



# **BYU MARRIOTT SCHOOL OF BUSINESS**

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**2019 Annual Report**





*Businesses are wondering how they will thrive in an age of constant disruption—a time when the fundamental nature of what defines a company is undergoing upheaval. BYU Marriott has the answer: our graduates. We start with a talent pool unlike any other and build on the distinctive, invaluable life experiences of our students by providing rigorously experiential, highly collaborative programs. Our faculty—among the most productive scholars in the nation—are also committed teachers. Through their intellectual generosity, attentiveness, and collegiality, these caring individuals model the kind of approachable expertise and relationship-centered behavior that is essential for any organization’s success.*







**Leading the way forward** is both a focus and a commitment at BYU Marriott. We live in a world where organizations, communities, and even entire cultures are changing rapidly. At BYU Marriott, we prepare leaders that evaluate, respond to, and leverage this kind of change to bring about growth and success. Our graduates are known for their level thinking, inspiring optimism, and deep compassion. They instill confidence and multiply the talents of others. BYU Marriott alumni have an intense belief in the possible—and the insight to achieve it.

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# UNLEASH <sup>ING</sup> POWER:

TAPPING INTO THE POTENTIAL OF  
STUDENT LEADERS

By Emily Edmonds  
Photography by Nate Edwards

**W**here some people saw problems, **Mike Roberts** saw opportunities.

The opportunity for deans to meet regularly with students.  
The opportunity for students to share their perspectives with  
BYU Marriott's leaders.

The opportunity for student organizations to communicate  
with one another and streamline processes.

The opportunity to develop student leaders into more than  
club presidents.

When Roberts, assistant dean and director of BYU Marriott's  
Business Career Center (BCC), started at the center in 2013,

he saw these opportunities and began to formulate what would  
become the school's Professional Development Forum (PDF)  
in 2015. The forum comprises a group of student leaders from  
sixteen BYU Marriott organizations who meet monthly with the  
school's deans.

"The forum is a way to help keep everyone connected," Rob-  
erts explains.

**Michael Thompson**, BYU Marriott associate dean at the time,  
was one of the first people Roberts approached with his idea.

"I believe the creation of the Professional Development  
Forum was one of the most significant initiatives that's hap-  
pened in the last decade in the BYU Marriott School of Busi-  
ness," Thompson says. "The forum has accelerated the  
development of our student leaders who serve on it. It has  
become an effective forum for these leaders to share best



practices and to become a really good professional network with one another.”

Now in its fourth year, the PDF has created its own niche within the school and continues to evolve and prove its value in the BYU Marriott world.

### Communication Opportunities: Accelerating Growth

Each hour-long PDF meeting consists of information sharing and a hearty dose of collaboration via roundtable discussions among the students and deans.

“I always walk out of those meetings thinking, ‘Wow, I didn’t think about half those things when I was their age,’” Roberts says.

Connecting with students through the PDF is refreshing for BYU Marriott administrators, who shoulder responsibilities that often take them away from the Tanner Building’s classrooms. Thompson says that the monthly meetings and follow-up conversations have brought the deans closer to the students. “As we’ve gotten to know the students better, the forum has made us more accessible to answer their questions and to collaborate and partner on problems and opportunities,” he says. “I personally feel that it has accelerated the growth of our individual student leaders.”

From the administration side, Thompson says he saw the benefits of being up-to-date and better informed about what the students are working on and upcoming events when he was attending the forum.

“The PDF creates an invaluable opportunity to hear what’s going on,” Roberts adds. “The meetings offer the chance for the deans to bounce questions off this group that represents thousands of students.”

For **Marissa Johnson**, a senior majoring in global supply chain management and president of BYU’s Global Supply Chain Association, participating in the PDF has been an eye-opening experience in many regards. “I’ve benefitted from observing the different leadership styles and approaches of other committee members,” she says. “Furthermore,

PDF has given us an opportunity to increase collaboration with students across the business school instead of just remaining siloed in our own majors.”

### Logistical Opportunities: Developing Strategies

Although the PDF meetings take time away from the students’ busy schedules, the leaders can tap into resources that help them in their roles running student organizations.

Early on, Roberts noticed that the leaders spent a lot of their time scheduling rooms and getting things approved. “The process was very logistical,” he says. “I wanted the students to be able to focus and develop on strategic priorities.”

To accomplish that aim, Roberts utilized the student staff in the BCC, who offer the organizations help with processes. Since the PDF consists of brand-new leaders each school year, having the BCC staff provide expertise in the logistical processes saves time and effort, allowing PDF members to perform more efficiently and effectively as they focus on higher priorities.

Sharing information and best practices is what **Jace Whetten**, who leads

BYU’s Accounting Society, believes is one of the PDF’s main benefits.

“Earlier this year, the Accounting Society reached a mass subscription level of club membership that caused Google to shut down any emails coming from our account,” says Whetten, a second-year MAcc student.

She sat down with **Matthew Orlandi**, copresident of the BYU Finance Society and a member of the PDF. He helped her fix the issue and create a contingency plan. “Initially I was super nervous about meeting all these other fantastic leaders,” Whetten says. “But everyone I’ve been fortunate to interact with has been incredibly kind and willing to serve.”

### Networking Opportunities: Continuing the Connection

Roberts also sees the PDF as a way for students to realize the other great things going on with their peers. “The PDF experience is similar to what these students are going to be doing in their careers: collaborating, leveraging, and partnering outside of their given areas,” he explains.

But the networking opportunities are not limited to just those invited to the meetings. PDF members have also been



**“PDF HAS INCREASED MY APPRECIATION FOR OTHER MAJORS AND MADE ME REALIZE THAT WE CAN GET SO MUCH MORE ACCOMPLISHED IF WE ALL WORK TOGETHER.”**

invited to meet with visiting professionals such as the late Clayton Christensen, one of the world’s top experts on innovation and growth; Vanessa Quigley and **Nate Quigley**, cofounders of Chatbooks; and **Liz Wiseman**, *New York Times* best-selling author and CEO of the Wiseman Group, a leadership research and development firm.

Johnson says connecting with alumni who have excelled professionally is inspiring. “Having opportunities to interact with these alumni and learn from their examples motivates me to want to develop myself personally and professionally in order to lead the way forward, just like they have,” she says.

“What we’re doing is creating greater appreciation and relationships with these individuals, the early professionals,” Roberts says. “As the young people get out in the industry, many are coming back and tapping into the organization they were leading. Seeing them continuing the connection is gratifying.”

### Leadership Opportunities: Reaching Strong Solutions

Johnson says that her experience in the PDF has changed her perspective and attitude from “What can I do to help improve my individual major?” to “What can I do to help improve the BYU Marriott School of Business?”

“I have been surprised how similar the needs are of each of our associations,” she notes. “It is easy to assume we have so many differences when in reality we have so many similarities.”

Working together, Johnson says, has allowed the group to reach strong solutions because of the varied perspectives. “PDF has increased my appreciation for other majors and made me realize that we can get so much more accomplished if we all work together,” she says. “Likewise, I have been impressed to see the strengths of each major and how we all complement each other.”

