Visit Marriott Alumni Magazine online at MARRIOTTMAG.BYU.EDU.
Cover photo by Alisia Packard.
Despite economic tightening around the country—and across the globe—MBAA alumni this spring are paying it forward. In response to an email appeal from MBA director Craig Merrill, MBA alumni have been beating the bushes for internships. Through some creative hunting and friendly persuasion, MBA alumni have found or created nearly 100 leads for new internships. A large number of these opportunities were created especially for and are open only to BYU students.

The help has come just in time, as first-year BYU MBA students feel the pressure to gain experience that will give them a competitive edge for next year’s uncertain job market.

While the phrase “pay it forward” rose in popularity as the result of the 2000 Warner Brothers movie, the idea has been around for a long time.

In 1784, Benjamin Franklin wrote to a friend: “I do not pretend to give such a sum; I only lend it to you. When you shall return to your country with a good character, you cannot fail of getting into some business that will in time enable you to pay all your debts. In that case, when you meet with another honest man in similar distress, you must pay me by lending this sum to him; enjoining him to discharge the debt by a like operation, when he shall be able, and shall meet with another opportunity. . . . This is a trick of mine for doing a deal of good with a little money” (emphasis added).

Always clever, Mr. Franklin got it right. Paying it forward allows one person to magnify the good he or she can do by convincing others to do likewise.

We have been buoyed up by our alumni’s response to an appeal for help. As one placement administrator said, “The great thing is there appears to be no end. Leads continue to come in, and a number of people have also contacted us with full-time employment opportunities.”

As a result, we are ahead of just about every major business school in the percentage of MBA students with internships. More than 90 percent of our first-year MBA students have summer internships. And we are in the top third of schools in terms of the percentage of graduates with job offers.

About 75 percent of our recent MBA graduates have accepted full-time positions. There is no question this has been an extremely challenging year. But we simply wouldn’t be where we are without our alumni’s help.

We may never discover how an act of service affects someone else, how it may alter someone’s course or give a needed boost. But as King Benjamin reminds us, we are all debtors—owing our very breath to Him who created us. I believe we also owe the many who daily shape who we are and what we become. In the end we are all reaping the blessings of what others have paid forward.

Sincerely,

Joseph D. Ogden
Assistant Dean

PAY IT FORWARD CONTACT
Bill Brady
Director, Business Career Center
801-422-1790
bill_brady@byu.edu

Marriott Alumni Magazine | Summer 2009

Gary C. Cornia, Publisher
Joseph D. Ogden, Managing Editor
Emily Smurthwaite, Editor
Jon G. Woidka, Art Director
Jennifer Greenwood, Copy Editor
Nina Whitehead, Contributing Editor and Photographer

Assistant Editors, Sara Payne, Sean Walker
Contributing Writers, Editors, Designers, and Photographers, Cindy Badger, Megan Bingham, Rachel Finley, Christine Franden, Brad Jeppson, Chadwick Little, Kelly Nield, Emily Webster

Magazine Design, Stephen Hales Creative, Inc.

All communication should be sent to:
MARRIOTT ALUMNI MAGAZINE
490 Tanner Building
Brigham Young University
Provo, Utah 84602-3187
Phone: 801-422-5083 Fax: 801-422-0501
Email: marriottmag@byu.edu

Published by the Marriott School of Management at Brigham Young University, Provo, Utah. Copyright 2009 by Brigham Young University. All rights reserved.
A Professor’s Drive to Teach Finance

WHILE OTHERS ARE MAKING their morning commute down I-15 catching up on news or traffic, Ray Nelson is strolling down University Avenue brainstorming innovative ways students can learn.

For the past ten years, Nelson, a Marriott School finance professor, has been walking or biking to campus and using that time to refine his ideas for an interactive web site that eliminates the need to lecture from a textbook.

His web site allows students to interactively learn how the finance markets work. A student, for example, could determine how differences in the bonds market are affected by variables such as price, quantity, and maturity. Instead of old models where students would have to decipher verbal cues from a book, students are now able to see the market shift right before their eyes.

“Previously students had to manually draw out each graph before setting up a problem. It was time consuming,” Nelson says. “This model engages more of the senses and allows students to have more repetition and cognition.”

Instead of using old-school rulers and graph paper, his students are working with numbers and analysis. Students then apply this knowledge to current markets by browsing links to hot topics in economics such as articles on the Fed’s philosophy in The Wall Street Journal or musings on the Dow in The Economist. The net result, Nelson says, is that students master the concepts faster and easier and can apply this knowledge to real-life situations.

“We used the interactive web site to gain better insight into the current credit crunch epidemic,” says Danielle Pharo, a senior finance major from Alamo, California. “Using just the money multiplier—a banking and Fed balance sheet—we applied our classroom learning to the economic crisis.”

Pharo’s class used the money multiplier and injected funds into the market. They observed how stagnant the graph stays when loans are not made and how, over time, the balance sheets would retract. This firsthand look at the markets helped Pharo personally visualize the detriment of simply dumping money into the economy.

The web page not only helps users observe problems with the economy, but it also illustrates ways to boost it. For this reason, it is aptly named “market workplace” and functions like a workbook: it sets out graphs and functions but leaves necessary fields blank. Almost any variable that affects the economy is found in the market workplace. These are features that not even the most elaborate textbooks can boast.

“Professor Nelson comes to class completely prepared, and he never lectures from a book or notes,” says Katy Pratt, a senior finance major from Salt Lake City. “He logs onto the web site, plugs in formulas, and shows us how macroeconomic principles come to life.”

Pratt, Nelson’s teaching assistant, says she has observed a definite increase in productivity and understanding in classes. Before the current version was unveiled last fall, students were easily confused with difficult concepts. Now they have twenty-four-hour access to the materials and often teach themselves. Perhaps the biggest boon to students is that these tools don’t expire when the class is finished.

“One of the things I hope to accomplish is that students continue to use the site well after they’ve graduated,” says Nelson, who has been carefully refining the market workplace for the past ten years. “Former students will call to tell me that the concepts they thought they wouldn’t need to know are very relevant in their lives.”

And even with how comprehensive market workplace is, Nelson says he is still not done improving it. The next time you’re on University Avenue and witness a man strolling down the street deep in thought, you might be seeing the spark of inspiration ignite.

“My main goal is to allow students and others the opportunity to gain and retain knowledge throughout their lives,” he says. “The personal satisfaction of seeing students using the software is enough for me.”

Nelson’s web site may be accessed at marriottschool.byu.edu/teacher/moneybank.
A human resources consultant describes the situation as “the worst.”

A corporate attorney calls it “devastating.”

A human resources manager compares it to a “death-like” experience.

All of these people are talking about the same nightmare: having to terminate someone’s employment. No matter what it’s called—firing, dismissing, booting, discharging, canning—it all adds up to the same painful thing: An employee no longer has a job. And someone has to deliver the bad news.

“There’s a horrible amount of guilt in firing an employee,” says Mark Andreasen, a business instructor at Northwest College in Powell, Wyoming, and former small business owner.

“I’d almost rather be fired than fire somebody,” says Brian L. Boyle, chief legal officer for Jus International, in Boise, Idaho. “Losing a job is a devastation that people don’t always come back from, emotionally or financially.”

“It is life-changing,” says Dale Getz, human resources manager for the ExxonMobil refinery in Billings, Montana. “I tell managers they need to view it as a death-type experience for the employee. That’s probably too severe a description, but the employee is being severed from an important part of life.”

A perfect, painless way of terminating an employee probably doesn’t exist. But human resource professionals agree a few steps are essential to minimizing the pain—for both employee and manager—while also reducing the odds that the termination will be revisited in a courtroom. The termination process may be perceived as cold, but there are solid reasons for organizations to follow a strict protocol even when cutting loose a valuable and trusted employee.

Forecast: More Rough Weather Ahead

As the international economy continues to shake, sputter, and, in some cases, stall, more
Terminations are inevitable. An estimated 2.6 million employees lost their jobs last year, and the figure is expected to be similar, if not higher, in 2009. Unemployment topped the 8 percent mark in March, the highest such rate since 1983, according to figures from the Bureau of Labor Statistics. Supervisors are now often in a role they hoped they’d never play: unsheathing the corporate ax.

Terminating good employees for economic reasons is especially troubling. “Those are the worst,” says Mara E. Hartley, a human relations consultant with Employer Solution Group in Loveland, Colorado. “I’ve been there. And the people being terminated ended up consoling me.”

Experts recommend several steps that will help limit the anguish for all parties. First, document issues ahead of time if the termination is performance-related. Next, carefully prepare a plan for the termination interview, and stick to it. Be understanding in the termination interview, but provide only essential information to the employee. Get ready for an array of reactions, from passive acceptance to pleas for a second chance to outright hostility. Be consistent in what you say, and ensure that you’ve held performance to the same standard for all employees. And when the employee has been dismissed, provide a brief explanation to other employees.

It’s not simple to pull all of that together. It takes time and thoughtful consideration. Terminating an employee takes at least as much effort as hiring a person. It is especially draining to send a good worker out the door because of economic conditions. “In those cases, you dread having to do it,” Getz says. “You know it will be difficult for him or her from a personal and family situation.”

Managers probably sleep slightly better when the termination stems from difficult times, rather than difficult employees. Both are miserable experiences, but when the economy is the boogeyman, news of a termination is generally a little easier for an employer to deliver and employees to accept because it leaves them with some dignity.

**Keeping Employees At-Will**

How difficult is it to terminate an employee? On paper, it’s not tough.

“From a legal standpoint, it’s not difficult to fire someone,” Boyle says, because of “at-will” laws in effect in almost every state. “At-will employment” means that workers keep their jobs at the will of the employer. “Essentially, in most states, employees are on an at-will appointment. You can fire anyone at any time, for any reason, or for no reason.”

At-will employment doesn’t provide a complete shield to employers, however. “Just because you can fire someone doesn’t mean he or she won’t file a lawsuit against you,” Boyle says. “A wrongful discharge is very difficult to win. But it doesn’t mean you won’t spend thousands of dollars to fight it. Sometimes winning is losing.”

Beware of employee contracts that contain language limiting an employer’s ability to terminate an employee. If it’s company policy to have a written contract, “make sure you have something that lets the employee know he or she is at-will,” Boyle says. Employers often run into problems in at-will states when “a handbook gives people rights they never had,” he adds.

**Paper Trails before Happy Trails**

Some companies, in fact, may be reluctant to fire underachieving employees, fearing legal repercussions. Well-publicized cases have made employers skittish and employees open-eyed about what can happen in a termination-gone-wrong.

“If you’ve done your due diligence, if you feel as though you followed the steps in terms of documenting, investigating, and following policies, the risk is much less,” Hartley says.

Documentation is an essential part of due diligence if termination is based on unacceptable performance.

“Make sure you document the performance issue. Then make sure the employee has been made aware of the issue and that the employee has been warned that termination could be an outcome,” Hartley says.

Documentation ideally begins with the employee’s performance appraisal. That’s the appropriate time to inform the employee of performance issues, expected improvements, and consequences of continued poor performance. If an organization wants to terminate an employee who has an acceptable performance appraisal, “you’ve got an issue,” Hartley warns.

“Paper trails help immensely,” Andreasen says. “If you don’t have that paper trail and termination is a possibility, start one.”

Terminating without solid documentation is a spin of the wheel for employers.

“Attorneys are going to be very interested in the thoroughness of the documentation,” Getz says.

It’s difficult to pinpoint how many terminations end up in court, the experts say, although it’s probably less than most managers would guess.

“Relatively few end up in court, but other legal or contractual mechanisms are often used,” Getz says. They include arbitration, third-party investigations, or settlements. The trend toward litigation likely will rise in today’s economy, though, as savings accounts dry up and frustration mounts. That makes it
all the more important to carefully plan and manage any termination activity.

**Ripping Off the Band-Aid**

When the time comes to talk with the employee, every step should be mapped out. Termination interviews are not the time to make decisions or statements on a whim. Employers need to develop a playbook and stick to it.

Planning includes picking a good time for the termination conference; a suitable location to preserve the employee’s privacy; and having all the paperwork prepared, including information on the severance package, health insurance, and other benefits, as well as documentation if the termination is performance-based.

The HR experts say the conference should be to the point, with only essential information provided to the employee.

“Ripping off the Band-Aid slowly is going to extend the conversation, and from a legal perspective, you don’t want to talk too much,” Boyle says. “Every reason you give is a potential contention point in a lawsuit.”

“Keep it short,” Andreasen says. “If you continue to talk and talk, you’re probably trying to appease your own feeling about dropping the ax.”

While acknowledging the need for compassion, Getz says, “cut the dog’s tail off all at once, not an inch at a time.” Often, a quick exit is also the most compassionate exit.

“Give the employee a factual reason for the termination,” Hartley says. “Attempts to soften the blow can cause even more confusion and lead to legal action because the employee could sense that something illegal or discriminatory is being covered up.”

Except in unusual instances, such as when an employee may become violent, employees deserve to hear the news face-to-face.

Getz says that at least two management representatives should be present at the termination conference. If a union is involved, a representative should accompany the employee. If there is a threat of violence, security personnel need to be nearby.

Never use email to terminate an employee. Aside from lacking compassion and smacking of cowardice, there are legal benefits to doing the task person-to-person.

“Emails are forever,” Boyle says. Every reason an employer lists in a termination email could resurface should the termination spawn a lawsuit.

**Going Gently—or Not**

The reaction of the employee can range from docile acceptance to violence. Getz recalls an incident early in his career when a terminated employee left the office shouting and tossing equipment around, leaving other staff members wide-eyed and looking for the closest exit.

“It didn’t go well,” Getz says wryly. “That was one where I learned a lot about terminations.”

Hartley says, in most cases employees have clued in about why they’ve been summoned to meet with a manager. “Most people know why they are there. They won’t be surprised.” Still, expect pleas and bargaining. “Let me stay just one more week, and I’ll show you what I can do. I’ll turn it around. You aren’t being fair,” are common refrains, but second-guessing the decision isn’t a good idea.

“You just have to stick to your guns and say, ‘I’m sorry you feel that way, but that’s our decision,’” Hartley says.

Smaller firms without in-house counsel or an HR staff may need to look for outside expertise to help with terminations. “If you don’t feel 100 percent good about it, that’s when you should consult an attorney or HR professional,” she says.

**The Same Thing, Over and Over**

For twelve years, John Thompson worked as a computer systems administrator for a large high-tech company in Boise, Idaho. When economic times turned tough and the company began to bleed red, the pink slips started to flow, even for an employee as experienced as Thompson.

“Everyone got called in, but you didn’t know if you were retained before the meeting,” he says. “If you came out with a packet in your hand, everyone knew you weren’t.”

Thompson’s meeting was swift, lasting less than ten minutes. Thompson describes it as a “cold” encounter—one that left him without a job.
“For legal reasons, they had it scripted out, so they didn’t say the wrong things to employees,” Thompson recalls. “I went into a room with a manager and a supervisor. My supervisor didn’t say a word, and the manager just read from the script. It was the strangest thing.”

When more than one employee is going to be terminated, consistency is vital, although highly impersonal. The termination conference should be conducted in the same manner and all employees provided the same information.

“It’s important to be consistent, rather than deciding to be hard core or compassionate,” Andreasen says. “If you’re a compassionate supervisor, then you should act that way when you talk with the employee. If you’ve always been businesslike, then that’s the way you should be in the termination interview.”

Consistency is important in another way too. Organizations run into a mountain of trouble by being selective in their terminations. Employee behavior must be held to a consistent standard throughout the organization. At times supervisors will terminate one employee but allow others to display similar behaviors with no consequences, Hartley says. Such inconsistencies may come back to haunt an employer should a termination end up before a jury.

