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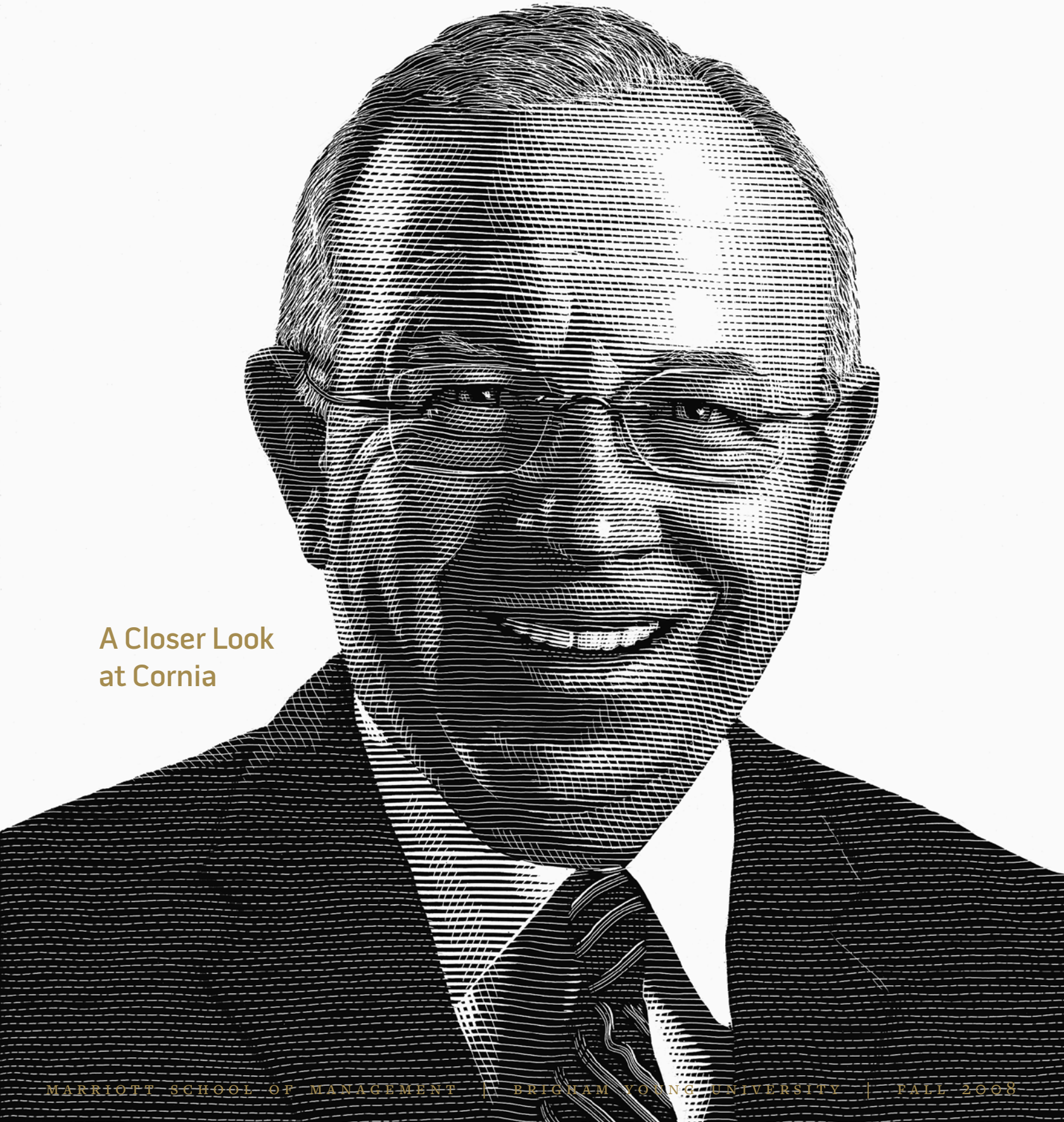
ALUMNI MAGAZINE



A Closer Look at Cornia

MARRIOTT SCHOOL OF MANAGEMENT | BRIGHAM YOUNG UNIVERSITY | FALL 2008

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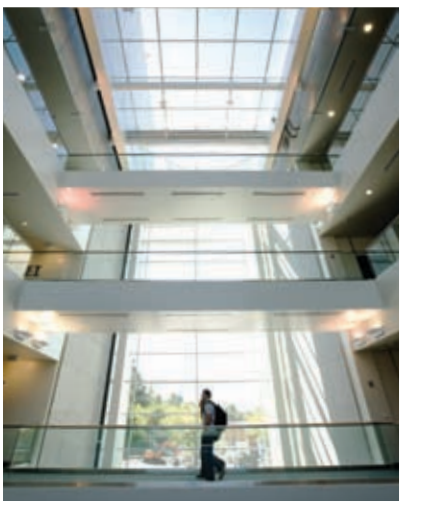

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Cover illustration by Mark Summers.

Doing What's Best

BY JIM STICE

In my previous assignment as director of the MBA program, I had the opportunity to travel the world in search of potential MBA students. Because of those experiences I met many individuals who have very little material wealth. Yet those who have so little faithfully pay their tithing so that we at BYU—faculty, students, and thousands of graduates—can enjoy the blessings that abound on this campus.

I have met faithful Saints who would give all of their worldly possessions for the opportunity to attend BYU, and I have had the haunting duty of informing many of those individuals that they will never enjoy the BYU experience. Yet they continue to sacrifice so we can be here. After looking into so many hopeful eyes, I have spent a great deal of time wrestling with the question, "Why do they give so I can be here?"

The only answer that comforts my conscience is that BYU is not here to bless the select few who are fortunate enough to study here. Instead, we select a few whose lives are blessed. They in turn are expected to go where the Lord would have them go to bless the lives of others.

At the Marriott School we are not about rankings, placement statistics, salaries, or the accolades of the world. These are side effects. A Marriott School experience is intended to change people who then are expected to go forth and use their influence and their example to change others. Tithe payers invest in BYU, and they deserve a return on their investment. That return is demonstrated through an enduring commitment to use our skills and abilities in building the kingdom of God. That is what we are about.

If all we do in the Marriott School is produce quality accountants, competent investment bankers, or capable HR managers, then we have failed in our obligation to those who finance us. To borrow from one of Elder Dallin H. Oaks' recent general conference addresses: "We should remember that it is not enough that something is good. Other choices are better, and still others are best." Preparing students for their first job is good—but not good enough. Developing future leaders in the business world is better. But preparing graduates to be leaders in their professions, their communities, their churches, and their homes while explicitly instilling in them a commitment to go forth and build the kingdom is best.

Those associated with the Marriott School have a wonderful opportunity and a tremendous obligation. We must never forget those who sacrifice so much for those who work and study here. We cannot forget what they expect of each of us—a commitment to do what's best.

Sincerely,

Jim Stice
Associate Dean

Marriott Alumni Magazine | Fall 2008

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Inside the Classroom

STINT WITH TECH START-UP BROADENS PROFESSOR'S VIEW

An average person attending a lecture about "model-driven system development" would likely be lost and confused within minutes. Likewise, as Stephen Liddle has attempted to teach this concept in his ISys 532 class, he is often met with blank stares.

"It's been like pulling teeth to get my students to buy into this concept," Liddle says. "I was puzzled as to why it was so difficult to motivate them."

However, those currently enrolled in ISys 532 will have the unique opportunity to learn from a professor who has gained a whole new perspective.

"This year I learned more about modeling approaches and discovered I was going about it the wrong way," Liddle explains.

This insight, among others, has taught Liddle that technology entrepreneurship should not be something that is merely read about in textbooks or theorized about in the classroom—it is a hands-on learning experience that can only be understood after dealing with the issues and challenges a real start-up company faces.

Liddle, professor of information systems and director of the Rollins Center for eBusiness, spent the last eight months on half-time leave from BYU, working with a start-up technology company. He acted as chief technology officer, which led him to deal with issues concerning everything from engineering to management.

"This experience has taken me a long way down the road to a vastly improved understanding of how a start-up lives and breathes."

—Stephen Liddle

"I have been able to hone my technology skills, hone my management skills, and get more hands-on experience I can use in my teaching," Liddle remarks. "I still have a lot to learn, but this experience has taken me a long way down the road to a vastly improved understanding of how a start-up lives and breathes."

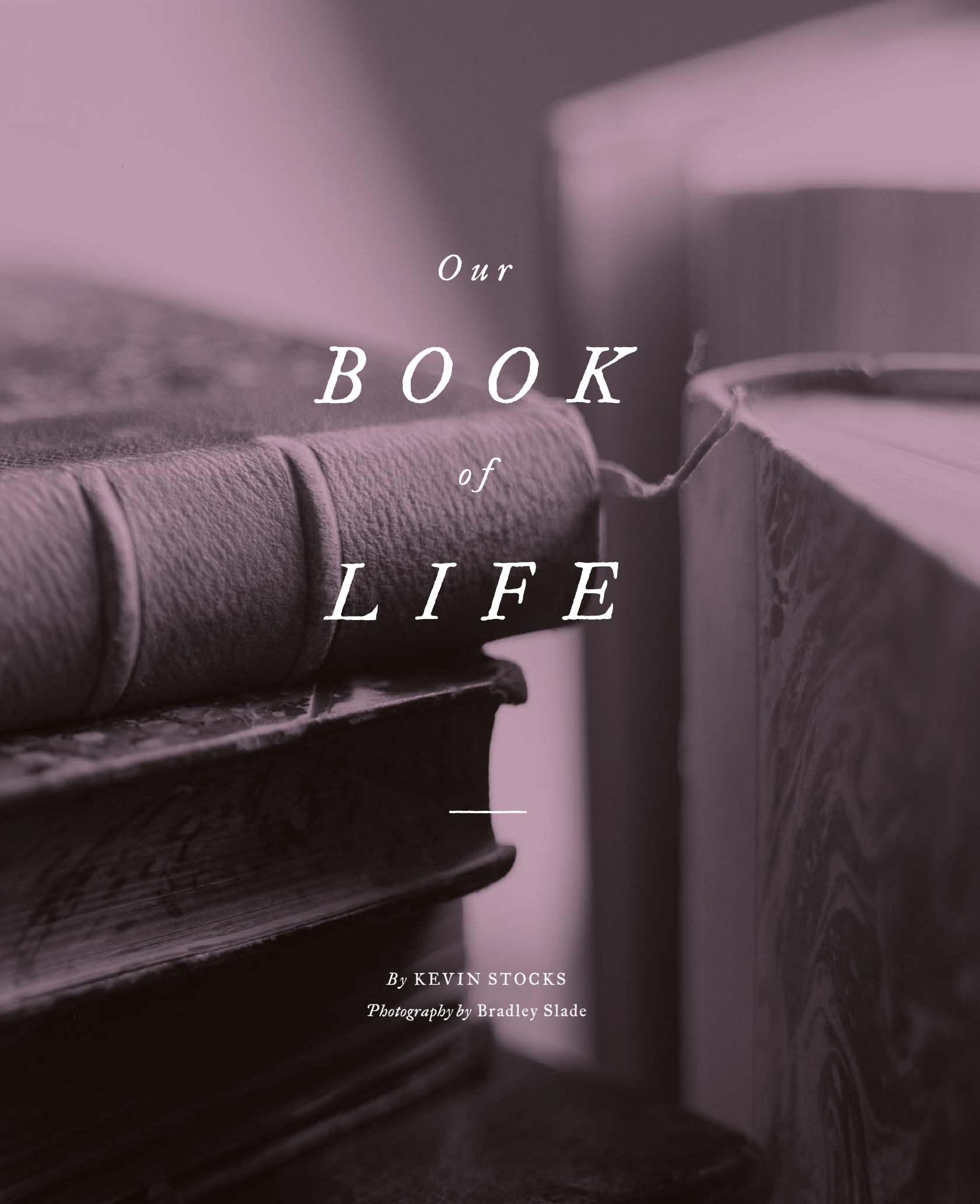
Liddle plans to tweak or even revamp some of the classes he teaches, including ISys 532, to incorporate the knowledge he has gained and help his students better understand theory and principles through hands-on activities. "There are a thousand details about working with a company that are impossible to predict, even if you have a solid theoretical background," he says. "But I will be able to use examples, share war stories, and better prepare my students for the specific challenges they will face as e-business entrepreneurs."

One of the key things Liddle plans to teach his students is the importance of learning how to build a unified team of people with different personalities. He says the ability to adapt to how others react in certain situations is crucial to reaching a company's goals.

"I have really enjoyed helping to build this team, and then seeing them face challenges and overcome them together," he remarks. "Having an idea is great, but being able to work together and execute on that idea is much more important."

Although he feels he has almost had to earn a degree in organizational behavior to handle some of the challenges, Liddle believes that the management experience will make him a better director of the eBusiness Center, a better judge for business plan competitions, a better speaker during the e-business lecture series, and a better mentor.

"Whether this company falls on its face or achieves great success in the future will not affect how beneficial these lessons have been to me," he says. "I highly recommend this type of professional development leave to other faculty members."



Our BOOK *of* LIFE

By KEVIN STOCKS

Photography by Bradley Slade

INTRODUCTION

IN 1988 I WAS WITH MY BROTHERS AND SISTERS when the conversation drifted to our father, who had passed away many years earlier. We shared our memories of Dad: his ways of doing things, his favorite sayings, our fishing trips where all he did was bait hooks, and so forth. I was surprised when my youngest sister started to cry during this conversation. She reminded us that she was only six years old when Dad passed away. While she was happy to hear our memories, she was sad that she had few memories of him.

That experience bothered me for several weeks. Being the oldest child, I had many memories of my father and could not imagine life without those memories. It bothered me further when I realized that my wife and most of the spouses of my siblings had never met Dad and that my children and their cousins would never know their grandfather. I enlisted my

wife's help, and we set about for the next several months compiling a book about my father.

We contacted extended family, friends, work associates, and church leaders who interacted with Dad and asked them to write down their memories of my father. We made copies of pictures, news articles, and documents showing his special achievements. After many months of effort, the book was finished, and we gave copies to family members as Christmas gifts.

BOOK OF LIFE

Although this book is of great value to our family, it really does not convey anything more than a glimpse into who my father really was. What would be needed is a more complete book. There is such a book. The scriptures call it the Book of Life.

The Book of Life is described in the Bible Dictionary as "the sum total of ones thoughts and actions—the record of his life."

As I contemplated what I could learn about him from reading my father's Book of Life, I began to wonder about my own book—and what was being recorded there.

As an accounting professor I find the idea of keeping books nothing new. One of the many responsibilities of an accountant is to keep the books or record the activities of organizations. These books are then used to analyze the performance of the organization.

In thinking about my Book of Life, I wondered if I could apply some of the principles accountants use. For example, one principle of accounting is that each organization keeps its own set of books. If you want to see what Bank of America is doing, you do not look in the books of Johnson & Johnson Company. The books of any enterprise are the records of the activities of that enterprise. The books of a local restaurant look very different than those of McDonald's, even though these two enterprises are in the same industry. The books of an enterprise in India will differ from those of an enterprise in China or Australia. The key is that every enterprise keeps its own books, and each enterprise is evaluated according to what that enterprise did given their size, location, market, and so forth.

So it is with our Books of Life. My Book of Life will be very different than that of a friend in Atlanta, a cousin in Florida, or a professor in Chile. It will be different from that of my bishop, my neighbor, my brother, or my father. Each one of us has our own unique Book of Life. We need not compare ourselves with others.

PARABLE OF THE TALENTS

I have always found the parable of the talents to be interesting. In Matthew 25 the parable begins with the Master giving His goods to His servants. Verse 15 states: "And unto one he gave five talents, to another two, and to another one; to every man according to his several ability; and straightway took his journey."

Notice that the master did not give each servant the same amount; he gave to each according to their individual abilities. The first servant worked to increase his five talents to ten; the second servant increased his two talents to four; and the third servant buried his one talent to preserve what he had. Of interest to me is the master's response to the first servant in verse 21: "Well done, thou good and faithful servant: thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord."

The second servant had started with fewer talents than the first and ended up with only four. The master's response to the second servant was identical to his response to the first servant. It was not a matter of comparing the first servant to the second servant; it was a matter of each being evaluated for what they did with what they were given. So it is with us. It is not a matter of being compared to others; it is a matter of what we do with what we have been given.

In the eighth grade I took a PE course. I came to this earth with a body that has a few odd parts. Fortunately, and at times unfortunately, the competitive spirit I came with far exceeds my physical capabilities. I proceeded to take this PE course, vowing to get an A. Unfortunately, pull-ups were a problem, rope climbing was not good, and several other requirements of the class presented me with major challenges.

At the end of the term, I received a C grade for my achievement in the course. I was devastated and just a bit concerned what my father would say. When I got home, Dad looked at the grade and said, "Great, straight A's. I am proud of you." You see, the school reported two grades for every class, one

grade for achievement (the C that I received) and one grade for effort. Dad only looked at the grade for effort. As long as my effort was A-level, the level of achievement was not a concern to Dad.

As long as we do the best we can with whatever we are given in this life, it will be accepted by our Heavenly Father. We need not compare ourselves with others.