In addition to the synergy, the group’s collaboration has led to other residual

effects. For example, Thompson credits the PDF with forcing the school to clarify the role of its student council. “The student council has now moved from having a generic mission of helping undergraduates enjoy a better experience to more of a focus on the culture of BYU Marriott,” he explains. “Student council members have worked specifically on things such as diversity, inclusion, the social integration of students, and service.”

Another result of the student leaders working together is a stronger BYU Marriott brand, Roberts says. “Bringing the individual organizations together capitalizes on the value of the collective and how it supports BYU Marriott,” he says. “PDF is part of all the wonderful things the school is doing and is complementary and impactful.”

The PDF harnesses the power of BYU Marriott students, Roberts continues, and creates greater visibility for what is going on across the college. “Our programs are rock-solid,” he concludes. “But the value is in the collective pieces that fit beneath BYU Marriott. That’s the real power.”

### About the Author

*Emily Edmonds is a former editor of Marriott Alumni Magazine. She now spends her days getting bossed around by her three little girls.*





# A Talent Pool Unlike Any Other: Student Report

BYU Marriott students bring more to their studies than solid GPAs and GMAT scores. Our students walk onto campus with uncommon maturity and unique life experiences that have prepared them to collaborate, prioritize, and persevere. Their commitment to values and personal responsibility runs deep, and they are ideally suited for the learning opportunities they find inside the Tanner Building.

While many parents teach their children to ride a bike or tie their shoes, **Jennifer Scherbel's** parents taught her to run a business. "I've always been grateful that my parents included us kids in their business decisions," says Scherbel, a BYU Marriott MBA student who graduated in December 2019. "My parents taught us the importance of critical thinking early so that we could meet life's problems with the skills to solve them."

Her upbringing isn't the only thing that sets Scherbel apart. Before coming to BYU Marriott, she built a successful accounting career in San Francisco. While she had always planned to venture into entrepreneurship, Scherbel enjoyed her experience at PricewaterhouseCoopers (PwC). However, once she decided to leave PwC, Scherbel realized that pursuing her MBA was the path she had always been on—and BYU Marriott was the perfect place for her to do that.

Going back to school wasn't easy. Scherbel struggled returning to an academic mind-set. "I failed my finance midterm my first semester at BYU because I couldn't focus," she says. "It was crazy because finance was literally my career."

The problem wasn't a lack of knowledge but the ADHD Scherbel had lived with since she was a child. Scherbel realized ADHD affected her differently as an adult. By working with the University Accessibility Center, Scherbel learned new ways to channel her high energy in order to succeed.

A budding entrepreneur, Scherbel doesn't know exactly where her life's path will lead next, but she draws inspiration from her parents and from the legacy of educated women prededing and surrounding her. For example, her grandmother taught at Cornell University and Utah State University before getting married and raising a family in rural Wyoming, where she taught seminary, worked as a substitute teacher, and served in the community.

"That is the person who I want to be like," Scherbel says, "not necessarily the person who made a million dollars. In some cases, more good can be created by building up a community than can be created with money."





Student Life



TOP OF THE HUSTLE

**Mitchell Kimball** was determined to be a part of BYU Marriott’s Marketing Lab, so he reached out tirelessly to previous student participants for advice. He later joined the lab and was selected as vice president of insights and analytics. This same outreach strategy helped Kimball find work: he sought out BYU alumni who worked for companies he was interested in. “I consistently messaged, called, and set up interviews,” he explains. He landed competitive internships with UnitedHealth Group and Google, giving him the experience necessary for his current position as an advanced research analyst at Qualtrics. Recently, Kimball, who graduated in 2019 with his marketing degree, started the podcast *Your Stay at the Marriott* to help current BYU Marriott students learn about the resources available to them.



EVERYBODY NEEDS A BUDDEE

While on his mission in El Salvador, accounting senior **Tate Laing** had a dream that he developed a brand of durable fanny packs called Boodee Buddees. After his mission, Laing married his wife, Bailey, and together they brought his dream to life. The venture required significant investments, but the two weren’t afraid. Their work paid off: the durable, water-resistant packs sell well and are now used all over the world. To Laing, the benefit of taking risks is learning. “As a kid I thought anything was possible, and I wasn’t afraid of failing,” he says. “As an entrepreneur, I try to channel that inner child to be able to envision a successful future and keep my dream alive.”



PIECE BY PIECE

Initially the strategy program seemed foreign to **Itza Mostert Miller**, but she thought she’d take her chances and apply. During her entry interview, Miller was asked to complete a case problem and use her reasoning skills to solve an issue on the spot. “I came away from the interview more interested in strategy than I was going in,” she remarks. After Miller was accepted to the strategy program, she became involved with the Strategy Society, completed a nonprofit management minor, finished an internship with Zions Bank, and accepted a job with Cambia Health Solutions. The 2019 graduate knows she has gained more than a degree. “In the strategy program, they teach us how to solve problems, but that transfers over into all aspects of life,” she says. “We learn how to break things down and solve problems piece by piece.”



RAISING THE BAR

**Angel Zhong** is always reaching for a higher bar in order to achieve her dreams. As a member of the BYU gymnastics team and a student in BYU Marriott’s global supply chain management program, she proves that hard work and dedication pay off. Born in Shanghai, Zhong moved with her family to Canada when she was young. She came to BYU on an athletics scholarship despite being told when she was eight that it was too late to begin gymnastics training. Now in her senior year at BYU, Zhong has completed an internship with essential oils company doTERRA and is focusing on carrying select gymnastics skills—such as staying composed in high-pressure situations—into the workforce. “I won’t be able to use the flips I’ve learned, but I will take more valuable lessons with me such as confidence, hard work, and determination,” she says.

BYU Marriott Enrollment: 6,523

BYU MARRIOTT MAJORS: 3,185



PRE-BUSINESS MAJORS: 1,935

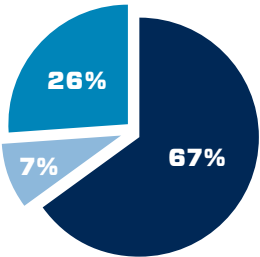


MINORS: 1,274



One  or  represents 100 students.

Enrollment by Major



GRADUATE (26%)

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

EXECUTIVE (7%)

- 4% EMBA
- 3% EMPA

UNDERGRAD (67%)

- 15% Finance
- 12% Accounting
- 7% Experience Design and Management
- 7% Information Systems
- 7% Marketing
- 5% Global Supply Chain Management
- 4% Strategy
- 3% Entrepreneurship
- 3% Human Resource Management
- 2% Management
- 2% Therapeutic Recreation Management

Student Report

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS or WEIGHTED AVG.
Number of Fall 2019 Applications	248	83	102	247	1,812	2,492
Students Entering Fall 2019	103	58	71	171	1,031	1,434
Female	21%	53%	13%	35%	32%	31%
International	12%	16%	11%	4%	6%	7%
Minority	4%	10%	7%	5%	4%	5%
Married	67%	59%	48%	50%	26%	34%
Returned missionaries	86%	67%	92%	81%	83%	83%
Bilingual	72%	66%	56%	67%	66%	66%
States represented	19	17	24	23	44	46
Countries represented	11	10	6	10	28	38
Undergraduate universities	24	25	1	2	n/a	52
Average age	29	26	23	23	23	24
Average entering GPA	3.55	3.51	3.81	3.77	4.0	3.69

CLASS OF 2019 PLACEMENT	MBA*	MPA*	MISM	MACC	UNDERGRAD	WEIGHTED AVG.
Average Starting Base Salary	\$107,534	\$59,752	\$80,533	\$57,829	\$57,172	\$64,952
Placed at Graduation	84%	55%	93%	97%	83%	85%
Placed by 3 Months after Graduation	94%	85%	98%	98%	96%	96%

\* Does not include Executive MBA and Executive MPA entrants.