The Truth, Minus Dirty Laundry

Here’s the scenario: Bill comes to work. Bill is called into the office. Bill comes out, looks upset, packs up his belongings, and scuttles out of the building without saying a word. The office grapevine springs to life.

How much of Bill’s story should an employer disclose? Should anything be said? Those questions should be addressed within strict limits, Hartley says.

“Make sure you maintain confidentiality about the termination. Otherwise, you risk defamation or privacy invasion,” she says. “It’s a fine line because the remaining employees know that someone is obviously gone, but supervisors tend to give more information than is necessary.”

Andreasen agrees and says that tactfully acknowledging the termination of an employee can lay to rest the concerns of others left behind.

“You don’t want to spread the dirty laundry,” he says. “But if there is no danger of other employees losing their job, then you don’t want them to panic. You can be straightforward. You can say, ‘Bill was terminated for . . .’ without going into the specifics. You can assure them their jobs will not be affected.”

A Failure of Two

Too often, terminations stem from hiring an employee for something he or she wasn’t qualified to do. Maybe the expectations were too high or not communicated well. Perhaps there wasn’t enough training or definition to the job. And there is the possibility that a manager hired someone to make up for his or her own weaknesses.

“If you can’t succeed as the owner of the business, it will be difficult to find an employee who can. People who operate like that leave a lot of dead people in their wake,” Boyle says.

Rather than continue the hire-then-fire pattern, he has a suggestion: take a look in the mirror.

“If you find that you are firing a lot of people, at some point, you have to look in the mirror and say, ‘Maybe it’s me. I’m either the unluckiest person in the world, or maybe not all of these people were incompetent.’

Occasionally, employers will need to cut loose employees who have a sizeable dose of overconfidence about their contributions to the company. Their performance may be below par, but their egos take up the slack.
Peek at any of those lists of major stresses in life, and losing a job is always in the top ten, a few notches below a death in the family, divorce, or heading to jail.

“It’s a very bitter pill for an employee to swallow,” says Dale Getz, human resources manager with Exxon-Mobil, who has more than thirty years of experience in the field.

Yet in the case of Mark Andreasen, losing his job might have been the best next step along his career path.

Andreasen worked for a high-tech company in Utah, first in international sales, then in marketing. When he joined the firm, it was small and privately owned, but after a few years, it was sold to a large, publicly held company. The corporate structure changed almost overnight.

And rumors percolated, followed by a meeting with his supervisor who told the employees layoffs were a possibility and she would understand if they decided to look elsewhere for a job.

The layoffs proved more than rumor. A couple of months after the first meeting with his supervisor, Andreasen nestled in among the unemployed.

“For me, it was a roller coaster,” he says. “We were in a mild recession; jobs were tight. There were days when I was depressed and struggled. But I was also excited to try something else.”

Andreasen decided to set up his own business washing windows and putting up Christmas lights. If it seemed a step down the career ladder for a former corporate manager with a master’s degree in business, Andreasen didn’t notice and didn’t care. His business boomed. Within months he hired his first employee, and others soon followed. He had more than enough work to keep the small business chugging along.

But what he really wanted to do long term was teach at the junior college level. When a position opened on the business faculty at Northwest College, in Powell, Wyoming, Andreasen knew he was qualified and prepared. He got the job five years ago and is thrilled to be at the school, located in a high-plains valley east of Yellowstone National Park.

From the nightmare of a layoff came an unforeseen result. “I landed my dream job,” Andreasen says.

Getz says that Andreasen’s journey is not atypical.

“Most employees who have lost their jobs, I’ve noticed, come out better on the other side,” he says. “They come out happier. They find a better job. They find an organization that better meets their career objectives and their skills.”

Andreasen agrees. He’s spoken to many people who have gone through the turmoil of being terminated, “but in the end, every one of them told me it worked out better.”

His advice to those who have lost their jobs is simple. “It’s so important to keep that long-term vision. Looking back, I realized losing my job was the best thing that could have happened to me.”

From Nightmare to Dream Come True

"Many times you get this look like, ‘I can’t believe you’re doing this to me!’" Hartley says. “Their perspective is not exactly aligned with reality.”

Andreasen says that keeping open the lines of communication is a must so that when performance dips, the employee knows it immediately and can attempt remedial action.

“You can’t assume the employee knows what you’re thinking,” he says.

In the End, a Beginning

John Thompson, the systems administrator, found a new job several months after being laid off by his previous employer. He, in fact, received two job offers on the same day.

Although Thompson acknowledges it’s hard to feel safe after being terminated, the new job provides him with the security that he sorely missed. When the new job was offered, “it felt like an elephant had been lifted off my shoulders. Everything I worried about before went away.”

And even though the experience of being laid off was traumatic, he acknowledges his former employer was following a strict plan for a reason.

“It doesn’t make it any more pleasant, but I knew, right then, it was all for legal purposes,” he says.

The ordeal is certainly not fun for either party. But cutting loose a good employee was never meant to be.

About the Author

A writer from Meridian, Idaho, and the father of four children, Donald Smurthwaite is the author of seven books and dozens of magazine stories. He earned his BA in communications from Brigham Young University in 1977.
When Traci Stathis’ client mentioned he was soon going on a two-week vacation to Florida, she supposed he wouldn’t be available to review drafts or give feedback on their brochure.

“Oh, that will impact our timeline then,” said Stathis, a senior consultant with Booz Allen Hamilton who provides contract support for the Department of Homeland Security. But she was quickly corrected. “No, I’ll be on vacation. I’ll be easier to get a hold of,” her colleague replied.

Perplexed at first, Stathis found his claim to be true. “It was ironic; his reason for being more responsive while on vacation was because he wasn’t stuck in meetings all day and could check his BlackBerry,” she said.

This situation is apparently typical in much of corporate America. The Florida vacationer is among most U.S. adults who don’t resist the urge to check work email and voice mail while on vacation. It could be worse—he could be with the 25 percent who don’t use vacation time at all, despite the need for respite to regroup, recharge, and avoid burnout.

Even with the fewest number of vacation days in the world according to many surveys—the United States averages fourteen per year—it’s a wonder some still go unused. People fear job security, explains Munro Cullum, a professor of psychiatry and neurology at the University of Texas Southwestern Medical Center in Dallas. “There’s a push for productivity,” he says, “and that can make people really avoid taking a vacation. Some people just figure they’ll relax when they retire.”
A LITTLE GOES A LONG WAY
Basking in the sun, however, can be far more beneficial than never taking time for a reprieve.

Since Jon Blaser left corporate life in 2006 to start his own firm, Blaser Tax Consulting, and achieve greater work–life balance, he’s taken two cross-country family road trips. The 1996 Marriott School Macc graduate felt at ease about taking the extended vacations because he communicated with his clients and finished his work before leaving town. Blaser, of Mechanicsville, Virginia, took his laptop with him in case clients needed him, although he didn’t intend to work. While he may not have been catching waves or lounging on the oceanfront, each getaway provided opportunities for rejuvenation and relaxation.

It’s that mental relief that is so beneficial, says Ben Chan, MD, a psychiatrist at the University of Maryland Medical Center. “Taking regular breaks from work can help keep stress levels low and prevent workplace burnout,” he explains.

The most immediate psychological benefit of vacation, Chan says, is catching up on sleep. “The sleep debt accumulates over time. People are so stressed that they don’t have time to relax and sleep well.” Then, he adds, they’re amazed when they go on vacation and can sleep ten, twelve, or even fourteen hours a night. “Our bodies require sleep. It helps with memory, concentration, and being alert.”

Physicians and psychotherapists say both rest and play are important; they actually compare sleep deprivation to lack of vacation. Both can negatively impact reflex time, resilience, and the ability to avoid infection. Lack of vacation or recreation can also impact one’s ability to process information effectively and to clearly see the big picture. And this probably goes without saying, but those needing a vacation tend to be crankier and more critical of those around them. Sound familiar?

Stress at work can also lead to physiological changes: higher blood pressure and an increase in stress hormones. The body is constantly subjected to these responses if one works all the time, says Harvey Simon, MD, associate professor of medicine at Harvard Medical School and physician at Massachusetts General Hospital.

A vacation, whether to a tropical location or a relaxing lodge, provides a break from the main sources of stress and burnout, says Toby Anderson, a social worker who provides counseling in stress management, anxiety management, and psychology in Richmond, Virginia.

From a mental health standpoint, Chan asserts that vacationing is clearly a necessity. “It helps recharge your batteries,” he says. Plus, he points out, vacation days are given for a reason. “I think it is a problem when people brag about how many unused vacation days they have. It’s like a bravado: ‘I worked 100 hours this week.’ It’s kind of like, how hard can we push ourselves?” It’s important to find balance, he notes.

As alluring as the time off may sound, Americans, on average, use only ten of the fourteen available days of paid leave. This makes for a grand total of approximately 574 million unused vacation days each year, according to the U.S. Bureau of Labor and Statistics. 5

The reasons for not using up vacation days vary. Some blame it on the “system”—the requirement to schedule a vacation ahead of time. Almost just as many say they’re too busy at their jobs to leave. Still others, about 10 percent, say they’d rather have the payout for unused vacation time. 6

According to Harprit Singh, founder, president, and CEO of Intellicomm Incorporated, there are others factors that influence why workers don’t take the much-needed vacation. His company specializes in communications systems that allow people to travel and still stay connected to work issues. Hence, he frequently interacts with people who desire to take time off but don’t think they can leave and still fulfill the details of their jobs.

Singh, who earned his MBA from the University of Pennsylvania’s Wharton School in 1994, believes people avoid taking vacation for both personal and professional reasons. “There is the question about planning. People have a tendency to stick to routines, so even a vacation for some people is a disruption,” he says. Others believe they need daily face time in the office in order to be seen as hard workers deserving of promotions, he adds. And as of late, Singh says, the job market and the fear of losing jobs cause people to push taking a vacation even further down on their priority list.

But, Singh notes, “the biggest reason people don’t take vacations is that employees fail to realize the value of vacation. Although not true for everyone, in general people do not make vacations a priority.”

FAMILY BONDING TIME
Among the many benefits of taking a break, Chan says there’s even a psychological perk to being with family, noting that it’s the awesome, quirky, or unique family vacations that are most memorable. “Meaningful interactions with family are very beneficial long term.”

That’s one reason Jon Blaser’s family camped out and prepared their own meals along their cross-country treks to Idaho. “As crazy as it may seem, the best part of our trips...”

“THERE’S A PUSH FOR PRODUCTIVITY, AND THAT CAN MAKE PEOPLE REALLY AVOID TAKING A VACATION. SOME PEOPLE JUST FIGURE THEY’LL RELAX WHEN THEY RETIRE.”

The "vacation deficit" is growing, according to the Bureau of Labor and Statistics. As of 2011, 40 percent of Americans have not taken their annual vacation days. Moreover, 10 percent say they’d rather have the payout for unused vacation days. The cost of unused vacation time in 2011 was estimated to be $62 billion, according to the Bureau of Labor and Statistics. 5

The biggest reason people don’t take vacations is lack of time, according to the Bureau of Labor and Statistics. However, many people take their vacation time but don’t use all of it. In 2011, the average worker used 10.5 days of vacation time. 5

The reasons for not using up vacation days vary. Some blame it on the “system”—the requirement to schedule a vacation ahead of time. Almost just as many say they’re too busy at their jobs to leave. Still others, about 10 percent, say they’d rather have the payout for unused vacation time. 6

According to Harprit Singh, founder, president, and CEO of Intellicomm Incorporated, there are others factors that influence why workers don’t take the much-needed vacation. His company specializes in communications systems that allow people to travel and still stay connected to work issues. Hence, he frequently interacts with people who desire to take time off but don’t think they can leave and still fulfill the details of their jobs.

Singh, who earned his MBA from the University of Pennsylvania’s Wharton School in 1994, believes people avoid taking vacation for both personal and professional reasons. “There is the question about planning. People have a tendency to stick to routines, so even a vacation for some people is a disruption,” he says. Others believe they need daily face time in the office in order to be seen as hard workers deserving of promotions, he adds. And as of late, Singh says, the job market and the fear of losing jobs cause people to push taking a vacation even further down on their priority list.

But, Singh notes, “the biggest reason people don’t take vacations is that employees fail to realize the value of vacation. Although not true for everyone, in general people do not make vacations a priority.”
was the excitement of getting to the next campground. It kept the momentum going,” Blaser says. For a family of seven, camping got everyone out of the car and moving around rather than stuffed in a hotel room. Plus it’s a lot easier on the family budget: the price for camping in a state park was $20 a night, compared to the cost of renting two hotel rooms. “We found camping very cost-effective and, most importantly, very memorable.”

Others recall trips that likewise united the family. For years the Perkins family took the occasional weekend trip to the beach but never ventured out on what they would call a “real” vacation. “Longer vacations were always reserved for family visits,” Kelli Perkins says, “and that’s just not vacation.”

Then last March, her mother offered her family a week at a timeshare in Orlando, Florida, home of Disney World. The timing was impeccable: Kelli’s husband, Pat, was under an extreme amount of stress at work, and they both had reached the point of burnout. Kelli jumped at the chance to escape from the cooler weather of their home in Virginia to the Sunshine State.

Pat, who owned his own financial firm and was partner in a carpet cleaning franchise, had to take work with him. “Having your own business means there’s no one else to do the work,” Kelli says. On the trip, Pat would work in the mornings and at night after the children went to bed—a compromise, she says. “Otherwise we wouldn’t have been able to go.”

The break was beneficial not only for Pat, who was pulling sixty-hour workweeks, but for Kelli as well. “The stress of work can affect the whole family,” she says. “You can feel it at home.”

Out of Sight, Out of Mind?

Leaving on vacation means actually leaving work—or does it? Not necessarily, according to a survey of advertising executives by the Creative Group. Of those surveyed, 13 percent said they never check in while on vacation; a whopping 47 percent may be throwing their towels on the sand, but they’re still checking in at the office on a daily basis.

Chan believes that taking a step away from the office gives you a fresher perspective when you get back. The psychiatrist emphasized that taking a break from a project can actually help. “With improved rest and improved sleep, one is better able to brainstorm new ideas,” he says.

How is it done? If possible, it’s important to leave work where it belongs—at work—and to make days off count, says Elizabeth Scott, who provides counseling and coaching in effective stress management for stress.about.com. But how does one do that without losing the feeling of job security? Scott offers these suggestions:

• Tie up as many loose ends as possible before leaving.
• Don’t offer to be in contact while away. Take your cell phone for emergencies but check messages only once a day, and leave the computer at home.
• If you feel it’s important for you to be reachable while you’re away, limit your availability to, for example, five minutes a day or one day in the middle of the trip. This will ease the anxiety you may feel and enable you to deal with emergencies.
• If you’re having trouble leaving work behind, remind yourself that you owe it to your job to be your best self and that it will be easier to be more productive during the rest of the year if you take care of yourself now.
The more frequent the breaks, the less buildup in the stress of a job, he says. “The key is spending time away doing something different.”

For her, it was nice to have a change of scenery and build fun family memories. “I would say I had a little vacation glow,” she admits. Most importantly, she notes, it was good to reconnect as a family and get out of her routine. Kelli can identify with a study conducted by the Arizona Department of Health and Human Services that found that women who take vacations are more satisfied with their marriages.

“My big realization was that we’ve been missing out,” she says. Seeing the value of a family getaway, the Perkins family hopes to establish a vacation fund and slate a “real” vacation on the calendar each year.

SOME SUN IS BETTER THAN NONE

One doesn’t have to become a total beach bum to reap the benefits of a vacation. In fact, Anderson says that for some people, scattering shorter vacations—perhaps long weekend retreats—can be equally rewarding. The more frequent the breaks, the less buildup in the stress of a job, he says. “The key is spending time away doing something different.”