BALANCE

Another principle of accounting that can be applied to our personal Book of Life is that of balance. Many of you have taken Accounting 200. One of the first things learned in Accounting 200 is that everything is in balance—debits always equal credits. All transactions have a debit and an equal-sized credit, with no exceptions. If you get a machine, you either give up cash or incur debt. If you recognize revenue, you recognize cash or a receipt. The books are always in balance.

How about in our Book of Life? I think it is fair to say that at the very basic level, we all know that if we do what is right, we will be blessed. Conversely, we know that if we do not do what is right, we will not be blessed.

Take receiving blessings as an example. Doctrine and Covenants 130:20–21 states:

There is a law, irrevocably decreed in heaven before the foundations of this world, upon which all blessings are predicated—

And when we obtain any blessing from God, it is by obedience to that law upon which it is predicated.

Obedience brings blessings. Everything is in balance. Debits equal credits.

Another example of the principle of balance is found in 3 Nephi 14:7–8:

Ask, and it shall be given unto you; seek, and ye shall find; knock, and it shall be opened unto you.

For every one that asketh, receiveth; and he that seeketh, findeth; and to him that knocketh, it shall be opened.

Think of the Word of Wisdom, the sacrament prayer, and other such teachings where a given action is promised to result in certain blessings.

Now, there are times in each of our lives when we may feel that doing what is right does not result in blessings, that our prayers are not being answered, or that our particular challenge is just too much. In essence, we question the existence of balance as it applies to our lives.

I have a young nephew who went to work last summer on a road-paving crew to earn money for his mission. One day a car on the other side of the divided highway crossed the median and all lanes of traffic and pinned my nephew against a concrete barrier. He had been looking the other way and never even saw the car. Although my nephew felt blessed to escape death, his left foot was crushed. After months of trying to save the foot, it was eventually amputated. One might ask, "Why?" This is a good young man, working to fund a mission so that he can serve the Lord, who, through no fault of his own, suddenly finds himself in bed for six months trying to heal his foot only to have it amputated. Why? Where is the balance?

We are not alone in these feelings. Doctrine and Covenants 121 and 122 were given to the Prophet Joseph Smith while he was in Liberty Jail. In section 121, verses 1–6, the prophet pleads with the Lord to remember the Saints in their suffering. In verses 7–8, the Lord responds to the prophet, saying:

My son, peace be unto thy soul; thine adversity and thine afflictions shall be but a small moment;

And then, if thou endure it well, God shall exalt thee on high; thou shalt triumph over all thy foes.

As if to emphasize his point, in section 122 the Lord tells Joseph that even if he were called to pass through tribulation, accused of all manner of false accusations, torn from family and friends, cast into a pit, sentenced to death, and if the very depths of hell gaped open after him, it would be for his good. Although we may not see it and may experience much pain and suffering in the process, everything in our Book of Life—when considered in the eternal sense—is in balance.

Although we may not see it, everything in our Book of Life—when considered in the eternal sense—is in balance.

REPORTS

Every enterprise has three basic reports that come out of the books. The statement of cash flow describes the liquidity of an enterprise. Any enterprise must have enough cash to make needed payments—regardless of how else the enterprise is doing—or it will fail. The second report is

the income statement. An income statement describes how an enterprise has done during a period of time. The third report is a balance sheet. This statement conveys a picture of how the enterprise is doing at any point in time. The balance sheet holds the cumulative result of operations during the life of the enterprise.

Spiritual Cash Flow

As I think about my Book of Life, I can clearly see three similar reports. I have been asked to respond to a plea for help, comfort someone in pain or anguish, or give a priesthood blessing. What is needed to respond to these requests is a reservoir of righteousness—a reserve of spiritual cash. When these requests come, the time to prepare is past; you either have the spiritual cash on hand or you don't. There is no more terrible feeling than to be asked to exercise your spirituality when you have not built a reserve. What you may have done in the past or what you may do in the future does not really help when faced with the need for the Spirit now.

How is your spiritual cash flow? The way to build this reservoir has been clearly outlined: prayer, scripture study, and obedience.

Spiritual Income Statement

All enterprises periodically give an accounting of how they have done during some period of time. In this report, all revenues or inflows as well as all expenses or outflows are reported. When revenues exceed expenses, you have a net gain. When revenues are less than expenses, you have a net loss.

How is your spiritual income statement? I hope that at the end of each day in our personal prayers we are giving an accounting to the Lord of the activities of that day. Regular interviews with parents cause us to give an accounting of what we have been doing. PPIs for home teaching or visiting teaching interviews give us an opportunity to look at our income statement regarding those responsibilities.

In business, almost all companies go through cycles of good years and not-so-good years. The best companies are those who work continually to deal with the challenges that come and show steady positive net income year after year.

People act in a similar fashion. Some individuals enter a ward with a splash of activity and participation when life is going well only to withdraw when challenges come. Some individuals are engaged in one activity or position and ride that for the rest of their lives. I have met many less-active members who will spend hours talking about their missionary service as if it justifies their current lack of involvement. Remember, net income is measured for each period of time, and a positive net income one year does not automatically result in a positive net income during any other year.

Spiritual Balance Sheet

The third report found in all organizations is the balance sheet, which shows where an enterprise is at any point in time. It shows the assets of the enterprise, or things that an enterprise uses for its operations: cash, inventory, buildings, and land. On the other side, the balance sheet shows the liabilities, or what is owed others: accounts payable, loans payable, and notes payable. And it shows the equity or total amount invested into and earnings retained in the enterprise by the owners of the enterprise. In every balance sheet, assets = liabilities + owners' equity.

As I think of my life's balance sheet, the assets in this type of balance sheet can be found in Doctrine and Covenants 4:5–6: "And faith, hope, charity and love, with an eye single to the glory of God, qualify him for the work. Remember faith, virtue, knowledge, temperance, patience, brotherly kindness, godliness, charity, humility, diligence." The sixth section of the *Preach My Gospel* manual describes these as "Christlike attributes" and adds obedience to the list.

Take a moment and think about someone outside of your family who has had a major impact for good in your life. I think of an old Scout leader named Charlie Murray. Brother Murray would spend hours with us on camps and service projects. I really enjoyed being with him because he was fun, and he would tell us what he thought about what we were doing in our lives. How he survived winter camp with the twenty Scouts in our troop is still a marvel to me. What makes a person special is his or her level of faith or hope or charity or the balance in any of the assets in the balance sheet of life.

Let me return for a moment to the question posed earlier about why good people face difficult, sometimes painful challenges. When all is going well in my life, I find it hard to develop tolerance, build my patience, or work on my humility. If things are great, hope is not a problem, and temperance comes easy. Many if not most of the assets in our eternal balance sheet can really only increase when we are working through challenges and difficulties. I do not in any way minimize the pain we might feel, but our attitude and perspective can make a significant difference in how we deal with challenges.

On the other side of the balance sheet are liabilities and owners' equity. We all have a good idea of what the liabilities are in our books. Every time we fail to keep a commandment, we increase our liability balance.

The owners' equity section of any balance sheet starts with the contributions of the owners of the enterprise. Consider that everything we have, including life itself, is from our Creator. Further, the blessings we receive throughout our lives come from obedience to His commandments and adherence to the covenants we have made. In essence, whatever equity we started with and any increase that has occurred is from the Lord. The owner of the owners' equity section of our balance sheet is the Lord. Even more wondrous is that through the Atonement, Christ has already paid for our liabilities (sins). The scriptures tell us repeatedly that our liabilities will be forgiven if we repent.

Do we realize what an incredible blessing this is? The Lord has paid for all our liabilities, and they will be eliminated eternally from our Balance Sheet of Life if we repent and keep the commandments. At some point we

Whatever equity we started with and any increase that has occurred is from the Lord. Even more wondrous is that through the Atonement, Christ has already paid for our liabilities.

will be before our Father to give an accounting of our activities while on this earth.

YOUR BOOK OF LIFE

Keeping a written history of our life on earth is a very important responsibility. Such histories bind generations of families together. I certainly encourage all to write personal histories.

At the same time, it is important to recognize that we are all, day by day, moment by moment, writing our Book of Life. Although not written on paper, the entries in this book are just as real and will have an eternal impact.

When I was born I had a number of physical challenges, the most serious being a deformity of the heart. At the age of nine, I had open-heart surgery, which at the time was in an early experimental stage. I was given a 50 percent chance of surviving the surgery. Obviously, I survived the surgery, and I have had no heart problems since.

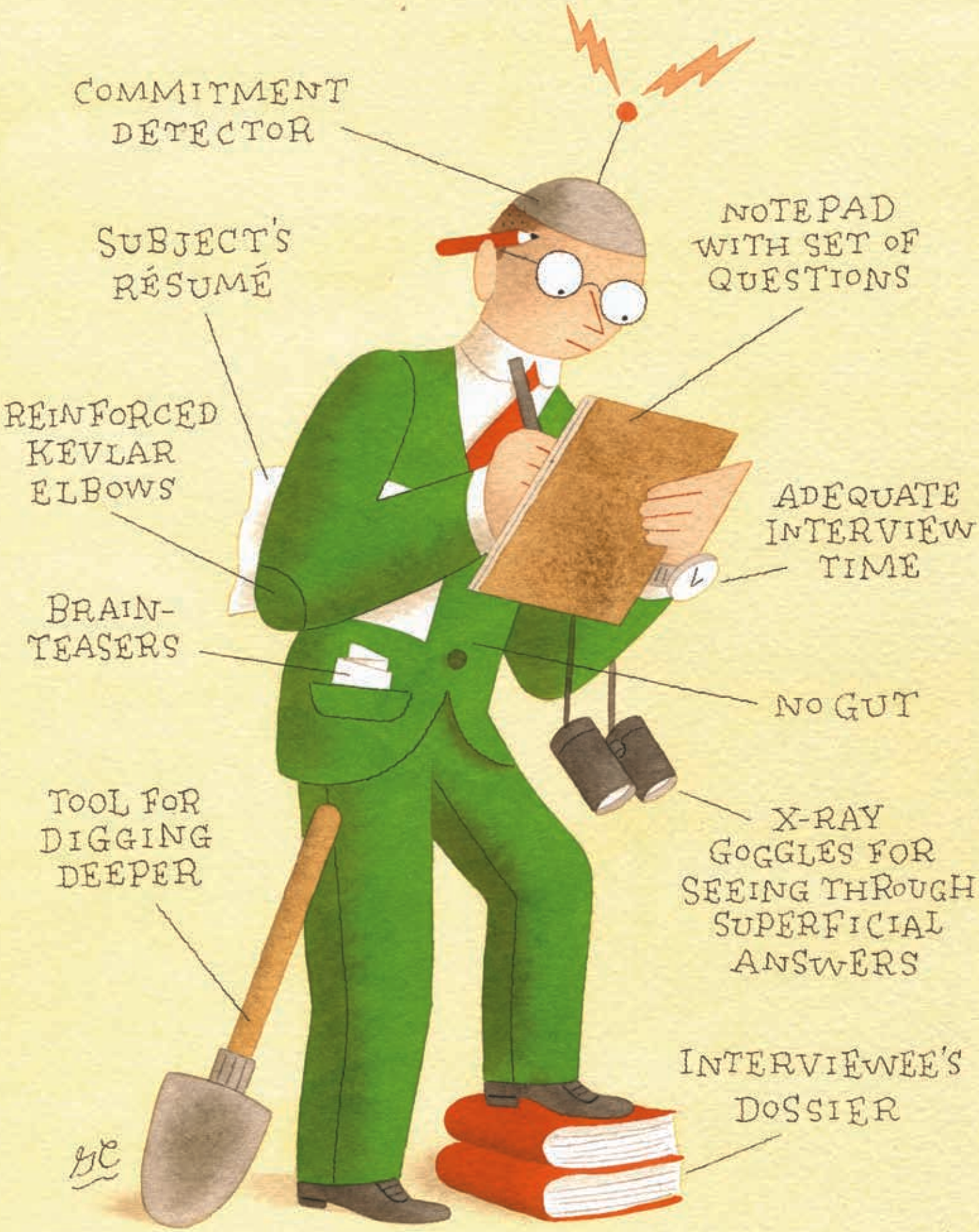
Looking back at that time, there were two truths I knew then and still know today. The first was that the Lord knew me individually and was watching over me. I knew that because He loved me, everything would be okay, regardless of what I had to go through. That knowledge has been a tremendous blessing as I have faced various challenges in my life.

The second was that I had been given many blessings and that my life has a purpose. I also knew that with these blessings came a tremendous responsibility to do all I could to be worthy of that which I have been given.

The same is true for each of you. Each of us has a responsibility to live such that our Book of Life reflects actions taken that will permit us to return to live with Him forever. Of this I testify in the name of Jesus Christ, amen. M

ABOUT THE SPEAKER

Kevin D. Stocks is director of the School of Accountancy. He has been on the accounting faculty for twenty-five years. He and his wife, Donna, have five children and two granddaughters.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BRAIN-TEASERS
NO GUT
TOOL FOR DIGGING DEEPER
X-RAY GOGGLES FOR SEEING THROUGH SUPERFICIAL ANSWERS
INTERVIEWEE'S DOSSIER

Outfitting An INTERVIEWER:

HOW TO DIG A LITTLE DEEPER

By Donald Smurthwaite • *Illustrations by* Greg Clarke

Every member of the working world seems to have a horror story about an interview gone wrong, where the interviewer performed in a less-than-sterling manner. Maybe it was a clueless interviewer who didn't bother to read your résumé or an overbearing windbag who didn't let you get a word in edgewise. Then there's the oblivious interviewer who doesn't remember your name or the baggy-eyed boss who can't stifle a yawn while asking about you. In more serious cases, perhaps the interviewer strays off into either unethical or illegal territory.

Those interviews are frustrating, discouraging, and have prompted untold numbers of prospective employees to leave the office muttering, "I didn't really want that job anyway. I can do better."

Maureen Moriarty knows that a good interview is a shared responsibility. As owner of Pathways to Change, a human resource consulting firm in Seattle, she's worked with thousands of people trying to prepare for interviews, both those answering the questions and those asking the questions.

Her own interview nightmare occurred when she was ushered to the top floor of an imposing building in Southern California to meet the chairman of the board of a large, well-known corporation for a final job interview, with "final" being the operative word.

She had met previously with the president of the corporation in an interview and did well enough to advance to the next round. "He tried to warn me before I went to interview," Moriarty says. "He told me that three

people had held the job in less than a year, and all three had left for the same reason: the chairman of the board."

Moriarty strode into the interview room, and the vibes were bad from the start.

"I couldn't believe how incredibly rude and abrasive he was. He was ranting and raving about the incompetency of the people who had held the job before. It was a big sign that this was not going to be a good fit," Moriarty says.

It Works Both Ways

Interviews work both ways. The person asking the questions and the job candidate share responsibility for a quality interview. Veteran human relations professionals, in fact, say there is as much responsibility on the person asking the questions as there is on the job seeker. In some cases, more than one job might be at stake—the prospective employee's and the interviewer's. Many careers have taken an abrupt turn for the worse when a bad hire was made.

From the standpoint of the prospective employer, what elements go into a good interview? The experts agree that the best interviewers share several common characteristics. They prepare intensively for the interview. They strive to get beyond superficial answers. And they rely on a set assessment technique that helps them to objectively analyze a candidate, rather than hiring based on a gut feeling.

"Interviewees, sure, I know they feel pressure, but there's also pressure on me. I have to find the right candidate," says Bill Brady, director of the Marriott School's Business Career Center, who estimates he's interviewed 3,500 job candidates as a human resource executive for several private firms. "They are there to make money for your firm. The pressure is on the recruiter to find someone who will help the firm achieve that."

And it's not just the prospective employer who is making a judgment. "Remember, the applicants are judging if it will work out for them," says Moriarty, who has more than twenty-five years' experience in the field of human relations. If the interviewer

Nothing to Mock

Sometimes, Bill Brady's job is to instill confidence. At other times, it's to take a job candidate down a few notches. Always, it's his aim to help business school students see themselves more clearly and help them land that first job after graduation.

Brady is one of several BYU administrators who conduct up to 150 mock interviews each year. It's a service that the Marriott School offers its students to give them a competitive edge.

"I interview them just as a prospective employer would," Brady says. That often means a no-holds-barred interview, with questions designed to bring out the best, spot the worst, and challenge the students in ways they may never have dreamed of. That includes asking tough questions, posing difficult hypothetical situations, and occasionally trying to knock them off balance with a question that seems to come from nowhere. A favorite of Brady's: How much does a 747 weigh? Loaded and unloaded?

"We've learned that we can prepare them best through the mock interview method," he says.

The preparation works both ways. Brady studies the student's résumé before each session. He tries to find out what firm they'll be interviewing with. Then he designs an interview that he believes will most parallel what the student will face.

If that all sounds like a lot of work, that's because it is. "It's tedious sometimes," Brady admits. "But with some preparation, I can pretty well ask them the same things the interviewer will."

About half of the students participating in the mock interviews "can't interview very well, they know it, and they know they need to learn how." About 45 percent "just need the experience." The remaining 5 percent, Brady says, are overconfident. "They're not getting job offers because they don't understand the way they come across." Of those students, Brady says, "I want to humble them a little."