## Collaborating for Impact:

### Education Report

Effective teamwork is at the core of every organization's success, and learning how to collaborate is an essential piece of a BYU Marriott education. Whether they're involved in classroom projects, field studies, or internships, our students work together early and often. These opportunities cross business disciplines and functions, teaching our students how to leverage one another's strengths and understand how each role contributes to the greater organizational good.

Baskin-Robbins, Adobe, and Union Pacific are just a few of the companies that benefit from the strategic marketing recommendations and research coming out of BYU Marriott's Marketing Lab. At the lab, students work alongside top marketing professionals and educators to deliver research results to big-name clients.

"The students in the Marketing Lab are some of the best we have. It's fulfilling and simply fun to watch them bring creative ideas and innovative new techniques to life on real work," says **Matthew Madden**, newly appointed BYU Marketing Lab director and an associate professor

at BYU Marriott. "It's also a pleasure to have clients who are generous and eager to work with students.

"The students receive excellent guidance from faculty mentors," Madden continues. "I'm looking forward to seeing the Marketing Lab grow in the coming years so we can allow even more students to enjoy these experiences."

**Jeff Dotson**, associate professor of marketing and former director of the lab, observes that the lab is so successful in part because of its distinct student makeup, combining both graduate and undergraduate students. Dotson says that the interaction gives an advantage

to both groups: the MBA students take on project-management roles while undergraduate students focus more on research execution.

To deliver exceptional results, all students engage in various forms of research, including quantitative and qualitative surveys, consumer insights, and product testing. "There's collaboration from the inception of the project—where you have our leadership team scoping, defining the project, and working on the bid—to the execution," Dotson says.

Dotson remembers one particular student, **Jason Grindstaff**, who made a successful career switch with the support of

such hands-on experience. Grindstaff wanted to transition from accounting to marketing but didn't have the necessary background. "The lab filled that gap for him," says Dotson. "He was able to build a skill set and add to his résumé valuable experience working with national brands."

Grindstaff's story isn't an anomaly. In fact, most students agree that working alongside and learning from other team members significantly shaped their careers and prepared them to shine in a competitive job market. "The students view it as the apex or culminating experience of either their undergraduate or MBA programs," Dotson says.



# Experiential Learning Programs:

## Undergraduate On-Campus Internships (OCIs)

The BYU Marriott School of Business on-campus internship (OCI) program combines sound business principles and real-world experiences for BYU students as they collaborate with a variety of companies.



**CAF ENVIRONMENTAL**  
This group of interns conducted a deep-dive analysis and provided a detailed action plan based on CAF’s potential to penetrate the facilities maintenance market (e.g., banks, quick-serve restaurants, etc.). BYU students worked on a comprehensive list of deliverables, including sales opportunity, marketing strategy and execution, and ongoing business success.



**PWC**  
Students involved in this OCI were asked by PwC’s People and Organizations practice to conduct research, analyze data, and present recommendations about how PwC can remain competitive in recruiting students into this future workforce.



**NIELSEN HOLDINGS**  
In this project, students engaged with the Nielsen Walmart Center of Excellence team. The students gained invaluable experience with typical client-service requests and analyst-level work, including building Excel templates, pulling and analyzing data to solve quick business questions, charting data, and building a story line.



**PREMIUM ICE CREAM COMPANY**  
Charged with building awareness of Creamies—especially in its newer markets—BYU interns looked at helping the company in its rebranding efforts aimed at today’s consumers. The project included comprehensive and in-depth market research, presentation of a new logo design, stylized and creative photography, updated videography, and engaging copy writing and blogging.



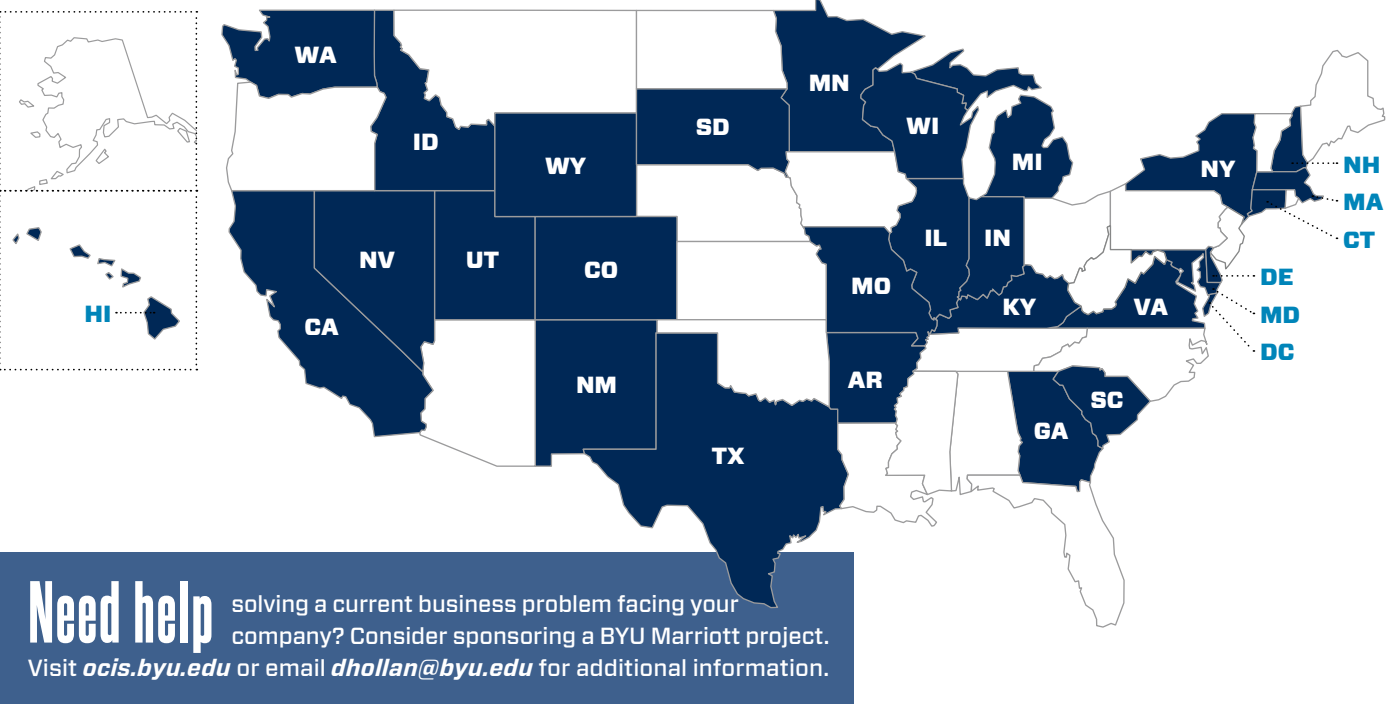
**STRYKER**  
This student team analyzed and assessed elements of Stryker’s Salt Lake City site culture, reviewed materials around the company’s UNITED efforts (bringing four locations together under one roof), interviewed employees and managers, conducted benchmarking and best-practice research, and then recommended and developed training to be used in new-hire orientation and employee education.