A “staycation,” or a vacation where one relaxes in his or her hometown, has become a popular alternative to the traditional vacation, Scott says. “It provides a wonderful break without as much expense as an out-of-town trip. If you take a staycation, be sure you make yourself unavailable to your job and other life responsibilities, or it won’t work,” she advises. She suggests staying in a hotel or other lodging facility if it will help to really “break away” from it all.

A staycation can include day trips to local attractions like a beach, museum, theme or water park, festival, or concert. Chan says having that extra day to spend with family or

---

Tips for Surviving the Family Road Trip

- Listen to books on tape.
- Watch DVDs.
- Provide new toys every couple of hours.
- Have plenty of snacks on hand.
- Bring coloring books, crayons, and stickers for younger children.
- Bring bubbles in the car for “emergency” situations.
- Expect frequent stops.
- Play car games (for suggestions, see parents.com/family-life/travel/road-trips/family-road-trip-survival-guide/).
- Clean as you go, but don’t worry too much about “road-trip” car—you can always just roll down the windows.
- Try not to worry too much if a child misses a nap or eats french fries twice in one day.

Suggestions provided by Jon Blaser and Kelli Perkins, both parents and family road trip survivors.
to accomplish tasks that have been put off repeatedly can be immensely rewarding.

The concept was adopted in Egypt, where a national holiday is in place to remind people to stop. In fact, the name of the holiday is Sham El Nessim, or “Smelling of the Breeze.” The day celebrating the rite of spring is typically observed by taking time to relax and enjoy their days off with family and friends when they take vacations. Of course, the government might not work as efficiently during the month of August in France. Perhaps things slow down a bit in Egypt during the holy month of Ramadan,” she says. “But in the end, people are happier because they have the time to enjoy themselves and relax. They can return to work renewed with energy and look forward to the next mandatory vacation.”

Other countries have also slowed down on time put in at the office. Japan long held the lead for number of hours worked, but the United States surpassed it in the mid-1990s and has since pulled even further ahead.11 The report, provided by the International Labor Organization in 2001, found that Americans added almost a full week to their work year, working 137 hours—or about three and a half weeks—more a year than Japanese workers.

“It’s unique to Americans that they continue to increase their working hours, while hours are declining in other industrialized nations,” says Lawrence Jeff Johnson, the economist who oversaw the report. “It has a lot to do with the American psyche and culture. American workers are eager to make the best impression—to put in the most hours.”

NOTES
1. career-advice.monster.com/vacations/The-Importance-Of-Vacation/home.aspx
2. forbes.com/2007/08/02/vacation-work-summer-forbeslife-cx_avd_c806e6health.html
4. forbes.com/2007/08/02/vacation-work-summer-forbeslife-cx_avd_c806e6health.html
5. imakenews.com/signal/e_article00067059.cfm?x=b7fqJ3spGIHb8w
6. imakenews.com/signal/e_article00067059.cfm?x=b7fqJ3spGIHb8w
7. findarticles.com/p/articles/mi_qn4188/ai_n9490063
8. stress.about.com/od/workplacestress/a/vacations.htm
9. en.wikipedia.org/wiki/Staycation
11. query.nytimes.com/gst/fullpage.html?res=9A0CE5D91130F932A5757C09670CE865
12. forbes.com/2007/08/02/vacation-work-summer-forbeslife-cx_avd_c806e6health.html
13. imakenews.com/ips/A94222542.html

ABOUT THE AUTHOR
Jennifer Mathis can vouch for the value of vacations, having recently traveled to Europe with her husband, Michael. She is a freelance writer and editor living in Mechanicsville, Virginia. She earned her bachelor’s degree in journalism in 2000 and her master’s degree in 2002, both from BYU.
ost people who work for the Financial Accounting Standards Board (FASB) leave with the same going-away gift: a frame containing all the covers of the standards they helped publish while there.

Jeff Wilks’ frame, which sits next to family pictures on a shelf in his Tanner Building office, is one-of-a-kind.

It’s empty, except for one blank piece of paper.

Technically, the blank sheet is accurate. The Marriott School accounting professor didn’t publish a single paper during his two-year stint at the FASB, the organization that develops U.S. accounting standards. So when Wilks left, his colleagues awarded him the empty frame as a joke.

But this general ledger of Wilks’ work doesn’t come close to accounting for everything he did as project manager for Revenue Recognition, a joint project between the FASB and the International Accounting Standards Board (IASB).

“The Revenue Recognition project was languishing until Jeff took over as project manager; it had been discussed by both boards for several years, but little progress was made,” says Thomas J. Linsmeier, one of five FASB board members. “Under Jeff’s leadership, the project moved forward at a fast pace for standard setting.”

Wilks jump-started the project with his bright mind, people skills, and eternal optimism, says Kenneth Bement, a former student of Wilks and current manager of the Revenue Recognition project.

“Since the day he left, we’ve been working hard to maintain the momentum that he helped build,” Bement says. “Thanks to that momentum, the FASB and the IASB were able to publish a document six months after Jeff left.”

That document, a discussion paper on revenue recognition, was seven years in the making. The project struggled for five years and burned through several project managers before Wilks arrived in 2006. He returned to BYU shortly before the paper hit the press.

How did Wilks accomplish what others didn’t? The consensus among his colleagues is that it was his unparalleled passion for financial reporting issues and his world-class understanding of accounting principles.
Wilks’ summation goes something like this: He and his team quickly identified points of disagreement among IASB and FASB board members and set aside those sticky issues. Then they guided members through the remaining foundational issues of revenue recognition and discovered there was much more agreement than disagreement. Using this approach, the majority of board members were able to see eye-to-eye on the more polarizing issues.

Of course, that’s an oversimplified explanation of an exceptionally complicated task. The truth is, Wilks’ team helped break down strong, diverse, and long-held opinions within the five-person FASB board and the fourteen-person IASB board to lay the groundwork for an international standard that will likely be finalized within the next few years.

Wilks’ efforts were monumental in the acceleration toward universal adoption of a single set of international accounting standards, says BYU School of Accountancy colleague Earl K. Stice.

“There is no one in the world who understands revenue recognition better than Jeff Wilks,” Stice says. “And he is right here with us. Sometimes we don’t realize what we’ve got.”

Still, all Wilks has to show for his FASB efforts is that blank piece of paper—that and a position as an academic advisor to the IASB, the London-based organization that sets accounting rules for more than 100 countries. Wilks accepted this ad hoc advisory position toward the end of his FASB commitment as a way to stay involved with the Revenue Recognition project until it produces a final standard.

The jump to the IASB was a natural fit for Wilks, who had traveled to the U.K. more than half a dozen times to deliberate issues with IASB board members. Wilks says he feels as much at home with the IASB as he did with the FASB, which works out nicely, since the FASB was home to Wilks for more than two years.

A New Environment

Wilks’ FASB stay, which caused him and his wife, Melinda, and their five children to relocate from Utah to Connecticut, lasted from May 2006 to August 2008. Wilks and his family welcomed the change of scenery even if he didn’t have any space for his woodworking hobby.

“The closest to woodworking I got was the pinewood derby,” says Wilks, who keeps a full wood shop in his Orem home. “But the transition for my family truly was seamless.”

Following their father’s adventurous lead, the Wilks children—Ashlyn, Tate, Dallin, Tanner, and Maleah—jumped right into their new community four minutes from downtown New Canaan and made Connecticut home.

Ashlyn, “the social butterfly,” was soon pirouetting at a well-recommended ballet studio, while the boys were making a splash at the city pool and spending warm New England nights at dad’s softball games. Melinda held down the den as a Wolf Scout leader and enjoyed frequent trips to Manhattan with other New Canaan mothers.

Wilks says the Marriott School’s strong support of professional leaves made the whole experience easier. From the first day Wilks was hired at BYU in 2000, his accounting department superiors suggested he consider taking time off to engage in the professional sphere.

Since 2000, six full-time accounting faculty members have made good on professional leave opportunities, including Steve Glover at Pricewaterhouse Coopers, Greg Burton at the U.S. Securities and Exchange Commission, and John Barrick at the U.S. Congress Joint Committee on Taxation.

When Wilks’ leave came to an end, the FASB offered him a permanent position. Wilks admits it was a real consideration for him and his family, but in the end, the FASB couldn’t quite measure up to BYU.

“Jeff was asked to stay at a substantial increase over his BYU salary,” says Kevin D. Stocks, director of the School of Accountancy. “Jeff chose to return because of his love for BYU and his love for the students. We are delighted to have him back.”

Stice adds, “He understands issues very clearly. His opinion is highly valued by the faculty.”

Wilks thinks fondly about his time in Connecticut but couldn’t be happier about being back at BYU. Not only is he back with sharp students and “the best group of faculty colleagues anywhere in the country,” but he is also within twenty minutes of Utah skiing.

Back in the Classroom

On 16 February of this year, Wilks took his three oldest kids on one of their regular day trips to Sundance Ski Resort. Somewhere between the thrill of the hill and the thrill of his children’s developing skiing and snowboarding skills, Wilks ended up on the wrong side of a nasty tumble that battered his left knee. Specifically, the MRI showed a nondisplaced tibia fracture, a grade 3 MCL tear, and a partial tear of the ACL.

Doctors ordered him to stay off his feet as much as possible. For Wilks’ glass-is-half-full personality, that was not an option.

“I’ll be more careful going down now,” he smiles.

In addition to noticing his optimism, students and colleagues at the Marriott School laud Wilks’ brilliance and love of learning. Both characteristics made it easy for him to retool his approach to teaching in light of his professional leave experience.

Wilks’ two-year FASB position made him re-think the way he teaches accounting standards. In previous years, he stuck to the basics of the U.S. accounting system—the U.S. GAAP (Generally Accepted Accounting Principles), which was the previous know-all, end-all for his students.

For the first time last fall, Wilks required students to prepare all case recommendations using both the more rules-based U.S.
GAAP standards and the more principles-based International Financial Reporting Standards (IFRS).

But Wilks doesn’t double up the homework just to pile it on. He requires it because he knows students will have to master both standards once they join the workforce of the evolving global economy.

“Now it is easier for me to tell students they are going into a field that, within ten years, will require them to work with companies that use IFRS,” he says. “The nice thing is that by teaching both U.S. and international standards, I get to teach the concepts behind the rules and why the standards make sense. It opens your eyes to what it means to be an international professional.”

A Global Perspective

Wilks sees himself as training the next generation of world leaders. World leaders need to have an international perspective—especially in an increasingly global economic climate—so he is giving them a worldwide view on accounting standards.

Fortunately for the students, Wilks’ perspective is one of the best.

“Our students are much better prepared than people who come from other places because we’ve got professors like Jeff Wilks,” Stice says. “There is no one in the world who knows things in this sphere that he doesn’t already know.”

Stice, who has an impressive international accounting résumé himself, agrees with Wilks that today’s students must master the international standards because they’re on their way to being adopted on a universal basis.

That adoption, though, can’t happen until the United States and other countries feel confident in the international standards.

According to recent estimates, more than 100 countries have adopted the IFRS. But many of those countries still use their own GAAP standards as the default and apply IFRS only where they can. Cue the influential actions of the IASB and FASB.

It is with these two boards that Wilks has spent the past two-plus years honing revenue recognition concepts. As of now, the IFRS has only two standards on revenue recognition while the United States has more than 100 rules on the issue.

Like the IASB and the FASB, Wilks believes a single set of global accounting standards will be an improvement to users, preparers, auditors, and regulators. But to get high global adoption of a set of international standards like the IFRS, all the pieces need to satisfy the would-be adopters.

And that’s where the Revenue Recognition project comes into play. According to Wilks, it is one of the key projects watched by the SEC as it considers mandatory adoption of the IFRS. If the revenue recognition standards Wilks and his team developed become a final standard within the next few years, it will be a huge step toward solidifying the high-quality global standards.

“The movement toward IFRS is accelerating throughout the world,” Wilks says. “And the need to learn IFRS is inevitable, regardless of whether the United States mandates adoption.”

One could see it as making a difference in the world one financial standard at a time.

“It all fits so perfectly with our mission at BYU—to reach out and serve globally,” Wilks says. “I try to open up students’ minds to the opportunities that exist for them throughout the world. Many of them return from their missions and say, ‘I would love to do something for the people in that country,’ and then they get started on their studies, which are so often United States centered, and they lose sight of that desire to serve globally. We are trying to open their eyes again to the whole world around them.”

It makes sense, then, that Wilks has a large map of the world occupying one of his four office walls. On his desk, just below the map, sits a woodcarving of Nephi from his mission in Ecuador. That also seems to fit.

And across the room from the map and the carving, on the third shelf up, next to the pictures of his family, is that empty frame. It doesn’t look quite so empty anymore.

About the Author

Todd Hollingshead is a former journalist who works in BYU’s University Communications office. He graduated from BYU in 2004 with a degree in communications and worked for two years at the Salt Lake Tribune before switching careers to public relations. He and his wife, Natalie, live in Orem with their two children.
I recently watched a report on CNN that said more than 40 percent of American households have credit card debt of $5,000 to $20,000, and more than 3 percent of U.S. households carry credit card debt of more than $40,000. Average credit card debt per home is more than $8,000. The rapid growth of credit card debt is a relatively recent phenomenon. In 1980 the average credit card debt was about $500 per household and $3,000 in 1990. These statistics left me thinking: How did we get into this financial crisis? And is there a way out?
any of today’s problems could have been avoided if there
had been checkpoints along the way. One of the most important miss-
ing checkpoints was credit rating agencies’ failure to recognize and
reflect the risks of securitized mortgage obligations in their ratings.
rating agencies and because of the assumed low risk. A banker in Japan told me that everybody else was buying them, so it seemed like there was absolutely no risk.

Demand for subprime debt obligations increased the demand for subprime mortgages. Mortgage banks sprang up overnight to meet the demand for mortgages, resulting in expedited and relaxed credit reviews that in turn fueled the speculative housing bubble.

We knew the housing bubble would eventually collapse. Even if it didn’t collapse and housing prices just slowed or stopped rising, the risk profile for securitized mortgage obligations would change because loss estimates were based on prices continuing to rise. The slowing housing market was the first domino to fall. A majority of the subprime mortgages were adjustable rate mortgages. As housing prices began to decline, refinancing became more difficult, and adjustable rate mortgages began to reset at higher rates. The default rate increased rapidly, which put more downward pressure on housing prices. The result of this negative spiral was the near collapse of the financial sector.

In the short term, the government intervened by injecting capital into financial institutions. Intervention is something that we’ve seen happen in the past. When Ronald Reagan and Margaret Thatcher were in office, they observed the bailout of banks such as Continental Illinois and Johnson Matthey. The justification for bailouts is that when a downfall of an industry will hurt the greater citizenship, governments must intervene and back up the failed systems.

Where We’re Going

We can’t think the government will save us. I spent most of the last twenty years in Japan and saw the Japanese government intervention fail to resolve its decade-long recession in the 1990s. The economy did not begin to recover until 2003, and now Japan is back in a recession. The government’s large fiscal stimulus and hands-on regulation of the financial sector in the 1990s failed to prevent what is now being called the lost two decades.

Bailouts can create huge moral hazards, particularly if you involve politics. Governments can minimize some of these risks. For example, the U.S. Department of Treasury included two prerequisites for its $152 billion credit line to AIG. First, the Federal Reserve Bank received a 79.9 percent ownership stake in the company. The second thing was that the company was required to fire AIG’s top executives. Sadly, I’m a shareholder of some of these financial institutions, yet I don’t think that all should be rescued. When the government takes an equity stake in these institutions, it should be done with the focus of setting them back on firm ground and spinning them back out to the market.

