

# MARRIOTT

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



## Speaking Smartly...

Say What You Really Mean

Prep School

Microenterprise Education



#### **MARRIOTT SCHOOL STUDENT DUO WINS INTERNATIONAL ETHICS COMPETITION**

A pair of Marriott School students proved to be the winning combination at the University of Arizona Eller College of Management's 2006 International Ethics Case Competition.

Philip Arias and Sarah McMullin, both undergraduate students, earned first place at the fourth annual ethics competition. Each of the twenty-one teams received the same case about a week before the competition—questioning if it was ethically acceptable to offer mortgages to illegal immigrants.

"It was a tough topic but a great project to work on" says McMullin, a business management major with an emphasis in entrepreneurship from Redding, California.

The student duo spent an estimated forty hours on research and discussions in the week and a half before the competition to shape their presentation into winning form. Arias and McMullin researched the topic individually before they came together—meeting between classes—to piece together a sound, ethical argument.

The team concluded that extensive security measures should be taken before extending mortgages to illegal immigrants. Offering such mortgages was both ethically and financially sound for the bank because of the growing profit in the remittance market.

The grueling hours of preparation paid off. When the team arrived at the University of Arizona, Arias and McMullin felt prepared even if they were a little intimidated at first, Arias recalls. But nerves quickly settled after sailing through the first round of the competition and into the finals.

"There was never any pressure to win," says Arias, an information systems major from Lexington, Massachusetts. "We wanted to go and represent BYU well and have fun. It was just a pleasant surprise that we won."

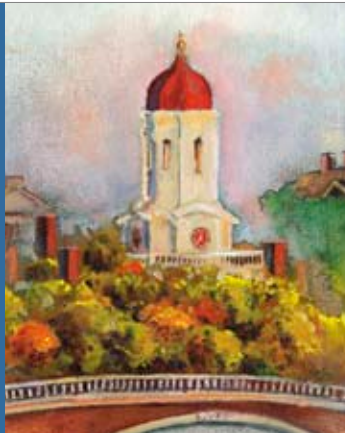
# CONTENTS

## TRENDS



- 4** **SPEAKING SMARTLY**  
*By J. Melody Murdock*

## SPECIAL FEATURES



- 12** **PREP SCHOOL**  
*By Edward L. Carter*
- 10** **KAY WHITMORE:  
A LIFE AND LEGACY**

## AT WORK



- 18** **MICROENTERPRISE  
EDUCATION**  
*By Stephen W. Gibson*

## SPEECHES



- 22** **RIDE THE  
HIGH COUNTRY**  
*By Kenneth M. Woolley*

## NEWS

- 2** **DEAN'S MESSAGE**  
A Formula for Success  
*By W. Steve Albrecht*

- 3** **GLIMPSES**  
Marriott School Admissions

- 27** **SCHOOL NEWS**  
The Marriott School ranks high in several annual publications and names its 2006 International Executive of

the Year. Three faculty members are recognized at the annual BYU University Conference, and the Economic Self-Reliance Center introduces a new publication.

- 32** **ALUMNI NEWS**  
An alumna holds a sweet job title and another helps entertain air travelers. An MBA graduate opens a cerebral palsy clinic. Also read about Management Society chapters and former classmates and friends.

Visit *Marriott Alumni Magazine* online at [marriottmag.byu.edu](http://marriottmag.byu.edu)

*Cover illustration by Craig Frazier*

# A Formula for Success

BY W. STEVE ALBRECHT



In my current church calling, I have many opportunities to interview young men and women who are getting married. Almost always, one or both of them is a returned missionary. As I talk to them, I have found that using their missions as a model for having a successful marriage works very well. I usually start the discussion by asking:

1. Did you enjoy your mission?
2. Was your mission hard?

The answer to the first question is usually, “I loved my mission.” The answer to the second is usually something like, “It was the hardest thing I have ever done.” Isn’t it interesting that those of us who served missions loved something that was so hard?

The reason is that for two years or eighteen months, if we were good missionaries, we had the Spirit with us on an almost constant basis. Two neat things happen when we have the Spirit in our lives: 1) we are happy, and 2) we put others first.

I then ask couples if it would enrich their marriage if 1) they were each happy, and 2) they always put others first—in the case of marriage, their spouse. Given that selfishness is a major problem in most marriage failures and that it is impossible to have the Spirit and be selfish, they readily agree that both of these would help their marriages.

I then ask them how they can ensure that they have the Spirit in their lives and marriages. After some discussion, I usually say something like, “Well, missionaries have figured it out; let’s see what missionaries do.” We then discuss the following types of questions:

1. Do missionaries pray?
2. Do missionaries read their scriptures?
3. Do missionaries serve other people?
4. Do missionaries go to church?

It soon becomes obvious these are the basic elements of living a gospel-centered life.

