

# MARRIOTT

A L U M N I M A G A Z I N E

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Addition Dedicated





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WINTER 2009

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Cover photo by Jaren Wilkey.



# Market Validation

BY GARY C. CORNIA



**T**he recent events in the financial markets have motivated some pundits to question the inherent efficiency of the market and its outcomes. Like most of my colleagues in management education, I have great confidence in the market and the resulting efficiency of the outcomes it produces. I recall a statement attributed to Milton Friedman in which he said that capitalism is both a profit and a loss system. He advocated that we respect the losses that occur in the market as much as we respect the gains. Efficiency is a hard but essential taskmaster.

Recently, the Marriott School received evidence that the market also recognizes and rewards investments in quality. *BusinessWeek* conducts a biannual survey of MBA students and MBA recruiters. The results of the surveys are combined with faculty publications

to rank MBA programs. The 2008 ranking was recently released, and I am elated to announce that the Marriott School's MBA program is now ranked twenty-second among the hundreds of MBA programs in the country. A ranking among the top twenty-five programs is nothing short of astounding. We join a select group of nationally recognized and well-known management schools.

This ranking validates not only our strategy to hire talented faculty and slowly ratchet up the quality of our students but also our commitment to unflagging values.

We continue to invest in topflight teachers. The school's various academic departments—finance, accounting, business management, etc.—have set high expectations for the faculty they will ask to become colleagues. Consequently, the Marriott School continues to benefit from faculty members who have been trained at the best graduate schools, who teach exceptional classes, and who make significant contributions to academic literature.

Student preparation has also increased. The average GMAT score for MBA program applicants has increased from 653 to 673 during the past five years, and average work experience has gone from 2.8 years to 3.8 years. Each student admitted to the MBA program is carefully reviewed and personally interviewed by a faculty member. As a result, students arrive confident they can succeed and flourish in our demanding program.

Finally, companies continue to place a

high value on our students' strong work ethic, commitment to integrity, and academic training. MBA starting salaries have increased by nearly 35 percent in the past half decade.

Other Marriott School programs have received similar feedback. Our undergraduate program is ranked seventh by *BusinessWeek*. Our undergraduate information systems program landed in *TechRepublic's* top ten. And after twelve consecutive years of having both our undergraduate and graduate accounting programs ranked second or third in the nation, our graduate accounting program has made it to number one. More than 1,500 accounting professors weighed in on the 2008 *Public Accounting Report* survey. Many people said we'd never be number one without a PhD program, but faculty innovations such as our award-winning accounting PhD prep program placed our Master of Accountancy program at the head of the class.

All our programs benefit from the increasing quality of our faculty and students. It is reassuring to have the market validate the Marriott School's long-term strategy including our adherence to deeply held values.

Sincerely,

A handwritten signature in dark ink that reads "Gary C. Cornia".

Gary C. Cornia  
Dean

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# Inside the Classroom

## INFLUENCING STUDENTS TO WIELD THEIR OWN

**B**y the end of their first class period, MBA students in the power, influence, and negotiations course are engaged in a full-scale, one-on-one negotiation over the sale of a biochemical plant.

It doesn't take Professor Katie Liljenquist long to set a tone for the rest of the semester. Liljenquist takes participatory learning seriously, and her students come to class prepared to negotiate, not just to passively hear theories.

same bad habits," Liljenquist says. "This class is an opportunity for students to get that sometimes harsh feedback now, when the stakes are low. They realize early on where there is room to progress and can create a

to joining the Marriott School, she says, was the opportunity to create the curriculum for a negotiations class, something the school wasn't offering.

When she isn't teaching, Liljenquist, a mother of two, capitalizes on haggling opportunities. She says virtually everything is negotiable, whether it's buying insurance or shopping for toys online. But she may not be the best negotiator in her house; that distinction belongs to her three-year-old daughter, Lennox.

"My daughter is the master negotiator," she says with a smile. "When she was first learning to talk she'd always beg for milk.

*"I tell my students they'll walk out not only better negotiators but also better people. Negotiations really cut across all aspects of life, every single day with your children, your spouse, and your friends."*

—Katie Liljenquist

Liljenquist makes sure everything done in the classroom has real-world applications. Instead of assigning a term paper, she tells students to go and bargain—and almost anything goes. Liljenquist has seen students detail special deals at the local dry cleaner, make terms for porta-potties at a wedding, and agree on a toothbrushing routine with a two-year-old—talk about intensive negotiations!

"I tell my students they'll walk out not only better negotiators but also better people," she says. "Negotiations really cut across all aspects of life, every single day with your children, your spouse, and your friends."

After preparing for in-class negotiations and carrying them out, students compare what they were able to negotiate with the rest of the groups' results. It is a rare opportunity; in the real world negotiators get one shot and no tangible feedback. Here, students find out how they really did, and they can use the feedback, positive and negative, to adjust negotiating techniques and strategies.

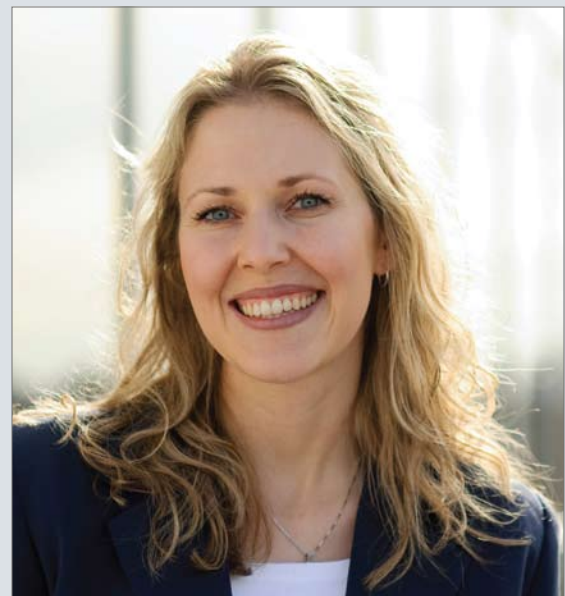
"Practice is great, but if it's not paired with feedback it can simply reinforce the

learning plan for themselves."

Only in her second year teaching at the school, Liljenquist's unique style makes her classes among the first to fill up. BYU's Organizational Behavior Student Association named her the 2008 Teacher of the Year.

"Negotiations were something I didn't ever look forward to before," says Noel Hudson, a second-year MBA student from Provo. "I didn't have a good feel for how to approach it, but I feel a lot more confident in my abilities to negotiate now."

Liljenquist studied psychology as an undergraduate at Arizona State University and earned her MS from the Kellogg School of Management at Northwestern University. At Northwestern, Liljenquist started teaching negotiations in the MBA program. One of the biggest draws



We'd say, 'No, you can have water.' She'd respond, 'wa-wa milk,' which means mix it 50-50. That became the drink of choice, but she always remembers to anchor high—for the full glass."







# Exceeding EXPECTATIONS:

By Donald Smurthwaite • Illustrations by Greg Clarke

**J**ohn B. Bingham was left scratching his head when the topic of performance appraisals came up during a visit with a consulting client.

Bingham, a Marriott School assistant professor of organizational leadership and strategy, was told by a midlevel manager that as part of his study of the company, it would do little good to check performance appraisals, “because 95 percent of our people received the same rating: ‘meets expectations.’”

Bingham’s confusion came because the company struggled with flat sales, rising costs, and inconsistent direction.

“It was surprising that a company worried about cutting costs was being so wasteful in using an evaluation process that had no advantages to it,” Bingham says.

Performance appraisals, generally culminating in an annual performance interview, are not much more than a yearly ritual in many organizations: Employee marches into boss’ office. Boss makes small talk, peppered with glittering generalities. Boss then absently shuffles through some paperwork



and mentions a numerical rating. Employee listens politely, nods, signs a form, and says thanks. They shake hands, both relieved that it’s over for another year.

If that’s a familiar scenario in your workplace, an opportunity has been squandered.

“A program of good performance appraisals can be key to the health and productivity of an organization,” says Sandy Berain, who has more than thirty years of experience as a supervisor and human relations manager in Oregon, Idaho, and Montana.

The best managers understand performance appraisals as a chance to recognize good performance, provide direction, point

out areas that need improvement, and leverage the session into furthering the goals of the entire firm.

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## All About You

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“My philosophy is that a performance appraisal’s purpose is for the individual’s development,” says Pat Bluth, a former teacher and human resources manager for Procter and Gamble and organizational development manager at IM Flash Technologies. “It should be about how to help individuals become even stronger than they are, so they can contribute to their organization’s results.”



## Ultimately, the performance review should tie an employee's *skills* and *performance* to the organization's *strategic goals*.

Ideally, then, the performance appraisal is where the skills and needs of the individual employee and the goals of the company come together. Organizations that consider performance appraisals as a valuable way to improve employees and help the company move forward share many of the same characteristics. They conduct appraisals, both formally and informally, throughout the year. They're forthright during the appraisal interview and are not afraid to point out where performance needs to improve. They link the individual's performance with the company's strategic plan. They have specific standards to measure performance and use the appraisal results to differentiate among employees. And they view the time as a chance to build relationships and to focus on the future.

"Organizations that don't have a sound performance appraisal system risk complacency and give employees the sense that the organization has no interest in them," Berain says. "It can spiral down from there."

### What's the Use?

When done properly, performance appraisals require time, effort, and a big dose of truthfulness that can make supervisors and employees squirm. No wonder some supervisors think, "What's the use?"

The answer to that question is, "Plenty," says David Cherrington, a Marriott School professor of organizational leadership and strategy. The first basic purpose, he says, is compensation. Performance appraisals and pay should be linked. "We assume people want to be paid for what they do," he says. "And people who perform better should be paid better."

Next is the chance to provide basic feedback to employees about how well they're doing. "A performance appraisal should consist of a supervisor letting the person know the specific areas where improvement is needed," Cherrington says. "And every employee deserves to receive some form of appreciation

and credit if they're making a contribution."

Third, Cherrington points out, beyond pay, personnel decisions are made on the basis of performance appraisals. Who is promoted? Who is retained? Who gets fired?

There's another good reason to conduct formal performance appraisals: protecting the supervisor. Especially in the last twenty years, "employers have had to defend themselves, and the best way to justify why you paid someone at a certain level, or disciplined them, is a legitimate performance reason to justify your action," he explains.

Finally, Cherrington says performance appraisals are a time to talk about other tasks. Training needs, new assignments, and even mundane chores such as updating HR information can be a part of the review.

"My experience suggests that a lot of supervisors feel threatened by performance appraisals," he says. "But if they can't evaluate performance well, they're not going to be good supervisors."

Still, not every supervisor is sold on conducting performance appraisals. Berain has hunches about why they don't always embrace the concept.

"Supervisors say, 'I have too many things going on,'" she says. "Or they just have a general uneasiness about talking with people. Another reason is they don't know enough about the employee's actual performance to comment constructively."

None of those reasons hold water, she believes. They're all excuses, and not very good ones at that.

### What You Appraise Is What You Get

Through his thirty-five years of teaching and organizational experience, Cherrington has deduced one important aspect of appraising performance. It's a concept that could make big differences in steering an organization.

"Whatever you evaluate tends to improve," he says.

Cherrington tells of a friend who served in the military years ago. The friend was in charge of training clerk-typists. In his performance appraisals he listed cleanliness and orderliness as a top priority.

"That got translated to how clean you keep the top of your desk," Cherrington says. "What he then found was that every clerk-typist had nothing on their desks. The drawers were a mess but their desks were clean."

Whether the goal is keeping the desk clean or improving corporate profit, organizations that get the most from performance appraisals all seem to agree on a few basic tenets.

One of those tenets is that performance appraisals are not just a once-a-year event. Wise supervisors never stop reviewing performance. The annual performance interview then becomes the culmination of year-long feedback and not a blind side by the boss. More feedback is simply better for the employee and the company.

"A good performance appraisal happens all the time," says Michael Corum, an author, trainer, and management consultant based in Shingle Springs, California. "The feedback is constant."



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## Telling the Whole Truth

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The appraisal experts, while they differ some in their approaches, all say that the interview portion of a performance appraisal must be truthful and straightforward. While tap dancing around a delicate topic or not providing constructive criticism might seem the gentler approach, it usually does more harm than good. Bland performance appraisals generally set the stage for bland results. Insipid appraisals rob the organization of the chance to nudge an employee in a better direction.

“Managers who want to coach, motivate, and be popular have a difficult time providing constructive criticism,” Bingham says. “That makes sitting down and telling people they’re not doing what you expect of them a very hard thing to do.”

Berain once found herself in the position of telling several employees they weren’t making the grade.

“I followed a supervisor who gave only glowing reviews,” she says. “I had to be tactfully honest with moderate performers who had come to expect an outstanding performance review.”

It took time and caused a bit of angst for her employees to adapt, but in the end, Berain has no doubt the performance of those she supervised improved.

“Supervisors who don’t take the opportunity to provide both positive and not-so-positive performance reviews aren’t doing anyone a favor,” she says. When criticism must be delivered, keep it constructive. “Be careful in your selection of words,” Berain says.

Cherrington’s advice is simple: “Be specific. Be direct.”

Being less than truthful in a performance appraisal can boomerang on a supervisor as well. Corum tells the story of an acquaintance whose secretary just wasn’t cutting it.

“The secretary was a wonderfully dedicated person, but absolutely incompetent,” he says. When the supervisor found out she had applied for another job, he wrote her a glowing appraisal, hoping it would help “to get rid of her.” It worked. On her last day in the office, she came in early to clean her desk. She found a copy of the appraisal and read it.

“She was standing there with tears coming down her face when he walked in, saying, ‘I never knew you felt this way about me. I just

can’t leave,’” Corum says. “So she stayed with him for another two years.”

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## Everyone Fits in the Big Picture

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Supervisors should always tie an employee’s performance into the larger organizational picture. Employees, no matter what they do in the firm, must understand what is expected of them and how their work contributes to the organization. Otherwise, they’re left to drift without a compass in what could be uncharted corporate waters. It’s true whether you’re a top manager in a Fortune 500 company or you sweep out the basement after everyone else has gone home.

“Ultimately, the performance review should tie an employee’s skills and performance to the organization’s strategic goals,” Bingham says. “Otherwise, their job is simply instrumental to getting a paycheck.”

Making that critical tie is primarily the supervisor’s responsibility.

“It does no good to bring a person into the office and talk about performance if he or she doesn’t know what the organization’s goals are,” Bingham says.

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## “Meeting Expectations” May Mean Someone Isn’t

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Another supervisory performance pitfall is painting virtually all employees with the same broad brush.

“The three general ratings are ‘exceptional,’ ‘meets expectations,’ and ‘does not meet expectations,’” Bingham says. “You can bet your next month’s salary that 85 to 90 percent of many company’s employees fall into that middle category.”

It’s an easy thing for supervisors to do. There’s little risk in rating almost everyone



the same. No jealousies among co-workers. No pushback from employees. No huge investment in keeping track of every little thing an employee is or isn't doing.

But in the end, it also may mean stunted progress for the organization.

"It's important to have enough variance to create the ability to differentiate among individuals," Bingham says. "Managers too often aren't creative enough in their performance appraisals to allow for differentiation."

And differentiation—the ability to discern and document differences among performances—is vital to an organization's health. Bingham says that organizations stuck in the "meets expectations" mode risk "becoming fat with deadwood people." When

changes need to be made—reassignments, cutting jobs, or looking for the next management star—everyone instead tends to look the same. Congratulations. Mediocrity—not meritocracy—has been achieved.

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### A Matter of Style

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It's probably safe to say that no two supervisors approach performance appraisals and performance interviews the same way. For most it's a matter of style and what they want to accomplish during the interview. Corum says the best supervisor he ever met began each performance interview by asking, to the astonishment of his employees, "What can I do to help you perform your job better?"

That's in line with Bluth's philosophy about performance appraisals, which should be "about building relationships."

"Give them good feedback, along with things they could be doing better. Take two or three things that they do well and balance those with one or two things they need to improve on," Bluth says.

Cherrington takes a slightly different view.

"I'm not a fan of the most popular evaluation format, often called 'the sandwich format,'" he says. "The idea is that you have two pieces of bread with baloney between them. You say good things, butter them up in the beginning, with criticism or instruction next, then you finish with another round of praise," he explains.

## *Failing to Meet Expectations:* What NOT to Do in a Performance Interview

Here are eight common ways that supervisors fail to meet performance review expectations.

### 1. FUZZY THINKING, FUZZY RESULTS

Maybe the most common error that managers and supervisors make is not thinking through what they really expect from an employee. Fuzzy thinking begets fuzzy results.

"Do your work up front, which means it's not what you do at the end of the year but what you do at the beginning of the year," advises Corum. "Set good, clear, measurable goals, and follow up on them throughout the year, so that the performance appraisal interview is something of a formality."

### 2. THE NUMBERS GAME

Numbers appeal to some supervisors—they're easy to grasp and black-and-white; but news of numerical ratings tends to spread throughout the office, and the results can lead to hurt feelings, jealousy, and instant disagreement.

"Why am I a three, when Joe is a four and I work harder than he does?" Bluth says.

Much better, she says, is a kind of qualitative review that helps employees become better at their jobs. "The supervisor needs to really have good intentions about helping the employee grow and develop."

### 3. WISHY-WASHY WORDS

Ever had a poorly conducted performance interview and walked away

feeling less sure of your standing with the company than ever before? Bingham has, in one of his first jobs.

"I was never called in for a performance interview," says Bingham of his first year on that job. "The supervisor finally said, 'I never had time to do the formal evaluation, but I think you know you're doing fine.' The problem was, I didn't know what 'fine' was or meant," Bingham says. "Uncertainty and ambiguity are not good things."

### 4. LOWERING THE BOOM

Appraisals are not ambushes—or at least they shouldn't be, according to Bluth.