Politicians claim they understand the great importance of this concept. But we’ve seen from mistakes in the past that when banks are run by governments, they are not always run efficiently. Proven private market leaders should be allowed to operate these financial institutions in a semiprivate market environment. By doing so, it is possible, in AIG’s case for example, that after three to four years the government will sell its 79.9 percent equity stake. The $152 billion dollars wasn’t a gift to the company; the company has to pay that loan back and at an interest rate of LIBOR plus 8.5. AIG has a very strong incentive to pay that back, and they will do that primarily through selling property they own around the world. Once AIG pays down the credit facilities, the U.S. government will still own almost 80 percent.

If this transaction is managed properly, the government could profit. The same possibility exists with the banks.

Many of today’s problems could have been avoided if there had been checkpoints along the way. One of the most important missing checkpoints was credit rating
I’ve given a great deal of thought about the current economic crisis and have reflected on the counsel from our church leaders. I’ve thought back to a talk President Gordon B. Hinckley gave in the October 1998 priesthood session. He told us there would be stormy weather ahead. He was very specific and said many people were living beyond their means and taking out more credit than they could afford.

I remember thinking, “This is really interesting. We’re in great economic times. The world has never been better.” In 1998 the United States was doing well. Because of the growth of the global economy, including China, India, and Brazil, our standard of living had benefited and improved significantly.

I have to be honest, when I realized that the average credit card debt per person is now $8,000, I was astounded. That’s a lot of money.

Think back to what church leaders have said: save, pay your tithing first, pay yourself second, put resources away for times of need, and live within your means; don’t buy the most expensive house or car. We can use that as a model not only for our individual behavior but also for our business behavior.

I feel fortunate that I’ve worked for companies that are run on a disciplined basis. Companies that manage their debt and work within their capital budgets and have grown prudently are strong right now. They’ll continue to be successful.

Take these gospel principles, and apply them directly to business. It’s my hope that you will think about what we’ve been taught in terms of prudence, discipline, and focus. These are essential concepts you can apply in your personal life, in your studies, and in your careers going forward.

### About the Speaker

Allan O’Bryant is president and CEO of Yunzei Capital Advisors. He was president of Aflac International, Inc., and was a senior manager at KPMG. He earned his MBA from BYU in 1985. He is married to Christina O’Bryant, and they have four daughters. This text is adapted from a speech O’Bryant gave to Marriott School students 23 October 2008.
New Rollins Center for Entrepreneurship and Technology Created
BYU’s Marriott School announced the creation of the Kevin and Debra Rollins Center for Entrepreneurship and Technology. The new center is the result of a merger between the Rollins Center for eBusiness and the BYU Center for Entrepreneurship.

“We saw an increased potential for overlap between the interests and activities of the two centers,” says Gary Cornia, Marriott School dean. “Joining the groups will help us better leverage our resources and continue to focus on the use of technology to drive new enterprises.”

The merger comes nine years after the formation of the Rollins Center for eBusiness. Former Dell CEO Kevin Rollins and his wife, Debra, provided the initial funding for BYU’s eBusiness Center in 2000.

Since its creation, the eBusiness Center has sponsored dozens of research projects and field studies, helped build the Information Systems Department, and infused the use of technology into classes throughout the school. The center has hosted a semiannual eBusiness Day and a weekly lecture series featuring technology professionals. It has also sponsored or hosted campuswide student competitions including the Web Business Idea Competition and the Omniture Web Analytics Competition.

“This merger makes strategic sense,” says Stephen Liddle, former director of the eBusiness Center and academic director of the new Center for Entrepreneurship and Technology. “Both centers have vibrant and synergistic missions. With our combined resources, we will more efficiently support great technology and entrepreneurship experiences for our students.”

The BYU Center for Entrepreneurship was established in 1989. It has more than 150 active founders, contributors, and supporters. Successful entrepreneurs teach classes in venture capital, enterprise formation, and entrepreneurship fundamentals. Every semester more than fifty entrepreneurs come to campus to lecture on real-world examples of successful entrepreneurship.

The combined centers will carry the Rollins’ name in honor of their founding donation and ongoing support of entrepreneurial and technological activities at the university. Kevin and Debra are both BYU alumni. Kevin earned his MBA from BYU in 1984. He is currently a senior advisor with TPG Capital in Texas.

New Finance Department Announced
BYU’s board of trustees recently approved the creation of the Finance Department in the Marriott School, a move that helps the school recruit new finance professors and better address finance students’ needs. Steve Thorley, former faculty director of the Peery Institute of Financial Services

BYU Undergraduate Business Jumps to No. 5
BYU’s undergraduate business programs rank fifth overall and first among recruiters according to BusinessWeek magazine’s comprehensive ranking of U.S. undergraduate business programs.

“It’s an honor to be consistently ranked among the very best,” says Brent Wilson, undergraduate program director. “We believe this ranking reflects the quality of our students who are constantly involved in the educational process and of the faculty who push to help them reach their potential.”

Only 137 colleges met BusinessWeek’s stringent criteria to be considered for the undergraduate business rankings. Schools must have an accredited undergraduate business degree program that meets criteria for program size, age, test scores, grade point averages for business majors, and number of full-time tenured faculty, among other factors.

Colleges were ranked according to five weighted sets of data: a survey of more than 85,000 students; a survey of 580 corporate recruiters; median starting salaries for graduates; the number of graduates admitted to thirty-five top MBA programs; and an academic quality measure that consists of SAT/ACT test scores for business majors, full-time faculty-student ratios in the business program, average class size in core business classes, the percentage of business majors with internships, and the number of hours students spend preparing for class each week.

BusinessWeek has ranked undergraduate business schools for four years. Complete rankings of the best undergraduate business schools are available in the 9 March 2009 issue of BusinessWeek or online at businessweek.com/bschools/undergraduate.
and H. Taylor Peery professor of finance at the Marriott School, became the first finance department chair.

Thorley says the finance department’s creation will have little immediate impact on coursework but will have a big, long-term impact in terms of administration and the attention given students specializing in finance.

“We will be better able to serve our students in the MBA and undergraduate programs,” Thorley says. “The university’s willingness to create this department says a lot about the strengths of the finance faculty and the finance curriculum, including student demand and placement.”

The new finance department began functioning 1 January 2009 and includes eighteen professors, all previously a part of the business management department. It is the eighth department housed in the Marriott School.

**STUDENT NEWS**

**Graduate Accounting Team Wins First at National Tax Competition**

BYU’s graduate accounting team placed first at the national Deloitte Tax Case Study Competition—beating national finalist teams from the University of Denver, the University of Southern California, the College of William and Mary, the University of Central Florida, and Georgia State University. BYU’s undergraduate team also earned a spot at the national competition and received a national finalist award.

Each team explored a hypothetical tax case study outlining a scenario common to tax professionals in the workforce. The teams were given five hours to review the case with the assistance of the IRS tax codes and regulations. Their solutions were presented to a panel of judges who selected BYU’s solution as the most outstanding. As the first-place winner, the graduate team received a $10,000 school award, and each team member received a $2,000 scholarship.

As a national finalist, the undergraduate team received a $4,500 school award and $500 for each student.

“BYU’s success at the competition is a reflection of their individual preparation and on the overall quality of the tax program in the BYU School of Accountancy,” says Ron Worsham, associate accounting professor and graduate team advisor.

The graduate team consists of second-year Macc students: Kelsie Stoor from Soda Springs, Idaho; Jon Edmonds from Arlington, Washington; Michael Pergler from Farmington, Utah; and Paul Broad bent from Sunnyvale, California.

The undergraduate team consists of accounting seniors: Jamison Thiel from Appleton, Wisconsin, Evan Pack from Rexburg, Idaho; Matt Woolsey from Orem; and Phil Hansen from Bellevue, Washington.

**Students Jump On-Board**

A new program at BYU is giving graduate students the chance to become board members of nonprofits in Utah Valley.

“Marriott On-Board was started by the BYU chapter of Net Impact as a way to give Marriott School graduate students a chance to give back to the community by using their business skills, tracking world markets and conducting industry research. Some of them work in the trading room and conduct industry research.”

“My sense of honor is that I get to work on something so important for the country,” says Muirhead, a senior majoring in finance from Colorado Springs, Colorado. “That really does make it worth it. The hours can be long, and the work is sometimes mundane, but I get to help homeowners who are struggling and businesses that are facing hard times.”

Part of Muirhead’s efforts include minimizing preventable foreclosures. He works to come up with ideas on how the treasury can help struggling homeowners by making their loans more affordable.

Working at the treasury during the recent financial crisis has been an eye-opening experience for Winder, a senior majoring in finance from West Jordan, Utah. “I’ve been fortunate to see the financial crisis unfold from a unique perspective,” he says. “The United States Treasury really is ground zero of this economic situation.”

So how did four BYU business students end up at the U.S. Treasury during this pivotal time? Marriott School alum Seth Wheeler, deputy assistant secretary for federal finance, contacted the school looking for interns. Although Wheeler was looking for only one or two students originally, the government was so impressed with the BYU applicants that they brought on four.
BYU Team Wins Logistics Competition

A group of six BYU students take their cereal very seriously. Figuring out the best way to get cereal from point A to point B earned them $3,000 and first place at the twelfth annual FedEx Freight International Graduate Logistics Case Competition, held at the University of Arkansas.

BYU students have attended the event for only two years, but their involvement has already garnered attention.

“Our participation in this event has helped increase the visibility of our supply chain management program,” says Stan Fawcett, professor of supply chain management and the team’s faculty advisor. “It is unusual for a new school to show up, take second place the first year, and take first place the second year.”

Teams from twelve schools received a case involving a small, ready-to-eat cereal manufacturer with a shrinking market share in the industry. The teams had twenty-four hours to analyze the logistical problems the organization faced and create viable solutions to present to a panel of judges.

“I think our ability to work together as a team really differentiated us,” says David Minaker, a second-year MBA student from Edmonton, Alberta, Canada. “During the presentation someone would say something, and then other members of the team would step up and support it, which allowed us to really sell our solution.”

The team consisted of second-year MBA students: Minaker; Bryce LaPierre from Woburn, Massachusetts; Brandon Robinson from Lakeland, Florida; and A-Young Kim from Seoul, South Korea; and first-year MBA students: Fernando Araujo from Curitiba, Brazil; and Stephen Jones from Portland, Oregon.

Darmstadt University of Technology placed second, and the University of Arkansas placed third, receiving $2,000 and $1,000, respectively.

Concert Booking Company Wins Web Idea Competition

Many fans eagerly wait for their favorite artists to announce their next tour only to be disappointed when no local venues are announced. Two BYU MBA students have come up with an idea to get tickets into the hands of loyal fans.

Brian Henderson, a first-year MBA student from Holladay, Utah, and Ryan Wilson, a first-year MBA student from Reno, Nevada, were awarded first place at the Web Business Idea Competition for their online concert booking idea, FanFare.com. Henderson conceived the idea for FanFare three years ago when he worked in the music industry booking shows for big name artists.

“I was frustrated with putting on concerts and not having fans show up,” Henderson says. “With FanFare that problem would be eliminated.”

The website will allow people to vote for bands they would like to perform in their area. Registered users are asked to pay a refundable percentage of the ticket price up front. If enough people are interested, web site administrators will book the artist. With this system there is a guaranteed profit for each concert.

In addition to winning the first-place award of $3,000, Henderson and Wilson also won an additional $400 by receiving the audience choice award.

Second place and $2,000 were awarded to Sterling Beck, a senior majoring in information technology from Provo. His business idea is a web-based inn management software program called InstantInn.

Placing third and receiving $1,000 was Owen Merkling, a senior majoring in computer science from Lakewood, Colorado, with his business idea Cut to Fit, an online database of customizable clothing patterns.

The three finalists were chosen out of 125 entries based on the viability of their ideas. One of the major goals of WEBIC is to turn good ideas into productive online businesses.
Students Compete for Internships
After competing in a rigorous contest, six Marriott School undergraduate students heard those magic words: “You’re hired.”

Each year, Marriott School students compete to earn internships through The Intern, a competition sponsored by the Management Undergraduate Student Association. Loosely patterned after the TV show The Apprentice, the competition gives undergraduate students the chance to make an impression on potential employers through a series of tasks, culminating with a forty-five-second presentation.

“The presentation was intense,” says Broc Buttars, a senior majoring in finance from Centerville, Utah, who earned a finance internship with Air Liquide. “I knew I had to stand out in some way if I was going to win an internship.”

To enter The Intern, students submitted an application, résumé, and cover letter. Other elements of the process helped students become familiar with techniques used in job searches: First, students completed a short research report about the organization. Second, candidates chose two networking activities that required them to seek information and advice from potential employers, alumni, internship advisors, or professors.

“A lesson I picked up is that securing an internship or a job is about my suitability to the company,” says Joseph Delli Gatti, a senior majoring in corporate finance from San Clemente, California, who won an internship with the More Good Foundation. “Although I have other skills that might seem impressive, I emphasized my community service experiences and my video editing skills because I knew those were important to the employer.”

Other internship winners include Jennifer Sweeney, a senior majoring in corporate finance from Bloomington, Indiana, selected to intern with Excend Consulting; Jordan Weber, a senior majoring in accounting from Katy, Texas, selected to intern with Air Liquide; and Brenan Klain, a senior majoring in strategy from Cardston, Alberta, Canada, selected to intern with Millenniata.

BYU, U of U Students Rival at Web Analytics Competition
There weren’t any painted faces or fight songs playing, but a rivalry was in the air as teams from the University of Utah joined Brigham Young University at the seventh biannual Omniture Web Analytics Competition. The Cougars triumphed with team “.convert,” taking home the grand prize of $10,000 and three plasma TVs.

“This was the first time the U of U teams have participated in the competition,” says Jeff Brown, Center for Entrepreneurship and
BYU Students Place in Marketing Summit Competition

After breaking only once—for a power nap—a team of BYU marketing students presented their campaign to showcase PepsiCo’s environmental efforts. The sleep-deprived team impressed the judges and placed third in the fifth annual Undergraduate Case Challenge, a division of the Wake Forest University 2009 MBA Marketing Summit.

The competition called in the fall as the BYU team prepared a marketing strategy for PepsiCo regarding its environmental sustainability and green products. Their recommendation earned them an invitation to compete in the finals at the marketing summit in North Carolina.

At the finals the BYU team had thirty-six hours to analyze another case, which described the current green initiatives that the bottled beverage industry has been implementing.

BYU’s marketing strategy targeted millennials, or Generation Y, and recommended getting the college-age generation more involved to promote environmental sustainability.

“We developed a marketing plan based on research that gave PepsiCo some exciting solutions to show off its environmental efforts and help raise recycling awareness,” says PJ Andersen, BYU team captain.

The BYU team consisted of Ross Johnson, a junior majoring in marketing from Chino Hills, California; Andersen, a junior majoring in marketing from Danville, California; and Steven Wrigley, a junior majoring in international relations from Salt Lake City.

Teams from the University of Maryland and the University of Pennsylvania placed first and second, respectively.

BYU Team Places at Mergers and Acquisitions Challenge

Mergers and acquisitions can be lucrative, as a team of BYU MBA students learned when they won third place and $1,000 at the second annual Smith Mergers and Acquisitions Competition in Maryland.

“Collaboration and unity set the winning teams apart. This type of experience helps set students apart, especially as they prepare to enter a workforce filled with economic uncertainty.”

BYU’s team included second-year MBA students Bryson Lord from Salt Lake City and Brigham Cochran from Houston; and first-year MBA students Clements and Spiro Savov from Bulgaria.

Stephen Gaines, managing director of KPMG Corporate Finance and a final-round judge, says that collaboration and unity set the winning teams apart.
“The teams that came out on top were those that came together and could show passion about what they believed, even if the judges were questioning it,” Gaines says.

The University of Chicago placed first and won $5,000, and Purdue University was awarded $2,500 for placing second.