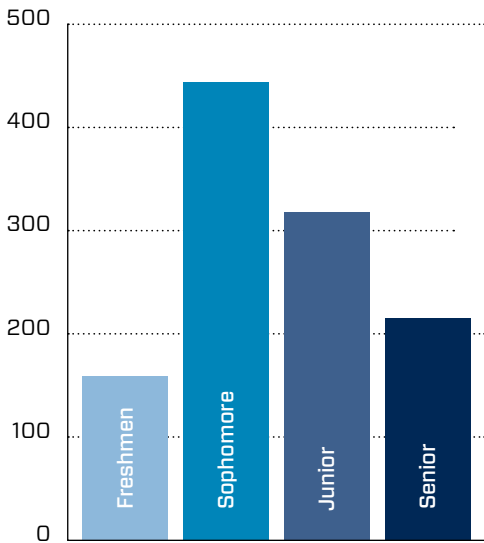
**GENERAL MILLS**  
Students involved in this OCI project gathered qualitative data concerning the compatibility of a new product with a specific consumer and identified potential modifications to the product, as well as the product’s positioning.

# Undergraduate On-Campus Internships

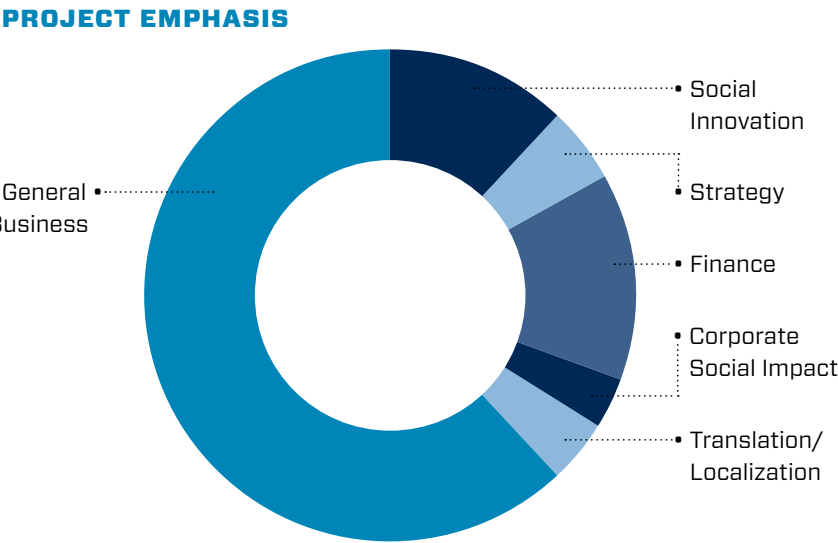
## Sponsoring Company Locations by State



Number of Participating Students: **1,134**



Number of Company-Sponsored Projects: **265**





# Great Teachers, Exceptional Scholars:

## Faculty Report

BYU Marriott faculty members are expected to strike a remarkable balance. Deeply committed to both top-tier research and individual student success, these talented professors work to become highly respected in their fields while working closely with students in and out of the classroom. This dual focus creates a distinctive learning environment that impacts students in life-changing ways.

When attending academic conferences, **Melissa F. Western**, associate professor and Robert J. Smith Fellow in BYU Marriott's School of Accountancy (SOA), always attends any presentations given by her former research assistants. It's important to Western that all of her students not only receive one-on-one guidance from her while at BYU but also feel she can be a resource for them after they graduate and pursue their careers.

"BYU Marriott alumni in academia have a natural support system," Western says. "They're out in grad school, which is hard, but they have faculty that

genuinely care about them. I want my students to know I'm rooting for them wherever they are."

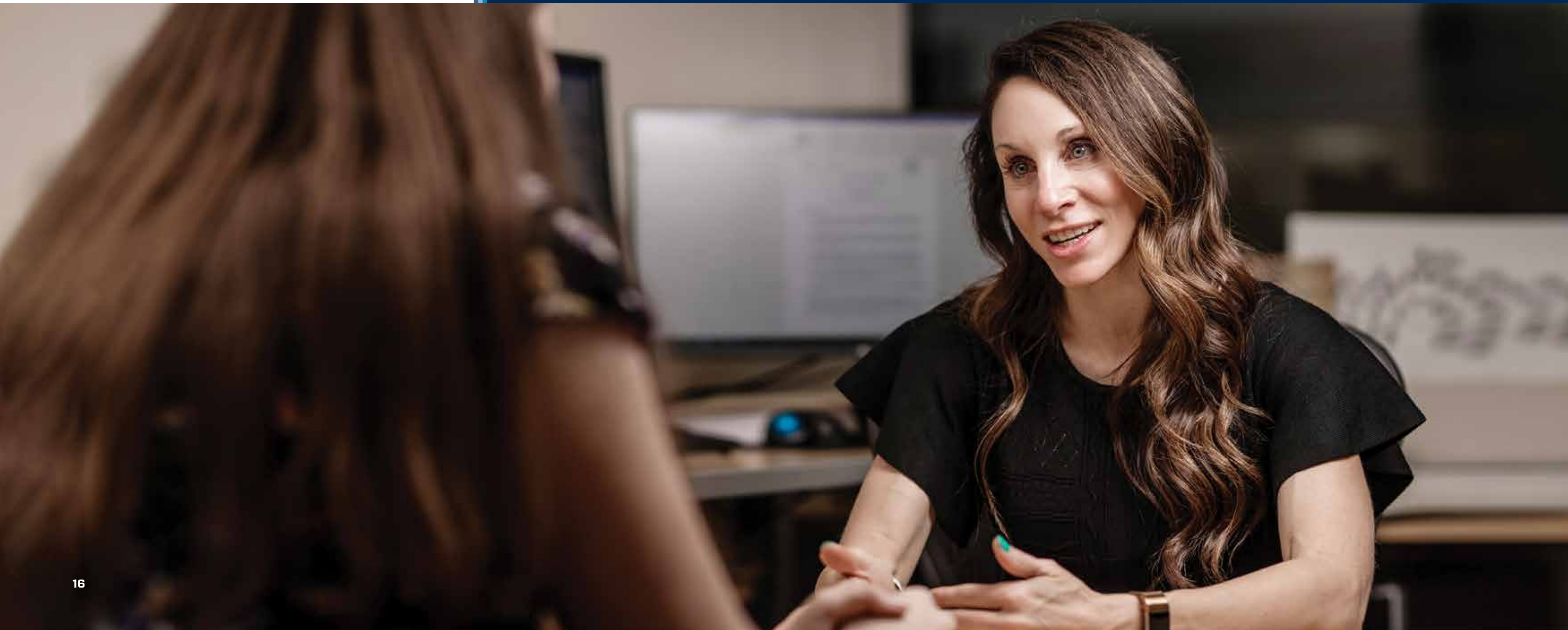
In addition to providing professional support, Western, who teaches in the junior core and conducts much of her research with students, also helps interested students leave school with a "complete research experience," she says. "One great thing about working on a paper that is published while you're still a student is that you participate in all phases of research including initial idea generation, design of the experiment, collection and analysis of the data, and also the grueling peer-review process."