The lesson in humility may come via a direct challenge. If an interviewee claims he was responsible for a $5 million program, then Brady is likely to bore in. What exactly were you responsible for? How does that translate to $5 million? Did you share that responsibility with others? Are you taking too much credit?

A DVD camera records the sessions. Sometimes, Brady will stop the interview on the spot and analyze an answer with the student. At other times, he'll go through the entire interview, which usually lasts a half hour, and then play back the DVD.

Either way, they get feedback on the spot, which doesn't always sit well with the people fielding his questions.

He tells of one instance where a well-qualified woman had plenty of first interviews, but that was all. Not far into her mock interview, Brady stopped her and said, "That's a stupid answer."

"I could tell I hit a nerve, and she asked why it was a stupid answer," Brady says. He explained that she was coming across too much like a cheerleader.

"Then came the 'aha' moment. She said, 'I thought that's what I was supposed to act like,'" Brady recalls. "She had all the tangibles. She just wasn't interviewing correctly. She made changes." The result? The young woman landed a good job in the finance department of a major technology firm.

Brady's tough-love approach is designed to bring out the best in students and build their confidence. But don't expect him to put on kid gloves. He's trying to prepare students for the real thing.

"I tell students to plan on the mock interview being the toughest they'll ever have so when they face real-world interviews they should be easier," he says.

botches the job, the best and brightest will go elsewhere.

It all adds up to a delicate dance, with high stakes. Careers and futures are in the balance. And the best interviewers start well before the first question is asked.

Prepare, Prepare, and Then Prepare

If you wait until the job candidate shows up before you leaf through the résumé, you're already on your way to a bad hire. One key to sorting through job candidates is what you do before the interview. Preparation is a great investment of time. Winging an interview is risky business for a potential employer.

"First, define what you really want from the person and the position. That's really harder than it sounds," says Dave Jennings, a former Marriott School associate professor of organizational leadership and strategy. "Most people have a vague idea of what they think they want: 'Oh, I'll know it when I see it.'"

The résumé is a good starting point, but it's just that—a place to begin, Jennings says. The basics of the job, knowledge, skills, and abilities should be clearly established in the interviewer's mind.

Brady suggests: After becoming familiar with the résumé, "build a set of questions. Bring out what the employee will face on the job. Establish a level of competency for the job."

That requires extra preparation, but it's worth it if you want to get beyond the superficialities and really find out what makes the prospective employee tick and if they'll be a good fit for your organization.

"Pay the price to know what you want," Jennings says.

Beyond the Surface

The footwork is done. The candidate enters the room. The handshake is over. It's time to get down to business. What comes next?

With so much on the line, it's no surprise that experienced interviewers develop their own assessment techniques to help them dig out the information and make a judgment about the people they interview. Moriarty calls her approach "the three Cs."

The first is capability, which focuses on "their knowledge, experience, and skills and how they match up with the job." In other words, does the candidate have what it takes to do the work?

Next is commitment. "That boils down to how much they want the job and their willingness to work. Commitment is either there or it's not. It's not something they will develop after they've been hired."

Last is chemistry. "Will they fit? Will they be a part of the team?" Moriarty asks. With many firms experiencing more pressure in the workplace, it's hard to underestimate the value of good workplace chemistry.

Brady adds, "I'm always looking for 'fit.' I assume the technical skills are there, that their degree represents a body of knowledge that I know I can evaluate. But I'm also looking for where someone will fit within the organization's culture and how they will fit within the team."

Jennings has his own version of Moriarty's three Cs. "I ask three questions about a person: Can the person do the job? Will the person do the job? And can we stand the person while they do the job?"

The *résumé* is a good starting point, but it's just that—*a place to begin.*

Digging Deeper

What's the best way of getting to second- and third-level questions, of going deep in an interview? Questions that require more than a cursory response are a must, the experts agree. Never let a job candidate get by with a "yes" or a "no" response.

Pose questions that require them to reveal how they would handle challenging situations. Ask them about times when they failed. Ask them for examples of leadership.

Challenge points on their résumés. Think up hypothetical questions or pop a case study into the interview. Ask a brainteaser, a question with a built-in puzzle that may have little or nothing to do with the job they're seeking.

Brainteasing questions are again becoming popular, Brady says. One question that he likes is "How many yards of denim are people wearing on campus at this moment?"

There is an answer, he says. You find it by estimating the number of students on campus, the percentage of those probably wearing denim, the approximate yards of denim they are wearing, and then do some quick calculating. "And then you add in the faculty," Brady says, smiling.

Math problems are also popular, especially when interviewing for technical or engineering positions. For example, what is the sum of numbers between one and fifty? What is the degree of separation between the hour and minute hands of a clock at 3:15 a.m.?

The point of brainteasers may not necessarily be to arrive at a correct answer, but rather to show how a job candidate reacts to pressure and performs in unexpected circumstances.

Going deep may also mean it's story time.

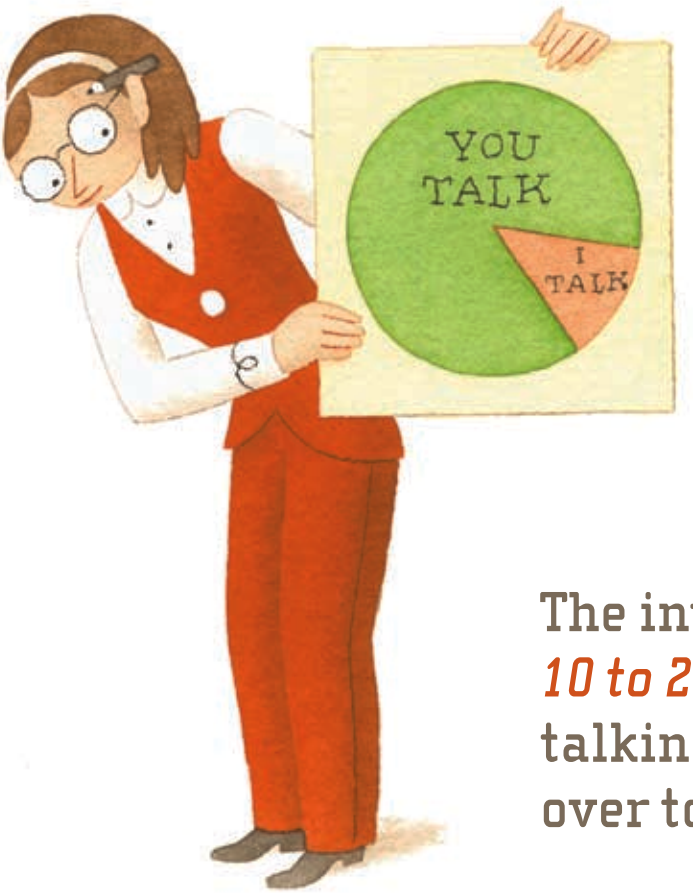
"Open-ended questions are helpful," says Dick Smith, director of career management for BYU's MBA program. "It gives interviewees a chance to tell a story, if they have one to tell. It's what gets them talking, allows them the chance to express themselves. You can better understand their thought process, how they solve problems, and how quickly."

Moriarty is a firm believer in these behavioral-style interviews. She has a friend who hands job candidates a blank sheet of paper and asks them to write a page for him. The topic is left entirely up to the candidate. "I cannot tell you how useful that is, and the volumes of information that surface," she says. "It tells you what is important to them, what they are thinking. It tells you how well they write, how they respond to an unexpected situation, and their clarity of thought."

Behavioral questions should be broad enough to allow job candidates lots of room for expression. What did you learn from working with difficult employees? What's the biggest mistake you've ever made on the job? If you had to cut one position from your staff of five, and they all were outstanding employees, how would you go about it?

Aside from brainteasers, most interview questions should be relevant to the job for which the candidate is applying. And the interview environment should be comparable to what the candidate will experience on the job.

"Be practical," Jennings says. "If the job is to call people on the phone, then let them know they'll be making a phone call as part of the interview. If it is to develop training, let them know they'll be expected to present a short training session. Let them perform what they'll be doing on the job."



Don't Just Go with Your Gut

Going with your gut feeling might work for buying a pair of shoes or a set of tires, but the thought of basing a hiring decision on a hunch elicits the same response from the interviewing gurus. It's something you should never do, they say. Never.

Moriarty recommends what she calls

The interviewer should spend *10 to 20 percent* of the time talking, with the rest turned over to the candidate.

Selecting based on a *gut feeling* often leads to *stomach problems* later on.

"the rule of threes" to help avoid getting stuck with the wrong employee. "First, interview at least three people. Second, have at least three people participate in the interview. And finally, check at least three references. Those are the minimums," she says. "That's especially true for smaller companies."

She has little sympathy for bosses who make their picks based on hunches. "After it's clear the new employee isn't going to work out, they say, 'I should have checked the references.' I tell them, 'You're right. You should have.'"

Jennings says a matrix is a good idea to help interviewers stay objective. "It can be simple—the name on one side, the qualities you want across the other. Assign a numeric rating for the qualities after the interview. Then, you have more to go on than saying to yourself, 'I like him or her.'" Unfortunately, he says, "Most interviews are just done from the gut."

And selecting based on a gut feeling often leads to stomach problems later on for a boss and other employees.

Only Fools Rush In and Out

Time is precious during interviews, for both the person asking and the person answering questions. As an interviewer, your decisions likely will have far-reaching consequences. It is a time to make each minute count—not a time to rush toward judgment. Yet hurrying through an interview and making a hasty pick is exactly what happens too much of the time.

"Most interviewers do too much talking and not enough listening. Always allow a candidate time to ask questions," Moriarty advises. "Many employers line up three or four interviews back-to-back, and they run out of time."

When time runs short, what's the first thing to go? The all-important "chance for a potential employee to ask questions and express themselves," she says.

Smith recommends that the interviewer spend 10 to 20 percent of the time talking, with the rest turned over to the candidate. Brady says, "The interviewer should control the questions. The interviewee should control the content."

And then there's the all-too-common pitfall of interviewers telling job candidates too much about how wonderful the company is. While talking up the company may feel good, "interviewers make a mistake by telling the candidate too much about themselves and the firm they represent. Keep to your task," Brady reminds.

Way Out of Bounds

Some questions simply aren't suitable during an interview. Inquiries regarding certain topics may be not only inappropriate but also illegal. Generally, inappropriate or illegal questions fall into one of nine categories: race, color, sex, religion, national origin, birthplace, age, disability, or marital/family status.

Even a seemingly friendly, ice-breaking comment such as, "That's a lovely ring you're wearing. Are you engaged?" or "Are you planning to have a family?" can lead to trouble.

"If you venture into inappropriate questioning and the candidate complains, your company could be subject to a lawsuit or a claim filed with the Equal Employment Opportunity Commission," says Alison Doyle, a job search expert, consultant, and author.

As transparent as it seems, many companies still aren't getting the message. The Equal Employment Opportunity Commission handles about eighty thousand complaints in a typical year, with collective settlements in excess of $400 million.

That's not good business any way you look at it.

There's Hope

With more than thirty years of experience in private business and teaching, Brady is in a good position to judge if interviewers' skills are on the upswing. "I am seeing an improvement in interviewers' preparation and abilities," he says.

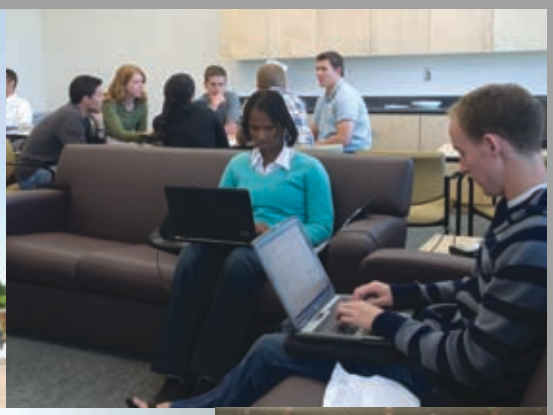
But that certainly didn't help Moriarty years ago when she entered the room to meet with the churlish chairman of the board. The results were predictable: Moriarty said, "No thanks," before the job could even be offered.

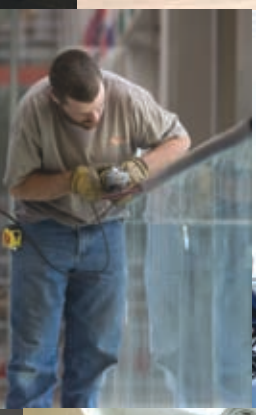
"He had a reputation. It was well deserved. People feared him," she says. And because of his poor interviewing skills, no one walked away satisfied. Moriarty decided against accepting the job and the firm was left to look for yet another public relations director. All of which leaves Moriarty occasionally wondering what might have been.

"Ironically, I know that I could have done the job," she says. "And done it well." M

About the Author

Donald Smurthwaite's own interview nightmare came when a prospective employer asked him, "Do you mind if I run some errands while we talk?" which turned out to be the only question he answered correctly. Smurthwaite is the author of seven books, dozens of magazine articles, and several slightly above-average letters to the editor. He earned his BA in communications from BYU in 1977.





Mission Accomplished

Students Explore Tanner Building Addition

As BYU students returned to campus on 2 September, they had the chance to catch up on one another's adventures, compare summer jobs, and explore the classrooms and corridors of the newly completed Tanner Building Addition.

The addition was finished in time for fall semester classes and within budget.

"I'm excited that everything came together so well, and I'm grateful for everyone who worked on this project," says Richard Dalebout, associate professor of business law and building committee chair. "Seeing the students in the hallways makes it all the more satisfying."

During August the construction crews wrapped up the addition's wiring, painting, paneling, and carpeting while the parking lot was paved and shrubs and trees were planted around the exterior. At the end of July, furniture began arriving in the addition, and the following month desks were installed in the classrooms.

"The addition fits so well with the existing building, it's as though it has always been here," says Joseph Ogden, assistant dean and building committee member. "We owe a lot to the many donors, architects, contractors, and designers who brought it to life."

The addition is scheduled to be dedicated this fall. The winter 2009 issue of *Marriott Alumni Magazine* will cover the dedication and include dozens of pictures of the completed building. M

SMALL BUSINESS SECURITY

NEW ENTREPRENEURIAL SOLUTIONS

by w. gibb dyer jr. / illustrations by gordon studer

When three women picked up their lunch bill of about $44 at a local Houston restaurant, they had no idea it would end up costing them more than $2,500. These women have since accused a waitress of stealing their credit card numbers and going on a spending spree—buying a computer desk, a forty-two-inch LCD TV, and video games with the stolen numbers.

"The bank said the magnetic striping from my card was stolen," one of the women said. "They took my name off but used my number."

The women said they remembered the waitress seemed nervous and was full of excuses about taking so long to process their cards. "She had the tickets in her hands. She was sorting through them, then said she messed up the tickets and was gone for a long time," recalls Johanna Marino, one of the victims.

Unfortunately, this particular incident is not that unusual. Retailers are increasing their dependence on information-processing systems, while thieves are becoming increasingly sophisticated at stealing identities. This combination makes securing a company's information systems even more critical in today's market.

Particularly small businesses and organizations are facing mounting pressure—from the government and consumers—to increase their security. For entrepreneurs this could be just the niche they've been looking for.

an emerging market

Government regulations regarding information security and privacy legislation have mandated that *all* organizations create systems to protect their information systems and the privacy of their patrons. One example is the realization by the Credit Card Associations (e.g., Visa, MasterCard) that their brand is hostage to the mistakes of every merchant who accepts their credit cards. The imposition of the Payment Card Industry (PCI) security requirements on all merchants who store, transmit, or process credit card information is an example of how security now has a tangible impact on merchants throughout the world.

Many consumers are not aware of these government regulations, but even so they are more demanding of their merchants in terms of security than ever before. For example, London-based TNS PLC, a market research company, found that 75 percent of online shoppers surveyed say they have abandoned a retail site at one time or another because of security concerns. A Javelin Strategy & Research study noted that 77 percent of 2,750 consumers polled said they would stop shopping at stores that suffer data breaches, whereas "85 percent will reward merchants who are perceived as security leaders with increased purchases."

The Ponemon Institute, an independent research organization, also reported that, of those merchants who suffered a data breach, 74 percent reported a loss of customers, 59 percent faced potential litigation, 33 percent faced potential fines, and 32 percent experienced a decline in share value. Such surveys note that today's retailers must be more adept at maintaining security or they will lose the goodwill of their customers. These conditions make it even more vital for businesses to ensure they are PCI compliant.

Until recently, security compliance issues were almost exclusively the concern of large enterprises. However, with the advent of increased risks and regulations, smaller companies are being forced to worry about compliance and, unfortunately, few have the in-house expertise or the financial resources to solve their security problems. But many of their worries have been eased, thanks to a growing number of new firms providing a wide array of options.

specific needs and challenges

Here's how two businesses could be affected by PCI standards:

Merchant

The owner of a restaurant needs to accept credit card transactions. His bank has informed him that he needs to comply with

PCI standards, but some standards are highly technical, and he does not understand them. Of the standards he does understand, he knows that the diner is not meeting a number of them. Until now he has been ignoring the issue, hoping it will go away, but his bank has now informed him that if he does not rectify the situation, he will lose his card-processing privileges, which would probably drive him out of business.