**Students Analyze Overstock.com in Competition**

Two MISM students think they’ve figured out how to make successful online retailer Overstock.com even more successful, and the judges agreed. Reed Olsen from Salt Lake City and David Wilson from Highland, Utah, took first place at the fall 2008 Omniture Web Analytics Competition (OWAC), winning $10,000 and HDTVs for their project. Olsen and Wilson, who called their team Group X, also won the crowd favorite award.

More than 150 students gained hands-on experience using Omniture’s SiteCatalyst software to analyze online traffic and how consumers shopped at Overstock.com during the two-week competition. They then prepared a presentation for Omniture executives on how Overstock.com could optimize the shopping experience and increase profits.

Group X put in long hours to pull off a victory in the competition. With only two weeks between the competition kickoff and the submission deadline, Olsen and Wilson spent a total of seventy hours preparing their recommendations.

Of the eighty-five teams that entered the competition, twenty-two teams presented in front of three judges from Omniture. The team Lost Cousins placed second and received a $5,000 award. The third-place team, Analysts on Demand, received $2,500 for its project.

### BYU MBA Team Takes Second at Venture Capital Competition

Putting its business savvy to the test, a team of MBA students won second place at the regional Venture Capital Investment Competition held at Santa Clara University in February. The team took home $1,000 and finished just behind the University of Washington.

BYU’s team bested several others, including those from the University of San Francisco, the University of California—Irvine, and the University of Southern California.

The competition turns students into investors and allows local entrepreneurs to pitch to them. From reading business plans to negotiating term sheets, teams gain practical experience as they work through the entire investment process. Teams are judged on their knowledge of the venture capitalist system, assessment of risk, communication, and team work.

“With students acting as venture capitalists and engaging with entrepreneurs who are currently in the fund-raising process, it gives the team the most realistic experience possible,” says Ian Ellis, a second-year MBA student from Laguna Niguel, California. “Entrepreneurs are faced with questions about their businesses, and they need to have ready answers—nothing is for show.”

This year’s BYU team included second-year MBA students Ellis; Dan Mondragon from Longmont, Colorado; Chris Bryant from Leesburg, Virginia; Matt Peterson from South Jordan, Utah; and first-year MBA student Julie Nelson from Castro Valley, California. Gary Williams was the faculty advisor.

### When Innovation Hurts: BYU Study Shows Overseas Franchises Should Stick to the Plan

Innovating a franchise to fit local conditions may actually lead to less growth shows a new study from the Marriott School.

The study, published in the latest issue of the academic journal *Research Policy*, explains that adapting a franchise business plan to distinct environments may stunt growth for several years, while copying an exact business plan helps franchise networks grow.

“Conventional wisdom says that if you want to grow, you should tailor to your market,” says Robert Jensen, BYU assistant professor of strategy and international business. “However, the flip side of this is that you were just sold a set of knowledge that is successful. The knowledge that came from headquarters is more important than local knowledge, at least at first.”

Jensen studied how well master licensees—individuals who buy the right to build a network of franchises—successfully expanded their networks in twenty-three countries. Innovation isn’t bad, Jensen says, but if you start changing things too early, before you understand the business model, you can’t innovate successfully.

Mail Boxes Etc., the subject of the study, gave master licensees a fifty-two-week plan that outlined exactly how they should build a successful network. One example Jensen highlights in the study is a master licensee who felt that the Austrian market was too different from the U.S. market and that the business plan couldn’t work without innovation. He felt he needed to recruit more educated and sophisticated franchisees who could innovate within their franchises. They demanded a higher return on their investment, and when his innovation didn’t support those higher returns, the pool of potential franchisees decreased and network growth slowed.

The master licensee for Canada also felt that the U.S. model was not optimized for his home country. But instead of innovating, he chose to copy the model exactly. After four years he felt he understood what made the model successful and how to adapt it without destroying its reason for success. The Canadian network is now the second largest in the Mail Boxes Etc. company.

Jensen looked at the correlation between how well master licensees followed the 335 steps in the fifty-two-week plan and how many franchises they opened in their country’s network.

“There’s a reason for each of those 335 steps and the order in which they come in the plan,” Jensen says.

After eight years, Jensen found, the effect dissipates and catering to local markets becomes more important. While individual franchise owners are closely monitored on how they run their stores, there is usually a lot more leeway with how master licensees build their networks.
January 2009, a webinar offered training to more Society chapters within the next year. On 31 hopes to have a plan in place for all Management facility with help in completing a number of 21 February 2009. The service provided the United Food Bank in Mesa, Arizona, on make ends meet, members of the Arizona that finds many families struggling to In an increasingly difficult economic cli- Management Society offered service at the American Management Society in Oklahoma. into two chapters in two years. A foundation has been laid for tremendous growth of the Chapter, including luncheons rotating through the Oklahoma City metro area. Officers have been assigned in the Tulsa, Oklahoma, area, and the chapter has set a goal to be able to split into two chapters in two years. A foundation has been laid for tremendous growth of the Management Society in Oklahoma.

One Page Focus Guides Management Society

The BYU Management Society Steering Committee has been using the One Page Business Plan, facilitated by NAC member Joel Deceuster, since fall 2007 and hopes to have a plan in place for all Management Society chapters within the next year. On 31 January 2009, a webinar offered training to more than forty chapter leaders on creating their own business plans.

The plan helps the committee focus on its most important priorities and annual aspirations. Each plan consists of a vision and a mission statement, along with the committee’s top objectives, strategies, and action plans—all on a single sheet of paper. This allows the committee to quickly review and chart its progress regarding the plan’s objectives.

Committee members believe the business plan can help every chapter accomplish its goals more efficiently and effectively throughout the year.

“I can tell you from personal experience that this has been the single most important thing we have done as the steering committee,” Management Society chair-elect Troy Romero says, “to make measurable progress in moving forward with our vision.”

Training will continue and eventually include all international chapters as well. For more information on how you can be involved in the training, contact Joel Deceuster at joel@focusyourbusinessnow.com.

Arizona Chapter Finds Joy in Service

In an increasingly difficult economic climate that finds many families struggling to make ends meet, members of the Arizona Management Society offered service at the United Food Bank in Mesa, Arizona, on 21 February 2009. The service provided the facility with help in completing a number of food orders for school lunch programs, emergency food boxes, shelters, soup kitchens, and public safety emergency service organizations.

Four hours after they started, the twenty-five volunteers, made up of Arizona Management Society members and their guests, had sorted about 11,000 pounds of food that will feed more than 8,000 people in Phoenix’s East Valley.

“I believe that volunteering and serving in the community is critical for both personal and professional career development,” says Kyle Thornton, chapter president. “It was enjoyable to network and serve with AMS members outside our normal bounds of a monthly luncheon. I found this event extremely rewarding.”

Management Society Opens “Golden” Chapter in San Francisco

Business professionals in California’s Bay Area have a new tool for networking under the Golden Gate Bridge. The BYU Management Society San Francisco Chapter held its first monthly luncheon on 5 March with twenty professionals in the downtown area.

Entrepreneur Joel Deceuster, founder and owner of Joel Deceuster & Associates LLC, addressed the group with advice on starting a business and keeping it afloat.

Chapter President Brad Haag said the chapter announcement was met with immediate support and interest. With the network in place, the San Francisco Chapter is also organizing a committee to facilitate internships for BYU students in the Bay Area.

The chapter meets on the first Thursday of every month from noon to 1 p.m. at Golden Gate University in San Francisco’s financial district.

Oklahoma Chapter Hosts Inaugural Meeting

The Management Society Oklahoma Chapter held its inaugural banquet 23 January 2009 at the Oklahoma State Capitol, with the approach to “act like a long-standing chapter, and we soon will be.” Founding chapter president Joshua Peters spoke to the 180 attendees about that vision, outlining the plan of making Oklahoma not just a stepping stone but a destination for Marriott School alumni and LDS professionals.

The keynote address was delivered by Jeff Benedict, author of The Mormon Way of Doing Business. His address focused on principles he learned while writing the book and morals in the business world. The chapter added fifty members following the banquet. The chapter includes nearly three hundred people on its contact list.

Monthly events are held in the Oklahoma Chapter, including luncheons rotating through the Oklahoma City metro area. Officers have been assigned in the Tulsa, Oklahoma, area, and the chapter has set a goal to be able to split into two chapters in two years. A foundation has been laid for tremendous growth of the Management Society in Oklahoma.

CLASS NOTES

1981
Robert Parsons has worked in the finance and administration sector of two hotel-management companies, Exclusive Resorts and Marriott. He spent seven years as CFO of Host Marriott before obtaining a position as executive vice president with Exclusive Resorts. Throughout his career, he has been responsible for network and serve with AMS members outside our normal bounds of a monthly luncheon. I found this event extremely rewarding.”

Management Society Opens “Golden” Chapter in San Francisco

Business professionals in California’s Bay Area have a new tool for networking under the Golden Gate Bridge. The BYU Management Society San Francisco Chapter held its first monthly luncheon on 5 March with twenty professionals in the downtown area.

Entrepreneur Joel Deceuster, founder and owner of Joel Deceuster & Associates LLC, addressed the group with advice on starting a business and keeping it afloat.

Chapter President Brad Haag said the chapter announcement was met with immediate support and interest. With the network in place, the San Francisco Chapter is also organizing a committee to facilitate internships for BYU students in the Bay Area.

The chapter meets on the first Thursday of every month from noon to 1 p.m. at Golden Gate University in San Francisco’s financial district.

Oklahoma Chapter Hosts Inaugural Meeting

The Management Society Oklahoma Chapter held its inaugural banquet 23 January 2009 at the Oklahoma State Capitol, with the approach to “act like a long-standing chapter, and we soon will be.” Founding chapter president Joshua Peters spoke to the 180 attendees about that vision, outlining the plan of making Oklahoma not just a stepping stone but a destination for Marriott School alumni and LDS professionals.

The keynote address was delivered by Jeff Benedict, author of The Mormon Way of Doing Business. His address focused on principles he learned while writing the book and morals in the business world. The chapter added fifty members following the banquet. The chapter includes nearly three hundred people on its contact list.

Monthly events are held in the Oklahoma Chapter, including luncheons rotating through the Oklahoma City metro area. Officers have been assigned in the Tulsa, Oklahoma, area, and the chapter has set a goal to be able to split into two chapters in two years. A foundation has been laid for tremendous growth of the Management Society in Oklahoma.

CLASS NOTES

1981
Robert Parsons has worked in the finance and administration sector of two hotel-management companies, Exclusive Resorts and Marriott. He spent seven years as CFO of Host Marriott before obtaining a position as executive vice president with Exclusive Resorts. Throughout his career, he has been responsible
Accountant Braves New World for Business Program

In today’s global marketplace, the business world can be dangerous. But for Marriott School alumnus Jared Benedict, few things are more dangerous than canyoning amidst a series of streams, lakes, and waterfalls in the Patagonia region of Chile.

“It’s one of those activities where they get a lot of liability concerns,” says Benedict, who describes canyoning as “kayaking in nothing but a wet suit and a helmet.”

Benedict, who graduated in 2003 with a BS in accountancy, is a senior accountant at Ernst & Young in Denver. As a part of the Ernst & Young Corporate Responsibility Fellows program, he worked for three months in 2008 at Genesys, a software-development company based in Concepción, Chile, to further develop the business arm of the company. While participating in a program seminar in the Patagonia region of Chile, Benedict decided to take advantage of the weekend and try the sport of canyoning.

But the BYU grad didn’t spend all of his time in Chile playing. He helped Genesys by developing a system to organize the company’s financial statements, revamping its general ledger, and establishing an employee performance review system—for both managers and individual project employees.

“The partners of the company had been focused on their core business—developing the software,” Benedict says. “But as it relates to other things that are also important, there was a lot of opportunity for further development. I was really able to assist them in that.”

As most Spanish-speaking returned missionaries at BYU can attest, knowledge of the language in business settings can be quite different from the street-contacting language skills necessary to be a successful missionary. Benedict, who served in the Paraguay Asunción Mission, wasn’t different; he was less than conversant in the typical Spanish necessary in the day-to-day operations of a business.

“One of the first things I did was buy an Accounting 101 book in Spanish so I could become more familiar with the business terminology,” he says. The experience of adapting to a new ambient and learning the operations of a South American business impacted Benedict as much as he impacted Genesys. “I got a much broader perspective regarding how to help companies in the marketplace,” he says. “As a result, I find that I am much more open when looking at business processes and better able to make recommendations for some of my current clients.”
Scott Hansen is director of flight administration for American Airlines, a position he has held for five years. As director, he spends time negotiating labor contracts as well as working with legal counsel on employment, labor, and contract issues. Hansen has worked for American Airlines for twenty years, having previous experience with E-Systems (now Raytheon Corporation) as a financial analyst following graduation. He earned a BA in Japanese in 1983 and an MBA in 1985, both from BYU.

Hansen has been a soccer and basketball coach and Scoutmaster in Troop 536. He is the recipient of the “Above and Beyond Award” from the United States military for his support provided to AA pilots who serve their country.

He and his wife, Ohleen, currently reside in Keller, Texas, and have four children.

1986

After living in Southern California for eighteen years, Stephan Kindt has spent the past six years in Arizona, where he works as a principal at Southwest Value Acquisitions, a private equity group that targets buyouts of companies with $3 million to $20 million in revenues. Kindt’s roles include managing three companies: a commercial water purification system, home health care, and insurance marketing services.

Kindt has also worked for Lockheed Corporation, Disney, and GoCollect since graduating with a BS in accountancy and an MBA from BYU in 1986.

He and his wife, Lisa, reside in Arizona with their four children.

Insurance Fund of Missouri, and in various insurance leadership capacities, both voluntary and appointed.

Miller earned a BS in finance from BYU in 1985 before completing an MBA from Rockhurst University at Kansas City, Missouri, in 1988. He and his wife, Maria, live in Kansas City, Missouri, with their four children.

Mark Applegarth is owner of Coaching Solutions, LLC, which provides individual coaching and group training to owners of fast-growing companies; he also owns an online book business, Audiogroup.com.

Rust graduated from the Marriott School in 1991 with a BA in business before earning his MBA from UNC–Chapel Hill in 1997. He did some business graduate work at Ohio State University and has held jobs in Salt Lake City; Pocatello, Idaho; Memphis, Tennessee; and Painesville, Ohio.

He and his wife, Tanja, have four children and live in Chagrin Falls, Ohio. Rust is chapter president for the Management Society's Northeast Ohio Chapter and enjoys traveling to Europe, South America, and domestically. As the father of four boys, he is active as a Scout leader and as a youth soccer and basketball coach.

1996

Traci (Stricler) Dysart graduated from the Marriott School with an MBA and an information systems emphasis in 1996 after earning a BA in English from BYU in 1994. She accepted a position as a computer programmer at Safeco Insurance in Seattle, where she worked for three years before the birth of her first child. After the delivery, the company offered her a chance to work via telecommuting from home.

In September 2008 Dysart left the company and focused on raising a family but is currently writing a business plan for a portrait photography business, one of her passions. The photography company will allow her to run the part-time business while continuing to raise her children. She has also taught numerous classes with her husband on personal financial planning.

Dysart and her husband, Gregory, reside in Auburn, Washington, with their four children.
BYU Alum Honored with ICMA Award

Early in his career, Ed Thatcher’s boss warned him about launching into the realm of city management.

“He told me, ‘You’ll burn out in ten to twelve years and go do something different,’” he says. “But I have never felt that way. I love what I do.”

Because of his determination and longevity in the field of city management, Thatcher, a 1979 BYU MPA graduate, beat the odds and was honored last fall by the International City/County Management Association (ICMA) for serving thirty years in city management. Thatcher has clocked all of those years in city management positions throughout Texas.