In 2019 the *Journal of Business Ethics* published a paper that linked employee pornography usage to negative organizational impact. The paper was authored by Western; David Wood, associate professor of accounting and Andersen Fellow; and Nathan Mecham, who graduated from BYU Marriott with his MAcc in 2018 and is now pursuing his PhD at the University of Pittsburgh. Mecham was part of the project from start to finish, which provided invaluable experience for him as he moves forward.

But Western doesn't just work with students headed for higher ed. Her research assistants also include

students eyeing the job market rather than another degree. "Critical thinking and the ability to use data to improve decisions is helpful regardless of the particular avenue chosen by students," she says.

No matter her students' goals, Western devotes her time to giving them as much hands-on experience as she can. "Our students are prepared to be good leaders in their fields," she says. "And we're also producing students who are getting their PhDs and then going on to be faculty at universities all over the world. What a great way to have a positive influence on people's lives."







EMERGING AS ONE OF THE BEST

Hard work pays off for BYU Marriott associate professor of entrepreneurship **Chad Carlos**. Only six years into his research career, Carlos was selected as one of the 2019 recipients of the Emerging Scholar Award at the annual Academy of Management conference. The Emerging Scholar

Award is given each year to early-career academics who have made outstanding research contributions in their fields and who have strong potential to continue making such contributions. Carlos was selected for the award by the academy’s Organizations and the Natural Environment (ONE) division for his work studying the intersections between entrepreneurship and sustainability. Carlos graduated from BYU Marriott with a MAcc in 2003, then earned his master’s and PhD from Cornell University in 2010 and 2013 respectively so he could follow his passion for teaching and research. Carlos is particularly interested in environmental sustainability research.



BREAKING DOWN UNCLE SAM’S LOANS

A study coauthored by **Eva Witesman**, associate professor of public service and ethics, and Charles Wise of the University of Arizona shows how much taxpayer money is being gambled in potentially risky investments. The study appears in *Public Administration Review*, the top

journal in the field of public administration. The US government gives loans to students seeking higher education and to entrepreneurs launching small businesses, but the government also lends billions of dollars to automakers such as Ford, Nissan, and Tesla. That blurring of the boundaries between public and private sectors is something the public should be more aware of, says Witesman. “Typically, government regulates markets, taxes markets, or corrects market failures,” Witesman says. “Now government is inserting itself directly into high-risk markets and basically playing roulette with taxpayer money.” Witesman says direct government investment still has its merits, especially when considering the alternatives within the context of government involvement, such as increased regulation.



AWARD FOR IMPRESSIVE, SUSTAINED RESEARCH

With his impactful research record, years of academic service, and distinguished publication history, K. Fred Skousen Professor **Steve Glover** was an obvious choice for the Outstanding Auditing Educator Award, given annually by the American

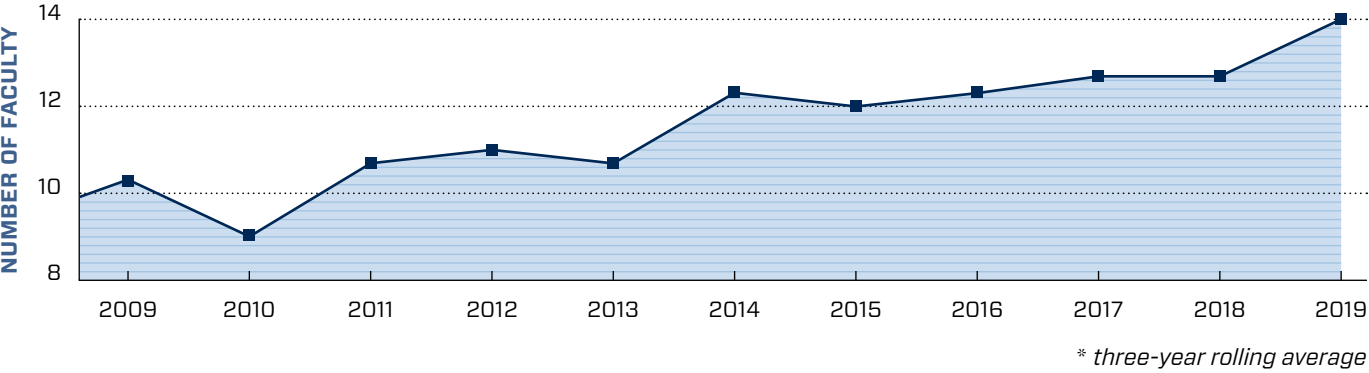
Accounting Association (AAA) to recognize outstanding auditing achievements in research or teaching. After receiving his master of business administration and his PhD in business from the University of Washington, Glover came to BYU to teach undergraduate- and graduate-level courses in financial statement auditing. Glover also served as director of BYU Marriott’s School of Accountancy before becoming an associate dean in 2013. He served as president of the auditing section of the AAA and recently completed a term as a member of the Auditing Standards Board of the American Institute of Certified Public Accountants. His articles have appeared in the *Journal of Accounting Research*, *Contemporary Accounting Research*, and *Auditing: A Journal of Practice and Theory*, among other prestigious publications.



PROFESSOR’S NINTH HARVARD BUSINESS REVIEW ARTICLE

Getting published in the *Harvard Business Review* is not easy, but strategy professor **Jeff Dyer** seems to have mastered the feat. He had his ninth article published in the review this year. Dyer has also had articles covered in *Forbes* magazine and the *Strategic Management Journal*, which aims to publish the highest quality research relevant to strategic management. Dyer’s nine articles in the *Harvard Business Review* alone have been cited more than a thousand times. For Dyer, the most rewarding part of having his work published are the moments when individuals reach out to explain how his research efforts have helped them in their career and business goals. “If people are citing my work, then that means it’s having an impact,” Dyer says. He also coauthored the bestselling book *The Innovator’s DNA*, which purports creativity as a skill that can be further developed and not simply a trait some are born with.