"If an employee sees a list of ten or twelve things they're supposed to improve on, it becomes hard to focus and it's really demoralizing," she says.

Cherrington concurs. He tells new supervisors that the first thing they ought to say is, "Here are two or three things you need to improve on." "If you talk about more than three, you tend to muddy the water and become punitive," he explains.

### 5. SINGING THEIR PRAISES OUT OF TUNE

This seems obvious, but isn't always. If you're conducting a performance interview with a stellar underachiever, don't make him or her feel like a superstar.

"Straight talk" is what Bluth says works best. "Give feedback directly, don't sugarcoat it, don't mush it up with a lot of words."

Cherrington says, "If you have poor or weak performers, you don't





Cherrington says employees don't listen to the initial praise because they know the criticism is coming next. They don't hear the compliments in the end because they're still digesting the critique.

There is a simpler and more effective approach, he says. "The first words out of your mouth should be, 'There are two things we need to talk about: A and B.' Then move to the positive comments and express appreciation."

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### From Slouch to Superstar?

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The best supervisors and organizations believe in the benefits of performance appraisals. They can help turn frogs into princes, dunces into dynamite, and slouches

into superstars. Right?

Not so fast, says Michael Corum. "Don't expect performance appraisals to take care of performance problems," he says. "You may have to use other means—transfers, reassignments, or materially changing jobs. You've got to have a keen sense about what you

# Don't expect performance *appraisals* to take care of performance *problems*.

can and cannot change in people. It doesn't mean they're stupid, but it usually does mean they're in the wrong job," he says.

And what about underachievers who have grand notions about their worth, those who believe the building's walls and bottom line will fall if they ever walk out the door?

The best-crafted appraisal in the world isn't going to change them, Corum says. "Don't waste your time with people who are deluded, the people who have wildly exaggerated notions about themselves. Either change the job or get them out of it."

want to lavish praise on them, because if they don't shape up, you may have to terminate them."

## 6. "COMPARISONS ARE ODISIOUS"

John Lydegate, a fifteenth-century British poet, is generally credited with originating the phrase. He could have well been writing about performance appraisals. Saying something like "You're not as good as Max or Sarah" or "If you could only adopt Michael's work ethic" should never be a part of an appraisal. Nor should phrases such as "You're the top employee here, and I wish I had a dozen more like you" ever tumble from a supervisor's lips.

"The focus should be on the individual's development, not on others," Bluth says.

## 7. NOTHING EVER CHANGES

Berain says it sends all sorts of dismal signals to an employee when the performance criteria remain the same year after year. "You have a draft appraisal for the year, and twelve months later you come back and see your draft as a final with nothing changed. Those are missed opportunities. They don't speak well of the supervisor's commitment," she says.

## 8. AN ISSUE OF TRUST

Bluth says that peer performance reviews are popular in some organizations. That's when co-workers get a say in how an individual is stacking up. Some supervisors don't filter the peer comments.

"It's the supervisor's responsibility to go through the input and use what fits best in the conversation. The supervisor needs to take ownership in the message," she says.

Peer reviews are risky. More than one supervisor has seen the results of a peer review, "gasped, and said, 'We wish we hadn't done that,'" Bluth says.

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### To Your Advantage

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Remember the company where 95 percent of the employees were rated "meets expectations"? It was going through the motions but not gaining much traction with its weak performance appraisal system. John Bingham says some progress has been made.

"I raised the issue with them. There will be an opportunity for greater development of their program," he says. "Performance appraisals are too costly not to leverage to a firm's advantage."

Sandy Berain says when everything goes right with the system and employees have received an evaluation that is fair, frank, contains no surprises, and is tied into the organization's goals, they walk away ready to take their performance to the next level. "It's a gratifying experience for everyone," she says. "There's a real sense of team accomplishment when appraisals are done well." **M**

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### About the Author

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*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.*

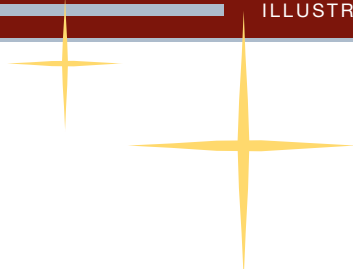







# ask the Experts

ILLUSTRATIONS BY ADRIAN D'ALIMONTE



Some things you just know.  
For everything else, ask an expert.  
Six alumni share their smart  
responses to everyday situations.



## How to Make the Most of Your Commute *by Mitch Hill*

During my twenty-five-year career, I've worked in Connecticut, New York, Southern California, and Florida. My current commute is about twenty minutes, but in previous jobs it has been as long as two or more hours each way.

Technology has certainly contributed to making commuting more productive. It's both a great enabler and a productivity tool, but it's also very distracting and dangerous—even deadly—if not used properly.

### What to do during your commute:

- Return phone calls. Use the time to stay in touch with friends and family using a hands-free device. Morning and evening commute times work well for communication with people in different time zones. I try to bundle many business calls when I'm driving so I don't have to spend as much time on the phone during my work day. I use \*67 if I don't want my calling party to have my cell number.
- Listen to music, podcasts, audio books, satellite radio, general conference talks, scriptures, etc.
- Visit with friends. In a previous job I was in a car pool with two other guys, four days a week to an office about sixty miles away. We bought a Toyota Prius specifically for carpooling. We ran the wheels off that car and enjoyed lots of time talking about not only our business but also our families. We became great friends.
- Ponder. Commuting is a good time to reflect on any problems or challenges you're trying to solve in your business, family, or other responsibilities. It's also a good time to leave behind any problems you might be experiencing at work.

### What *not* to do during your commute:

- Men—shave while driving (I've seen this)
- Women—apply makeup while driving (I see this all the time)
- Text message (I've done this)
- Email (Guilty of this too)
- Watch movies on a DVD player on the dashboard (I've seen this)
- Read the newspaper (Not unusual to see)
- Floss teeth (I've seen this)

*Mitch Hill is CFO for Visiogen Inc. in Irvine, California. Hill has gotten to and from work using trains, planes, automobiles, buses, ferries, limos, motorcycles, and even his own two legs. Hill earned his BS in accountancy from BYU in 1982 and his MBA from Harvard in 1987.*

## How to Stay Up-to-Date on the News *by Jennifer Wagner*

There are so many media formats, it's really easy to find one that fits into your lifestyle. For me, I'm on the internet constantly, so getting my news online is best. I visit msnbc.com and cnn.com, because they have original content plus AP wire stories and are intuitive, easy-to-use web sites.

When I think of staying up-to-date on industry-specific news, email alerts can be very helpful. They can help you follow trends, know about competitors, and stay up-to-speed on marketing. There's a great daily email I subscribe to: GMA SmartBrief. It sends me a synopsis of stories that affect consumer packaged goods, and if I'm interested I just click on the link.

There are lots of great podcasts you can subscribe to, especially if you can listen to them during your commute or while exercising. NPR has an evening news summary that I enjoy; another one I like is the Slate Explainer podcast, a three-minute explanation of terms in the news that you might not understand. Podcasts are really convenient if you're on the go. I have a friend who listens to at least five each day. You have to be careful and trust the source though. There are also a lot of good blogs online. Blogs aren't necessarily a common way of getting news, but they can be informative.

If there are topics I want to read about more in depth, I like to subscribe to magazines as well, like *BusinessWeek* or *Newsweek*. For example, I'm in health care and love reading about that topic—whether online, on television, or in a news magazine.

Staying on top of what's going on in the news is a way to connect with your community, country, and world—to be more aware of what's going on. If you know what's happening, you can better understand what role you can play and how you can contribute, and you can position yourself to make a difference.

*Jennifer Wagner is an assistant marketing manager for Nestlé Nutrition in Minneapolis, Minnesota. She is a self-described news junkie, which partly comes from being a public relations undergrad at BYU and also from Professor Hal Heaton's current event quizzes in advanced corporate finance class. Wagner earned her MBA from the Marriott School in 2007.*

*Technology* has certainly contributed to making commuting more productive. It's both a great enabler and a productivity tool, but it's also very distracting and dangerous—even deadly—if not *used properly.*





## How to Keep Your Breath Fresh at Work by Michael Bennett

Having good breath all day starts in the morning. Start with brushing in little circles near the gum line. Start in one place and follow the gum line around each set of teeth; be thorough, because that's where plaque tends to accumulate. Then brush other areas—chewing surfaces and sides of teeth. Lastly, brush the rest of your mouth—tongue, sides of cheeks, roof of mouth. Reach as far back as you can on the tongue without gagging yourself. Rinse thoroughly.

Flossing is another important step—you clean only 60 percent of your teeth's surface area with brushing. Using a proxy brush—a small, triangle-shaped brush—in between your teeth will give you an amazingly clean feeling.

The last part of your morning routine should be gargling—you'll sound weird when you gargle, but it's really beneficial. Gargling will help loosen food particles that get caught in the back of your mouth, which can cause tonsil stones or halitosis.

If these steps don't help bad breath, you should meet with your dental professional. You may have a medical condition—acid reflux, diabetes, or tooth decay can cause bad breath.

To continue to keep your breath fresh at work, water is a great buffering agent. It neutralizes the pH in your mouth, which becomes more acidic after you eat. Keep a bottle at your desk to sip on, or at the very least, rinse your mouth after lunch with water. When you're dehydrated your body doesn't function as well. Your mouth tends to be an indicator of your overall health.

Gum is also a great option. It stimulates saliva flow, which helps kill bacteria in your mouth. Chew gum with xylitol—it's a type of sugar that specifically kills bacteria.

*Dr. C. Michael Bennett earned his BS in business management from the Marriott School in 1994 and graduated from the University of Oklahoma College of Dentistry in 1999. He owns Advanced Dental Care in Provo and proudly doles out toothbrushes and candy on Halloween.*

## How to Reward a Co-Worker

by K'Lynne Johnson

1. Say thank you. Give specific appreciation when others do great work; a quick note or email is so meaningful, but somehow we all forget that. When writing a note, include the "because"—I really appreciated this because it let me do this or resulted in that.

If you're regularly saying thank you to people, it doesn't look odd when you do. A thank-you card is direct and personal, and no one has to know about it. This isn't about extravagance; it's about personal recognition. It's better to express appreciation than to avoid it.

2. Give a small treat or gift card. I'm amazed at how effective these are. If someone clearly did something outside his or her area to support a





request of mine, I like to give them a small box of chocolates or a \$5–\$10 gift card. I find it's more the gesture of taking the time to do something.

It's about knowing what they like and picking something specific without it being too much; otherwise, they'll feel uncomfortable. Find things that are personal but aren't necessarily extravagant. You don't want to come across as fawning or false in those scenarios. Simple is better.

Some companies have budgets for rewards, and I think managers should support that. Giving a thank-you can be less expensive than taking everyone out to lunch. Don't be too practical; I've heard that gas cards don't go over so well. I think people respond better to a treat—something a little indulgent.

3. Tell other people. People appreciate it when they are recognized in real conversations. Announcing accomplishments in meetings is a good tool, but when you talk informally about the good things people do, it gets back to them.

Sometimes co-workers have different bosses; sending a note to his or her manager, expressing things you value about that co-worker, helps build a culture of recognition and appreciation. It might not work in all organizations, but in general you're better off expressing appreciation than worrying about what others will think.

*K'Lynne Johnson is CEO of Elevance Renewable Sciences, a company based out of Bolingbrook, Illinois, that converts natural oils into chemicals. She earned her BS in psychology in 1989 and MOB in 1992 from Brigham Young University. She loves receiving chocolate or a bookstore gift card as a reward.*

## How to Throw an Office Party

by Brad Jensen

One of the keys to a successful office party is doing something interesting or unique. It doesn't have to be expensive, but do something that people will talk about. Create some type of memorable effect—a funny comedian, cool door prizes, executives poking fun at themselves, a talent show, or karaoke. Surprise the audience a little bit.

When planning the party, form a committee and let some of the employees organize it, instead of only upper management or HR. You'll likely have a better event.

Book the venue and entertainment as far in advance as possible. If you're hiring an entertainer, be sure to watch his or her demo and to check references. Give the entertainer a short list of dos and don'ts before you sign a contract. Be up-front about what you want without trying to write their script or cramp their creativity. One of my clients from Texas hired a comedian without consulting others, and the performance was so offensive that the president of the company got up and apologized afterward.

Gauge whether you think the group wants something formal or informal. Some groups like to dress up, and their office party may be the only time of year they can do that. But some groups don't even want semiformal—they'd prefer jeans.

Door prizes can be a great perk, and you can do several cool things that are a little more expensive while not blowing the budget on something for everyone.

The white elephant gift exchange usually works really well at office parties. People love to buy and give unique gifts.

A good office party can be as simple as a potluck lunch. Consider doing the party early in the holiday season or at another time during the year. Some companies will have a summer BBQ, then hold a potluck lunch during the holidays and give employees the rest of the day off.

Some people don't want to attend office parties. Gift cards or baskets can be a good alternative. One company I worked for gave its employees tickets to see the Blue Man Group, which was something all the employees were interested in. It was a big hit.

Finally, remember that shorter is usually sweeter. You don't want to plan a six-hour office party, no matter how much you like your co-workers.

*Brad Jensen is executive director of event services at USANA Health Sciences. He was director of special events at Modern Display for five years. Jensen earned his BS in accountancy from the Marriott School in 1990 and his MBA from the University of Utah. He has handled corporate events for many clients, including Sports Illustrated, Chevron, Novell, and USANA.*



## How to Plan a Business Lunch

by Kent Andersen

1. Analyze your situation. A restaurant that's considered fine dining will segment its menu and service component so it meets corporate American needs. You should look for a restaurant that caters to that or at least has thought about it. Most large-chain restaurant concepts are not structured that way. If I needed to impress somebody, I wouldn't take them to a loud, impersonal, or booth-oriented restaurant.

2. Cultivate a relationship with a restaurant. Even if you're new to a city or you're a junior-level executive, you should eat lunch in good restaurants so the restaurant staff gets to know you. If they see you periodically, you'll be able to confidently say to a waiter, "I'm hosting some business associates. Can you help me with a table? I don't want to be too near the piano, kitchen, or bar; I really don't want to be next to a table of twelve." Become familiar with restaurant staff so you can leverage that opportunity if needed.

3. Remember, timing is everything. It's so important to make a reservation, confirm it, and show up early. You'll also want to plan an appropriate amount of time. At my restaurant the average table time for lunch is 47 minutes. From 12:30 to 1 P.M. we sit more business executives; people who come in earlier are typically social diners.

If you anticipate a staggered arrival of your guests, you might want to order appetizers if you think that will set people at ease. Another option is to order appetizers but indicate you would not like to have them presented until everyone's arrived.

4. Be the best host. Ask the people who will be attending if they have any dietary constraints, and inform the restaurant.

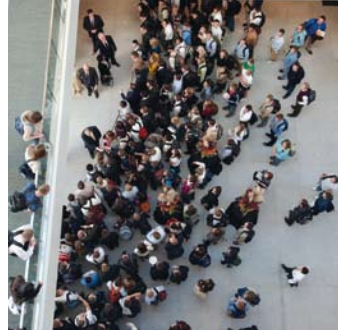
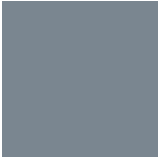
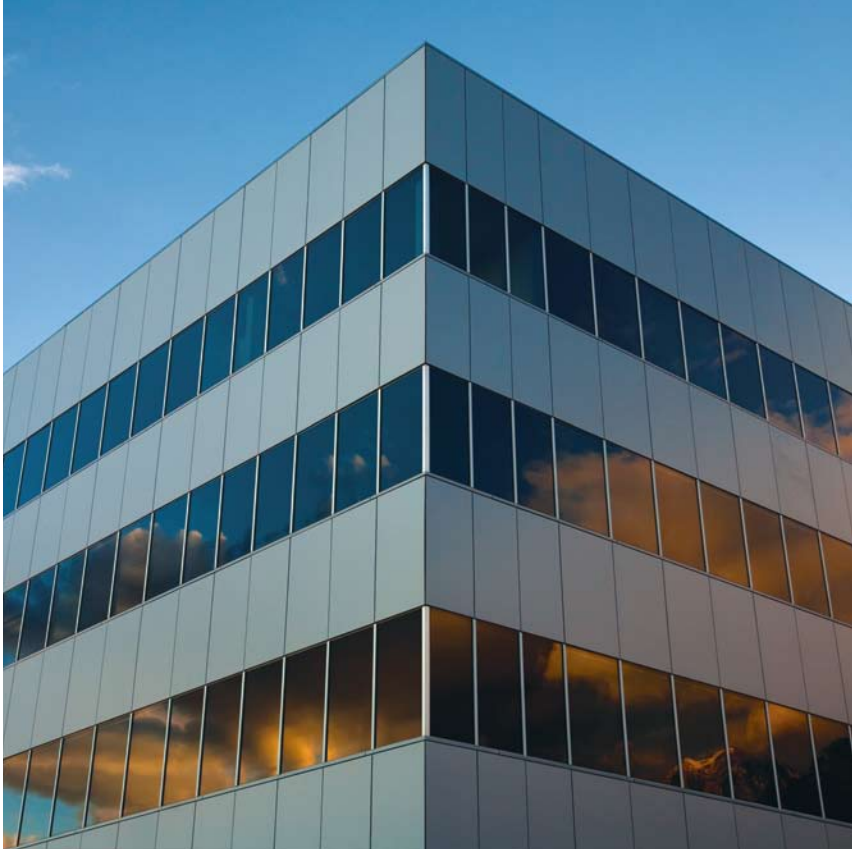
If you're hosting a group that's larger than six people, bring a colleague or peer—somebody who can bounce conversation and can build upon common ground with the people you're hosting.

If the reservation number changes, let the restaurant know. Changing a reservation from four to five is probably the hardest table to change. If it's a last-minute change of plans, call on the way to the restaurant. Then when you arrive you can just walk in, and you won't have to wait in the lobby.