Thatcher started out in Abilene, Texas, and climbed the ranks from being an administrative assistant to assistant to the city manager, which catapulted him to city manager of Navasota, Texas, three years later. The new assignment had its own set of challenges that would test Thatcher.

When he got to Navasota in 1982, he found a town that continued racial segregation on public land, where black and white cemeteries became the centerpiece of Thatcher’s first major battle. While the white cemetery was beautifully maintained with mature pecan and oak trees, the black cemetery was run down and had one part-time employee.

Thatcher proposed the fence between the two cemeteries be taken down. When others strongly opposed this idea, he made sure public funds went to maintain both cemeteries equally. He initially received a lot of heat from the community, but he continued his desegregation plan. Then, months later, a miracle occurred.

“A tornado came through the town,” Thatcher says. “Pecan and oak trees fell over the fence, and we didn’t have money to fix it. We were able to take the fence out.”

Thatcher is no stranger to repairing cities. He worked for Rosenberg, Texas, as its first city manager, and he helped restore a balanced budget and implemented a strong city government.

Thatcher has been city manager of Heath, Texas, since 2005.

Thatcher’s first boss who gave him the memorable warning about burnout is now working in California—not as a city manager. But Thatcher, whose love for the people and his job propel him, has no plans to leave. When he shares stories from his previous jobs, Thatcher seems more like a grandfather relaying tales of the good old days than a person climbing the governmental ladder.

“Everything we do in city management has a purpose, and it’s so much fun,” he says. “I still love the work.”

1997

Adrian Verl Allred lives on the island of St. Kitts in the West Indies with his wife, Bethany, and their three children. After graduating from the Marriott School in 1997 with a degree in business management, entrepreneurship emphasis, he owned and managed his own start-up company for four years before moving to management in 2000 at the Renaissance Hotel in Houston.

In March 2008 Allred was promoted to director of room operations at the St. Kitts Marriott Resort & Royal Beach Casino, where he oversees a staff of 150 managers, supervisors, and hourly associates in all facets of the day-to-day operations of the hotel.

He has volunteered for several years as a high school basketball referee in Texas and Scout leader in conjunction with his church calling. The Allreds are also involved in a number of real estate projects, remodeling and selling foreclosed properties.

1999

Todd N. Thompson is chief information officer for Starwood Hotels and Resorts Worldwide, a hotel chain that includes such brands as Sheraton, Four Points, and Le Meridien. After graduating with a BS in computer science from BYU in 1992, Thompson worked with Andersen Consulting, Nu Skin International, SBI Razorfish, and JetBlue Airways.

Thompson earned his MBA from the Marriott School in 1999 and currently lives in New Canaan, Connecticut, with his wife, Julie, and their six children. He also serves on the board of directors for ELM Resources, Hotel Technology Next Generation, and STAR, which serves individuals with disabilities.

Tyler Banks is vice president of Marsh Risk & Insurance Services, a personal risk management service for high net worth individuals and families based out of Los Angeles. He was also recently hired as sales manager for Private Client Services, a division of Marsh that serves approximately 20 percent of the Forbes 400. Private Client Services represents more than 3,500 luxury yachts, including three of the top five largest North American–owned yachts and ten of the world’s largest yachts.

2000

Cherilyn Symons was promoted to senior financial accountant for Alaska Airlines in April 2008. She is responsible for correct accounting in the market, fuel hedging, and legal, maintenance, and inventory areas. Until recently she was also responsible for activities in the treasury division and has been heavily involved in internal financial reporting and special projects to improve and streamline internal reports across the company’s subsidiaries.

She also administers cash reconciliation software, implements new cash accounts, improves the system’s match rules, identifies reconciliation problems and executes solutions, and provides ongoing training to other accountants.

Symons graduated from the Marriott School in 2000 with a BS in accountancy and has spent much of her career with Alaska Airlines, as well as a stint with KPMG in Portland, Oregon. She currently lives in Seattle and enjoys playing the violin in the Seattle Philharmonic Orchestra and traveling domestically and abroad.
Matthew T. Wilson graduated from the Marriott School in 2002 with a BS in business management, entrepreneurship emphasis. After graduation he spent a year in Lopez Island, Washington, where he installed satellite dishes and wired homes for stereo systems while managing thirty-seven acres of waterfront property. He then recommenced his studies at the University of Washington School of Dentistry in 2002 and earned a DDS in 2006.

He now works in Bar Harbor, Maine, in a practice that spans two offices, two dentists, and six hygienists. He and his wife, Courtney, are the parents of three young children. Wilson is also a captain in the Air National Guard.

Bret Howard Bradley graduated with a PhD in organizational behavior from the University of Iowa in 2008 after earning a MBA from the Marriott School in 2003. He currently works as an assistant professor at the University of Oklahoma and has published numerous research articles in the Academy of Management Journal, a top-tier journal in his field.

Bradley recently received a grant to support dissertation research on how a disagreeable teammate damages team functioning and performance and what can be done to minimize damage.

He works closely with the JCPenney Leadership Center at the university, giving select undergraduate business students exposure to a wide range of leadership experiences.

Bradley and his wife, Jennifer, and their three children live in Norman, Oklahoma.

Danny Mower graduated from the Marriott School in 2003 with a degree in business management, entrepreneurship emphasis. He is chief financial officer and construction supervisor for High Desert Home Center, Inc., and for True Value, a company owned by his father, Michael Mower.

As CFO, Mower is responsible for accounts receivable, accounts payable, payroll, budgeting, forecasting, reviewing goals, managing employees, merchandising, and helping with advertising, ordering, customer service, and stocking merchandise.

Before his current position, Mower was the bilingual international distribution specialist for the LDS Church’s Salt Lake Distribution Center.

He lives in Ridgecrest, California, with his wife, Yajaira, and their three children.

Nathaniel Glen Farnsworth has lived and worked in the City of Rancho Santa Margarita, California, for five years in various positions, including his current job as a senior planner.

After graduating from BYU with a BS in urban planning in 2002 and an MPA in 2004, he became a certified planner with the American Institute of Certified Planners in 2007.

In Rancho Santa Margarita, Farnsworth is in charge of managing activities such as land development approvals, affordable housing programs, solid waste/recycling programs, and geographic information systems.

Farnsworth and his wife, Ashley, have three daughters. He is in his second year teaching early-morning seminary courses.

High-Tech Networking Company Proves Ideal Place for BYU Grads

After graduating from an upper-echelon business school, most Marriott School graduates look for companies with similar standards.

One company recognizing those standards is Cisco Systems. According to alumni records, more than 100 BYU grads work or have worked for the company, with degrees ranging from business administration to photography.

“Cisco is really interested in giving us every opportunity to succeed,” says Alex Johnson, a 2008 MBA graduate.

Johnson is an employee in the company’s Human Resources Leadership Program, a program started four years ago to help recruit world-class talent from top-tier business schools. After two BYU alumni were promoted to executive positions in Cisco’s HR function, the company began to look more closely at Marriott School graduates.

“The focus on leadership development and ethics at the Marriott School is a big deal for Cisco,” Johnson says. “I felt like my MBA taught me the language of business, which helped me jump right in and be quickly respected while adding value. The change management curriculum was also useful for my new role. Being genuine and building relationships based on trust has allowed me to be successful quickly.”

Jason Wilkinson, who earned an MBA in 1996, is a member of the Marriott School’s OB/HR Advisory Board and director of human resources at Cisco. Although “a No. 22 ranking is pretty significant,” he cites the Marriott School alumni’s maturity and discipline as their greatest assets to the company.

“The overall maturity they bring—whether it’s because they’ve served missions, have family responsibilities, or just have a more balanced view on life—stands out in their ability to immediately influence and collaborate with colleagues beyond what their experience would indicate,” Wilkinson says.

Recent graduate Mike Droubay, another member of the HR Leadership Program, says the company’s values are especially important for employees during a stressful economic climate.

“Cisco’s leadership does a great job of positioning the company for challenging conditions; we are actively seeking to position ourselves to take advantage of this market transition,” he says.
SCHOOL REPORT

Our Fourfold Mission

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

RESEARCH
Advance knowledge by building on strong conceptual foundations to identify and solve critical management problems, focusing special attention on global, technological, and entrepreneurial drivers.

OUTREACH
Extend the blessings of management education to members of the worldwide church.

FRIENDSHIP
Develop friends for the university and church around the world through service in professional organizations and by collaborating in the development of management-education programs.

National Rankings

<table>
<thead>
<tr>
<th>RANK</th>
<th>PROGRAM</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRADUATE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st</td>
<td>MAcc</td>
<td>Public Accounting Report, 2008</td>
</tr>
<tr>
<td>22nd</td>
<td>MBA</td>
<td>BusinessWeek, 2008</td>
</tr>
<tr>
<td>29th</td>
<td>MBA</td>
<td>U.S. News and World Report, 2009</td>
</tr>
<tr>
<td>UNDERGRADUATE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st</td>
<td>Undergraduate Programs (recruiter ranking)</td>
<td>BusinessWeek, 2009</td>
</tr>
<tr>
<td>3rd</td>
<td>Accounting</td>
<td>Public Accounting Report, 2008</td>
</tr>
<tr>
<td>5th</td>
<td>Undergraduate Programs</td>
<td>BusinessWeek, 2009</td>
</tr>
</tbody>
</table>
ALUMNI REPORT
Where Marriott School Alumni Reside

Total Alumni: 47,266*
*Those who have completed at least 24 credit hours at the Marriott School.

Degrees Granted from 1922 to 2008

*The MOB degree is no longer offered. The MBA program now offers an OB/HR major.
# Student Report

## Academic Year 2008–2009

<table>
<thead>
<tr>
<th>Student Demographics</th>
<th>MBA*</th>
<th>MPA*</th>
<th>MISM</th>
<th>MACC</th>
<th>Undergrad</th>
<th>Totals or Weighted Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of applicants in 2008</td>
<td>397</td>
<td>115</td>
<td>62</td>
<td>270</td>
<td>1,423</td>
<td>2,267</td>
</tr>
<tr>
<td>Students entering in 2008</td>
<td>149</td>
<td>60</td>
<td>45</td>
<td>165</td>
<td>871</td>
<td>1,290</td>
</tr>
<tr>
<td>Female</td>
<td>20%</td>
<td>40%</td>
<td>2%</td>
<td>19%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>International</td>
<td>10%</td>
<td>7%</td>
<td>7%</td>
<td>4%</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Minority</td>
<td>9%</td>
<td>12%</td>
<td>4%</td>
<td>5%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Married</td>
<td>71%</td>
<td>50%</td>
<td>62%</td>
<td>38%</td>
<td>28%</td>
<td>37%</td>
</tr>
<tr>
<td>Returned missionaries</td>
<td>79%</td>
<td>73%</td>
<td>91%</td>
<td>79%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Bilingual</td>
<td>66%</td>
<td>68%</td>
<td>53%</td>
<td>61%</td>
<td>67%</td>
<td>66%</td>
</tr>
<tr>
<td>States represented</td>
<td>22</td>
<td>12</td>
<td>14</td>
<td>20</td>
<td>45</td>
<td>42</td>
</tr>
<tr>
<td>Countries represented</td>
<td>7</td>
<td>3</td>
<td>3</td>
<td>7</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td>Undergraduate universities</td>
<td>54</td>
<td>13</td>
<td>1</td>
<td>6</td>
<td>na</td>
<td>50</td>
</tr>
<tr>
<td>Average age</td>
<td>28</td>
<td>26</td>
<td>24.5</td>
<td>24</td>
<td>23</td>
<td>24</td>
</tr>
<tr>
<td>Average GMAT score</td>
<td>673</td>
<td>na</td>
<td>639</td>
<td>na</td>
<td>na</td>
<td>665</td>
</tr>
<tr>
<td>Average entering GPA</td>
<td>3.52</td>
<td>3.53</td>
<td>3.62</td>
<td>3.74</td>
<td>3.66</td>
<td>3.65</td>
</tr>
<tr>
<td>Total number of students enrolled fall 2008</td>
<td>314</td>
<td>107</td>
<td>87</td>
<td>337</td>
<td>1,622</td>
<td>2,467</td>
</tr>
</tbody>
</table>

*Does not include 130 Executive MBA and 123 Executive MPA students currently enrolled.

<table>
<thead>
<tr>
<th>Marriott School Financial Aid**</th>
<th>MBA</th>
<th>MPA</th>
<th>MISM</th>
<th>MACC</th>
<th>Undergrad</th>
<th>Totals or Weighted Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students receiving scholarships</td>
<td>238</td>
<td>99</td>
<td>42</td>
<td>176</td>
<td>252</td>
<td>807</td>
</tr>
<tr>
<td>Percent of students receiving scholarships</td>
<td>76%</td>
<td>93%</td>
<td>48%</td>
<td>52%</td>
<td>16%</td>
<td>33%</td>
</tr>
<tr>
<td>Average scholarship amount</td>
<td>$4,992</td>
<td>$5,077</td>
<td>$2,017</td>
<td>$1,252</td>
<td>$1,988</td>
<td>$3,094</td>
</tr>
<tr>
<td>Total scholarships</td>
<td>$1,188,000</td>
<td>$502,598</td>
<td>$84,728</td>
<td>$220,338</td>
<td>$501,098</td>
<td>$2,496,762</td>
</tr>
<tr>
<td>Students receiving loans</td>
<td>96</td>
<td>16</td>
<td>3</td>
<td>13</td>
<td>na</td>
<td>130</td>
</tr>
<tr>
<td>Percent of students receiving loans</td>
<td>31%</td>
<td>15%</td>
<td>3%</td>
<td>4%</td>
<td>na</td>
<td>15%</td>
</tr>
<tr>
<td>Average loan amount</td>
<td>$7,419</td>
<td>$7,706</td>
<td>$7,823</td>
<td>$7,372</td>
<td>na</td>
<td>$7,460</td>
</tr>
<tr>
<td>Total loans</td>
<td>$712,224</td>
<td>$123,296</td>
<td>$23,489</td>
<td>$95,836</td>
<td>na</td>
<td>$954,825</td>
</tr>
</tbody>
</table>

**Does not include university or federal aid.

<table>
<thead>
<tr>
<th>Class of 2008 Placement</th>
<th>MBA</th>
<th>MPA</th>
<th>MISM</th>
<th>MACC</th>
<th>Undergrad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average starting base salary</td>
<td>$88,958</td>
<td>$49,958</td>
<td>$58,500</td>
<td>$51,852</td>
<td>$50,000</td>
</tr>
<tr>
<td>% Placed at graduation</td>
<td>77%</td>
<td>49%</td>
<td>79%</td>
<td>97%</td>
<td>87%</td>
</tr>
<tr>
<td>% Placed by 3 months after graduation</td>
<td>94%</td>
<td>72%</td>
<td>87%</td>
<td>99%</td>
<td>89%</td>
</tr>
</tbody>
</table>
FUND-RAISING REPORT

Contributions from Alumni and Friends

*University financial reporting changed to calendar year—causing 1999 to account for 15 months.