Top-Tier Journal Publications by BYU Marriott Faculty\*



Faculty Awards

PROFESSORSHIP	2019-20 RECIPIENT	FELLOWSHIP	2019-20 RECIPIENT
Albrecht, W. Steve	James D. Stice	Albrecht, LeAnn	Gregory S. Anderson
Andersen Foundation	Scott L. Summers	Alumni	Mathew D. Duerden
Beesley, Horace Pratt	Jeffrey H. Dyer	Alumni	Ryan S. Elder
Brown, Denny L. & Jerri	Hal B. Heaton	Andersen Foundation	David A. Wood
Call/Deloitte	Brian C. Spilker	Ardis, Glenn D.	Timothy A. Seidel
Cherrington, J. Owen	Stephen W. Liddle	Brown, Denny L. & Jerri	Colbrin A. Wright
Christensen, Don M. & Arda Jean	Michael J. Swenson	Christensen, Don M. & Arda Jean	Jeffrey P. Dotson
Deloitte	Monte R. Swain	David & Knight	Mark J. Keith
Driggs, Douglas & Effie	Bonnie B. Anderson	Edwards, William F.	Michael P. Thompson
Edwards, William F.	Grant R. McQueen	Farr, Loran	Nile W. Hatch
EY	T. Jeffrey Wilks	Ford/Cook	Benjamin C. Iverson
Ford/Cook	Keith P. Vorkink	Ford/Cook	James B. Oldroyd
Garrett, J. Earl & Elaine	Neil R. Lundberg	Garrett, J. Earl & Elaine	Glenn L. Christensen
Hardy, John W. & Nancy S.	Jacob R. Thornock	Garrett, J. Earl & Elaine	Peter M. Madsen
Hill, Ned C.	Todd V. Mitton	Goldman Sachs	Ryan D. Pratt
Jones, Alice Belle	Kristen B. DeTienne	Goldman Sachs	Taylor D. Nadauld
KPMG	Greg F. Burton	Grant & David	James E. Gaskin
LeRay McAllister/Deloitte	Douglas F. Prawitt	Grow, Stewart L.	Bradley P. Owens
Low, William & Roceil	Paul C. Godfrey	Grow, Stewart L.	Eva M. Witesman
Marriott	Brigitte C. Madrian	Jones, Warren F. & Alice B.	Curtis D. LeBaron
Marriott	Lee T. Perry	Jones, Warren F. & Alice B.	Darron M. Billeter
Mary & Ellis	Mark F. Zimbelman	Martin, Rachel	Melissa F. Western
Meyer, Fred G.	R. Bruce Money	National Advisory Council	David G. Kryscynski
National Advisory Council	Kim B. Clark	National Advisory Council	Troy R. Nielson
Norm & Cindy Nemrow		Peery, H. Taylor	Brian H. Boyer
Excellence in Teaching	Cassy J. Budd	Perry, Lee Tom	Daniel C. Snow
Passey, James M.	Barrett A. Slade	PwC	Michael S. Drake
Peery, H. Taylor	Steven R. Thorley	Romney, George W.	Robert K. Christensen
Peterson, Joel C.	James C. Brau	Romney, George W.	Jeffery A. Thompson
PwC	Earl K. Stice	Sorensen, David E. & Verla A.	John W. Gardner
Romney, George W.	Bradley R. Agle	Sorensen, David E. & Verla A.	Lori L. Wadsworth
Second Mile	Craig B. Merrill	Thorsell, Hazel Speirs	Cynthia J. Blair
Skousen, K. Fred	Steven M. Glover	Vest, Kristine V. & Randy J.	Jeffrey L. Jenkins
Smith, Robert J.	Bill Tayler	Warnick/Deloitte	Steven D. Smith
Sorensen, David E. & Verla A.	Karl B. Diether	White, Georgia	Jeffrey S. Bednar
Staheli, Donald L.	Thomas S. Foster	White, Georgia	Shad S. Morris
Staheli, Donald L.	John B. Bingham	White, Steven V.	Eric C. Teel
Stone, O. Leslie & Dorothy C.	W. Gibb Dyer	Whitman, Robert A. & Wendy	Benjamin M. Galvin
Thorsell, Hazel Speirs	Scott E. Sampson		





## Signature Leadership Style: Alumni Report

Everything we do at BYU Marriott is designed to prepare our graduates to guide and serve others with a signature leadership style. Whether our alumni are working in the business world, their communities, or their own homes, they lead with energy, empathy, and an understanding that real leadership is an act of stewardship.

BYU Marriott MPA alumnus **Scott Sellers** had no idea his education would land him a career in local government. Now he is inspiring change through his efforts to connect university students to the world of civic duty.

Sellers says the BYU graduate course catalog is one of the top three most influential books he's read in his life. Upon completing his bachelor's degree in recreation management from BYU, Sellers knew he wanted to continue his education but wasn't sure in what way. When he flipped to the public administration section of the catalog, "there were words such as *altruism, service, community, building, and making a difference*," he says. "All those key words grabbed me. I realized public administration was for me."

Sellers graduated from the MPA program in 2006. Immediately following graduation, he became assistant city manager first in Centralia, Illinois, and later in Montrose, Colorado, where he became acting city manager in 2010. The next few years he worked as city manager in Kilgore, Texas, until his extensive experience in local government paved the way for him to become city manager in 2015 of Kyle, Texas, where he lives with his wife, **Amy** (a finance alum), and their nine children.

In his current role as city manager, Sellers has served as the chair of the City Managers of Tomorrow committee. The committee works to increase the number of students engaging with local government in order to build and benefit communities in Texas. "We make ourselves available in whatever way the university needs us—becoming mentors and examples to these students and helping to promote the industry from within," Sellers explains.

Student involvement in the Texas City Management Association has significantly increased due to the committee's efforts. The number of student members has risen from twenty to seventy-five since the committee's establishment.

When people ask Sellers what he does for work, his answer is simple: "I'm a community builder." The BYU motto "Enter to learn; go forth to serve" is certainly exemplified in both the professional and personal life of this BYU Marriott alum.



# Alumni Updates



### 1988

A 1988 accounting grad, **Lori Chapman Dewey** spent her first twenty years after graduation as a full-time mother to her seven children. When she reentered the workforce, she took positions at several Texas-based firms, including Scott and White Health Plan as a financial analyst, Corporate Facilities Management Services LLC and Stonewood Investments as a staff accountant, and Lifetime Tax Advisors Inc. as a tax practitioner. During that time, Dewey passed her CPA exams on the first attempt. She became a self-employed CPA in 2018. She assists in tax preparation and planning, specializing in real estate investing in residential rentals.



### 1990

Marketing alum **Alan Earnshaw** worked in the computer software industry after graduating in 1990. He later took a position as a web software developer with Air Products and Chemicals Inc., a Fortune 500 industrial gases and chemicals company, where he filled the roles of commercial process manager and global manager of business intelligence. In 2017 his division merged with Evonik Industries, where he is now business process manager. Earnshaw also served on the school board in Emmaus, Pennsylvania, for more than sixteen years. In his professional life, Earnshaw is most proud of developing tools that have improved safety, increased profits, and automated labor-intensive tasks for employees around the world.



### 1994

**Rick Ashcraft** founded a fence-and-deck-installation company in 1989 to pay his way through school. By 1994, when Ashcraft graduated from BYU Marriott with a BS in business management, emphasis in entrepreneurship, his company had grown enough to become his sole source of income. Eventually, the company was split into two different entities, which Ashcraft continues to manage: CFC Fences and Decks (a Utah-based installation company) and FDS Distributors (a national distributor of fencing supplies). Ashcraft considers two of his greatest accomplishments to be establishing his companies and his help in the design of Trex fencing, an alternative material to wood and vinyl.