*Kent Andersen is a certified executive chef and is owner and executive chef of Chef's Table in Orem. He earned his MBA from the Marriott School in 2001 and ate his first hot dog at a Red Sox game when he was twenty-five years old. **M***

The opinions shared in this article are those of individual alumni and not necessarily those of the school or its sponsoring institution.





# TANNER BUILDING ADDITION DEDICATED

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Years of planning and effort came to fruition on 24 October 2008 when President Thomas S. Monson dedicated the 76,000-square-foot N. Eldon Tanner Building Addition.

President Monson, one of the Marriott School's most distinguished MBA graduates, spoke at the event, along with Ned C. Hill, former dean; Richard E. Marriott, chair of Host Hotels and Resorts; J.W. Marriott Jr., chair and CEO of Marriott International; and Cecil O. Samuelson, president of Brigham Young University.

An estimated 1,200 students, faculty, administrators, donors, and other guests participated in the dedication, which was held in the new assembly hall and broadcast to lecture halls and classrooms throughout the Tanner Building. President Henry B. Eyring, President Dieter F. Uchtdorf, Elder L. Tom Perry, Elder Russell M. Nelson, Elder M. Russell Ballard, Elder Joseph B. Wirthlin, and Elder Jeffrey R. Holland also attended the dedication along with other members of the university's board of trustees and General Authorities.

The addition was completed and dedicated twenty-five years after President Gordon B. Hinckley dedicated the original building. Ground for the addition was broken on 25 April 2007. Marriott School National Advisory Council members, faculty, administrators, students, and alumni donated \$44 million for the building's construction, a maintenance endowment for the building, and part of the cost of a new parking structure.





#### ATRIUM

The four-story glass atrium connects the original building with the addition via six sky bridges.



#### TEAM STUDY ROOMS

The addition's thirty-nine team study rooms hold six to eight students each and can be reserved online.

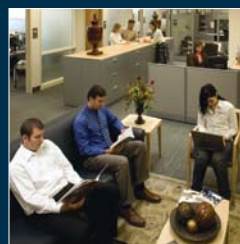






### ASSEMBLY HALL

The largest room in the addition, it holds up to 284 students in lecture-style seating.



### MBA OFFICE SUITE

This space houses the full-time and executive MBA programs—including fourteen employees.



### CASE ROOMS

The addition has six large (70 capacity) and four small (50 capacity) tiered case rooms.



## EXCERPTS FROM DEDICATION CEREMONY

### President Thomas S. Monson

You're a marvelous sight. I can't stand up here without remembering my association with N. Eldon Tanner, a great mentor of mine. When I was called to serve as president of the Canadian Mission, he was the first to say, "I'd like to talk to you." Of course, he gave me some counsel about how to get along with the Canadians, and then he talked a little more about other subjects. What a giant in the land we had in Eldon Tanner.

I'd like to take a moment of privilege and thank all of the professors who approached me when I sought an MBA and completed it at Brigham Young University. Sometimes the professors would see me and sometimes I would see them, but I'm very grateful to declare that I am a graduate of the Marriott School of Management—partly because it bears the Marriott name and partly because it has such an outstanding record.

Now, as I have the privilege of offering a prayer of dedication, I think of the original dedication. That was an exciting event. There are so many great leaders who have helped shape this school. You can't talk about just one; you must talk about all these great people who prefer the background. They're not front-page people. They're in the trenches, and they get the job done. They're generous to a fault. It's a joy for me to be here today and to participate in the dedication of this great building.

### Ned C. Hill

In the last twenty-five years since the original Tanner Building was dedicated, we've added 50 percent more students. We've added thirty-five new faculty members. We've also created

several centers and a large placement facility.

I extend the school's deepest thanks to all who have contributed so generously to this important milestone in our history. On behalf of future BYU students, thanks to all of you—especially to Bill and Donna and Dick and Nancy Marriott—for having faith in us.

As beautiful and wonderful as this facility is, what will really matter most will be what goes on in the minds and hearts of the students who pass through these classrooms. Will a powerful faith in the gospel infuse management education with lasting values? Will the influence of faithful faculty carry over into the lives of our students? Will these students go forth from this beautiful facility to be a leaven in the earth—to raise faithful families, to serve diligently in the church, and to be a powerful influence for good in their companies, their communities, and their families to be ethical leaders full of charity and to be examples of humble followers of Christ? I know they will.

I witness the goodness of a loving Heavenly Father toward our students, our faculty, and our leaders. I have seen a powerful transformation in the respect and admiration so many business leaders around the world show to this wonderful school and the values it stands for. Truly the hand of the Lord has been upon this school and upon all who associate with it.

### Richard E. Marriott

One of the basic philosophies we preach in the church and in our business is that you find a need and fill it. We didn't have to be too astute to figure out what the basic need for BYU's Marriott School was. All you had to do was walk down the hall or see the students studying in the stairwells.



This new space will not necessarily make the education of the Marriott School any better than it is already—the school is ranked near the top of almost every college and university MBA ranking. But I think this facility will significantly raise the quality of its students' experience; it will allow the school to serve even more talented and capable young people who will be future leaders.

I keep a file of interesting business articles. One, from a 1971 *Harvard Business Review*, talks about the important skills a business school doesn't often teach. First was people skills, second was the ability to identify and act on opportunities, third was the ability to stick with a job and create a career, and fourth was the ethical use of power and authority.

When I look at the programs and consider the experience and skills of the students enrolled here, I start to understand why Marriott School students have most of these qualities. These great young men and women have already been exposed to problems and opportunities in the world. They know how to relate to people, and many are experienced in other cultures. They've been trained by great

## TANNER BUILDING ADDITION DONORS:

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parents and given great moral values.

BYU and the Marriott School help them expand and apply these talents so they can go out and make the world a better place. Investing in these fabulous young people is the best monetary and social investment we can make.

#### J.W. Marriott Jr.

Several years ago Ned Hill told me one hundred MBA students were graduating each year, and he said he could double the number

if he had more space. I saw an opportunity to develop many more business leaders and particularly future church leaders. I have a strong belief that these students can make a real difference in the world.

In today's global business world there is a great need for leaders who have a strong code of ethics and foreign language ability. BYU graduates fill this need.

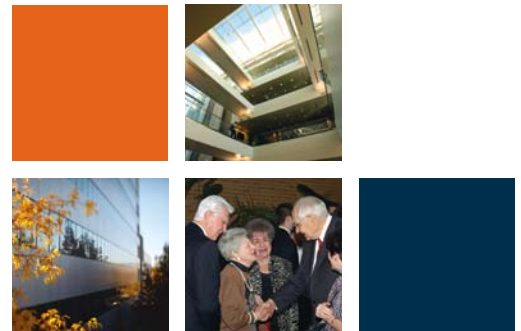
Business has always been about competitive advantage. Seventy-nine percent of

the graduates from the Marriott School are returned missionaries, and 68 percent speak a foreign language. This is a personal foundation that will give each graduate a tremendous competitive advantage in the workplace.

Today, language ability takes on new importance. I spoke at the University of New Hampshire Hospitality School last year and a student asked me what he should study, and without hesitation I suggested Mandarin.

As we face very turbulent economic times, we need leaders whose righteousness helps them know that on a clear day they can see forever what their earthly mission is. They have an eternal perspective that removes fear of the moment and gives them faith and confidence in the future. When Joseph Smith was deeply discouraged and suffering in Liberty Jail, he cried out to his Heavenly Father, "Where art thou? And where is the pavilion that covereth thy hiding place?" And the Lord answered, "Peace be unto thy soul; thine adversity and thine afflictions shall be but a small moment."

Today's tough times, I am convinced, will be but a small moment, as our eternal perspective does not allow for discouragement. Instead, it enforces the need for a positive attitude that helps us step forward with creative and exciting solutions to the problems of the day.



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## DEDICATORY PRAYER

### President Thomas S. Monson

Our beloved Father in Heaven, hallowed be Thy name. We bow before Thee in reverence and love. Our hearts are filled with gratitude to Thee for this beautiful addition to the building named for our beloved President N. Eldon Tanner. We thank Thee for him and for all that he exemplified in his life and ministry for the benefit of mankind.

We incorporate and make a part of this prayer the thanksgiving and supplications included in the earlier prayer of dedication of this building by President Gordon B. Hinckley over twenty-five years ago.

We thank Thee for the faithful members of the Church who, through their payment of tithes and offerings, have made possible this addition that we, with pleasure, behold this day.

Let those who shall teach here teach with Thy Spirit as a constant companion. Help the students and instructors remember the words of the Apostle Paul, who declared to the Corinthians, “Know ye not that ye are the temple of God, and that the Spirit of God dwelleth in you?”

Bless all students that they might recognize that they walk on hallowed ground when entering this building. May each one appreciate the past, contemplate the future, and work diligently in the present.

This beautiful addition, which has been under construction for a period of time, has now been completed. We are grateful for the architects who designed it and for the workmen who built it. We appreciate the watchful care of President Cecil O. Samuelson and his associates and ask that Thou wilt continue to bless them. Bless the educational system

of Thy Church everywhere and all who come under its inspired influence.

Now, our beloved Father, acting in the authority of the holy priesthood in me vested, and in the name of the Lord Jesus Christ, I dedicate unto Thee this magnificent addition to the original Tanner Building. I dedicate the offices, the classrooms, the assembly areas, and the hallways, as well as the beautiful grounds which adorn the structure.

May Thy holy hand protect these facilities, that no untoward incident may deface or destroy. May it be regarded with appreciation

and gratitude by all. May this truly be a house of learning.

In behalf of all assembled here, I invoke Thy blessings upon this entire facility and upon those who come within its portals. May each truly enter to learn and go forth to serve. They will be witnesses of Thee and Thy work by their very lives.

These blessings we seek, these thanks we express, by the authority of the Holy Melchizedek Priesthood, and in the sacred name of our Savior and Redeemer, even Jesus Christ, amen.



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# KNOT YOUR AVERAGE CRAFTSMAN

by Emily Smurthwaite



Gordon Nichol can't smell wood anymore.

As far back as he can remember, Nichol has been in a wood shop. The sawdust scent has become so second nature he can't distinguish it from pure oxygen unless he's away from the shop for a few months.

Nichol is one of sixty BYU physical facility employees who worked on the Tanner Building Addition. Specifically, he was asked to help design and carve two moveable lecterns that would serve as focal points in the addition's large assembly hall. The podiums, which took four weeks to complete, are a blend of classical Greek and early-Victorian style. He constructed them out of cherrywood and flamed walnut, two of his favorite woods. Nichol's stunningly detailed podiums also conceal a mass of cables, plugs, and high-tech controls used to bring a presentation to life.

In his thirty years as a BYU cabinetmaker, he's created podiums, furniture, display cases, and benches for the university. "There's probably not a building on campus that I don't have something in," he says.

Nichol works with three other full-time cabinetmakers on campus; they oversee an office on the southeast corner of campus filled with timber, several large saws, dust, and seven student employees. "The best part of my job is the people I work with," he acknowledges. "They are all very competent, capable cabinetmakers."

Like any job, being a cabinetmaker comes with some occupational hazards. "I get splinters daily," says Nichol, who majored in industrial arts at BYU. "And I've become very good at removing them."

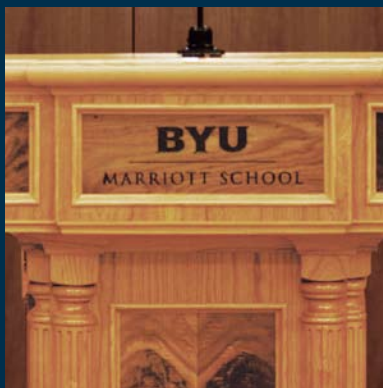
Nichol considers it a great honor to have built podiums that prophets have stood behind. "I was given a few talents, and I feel it's my responsibility to develop them," he says quietly. "I probably wouldn't do well as a math teacher or an administrator."

Coming from a long line of wood workers—his father, grandfather, and great-grandfather—Nichol has traveled to Europe a few times, snapping pictures along the way of "anything that looked like it ought to be in a podium," and buying select wood. He also studied hand carving in Scotland, which skills he put to use when helping create the organ case found in the Provo Central Stake Center.

In addition to building furniture, Nichol also is a local luthier, specializing in constructing violins, violas, and cellos. He's created hundreds of instruments in the past thirty years. And while he was studying in Scotland, he picked up bagpipe making, another avocation of his. His bagpipes, actually, are in greater demand than his stringed instruments. "There are more bagpipes in the United States than in Scotland," he relays. "Playing the bagpipes is a growing trend here."

And just in case you weren't convinced that Nichol was the hands-on creative type, a few years ago he, his wife, and their six kids built a forty-one-foot sailboat in their backyard and sailed it from San Francisco to Alaska.

At least he could smell the ocean.









## DISTINGUISHED LEADERSHIP AWARDS

In conjunction with the Tanner Building Addition Dedication and the National Advisory Council conference, the school honored Richard E. Marriott and J.W. Marriott Jr. at a banquet 24 October 2008. President Henry B. Eyring, President Cecil O. Samuelson, and Dean Gary C. Cornia presented the brothers with Distinguished Leadership Awards.

About 550 people attended the event, including Marriott family members, General Authorities, government officials, NAC members, and Marriott School faculty, staff, and administrators. The evening included a performance by the acclaimed BYU Men's Chorus and a video presentation highlighting key characteristics that have defined the Marriotts' lives and business success.

### EXCERPTS FROM DISTINGUISHED LEADERSHIP AWARDS BANQUET

#### President Cecil O. Samuelson

I believe all of us know of the remarkable public record of the Marriott family and their service at Brigham Young University, as well as elsewhere. Tonight we recognize them for many things, including many more that could be mentioned that have not been. I would like to take a moment to share what has been most touching to me in all the events we've been celebrating.

As you know, both Bill and Dick were major motivators in this spectacular expansion project that was dedicated today. I try to listen very carefully when I'm approached by people who have suggestions about things

the university should do. You might understand that happens quite frequently. I learned something from Bill and Dick that taught me a great deal about them and about their motivations. As we visited with Dean Hill, his team, and with the NAC leadership, we talked about bringing this vision to fruition, and I learned what the Marriotts' motivations were not. They were not trying to promote further recognition or acclaim for the already stellar Marriott name. I don't think they were particularly pushing to enhance the reputation of an already impressive management school. And I don't think they were driven to add additional luster to an already remarkable university that is striving to become even better. What became very clear, and most impressive to me, was their

concern for and interest in students.

Their reasons and stimulus for action were both quantitative and qualitative: quantitative in the sense they believed many more students needed the opportunity of an excellent education not only in the sciences of management but also in an environment sustaining and enhancing personal faith and testimony; qualitative because our graduates need to have the best preparation in all of those things, to serve well not only in their business careers but particularly in their families, the church, and the communities in which they dwell.

We don't know all of the good things that the family does, but we do see ripples throughout society of the tremendous positive influence of the Marriott family generally and of Bill and Dick specifically. We're grateful to be their friends and associates.

#### Richard E. Marriott

We read in the papers today about the turmoil going on in the world. The situation we face today isn't much different than what happened when my folks started their business. On 20 May 1927, Dad and Mom opened their root beer stand. That was eighteen months before the biggest stock market crash in history and before the Great Depression. The situation we face today isn't pretty, but it doesn't compare with what my twenty-eight-year-old father and my twenty-two-year-old mother faced in 1929: ten thousand bank failures, 30 percent unemployment, and manufacturing down to 52 percent.

How did they survive? Well, they survived by doing just what BYU teaches its students to do. They worked hard, they were creative, they found opportunities and seized them, and they were honest and caring in dealing

FRED HOLLOWAY • JEFF & CIERA HOLMES • TED R HOLMGREN • DOUGLAS EDWIN HOLYOAK • AARON J HOPKINSON • NATHAN W HOSAC • BRANDON SHAYN HOWARD • DOUG HRONEK • FRED & HELEN HUCKVALE • MICHAEL ALVIN JACKSON • BURKE JACKSON • KAY L JACOBS • SHILOH ROAN JACOBS • ERIK K JACOBSEN • KEITH B & CAROL JENKINS • ARIEL JENSEN • BRADLEY D JENSEN • LISA C JENSEN • ROBERT J JENSEN • STEVEN K JOHNSON • JESSICA KAYE JOHNSON • LAUNA R JOHNSON • MARK R JOHNSON • PAUL JOHNSON • PETER M & STEPHANIE JOHNSON • CHERIE ANDREA JONES • DANIEL W & BARBARA R JONES • JAY & CONNIE JONES • TAGGART KARREN • BRIAN J KARTCHNER • PEGGY U KEELE • KIP LAMAR KIMBALL • ROGER CLARK KIMBALL • KEITH F KINGHORN • KATE L KIRKHAM • JARED D KLEIN • JOHN M KNAB • GEORGE MASON KNAPP • JERRY LANSING • JIM F LARKINS • HAPPY LARSEN • JOHN BERKELEY LARSEN • MELISSA & GREG LARSEN • REED P LARSEN • MELDON K LARSON • DANIEL R LAU • MARK F LAU • JOHN R LAUCK • XUEBEI LAUN • LEAVITT GROUP • CHADWICK O LITTLE • CHRISTOPHER & MICHELLE LITTLE • DONALD & MARSHA LIVINGSTONE • LYNN K LOFTUS • JAMES R & BRENDA LONG • MATTHEW E & ELIZABETH H LONG • PAUL LOWRY • STEPHEN S & MARLA MANWARING • LEORA P MARCHESCHI • MICHELLE R MARGETTS • BILL & DONNA MARRIOTT • RICHARD E & NANCY P MARRIOTT • J WILLARD & ALICE S MARRIOTT FOUNDATION • RUSSELL S MARRIOTT JR • STEVEN P MARSH MAXFIELD • STEVEN KARL MCALLISTER • CHERYL MCBETH • MARK C MCBRIDE • TONYA BABAO MCBRIDE • MITCHEL C MCCLELLAN • MELANIE N MCCUBBINS • LORI DYER MCDONALD • DIMON & DARLENE MCFERSON • B MERRILL • RAY MESERVY • BENSON METCALF • GREGORY LEE MILES • MARVIN E & MARGARET MILLER • GORDON MILLS • CYNTHIA K MITCHELL • WARD W MOLEN • MARK L & ROYLANCE MONEY • R BRUCE MONEY • KATHERINE L NEILSON • PAMELA NELSON • RAY NELSON • ROBERT O NELSON • WESTON JERRY NELSON • NORM NEMROW • PAUL WESLEY NEWMAN • LORI RAE NICHOLS • ERIC A NICHOLSON • NIELSEN MEDIA RESEARCH RIXA OMAN • IDON OPENSHAW • DAVID MORGAN ORTON • PAUL OSTERHAUS • JEFF MARK OSTLER • DAVID HYATT OVERLY • JAMES B PACE • JASON G PAGE • GYUNG PAIK • PAUL & TERESA PALMER • LOREN MERLE PARKER • MARY PERRITON • LEE TOM PERRY • SCOTT D PETERSEN • BRENT H PETERSON • DOUGLAS SCOTT & CHRIS PETERSON • F GRANT PETERSON • GAYLA G PETERSON • JORDAN P PETERSON • NATHAN PETERSON • NATHAN

with people. Dad and Mom worked really hard in that little root beer stand.