Marriott School Endowment Growth

Alumni Giving to the Marriott School

Total Alumni Giving: 7%    Average Alumni Gift: $721    Median Alumni Gift: $50
FINANCIAL REPORT

Endowment Report (in thousands)

### UNRESTRICTED ENDOWMENT

<table>
<thead>
<tr>
<th>Source</th>
<th>Current Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>College general</td>
<td>$20,434</td>
</tr>
<tr>
<td>Academic departments</td>
<td>$9,353</td>
</tr>
</tbody>
</table>

### CENTERS AND INSTITUTES

<table>
<thead>
<tr>
<th>Center</th>
<th>Current Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Entrepreneurship*</td>
<td>$4,283</td>
</tr>
<tr>
<td>Rollins eBusiness Center*</td>
<td>$3,357</td>
</tr>
<tr>
<td>Whitmore Global Management Center*</td>
<td>$1,852</td>
</tr>
<tr>
<td>Economic Self-Reliance Center*</td>
<td>$2,423</td>
</tr>
<tr>
<td>Peery Institute of Financial Services</td>
<td>$3,538</td>
</tr>
</tbody>
</table>

### FACULTY AND STUDENT SUPPORT

<table>
<thead>
<tr>
<th>Category</th>
<th>Current Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairs, professorships, and fellowships*</td>
<td>$20,547</td>
</tr>
<tr>
<td>Faculty research</td>
<td>$1,057</td>
</tr>
<tr>
<td>Scholarships and student loans</td>
<td>$21,731</td>
</tr>
<tr>
<td>Business Career Center</td>
<td>$2,781</td>
</tr>
<tr>
<td>Tanner Building Addition maintenance endowment</td>
<td>$9,928</td>
</tr>
<tr>
<td><strong>Total endowment</strong></td>
<td><strong>$101,284</strong></td>
</tr>
</tbody>
</table>

*Professorships that were categorized under specific centers were reclassified in the chairs, professorships, and fellowships category.

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

---

**Cash Flows for Operations**

Sources:
- Investment Earnings 13%
- University Budget 69%
- Executive Education and Other Programs 11%
- Gifts and Grants 7%

Uses:
- Teaching and Research Faculty 61%
- Administrative Services 11%
- Student Financial Aid 8%
- Student Programs 14%
- Technology 2%
- Faculty Research 3%

*Because the Tanner Building Addition was a fund-raising priority in 2008, most of the discretionary income was directed to the building fund and away from operations. Therefore, the sources pie chart may not be indicative of long-term trends.*

---

40 MARRIOTT
The following scholarly publications were written or edited by Marriott School faculty in 2008. Entries followed by an asterisk indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may call 801-422-5083 or email marriottmag@byu.edu.

### Scholarly and other books

**Albrecht, W. Steve, Conan C. Albrecht, and Mark F. Zimbelman.** *Fraud Examination,* 3rd edition.*


**Barrick, John A., Brian Spilker, and Ron Worsham.** *Taxation of Individuals.*

**Cherrington, David J.** *Human Resource Certification Preparation, Units 1-6.*


**Cornia, Gary C.** *Toward a Vision of Land in 2015: International Perspectives.*


**DeRosia, Eric D.** and **Glenn L. Christensen.** “Forecasting Deep Consumer Resonance: An Application of the Zaltman Metaphor Elucidation Technique (ZMET),” *Advances in Business Management and Forecasting.*


**LeBaron, Curtis Dale.** *Microethnography,* *The International Encyclopedia of Communication.*

**Madsen, Peter Micah.** “Employing Adaptive Structuring as a Cognitive Decision Aid in High Reliability Organizations,” *The Oxford Handbook of Organizational Decision Making.*

**McKell, Lynn J.** *Excel 2007, 3rd edition.*

**McKell, Lynn J.** *PowerPoint 2007, 3rd edition.*

**Meek, Christopher B.** “From Recovery to Catastrophe: A Comparative Look at the Orphan Crises in Uganda and South Africa,” *Overcoming AIDS: Lessons Learned from Uganda.*

**Meek, Christopher B.** “History and Devolution of Education in South Africa,” *Inequality and Education: A Review of Evidences.*


**Nielson, Troy R.** *Career Trek,* 1st edition.


**Randall, Boyd C.** *2009 Federal Taxation Comprehensive Volume.*

**Randall, Boyd C.** *2009 Taxation of Business Entities.*


**Romney, Marshall B.** *Fraud: Catching the Crooks Who Cook the Books.*


**Romney, Marshall B.** *Protecting Your Clients Against Identity Theft, Investment Fraud, and Consumer Fraud.*


**Romney, Marshall B.** *Too Good to Be True: Recognizing Investment Fraud before It’s Too Late.*

**Sudweeks, Bryan L.** *Personal Finance: Advanced Investing Manual.*

**Sudweeks, Bryan L.** *Personal Finance: Another Perspective Website.*

**Sudweeks, Bryan L.** *Personal Finance: Freshman College Manual.*


**Sudweeks, Bryan L.** *Personal Finance: Retirement Planning Manual.*

**Sudweeks, Bryan L.** *Personal Finance: Returned Missionary Manual.*

**Sudweeks, Bryan L.** *Personal Finance Series: Complete College Manual.*


### Critically reviewed scholarly journal articles


**Albrecht, W. Steve, and Barbara L. Albrecht.** *Internal Auditing.*


Bryson, Phillip J. “User Fees in Local Finance: Performance and Potential in the Czech Republic and Slovakia,” Eastern European Economics.


Dyer, Jeffrey H. “Splitting the Pie: Rent Distribution in Alliances and Networks,” Managerial and Decision Economics.*


Fawcett, Stanley E. “Benefits, Barriers, and Bridges to Effective Supply Chain Management,” Supply Chain Management: An International Journal.*

Fawcett, Stanley E. “Mastering the Slippery Slope of Technology,” Supply Chain Management Review.*

Fawcett, Stanley E. “Project Management in Retailing: Integrating the Behavioral Dimension,” International Review of Retail, Distribution, and Consumer Research.*


Hansen, James V. “Statistical Learning with Partially Adaptive Estimators,” ACM Transactions on Knowledge Discovery from Data.*

Hansen, Mark H. “Competitive Advantage in Alliance Governance: Resolving the Opportunism Minimization-Gain Maximization Paradox,” Managerial Decision Economics.*


Larson, Jeffrey S. "The Learning (and Not) of Effort and Accuracy Tradeoffs," *Advances in Consumer Research.*


McKell, Lynn J. "Integrating Institutional and Individual Information Systems Assessment through the Center for Computing Education Research," *Journal for Information Systems Education.*


Spilker, Brian C. "Do Effects of Client Preference on Accounting Professionals' Information Search and Subsequent Judgments Persist with High Practice Risk?" *The Accounting Review.*

Summers, Scott L. "An Examination of the Influence of Contextual and Individual Variables in Public Accountants' Job Exhaustion," *Advances in Accounting Behavioral Research.*


Whetten, David A. "Introducing AMLE’s Special Section on Learning and Education Research Databases," *Academy of Management Learning and Education.*

Whetten, David A. "Rethinking the Relationship between Reputation and Legitimacy: A Social Actor Conceptualization," *Corporate Reputation Review.*


Woodworth, Warner P. "Socio-Economic Results of Microfinance in Mexico and Ecuador," *Encyclia.*

## FACULTY AWARDS

### Professorships

<table>
<thead>
<tr>
<th>PROFESSORSHIP</th>
<th>2008–2009 RECIPIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albrecht, W. Steve</td>
<td>James Stice</td>
</tr>
<tr>
<td>Alumni</td>
<td>David A. Whetten</td>
</tr>
<tr>
<td>Ardis, Glenn</td>
<td>Doug Prawitt</td>
</tr>
<tr>
<td>Arthur Andersen</td>
<td>Steve Albrecht</td>
</tr>
<tr>
<td>Beesley, Horace Pratt</td>
<td>Jeff Dyer</td>
</tr>
<tr>
<td>Brown, Denny</td>
<td>Hal Heaton</td>
</tr>
<tr>
<td>Cherrington, Owen</td>
<td>James V. Hansen</td>
</tr>
<tr>
<td>Covey, Stephen Mack</td>
<td>Gary Rhoads</td>
</tr>
<tr>
<td>Deloitte &amp; Touche</td>
<td>Monte Swain</td>
</tr>
<tr>
<td>Driggs, Douglas &amp; Effie</td>
<td>Phillip J. Bryson</td>
</tr>
<tr>
<td>Edwards, William</td>
<td>Grant McQueen</td>
</tr>
<tr>
<td>Ernst &amp; Young</td>
<td>Boyd Randall</td>
</tr>
<tr>
<td>Ford Motor Company</td>
<td>Michael Swenson</td>
</tr>
<tr>
<td>Grow, Stewart</td>
<td>Larry Walters</td>
</tr>
<tr>
<td>Hardy, John W. &amp; Nancy S.</td>
<td>Marshall Romney</td>
</tr>
<tr>
<td>J.C. Penney</td>
<td>David B. Whitlark</td>
</tr>
<tr>
<td>KPMG</td>
<td>Kevin Stocks</td>
</tr>
<tr>
<td>Marriott</td>
<td>Gary Cornia</td>
</tr>
<tr>
<td>Martin, Rachel</td>
<td>Dave N. Stewart</td>
</tr>
<tr>
<td>Mary &amp; Ellis</td>
<td>Steven M. Glover</td>
</tr>
<tr>
<td>NAC</td>
<td>Ned Hill</td>
</tr>
<tr>
<td>Peery, H. Taylor</td>
<td>Steven Thorley</td>
</tr>
<tr>
<td>Peterson, Joel C.</td>
<td>J. Michael Pinegar</td>
</tr>
<tr>
<td>PricewaterhouseCoopers Research</td>
<td>Earl K. Stice</td>
</tr>
<tr>
<td>Silver</td>
<td>Bernel K. Stone</td>
</tr>
<tr>
<td>Smith, Robert</td>
<td>Robert L. Gardner</td>
</tr>
<tr>
<td>Sorensen</td>
<td>Lee T. Perry</td>
</tr>
<tr>
<td>Staheli, Donald L.</td>
<td>Stanley E. Fawcett</td>
</tr>
<tr>
<td>Stone, D. Leslie</td>
<td>W. Gibb Dyer</td>
</tr>
<tr>
<td>Thorsell, Edward &amp; Hazel</td>
<td>Scott Smith</td>
</tr>
<tr>
<td>White, Georgia Thomas</td>
<td>Brian C. Spilker</td>
</tr>
<tr>
<td>Whitmore, Kay &amp; Yvonne</td>
<td>Lee Radebaugh</td>
</tr>
</tbody>
</table>

### Fellowships

<table>
<thead>
<tr>
<th>FELLOWSHIP</th>
<th>2008–2009 RECIPIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albrecht, LeAnn</td>
<td>Bonnie B. Anderson</td>
</tr>
<tr>
<td>Alumni</td>
<td>Nile Hatch</td>
</tr>
<tr>
<td>Ardis, Glenn</td>
<td>Scott L. Summers</td>
</tr>
<tr>
<td>Boyer, Selvoy J.</td>
<td>Mark F. Zimbelman</td>
</tr>
<tr>
<td>Cook, Richard E./Ford Motor</td>
<td>Todd Mitton</td>
</tr>
<tr>
<td>David &amp; Knight</td>
<td>Douglas L. Dean</td>
</tr>
<tr>
<td>Deloitte &amp; Touche</td>
<td>F. Greg Burton</td>
</tr>
<tr>
<td>Deloitte &amp; Touche</td>
<td>Gove Allen</td>
</tr>
<tr>
<td>Edwards, William</td>
<td>Michael P. Thompson</td>
</tr>
<tr>
<td>Ford Motor Company</td>
<td>Keith P. Vorkink</td>
</tr>
<tr>
<td>Garrett, J. Earl</td>
<td>Glenn L. Christensen</td>
</tr>
<tr>
<td>Goldman Sachs Faculty</td>
<td>James C. Brau</td>
</tr>
<tr>
<td>Johnson, J. Cyril</td>
<td>Barrett Slade</td>
</tr>
<tr>
<td>Jones, Alice Belle</td>
<td>Conan C. Albrecht</td>
</tr>
<tr>
<td>Jones, Alice Belle</td>
<td>Rex Facer</td>
</tr>
<tr>
<td>Jones, Warren</td>
<td>Curtis D. LeBaron</td>
</tr>
<tr>
<td>NAC</td>
<td>Katie Liljenquist</td>
</tr>
<tr>
<td>Perry, Lee T.</td>
<td>Teppo Felin</td>
</tr>
<tr>
<td>PricewaterhouseCoopers Diversity</td>
<td>Peter M. Johnson</td>
</tr>
<tr>
<td>PricewaterhouseCoopers Research</td>
<td>Ervin L. Black</td>
</tr>
<tr>
<td>Rollins, Kevin &amp; Debra</td>
<td>Paul B. Lowry</td>
</tr>
<tr>
<td>Staheli, Donald L.</td>
<td>Kristie K. Seawright</td>
</tr>
<tr>
<td>Staheli, Donald L.</td>
<td>John B. Bingham</td>
</tr>
<tr>
<td>Vest, Kristine V.</td>
<td>T. Jeffrey Wilks</td>
</tr>
<tr>
<td>Warnick/Deloitte &amp; Touche</td>
<td>Ted E. Christensen</td>
</tr>
<tr>
<td>White, Steven V.</td>
<td>Jeffrey A. Thompson</td>
</tr>
<tr>
<td>Whitman, Robert A. &amp; Wendy</td>
<td>Robert J. Jensen</td>
</tr>
</tbody>
</table>

We express our sincere thanks to the donors who made these opportunities possible.
MANAGEMENT SOCIETY
CHAPTER PRESIDENTS

Arizona, Mesa/Phoenix
Kyle Thornton
602-278-2279
ktThornton@ctcasco.com

Arkansas, Northwest
Marty Morrison
479-777-3448
marty.morrison@wal-mart.com

California, East Bay
Jeff Uralo
925-256-8321 x20
juralo@umbcpa.com

California, Hispanic Chapter
Luis Velasco
714-225-4252
luis.velasco@byu.net

California, Inland Empire
Brent Mortensen
951-323-3832
bmorten@yahoo.com

California, Orange County
Michael Phelps
949-955-6115
michael_phelps@ml.com

California, Rancho Santa Margarita
Kenneth Gibson
949-265-503
kgibson@vladvisors.com

California, Sacramento
Treavor Hodson
916-442-3552
thodson@pkp-law.com

California, San Diego
Kurt Wickham
858-704-3278
kwickham@racal.com

California, San Francisco
Brad Haag
415-242-9500
bradhaag@gmail.com

California, Silicon Valley
David Bushman
408-364-8000
davidplus@live.com

California, Ventura
Eric Stassforth
805-585-6724
estassforth@twins.com

Colorado, Denver
Paul Lamb
303-948-0235
lamb2003@msn.com

Florida, Southeast
Matthew Fuller
561-934-5237
Matt Fuller@fpl.com

Georgia, Atlanta
Paul Abamonte
404-498-2401
pabamonte@cdc.gov

Hawaii, BYU-Hawaii Student Chapter
Jennifer Johnson
808-947-5307
jgaylor@byuh.edu

Idaho, Boise
David Ries
208-336-6099 x119
daveries3797@msn.com

Idaho, BYU-Idaho
Student Chapter
Robyn Bergstrom
208-486-2092
whitneysociety@byui.edu

Illinois, Chicago
Paul S. Haglund
paulhaylund@sbcglobal.net

Illinois, Chicago NW Suburban
Jeremi Rammell
208-923-0822
aramrell@coopernorman.com

Massachusetts, Boston
Maura Snow
978-533-3203
maurasnow@basilea.com

Minnesota, Minneapolis
Craig A. Wilson
612-975-2080
cavalazoo001@yahoo.com

Missouri, Kansas City
Ray Birknera
913-876-5386
ray@birknera.com

Nebraska, Las Vegas
Michael Call
702-310-4002
mcallmvl@aol.com

New Hampshire
Brandon Jackson
603-673-0580
jonathan@brandonzoo2@yahoo.com

New Mexico, Albuquerque
Marlin McNiel
505-882-9987
rmcniel@justicesystems.com

New York, New York
Marc Chenn
212-296-0796
marc.chenn@gmail.com

Ohio, Northeast (Cleveland)
David Rust
440-911-5111
davidrust@roadrunner.com

Ohio, Northeast (Cincinnati/Dayton)
Wesley Foister
513-770-8805
wesley@foisterer.net