### 2000

After starting his own company, Lightstream, in 2003, **Kurt Richter** worked as the company’s chief legal officer and vice president of engineering. His responsibilities include overseeing presales activity and the architecture and design of customer solutions. Richter graduated with a JD/MBA in 2000 and has since worked at various communications or technology organizations as a network engineer, design engineer, or consultant. An avid photographer and traveler, Richter has also attained the title of Cisco Certified Internetwork Expert, the highest level of certification in the industry.



### 2013

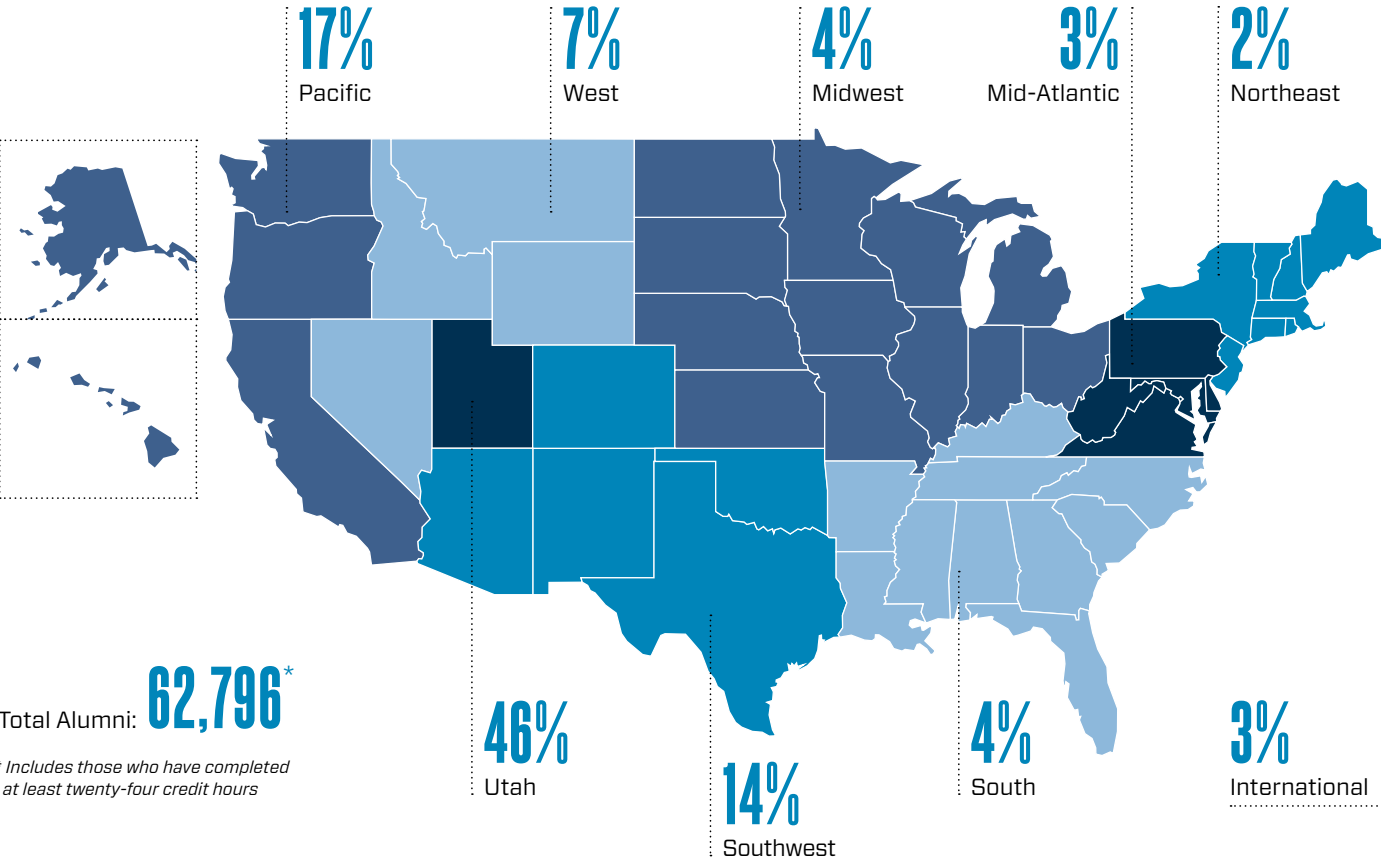
After taking courses on statistics and program evaluation from associate professor of public service and ethics **Eva Witesman**, 2015 MPA grad **Lacey Hall** knew exactly where she wanted her career to lead. Hall worked as a research and evaluation coordinator at the Missionary Training Center of The Church of Jesus Christ of Latter-day Saints before taking a part-time research analyst position at Utah Valley University. She discovered that institutional research was where her passion and skills met. Now a data manager at the University of Alaska Southeast, Hall enjoys analyzing and improving processes and providing data and data support for the university’s College of Education and for the university as a whole.



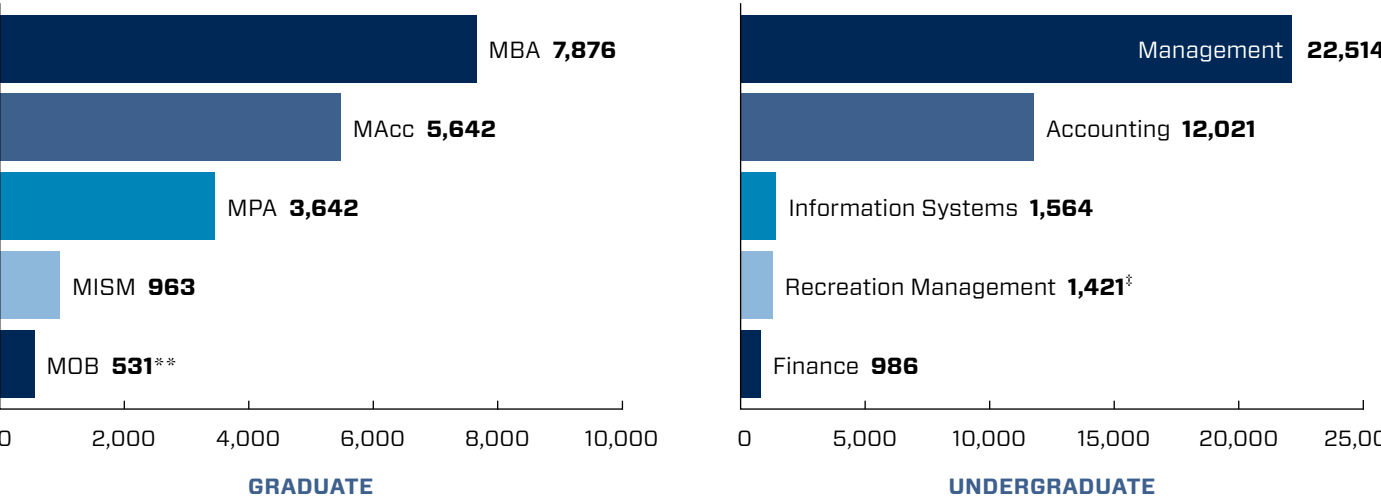
### 2015

While studying recreation management with an emphasis in experience management at BYU Marriott, **Kat Espinoza** worked with BYU’s audiovisual productions team filming athletic events. She joined Fox 13 News in Salt Lake as a studio technician after graduating in 2015. She also worked for the Original ScrapBox and Jojo’s Chocolate, both based out of Utah. Since 2018, Espinoza has been the lead graphic designer at New York-based Aestherea, a web design company. She works with clients to create custom website designs, making sure that everything is, as she says, “pixel perfect.” Espinoza believes her education helps her create positive customer experiences both online and in person.