We don't often hear about my mom; she was the chief financial officer of that \$100-a-day root beer stand. She watched the waitresses to make sure they put the nickels in the cash register and not in their pockets. She washed the nickels at the end of the day, because they were all covered with root beer syrup. She put them in a brown paper bag and walked to the bank in the middle of the

night in Washington, D.C., which I don't recommend today.

When the weather turned bad, nobody wanted to buy ice cold root beer in a frosty mug. Mother went to the Mexican Embassy and got their recipe for hot tamales and chili, which she started cooking for the restaurant. For any of you who have eaten hot tamales, chili, and root beer, I don't want to be in the same room with you. But she was there and working the whole time.

She sat with my dad on the street corner counting traffic, to see where the next restaurant should be. She helped influence the D.C. government. When my father went in to get a curb cut for the first drive-in restaurant east of the Mississippi, they'd never heard of such a thing. But my mother's stepfather happened to be Reed Smoot, and I think he talked to a few guys on the city council, and Dad got his curb cut so they could start the drive-in restaurant. That was key to their future success.

When the depression was over, they had a thriving chain of restaurants. The drive-in concept was a smash hit. It provided great food: steak sandwiches for twenty cents and root beer for a nickel. My parents took a special interest in and provided great financial opportunities for their employees and associates. My dad was one of the first to offer profit sharing to employees, and it produced a lot of wealthy, loyal associates.

I wish my folks could be here today to see this fabulous school. They both valued education, but the ultimate success of the great business my folks founded was not due to their educational background, it was due to their character, attitude, and drive. Their parents and teachers in The Church of Jesus Christ of Latter-day Saints ingrained these qualities in my dad and mom from the time they were little kids.

These qualities are why BYU graduates are sought after by corporations throughout the world. That's why the Marriott MBA program was voted No. 1 among regional schools by the *Wall Street Journal* in 2007 and ranked seventh among all U.S. business schools by *BusinessWeek* in February 2008. That's why my family is so honored to have our name associated with this great school.



DEL HULET • JEFFREY KENNETH HUNT • STEPHEN PAUL HUNT • STEVEN & VICTORIA HUNT • BRENT HUTCHINGS JR • ALAN PRESTON HYATT • ELINOR G HYDE • INSURANCE SOLUTIONS • MATTHEW C IRELAND • TED IZATT  
JENSEN • WILL JENSEN • STERLING & JOLEEN JENSON • WARREN C & ELIZABETH JENSON • JOHN A & MARLENE JEX • TIMOTHY W JOHN • AARON JOHNSON • ALLEN JOHNSON • ALLEN M JOHNSON • DREW & JOANNA  
JEFFREY DANIEL JONES • LADD M JONES • STANTON D & NANCY H JONES • WARREN JONES • DICK A JORGENSEN • FRANK K JUDD • KENNETH FRED JUDD • REUBEN TURLEY JUDD • JAMES NATHAN JURGENS • JOHN  
C KOENIG • KEVIN T KOHLER • ROLAND KOLLER • CHARLES W KRAUT • KATY KRUNKEL • LARRY GEORGE KURTH • JOSEPH B LAMARCHE • DANIEL L LAMBERT • JANEIL LAMBOURNE • J CHRIS & ERLYNN LANSING • TED  
OF SPANISH FORK • CURTIS LEBARON • MICHAEL K & BARBARA LEE • ROBERT K LEE • KYLE D LEMMON • BARAK C LEMON • G FRANKLIN LEWIS • GENE LIBUTTI • STEPHEN LIDDLE • JAMES LIECHTY • CRAIG LINDSTROM  
L LUNDGREN • CRAIG LYBBERT • THOMAS W MACDONALD • JOHN C MADDUX • IVAN SERGEEV MARKAROV • JON FINCH MALAN • RONALD E & JODY MALOUF • MARK M MANCUSO • MICHAEL RAY MANWARING • TODD  
• JERALD & GEMIE MARTIN • DAVID C & DEANIE MARTINO • FRANK N & BETTY MARTINO • JAMES B MARTINO • D REED & PATTI MAUGHAN • J PETER MAUGHAN • REX & RUTH MAUGHAN • BRUCE MAW • CURTIS HEAP  
LYNN MCKELL • JOHN S & APRIL MCKINNEY • JOHN BENJAMIN MCKUNE • JULIA J MCMULLIN • CHARLES & JUDY MCNEIL • ONEIDA MCQUARRIE • GRANT MCQUEEN • ROBYN MCRAE • JAY DALLAS MELDRUM JR • CRAIG  
JASON C MORRIS • SCOTT R MORRIS • LANE G MORTENSEN • JENNIFER L MOTT • DOUGLAS D MOYER • BRIAN P & LOUISE MURPHY • WILLIAM THOMAS MURSET • STEPHEN D NADAULD • MATTHEW B NEAL • RALPH R &  
• GLENN W & YVONNE NEILSON • VEIGH J & JANET NIELSON • ADRIANNE HADLEY NORTON • JENNIFER BOYER NOTLEY • DALLIN H OAKS • ALAN & TINA O' BRYANT • JOSEPH D OGDEN • HOKAN ANDREAS OLAUSSON •  
• RONALD C PARKER • ROBERT & MARY ANN PARSONS • J BRUCE PASSEY • DAVID W PAUL • DAN & DIANA PAXTON • DONALD KEITH PEAY • CURTIS D PEHRSON • ANTHONY D PERKINS • SETH JOSEPH PERRINS • ALAN  
ALAN PETERSON • R MICHAEL PETERSON • ANDREI PETROV • BRENT & LINDA PHILLIPS • RICHARD PHILLIPS • ANDREW T PINCOCK • MIKE PINEGAR • MARIA THANDIA POMAR • DOUG PRAWITT • PRICEWATERHOUSECOOPERS



## J.W. Marriott Jr.

My lifetime mentor and hero has been my father. But I can truthfully say I would not be here tonight, though, if it had not been for a wonderful teacher: Aaron Tracy. He was a teacher who became president of Weber College, and he was my dad's mentor.

In 1921 when my father returned to Ogden from a mission in the eastern states, he found that his father had borrowed heavily on his sheep. My grandfather had paid \$12–\$14 a head, and they were worth only \$3–\$5; he was broke and would be working for the bank for the rest of his life. Dad knew that the only way out was an education. He had to learn how to study and how to think. He was willing to work hard, but he knew he couldn't compete in the marketplace unless he had an education.

He needed a college degree and money to pay for it but didn't have either one. He came home from his mission with \$4 in his pocket. As for high school credits, he didn't have any of those either. Every year he had to leave school to help on the farm or go to the Sierra Nevada range to herd his father's sheep.

In Dad's biography, Robert O'Brian wrote, "One afternoon, Bill went to see Aaron Tracy, and it was like finding a trail in the desert, a trail that would lead him out of the

wasteland." Tracy was an English professor at Weber. He always liked my dad, and he knew what a struggle it had been for him to get an education. He knew how important it was for him. He'd helped him get from sixth to seventh grade—I'm not sure my father ever went any further. Whatever education he got, he was self-taught.

But Aaron Tracy gave him an opportunity. He ignored his lack of a high school diploma and education and helped him earn his way

and make up his schoolwork. Each day, Dad rose at 4 a.m. to study and to ride five miles to Ogden on his horse from Marriott Settlement and went to school. He had several jobs on campus, and when the day was over, he worked at the college bookstore until it closed. To add to this, he was elected student body president and was one of three returned missionaries the college hired to teach theology.

When he graduated from Weber, Aaron Tracy, who had been named president of the



■ THOMAS TAYLOR PRIDAY ■ MITCHELL PULLEY ■ JAMES H & BONNIE QUIGLEY ■ LEE RADEBAUGH ■ MARVIN RAINSDON ■ A CLAIR RALPH ■ BOYD C RANDALL ■ J VERL RASBAND ■ ANN C RASMUSSEN ■ C MARTIN RASMUSSEN ■ WILLIAM RICHARSON ■ JEFFREY S RICHARDSON ■ J. DANIEL RICKS ■ MATT JAMES RILEY ■ JAMES W & CAROLYN RITCHIE ■ STEVE & MARILYN RIZLEY ■ RYAN B ROBERTS ■ LOUISE N ROBERTSON ■ JEFFREY G ROBISON ■ RON AUBREY D RUBY ■ DEBRA RUSE ■ REBECCA EILEEN SALYARDS ■ ERIC MATTHEW SAMPSON ■ GERRY SANDERS ■ ROGER & VICTORIA SANT ■ KEVIN R SAYER ■ DAVID SCOTT ■ GEORGE C & MARJORIE SCOTT ■ RONALD & KAREN M SIMCOX ■ BONNE H SIMMONS ■ ROBERT J SIMMONS ■ K FRED & JULIE SKOUSEN ■ KARL M SKOUSEN ■ BARRETT A SLADE ■ DOUGLAS E SLADE ■ A KIM SMITH ■ BARRY M & JULIA SMITH ■ CARMA P SMITH ■ E JEFF & LYNDA SMITH ■ ROBERT J SMITH ■ RONALD J SMITH ■ RYAN BOWEN SMITH ■ SHARON SMITH ■ THEODORE C SMITH ■ EMILY SMURTHWAITE ■ STEPHEN K SNOW ■ SOLTIS INVESTMENT ADVISORS ■ D STEPHEN & SHANNON M STAFFORD FOUNDATION ■ DONALD L & AFTON STAHELI ■ JERRY L & PATRICIA STENQUIST ■ STEVE STERLING ■ CHARLES N STEWART ■ DAVE N & JANE F STEWART ■ NEIL SCOTT STEWART ■ JAMES STICE ■ KAY STICE ■ STRONG ■ BRYAN L SUDWEEKS ■ SCOTT SUMMERS ■ JACK W & JEAN SUNDERLAGE ■ MONTE SWAIN ■ NATHAN L SWANSON ■ DAVID D SWENSON ■ MIKE SWENSON ■ N ELDON TANNER FUND ■ LARRY & KAREN TASHJIAN ■ MICHAEL P THOMPSON ■ TERENCE R THOMPSON JR ■ STEVEN THORLEY ■ JAMES M THORNE ■ TODD AMMON THORNOCK ■ CHAD AARON THURSTON ■ BRADLEY H TINGEY ■ SHANNON KAY TORONTO ■ MATTHEW P TRAYNOR ■ G ROGER & MARILYN VICTOR ■ RICHARD & JOANNE VINCENT ■ KEITH VORKINK ■ LORI L WADSWORTH ■ JEFFREY S WAGNER ■ RICHARD G WAGNER ■ NORMAN B WAHLSTROM ■ GREG BRADFORD WALL ■ CYNTHIA J WALLIN ■ JOHN FLOYD WATKINS ■ MARK A WATKINS ■ JOHN F WATT ■ MARK WATTLES ■ WILLIAM & MARY WAY ■ MICHAEL A WEATHERS ■ DAVID & RACHEL WEIDMAN ■ KYLE T WELCH ■ ERIC J WENGREEN ■ STEPHEN L WEST ■ LIN ■ KEITH M WILLES ■ MARK H & LAURA F WILLES ■ BYRON CLINT WILLIAMS ■ DAVID W WILLIAMS ■ DEAN R WILLIAMS ■ ERIC J WILLIAMS ■ GARY P WILLIAMS ■ CORY SCOTT WILLIAMSON ■ MARK WILSON ■ AARON WILSON ■ TENNESON WOLFE ■ WARNER P WOODWORTH ■ DAVID MARTELL WOOLF ■ KENNETH & ATELIA WOOLLEY ■ CARLA M WORLEY ■ RON WORSHAM ■ JOY WOUDEM ■ CHACE KUNZ WRAY ■ JEFFREY ALAN WRIGHT ■

He worked the next two summers selling woolen goods to loggers in the Sierra Nevada Mountains, entered the University of Utah, and graduated in June 1926. The next year he married my mother, and they opened the root beer stand. I often wonder what would have happened if Aaron Tracy and Weber College had not given my dad a chance. What would have happened if he found it too difficult and quit?

Our entire family is thrilled to see this wonderful new building completed, for we know that many more students will be given an opportunity, just like my dad was almost ninety years ago.

It's difficult, maybe even impossible, to express the school's gratitude to Bill and Donna Marriott and Dick and Nancy Marriott for all they have done. For the past twenty years, the university has benefited from the use of the Marriott name on its school of

Lacking words to express our gratitude, I would like to make two promises to the Marriott family. To make these two promises, I return to the August 2008 commencement exercise, where Elder Richard G. Scott spoke. In his talk he offered observations on how we define and find success. As we would expect, he quoted ancient and modern prophets. He also referenced an observation made by J. Willard Marriott Sr. I quote from Elder Scott, “I share an insight for success from an individual from humble background who achieved exceptional spiritual and material attainment in this life. . . . namely, J. Willard Marriott Sr. He said, ‘Work and prayer are the two greatest words in the English language.’”

President Henry B. Eyring

President Monson will often say when he's asking someone for something, "Would you like to put a shine on your soul today?" When he does that, be ready. That is what's happened here. I would like to express for the First Presidency gratitude to all of you who have worked, conceived of, and financed this wonderful addition to Brigham Young University.

One of the reasons I love this institution is that I've seen my children blessed here; I've seen other people's children blessed here. It's for that reason we are so grateful for all you have done to help a place devoted to the children of our Heavenly Father, to lift them up and give them ideals and capacities. **M**

WINTER 2009 **29**

**THE HIGH COST OF**

O B E

I T Y

It's a touchy subject—right up there with politics and religion. But obesity reaches high enough numbers and dollars that it can't be quietly swept under the rug. According to the Centers for Disease Control and Prevention (CDC), 34 percent of U.S. adults aged 20 and older are obese, a looming figure that's more than doubled since the late 1970s.<sup>1</sup> The figure has recently settled after a quarter-century of steady growth, leaving the majority of U.S. adults—approximately 66 percent—overweight or obese, with health care costs continuing to rise with no end in sight.<sup>2</sup>

### What's It Costing?

*Actual Costs: Health Care Expenses*

A healthy workforce often equals a healthy corporate bottom line—and the opposite can also be true. Being overweight, which is defined as having a Body Mass Index (BMI) between 25 and 29.9, or obese, a BMI of 30 or higher, impacts health care costs by nearly \$93 billion a year. These actual costs include preventive, diagnostic, and treatment

services like doctor's appointments, medicine, and hospital and nursing home care.<sup>3</sup>

According to the Conference Board, a New York-based business membership and research organization, obesity has accounted for a 36 percent increase in spending on health care services, surpassing smoking and alcoholism.<sup>4</sup> It also contributes to health care expenditures that are about one-third above medical costs of otherwise similar people of normal weight.<sup>5</sup>

Why the exorbitant health care costs? Being problematically heavy affects more than just the waistline. "Your body becomes more and more resistant to insulin if you're obese," explains Dan Alexander, a physician at the Pauley Heart Center at Virginia Commonwealth University in Richmond, Virginia. It can contribute to significant

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**BY JENNIFER MATHIS**

**ILLUSTRATIONS BY ARTHUR E. GIRON**





health problems—notably, cardiovascular disease, some cancers, type 2 diabetes, stroke, high cholesterol levels, coronary disease, gallbladder disease, hypertension, sleep apnea, and many joint and arthritic conditions—all of which require specialized medical attention.

And guess who's footing the bill? About half the cost of health care related to obesity is spread to taxpayers; the average taxpayer pays about \$175 a year toward obesity-related medical expenses for Medicare and Medicaid recipients.<sup>6</sup> These overwhelming expenses are also driving insurance rates, costing businesses and employees ever-increasing amounts. Health benefit costs rise each year; they increased an average of 6.1 percent from 2006 to 2007, higher than the growth in workers' earnings and inflation.<sup>7</sup> Out of necessity, companies are increasingly shifting the burden to employees.

Larry Tucker, director of health promotion in BYU's Department of Exercise Sciences, says cost shifting makes employees more accountable. "The idea here is, if you're not taking care of your health, you will pay for it," he says, acknowledging that while not all health problems are a function of lifestyle, most are.

Tucker—together with Alan Clegg, who earned his graduate degree in exercise sciences from BYU in 1997—conducted a two-year study to compare health care use and costs in employees with different lifestyles. The research team followed 982 employees and their spouses, with a mean age of 32.1.<sup>8</sup>

Their results showed that obese individuals had almost five more health claims than nonobese individuals and were nearly twice as likely to have spent more than \$5,000 on health care. Initially, according to Tucker, most of that comes out of the pocket of insurance companies, but it eventually comes back to the employer. This is because

prior years' costs dictate future premiums. The study determined that obesity is actually making an impact, even among young employees.