Furthermore, he has been placed on a list of suspect merchants, effectively preventing the transfer of his credit card business to another bank. The owner of the restaurant has called a few security vendors and found that even a simple set of solutions will cost several thousand dollars. He cannot afford this, but cannot afford the alternative—bankruptcy—either.

Bank

A bank recognizes that it is at serious risk of fines and penalties because the bulk of its merchant population is not in compliance with PCI security standards. Not only is it at risk of financial penalties, but it is also unable to meet its monthly compliance-reporting burden to the card associations. While the bank has encouraged its merchants to comply, the costs to the merchants of doing so are prohibitive. A compliance program that the bank has tried to initiate with merchants has had little impact.

capitalizing on the opportunity

Panoptic Security, a start-up company founded in 2007, is one of the firms developing new approaches to help small merchants bridge the gap between their security needs and the resources required to meet those needs by providing merchants with the security resources they need at a price they can afford.

The company's founders, Tim Cranny, Michael Wright, Peter Boucher, and Jim Kilgour—all experts in the security industry—recognized that most small business owners don't have the means to assess their security needs and come up with solutions on their own. Hence, the founders developed an "expert systems" model to assess a merchant's security needs.

Panoptic allows merchants to assess their security needs online for free. The company then provides low-cost solutions to bring the merchants into security compliance. The company also partners with other security firms to provide prospective clients with a full range of security services. Panoptic helps merchants, banks, and independent service organizations (ISOs) become security compliant by helping them understand what they need to do and then helping them do it for a small monthly fee. By recognizing this opportunity to help other companies, Panoptic has brought benefits to itself as well as to many other small businesses that needed help becoming PCI compliant.

Several other companies have been able to recognize this need for increased security and have risen to the challenge of satisfying both traditional and online shoppers. Qualys[1] and Comodo HackerGuardian,[2] among others, also offer security services. The VeriShield System by VeriFone[3] and Magnesafe by MagTek[4] are devices that encrypt credit card information as soon as a cashier or a customer slides it through the pin pad at the register, making it impossible for hackers to read the information, even if they were adept enough to get into the system. MAXX Business Solutions offers merchants a free upgrade on credit card processing equipment to help their customers feel safe with up-to-date technology that ensures maximum protection.[5]

Another weakness in security involves email. Information security and compliance management firm Trustwave considers email to be a primary and secondary attack vector

for fraud schemes. Trustwave's mailMAX product is a robust email filter that protects end users from invasive and destructive phishing and pharming scams.[6]

A recent case study by PC Universe shows how companies who help other businesses with security issues can benefit everyone involved.

Hacker Safe Search Feed is a service that automatically integrates the Hacker Safe seal into comparison-shopping listings. In the first month after implementing Hacker Safe Search Feed on PriceGrabber.com, revenue on traffic from that site increased 109 percent for PC Universe Inc., while average order value increased more than 22 percent.

During the same time period, revenue on traffic from comparison sites without Hacker Safe Search Feed dropped 50 percent.

"Hacker Safe drives more clicks from comparison shopping sites when we're looking for ready-to-buy consumers, and it helps us convert better after shoppers arrive on our landing pages," says Patrick Colletta, PC Universe director of e-commerce. PC Universe first tested Hacker Safe on its own site, in which half the visitors saw the Hacker Safe seal and half did not. During that test 7.3 percent more orders came from Hacker Safe shoppers than from the control group.

Even established companies are getting in on the act by developing new tactics to help other businesses increase security. For example, SonicWALL, founded in 1991, provides internet security solutions and appliances to businesses around the world. The company recently announced that it was helping merchants meet broadband security requirements by installing firewall devices and wireless LAN security products that protect customers' information as it is sent through cyberspace.[7]

fines and penalties for noncompliance with security standards

The following fines may be imposed upon merchants that do not comply with PCI Data Security Standards, Visa's Cardholder Information Security Program (CISP), or MasterCard's Secure Data Protection program (SDP).

visa

Fines for noncompliance with CISP

- First violation—$50,000 fine
- Second violation—$100,000 fine
- Third violation—Discretion of Visa USA

mastercard

Fines for noncompliance with SDP

- First violation—Warning letter and up to $2,000 fine
- Second violation—Up to $2,000 fine
- Third violation—Up to $25,000 or merchant termination or both

compromised merchant liabilities

If a merchant is compromised, it may be subject to the following liabilities in addition to the fines associated with noncompliance:

- All fraud losses perpetrated using the account numbers associated with the compromise (from date of compromise forward)
- Cost of reissuance of cards associated with the compromise (approximately $50 per card)
- Any additional fraud prevention/detection costs incurred by credit card issuers associated with the compromise (e.g., additional monitoring)

As a result of the increased need for security, many firms are rising to offer innovative solutions. This should help customers breathe easier as they type in their credit card numbers or hand their cards to cashiers. Merchants who act quickly to implement security measures may subsequently avoid fines and penalties while building revenue and enhancing customer trust.

conclusion

By capitalizing on the market to help proprietors become PCI compliant and more secure, many new companies have found a profitable niche. Seizing such opportunities is what entrepreneurship is all about—finding a need and filling it. The benefits are tangible—especially if you want to avoid a $2,500 lunch tab. M

notes

1. www.qualys.com
2. www.hackerguardian.com
3. www.verifone.com
4. www.magtek.com
5. www.cmscreditcards.com
6. www.greensheet.com
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about the author

W. Gibb Dyer Jr. is the O. Leslie Stone Professor at the Marriott School. He earned his PhD from the Massachusetts Institute of Technology. *He would like to thank the management team of Panoptic Security (www.panopticsecurity.com) for its help in preparing this article.*

A **Closer Look** at Cornia

Gary Cornia Succeeds Ned Hill as Marriott School Dean

By Emily Smurthwaite
Illustration by Mark Summers

When Gary Cornia was a missionary in Maryland's Chevy Chase ward, he got used to seeing new faces in the investigators class. But visitors often did double takes when J. Willard and Alice Marriott, two of Washington, D.C.,'s most prominent figures, sat next to them on the metal folding chairs.

"Can you imagine how powerful it was to bring people to church and have the Marriotts in your Sunday School class?" Cornia asks. "They were absolute paragons of what the church is all about."

Their presence impacted not only the visitors but also Cornia, who began his tenure as Marriott School dean 1 July. "People like the Marriotts, who came from humble backgrounds, made me think that perhaps I could do something with my life. School suddenly became important to me, finding a profession became important to me, and it was because of my mission experience and meeting people like the Marriotts," he recalls.

As Cornia takes the helm of the school bearing the Marriott name—at a time when the school is physically expanding and its reputation is climbing—those experiences in the investigators class have come full circle. Cornia's colleagues are confident his affable personality, vast experience, and goals will motivate new students and keep the school on its upward trajectory.

A Look Through Cornia's Eyes

Recently Cornia and his wife, Laurel, were watching the play *A Catered Affair* in New York City. In one scene a man says to his niece, "You've just gotta close your eyes, take a deep breath, and go."

The line resonated with Cornia. "Life is about taking deep breaths and doing things—and having fun is very important," he adds. "Coming to work and enjoying being at work is important, just like going home and having fun is important."

Cornia makes every attempt to live that philosophy. A joker, a laugher, and an occasional heckler at BYU sporting events, his sense of humor precedes him. "My kids would say, 'Our dad has mastered the art of embarrassing us, and we have mastered the art of giving the polite laugh to get him to stop.' I embarrass them no matter where or what we're doing."

Whether good-natured teasing or witty banter, it's hard to walk away from a conversation with Cornia without a smile. "Gary's sense of humor is the best part of his personality," says his wife, Laurel. "He's always peppering conversations with quick, funny remarks. He really likes to make people laugh."

That sense of humor is coupled with a hardworking nature that literally keeps him on his feet—professionally and personally.

Cornia at a Glance

Married: Thirty-nine years to Laurel; five children; six grandchildren.

First date with Laurel: She asked him to a high school girls' choice dance because her best friend liked one of Gary's friends.

Education: PhD, public finance, Ohio State University–Columbus; MS, economics, Utah State University; BS, economics, Weber State University.

Accomplishments: Cornia serves on several boards and committees such as the Land Reform Training Institute in Taiwan and the Utah Governor's Tax Review Commission. He has also been an adjunct faculty and visiting senior fellow at the Lincoln Institute of Land Policy; a visiting faculty and visiting scholar at Georgia State University; and a Reilly Fellow at Louisiana State University.

Favorite tax deduction: "Anyone I can use."

When not on campus, you can find him: Gardening with his wife, playing with his grandchildren, or planning a trip to Europe.

Favorite types of books: Historical books—especially those about World War II—or good novels.

Things he's banned from: Cooking, baking, or tinkering with anything mechanical.

Last request: His family is supposed to place a gallon of burnt almond fudge ice cream in his coffin.

"He's always on the go," Laurel says. "He works hard every day. He loves going to work and helping students."

Cornia starts most days at 5:30 a.m. with a run around his neighborhood; he's worn out more than a few pairs of jogging shoes. "But calling it running might be a stretch," he quips. "Nobody uses a speed gun on me."

And just in case you're not convinced that Cornia's a mover, here's another fact: he often eats standing up, a trait he inherited from his mother. "I have no idea why I like eating that way," he says. "When I'm at a family party, they know I don't need a chair."

"One of the things I've enjoyed the most about my life is being able to **watch my students develop professionally and influence the world,"** he says, smiling.

A Look Back

Cornia, who has served as director of the Romney Institute of Public Management since January 2004, is aware that some may wonder how an economist ends up as dean of a business school.

"The important thing is that I've been in management classrooms for twenty-eight years and have published in business journals. I've been involved in some interesting policy issues at the university level and as a college and department administrator," says Cornia, who served as Marriott School associate dean from 1991 to 1998. "I don't pretend to know everything, but I have some sense about how universities, colleges, and departments operate. Quality work in any discipline is quality work. I value that and have tried to exemplify that."

While a college student, Cornia was fascinated by the way economics taught him to think and to act. He started at BYU teaching macroeconomics in 1980, which evolved into a passion for taxes. "I now have focused almost exclusively on public finance. I love that discipline; I love talking about behavioral and public finance and getting taxes right to encourage the growth of cities, states, and business activities," he says.

An internationally recognized scholar on tax policy, Cornia received the National Tax Association's 2006 Stephen D. Gold Award. From 2002 to 2003 he served as president of the National Tax Association.

"Gary has a productivity few can match," says Phil Bryson, a Marriott School professor who has collaborated on research with Cornia. "He's a natural researcher and has a strong understanding of its purpose and benefits. He has a personal touch to his research that makes him unique and very effective."

With many accolades and leadership positions under his belt, Cornia still has a deep love for the classroom. "One of the things I've enjoyed the most about my life is being able to watch my students develop professionally and influence the world," he says, smiling.

A Look Ahead

You know those moments—when you wake up in the middle of the night, bombarded by thoughts.

"There have been a couple times I've been wide awake at four in the morning, wondering, 'Okay, what do I do next?'" Cornia admits. But despite the unknowns, he is ready to move forward as dean. "As the selection committee was interviewing me, I said, 'I understand how hard this position is, and I have no illusions about the challenges.'"

"Gary is known and respected all over the university," says former

Thompson at a Glance

Michael Thompson's academic career may have started twenty years ago when he came to BYU to teach, but his work ethic was instilled when he was much younger. He grew up in a family that owned businesses—a grocery store, a body shop, and a wrecking yard—and also managed apartments.

"Tearing cars apart in a wrecking yard was a dream come true for a teenager," says Thompson, who grew up in Escondido and Napa Valley, California. "There was plenty of work to do, and I enjoyed working with my brothers. We would have contests to see who could do things fastest."

That early taste of entrepreneurship and working in family businesses gave Thompson an added perspective as a business professor.

"My favorite part of being a professor is observing the discovery process with students—both the intellectual and emotional components," he says. "That's what gives me energy."

Family: Wife, Jennifer; five children.

Education: PhD, rhetoric and organizational communication, Rensselaer Polytechnic Institute; MA, communications, Rensselaer Polytechnic Institute; BA, classical Greek, Brigham Young University.

Favorite dessert: Strawberry shortcake.

Hobbies: Cycling, walking, reading, and listening to music.

In high school: Sang the songs of Mel Torme and Frank Sinatra in a band that played at country clubs and military bases.

Areas of expertise: Management communication, leadership, and knowledge management.

Accolades: Outstanding Teacher Award, Marriott School (1995); Outstanding Teacher Award, OBHR Track Students (2004).

Random fact: Never saw snow until a BYU freshman.

From left: Michael Thompson, associate dean; Gary Cornia, dean; Jim Stice, associate dean. *Photo by Bradley Slade.*

dean Ned C. Hill. "Whenever a department or program needed to be reviewed, Gary was the person everyone wanted because of his fairness, his high academic standards, and his insightful observations. He will do an outstanding job of leading the Marriott School to new heights."

Cornia plans to continue enhancing the Marriott School's reputation to employers across the spectrum. "We have an incredibly gifted set of inputs, in terms of our students, and we have faculty who could teach at any place in the country," he says. "We have to leverage those advantages to continue turning out good products."

Keeping the momentum of previous deans is a must for Cornia. "I want to continue the enthusiasm they developed and build on their accomplishments. They've been phenomenal. If we can accomplish some measure of what they have done, I'll feel very successful."

At Cornia's side will be Jim Stice and Michael Thompson as associate deans. "From day one, I've been impressed with Jim's honesty, his leadership, and his absolute commitment to BYU. He is a true believer of what we should be and what we can become," Cornia says. "Michael is a master at organizational processes. I wanted Michael by my side because I think he is exceptional at understanding every stakeholder's take on a situation."

With a new dean and a new addition, the Marriott School is heading into a new chapter. And Cornia recognizes the mix of nervousness and excitement as he embarks on his appointment. "Ned and his team have built this breathtaking yet highly functional addition," Cornia says. "We now have every reason to succeed around here: we have a physical facility that's as nice as you'd find anywhere in the country, in addition to the greatest students and faculty." M

Stice at a Glance

If it seems like **Jim Stice** has thrown himself into the BYU experience, it's because he has. He's the first tell you, though, that he simply feels like an ordinary person who believes in BYU's mission.

"My favorite classroom memories have nothing to do with accounting or a balance sheet—they're about changing students' lives or them changing mine," he says. "That's the beautiful thing about this place—it continues to change me."

Stice, former MBA program director, stumbled into his profession. He took an accounting class as an undergraduate and found he had a knack for it. Then he ended up teaching an accounting class and realized he was good at that too. "I never set out to be a professor or an associate dean, but things have unfolded the way they were supposed to."

Born in: Dugway, Utah.

First job: Mowed twenty-five lawns each week with his brothers.

Family: Wife, Kaye; seven children.

Education: PhD, accounting, University of Washington; MS and BS, accounting, Brigham Young University.

Favorite book: *Endurance,* by Alfred Lansing. "I've read it ten times and every time I'm stunned by the outcome."

Music tastes: A little of everything—classic rock, pop, country, Celtic.

Accolades: MBA Professor of the Year, Marriott School (2000); Karl G. Maeser Excellence in Teaching Award (1999); Student Award for Excellence in Teaching (1992, 1993, 1995, 1997, 1998).

Interesting fact: Team-teaches a Book of Mormon class with his brother, Kay, who is also a Marriott School accounting professor.

529
PLAN

col·lege prep:

With the costs of college increasing faster than other goods and services in the economy, it isn't any wonder that studies show parents are more concerned about saving for their children's college expenses than for their own retirements. But armed with information and good planning, there's no need for parents to panic.

by Lisa Ann Thomson *Illustrations by Michael Austin*

It was a chilly New Year's Eve morning when my husband and I found ourselves at our local 529 college savings plan office. We were opening an account for our first child. With the tax year ending in twelve hours and the office closing in six, it felt like we had waited until the very last minute to start saving for our son's education. The truth is, our son was six months old when we opened that account.

With the price of tuition and fees increasing faster than other goods and services in the economy, according to reports by College Board, a nonprofit association, even losing six months can seem like a major setback.

"More than ever before, parents have realized how important a college education is for their children," says David Coppins, senior vice president for Upromise. "Coupled with skyrocketing costs, this causes many people to panic."

But there's no need to despair. Whether your child is six months or sixteen years old, you can still save, benefit from compounding interest, and reap tax benefits if you know your options. There is no time like the present to learn those options and make the right decisions for your family and situation.

An Interesting Ally

Many college grads scraped and saved to pay for their education, and while there is certainly merit in that route, it is increasingly difficult for prospective students to shoulder the burden of education expenses solely with summer jobs.

The College Board reports that since 1977, published tuition, fees, and room and board costs have increased an average of 2.7 percent per year for both private and public four-year colleges (adjusted for inflation), with dramatic swings in the most recent decade. For the 2007–2008 school year, costs of private and public four-year institutions were up more than 6 percent from last year. If that trend were to hold, a single year of school that currently costs $15,000 could cost more than $28,000 in ten years; more than $38,000 in fifteen years; and almost $53,000 in twenty years.