## Where BYU Marriott Alumni Reside



## Degrees Granted from 1922 to 2018



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

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

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

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



# A Sacred Stewardship:

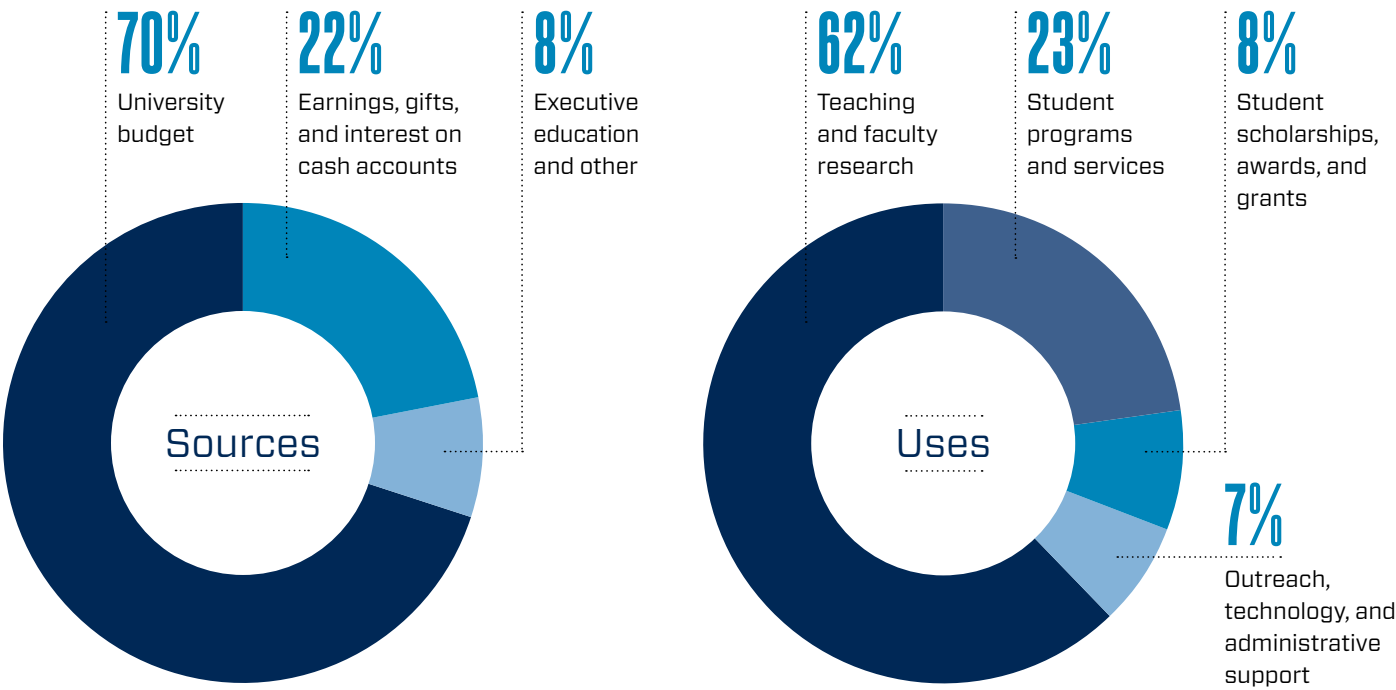
## Donor Report

Part of our BYU Marriott mission includes a charge to “attract, develop, place, and continue to engage men and women of faith, character, and professional ability who will become outstanding leaders and positively influence a world we wish to improve.” We thank our alumni and friends, who join us in fulfilling this mission by generously contributing their time, talents, and other resources.

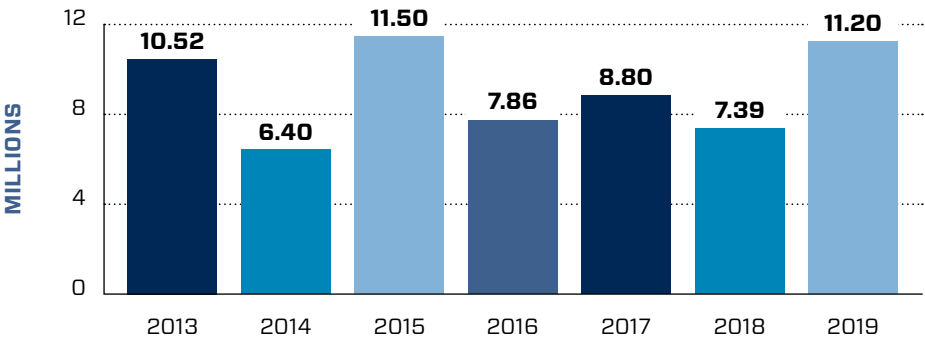
Although I have never been the “smartest” kid in the classroom, I have always strived to be one of the most hardworking. I am a firm believer that a strong work ethic can help you achieve every goal you set. One of my goals was to get accepted into the BYU Marriott marketing program. I changed my major five times and had a hard time seeing a path for my future until I discovered marketing. Now my future is much clearer, and I have a passion burning within me unlike anything I have ever experienced before. It is a relief to be carrying less of a financial burden, thanks to this scholarship.

**Aaron Mendoza**  
*Senior, Marketing*  
*Scholarship Recipient*

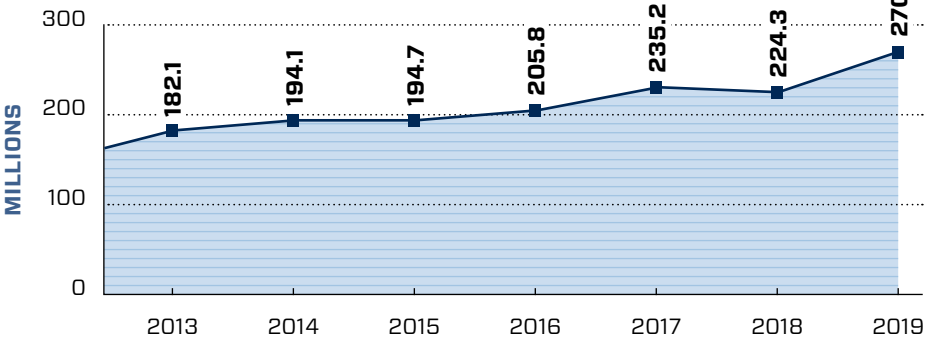
## Cash Flows for Operations



## Contributions from Alumni and Friends



## Endowment Growth



## Current Fundraising Priorities

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

For more information on giving opportunities or to donate online, please visit [marriott.byu.edu/giving](https://marriott.byu.edu/giving).



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