Oregon, Portland
Steve Ashby
503-456-2088
ms.pdx@byu.net

Pennsylvania, Pittsburgh
Kenneth Witze
412-434-5548 x1226
kwitze@waterksinulac.com

Texas, Austin
Daniel Oldroyd
512-728-6017
daniel_oldroyd@dell.com

Texas, Dallas/ Ft. Worth
Mark Weckly
214-245-8082
mrweckly@shannongrayce.com

Texas, Houston
Mall Large
281-352-7199 x226
mlarge@comcast.net

Texas, San Antonio
James Oliveros
210-534-5444
joliveros@coxsmith.com

Utah, Salt Lake City
Keith Cain
801-521-9900
kcall@scmlaw.com

Utah, St. George
Joshua Little
435-974-9400
jlittle@dplaw.com

Utah, Utah Valley
Mark Hale
801-785-0214
markh@mycpa.com

Virginia, Richmond
Trevor Boson
tbosen@lutron.com

Virginia, Southern Virginia University
W. Todd Brotherson
540-336-2472
todd.brotherson@svu.edu

Washington, D.C.
Brian Barker
703-647-7418
barker@comcast.net

Washington, Seattle
Justin Park
425-450-3000
jpark@rpmcfirm.com

Washington, Spokane
Matt Borders
509-536-9577
matt.borders@benefinancial.com

Washington, Tacoma
Lori Richardson
253-284-5211
lori.richardson@mossadams.com

INTERNATIONAL CHAPTERS

Argentina, Buenos Aires
Herman Coquet
54-11-4393-5124
herman@coqueti.com

Australia
Christopher Cooper
61-7-3395-8883
christocopper@hotmail.com

Brazil, São Paulo
Sandro Silva
55-11-3549-9077
sandro.alex@terra.com.br

Canada, Alberta
Hench Brenkman
403-342-9878
hench.brenkman@gmail.com

Canada, London, Ontario
Darryl Dabrowski
1-877-835-5153
darryl@peartreehomes.com

Chile, Santiago
Juan Pablo Villar
56-2-350-2541
jpvillar@byu.net

Colombia
Jaime Ferreira
571-662-6003
ferreira@ldmsnet.net

Costa Rica
Douglas Arevalo
506-2214-2008
drsolutioncs@racsa.co.cr

Finland
Jussi Kemppainen
jussi.kemppainen@gmail.com

France, Paris
Bruno Grenier
33-1-39-02-74-90
brunogrenier@hotmail.com

Germany, Frankfurt
Nicholas Guthier
49-6181-59-6774
nicholas.guthier@gmail.com

Hong Kong
Samly Kwok
852-2493-9659
samlyk@gmail.com

Japan, Tokyo
Makoto Ishizaka
81-3-4431-5620
makoto1111@msn.com

Korea, Seoul
Kang Hun Lee
82-11-9933-5247
khlee@yahoo.com

Mexico, Mexico City
Miguel Romero
55-5764-7192
romero@byu.net

Mexico, Monterrey
Jaime Gutierrez
52-818-311-4002
jaime.gutierrez2@copamex.com

Mexico, Puebla
Marco Antonio Flores
floresma@ldschurch.org

Panama
Luis Cedeno
507-284-3115
cedeno@yahoo.com

Philippines, Manila
Benson Misalucha
0917-534-7285
bensonim@byu.net

Singapore
AC Ho
65-838-9201
achaosingnet.com.sg

Switzerland, Geneva
David Grenier
31-22-456-1068
mgtsoc.marriottschool.byu.edu
ADVISORY BOARDS

NATIONAL ADVISORY COUNCIL
Manoel Amorim
David G. Andersen
Nolan D. Archibald
J. Ralph Atkin
Larry K. Bair
Gary S. Baughman
Lane Beattie
Brent Beesley
William P. Benen
V. Stanley Benferr
Brent Bishop
Stephen D. Boyd
Jay H. Bradford
George B. Brunt
A. Bradford Bryan Jr.
L. Todd Budge
D. Fraser Bullock
David J. Bullock
Lewis E. Burnham
Robert Call
Daniel W. Campbell
Kent H. Cannon
Wilford A. Cardon
Catherine Chamberlain
David S. Christensen
Ralph N. Christensen
Don R. Clarke
Chris Clason
Kathleen Close
Kent W. Colton
Richard E. Cook
Ahmad S. Corbitt
Dixon Duke Cowley
Frank J. Crespo
Gary Crittenden
Linda Daines
Kelly L. Dame
Reed N. Dame
Lee A. Daniels
Donald D. Davis
Joel S. Deceuster
Richard C. Derker
Sheri L. Dew
Samuel C. Dunn
Robert L. Edwards
T. Morgan Edwards
Barry L. Engle
Chris Eye
Alan J. Folkman
Rex Franson
Alfred Gartner
Shelli Gardner
Robert C. Gay
Greg Geiger
Mark A. Gottfredson
Darius Gray
Robert E. Greene
Thomas R. Grimm
Robert P. Haight
Albert Haines
Elder Robert D. Hales
Stephan W. Hansen
Lloyd Hansen
John W. Hardy
Rodney A. Hawes Jr.

John H. Hawkins
W. David Hemingway
Lon E. Henderson
Kim B. Henrie
Richard K. Herlin
John R. Hill
Michael A. Hoer
J. Frederick Huckvale
Steven K. Hunt
Alvin B. Jackson Jr.
Keith B. Jenkins
Sterling Jenson
Warren C. Jensen
John A. Jex
Allen M. Johnson
Drew W. Johnson
Daniel W. Jones
Jay B. Jones
Stanton D. Jones
Kay A. King
John M. Knab
J. Christopher Lansing
John R. Lauck
Michael K. Lee
James R. Long
Stephen S. Lundgren
Ronald E. Malouf
Leora Marcheschi
Richard E. Marriott
Jerald L. Martin
David C. Martino
James B. Martino
D. Reed Maughan
Rex Maughan
Dimon R. McFerson
John S. McKinney
Nyal D. McMullin
Charles S. McNeil
J. Keith Morgan
Brian P. Murphy
David G. Neelman
Ralph R. Neilsen
William H. Nelson
Glenn W. Nielsen
Veigh M. Nielsen
Allan E. O'Bryant
Stephen B. Oveson
Robert E. Parsons Jr.
Alan G. Perriton
Elder L. Tom Perry
D. Scott Peterson
James H. Quigley
Ronald A. Rasband
James W. Ritchie
J. Stephen Rileyz
V. Eric Roach
Ronald E. Robison
Kevin B. Rollins
Blake M. Roney
George C. Scott
Ralph F. Severson
Yong-in S. Shin
A. Kim Smith
Barry M. Smith
E. Jeffrey Smith
H. Pete Smith
Menlo F. Smith
Nicholas A. Smith

Rick L. Smith
K. Brent Somers
David E. Sorensen
D. Stephen Sorensen
LeRoy C. Speirs
Donald L. Staheli
Steven A. Sterling
Gary E. Stevenson
Stanford C. "Bud" Stoddard
Jack W. Sunderland
Philip R. Sutterfield
Larry Tashjian
Andrea B. Thomas
Jackie Trujillo
Eric M. Varvel
Randy J. Vest
G. Roger Victor
Richard B. Whitman
Kathleen Walker
Olene S. Walker
Chen Chi Wang
William G. Way
David Weidman
John B. White III
Robert A. Whitman
Richard Whitmore
Mark H. Willes
Gary P. Williams
Douw R. Wilson
Harold R. Wing
Kenneth M. Woolley
Robert B. Young
Jack H. Zenger

CENTER FOR ENTREPRENEURSHIP AND TECHNOLOGY
Dixon W. Abell
Paul B. Alshstrom
R. Jay Allen
Ty Allen
Curtis D. Allen
Paul Allen
Douglas C. Allred
Brandt Andersen
A. Scott Anderson
Dudley G. Anderson
Jed K. Anderson
G. Kent Archibald
Clint B. Argyle
Alan C. Ashton
Larry K. Bair
Doug Baird
Don Ballantyne
G. Andy Barfoss
Lisa D. Bearon
Brent L. Bishop
Pete G. Bodine
Mark E. Bonham
Bradley W. Botteron
A. Blaine Bowman
Bill D. Brady
Brandon Brooks
W. Brandt Brooksby
Denny L. Brown
Fraser Bullock
Mark F. Burton
D. Page Busken
Christopher B. Cannon
Fred L. Carpenter
William H. Child
Craig C. Christensen
Kirby D. Cochran
Alan E. Combs
Willie K. Compton
Travis C. Cook
Jonathan C. Coon
Charles A. Coorradt
Stephen R. Covey
Larry M. Daines
Bernard N. Daines
Kelly L. Dame
Richard Dance
Wayne F. DeMeester
Jill Dempsey
Eric L. Denna
Ronald C. Dodson
Craig W. Earnshaw
Adam Edmunds
James C. Endicott
Max M. Farah
Ross N. Farnsworth Sr.
Ross N. Farnsworth Jr.
C. Eric Farr
Craig J. Faulkner
Scott S. Felsted
E. Kenny Fisher
James R. Fraser
Scott W. Frazier
John S. Fuller
Richard J. Galbraith
Craig C. Garrison
Becky A. Geddes
Larry M. Gibson
Stephen W. Gibson
Robert M. Granum II
Melvin C. Green
Shandon D. Gubler
Ronald C. Gunnell
Nathan W. Gillam
Kevin Hall
Jeremy Hanks
Reed H. Hansen
Todd Heiner
Cheryl D. Hilliard
W. Douglas Horne
Mitchell B. Huhem
Paul L. Hulme
Tom Isaacson
Eric C. Jackson
Eric T. Jacobsen
Eliot W. Jacobsen
Joshua G. James
Stephen J. Jenkins
Gerald C. Johnson
Dion C. Jones
Stephen J. Kimball
Ronald J. Kimball
John M. Knab
Glade M. Knight
J. Chris Lansing
Dennis P. Larkin
Klaus Lassig
Christopher J. Leach
G. Franklin Lewis
Stephen W. Liddle
Ron S. Lindor
Larry C. Linton
David T. Lisonbee
Donald H. Livingstone
Kyle Bowen Love
Melvin J. Marion
Nyal D. McMullin
Lance B. Miller
Blake G. Moderitezki
Michael W. Morgan
Jerry C. Moyes
Dale H. Munk
Brian P. Murphy
Jerald L. Nelson
Steven J. Nelson
Richard R. Nelson
Mike E. Nichols
R. Brad Oates
Joseph F. Ollivier Jr.
Mel E. Olsen
John E. Ord
Warren R. Osborn
Stephan B. Oveson
David A. Perry
William O. Perry III
John R. Pestana
Scott R. Petersen
Ben Peterson
Brent D. Peterson
Edward D. Peterson
Gregory A. Peterson
Brent R. Phillips
Louis M. Pope
Melvin O. Potter
William D. Price
Dallan W. Quass
C. Martin Rasmussen
William M. Raymond
Vernon R. Rice
B. Taylor Richards
John E. Richards
Stanford J. Ricks
James W. Ritchie
Dan B. Roberts
Kevin B. Rollins
Blake M. Roney
S. Lee Ross
Jaron J. Schilling
Ronald J. Schwindiman
James E. Sheffield
John M. Simcox
Barry M. Smith
Hyrum W. Smith
Jared S. Smith
Jeffrey C. Smith
Menlo F. Smith
Sharon L. Smith
Steven C. Smith
Philip R. Snelgrove
Leffoy K. Speirs
Terry Stimson
Ronald V. Stone
Thomas R. Stone
Rick Stratford
Paul K. Sybrowsky
Michael J. Szynsman
Spencer C. Tall
Cydni R. Tetro
Jason U. Thelin
GLOBAL SUPPLY CHAIN
Todd Boice
Frank Crespo
Howard Goodman
Brian Hancock
John Hatch
Steven Lesser
Jean-Luc Magre
Kent Packer
Marc Rogers
Paul Terry

H. TAYLOR PEERY INSTITUTE OF FINANCIAL SERVICES
Corporate Finance
David J. Bitter
J. Kimo Esplin
Steven R. Lambert
Chi K. Miller
Daniel R. O’Bryant
David H. Olsen
Scott K. Sorensen
Rick Timmons
Michael V. Valenza
Randy J. Vest

Investment Banking
Hal G. Anderson
Douglas K. Bates
Robert Benjamin
Thomas K. Brown Jr.
Roger G. Clarke
Randall M. Clyde
Colin L. Cropper
Brett M. Davis
Morgan Edwards
Frank Gentile
Ted A. Iaatz
Jim G. Larkins
Duane L. Madsen
Mitch A. Mason
Bradley K. McKinnon
David K. Moffat
John F. Nemeika
R. Scott Nycum
Steven G. Potter
James N. Powers
Keith R. Read
Kurt R. Schneiber
Jim G. Seaberg
Jeffrey H. Singer
Ron Tanner
W. Brent Tanner
Brian W. Voigt
Michael A. Wunderli

Real Estate
Anthony G. Butler
Mary R. Carlston
David S. Christensen
Martin W. Egbert
Al Mansell
William G. Murray
Kent K. Nelson
Paul T. Peterson
Robert L. Phillips

INFORMATION SYSTEMS ADVISORY BOARD
Rita Carney
Sonja Clayton
Kevin Coleman
Mason Coltrin
Mike Costello
Greg Crandall
Eric Denna
Frank Dittmar
John Feddock
Reid Grawe
Trevor Hanson
David Holyoak
John Laferre
Robb Northrup
Mike Nyman
Marshall Romney

MANAGEMENT SOCIETY STEERING COMMITTEE
William Chapman
Jere Clune
Joel Deceuster
Mark Dickson
Brian Dixon
Gustavo Estrada
Christian Feinauer
Ron Gardner
Helena Hannonen
Chet Harmer
Sonny Walker/Morris
H. Troy Romero
Lance Spencer
R. Bruce Whiting

MARKETING PROGRAM
Bryan Badger
Rich Beck
Mike Bond
G. Kent Burnett
Greg Chandler
Marshall Dahneke
Rhet Fornof
Tom Hafen
David Hall
Michael Hansen
Neil Hansen
Michael Raymond
Stephen Hoopes
Michael Jensen
Bent Jenson
Bradley Johnson
Myron Jones
Jason Kap

UNDERGRADUATE MANAGEMENT
Dean A. Andersen
Tina L. Ashby
Neil S. Bair
Robert M. Bowen
Mary R. Carlston
L. Wayne Chappell Jr.

ANNUAL REPORT
SUMMER 2009 47
“My experience at BYU helped strengthen the values that direct my life. I still draw upon those experiences and what I learned. I choose to give back to BYU each year because I want today’s students to be blessed like I was. Contributions made by others enhanced my education, and I am pleased to be a part of the tradition of giving. Please join me in making a difference in the lives of BYU Marriott School students by making a donation today.”

—MARK E. PETERSON, MBA, CLASS OF 1981
Sean Morrison, MBA, Class of 2009, landed a full-time job at Procter & Gamble.

Zachary Paynter, BS finance, Class of 2010, is working with classmates as part of their OB 321 class to ensure that local children don’t go hungry.

Jeff Jenkins, MISM, Class of 2009, will be earning his PhD at the University of Arizona this fall.

Richard Gardner, MPA, Class of 2009, is working with Professor Gibb Dyer researching family businesses.

“Last year I volunteered at an elementary school helping kids who were having a hard time reading and doing math. Because of the scholarship funds I received, I am more grateful and give back not only to my college but also to other people.”

—Esther Okang, BS Finance, Class of 2010

Ashley Porter, BS business management, Class of 2010, is going on a worldwide marketing tour in Asia, Europe, and the United States.