But your money can also grow during the next ten, fifteen, and twenty years. "Start early. It's the time value of money," says Lynne Ward, director of the Utah Education Savings Plan, Utah's 529 college savings plan. "But if you start late, you still have the tax-free growth of the earnings, you still have the state tax deduction or credit. It's never too late to save. I think that becomes an excuse, frankly."

Ward adds that even if you start saving late, the more you save, the less you have to borrow. "The great thing about saving ahead of time is it minimizes student loans," she says. Every dollar you save is a dollar—or more—you won't have to borrow later. For every dollar you put away for your child's college expenses, you will, theoretically, earn interest. For every dollar you borrow for your child's college expenses, someone else will earn interest—from you.

Fortunately, you have options for making the most of the money you put aside. From tax-advantaged accounts to rewards programs, there are ways to get your children and bank account ready for college.

The Best & Worst 529 Plans

Investment research firm Morningstar has rated the states' 529 college savings plans. These are its best and worst for 2008:

Top Five 529 Plans
Illinois Bright Start College Savings Program
Maryland College Investment Plan
Virginia's College America
Virginia Education Savings Trust
Colorado's Scholar's Choice College Savings Program

Bottom Four 529 Plans
Ohio Putnam College Advantage
Mississippi Affordable College Savings Program
New York 529 College Savings Program
Nebraska's AIM College Savings Plan

Source: www.morningstar.com

529 College Savings Plans

Named for the section of IRS code that governs them, 529s are a recent tax-friendly development that allows families to contribute to specially designated college savings accounts. Contributions are posttax, but the interest grows free of federal income taxes as long as the funds are used for approved college expenses at an accredited institution. The plans are state managed, and every state as well as Washington, D.C., has at least one option.

But you don't have to live in the state to open a state-managed account—there are no residency requirements. You can utilize any state's plan and spend the funds in any state.

"People ought to look at their own home state 529 plan first, because there might be tax benefits they can take advantage of," Ward says.

But experts also recommend comparing plans to see if fees and plan flexibility are better elsewhere. For instance, some state taxes are so low that a tax break wouldn't make up for higher fees, or some plans require minimum deposits or direct deposit while others do not. And you'll definitely want to research the investment options offered by the plans you are considering to make sure they match your goals and risk profile.

Additionally, there are no income caps for the owner of the account (e.g., parents or grandparents), and the overall contribution limits can be as high as $300,000 per beneficiary. But there are taxes and penalties on funds used for something other than approved college expenses.

"It's hard to beat 529 plans for tax-free college savings, a conclusion supported by the fact that Americans now have more than $100 billion stashed away in these investment vehicles," points out Joe Hurley, a certified public accountant and founder of Savingforcollege.com, in his blog about 529 plans.

Prepaid Tuition Plans

Another 529 option is prepaid tuition plans, also known as Prepaid Education Arrangements. These plans allow you to lock in current tuition and fees by paying for all or part of a public, in-state education at today's prices. You can purchase contracts for one to five years of tuition, and these plans are generally considered safe investments that often outperform typical savings accounts or CDs.

However, you are also locking in the school your child will attend, and there can be several other factors that may not be right for your student's situation, including very narrow definitions of "college

Web Resources

For more information, visit these online resources:

- Savingforcollege.com
- Finaid.org
- Collegeboard.com
- Collegesavings.com
- Morningstar.com *(registration required)*
- Upromise.com
- FastWeb.com
- Scholarships.com

expenses" (e.g., only tuition and fees, not room and board), the risk that your child will not be admitted, and a potential impact on financial aid eligibility. Visit www.savingforcollege.com for a list of all 529 plan web sites.

Coverdell Educational Savings Accounts

Formerly known as the Education IRA, the Coverdell Educational Savings Account offers some limitations as well as some flexibility not found in 529 plans. Like a 529 plan, you contribute posttax, and the money grows tax free as long as it is used for approved educational expenses. However, unlike the 529 plan, the funds from a Coverdell ESA can be applied to private elementary and secondary schools as well as to institutions of higher education—an appealing option if you plan to send your child to a private school.

There are income caps for parents ($110,000 annually for single filers, $220,000 for married filing jointly) and annual contribution limits of $2,000 per beneficiary until the child's eighteenth birthday, after which you can no longer contribute. But you can contribute to this account in addition to contributing to a 529 plan. "It is really tough to compare the Coverdell ESA and the 529 because each state has its own rules regarding the 529," says accountant Donald Campbell of Accounting Business Services in Salt Lake City. His recommendation is to work with an accountant who knows your individual tax situation.

For a list of Coverdell providers, visit www.savingforcollege.com and click on "Coverdell ESA," or seek recommendations from your financial advisor. With any college savings plan, be sure to discuss the tax implications for your individual situation with your accountant.

Rewards Programs

These aren't savings accounts but rather rebate programs in which you get a percentage back on purchases. That cash back can then be deposited into an account, such as a 529 or an ESA account. Programs range from credit cards with cash back options, such as the FutureTrust MasterCard, to full-fledged rewards programs, such as Upromise, BabyMint, and LittleGrad.

College savings credit card programs work like other cash back cards. For every dollar spent using the card, you get a percentage back to apply toward a college savings account. FutureTrust, for instance, offers a MasterCard that gives one percent back on all purchases and larger percentages for shopping with partner merchants.

Full-fledged rewards programs also offer credit cards and additional ways to save. The premise is similar for each program: Register for the program, which may include registering your current credit cards and grocery store cards; shop at participating merchants; receive a percentage back on your purchases; and have that rebate deposited into your 529 account. In some cases, the rebates can even be used to pay down eligible student loans already incurred.

"It costs nothing to join or participate; it is essentially free money for college," says Coppins, senior vice president for Upromise. He estimates that the very casual participant in Upromise can bank $20 or $30 per year, while a more aggressive participant can earn more—he

has personally saved more than $5,000 using the program in the last five years.

Additional Options

There are a few other choices available to help you prepare for college expenses that might also fit your situation.

Traditional savings methods

CDs, stocks, mutual funds, and savings accounts are all options. But they are taxable accounts, so you lose any tax benefits offered by education-specific savings plans. However, the funds can be used for anything—not just education—so if there were a need to tap those funds, there is no financial penalty in doing so.

Uniform Gift to Minors Act and Uniform Transfer to Minors Act

Under these acts, a donor gifts money, securities, or even real estate into a trust for a minor. The money then belongs to the minor but is controlled by the custodian until the minor reaches the age of trust termination (generally eighteen to twenty-one). Once the favored way to pay for college, this unqualified gift to your child can offer tax advantages, and the money is not restricted to education. That makes this option very flexible, but the money belongs to your child. So if you want to control how the funds are ultimately used, you may be out of luck.

Grants and scholarships

Here's a little bright spot. While the College Board has documented the continuous increase of published prices for tuition and fees, it has also documented the fact that students often do not pay those published prices. "About half of all college students and two-thirds of those enrolled full time receive grant aid that lowers the net price they actually pay," according to *Trends in College Pricing 2007,* an annual report published by the College Board.

In addition, there are millions of scholarships and fellowships worth billions of dollars. Some are merit based, some are needs based, and some have quirky requirements like ancestry who sailed on a certain ship or a minimum height requirement.

As you prepare to pay for your child's college education, be sure to research potential grants and scholarships for which your child may be eligible. Start with the school's financial aid office, and then do your own homework online. The College Board reports, "There's more financial aid available than ever before—more than $90 billion. And, despite all of these college cost increases, a college education remains an affordable choice for most families."

Time Is Money

It's a simple fact of the universe: Time is a dollar's best friend. Here are examples of how money might grow over time with a 5 percent annual rate of return, compounded monthly.

Monthly investment	$25	$100	$200
Amount contributed in 5 years	$1,500	$6,000	$12,000
Total with interest	*$1,707*	*$6,828*	*$13,657*
Amount contributed in 10 years	$3,000	$12,000	$24,000
Total with interest	*$3,898*	*$15,592*	*$31,185*
Amount contributed in 20 years	$6,000	$24,000	$48,000
Total with interest	*$10,318*	*$41,274*	*$84,549*

Source: Utah Educational Savings Plan, www.uesp.org

Starting Them Young

UESP's Lynne Ward overheard a conversation between her daughter and a cousin. They were discussing what they might get for Christmas, and the cousin speculated that she would be getting money. Ward's six-year-old daughter responded, "You better put it in your 529 account."

"She's six years old, she knows we're saving for college, and she's expected to go to college," Ward says. "Saving money sends a message to the child that says we want you—and we expect you—to go to college."

It's a message any parent can send to their child of any age. Whether your child is just learning to read or is about to take the SAT, by examining your own situation and setting up a college savings program that fits your budget, your child will know just as Ward's daughter knows: College is a priority, and we will help you get there. M

About the Author

Lisa Ann Thomson is a freelance writer based in Salt Lake City, Utah. She writes about business, travel, and home for magazines, and her latest book project is The Better People Leader, *written with business consultant Charles A. Coonradt.*

SCHOOL NEWS

Marriott School Holds Its First Private Equity Case Competition

The PECC first-place team. From left: Craig Cannon, Ashton Grewal, Dallen Moore, and Jeffrey Chambers.

More than one hundred BYU students teamed up with private equity and investment banking professionals at the first-ever BYU Private Equity Case Competition, giving students the opportunity to find out what it takes to work in the private equity industry.

Students combined in teams of two to four members to develop a plan to buy an underperforming business and make it more profitable before reselling it. Professionals from around the world served as trainers, mentors, and judges to help the teams make their leveraged buyout proposals.

Teams were given three weeks to choose a company and construct summaries of their proposition. Eleven finalists were then given mentors to help them prepare in-depth presentations for a panel of judges.

"Being trained by these professionals was incredible because it took private equity out of an academic setting and into real life," says **James Pierce**, one of the lead organizers for the PECC and a recent Marriott School finance graduate. "We took people who didn't know anything about private equity and trained them through a private equity boot camp, all the way to where they could put together a presentation that could go to a real private equity company."

The top three teams received cash prizes donated by the Peery Institute of Financial Services.

The $1,000 first-place prize went to the Family Dollar team, consisting of **Craig Cannon**, a recent graduate in accounting from Phoenix; **Jeff Chambers**, a recent graduate in management from Portland, Oregon; Ashton Grewal, a senior economics major from Burlingame, California; and **Dallen Moore**, a senior management major from Spring, Texas.

Pierce says they plan to hold the PECC on an annual basis. He also hopes they will be able to expand in the next few years to allow many more students to receive training in private equity.

"Private equity is one of the hardest businesses to get into, but it is also one of the most rewarding," he says. "The potential to spread out is really huge. This could become *the* annual competition in private equity, including multiple schools across the United States."

Hart Named MPA Director; Dyer Will Lead OBHR Department

Two Marriott School professors, **David Hart** and **Jeff Dyer**, were recently appointed to new positions and began serving 1 July 2008.

Hart was appointed director of the Romney Institute of Public Management. A Marriott School professor since 2000, Hart has served on numerous administrative committees and was chair of the Professional Development Workshops of the public and nonprofit division of the Academy of Management National Committee in 2001. He is a board member of two nonprofits. "Dave has demonstrated his ability to balance key issues while addressing underlying objectives," says Dean **Gary Cornia**. "I give him my full support in this new appointment."

Dyer, the Horace Beesley Professor of Strategy, will serve as chair for the Organizational Leadership and Strategy Department. Dyer has received numerous awards for his teaching and research, including the Business Policy &

Accounting Students Win Deloitte Case Competition

A team from BYU's School of Accountancy won first place at the thirteenth Annual Deloitte National Student Case Study Competition in Scottsdale, Arizona, in April.

BYU will receive a $10,000 prize for the victory, and each team member will receive a $2,000 scholarship. Six schools competed at the national invitational event sponsored by the Deloitte Foundation. In its last three appearances, BYU has earned one second-place and two first-place finishes.

The six students on the winning BYU team—all first-year MAcc students—were **Valerie Funk**, from Tucson, Arizona; **Joanna Jenkins**, from La Puente, California; **Jen McDonald**, from Valencia, California; **Kevin Brown**, from American Fork, Utah; **Jared Lish**, from Eagle, Idaho; and **Brian Suker**, from Brigham City, Utah.

"The win solidifies our standing as one of the top schools in the country," says **Ervin Black,** associate professor of accounting and the team's faculty advisor. "It gives credence to the skills we hope we're developing in our students."

Participants were given three weeks to analyze a case study adapted from an actual business scenario in Deloitte's archives. Each team presented their solution to a panel of active and retired Deloitte partners acting as senior management for a simulated client company. The judges then challenged each team's solution with a round of questioning. Teams were evaluated on their ability to identify the relevant accounting issues and to effectively present and defend their solutions.

"We had a great experience working with the Deloitte professionals," McDonald says. "They did a great job of being there to work with and answer any questions. It made the situation feel like real life, allowing us to take a look into what it's really like in the accounting profession."

Strategy Best Paper Award from the Academy of Management in 2004. "Jeff has demonstrated exemplary leadership in both scholarship and teaching," Cornia says. "I am confident that Jeff will continue his outstanding contribution in his new role."

Marriott School Announces 2008 Merrill J. Bateman Awards

From left: Ned Hill, Michael Flett, and Merrill J. Bateman.

BYU's Marriott School announced the winners of the 2008 Merrill J. Bateman Awards, the only school-wide awards selected entirely by students.

Christy Hellewell, from Bountiful, Utah, and **Michael Flett**, from Teresopolis, Brazil, received Merrill J. Bateman Outstanding Student Awards, and **J. Michael Pinegar**, professor of finance, received the Merrill J. Bateman Student Choice Award.

The Merrill J. Bateman Outstanding Student Award is given annually to one undergraduate and one graduate student in recognition of their support to the Marriott School, service to the community, participation in networking, and professional development.

At the awards presentation **Kyle Poll**, president of the Marriott School Student Council, said, "As so many nominations for these prestigious awards rolled in, it was amazing to see not only the caliber of students at this school but also the respect their classmates hold for them."

Undergraduate winner Hellewell, a senior majoring in business marketing, serves as vice president of the Marriott School Undergraduate Student Association, where she helps organize socials, service projects, and other activities. She was one of two students who represented the school at the Undergraduate Leadership Conference at Emory University and was also selected as a student liaison to alumni and donors on the President's Leadership Council.

Graduate winner Flett, a second-year MBA student with an emphasis in finance, sold nearly everything he owned to come to BYU with his wife and two children. He served on the Marriott School Diversity Board and as president of the International Graduate Student Association, where he worked to improve the experiences of international students and their spouses.

The Student Choice Award is given to a faculty member, staff member, or administrator who mentors students, participates in student activities, and is a personal and professional example to students. Pinegar, the Joel C. Peterson Professor of Finance and this year's winner, joined the Marriott School faculty in 1988 and has received numerous awards for his teaching and research. His reputation for putting students first stems from his commitment to learn every student's name and his willingness to devote extra time and attention to help

Joan Dixon Honored with 2008 Dyer Distinguished Alumni Award

The Marriott School's Department of Organizational Leadership and Strategy presented **Joan Dixon** with the 2008 William G. Dyer Distinguished Alumni Award. The Dyer Award is presented annually to an alumnus or alumna who makes a significant contribution in the field of organizational behavior.

"Joan's contributions in the area of addressing issues of poverty and literacy and working internationally with nongovernmental organizations are amazing," says **Kate Kirkham**, organizational behavior and human resources faculty group leader. "She has an excellent reputation among people who work in community development and adult education and has been instrumental in developing local, national, and international programs."

Dixon is an adjunct faculty member at the Marriott School and serves as the practitioner network director for the BYU Economic Self-Reliance Center. She has worked extensively with developing countries as a consultant on adult education and other projects to alleviate poverty and improve the quality of life for millions.

"Poverty is complex," Dixon said at the banquet in her honor. "It cannot be solved in any one discipline by itself. It cannot be solved until we have the courage and skill to redesign our economic and social systems. I'm just beginning to build my network of people who can help me figure this out."

Dixon's work has taken her to Nepal, West Africa, and Indonesia. She specializes in leading cross-functional teams to address the complex problems facing Third World countries.

While serving as a missionary in Thailand, Dixon spent some of her time helping refugees from Laos, Vietnam, and Cambodia. She said this experience redirected her career aspirations from education to a broader emphasis on changing and improving societies. She earned a master's degree in organizational behavior at BYU and a doctorate in international development education at the University of Massachusetts.

Gibb Dyer, professor of entrepreneurship and academic director of the BYU Economic Self-Reliance Center, presents Joan Dixon with the 2008 Dyer Distinguished Alumni Award.

"I am grateful I discovered in my wanderings the most important rule for change agents: you have to allow yourself to change first, by giving up what you think you love in order to find the better plan," she said.

students outside of class.

Merrill J. Bateman, president of BYU from 1996 to 2003 and dean of the College of Business from 1975 to 1979, delivered the keynote address at the awards ceremony.

