to England, Scotland, Wales, Switzerland, Italy, and the Vatican.

“The Asia IS study abroad program was my dream come true, so at first I was disappointed to hear the trip was changed so drastically,” says Rachel Daniel, an information systems student from New Hope, Pennsylvania, set to s

graduate in 2024. “However, after seeing all the work Professors Anderson and Gardner put into making the trip amazing, I was excited.”

The professors planned visits to several prominent historical and business sites, including the World Economic Forum, Westminster Abbey, and IBM studios. “We wanted students to see how technology affects cultural sites,” says Anderson. “The use of technology is good, but it might not be appropriate in every situation. We wanted the students to think about how tech enhances or detracts from experiences.”

One interesting setting for observing technology was a Parma Ham factory in Italy. As BYU students made their way through the building, they were greeted by the sight of dozens of ham legs hanging upside-down from the ceiling. “The factory workers cure these legs for six months to a year,” explains Anderson. “When they want to see if a leg is ready, they insert a horse bone into the flesh, then pull it out and smell. Our group wondered if there was a more technical way to

the process. But maybe technology would affect this system negatively.”

Gardner taught students a lesson on supply chains at the White Cliffs of Dover in England. “Dover is a big ship-ping port,” says Gardner. “We saw dozens of semitrucks headed for the port to load and unload goods, and they were backed up for miles. It’s no wonder that we are currently experiencing supply chain issues. Students were able to see the bottleneck firsthand.” graduate in 2024. “However, after seeing all the work Professors Anderson and Gardner put into making the trip amazing, I was excited.”

Caroline Crane, a MISM student from South Jordan, Utah, set to graduate in 2023, learned new principles about business in an Italian pasta factory. “It was fascinating to hear that Italians have laws about their processes, such as the percentage of water that can be mixed in while pasta is made,” Crane explains. “There’s an actual limit—no more than 12.5% water can be present in your product for it to be considered pasta. I enjoyed learning about these



complete processes and regulations and how they help maintain culture. We all know Italians have better pasta, and this is partially because of the regulations.”

In between learning opportunities, the group enjoyed plenty of sightseeing opportunities. Students and faculty visited Harry Potter studios, a Swiss chocolate factory, the Rome Italy Temple, an Italian olive oil factory, and several other destinations. While in Scotland, some members of the group hiked Arthur’s Seat, a trail covered with yellow wildflowers, and had a picnic lunch at the top of the hike.

One of Crane’s favorite memories was convincing the group to jump into the

freezing lakes at Interlaken, Switzerland. “At first only five of us wanted to do a polar plunge,” she says. “We all ran up to our rooms to change into swimsuits, and word spread. In total, 18 of us actually went. The experience was so memorable because we all bonded.”

The group also took full advantage of Europe’s various food options. “I ordered a total of 54 scoops of gelato over the course of our two weeks in Italy,” says Daniel, laughing.

Ultimately, the most memorable parts of the trip didn’t have to do with food or fun outings. “The most important lesson I learned is that despite our best efforts to enhance and improve

technology, nothing can replace human connection,” says Daniel. “Social media aims to foster greater connections between us, but during the trip we reflected on how close we all grew as friends. That was because of the time we spent together, the conversations we had, and the common experiences we shared.”

LEARNING TO LEAD AT HOME

When he thinks about his future goals, Wilson Moreno hopes to become a leader who makes an impact—in his family, his community, and his local congregation of The Church of Jesus Christ of Latter-day Saints. Thankfully, Moreno's time spent in the Cardon International Sponsorship (CIS) program, run by the Whitmore Global Business Center (GBC) at the BYU Marriott School of Business, prepared him for these leadership roles.

Moreno, a native of Lima, Peru, didn't originally plan to attend BYU. He graduated in 2013 with an undergraduate degree in economics from Universidad Nacional de Trujillo in Trujillo, Peru. After graduation, he worked with OSIP-TEL, the Peruvian equivalent of the US Federal Communications Commission, for a few years before deciding to return to college and earn an MBA.



"A mentor of mine received his MBA through the CIS program at BYU Marriott, and he spoke highly of the programs," says Moreno. "I wanted to do something different in my career, so I decided to apply." He received his acceptance to BYU Marriott and the CIS program in 2018 and moved to Provo with his wife, Laura.

One of the highlights of Moreno's time in the MBA program was an internship he completed in Mexico with Uber. "I always wanted to work in another

Spanish-speaking country, so I appreciated that opportunity," he shares. "I had a memorable experience working in strategy and planning for Uber Eats, where I analyzed the cost structure of the P&L for Mexico and shared recommendations about how Uber could better understand its financial metrics at the subnational level."

This internship was not the only experience from the MBA program that gave Moreno valuable tools for his future; he also gained many insights in his CIS classes. He especially enjoyed MBA 693R: Leadership and the Gospel of Jesus Christ: Becoming a Disciple-Leader, taught by Kim B. Clark, the NAC Professor of Business. "Professor Clark taught us how leadership principles apply to living a life like Jesus Christ," says Moreno. "One of those important principles was that, as leaders, we should focus on serving the people around us."

After graduating from the MBA program in 2020, Moreno worked for Capital One in the Washington, DC, area. He was a business manager over the company's credit card partnerships, and his day-to-day responsibilities included analytics and working with external partners to move the credit card programs forward. After 18 months with the company, Moreno moved back to Peru with his wife and their young son, Benjamin, to fulfill his CIS commitment.

Since returning to his home country in 2021, Moreno strives to apply the leadership principles he learned in the CIS program to his own life. "In Peru, I do my best to serve my community, including as president of the BYU Management Society for the Lima Peru Chapter," he says. "I love staying involved with the chapter. The other leaders and I make an effort to promote and strengthen the relationship between BYU and people in Peru. We want more people from our country to attend BYU, pursue their education, and advance their careers."

Encouraging others to come to BYU



is easy for Moreno, who witnessed firsthand how the BYU Marriott MBA program helped his career. "What I learned and experienced in the MBA program truly impacted my career and every aspect of my life," he says. "Studying in the United States was never part of my life plan. If not for the CIS program offered by the GBC, I don't think I would have pursued an education in the US, so I'm grateful for that chance."

Moreno now works for Mibanco, a microfinance loan company, as an internal consulting lead. Looking forward to the future, Moreno hopes to continue working in microfinance, which he says creates real impact in the lives of families in his community. "One day, I hope to start my own company, where I can connect people with the means necessary to start their own businesses or enhance their lives," he shares.

"Microfinance loans have the potential to change lives and uplift communities," he continues. "Some loans are less than \$100, but that amount of money is life changing." Many people start their own businesses with

these loans, which jumpstarts their careers and helps make things like sending their children to college more affordable, Moreno explains. Having experienced firsthand the rewards of higher education, Moreno loves being a part of that process. "I hope to make an impact by helping others build the lives they want," he says.

Moreno (below), from Peru (above) pictured with his wife and child (left).





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