"We have a challenging environment in which to maintain our weight," he says. "Food is so convenient, food is good-tasting, and food is easy to prepare." Consequently, he believes, the prevalence of obesity isn't likely to decrease any time soon.

#### *Associated Costs: Absenteeism, Loss of Productivity, and Rehiring and Retraining*

Unfortunately, actual cost of health care associated with obesity only represents a portion of the epidemic's price tag. Associated workplace costs—absenteeism, loss of productivity, and the cost of rehiring and retraining—are not cheap either, and depending on the source, could top the price of actual costs.

Those with obesity are more prone to absenteeism due to illness, which is costing \$4.3 billion a year in the United States, reports a study in the *Journal of Occupational and Environmental Medicine*.<sup>9</sup> The study revealed that obese women were 61 percent more likely to miss work than women at a healthy weight, and the figure spiked to 118 percent for morbidly obese women, defined as those with a BMI of 40 or higher. These percentages applied to missed work across all occupational categories. For men, the possibility of missed work time increased only for morbidly obese men who were managers, office workers, and equipment operators.

"It's obvious that a healthy workforce is important, as absenteeism is a huge cost and burden on employers," Tucker observes. He drew similar conclusions from another study he conducted, this time in collaboration with Glenn Friedman, MD, president of the HELP Foundation in Tempe, Arizona. Together they examined the relationship between obesity and missing work due to illness. Their findings revealed that when compared to employees of normal weight, obese employees were more than twice as likely to experience high levels of absenteeism and were about one and a half times more likely to suffer from moderate absenteeism.<sup>10</sup>

"If you're not there, you can't be productive," Tucker notes. And even while at work, he adds, obesity can be problematic. He cites jobs where physical work may be required, which is fairly common in an industrial society. There's more and more employee testing, he adds, to prevent obese people from working in a particular field. "You can't have an obese fireman trying to go up stairs to put out a fire."

Not performing at full capacity can be a monetary loss, reports a study that appears in the *Journal of Occupational and Environmental Medicine*.<sup>11</sup> Researchers measuring various aspects of productivity in a random sample of 341 manufacturing employees found that workers with moderate to extreme obesity were costing more because of health-related work restrictions. These include extra time needed to complete work tasks and the lack of ability to meet physical work demands and could be attributed to difficulty moving because of increased body size or weight or because of a higher rate of pain due to other problems like arthritis.

Additional light was shed by a new government study associating too much weight with too little sleep, a possible factor in lower rates of productivity. People who sleep fewer than six hours a night—or more than nine—are more likely to be obese, the study reports.<sup>12</sup>

## **RUNNING WITH A COMPANY PERK**

Marriott School alum Aaron Smyth took his company's fitness incentive and literally ran with it. The incentive is one aspect of the National Health and Wellness Program at Deloitte, one of the largest professional services firms in the world. As part of the program, employees receive reimbursement for half the cost of fitness-related expenses up to \$500 a year. Virtually everything counts: personal training, weight-loss programs, home equipment, yoga, and Smyth's personal favorite, race registration fees.

Smyth, an audit assistant for Deloitte in Washington, D.C., took advantage of the perk and purchased workout clothing and started entering races. "I would already be doing the exercising, even without the incentive," he says, "but I do believe it helps me do more actual races instead of just training." This year, the 2007 MAcc graduate plans to use the full amount to spring for a cutting-edge road bike.

Mandy Sigmund, health-fair manager at Deloitte in Chicago, says the incentive creates a win-win situation: "It's important our employees stay healthy and have balanced lifestyles," she says. "People are more productive, and in the long run, we hope insurance costs will be lower."



## BODY MASS INDEX

BMI	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35
HEIGHT	WEIGHT IN POUNDS																
4'10"	91	96	100	105	110	115	119	124	129	134	138	143	148	153	158	162	167
4'11"	94	99	104	109	114	119	124	128	133	138	143	148	153	158	163	168	173
5'	97	102	107	112	118	123	128	133	138	143	148	153	158	163	168	174	179
5'1"	100	106	111	116	122	127	132	137	143	148	153	158	164	169	174	180	185
5'2"	104	109	115	120	126	131	136	142	147	153	158	164	169	175	180	186	191
5'3"	107	113	118	124	130	135	141	146	152	158	163	169	175	180	186	191	197
5'4"	110	116	122	128	134	140	145	151	157	163	169	174	180	186	192	197	204
5'5"	114	120	126	132	138	144	150	156	162	168	174	180	186	192	198	204	210
5'6"	118	124	130	136	142	148	155	161	167	173	179	186	192	198	204	210	216
5'7"	121	127	134	140	146	153	159	166	172	178	185	191	198	204	211	217	223
5'8"	125	131	138	144	151	158	164	171	177	184	190	197	203	210	216	223	230
5'9"	128	135	142	149	155	162	168	176	182	189	196	203	209	216	223	230	236
5'10"	132	136	146	153	160	167	174	181	188	195	202	209	216	222	229	236	243
5'11"	136	143	150	157	165	172	179	186	193	200	208	215	222	229	236	243	250
6'	140	147	154	162	169	177	184	191	199	206	213	221	228	235	242	250	258
6'1"	144	151	159	166	174	182	189	197	204	212	219	227	235	242	250	257	265
6'2"	148	155	163	171	179	186	194	202	210	218	225	233	241	249	256	264	272
6'3"	152	160	168	176	184	192	200	208	216	224	232	240	248	256	264	272	279
	HEALTHY WEIGHT						OVERWEIGHT					OBESE					

**MORE ABOUT BMI:** Although not a perfect scale, Body Mass Index (BMI) is often used to diagnose obesity as a medical condition. While BMI correlates with the amount of body fat, it does not directly measure body fat. Therefore, some individuals, like athletes, may have a BMI identifying them as overweight even though they may not have excess body fat. Other methods used to estimate body fat are skinfold thickness and waist circumference measurements; calculation of waist-to-hip circumference ratios; and procedures like ultrasound, computed tomography, and magnetic resonance imaging. Oh, and don't forget the bathroom scale.

Use the above table to learn your adult BMI. A BMI between 18.5 and 24.9 is within the healthy weight range; a BMI between 25 and 29.9 indicates the overweight range; and a BMI of 30 or above falls in the obese range.

—Adapted from “Clinical Guidelines on the Identification, Evaluation, and Treatment of Overweight and Obesity in Adults: The Evidence Report,” by the National Heart, Lung, and Blood Institute, 1998; and “About BMI,” by the Centers for Disease Control and Prevention, May 2007.



One study put a price tag on the loss of productivity due to obesity among Americans ages 17–64: an estimated \$3.9 billion dollars annually.<sup>13</sup> Yet another source targets obesity as a principle cause for loss of productivity due to chronic illness. The Milken Institute, a nonprofit group in Santa Monica, California, says American businesses lose \$1.1 trillion each year for that reason.<sup>14</sup> The institute reports that lower obesity rates would merit \$254 billion a year in productivity gains as well as cut \$60 billion a year spent on treatment.<sup>15</sup>

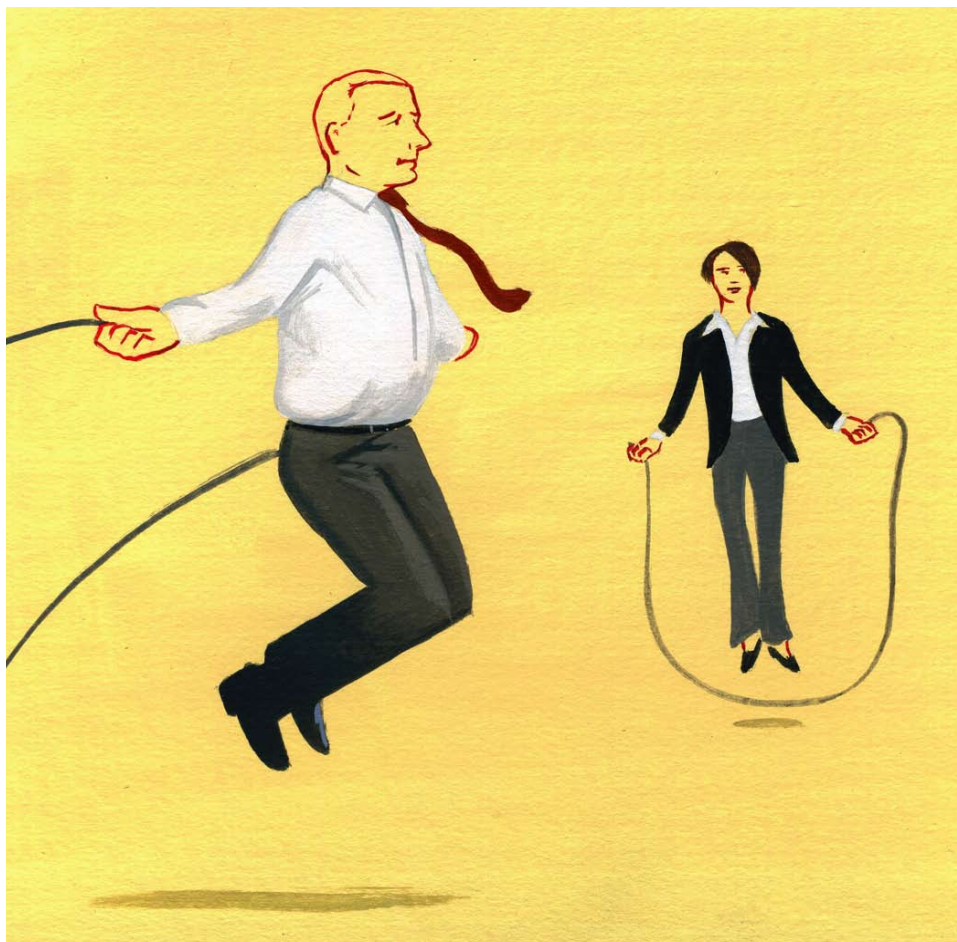
As if the excess cost of obesity is not challenging enough, its associated risks land the epidemic near the top of leading causes of preventable death, second only to smoking.<sup>16</sup> Tucker believes it's just a matter of time before excess weight overtakes smoking as the No. 1 avoidable killer.

About 112,000 deaths a year in the United States are linked to obesity, reveal scientists at the CDC.<sup>17</sup> Individuals with obesity have a 10 to 50 percent increased risk of death, compared with healthy weight individuals (BMI 18.5 to 24.9).<sup>18</sup> Most of the increased risk can be attributed to cardiovascular causes.<sup>19</sup>

Additionally, illnesses caused by obesity shorten the average U.S. lifespan more than car accidents, homicides, and suicides combined, reports a study in the *New England Journal of Medicine*.<sup>20</sup> And if obesity doesn't slow down, it will shorten the average lifespan by two to five years, exceeding the effects of all cancers, and would cause longevity to plateau or fall from its all-time high of 77.6 years. S. Jay Olshansky, a demographer at the University of Illinois who led the study, says, "The take-home message is that obesity clearly needs to be considered in an entirely new light—it is far more dangerous than we ever thought."

The death or resignation of an employee due to illness associated with obesity generally means the rehiring and retraining of someone new—an inordinate expense. A Rutgers University School of Management study states the average cost associated with the turnover of a management position to be 1.5 times a full year's salary. For example, a \$55,000 position would end up costing an organization \$82,500.

The costs associated with employment termination and replacement, along with the training of new employees, can easily cost a small company close to \$50,000 annually.<sup>21</sup> While it may seem wrong to hire or fire employees because of weight, legal experts say it's not against the law, except in a few jurisdictions with a ban against weight-related discrimination: Michigan; Washington, D.C.; and San Francisco and Santa Cruz, California.<sup>22</sup>



### Increasing Wellness in Your Workplace

It is possible for employers to help slow the rising costs of insurance and at the same time increase productivity and reduce absenteeism. Tucker says employers can be particularly influential given the amount of contact time they have with employees. "There are a lot of opportunities in the workplace to help people master these lifestyle choices."

Tucker thinks incentives in the workplace can help employees make lifestyle changes. In 2007 the BYU Wellness Program and BYU's health insurance carrier, Deseret Mutual Benefit Administrators, initiated an incentive program where university employees would receive \$100 at the end of the year for participating in various wellness activities each quarter. This year the incentive jumped to \$200, and participation took a gigantic leap as well. They may not do it because it's healthy, he notes, but they'll do it for cash, and hopefully, they'll form good habits.

Management at Orenco Systems, Inc., an Oregon-based company

that provides engineering services and manufactures wastewater treatment systems, links health promotion with improving the company's bottom line. Mary Heilner, director of human resources at Orenco, explains, "You hire the whole person. They need to be happy and as well as they can be in all things. You do things with a cost purpose, as well, when you're in business."

That explains Orenco's flu shot clinic each year. "Obesity is the same kind of thing," she says. The company recognizes that reducing obesity could mean fewer insurance claims as well as fewer absences, hence the opening of a six-machine gym onsite. Jeff Ball, one of the owners of the 300-employee company, says the gym provides an added convenience. "I know that it has encouraged exercise for some folks where they wouldn't be nearly as committed if they had to go to a private gym or set up something at home," he says.

Management at Anthem Blue Cross and Blue Shield, owned by the parent company WellPoint, also strives to create an environment where wellness prevails. As the largest health benefits company in the country, Anthem houses wellness centers in many of its national locations. Approximately 60 percent of eligible employees are members of the free centers, which are highly utilized, says Beena Thomas, WellPoint's wellness director in Atlanta. Reimbursement for gym memberships is also available to those working in locations without a center. The incentive not only helps attract talented staff, she adds, but also helps with retention.

These companies are not alone. More than 81 percent of U.S. businesses with 50 or more employees have some form of health promotion program in place, believing the cost will pay off in the long run.<sup>23</sup>

The bottom line is this: Lifestyle affects health care costs, absenteeism, productivity, and retention. And while obesity may not be an easy

conversation topic, there are ways for employers to promote wellness, enhance employees' awareness of healthy lifestyle choices, and incentivize healthful eating habits and aerobic activity. People left on their own will almost always gain weight, insists Tucker, saying that health problems start to increase when individuals reach a BMI of about 25.

"When people are healthier, they have a higher quality of life," he says, "and everyone benefits when quality of life goes up."

Who doesn't feel good about that? **M**

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## About the Author

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## TIPS FOR A HEALTHIER WORKFORCE

- Have friendly competitions.
- Offer healthier snacks in vending machines, healthier catering options, and healthier choices in cafeterias.
- Carve time out for and promote lunchtime or afternoon walks.
- Create after-work athletic leagues.
- Educate employees about the benefits of eating wisely and exercising regularly.
- Schedule brown-bag lunches with motivational speakers who will instill lifestyle changes.
- Launch a wellness program where prizes can be earned for participation.
- Offer a discount on insurance premiums for employees who actively participate in wellness programs.

—Suggestions supplied by Larry Tucker, professor and director of health promotion in BYU's Department of Exercise Sciences; Mary Heilner, human resources director for Orenco Systems, Inc; and Beena Thomas, WellPoint's wellness director in Atlanta.

# SCHOOL NEWS

## Former Dell CEO Shares Secret to Happiness



When **Kevin Rollins**, former CEO of Dell Inc., typed the word “happiness” into Google, he found results like “Happiness for Dummies,” “weekend hap-

piness courses,” and “happiness through hypnosis.” At the 2008 Marriott School Honored Alumni Lecture, Rollins shared with students and faculty his thoughts—not Google’s—on how to achieve personal happiness.

“Some people live waiting for a time in the future when they will be happy,” Rollins said. “Why wait to have joy? Why don’t we try to figure out how to do more of that now?”

In his speech, Rollins outlined several ways he seeks to achieve happiness in his own life. The first thing he taught was that there is no such thing as multitasking.

“It is impossible to do all things at all times and remain happy,” Rollins said. “Multitasking is a myth—a way to do many things concurrently and all of them poorly.”

Instead, students were challenged to focus on one task at a time and bring their personal best to each task they do.

Service is also an important factor in achieving happiness according to Rollins. No matter how small an act may seem, it may be large to those who receive it. Serving others is a lifelong responsibility, and opportunities for service should constantly be sought.

“Give back always; don’t wait until you’re rich enough to start giving back,” Rollins said.

The last way Rollins said to achieve happiness was to work hard at school, work, and home. Putting diligent and intense effort into all you do will bring confidence and peace, he said.

He also specifically noted that levels of happiness do not increase along with increases in salary.

“I have had the pleasure of being rich and the pleasure of being poor and the happiness quotient in my family did not change between those points,” Rollins said. “Your goal should

not be to make a certain amount of money. Your goal should be to do well, have success, and be proud and productive.”

Rollins served as president and CEO of Dell Inc. until 2007. Currently, he is a senior advisor to TPG Capital, is co-chair of BYU’s President’s Leadership Council, and is a member of the Marriott School’s National Advisory Council.

## BYU Information Systems Program Among Top Ten



*TechRepublic*, a leading technology news organization owned by CBS Interactive, ranked BYU’s undergraduate information systems program among the top ten in the nation.

In its first-ever ranking, *TechRepublic* evaluated schools that provide information systems education geared toward careers in administration, consulting, and management. The publication, which is widely read by technology professionals, highlighted ten schools with particularly strong programs.

“Our Education Committee pored over information from lots of different colleges and universities and ultimately came up with this list of ten ‘can’t miss’ programs,” said Jason Hiner, editor in chief of the *TechRepublic* report. “A degree from one of these ten programs will provide a great foundation for a successful information technology career.”

The top ten schools are: BYU, Carnegie Mellon University, James Madison University, Massachusetts Institute of Technology, Pennsylvania State University, Temple University, University of Arizona, University of Illinois at Urbana-Champaign, University of Maryland, and Virginia Tech.