Professor Named 2008 Outstanding Faculty

The Marriott School honored **W. Gibb Dyer** with its 2008 Outstanding Faculty Award, the highest faculty distinction given by the school. The award was presented at a banquet 28 March where eleven other individuals and retiring professors were recognized for significant contributions to the school.

Dyer, the O. Leslie Stone Professor of Entrepreneurship, has been part of the Marriott School faculty for more than twenty-three years. He currently serves as academic director of the school's Economic Self-Reliance Center. As one of the world's most-cited authors on the topic of family business, Dyer sits on the editorial boards of three journals and has been named a research fellow of the Family-Owned Business Institute and the Raymond Family Business Institute. Dyer's father, William, is a former Marriott School dean and recipient of the Outstanding Faculty Award (1974).

"Lately, the Marriott School has been recognized for its high rankings and achievements. However, we must never forget that much of our recognition is based on a solid foundation—laid by faculty and administrators who have come before us," Gibb Dyer said. "I am very grateful for the opportunity to build upon that foundation."

Along with Dyer, other exceptional staff members, administrators, and faculty members were also recognized during the banquet for their contributions in teaching, research, and citizenship.

Marriott School Teaching Excellence Awards were presented to **David Hart**, associate professor of ethics and public management, and **Craig Merrill**, professor of finance.

Marriott School Citizenship Awards were presented to **Ray Nelson**, associate professor of business management, and **Boyd Randall**, professor of accounting.

Marriott School Distinguished Service Awards were presented to **Richard Dalebout**, associate professor of business law, and **James Stice**, professor of accounting.

The Marriott School Research Award was presented to **Scott Sampson**, professor of business management.

Marriott School Administrative Excellence Awards were presented to **Troy Carpenter**, researcher and computing specialist for the business management department; **Terri Hagler**, administrative director of corporate development and career services; and **Chadwick Little**, public relations and marketing manager.

The Marriott School Staff Excellence Award was presented to **Kristen McGregor,** program coordinator for undergraduate programs.

In addition to the Marriott School Award recipients, retiring professors were commended for their longtime service to the school. The 2008 Marriott School retirees are: **Brooklyn Derr**, professor of organizational leadership and strategy; **Michael Geurts**, professor of business management; **Kaye Terry Hanson**, assistant professor of organizational leadership and strategy; **Kate Kirkham**, associate professor of organizational behavior; **Roland Koller**, associate professor of business management; **Dean Longmore**, professor of business management; **Gordon Mills,** professor of organizational leadership and strategy; and **Gloria Wheeler**, professor of public management.

Humanitarian Named 2008 Administrator of the Year

BYU's Romney Institute of Public Management named **Carolyn Grow Dailey**, president and CEO of ASCEND Alliance, as 2008 Administrator of the Year.

The award is given annually to an outstanding man or woman who has achieved distinction after many years of management in the public or nonprofit sector. During her seventeen years as an international humanitarian executive, Dailey led expeditions to a dozen impoverished countries—organizing community development programs and leading internships that now influence thousands of people worldwide.

"Carolyn Dailey is an outstanding example for our students of what a local person can do in the field of international development," says **Gloria Wheeler**, assistant director of the Romney Institute. "She's a great model for our students of someone who is talented, educated, and committed and who finds a way to fulfill her roles as a wife and mother and also to have a large impact on the humanitarian world."

As president and CEO of ASCEND, Dailey combats poverty in developing countries by implementing programs in education, enterprise, health, and technology. She previously served as CEO of CHOICE Humanitarian, another group committed to sustainable development in impoverished countries.

STUDENT NEWS

ISys Students Earn Top Marks at National Competition

A group of Marriott School students took top marks during a national information systems competition held by the Association of Information Technology Professionals in Memphis, Tennessee.

Artan Ismaili and Scott Fitzgerald with AITP President Mark Kleine at the 2008 AITP National Conference.

"This competition allows students to measure themselves against some of the best in the nation," says **Rayman Meservy**, associate professor of information systems and one of the team's advisors. "Winning on a national level has given these students confidence in what they are learning every day as information systems majors."

Taking first place in the systems analysis and database team contest were **Scott Fitzgerald**, from Layton, Utah, and **Artan Ismaili**, from Kosovo, Yugoslavia—both juniors in the information systems program. **Reed Olsen**, also a

junior, from Weston, Massachusetts, received honorable mention in the PC troubleshooting contest.

For the system analysis and database contest, the twenty-four participating teams were required to upgrade software designed for auto repair shops to track inventory and orders, schedule tasks, and support other business operations. In addition to creating diagrams and descriptions, the BYU team designed a prototype of the software—all within a four-hour limit.

"Artan and I had to really understand what the company was hoping to accomplish with the new features," Fitzgerald says. "The time constraints and requirements represented what our experience would be after graduation, and we wanted to demonstrate that we were prepared for it."

For the PC troubleshooting contest, Olsen had an hour to complete a written test of one hundred questions covering topics of computer hardware and the Windows operating system. Out of 133 participants, only the top ten qualified for the final round, where contestants had one hour to fix a computer that had processing errors and hardware problems.

"The troubleshooting competition exposed me to a different dimension of information systems," Olsen says. "It not only helped me identify my strengths and weaknesses, but it also helped me understand the opportunities available in this profession."

MPA Students Win First Place at Utah Case Competition

From left: Clayton Fulton, Troy Larsgard, Michelle Roberts, Seth Jeppesen, Brenn Bybee, Heber Lefgren, Robbie Jackson, and Brendan Bybee.

BYU Master of Public Administration students won first place at the third annual Utah City Managers Association Case Competition held 7–9 April in St. George, Utah.

The event pits in-state MPA programs against each other; Southern Utah University and the University of Utah also competed. Students had one month to analyze whether or not a city should continue contracting its law enforcement through the county or if it should start its own police department. Each team sent three representatives to present their case to a panel of Utah city managers, who played the role of the fictional city council.

The presenters chosen to represent BYU were **Robbie Jackson**, a second-year MPA student from Boise, Idaho; **Heber Lefgren**, a first-year MPA student from Garland, Utah; and **Michelle Roberts**, a first-year MPA student from Herndon, Virginia.

Lefgren said the team's success was due to the contributions of numerous classmates during the final stages of preparation. Team members conducted research, prepared slides for the presentation, and gave critical feedback to the three presenters.

"When I told one of the presenters from another school that more than fifteen people significantly participated on our project, he was shocked," Lefgren says. "He could not understand how that many people could work well together to complete one project."

Klymit Wins 2008 Business Plan Competition

Prepared to revolutionize the snow-gear industry by providing warmth on demand, Klymit was named winner of BYU's 2008 Business Plan Competition, taking the grand prize of $50,000 in cash and in-kind services.

Since the beginning of the competition in October, Klymit distinguished itself from forty-five other business plans. As one of the three finalists, the team presented its plan to a panel of venture capitalists and entrepreneurs during the competition's final event 4 April.

"Participating in the Business Plan Competition gave us the opportunity to define our company and solidify the necessary steps to be successful," says **Ben Maughan**, Klymit CFO. "We were connected with great mentors who helped us identify the strengths and opportunities for this technology."

During their presentation, Klymit introduced its initial product—a ski jacket that utilizes noble gases instead of fabrics to provide warmth for users. With its patent-pending technology, users can adjust the lining insulation simply by turning a dial, which releases these gases to increase or reduce warmth. In the future, Klymit plans to expand its product line to include other outdoor gear.

The individuals involved with Klymit include: **Michael Albright**, a second-year MBA candidate from Monument, Colorado; **Nate Alder**, a business management major from San Diego; Maughan, a second-year MBA student from Oak Hill, Virginia; **Nick Sorensen**, an entrepreneurship major from Salt Lake City; and Brady Woolford, an engineering PhD candidate from Spanish Fork, Utah.

Taking second place in the competition and receiving a $35,000 award was SchoolTipline, an online safety tool that allows anonymous communication between school administrators and students. SchoolTipline aids schools in the prevention and intervention of bullying, violence, drugs, and other safety issues.

Third place and a $20,000 award went to Greeting Call, a company specializing in voice greetings. Instead of sending flowers with a note, Greeting Call users can record a personal voice message, which is later retrieved by the recipient using an access code provided with the delivery.

This year's Business Plan Competition included a category for home-based businesses to allow a level playing field for qualifying plans. The winner of this category, receiving a $5,000 award, was Hand in Hand: Heroes in Training, a patent-pending product that allows children to create stories where they are the main characters.

In addition to the Business Plan Competition prizes, the Kevin and Debra Rollins Center for eBusiness awarded $5,000 to SchoolTipline for being the best e-business venture, and the Kay and Yvonne Whitmore Global Management Center awarded $3,000 to Klymit for the best new international business venture.

Two BYU Teams Win Honors at Moot Corp

Two student businesses from BYU's Marriott School, Klymit and SchoolTipline, won honors and cash awards at the 25th annual Global Moot Corp Competition—the Super Bowl of business plan competitions.

Klymit, creator of a revolutionary insulation system for outdoor gear, won $5,000 as the first runner-up and was also recognized with

the Outstanding Written Plan and Outstanding Product Awards. SchoolTipline, an anonymous online communication tool to prevent bullying in schools, won $2,000 as one of six semifinalists and also received the Outstanding Presentation Award.

"In our program we emphasize launching new ideas and disruptive technologies," says **Gary Rhoads,** director of the BYU Center for Entrepreneurship. "The Moot Corp results show that our students are able to come up with ideas and products that allow them to make a real difference. Plus, they highlight the creativity and can-do attitude of our students."

Held at the University of Texas at Austin, the Moot Corp Competition is the oldest and largest business plan competition in the world. It allows MBA student teams to simulate the process of raising venture capital. Thirty-two teams from around the world, each of which had won first place at a regional event, competed for top honors. NueroBank, a stem-cell storage venture from Carnegie Mellon University, won the grand prize.

Klymit's Ben Maughan presents during the final round at Moot Corp.

Klymit's presentation team consisted of **Nate Alder,** a business management major from San Diego, and **Ben Maughan**, a recent MBA graduate from Oak Hill, Virginia. Klymit succeeded in seven other competitions this year, earning three first-place and three second-place finishes and collecting cash and in-kind prizes totaling $143,500.

The SchoolTipline presentation team included Justin Bergener, a senior sociology major from Zillah, Washington; **Barrett Edgington**, a senior business management major from Orem; and **Robert McMillen**, a joint JD/MBA student from Twin Falls, Idaho. In two other competitions this year, the team placed first and second, winning $37,000 in cash and in-kind services.

"The reason these two teams did well is they have traction in the marketplace," says **Nile Hatch**, the teams' faculty advisor. "They are really unique because of the maturity of their ventures. They've put in a lot of work. They know their customers and have actually made sales. The students can show potential investors that they are able to overcome obstacles as they bring their products to market."

OB Professor Honored at Oxford World Forum

Professor Warner Woodworth works with a native boat builder in Khao Lak, Thailand.

The Skoll World Forum on Social Entrepreneurship at Oxford University recognized BYU professor **Warner Woodworth** as a leading innovator in social entrepreneurship education. Woodworth involved his business class in responding to the 2004 Indian Ocean tsunami—guiding student-led relief projects in Thailand.

Woodworth's unique curriculum won third place at the preforum University Network for Social Entrepreneurship meeting, where all World Forum attendees with ties to academia were invited to vote for the top innovations in teaching social entrepreneurship.

"My goal is to help students have a life-changing experience so that they'll want to keep doing this in the years to come," Woodworth says. "The thrill of it for me is not just seeing the poor receive vital assistance but to see student volunteers changing their own lives as well."

Social entrepreneurship is a movement that utilizes entrepreneurial skills to address global humanitarian needs. The World Forum was sponsored jointly by the Skoll Centre for Social Entrepreneurship at Oxford and the Skoll Foundation, which supports nonprofit organizations engaged in social entrepreneurship ventures. From 26–28 March, approximately 700 academics, financiers, policy makers, and others from dozens of countries gathered at the Saïd Business School in Oxford, England, to discuss the movement's latest research and trends.

During the 2005 Winter Semester, students in Organizational Behavior 490 organized ten teams of volunteers to engineer meaningful ways to help the victims of the 2004 tsunami. Under Woodworth's mentorship the students raised money and designed a collection of projects aimed at assisting relief efforts and encouraging social reconstruction. In defiance of the tsunami's economic and emotional impacts, the students called their plan Wave of Hope.

From May to October 2005, student volunteers focused their efforts in the Khao Lak community on Thailand's west coast. They installed plumbing, bathrooms, and sewer systems as well as constructed and painted wood products and furniture. By the project's completion, students had raised $200,000, built 120 village houses, reopened several schools, established income-generating ventures to jump-start the local economy, and officially incorporated Wave of Hope into a nongovernmental organization called Empowering Nations.

"Every decade we're getting more and more young people with ideals, passion, and desires to make a difference," Woodworth says. "They're saying, 'I'm a student, but I'm also a change agent. I'm also a social entrepreneur.'"

For nearly twenty years Woodworth has pioneered the Marriott School's social entrepreneurship program. He began teaching at the school in 1976 and has taught classes on organizational change, management ethics, industrial democracy, Third World development, and civil society. Last fall he was presented with the Faculty Pioneer Award from the Aspen Institute for integrating social issues into his teaching and research.

India Hotel Plan Wins 2008 Social Venture Competition

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

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 a 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 while working in the hotel. The hotel's full-time employees have developed a strong relationship with the children, says **Sandy Bertha,** who was part of a group of twenty-five who volunteered for a week at the project in June.

"They are in essence mentors to all of them," Bertha says. "They are great role models who come and participate with great attitudes and enthusiasm."

In addition to Grover, the students involved with Students for Self-Sustainable Schools include: 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."

Fifth Annual Corporate Climb and Carnival Sets Record Attendance

The 2008 Corporate Climb set an attendance record when more than three hundred people gathered in the Tanner Building to witness the annual Marriott School fund-raising competition.

The Corporate Climb challenges Marriott School students, faculty, and staff to run up and down seven flights of stairs for the school's scholarship fund. New to this year's event was a carnival with booths and games for people all ages.

"We are so pleased with the response we received from the Marriott School community for this year's Corporate Climb and Carnival," says **Kyle Poll**, Marriott School Student Council president. "Not only did we set an attendance record, but we also had ninety race participants, which is more than ever before."

As part of the fund-raising effort, individual participants and team members were asked to give a $15 donation to the BYU Annual Fund, while others could sponsor a runner for $5. Individual participants ran either a three- or seven-lap race, where one lap consisted of going up and down seven floors. The relay teams had the option of a three- or nine-lap race.

Participants began the race on the third-floor atrium and ran up to the seventh floor through the east stairwell. They then continued down all seven stories using the west stairwell. To finish the race, runners climbed the atrium's staircase to the third floor.

"The first few laps of the race were fun, and I was running up the stairs in twos. Then the intensity set in, and my legs would not lift any higher than the next step," says **Emily King**, a marketing major from Kaysville, Utah, who was the female winner of the seven-lap individual race. "In the end, I think we all had a great time. Raising money for a school that has done so much for us was worth the trek."

2008 Stoddard and Questar Scholars Announced

From left: Ben Maughan, Jason Miller, Annette Christensen, Joel Persson, Tamir Ganbat, and Timothy Rollins.

Studying finance has proven to be a profitable investment for six Marriott School students who were selected as MBA finance scholars. Four students were named Stoddard Scholars and two were named Questar Scholars.

The 2008 Stoddard Scholars are: **Annette Christensen**, from Gunnison, Utah; **Tamir Ganbat**, from Ulaanbaatar, Mongolia; **Jason Miller**, from Springville, Utah; and **Joel Persson**, from Pleasant Grove, Utah. The 2008 Questar Scholars are **Ben Maughan**, from Oak Hill,

Students Learn About Ups and Downs at Financial Market Simulation

Students at BYU hustled to maximize profits and minimize risks as they traded shares in the same high-tech, fast-paced, and unpredictable stock market simulation used to train traders, strategists, and salespeople at Goldman Sachs.

"The market moves very quickly, and you need to anticipate things before they happen," says **Brian Ames**, a senior finance major from North Ogden, Utah. "It's a lot less stressful when it's not real money."

Participants negotiated, maneuvered, and at times shouted their way through the computerized simulation, officiated by London-based ACF Consultants, Ltd., which also uses the program to train new brokers on Wall Street. Ames and his teammate, Sijin Chen, a mathematics PhD student from Beijing, led the pack with more than $1 million in profit after the first day's closing bell.

"We lost the first two rounds," Ames says. "But we finally figured out as you help other people trade, you make money, too."

In a large computer lab at BYU on 29–30 March, the simulation connected twenty teams in a network of mutually dependent traders. Each team was free to call any other team—or yell across the room—and offer to buy or sell fictional shares of various companies' stock.

Like the real world, the stock prices responded to the behavior of the traders in the room. The competition tested the students' abilities to

create markets for their stocks, manage their risk responsibly, and ultimately turn a profit.

Eighty students from a diverse group of majors participated. Between rounds of trading, students received training on pertinent financial concepts, including risk management and how to use currency exchange rates and foreign bonds to help them respond more strategically to the simulation's dynamic threats and opportunities.

Virginia, and **Timothy Rollins**, from West Jordan, Utah.

"These scholars have demonstrated their commitment and dedication to the finance profession. They have all excelled academically," says **Grant McQueen**, a finance professor who helped choose the recipients. "Through this award, we want students to know we are confident in their professional abilities. We believe they will be great representatives of the BYU MBA program anywhere they choose to go."

The scholars were selected by a committee of faculty members for showing exceptional academic performance and making significant contributions to the MBA finance program. Each of the Stoddard Scholars received $2,250; Questar Scholars received $2,000.

The Stoddard Scholar Award was established in 1985 by **George E. Stoddard**, a 1937 BYU alumnus. His numerous credentials include acting as senior managing director of W. P. Carey & Co., a leading global real estate investment firm in New York. He was also head of the multibillion dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

Since 1976, Questar has made substantial donations to the BYU Scholarship Fund through its educational foundation. Most of these contributions have been used to provide scholarships to students in engineering, geology, and other physical sciences. This is the first year a Questar scholarship has been instituted to recognize students in the finance program.

Fourteen MBA Students Awarded Eccles Scholarships

Back, from left: Sirish "Bob" Maddula, Aaron Burt, Clark Woolstenhulme, Erdenetsetseg "Segie" Tumurbaatar, Harsh Dhawan Grover, Yael Rodriguez Guinzberg, and Taylor Fisher. Front, from left: Kihyuck "Kyle" Jeong, Alvaro Brisolla, Christian Hsieh, Michelle Quinn, and Cesar Belmonte.

The Kay and Yvonne Whitmore Global Management Center presented fourteen MBA candidates with Eccles Scholarships for outstanding achievement in international business. Each Eccles Scholar will receive $10,000 to defray the cost of tuition and international experiences during their enrollment.

"This year's Eccles Scholars carry on the fine tradition of outstanding MBA students who are interested in careers in international business," says **Lee Radebaugh**, director of the Whitmore Global Management Center. "The funding is instrumental in supporting their education at BYU and engaging in meaningful international activities to help them prepare to be successful in a global environment. It is an honor for the students to be selected as Eccles Scholars and a signal to employers that they are serious about international careers."

The 2008 Eccles Scholars are **Cesar Belmonte**, from Sao Paulo, Brazil; **Alvaro Brisolla**, from Sao Paulo, Brazil; **Aaron Burt**, from Sandy, Utah; **Marc de Schweinitz**, from Palo Alto, California; **Taylor Fisher**, from Everett, Washington; **Harsh Dhawan Grover**, from Himachal Pradesh, India; **Yael Rodriguez Guinzberg**, from Mexico City, Mexico; **Christian Hsieh**, from Taipei, Taiwan; **Kihyuck "Kyle" Jeong**, from Busan, Korea; **Sirish "Bob" Maddula**, from Andhra Pradesh, India; **Aaron McKay**, from Pleasant Grove, Utah; **Michelle Quinn**, from New Canaan, Connecticut; **Erdenetsetseg "Segie" Tumurbaatar**, from Ulaanbaatar, Mongolia; and **Clark Woolstenhulme**, from Plano, Texas.

Marriott School students seeking the Global Management Certificate are eligible to apply for

the scholarship. Selection is based on international work experience, second-language fluency, and a strong desire to pursue a career in international business.

The Eccles Scholarship is funded by the George S. and Dolores Doré Eccles Foundation, which was formed in 1960 and supports a variety of projects and programs throughout the state. The foundation is particularly committed to promoting quality education—it funds programs on nearly every college and university campus in Utah.

FACULTY NEWS

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.

"This is a very exciting research study to be involved in," Dyer says. "I believe it's going to have a significant impact in the field of family science."

Beginning 1 May 2008, Dyer and his son Justin will serve one-year FOBI Research Scholar appointments. Justin Dyer, who is completing his PhD in family science at the University of Illinois at Urbana-Champaign, discovered a unique dataset 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.

"The 2008 FOBI Scholars exemplify the quality and leadership that will further the reputation and impact of family business research within both the academic and practitioner arenas," says Tom Schwartz, director of FOBI.

BYU Study Reveals Results of City's Four-Day Work Week

Thank goodness it's Thursday.

According to a new BYU study, city employees who work four ten-hour days a week experience lower levels of at-home conflict, which they report translates to higher job satisfaction and productivity.

The paper, authored by **Rex Facer** and **Lori Wadsworth** of BYU's Romney Institute of Public Management, appears in June's issue of *Review of Public Personnel Administration*.

The research was conducted among Spanish Fork city employees, many of whom work the alternative 4/10 schedule, rather than the traditional five eight-hour days. Salt Lake, West Valley, Provo, West Jordan, and Draper are among other Utah cities that offer similar programs.

According to Facer, Utah cities embraced the new schedule to both save money on utilities and also to give citizens a wider range of times to access city hall.

BYU researchers found that even though 4/10 employees work the same number of hours per week as their traditional workweek counterparts, they reported being more satisfied with their jobs, compensation, and benefits, and they were less likely to look for employment elsewhere in the next year.

Among the most significant findings was the 4/10 schedule's connection to conflicts between work and home. The 4/10 employees were less likely to report that they come home too tired, that work takes away from personal interest, and that work takes time they would like to spend with family. Other studies have linked work-home conflict with low job performance and lessened productivity.

Lori L. Wadsworth, assistant professor of public management.

Rex L. Facer, assistant professor of public finance and management.

"The challenges of balancing work and home lives have become much more complex," Facer says. "Finding ways to better manage work-family conflict is important in building stronger organizations and satisfied employee bases."

Info Systems Professor and Students Win Best Paper Award

BYU information systems assistant professor **Paul Lowry** and three of his former PhD Prep students won the 2008 Rudolph J. Joenk Jr. Award for best paper in *IEEE Transactions on Professional Communication,* a scholarly journal published by the Professional Communication Society of the Institute of Electrical and Electronics Engineers.

"This award is really gratifying because it says our students are capable of producing some of the best research in technical and business communication," Lowry says. "It's good for our program because we're supplying top students for some of the best PhD programs in the world."

Lowry mentored three MISM students through the paper's two-year research, writing, and editing process. **Sean Humpherys**, from Tucson, Arizona; **Jason Malwitz**, from Houston; and **Joshua Nix**, from Woodbridge, Virginia, began the paper as part of a class project in the Marriott School's Information Systems PhD Prep Program. Humpherys is now a PhD student at the University of Arizona's Eller College of Management. Malwitz and Nix work in the information systems industry and are considering pursuing doctorates in the future.

The winning paper, published in the December 2007 issue of *Transactions,* was a survey of peer-reviewed journals in the engineering communications field intended to help researchers find the best way to share their findings. To do so, the group surveyed experts from around the globe, translated their responses into ratings for each journal, and then ranked the journals by region.

"It's great to receive this honor, but I care less about the recognition and more about the research skills I'm acquiring under Professor Lowry's tutelage," Humpherys says. "The award reinforces that what I'm being mentored in is of value to others."

ALUMNI NEWS

Marriott School Alum Ranked No. 1 Energy Analyst

Marriott School alum **Ted Izatt** was ranked the No. 1 all-American fixed-income analyst for the energy industry by *Institutional Investor* magazine's 2007 rankings.

The ranking highlights Izatt's significant relationships within the oil and gas industry as well as his ability to see beyond finances to truly understand the management of companies he represents.

Institutional Investor releases yearly rankings of fixed-income analysts for various industries in the United States. These are determined by

survey responses of 1,425 portfolio managers and buy-side analysts of more than 480 firms. For six of the last seven years, the magazine has ranked Izatt the No. 1 analyst in his industry.

"I always try to stay focused on the importance of the capital markets when I make investment recommendations, and the recognition that my peers have given me indicates that I'm succeeding in that endeavor," Izatt says. "I have a great deal of respect for my global client base because they manage pensions, insurance, and other assets for people throughout the world. They play an important role in the stability of our financial institutions and that impacts all of us on a personal level."

Izatt was senior managing director of Bear Stearns' fixed-income research department; he did not join JP Morgan in the recent merger with Bear Stearns. Before joining Bear Stearns in 2004, Izatt was a senior vice president for Lehman Brothers, where he was responsible for coverage of oil and gas on a global basis.

Izatt holds both an MBA degree and a BA

Organizational Expert Consults Cougar Football

When **Paul Gustavson** meets with BYU head football coach Bronco Mendenhall, they talk strategy. But it's not the Xs and Os kind of strategy; it's more of a "let's create a competitive advantage through organizational design" kind of strategy.

Gustavson is an authority on organizational architecture and an expert in forming high-performance work systems who has been consulting organizations like NASA, Exxon, and AT&T for decades. So when he saw the once-prestigious BYU football program struggling on and off the field after the LaVell Edwards era ended, he called Athletic Director Tom Holmoe to offer his help. The day after he became head coach in 2005, Mendenhall took Holmoe's reference and called Gustavson.

Gustavson didn't charge anything for the hundreds of hours of consulting that followed; he saw it as giving back to a program that had blessed his life. In 1972 he was the first returned missionary to become a walk-on for the football team under LaVell Edwards.

"I'll be forever grateful for that," says Gustavson, who played center and special teams for two seasons. "I watched how LaVell took a team and made a difference with his leadership style."

He says the work ethic LaVell showed in making the football team helped him overcome a mediocre GPA and get accepted into the master of organizational behavior program at BYU. He graduated with the degree in 1975, which catapulted him into the career he had always wanted.

Growing up, Gustavson saw how his parents' work affected them when they weren't in the office, both for good and bad.

"I wanted to create great places for people to work—make their jobs more enjoyable," he says. "If you can bring the best out of people when they are at an organization, they are able to contribute more."

Gustavson, now a member of the Marriott School's OBHR advisory board, went to work inside companies for nine years, including Zilog, where he worked on developing a new semiconductor plant. They did something completely different, shifting responsibilities and reducing steps—it was a revelation for productivity and employee morale.

"Just by organizing people differently, we had a 253 percent performance improvement. In an industry with fifty-five percent turnover, we averaged only six percent," he says.

With a success story to share and the support of his wife, Kris Anne, Gustavson founded Organization Planning & Design, Inc., in 1984. "It was an opportunity to work with a number of organizations interested in work innovation."

He has been crisscrossing the globe ever since, consulting with major companies, start-ups, and government organizations from Scotland to Japan, developing leaders and helping clients understand what it takes to be successful.

"The best companies choose an area where they are going to separate themselves from the pack," he says.

That applies to the gridiron, too. Gustavson says organizations are perfectly designed to get the results they do; when you don't like the results—change. It's one of the principles he has been teaching Coach Mendenhall, and Cougar football fans have seen the results: back-to-back conference championships.

degree in journalism from BYU. He also served on the Marriott School Alumni Board for three years and is the former chair of the Houston Region BYU Alumni Association.

MANAGEMENT SOCIETY

Management Society Chapter Launches at BYU—Hawaii

From left: Chapter advisor Helena Hannonen, president Jennifer Gaylord, and Aushra Moreno.

BYU–Hawaii is home to the newest Management Society student chapter. With nearly half of the student body coming from seventy nations, BYU–Hawaii is the most ethnically diverse campus per capita in the United States. This unique environment should allow the chapter to grow moral and ethical leaders internationally—all in one place.

"The students are learning to be professional," says **Helena Hannonen,** chair of BYU–Hawaii's International Business Management Department and chapter advisor. "It's a training place to become a global leader."

The chapter will focus on networking with other Management Society chapters. Hannonen says it has already successfully connected with a member from the Minnesota Chapter to land one student an internship this past summer.

Since being introduced to students 7 February 2008, the chapter, which has been adopted by the Silicon Valley Chapter, is growing and preparing students for careers.

"Our goal as a chapter is to build a bridge between the education world that we're currently in and the real world of jobs and careers that we are interested in," says chapter president **Jennifer Gaylord,** a senior majoring in accounting. "The students who have learned what the Management Society is about are really enthusiastic about having a student chapter here on campus. They're eager to get involved and see the results of their membership."

Leadership positions are open to all members to encourage everyone to get as much experience as possible. Hannonen says a college campus is a great place to extend the Management Society's vision. "The focus of the society is to grow ethical leaders—what better place to start than with students?"

Asian Chapters Gather at Regional Conference

Management Society leaders representing chapters from South Korea, Japan, Hong Kong, Thailand, Singapore, and the Philippines gathered for a regional conference on 31 May in Hong Kong and received training on philosophy, goals, and strategies to help their respective chapters better achieve the Management Society's vision.

The conference worked to discover and solve some of the unique challenges facing chapters in Southeast Asia, including government recognition and limited resources.

The conference was attended by **Ned Hill,** who spoke at three conference sessions, and international steering committee members **Bruce Whiting** and **Helena Hannonen.** Marriott School graduate **Alan Tsoi,** one of China's leading tax consultants, was the keynote speaker at a dinner co-sponsored by the BYU Alumni Association and BYU–Hawaii Alumni Association.

The Art of Business

The art along his office walls is not merely décor, nor is it for conversation. The pieces **Steevun Lemon** has chosen—of the many he could, since art is his business—carry meaning.

Take the intricately detailed "sketch" of Jesus Christ and Judas Iscariot at the last supper opposite his desk. Christ looks intently at Judas, who is too busy eating to notice. Lemon describes Christ's demeanor as without malice, despite knowing what is going to happen.

"In business, sometimes you feel you have been taken advantage of," he says, comparing the piece to work. "No matter if you feel you have been treated unfairly, you can't let anger creep in or frustration get the best of you. If you do, in the end, it only hurts you."

Keeping a long-term perspective helped Lemon, director of Repartee Galleries, manage the stressful ups and downs of the art industry. It also helped him discover it was where he needed to be.

He is passionate about art, but it took some years before he realized he should go into it. He earned an MBA from the Marriott School in 1998 and went to work building software as a project manager. He then became vice president of sales at a data systems corporation. Sales were good, but the travel kept him away from his young family.

On a trip to Florence, Italy, an epiphanous encounter with Michelangelo's sculpture of David changed his career and life.

"It was almost as if it had fallen out of heaven," Lemon says. "I just sat and watched it, and for maybe the first time in years, I was able to stop and ask myself the questions I didn't want to."

Lemon realized he wasn't happy, so he left his job. He took a large cut in salary to join Repartee, where they devised a makeshift office in the hallway for him, but he received a bonus in the form of time at home.

Lemon describes the art business with words like "volatile" and "unpredictable." It's changing; so Repartee, which now has four retail locations in Utah, is experimenting with new ways to connect to the market, using more video and technology in the galleries. They also show the process their artists go through, start to finish, on the internet.

"Art isn't like another product," he says. "The creation reveals the creator—the brush doesn't lie. I tell artists to paint what they feel, and we'll do our best to market it."

Lemon says he is increasingly grateful to be where he is despite the industry's challenges. He believes in art; he says it makes you stop and ponder. Michelangelo's *David* made him stop and make a decision that once seemed like a sacrifice, but doesn't anymore.

"I think what we do here makes a difference, and that's what I was looking for," he says.

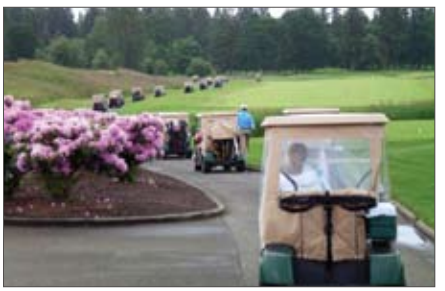
Luci Li, a BYU graduate who works for Motorola, spoke at the luncheon.

"Everyone was grateful for the opportunity to attend the conference, have contact with Management Society members, and network," Hannonen says. "There are great opportunities for expansion and strengthening of these chapters. Moreover, these are some wonderful individuals who work around the globe."

Benson Misalucha, Philippines Manila Chapter president, says he was grateful to network with other leaders at the conference and discuss ways they have improved their chapters. Misalucha sees the Management Society as a venue of opportunities for members in his country.

"For the most part, personal networks among church members in the Philippines are limited by ward and stake boundaries," Misalucha says. "If we provide a way for them to meet new friends and helpful contacts on a regular basis, there can only be more self-reliance and less poverty."

Portland Chapter Scrambles for Scholarships



Golfers could buy mulligans and a better lie, and on one hole they could even trade drives with Tiger Woods. They weren't just improving scores—they were raising scholarship money for soon-to-be college freshmen.

The Portland Management Society Chapter held its seventh annual Scramble for Scholarships at the renowned Pumpkin Ridge Golf Course on 5 June. With one hundred golfers participating in the event, the chapter set a personal fund-raising record—more than doubling the number of scholarships it awarded local students the previous year.

"We have taken the emphasis off playing golf and put it on helping kids get to college," says the chapter's golf committee chair **Robert Nicholl.** "Right after the tournament we have dinner with the kids who receive the scholarships so participants can see where the money goes."

The scramble has increased in popularity during the last two years, as the chapter has grown the number of scholarships from just three awards to the current eleven. Chapter president **Steve Ashby** says next year's goal is twenty. The chapter reviews applicants and determines those most deserving based on need, academic achievement, and church and community involvement.