Hiner said, “We chose not to rank by number, since that gets even more subjective. The bottom line is that you can’t go wrong with any of these programs.”

*TechRepublic* evaluated programs based on curriculum, cost-value analysis, student-

to-faculty ratio, percentage of faculty with a doctorate degree, placement within six months of graduation, co-ops and internships offered in the program, number of computer labs, and overall strength of the program. The report highlights BYU’s strengths in regard to quality of its information systems faculty, high rates of graduate placement, and hands-on curriculum that challenges students to tackle business problems using information systems solutions.

The report called BYU information systems graduates “some of the nation’s most sought-after graduates,” citing a 100 percent placement rate within six months of graduation.

“Employers are very pleased with our graduates, and in most cases once they hire one, they want more,” says **Reid Grawe**, a placement advisor for the program. “The students really sell themselves.”

According to the report, students in the BYU program face a rigorous set of courses that provide important hands-on experience to prepare them to face business world problems.

In addition to having a high-quality faculty, the report points out that BYU ensures students have access to professors, with thirteen faculty members for 120 students.

## Marriott School Named Most Family Friendly



The 2009 Princeton Review’s “The Best 296 Business Schools” ranked BYU’s Marriott School as the nation’s most family-friendly business school.

Rankings for The Princeton Review are based upon a survey of more than 19,000 business school students across the country. Questions on the survey help determine which school is the most family friendly by assessing how many students have children, how helpful the school is to students with children, how happy married students are, and how much the school does for spouses. The Marriott School makes a special effort to be



family friendly through various programs such as the MBA Spouse Association.

"In addition to students who are committed to their families, our MBA Spouse Association is a focal point for the family experience in the BYU MBA program," says **Craig Merrill**, MBA director. "The spouses' association makes the BYU MBA community feel like an extended family for everyone involved."

The Marriott School MBA program was also ranked fourth for most competitive and tenth for best classroom experience.

"These two rankings, taken as a pair, tell a great story about the BYU MBA classroom experience," Merrill says. "Our students feel like they are challenged, but when it is over they look back with fondness on the experience. That is a great tribute to our students and faculty."

### Accounting Program Ranked No. 1 in Nation

Accounting professors from across the country selected BYU's graduate accounting program as best in the nation—unseating the University of Texas at Austin, which had held the top spot for

more than a decade.

Some 1,557 accounting educators weighed in to pick BYU as the No. 1 graduate accounting program in the 2008 survey administered by *Public Accounting Report*, an independent newsletter of the accounting profession.

BYU's undergraduate accounting program ranked third, making it the twelfth consecutive year that both the undergraduate and the graduate programs have been ranked among the top three in the nation. Both programs were ranked No. 2 in 2007.

"We're delighted with the recognition," says **Kevin D. Stocks**, director of the School of Accountancy. "The rankings reflect a team effort of faculty, administration, and external supporters. Together we continue to work to make the best program possible."

The rankings are based on a survey of accounting professors and department heads around the nation who were asked to name programs that produce students capable of attaining partner status in the future.

The top five 2008 graduate accounting programs are BYU, the University of Illinois at

Urbana–Champaign, the University of Texas at Austin, the University of Southern California, and the University of Michigan. The top five undergraduate accounting programs are the University of Texas at Austin, the University of Illinois at Urbana–Champaign, BYU, Notre Dame, and the University of Southern California.

## STUDENT NEWS

### Students Use Laughter to Save Lives



Humor at BYU is bringing smiles to the faces of children in Zambia—and it all started in a finance class.

A requirement to do three hours of service

## BYU MBA Breaks into *BusinessWeek's* Top Tier



BYU's MBA program is climbing the charts, according to *BusinessWeek's* latest rankings that place BYU twenty-second in the nation—the program's highest ranking since the publication started grading MBA programs twenty years ago.

"We're proud of the students who come through our doors," says **Gary Cornia**, dean. "They're building a strong reputa-

tion for their leadership, honesty, and tremendous ability."

*BusinessWeek's* MBA rankings are published every two years and are based on a survey of graduating students and recruiters. The magazine also looks at the number of articles published by each school's faculty in twenty top academic journals.

"It's very satisfying to see the school break into *BusinessWeek's* top tier. This commendation is not only for the quality of our students but also for our excellent placement staff and superb faculty," Cornia adds.

According to *BusinessWeek*, BYU's MBA program is helped by a focus on ethics, values, and leadership, which draws top recruiters to the school.

The rankings mark the first time BYU has cracked *BusinessWeek's* top tier; in 1996, 1998, 2002, and 2006 the program was ranked in the second tier. Ranking No. 22 puts BYU's Marriott School in the top five percent of American schools accredited by the Association to Advance Collegiate Schools of Business.

"I think recruiters value BYU students because they know they will get good, ethical employees," says **Ryan Allred**, a first-year MBA student from Greenville, North Carolina. "The alumni who came before have gone out and done well, and that makes recruiters want to come back."

The University of Chicago was at the top of the rankings, followed by No. 2 Harvard, No. 3 Northwestern, No. 4 University of Pennsylvania, and No. 5 University of Michigan. Rounding out the top twenty-five were No. 20 Notre Dame, No. 21 Texas at Austin, No. 22 BYU, No. 23 Emory, No. 24 Yale, and No. 25 USC.

BYU was also ranked highly for return on investment, coming in fifth among U.S. business schools. On average, BYU MBA graduates pay off their education in less than four years. In addition to a relatively low total cost, *BusinessWeek* estimates BYU MBA graduates will gain an 80 percent salary increase over their pre-MBA salaries.

Finally, the publication's recruiter survey recognized functional areas and specialties. Accounting was ranked fourth, operations/production (global supply chain) was ranked ninth, marketing was ranked eleventh, general management was ranked fourteenth, and finance was ranked sixteenth.

led to six students in the Marriott School coming together to form Laughs for Life, a group that uses laughter to benefit charitable causes. They compiled a joke book, *The Book of Y: Let There Be Laughter*. This semester more than \$6,500 in proceeds from book sales were presented to Tiny Tim and Friends, a nonprofit foundation that provides comprehensive medical care to HIV-positive orphans and pregnant women in Zambia.

"There are so many things we can do for these kids," says **Greg Conover**, a senior majoring in corporate finance from Sandy, Utah, and CEO of Laughs for Life. "We want to help level the playing field so they can get an education and have a

stable family when they grow up."

The idea to compile a joke book came from the students' professor, **Andrew Holmes**, associate professor of business management. Holmes told his class that if anyone was interested, they could go to his office for a meeting for more information.

Among the students who showed up in Holmes' office were seniors **Nathan Jergensen**, a general business major from Hemet, California; **Adam Bourgeois**, an accounting major from Libertyville, Illinois; **Kathlyn de la Rosa**, an entrepreneurship major from Lancaster, California; **A. J. Wilcox**, a marketing management major from Orem; **David Nance**, a general

business major from Sandy, Utah; and Conover. The group quickly caught Holmes' vision to give a hand to AIDS orphans in Zambia.

The students rallied together and gathered joke contributions for their book from students and faculty across the campus. The books came off the press in time for April Fool's Day and have been on sale at the BYU Bookstore. The book has gained popularity, and in October the students presented a check to Tim Meade, the head of Tiny Tim and Friends.

Meade, who said the typical donation to his organization is \$20 to \$50, said this donation is particularly significant.

"We run the whole program for a month on

## BYU Accounting PhD Prep Track Paves Way for Careers in Academia

The Marriott School's Accounting PhD Prep Track is helping to correct a nationwide shortage of accounting professors by rapidly placing students in top doctoral programs across the country and setting graduates on the fast track for rewarding careers in academia.

"BYU's PhD Prep program provides a unique opportunity for us to help solve a major problem in our profession—a shortage of new PhDs in accounting," says **Ted Christensen**, associate professor in the School of Accountancy. "We don't offer a doctoral program in accounting, but we do have the ability to provide students with excellent preparation to join the best PhD programs in the country."

According to reports issued by the American Accounting Association, approximately five hundred new accounting faculty will be needed each year during the next decade to compensate for looming retirements, but the current average number of doctoral graduates is only 140 per year. However, BYU's School of Accountancy has broken the trend and become the largest single provider of accounting PhD students in the United States, with more than fifty alumni being placed in top programs during the last seven years.

This fall, nine BYU Accounting PhD Prep Track alumni began new doctoral programs, while at least eleven more have recently completed their PhDs and accepted positions as faculty members at universities across the country. BYU alumni will likely represent close to 10 percent of those entering accounting PhD programs this year.

"It is gratifying to think of the positive influence so many of our alumni will have on dozens of colleagues and thousands of students at universities all over the country," says **Douglas Prawitt**, coordinator of the Accounting PhD Prep Track. "Until recently, we've been, in a sense, filling the pipeline. But now the pipeline is really beginning to flow."

Because of his success with the BYU PhD Prep program, Prawitt has been asked to chair a joint American Accounting Association/Accounting Programs Leadership Group task force that will attempt to take steps toward correcting the national accounting PhD shortage.

"The deplorable state of the supply of accounting faculty is only going to get worse," says Susan Haka, president-elect of the AAA. "However, we are optimistic that awareness of some of the issues through an advocacy effort could begin to reduce some of the barriers."



Many BYU students have been inspired by Prawitt and BYU's PhD Prep program to pursue a career as an accounting professor while the job market remains strong.

"If it weren't for the PhD Prep Track, I don't think I would have even thought about pursuing a PhD," says **Spencer Pierce**, a Prep Track alumnus who began doctoral studies at Northwestern University this fall. "However, because of the program, I am excited about a career in accounting academia."

BYU's Accounting PhD Prep Track has received national recognition for its success in guiding students through the process of applying to PhD programs, helping them gain skills they need to obtain their degrees, and giving them a strong support system with other program members.

"I can't imagine a system that would help us be better prepared," says Prep Track alumnus Ben Lewis, who is now at Cornell University. "We certainly cheer each other on. We've all done really well and have been placed in good programs. It will be exciting to see where we all end up in four or five years."

For more information about the BYU Accounting PhD Prep Track, visit [phdprep.byu.edu](http://phdprep.byu.edu).

\$1,500,” Meade says. “I know what we can do on the ground with this money. So that figure just looks to me like lots of happy, healthy children.”

But there’s no rest for these social capitalists; though they’ve raised thousands, the students are now working hard to guarantee the future of Laughs for Life.

“We’re trying to set up the organization so it can be a continuing entity and maybe see if we can develop a new project to continue to raise funds,” Conover says.

### India Hotel Plan Wins 2008 Social Venture Competition

A group of BYU students is one step closer to building self-sustainable schools in India after winning the 2008 Social Venture Competition, which includes a \$10,000 award to fund their goal.

Established in 2004 by the BYU Center for Economic Self-Reliance, the Social Venture Competition is designed for students who, through a business venture, are combating social issues in areas such as health care, poverty, and education. This year’s winner, Students for Self-Sustainable Schools, plans to build a hotel in the Kancheepuram district of India as a way to create a stable source of funding for a school in that area.

“Developing countries are very dependent on foreign aid for social development,” says **Harsh Dhawan Grover**, a recent MBA graduate from Himachal Pradesh, India, and member of Students for Self-Sustainable Schools. “However, due to the irregularity of funds, the development efforts are not sustainable in the long run. The model we created is focused on providing educational and social services for the youth in the area. They have lived in poverty all of their lives, and we want them to have the opportunity of a better future.”

The hotel will not only provide the necessary funds to maintain the local school but also give older students the opportunity to develop skills



Back, from left: Brian Hill, Steve Kofford, and Ben Garrison. Front left: Sylvia Finlayson, Mike Robertson, and Harsh Dhawan Grover.

## Clothing Manufacturer Named 2008 Student Entrepreneur of the Year

While most BYU students are focused on midterms and papers, a number are concerned about employees, revenues, and business contracts. Each year student business owners compete for \$5,000 and the title of Student Entrepreneur of the Year. **Steven Rosenbeck**, founder of Garb GameDay Wear, is this year’s winner.

Rosenbeck, a senior majoring in business management from Colfax, Washington, returned from a mission in the Philippines wanting to help the people improve their standard of living. Rosenbeck saw a business opportunity when he learned small clothing retailers in the United States could not afford the 50,000-piece minimum orders required by overseas factories. He bought two acres of land in the Philippines and built two clothing manufacturing factories where he employs more than fifty Filipinos and doesn’t require minimum orders.

“I wanted to help the people in that country and provide them with jobs that would give them a better life,” Rosenbeck says.

The other SEOF finalists include the second-place winner of \$3,000, **Steven Fellows**, founder of iWrap, and the third-place winner of \$2,000, **Mindy Petramalo**, founder of K-9 Designs Mobile Dog Grooming.

Along with cash prizes the top three finalists were also given in-kind awards from SEO.com, a search engine optimization company, and Funding Universe, a company that connects angel investors and entrepreneurs.



Steven Rosenbeck presents at the 2008 Student Entrepreneur of the Year competition.

while working in the hotel.

The students involved with Students for Self-Sustainable Schools include: Grover; Sylvia Finlayson, an educational leadership PhD candidate from Valencia, California; Ben Garrison, an economics major from Ogden, Utah; Brian Hill, an economics major from Citrus Heights, California; and Steve Kofford, an economics major from Colorado Springs, Colorado.

SchoolTipline, which created an online safety tool that allows anonymous communication between school administrators and students, was awarded second place and \$4,000. Taking third place and winning \$1,000 was Next Deseret, an organization designed to help finance nonprofit surgical centers in developing countries.

“We want each of the teams to continue moving forward in their efforts to improve social issues,” says **Candice Copple**, director of the Social Venture Competition. “We believe their

venture plans have the potential to significantly improve the lives of hundreds of people.”

### MBA Students Organize Learning Trip to Dubai

Some enterprising students, equipped with scholarships, business contacts, and a faculty-inspired challenge, orchestrated the Marriott School’s first foreign business excursion to Dubai, United Arab Emirates.

The idea originated with **Lee Radebaugh**, executive director of BYU’s Kay and Yvonne Whitmore Global Management Center. He recommended it to **Aaron Burt** and **Christian Hsieh**, two recipients of the prestigious Eccles Scholarship that provides funding for foreign business experiences. What the students came up with was a whirlwind tour of Dubai’s economic hot spots this summer, including meeting with executives of eight major corporations in





From left: Saeed Al Ismaily, client relationship manager at Dubai International Financial Center, with BYU MBA students Christian Hsieh and Bryson Lord.

five days. It was so successful that the trip will be used as a model for future excursions.

"We're trying to identify different experiences for students to enhance their international understanding," Radebaugh says. "Foreign business excursions will be a unique option for MBA students in addition to our regular menu of international opportunities."

Burt, a first-year MBA student from Sandy, Utah, contributed his Arabic language skill and Middle Eastern experience to the planning process. Hsieh, a first-year MBA student from Taipei, Taiwan, tapped his business and personal contacts in the region. With a slumping U.S. economy turning investors' attention to emerging markets, Dubai's booming tourism, financial services, and real estate markets attracted a delegation of six first-year MBA students, three MBA graduates, two BYU undergraduates, and two advisors.

The students reported that Dubai is an ideal place for Marriott School students to start careers because of the tremendous growth opportunities and the culture's support of values similar to those in the BYU Honor Code, such as refraining from smoking and drinking.

"The top business schools in the world are sending students to the Middle East," says **Kim Smith**, managing director of the H. Taylor Peery Institute of Financial Services and one of the trip's facilitators. "The trip was a way to broaden the international exposure of students, and it helped the executives in the region to think favorably about Marriott School students when compared to those from other top programs."

In fact, after the group visited Barclays—the

largest bank in the United Kingdom and biggest mortgage lender in Dubai—the bank's representative was so impressed that despite having no current openings in Dubai he offered Burt an internship in Moscow. It's a perfect fit for Burt, who served a mission in Russia and majored in Russian before earning his MBA.

In addition to networking and representing the Marriott School, the students also expanded their understanding of international business practices, including the significant impact of cultural nuances. For example, families tend to be bigger in Dubai than in the United States, which combined with relatively cheap gas prices helps explain the popularity of SUVs among locals.

"It helped us learn to think outside the box and see how things are done differently in other countries," says Hsieh, the trip's principal organizer. "It taught us a new way of thinking—giving us an international mentality."

The group met with executives from several local companies thriving on Dubai's growth, including the Masdar Institute, a state-sponsored alternative energy company; the Dubai Group, an investment holding company; and Nakheel, one of the largest real estate developers there and creator of the iconic Palm Islands resort community. They also met with executives from foreign-based companies making strides in Dubai, including General Motors, Credit Suisse, and Dow Chemical.

## FACULTY NEWS

### Couple Wins Social Innovation Award



When Steve and Bette Gibson traveled to the Philippines for the first time in 1995 and witnessed the poverty there, they knew they had to do something.

"I felt what Winston Churchill described when he said, 'To every man there comes in his lifetime that special moment when he is figuratively tapped on the shoulder and offered a chance to do a very special thing, unique to him and fitted to his talents,'" Steve says.

The Gibsons took their cue and started the Academy for Creating Enterprise, a business school designed to teach Filipino Latter-day Saint returned missionaries the skills they need to be self-sufficient. The Economic Self-Reliance Center at BYU recognized the Gibsons' efforts at its 2008 ESR Conference, awarding them the Social Innovators of the Year Award.

"Bette and I were both very pleased to receive the award," Steve says. "We're primarily pleased for the progress it marks for the 1,375 graduates who are doing so well as they work toward economic self-reliance."

As far as the future is concerned, the Gibsons continue to work to improve the academy and the experience they provide their students. They are also working with another couple to possibly expand into Mexico.

### Professor Brings Expertise to Mongolia as Fulbright Scholar



Former Marriott School professor **Gloria Wheeler** is teaching as a Fulbright scholar at the Institute of Finance and Economics in Ulaanbaatar, Mongolia.

Wheeler's aim is to help develop Mongolia's economy during her ten-month Fulbright Scholarship. Wheeler is one of approximately 1,100 scholars and professionals sponsored each year by the Fulbright program to lecture at institutions worldwide.

"It's so important for people to break out of their shells and see how other people look at the world," Wheeler says. "I hope to learn from my students' experiences and help them learn from mine."

To foster this cross-culture teaching, Wheeler will draw on thirty years of experience as a Marriott School professor and associate director of the Romney Institute of Public Management. She began teaching Mongolian students on 8 September 2008, only two months after retiring as a full-time faculty member at the Marriott School.

"I'm not ready to just sit around in Provo," Wheeler says. "I want to use my professional training to teach students how to use their education as a tool for their future careers."

Wheeler plans to teach courses related to her

expertise in statistics, research methods, and human resource management. Her specialization in public management will also be utilized to help develop a public administration program for the Institute of Finance and Economics.

Although teaching students in a different culture will be challenging, Wheeler will rely on the lessons she learned during her first Fulbright Scholarship to Pakistan in 1990.

"I found that connecting with people who

shared my values helped me adjust to my new surroundings," Wheeler says. "This time I've already met with people in Ulaanbaatar and started to develop friendships."

### Accounting Director Awarded as Utah's Outstanding Educator



Few things excite accountants more than numbers. BYU accounting professor **Kevin Stocks** has taught more than two thousand students in one hundred plus classes at two

universities during the past twenty-six years. He can now add another number to his list: the No. 1 accounting professor in Utah.

The Utah Association of Certified Public Accountants awarded Stocks, director of BYU's School of Accountancy, the Outstanding Educator Award for 2008.

"As we reviewed what Stocks has done, we said, 'He's the guy,'" says Ron Frandsen, president of the UACPA.

The Outstanding Educator Award is given to an exceptional professor in Utah who exemplifies accounting professionalism, establishes and maintains rapport with students, and adapts to the continually changing landscape of the profession. Ray Westergard, past president of the UACPA, worked with Stocks while recruiting BYU students and nominated him for the award.

"On one hand he is an accountant's accountant in that he knows what he's talking about. But he's also the students' friend as well as their professor and mentor," Westergard says.

Stocks describes his teaching style as hands-on and interactive. By including real-world challenges in his curriculum, he helps his students stay current on happenings in the accounting business arena. He emphasizes letting students find the answers by working together as a class.

"Professor Stocks is a genuine professor who obviously cares about his students," says **Ryan Robison**, a master of accountancy student from Plymouth, Minnesota. "His constant anecdotes made him seem like a part of the class and not just the professor."

Before teaching at BYU, Stocks was an associate professor at Oklahoma State University. He is a member of a number of associations and committees and has been given many awards

## MPA Students Help Bring Electricity to Schools in Ghana



On a recent Marriott School field study trip to Ghana, BYU MPA students teamed with a charity powering rural schools with merry-go-rounds to help alleviate poverty.

Empower Playgrounds, which installs playground equipment that converts kids' energy into real energy, asked BYU MPA students to use their management skills to better place their electricity-generating merry-go-rounds, which are used to power rechargeable lanterns the children can use to study at night.

"Poverty is pervasive in Ghana, but the people are greatly concerned that their children get a chance to learn," says **Jeff Thompson**, trip director and assistant professor of public management. His students visited eighteen villages off the power grid and determined where five merry-go-rounds would be most effective.

"We wanted the people to take ownership and initiative," Thompson says. "If they feel like the merry-go-round is theirs, they will be more likely to use it and the electricity it generates."

The trip started when the students visited the village where Empower Playground's pilot merry-go-round had been installed weeks earlier by a team of BYU engineering students. During their two weeks in Ghana, the MPA students talked to parents, teachers, and students in each village to gauge how the equipment would be accepted in that area's unique culture and politics.

"In development, there isn't a one-size-fits-all solution," says **Jordan Wright**, a second-year MPA student from Pleasant Grove, Utah. "What works in one city may not work in another."

**Aaron Miller**, a part-time faculty member who also accompanied the students, says the field study was an opportunity for students to learn how to apply their training in a real-world situation where they were the experts.

"It gives students the chance to take the skills they learn in their program, such as business presentations and quantitative and qualitative assessment, and put them to use in a very meaningful way," he says.

Miller says the trip also made them all more aware of the complex issues surrounding world poverty.

"Our students gained a deep appreciation of the need we all have to get involved and solve these problems," Miller explains. "We just need more smart people thinking about these problems and doing what they can to help."

## Professor's System Gets More Time-Share Owners the Weeks They Want

Research has shown that the majority of time-share vacation owners want to trade their resort weeks each year and experience new vacation spots. But exchanging time-shares can be discouraging, since it is often difficult to get a desired resort week. A new exchange method, developed at BYU, helps time-share exchange companies better schedule vacation time at affiliated resorts, leading to happier customers and opportunities for increased revenue.

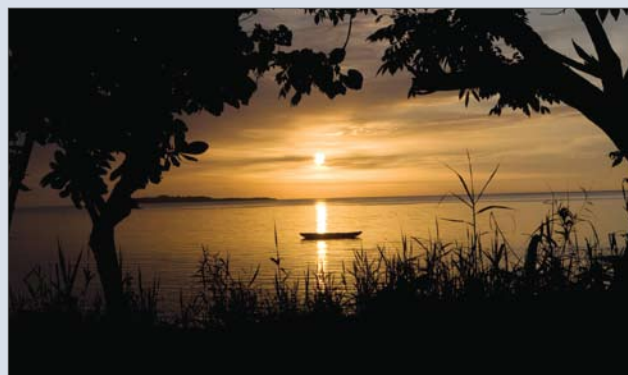
Marriott School professor **Scott Sampson** created a new mathematical time-share scheduling method that increased the number of customers who could stay at their most-preferred resorts by 30 to 45 percent, without adding additional time-share units or properties. His results, which demonstrate how using mathematical programming can help match owner requests to resort availability, can be found in the October 2008 issue of the academic journal *Operations Research*.

"I knew that if we applied mathematics to this vacation time-share problem, we would get tremendous results," Sampson says. "When you're a math geek like I am, you even look at going on vacation as mathematical."

After testing his equations on company data, Sampson implemented his new method at Owners Resorts and Exchange, a time-share management company that was recently acquired by Vacation Resorts International.

"In the first year, we demonstrated the potential for a phenomenal increase in satisfaction of time-share exchange requests," Sampson says. "If you have a better exchange, there can be more people who are happy because they get to go where they want to go. Time-share exchange companies can perform more exchanges and get a better reputation. It is a win-win situation."

Sampson's models, in different forms, can be applied to conferences, classes, or any problem involving scheduling people and limited resources.



"I look at problems involving customers to see how we can use mathematics to make people happier," Sampson says. "If we can optimize, we can have more satisfaction, less stress, and happier people."

The \$66.7 billion time-share industry allows owners yearly access to a specific week at a specific resort. To add more variety to their vacations, owners can exchange their week and resort with other time-share owners.

"Survey data shows that more than 60 percent of the people who own time-share intervals desire to trade them in a given year," Sampson says. "Even though people buy specific weeks at specific properties, the time-share industry is fundamentally based on exchange."

Exchanging time-shares can be frustrating for some owners because of complex policies, varying membership priority, and limited resort availability.

"The vacation time-share industry sometimes gets a bad reputation," Sampson says. "There are great locations you can trade into, but customers can be disappointed when they don't consider the free market economics of availability."

for his teaching and research accomplishments. He is currently the president of the Accounting Program Leaders Group and a committee member of the American Accounting Association. Stocks' area of research includes health care accounting, total quality management, and accounting education.

The UACPA awards an outstanding collegiate level educator annually. Past BYU recipients include: **Boyd C. Randall, Dave N. Stewart, W. Steve Albrecht, G. Fred Streuling, J. Owen Cherrington, Jay M. Smith Jr., and K. Fred Skousen.**

### Professor Awarded Grant to Study Family Business

BYU entrepreneurship professor **W. Gibb Dyer** received a \$5,000 grant from the Family Owned



Business Institute to study how owning a business affects family relationships.

Beginning 1 May 2008, Dyer and his son Justin started serving a one-year FOBI Research Scholar appointment. Justin Dyer, who is completing his PhD in family science at the University of Illinois at Urbana-Champaign, discovered a unique data set collected by the

University of Michigan about husbands and wives who go into business together. Gibb Dyer, who also serves as academic director for the BYU Economic Self-Reliance Center, recognized that the data presented a rare opportunity to find correlations between business success or failure and the health of family relationships. The study also received a \$5,000 grant from the Marriott School.

To analyze the data, the Dyers will work with research assistant **Richard Gardner**, a second-year BYU MPA student from Manhattan, Kansas. The team will look for trends over time in couples and families who start their own businesses. Business success will be measured in terms of profits, and family success will be measured through the accomplishment of goals and how effectively family members communicate.

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# A L U M N I N E W S

## Alumnus Leads Sustainable Development in Mozambique

An innovative self-help program engineered by Marriott School graduate **João Bueno** recently reached the 10,000-person milestone as it aims to alleviate poverty and improve the quality of life in villages throughout Mozambique.

A graduate of BYU's MPA program, Bueno works for the humanitarian group Care For Life. Although many aid organizations simply disburse supplies to the poor, Care For Life representatives believe the free handouts can increase dependence and perpetuate poverty. In 2005, Bueno spearheaded the development of Care For Life's Family Preservation Program, which achieves sustainable development by empowering families and communities to overcome extreme poverty and become self-reliant.

"We do not look for short-term results,"

Bueno says. "If we work with local leaders and the community as a whole to provide a solution, then it is sustainable, and families and villages will learn how to help themselves. Our aim is to be the last NGO in the lives of those families."

The program works by educating the poorest families in one of the poorest areas of the world about how to overcome challenges and change habits. For thirty-nine months Care For Life volunteers meet with families and community leaders every other week to teach hygiene, sanitation, general health, financial responsibility, and more. Each family sets ten goals, such as building latrines, planting gardens, or vaccinating their children. Care For Life provides incentives for families to meet their goals—rewarding the villagers with things like aluminum for a new roof or seeds for a garden.

"As families perceive the benefits of achieving



their goals, they become very motivated," Bueno says. "When we leave, those families will have the power to change."

Families are organized into groups who share responsibility for each other. Leaders are chosen from among the community to make village-wide decisions that address unexpected challenges and help the neediest families.

## Entrepreneur Taps Spooky Market



Growing up, **Kate Maloney** started thinking about her Halloween costume a couple of hours before hitting the streets for Smarties and Fun Size Twix. As a kid, the event commanded little of her attention. But as an adult, she's preparing for it all year.

Maloney has built a career around Halloween as president of

CostumeCraze, an online retailer. The company's lengthy prep work culminates in a frenetic October when employee numbers quintuple and hundreds of thousands of packages go out its doors.

Costuming wasn't always her career plan, but that's how things fell into place. In 2001, Maloney, a BYU entrepreneurship student, teamed up with her brother Matt to market a software program that helped online retailers generate more search engine hits. No one was buying the software—and they took out a second mortgage on their mom's house. While the software wasn't selling, their test web site, which sold monk robes, started to take off.

"Be flexible," Maloney advises would-be entrepreneurs, a lesson she

learned early. "Don't keep wasting all of your money because one idea didn't work. We had something else that was working very well and now the mortgage has been paid off."

What once was limited to monk robes has expanded to a warehouse with thousands of options for children, adults, and even pets. In a matter of years, CostumeCraze has become one of the world's largest online costume retailers. For Maloney, the hard work she has put into the company is well worth it.

"Nothing can compete with having your own business," she says. "I've worked harder and more hours here than I have at anything else in my life, but you don't realize it because you enjoy it so much. You get satisfaction seeing the idea from the beginning to the end."

Maloney, who has twice been nominated as an Ernst & Young Entrepreneur of the Year, says she doesn't let being a woman—or her relative youth—dictate how she manages her company.

"The biggest thing that goes wrong is a woman remembering she is a woman and thinking it matters," Maloney says. "It shouldn't define the way you are going to run a business."

A true entrepreneur, Maloney says she has another business idea every single day. When life's routine nuisances bother her, she tries to think of ways to solve them instead of letting them go. But for now, she is committed to growing and improving CostumeCraze and trying to find a way to make the business stronger in the costuming off-season. Of course, Maloney, who says she enjoys the excitement of the unknown, keeps other options open too.

"If I had the opportunity to step back a little bit and pursue my other ideas, that would be great too," she says.

When Bueno began the Family Preservation Program in 2005, Care For Life assisted 754 Mozambicans. The success of the program swelled the ranks in excess of 10,000 beneficiaries in eight communities in 2008. And its return on investment makes it an even more attractive option for alleviating poverty. The thirty-nine-month program costs Care For Life only \$25 per beneficiary each year. The organization is now poised to expand and adapt the program to other struggling communities in Africa and Central and South America.

Participating communities have seen dramatic improvements in living conditions and health. Care For Life's statistics show that the first four participating villages experienced an 80 percent reduction in diarrhea, a 60 percent reduction in coughing, and a nearly 70 percent reduction in deaths in only the first year. Plus, half of the families were planting their own gardens, and literacy and school attendance were rapidly increasing. Bueno believes the progress is sustainable because the villagers themselves are driving the change.

Several faculty members from the BYU Economic Self-Reliance Center contribute to the Family Preservation Program as Care For Life board members. In addition, dozens of Marriott School students volunteer as interns in Mozambique, helping teach classes in microcredit, financial responsibility, and more.

"The Marriott School is an incubator—what we have here are students with brains, skills, energy, idealism, and values who want to go out and change the world," says **Warner Woodworth**, BYU professor of organizational leadership and strategy. "They want to do more than write checks. There's this passion and this drive to make a difference."

#### MANAGEMENT SOCIETY NEWS

### D.C. Chapter Holds Self-Reliance Conference

A diverse group of leaders joined with the Washington D.C. Management Society Chapter on 9 October to discuss furthering self-reliance around the globe.

The luncheon, hosted at the Millennium Challenge Corporation headquarters, featured **Todd Manwaring**, managing director at BYU's Economic Self-Reliance Center, and Mark L. Peterson, CEO and president of Enterprise Mentors International.

It was a learning opportunity for members

of the D.C. Chapter, which presented BYU's Economic Self-Reliance Center with a \$5,000 grant immediately following the luncheon. The number of attendees was almost double those expected. The D.C. Chapter, known for its annual galas, sees these types of events as another important focus of the group.

"We want to become more service oriented," says **Shannon Toronto**, member of the D.C. Chapter's executive council. "With the financial crisis, the desire to increase education on economic self-reliance has gone up exponentially. People are eager for follow-up events to learn more."

Toronto says the self-reliance activities in



*Todd Manwaring, director of BYU's Economic Self-Reliance Center, addressed members of the D.C. Management Society.*

which BYU's center is involved are attractive because they help individuals in poor countries become self-reliant and shape students into lifelong philanthropists.

The luncheon brought together multiple groups that are interested

in making a difference in developing nations,

## Recruiting 2.0



You may not be actively looking for a job, but EnticeLabs is still looking for you.

By providing companies sophisticated talent-seeking software, Marriott School alum **Ryan Caldwell** and EnticeLabs are targeting and recruiting the best candidates wherever they are on the web.

"Companies are frustrated because they can't reach some of the best candidates," Caldwell explains. "Seventy percent of the job market is passive; they never see job opportunities because they simply aren't looking. EnticeLabs is changing that."

EnticeLabs' unique software targets that 70 percent with ads on reference sites and blogs. Attempting to reach this untapped segment is what EnticeLabs calls the next step in the evolution of recruiting.

"Job boards mainly attract very active and mostly desperate job seekers. Headhunters can only reach a tiny percentage of quality candidates and have staggering costs," he says. "EnticeLabs has the perfect solution—the best candidates and at very low costs. We are well positioned to quickly become a leader in the space."

Caldwell joined the EnticeLabs team in September 2007, long before the company's 2008 launch. He started by giving strategic advice and was eventually asked to join the founding team and come onboard full-time as president and CEO.

While still attending the Marriott School, Caldwell had an entrepreneurial spirit. He started his own company supplying high-speed internet access to townhomes and condos near BYU's campus. The internet service was less expensive for residents and functioned two to three times as fast as the competition—leading to its acquisition before Caldwell graduated in 2005. He then went on to work with companies ranging from small start-ups to Fortune 500 companies both domestically and internationally.

"Ever since I was little I always loved the idea of starting companies, because there are so many ways you can build and contribute," says Caldwell, who studied business management with an information systems emphasis. "You get the thrill of building something while helping to contribute to society by making better products, creating high-value jobs, increasing the world's efficiency, and so forth."

Caldwell says he enjoys building and designing just about anything, not just businesses. He has been busy expanding his Provo home and has done the design work for most of the home's unique aspects. Caldwell also enjoys mentoring other entrepreneurs and coaching them through the hard spots.

including the Millennium Challenge Corporation, a government agency focused on economic development and global poverty reduction.

"The conference showcased an impressive cross section of sector experts and professionals who follow the issues of global poverty and care about finding ways to make overseas assistance as effective as possible," says Aaron Sherinian, managing director of public affairs at MCC.

### Hispanic Management Society Launched

With goals that include fostering ethical leadership, helping send students to college, and networking, the recently formed Hispanic Management Society is similar to other Management Society chapters. The Hispanic Management Society, however, is the first of its kind.

Without borders, the Hispanic Management Society aims to connect individuals and organizations everywhere that want to help the Hispanic community. Members are able to network and to serve—particularly through opportunities to mentor small Hispanic businesses.

"We're doing anything that impacts education, economic development, employment, and self-reliance," says **Luis Velasco**, chapter president. "There are Hispanic BYU graduates and many other professionals in the United States who have an interest in helping other Hispanics in Latin American countries, and we felt that it was something no other BYU organization offered."