Ashby says the tournament is effective at both bringing members together for a good time as well as exposing more people to the chapter's mission and the benefits of membership.

"In the two months leading up to the event, we saw a large increase in people joining the Management Society," he says. "People would register for the tournament, see the value of membership, and sign up."

The chapter capitalizes on the charity of private donors as well as corporations to fundraise; many companies donated to the silent auction or sponsored individual holes. One such company, a local mortuary service, brought a casket to one of the tee boxes and gave golfers the chance to "bury" their drives by trading up to the 350-plus-yard spot where Tiger Woods hit a drive during his amateur win at Pumpkin Ridge in 1996.

The Portland Chapter has also used the tournament to build a relationship with the Seattle Management Society Chapter, which had its own scramble 22 May. As a prize, a few winners from the Seattle tournament had the opportunity to play at Pumpkin Ridge. Next year the Portland Chapter will send a foursome to Seattle's scholarship scramble.

CLASS NOTES

1974

Craig N. McDaniel was named vice president of WAXIE Sanitary Supply, the largest family-owned sanitary supply business in the United States. McDaniel has been at WAXIE for more than twenty years and general manager of the intermountain region since 2005, a position he will retain. He has consulted for a large variety of companies ranging in size from a few employees to several thousand.

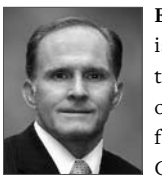
After earning his BS in marketing from BYU in 1974, McDaniel worked as an operations manager for Chytrus Company, a distributor of home appliances, and then started his own appliance and television company in Orem before joining WAXIE.

McDaniel has been actively involved with the Boy Scouts of America for more than thirty-five years. He is currently on the executive board of the Utah National Parks Council and will be the chair of the 2010 National Boy Scout Jamboree. He and his wife, Kathy, are the parents of two children and live in American Fork, Utah.

1975

Steven Lau Tanner is the executive vice president–CFO of Real Mex Restaurants, an owner/operator of Mexican restaurants whose brands include Chevys and El Torito. He is also responsible for new store development and strategic planning. Tanner has been involved in the food industry since 1988, starting as a partner in Golden Spoon, a chain of frozen yogurt stores. He joined In-N-Out Burger as CFO in 1991, and Pick Up Stix as CFO and part owner in 1996. After growing Pick Up Stix from thirteen to fifty stores, he participated in the sale of the company to T.G.I. Friday's in 2001.

Tanner earned his BS in accounting in 1975. When he isn't working, he spends time with family, church, and community activities; exercising; or on his ranch in Mississippi. He and his wife, Gayle, have seven children and reside in Trabuco Canyon, California.



Ernest William Thomson is deputy auditor general for the state of Arizona. Thomson oversees the planning efforts for the Office of the Auditor General, a nonpartisan office of the Arizona State Legislature that serves as a watchdog agency and the state's CPA firm. Thomson has served as a volunteer chaplain at the Federal Correctional Institution in Phoenix and on a number of committees for the Deer Valley Unified School District. He also chaired a citizen's task force to find solutions

to providing water to the residents in his area when the local private water company went out of business.

Thomson earned an MPA from BYU in 1975 and a BS in law enforcement in 1972. He and his wife, Marjean, have seven children and reside in New River, Arizona.

1976

Charles Boyd Grosso was recently promoted to senior administrator at Sandia National Laboratories, where he has worked for almost thirty-two years. Sandia is involved in a variety of research and development programs to help secure a peaceful and free world through technology, including defending against terrorism, ensuring stable water and energy supplies, and protecting national infrastructures. A distinguished member of the staff, Grosso oversees development of Sandia's financial policy, processes, and procedures.

At BYU, Grosso earned a BA in political science in 1973 and a BS in business management one year later. In 1976 he earned an MPA with an emphasis in finance and budgeting. His interests include technical, critical, and creative writing and collecting swords. He and his wife, Patricia, live in Albuquerque, New Mexico. They have three children.

1977

Robert N. Higbee leads the development of the Employment Council, a council that integrates the capabilities of the church's Employment Resource Services to foster career advancement, for the Dallas/Fort Worth Chapter of the BYU Management Society.

In 2000, after years of working in real estate, construction, and financial reporting, Higbee created ControlDOCS.com, a full-service litigation support service provider to major corporate accounts and law firms. Serving first as president and then as CEO, he oversaw its growth to eighty-five employees before selling his interest.

Higbee earned his BS in business management from BYU in 1977 and his MS in taxation from Gonzaga in 1983. Cancer treatment has forced adjustments to his schedule, but he stays as active as possible. With his 1931 Model A Ford, he participates in 1930s reenactments throughout northern Texas, Oklahoma, and Louisiana, and he has appeared on the History Channel and in *USA Weekend*. He and his wife, Linda, have three children and reside in Plano, Texas.

1980

Randall Bambrough was recently named CFO of NextG Networks, Inc., a market leader in outdoor distributed antenna systems networks. Before joining NextG, Bambrough was CFO of InterVideo, Inc., a provider of DVD software, where he helped to take the company public and assisted in its sale to Corel Corporation. Bambrough teaches finance classes part time at Santa Clara University. He has also served as president of Financial Executives International, Silicon Valley Chapter, and has been a guest lecturer in the Marriott School's Executive Lecture Series.

Bambrough completed his doctor of management at Case Western Reserve University this past year. He earned a BS in business management from BYU in 1980, a BS in accounting from Weber State University, and an MBA from Utah State University. He spends his free time exercising, golfing, attending San Jose Sharks games, and reading. He and his wife, Susan, have two children and reside in Fremont, California.

Gordon Stuart Burt is city treasurer and in charge of finances for Eagle Mountain City, Utah, one of the state's fastest growing communities. He previously worked as administrator of Glenwood, Alberta, Canada. During his twenty-one years in Canada, he served in a variety of positions, including member of the Main Street Advisory Board and the Municipal Hospital Board in Cardston, as well as mayor of Glenwood.

Burt earned an MPA from BYU in 1980 after graduating with a BA in French in 1978. He and his wife, Teriesa, live in Lehi, Utah, and have six children.

1982

Lane Isao Kiriyama is CFO and part owner of Wahoo Studios, Inc., an independent video game developer based in Orem. Wahoo has recently created games under the NinjaBee label for Xbox 360 Live Arcade and PCs. Kiriyama joined Wahoo in 2002, where he handles all the company's business duties, including accounting, finance, HR, and marketing.

Kiriyama is currently the president of the American Fork Chamber of Commerce. At BYU he earned a BS in business management in 1980 and an MBA in 1982. He and his wife, Arlette, have three children and reside in American Fork, Utah.

1985

David Allen Grant recently authored *The Legendary Custom Cars and Hot Rods of Gene Winfied*, a biography of the man from whom he learned fabrication and other skills first-hand starting at age sixteen. Grant owns his own automobile restoration company, David Grant, Ltd., which he started in 1993. David Grant, Ltd., specializes in European sports cars and has had cars place first in the Pebble Beach Concours d'Elegance car show three times. He has also volunteered his time for the Gooding & Company Pebble Beach Auction at Concours since 2004.

While attending BYU, where he earned his BS in finance in 1985, Grant worked during the summer months restoring antique and classic automobiles for the Merle Norman Cosmetics/Nethercutt Collection. In 1987, after working for a small investment banking company, he joined Scott Restorations. He has been married to his wife, Theresa, for nearly twenty years. They are the parents of four children and live in Castaic, California.

1988

Dale K. Buys is sourcing manager at Disney Theme Park Merchandise, where he is responsible for establishing and maintaining vendor relationships and negotiating all aspects of custom products and cost of goods. Buys previously worked as product developer at Disney; he developed exclusive toys for and opened Walt Disney World's premier retail toy store, Once Upon a Toy. He has received numerous awards from Disney, including a Business Excellence Award in 2000. Buys has been active in Scouting functions and has taught piano and voice lessons. He also led the Heart of Central Florida United Way Campaign.

She Just Does It

The twenty-six-plus miles that form the modern marathon originate from the Greek legend of a messenger who was sent that distance from the city of Marathon to Athens and subsequently died of exhaustion. As legend would dictate, the race is supposed to be tough.

Shawna Rasmussen, an eleven-time marathoner who runs fifty miles weekly, enjoys a completed race much in the same way she relishes helping clients achieve peak performance in business.

"I love it when someone says, 'You can't do that; you can't run Boston; you can't be it all or have it all,'" says Rasmussen, who turned forty and qualified for and ran the prestigious Boston Marathon this year.

"You learn a lot of things about life by marathoning," she says. "All it takes is hard work. It's baby step, baby step. First you go three miles, and then you go four, then five. You just slowly achieve those goals. I think that applies to a lot of things in life."

The persistence with which Rasmussen approaches athletics has been an asset in her business. She started on her own in 1994, consulting her only client, a surgeon, with tax prep and working one day a week. She had just given birth to the oldest of her three daughters and quit her full-time job as a city accountant. During the next few years, she slowly added clients and work days; now she has to turn people away every month.

But Rasmussen is not using her accounting degree from the Marriott School and her MBA from the University of Utah to simply prepare taxes. She works with every client all year long, looking at tax strategy as a function of business organization and planning, not after-the-fact paperwork.

"It's looking at how to structure everything so that it maximizes tax benefits rather than 'Here's my mess—do the best that you can,'" she says. It's a service many small companies need, but few get. Her unique approach has put her expertise in high demand, allowing her to be extra selective with her clientele, whom she refers to as "the cream" and calls them her best friends.

Ever since her first accounting class at BYU, she has loved the field. "I would have rather gone to that class than go to the movies," she says. But without a business background and everything so new, she had to work harder than most of her peers. Of course, she probably wouldn't have had it any other way.

"You get so much back from working hard," she says. "When you work hard for a client, you get so much back from them and the satisfaction you did your best and provided a good service."

Buys earned his BS in business marketing from the Marriott School in 1988 and an MBA from the University of Oregon in 1990. He and his wife, Kristine, have two children and reside in Orlando, Florida.

1990

Patrick Hopkins is the education and support services manager of Carpigiani, an Italian manufacturer of high-end gelato and ice cream machines. For sixteen years Hopkins worked at Macron, which manufactures and sells sports uniforms and equipment for professional and amateur teams throughout the world. For nine years he was the company's chief operating officer and was responsible for product development, production, and information systems. Hopkins also acted as Macron's image coordinator, creating the company's logo and slogan: "Work Hard. Play Harder."

Hopkins graduated magna cum laude from BYU in 1990 with a BS in business marketing, specializing in international business. In 1992 he earned an MBA from Columbia University. He and his wife, Alfonsina, have two sons and live in a small town called Montombraro in Italy's Apennine Mountains.

Robert Wayne Stoker's career with Wal-Mart has taken him across the United States, to Germany, and now to India, where he is working on an assignment as vice president of real estate development for India/developing markets. Stoker earned his BS in finance from the Marriott School in 1990 and went to work at Wal-Mart as a real estate manager. In 1998 he transferred to Wal-Mart International as director of development. Stoker then returned to the company's U.S. real estate team and worked as regional vice president of real estate and design until taking his current position.

He and his wife, **Shelly,** who graduated from the Marriott School in 1993, are currently living in India with three of their five children.

In 1996, **Vichit Ith** received the Global Leader for Tomorrow Award from the World Economic Forum and has since lived up to the billing. Vichit is a partner at Ancora International, an investment company based in Indonesia, with holdings in oil and gas, mining, and real estate. He is currently working to establish the national airline of Cambodia. He has worked in commodity trading in France and Egypt, headed a multimillion dollar industrial project in Thailand, and worked in global finance for Goldman Sachs and Morgan Stanley in New York, London, Hong Kong, and Singapore.

From 2005 to 2007, Vichit was a special advisor to the president of Madagascar, where as CEO of the country's economic development board he worked to help transform the economy through job creation.

Vichit earned an MPA from Harvard in 2000 and an MBA from the Marriott School in 1990. He and his wife, Tina, are the parents of three daughters and live in Singapore.

1992

Tad Mitchell was recently appointed president and chief operating officer of Compliance11, a leading provider of regulatory compliance management solutions. Mitchell was most recently vice president of product development at the firm.

Before joining Compliance11, he developed software at Ernst & Young, was a senior technical

specialist at CNA, and was a senior associate programmer at IBM.

Mitchell earned a BS in computer science from BYU in 1990 and an MBA from the Marriott School in 1992. He and his wife, France, have four children and live in Aurora, Illinois.

Carlos Zepeda is incorporating Garbett Homes in Mexico and has started building in the Queretaro region. After graduating from BYU, Zepeda joined Otis Elevator Company as a quality manager. In 1996 he was promoted to Otis Mexico's managing director and during the next four years led Otis Mexico's climb from thirty-fifth to sixth place in the company's worldwide rankings.

Zepeda left Otis in 2000 and starting working as maintenance director and later principal of Benemerito High School, a one hundred-acre LDS school in Mexico City, where he developed a strategic plan for the school for the first time in its history. In 2005 Zepeda met Utah-based home builder Bryson Garbett and started learning the business in Utah until relocating with his family back to Pachuca, Mexico, where they currently reside.

Zepeda earned a degree in chemical engineering from the National Autonomous University of Mexico in 1985 and an MBA from the Marriott School in 1992. He and his wife, Silvia, have two daughters.

1993

After more than twelve years in private practice at law firms in New York City, Washington, D.C., and Salt Lake City, **Brad Jacobsen** recently formed Vantus Law Group—a corporate, mergers and acquisitions, and securities law boutique in Salt Lake City—with two other partners. In May 2008 he stepped down as chair of the securities law section of the Utah State Bar after more than four years of service.

Jacobsen graduated summa cum laude with a BS in business finance from the Marriott School in 1993 and received a law degree from New York University School of Law in 1996. He lectures regularly on securities law and mergers and acquisition topics to the Utah Bar and the accounting profession in Salt Lake City. He and his wife, Jennifer, have three children and live in South Jordan, Utah.

2001

After working in quality control and assurance for The J. M. Smucker Company in Washington and California, **Emily Douglass** was promoted to corporate quality system manager earlier this year. Douglass offers support to facilities to ensure and improve quality and safety of products at The J. M. Smucker Company, the market leader in fruit spreads, peanut butter, and health and natural foods and beverages in North America.

Douglass has been involved in a variety of volunteer activities, including providing humanitarian aid, preparing troop care packages, and helping the victims of sexual assaults and those living in temporary shelters. As part of a Smucker's-sponsored team, she competed in and was crowned champion of the Grape Stomping Competition in Grandview, Washington, last fall. Douglass earned her BS in operations management from the Marriott School in 2001 and now resides in Fairlawn, Ohio.

2002

Jana Berrett-Gertsch is project manager at Sony Pictures, a subsidiary of Sony, Inc., that releases about twenty-five movies each year and produces the game shows *Jeopardy* and *Wheel of Fortune*. Berrett is responsible for managing the identity and access management software and portals. She enjoys participating in Women in Technology, her local Information Systems Audit and Control Association chapter, and mentoring and encouraging girls to pursue a career in business and technology.

Berrett earned her BS in business management and a master of information systems management degree in 2002 from the Marriott School. She and her husband, Jeff, live in Los Angeles and love the beach and surfing in Southern California. They enjoy traveling and went to Australia this past summer, where they surfed the Gold Coast.

2003

Trent Bingham is responsible for Eli Lilly and Company's Six Sigma program for Asia and Australia. Bingham started with Lilly, an Indiana-based pharmaceutical company, as an employee relations specialist. He moved to the Six Sigma program in 2004 when Lilly launched the program globally, and in 2007 relocated to Japan, where he teaches the Six Sigma methodology, provides project coaching, and engages in strategic initiative across Lilly's Asian affiliates.

Bingham earned a degree in accountancy in 1997 and an MBA in 2003 from the Marriott School. Before attending the MBA program, he practiced public accounting with KPMG in Los Angeles and Rudd & Company in Rexburg, Idaho. He enjoys mountain biking, trying new foods, and keeping two active daughters happy. He and his wife, Michelle, are expecting their third child in November. They reside in Kobe, Japan.

Utah's Department of Commerce named **Mark Benson Steinagel** as the new director of the division of real estate, which regulates appraisal, mortgage, and real estate professionals. He previously worked for the Utah State Legislature in the Office of Legislative Research and General Counsel.

Steinagel graduated from the Marriott School with an MPA in 2003 and also earned a BS in geography from BYU. He spends his spare time with family and in church service and has coached his daughter's soccer team. He and his wife, Kathie, have four children and live in Stansbury Park, Utah.

2005

Kirk Bertagnole is running two businesses he bought in the past year: a tax prep franchise and a landscaping venture. After earning his MBA from the Marriott School in 2005, Bertagnole felt his family should go to Louisville, Kentucky, although he didn't know anyone in the area or have a job lined up. Bertagnole started working for Savage Services and was promoted to regional manager, where he traveled and worked with large corporations such as BP, Monsanto, and Cargill, and later he was promoted to regional vice president before deciding to leave to spend more time with his family.

Bertagnole earned his BS in business management from the Marriott School in 1994. He and his wife, Audra, have five children and live in Louisville, Kentucky.

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