The chapter launched 3 October with a kickoff dinner at the Marriott School, featuring John C. Pingree, an Area Seventy of The Church of Jesus Christ of Latter-day Saints. Velasco says the chapter quickly grew as he was flooded with hundreds of emails expressing interest in participating.

"The reception has been tremendous," he says. "People have been waiting for this, and they are anxious to participate."

Velasco says they want to host local events as well as provide opportunities under the national



Chapter President Luis Velasco visits Chiapas, Mexico, on 6 December 2008.

umbrella that will utilize technology to connect and focus on Hispanic issues.

The society also wants to focus on helping Hispanic students get to college. It recently set up contacts and logistics for a tour—funded by the Mexican government—for students from that country to come and visit universities in the United States.

### Glenn Beck Presented Pioneer in Leadership Award



Glenn Beck at Utah Valley University's McKay Events Center.

More than 1,600 people attended the Utah Valley Management Society Chapter gala on 25 October, when its first annual Pioneer in Leadership Award was presented to radio and TV host Glenn Beck.

The event, including a VIP reception, dinner, and general session, raised money for need-based, half-tuition scholarships for prospective BYU and Utah Valley University students.

The chapter determined that Beck, host of the nationally syndicated radio show *The Glenn Beck Program*, met the award's criteria of being an example of moral and ethical leadership.

"We wanted to award someone who emulated the core values of the Management Society," says **Allen Arnoldsen**, Utah Valley Chapter secretary. "I think he was very appreciative and touched by the whole thing."

"Our recipient couldn't have been a better choice," says president-elect **Mark Hale**. "Glenn Beck is not only very professional in his career, but he is genuine and professional in his everyday life as well."

Chapter representatives were pleased by the turnout and say the increased exposure has already helped them attract new members.

"It created a heightened awareness of our chapter and its purpose, and it furthered interest in the causes we are trying to pursue," Hale says.

The Utah Valley Chapter plans to continue awarding the Pioneer in Leadership in the future, both to honor those who represent moral and ethical leadership and to raise money for scholarships. The chapter also fund-raises for UVU and BYU scholarships through a yearly charity auction.

## CLASS NOTES

### 1964



**Merrill Rex Lewis** retired as manager of Berberian Nut Co., a midsized walnut-processing and -marketing company, in 2007. He and his wife, Vicky,

live in Stockholm, Sweden,

where they serve as public affairs missionaries for the Nordic countries.

Lewis earned his degree in accountancy from BYU in 1964 and worked in the finance/accounting departments of Del Monte Foods, M & E T Railroad, Foster Farms, and Cal/West Seeds. Lewis served as co-chair with his wife in the Central Valley BYU Alumni Chapter, Modesto, California, for ten years. The Lewises are the parents of six children.

### 1977



**Michael S. Waters** is president and owner of Partnership Marketing, Inc., a master distributor of food, dairy, and beverage products, with brand partners that include Nestlé,

Dr Pepper, Kellogg's, and Sara Lee. Waters also serves on the board of directors for the Apple REIT Companies, which owns more than 170 hotel properties in the United States. Waters was vice president of GoodTimes Entertainment, which developed food programs for properties including Richard Simmons and the Berenstain Bears from 1995 through 1999.

Waters earned his BS in finance and marketing from BYU in 1977 and his MBA from the University of Southern California in 1978. In his spare time he enjoys racing cars in the Sports Car Club of America, working on his 1962 Austin-Healey, and exercising. He and his wife, Sandy, have five children and live in Midlothian, Virginia.

### 1978

**Ronald Arrington** is associate chief counsel for John Deere Credit, a \$24 billion financial services subsidiary of Deere & Company. Arrington provides legal advice to John Deere's renewable energy projects in the United States and Canada and manages the litigation and bankruptcy department. He also is a member of the counsel for John Deere Credit's merger and acquisition activities.

After earning a BS in business management from BYU in 1978, Arrington earned an MBA at the University of Utah and a JD at the J. Reuben



## Alums Make Strides at Payless



From left: Darren Haddock, Neil Hansen, Todd Averett, Gary Madsen, and David Nielsen.

In a handful of years, Collective Brands has promoted five BYU alums to become vice presidents—a position where there previously were none.

The Collective Brands vice presidents from BYU, **Darren Haddock**, **Neil Hansen**, **Todd Averett**, **Gary Madsen**, and **Dave Nielsen**, represent the evolution of a consistent pipeline between Collective Brands, which includes Payless ShoeSource and The Stride Rite Corporation, and the Marriott School. During the last decade Payless has hired one or two Marriott grads every year.

“What attracted me then and keeps me here now is that we’re big enough to have all of the functions of a large company, but we are small enough to have the opportunity to do many things,” says Madsen, VP, treasury, who joined Payless in 1995 after earning an

MBA from the Marriott School.

It’s a place one employee can make a difference, yet large enough to matter in the business world with \$3.5 billion in annual revenue. Collective also provides employees opportunities to move around and grow into a career—and all five vice presidents have done just that. Haddock, VP, real estate strategy and analysis, graduated from the Marriott School with an MBA in 1996 and joined Payless when the company had just gone public.

Haddock says Payless, based in Topeka, Kansas, has a climate conducive to parlaying a BYU education into corporate success and that BYU alums have built a strong reputation for themselves.

“It’s a well-grounded company with Midwestern values and a Midwestern work ethic, and that fits us well,” Haddock says.

Hansen, VP, business planning and analysis, MBA class of ’96, adds that he has enjoyed the family-friendly nature of the community and company, saying he felt comfortable joining Payless and adapting to a culture that understood the importance of work-life balance.

The group says that Collective Brands has a relatively flat structure; they not only regularly join forces on projects—they are close friends outside the workplace. And while all five have moved around within the organization and carved their own niches, Madsen says each has a similar foundation.

“What you see in my fellow graduates is a strong work ethic and a good education. The values that these individuals hold and how they carry themselves manifest to others that they can take more responsibility,” Madsen says. “People know they are going to give a straight answer, and in a crunch they will help get things done.”

Clark Law School at BYU. He and his wife, Debra, have two children and live in West Des Moines, Iowa.

### 1979



**Richard Tomlinson** is the first Utah CPA practitioner to become a Certified Tax Resolution Specialist, a designation awarded by the American Society of Tax Problem Solvers.

Tomlinson earned his BS in accountancy from BYU in 1979. He worked in professional and private accounting positions, was CEO of a manufacturing and graphics business, and now regularly teaches accounting courses in the School of Business at ITT Technical Institute. In his current practice he seeks to provide solutions to businesses and individuals in tax matters such as IRS levies, wage garnishment, negotiations, and IRS audits.

Tomlinson and his wife, Collette, reside in South Jordan, Utah, and enjoy their combined ten children and twenty-three grandchildren.

### 1983



**Chad Brown** is a real estate broker and has managed Florsheim Properties, in Modesto, California, for the past twenty-one years. Creative management marketing methods (such

as allowing tenants to rent gardening space) have earned him nationwide notoriety in the apartment industry.

Brown is serving his third term on the local school board, where he recently used his love of fitness to encourage healthy life choices, challenging all middle school students in the district to a mile race—a series of races that also brought in teachers, custodians, and office staff.

A triathlete, Brown organizes an annual cycling event that provides scholarship funds for children who are survivors of cancer and other catastrophic illnesses. Brown earned his MBA from BYU in 1983.

He and his wife, Cheryl, and their four children love to travel. They live in Modesto, California.

### 1986



**Greg Tunney** rang the closing bell of the NASDAQ and rang in a new era for the R.G. Barry Corporation in August. R.G. Barry, an Ohio-based developer and marketer of footwear,

moved its common stock listing to NASDAQ from the American Stock Exchange in March 2008. R.G. Barry’s brands include Dearfoams, North America’s leading slipper brand, as well as Terrasoles and Superga.

Tunney, who earned a BS in retailing from BYU in 1986, joined R.G. Barry in 2006 as president and CEO. He is the former president and COO of the Phoenix Footwear Group and also held executive positions with Brown Shoe Co. and the May Department Store Co. He and his wife, Heidi, reside in New Albany, Ohio.

### 1987

**Lindsay Bart Holmes** is a partner of Hardy & Holmes LLC, a CPA firm in the Portland, Oregon, area that concentrates on taxes and financial



planning. Holmes graduated from BYU with a degree in accountancy in 1987 and has lived and worked in the Troutdale, Oregon, area for more than twenty years.

Holmes is active in Scouting and recently went snow caving on Mt. Hood; in 2007 he was awarded the Wood Badge. He also enjoys golfing and reading. He and his wife, Susan, are the parents of six children.

## 1988



**Wesley E. Clark** is plant controller for three Corning facilities, manufacturing infra-red optical components and systems in New Hampshire.

Clark has been at Corning, the world leader in specialty glass and ceramics, since 2000. After graduating from the Marriott School with a degree in accountancy in 1988, Clark worked for Ernst & Young and received his CPA. He left public accounting for health care; he was promoted from controller to CFO at a 140-bed substance abuse hospital, then was vice president of finance at the state's hospital association. In 1994 Clark joined Timken Aerospace in a manufacturing, cost accounting position.

Clark and his wife, Carol, have six children and one grandchild. He serves as treasurer on the board of directors at Health Care Services and lives with his family in Keene, New Hampshire.

## 1995



**David T. Champlin** is senior vice president of Mediaport Entertainment, which provides systems to sell digital-on-demand products, including the MediaATM, where consumers burn or download content from major recording labels. Champlin joined Mediaport in 2007. He has worked as a marketing director at TTM Inc., SportsWest TV LLC, and the BYU and Utah State University athletic departments.

Champlin earned his MBA from the Marriott School in 1995. He earned his undergraduate degree at Utah State University in journalism and public relations.

Champlin is fluent in American Sign Language and is a nine-time Hoop-it-Up 3-on-3 basketball tournament champion. He and his wife, Mary, have seven children and three grandchildren and live in Layton, Utah.

**John M. Howarth** is manager of human resources at Volkswagen Credit, Inc., responsible for all HR functions in the Portland, Oregon, service center and for the Pacific/Western Sales regions. Volkswagen Credit, Inc., is a captive automotive finance company offering services to Volkswagen, Audi, Bentley, Lamborghini, and Bugatti dealers and retail customers in the United States. Howarth began his career as an HR consultant with SCS Interactive, Inc., a manufacturer of interactive water park attractions, and worked as an HR consultant at U.S. Bank before joining Volkswagen Credit three years ago.

Howarth earned his BS in business management from the Marriott School in 1995. He served two years for Tillamook County as chair of the compensation committee and chair of the

workforce advisory board. He and his wife, Erin, have two children and live in Scappoose, Oregon.

## 1997

**Creed W. Miller** has been transferred to Cologne, Germany, to a position as controller for material planning and logistics at Ford of Europe. He just finished a three-year assignment as finance director for Ford of Indonesia.

Miller earned his BS in psychology from BYU in 1995 and his MBA from the Marriott School in 1997. He and his wife, Heidi, have four children and live in Wachtberg, Germany.

## 1998

**Isabelle Eggermont** joined ABX Eurocargo France as a controller in September 2008. ABX

# Alum Leads Big, Green Campaign



*Wal-Mart* wants to help the planet?

The retail giant may not have seemed like the likeliest corporation to make a push for sustainability, but Marriott School alum **Greg Chandler** is working to help customers and suppliers see the short- and long-term benefits of going green.

As Wal-Mart's director of marketing, wellness, and sustainability, Chandler works with vendors to reduce waste, while fostering a vision to penetrate the company's culture. Wal-Mart's size and scope have put it in a unique position to make sustainability both enormously impactful on the environment and cost-efficient.

"This is one of the coolest things anyone can do in marketing," Chandler says with a smile. The sustainability initiative, officially launched in April 2008, is a broad approach to overall health—for the planet and the consumer—which includes programs such as Wal-Mart's inexpensive prescription drugs.

"To be sustainable means to drive out waste and costs to save people money," says Chandler, who has been thinking outside the box, finding ways to reduce unnecessary product packaging and to save costs in the process. Stripping the cardboard box of one brand of baby seats meant that more could be shipped in the same space, and it was easier to sell—the consumer could get a better sense of how the product really looks.

Presenting to a marketing class of Marriott School MBA students in October 2008, Chandler, who was the director of marketing at Frito-Lay before coming to Wal-Mart, explained that people are seeing themselves as an integral part of the green movement.

"People were telling us they wanted to peacefully coexist," he says. This influenced their marketing strategy, which consistently places the Wal-Mart customer in the environment—not detached from it.

Chandler earned his BA in public relations from BYU in 1994 and an MBA from the Marriott School in 1996. He says his BYU education has been essential to this latest opportunity.

"It was invaluable," he says. "The values taught here are that business can be used for a higher purpose—BYU was central to my preparation for this."



Eurocargo, recently acquired by DSV in Denmark, does logistics for consolidated shipping in Europe. Eggermont, who graduated with a BS in international finance in 1998, worked nearly ten years for Maersk Logistics France, where she started in the administration department and ended as chief controller for France.

Eggermont is engaged to be married and is involved in many musical activities. She played mallet instruments in a marching band and currently plays flute in a community concert orchestra. She has lived in her native France since graduating from the Marriott School and currently resides in Tourcoing.

## 2000

**Michael Batt** is a senior financial analyst at Melaleuca, a direct-to-consumer marketer that sells a variety of wellness products. Batt supports Melaleuca's home care product line and various other projects. He graduated from the Marriott School with a degree in accountancy in 2000 and worked in the retail division for the Utah Jazz for seven years as assistant controller, controller, and then general manager. In 2003, Batt earned an MBA from the University of Utah.

In 2007, before joining Melaleuca, Batt took a year off work and studied Chinese. He and his wife, Anne, are the parents of three boys. They currently reside in Idaho Falls, Idaho.



**Dave Crenshaw**, a business coach and time-management expert, recently authored *The Myth of Multitasking: How Doing It All Gets Nothing Done*. The book, which was released in

August, was reviewed in *TIME*. Crenshaw has been a guest on more than forty radio stations across North America, discussing the book and the implication of multitasking both in personal and professional lives.

Crenshaw earned his BS in business management with an entrepreneurship emphasis from the Marriott School in 2000. He began his coaching career in 1998 as the youngest independent consultant for one of the world's largest small-business consulting firms. He and his wife, Katherine, have one child and live in Eagle Mountain, Utah.

**Ryan Judkins** is the outside sales representative for Callaway Golf in the Las Vegas, Nevada, region. With growth of more than 240 percent



over the prior year, Judkins was recognized as Callaway's top rep for the Top-Flite Golf brand; Callaway's brands also include Odyssey and Ben Hogan. Judkins worked for

two years as an inside sales representative at Callaway before being promoted and for four years as a financial advisor at Merrill Lynch.

Judkins graduated from the Marriott School in 2000 with a degree in business management and a marketing emphasis. While at BYU, he owned his own golf company called Turf Pros, Inc., which designed and installed synthetic putting greens. He and his wife, Charity, have four children and reside in Henderson, Nevada.

## 2003



**Jeremy Wycherly** is general manager of ZenPrint, a technology- and web-focused print-on-demand startup. Wycherly worked as general manager of do-it-yourself web properties for LogoWorks, which was acquired by Hewlett-Packard in 2007; he managed LogoMaker, InstaLogo, and launched the LogoMaker store in June 2006. In 2007 Wycherly developed and launched the MonaVieMall.com store for MonaVie.

Wycherly earned his MBA from the Marriott School in 2003. With his wife, Jessica, he helped organize a benefit concert featuring Peter Breinholt, Alex Boyé, and Miles to Go that raised \$30,000 for a young mother whose husband had died in an accident. Wycherly and his wife are the parents of three boys and currently reside in Springville, Utah.

## 2004



**Cade Jensen McMullin** is employed with Kitchell as a project manager in public works construction management for a community college district in Southern California. As the

client's representative, McMullin oversees all aspects of the program, valued at more than \$740 million, including construction projects, fees, and schedules from design to completion. Kitchell, a pioneer in construction management, offers a full spectrum of real estate and construction-related services. Before joining Kitchell, McMullin worked as a project manager at Kleinfelder and as a sales manager at Renler Company.

Away from work, McMullin, who earned his BS in management, enjoys the busy responsibilities of being a parent. He and his wife, Heather, have three children and live in Glendora, California.

## 2007



**Hani Al Madhoun** is the grants and accounting associate for The Jerusalem Fund, a nonprofit based in Washington, D.C., that supports education about and economic relief for Palestine.

Al Madhoun earned his MPA from the Marriott School in 2007 and went to the D.C. area to work for an antidiscrimination nonprofit organization before joining The Jerusalem Fund.

Al Madhoun performed stand-up comedy while at BYU and has continued doing so in Washington, D.C. He says he often finds himself correcting misconceptions about Latter-day Saints. "It's really funny some of the things people think," says Al Madhoun, who integrates both cultures into his humor. "Sometimes I have the MC introduce me: 'He's a Muslim who went to a Mormon school—so you can either hate him or really hate him.' People always like that."

**Dustin Lee Olson** is project manager at W.W. Clyde & Co., a Springville, Utah-based construction firm. Olson recently completed construction as project manager on the Jordanelle Dam Hydropower Project near Heber City, Utah, which is a clean energy plant that will produce enough energy to power eight thousand homes annually. Olson was the deputy project manager on the award-winning Point of the Mountain Water Treatment Plant in Draper, Utah, which was completed in 2007.

Olson earned his MBA from the Marriott School in 2007 and his BS in construction management from BYU in 2000. He recently began teaching as an adjunct professor in BYU's construction management department. He has been a volunteer soccer coach and presenter at the American Water Works Association. He and his wife, Nancy, have three children and reside in Highland, Utah.

Tell us about yourself  
and your friends.

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