I am convinced that having the Spirit as a companion will not only enrich our lives but also make us more successful in whatever we

do. What would it do to our jobs if we always put others first—our co-workers, customers, patients, and bosses? What would it mean to our work if we always went out of our way to serve without worrying about who gets the credit? What would it mean to our jobs if we always had positive attitudes? Selfless service would soon be recognized and rewarded. Our relationships with co-workers and others would be positive. And, co-workers would always want us on their teams.

President Gordon B. Hinckley has said many times that the gospel isn’t only true, it’s the formula for happiness on the earth. I would take it even further. The gospel is also part of the formula for success in whatever we do. Truly successful people put others first, give service, and are happy and pleasant.

As we work to be successful, let’s remember to take time to serve others, pray, read the scriptures, and worship. The result will be having the Spirit as a companion. We will find more happiness and satisfaction in our marriages, lives, and professions.

Sincerely,

W. Steve Albrecht  
Associate Dean

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Jon G. Woidka, *Art Director*  
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Nina Whitehead, *Contributing Photographer and Editor*  
Assistant Editors, *Camilla Hodge, Todd Bluth*  
Contributing Writers, Editors, and Designers:  
*Jeremy Bowen, Chad Little, Grant Madsen, Emily Metheny,*  
*and Derek Westra*

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

# GLIMPSES

## MARRIOTT SCHOOL ADMISSIONS: GETTING IN AS AN UNDERGRADUATE

**W**hen Tyler Craig, a Wichita, Kansas, native, began the Marriott School application process, he hadn't heard much about the school itself, but he'd heard plenty about its accounting program—and he was nervous.

"People told me the accounting program was super hard but also really good and credible," he says. "I'd heard it was number two in the nation, and I knew it was going to be hard to get in and keep up once I was in."

The prospect of applying to a Marriott School undergraduate program can be intimidating: there are prerequisite classes to take, a competitive GPA to maintain, and an essay to compose. Factor in the undergraduate program's national reputation—it was recently ranked eighth among all business schools in the nation by *BusinessWeek*—and the idea of getting into the Marriott School can be nerve-racking.

Having to meet such a tall order shouldn't discourage students from applying, says Joan Young, undergraduate pro-

gram director. There are several channels students can turn to for help. The undergraduate guidebook, a printed guide that walks students through the application process, offering helpful hints and answers to frequently asked questions, is one source. Advisors in the undergraduate office are also available to counsel students.

The strength of the business program is what keeps it in high demand among both BYU students and recruiters. "There was

students a chance to show off their strongest selling points.

"Students submit a five-hundred-word essay online," she says. "We ask them questions about their work experience, their community service, what they'll bring to the program, and any special circumstances they would like us to know about. It's how we get to know them better."

Each essay is reviewed by an admissions committee consisting of Marriott School

*"Our three undergraduate programs are so successful because we teach students to be leaders and to make a difference in the community."*

—Maridee Beeston



a period of time when too many students were applying, and too many students were being denied admission," Young says. "So we had to change the minimum requirements."

Now, students must have at least thirty hours of university classes, maintain a 3.0 GPA, and complete four specific prerequisite classes for each of the three programs—accounting, information systems, or business management—before applying. But even as the requirements became more demanding, the number of students admitted was increased to 850 in 1999 to keep up with the growing number of applicants.

Last fall, a group of more than one thousand students with an average GPA of 3.62 applied for admission. And in such a large pool of highly qualified applicants, the most important thing aspiring business students can do is set themselves apart, says Maridee Beeston, undergraduate program academic advisor and transfer coordinator.

Part of the application is aimed at giving

faculty. An essay that communicates a sense of purpose and a plan for the future is more likely to draw the committee's attention, Beeston says. She also recommends that students highlight their experiences in internships, job shadowing, and the workforce.

Craig, who applied to the program last summer, enjoyed writing the essay because it gave him an opportunity to focus on his experience in entrepreneurship and how starting his own business better prepared him to pursue a degree in accountancy.

Helping students realize their potential as outstanding business and community leaders is the mission of the Marriott School's undergraduate program.

"Our three undergraduate programs are so successful because we teach students to be leaders and to make a difference in the community," Beeston says. "We want to help them be efficient, explore their options, and build a foundation for a successful academic and professional experience."





# Speaking Smartly...

## SAY WHAT YOU REALLY MEAN

By J. Melody Murdock ~ Illustration by Craig Frazier

If you ask Jesse Crisler what he remembers most from a recent morning news program, you may be surprised. It wasn't the celebrity guests, popular host, or sports beat. What stands out in his mind is a question the host asked his guest. It went something like this: "In lieu of this situation, what would be your take on the issue?"

Does something about that sentence stand out to you? If not, look again. What the host meant to say was "in light of" not "in lieu of." "In lieu of" means "in place of," explains Crisler, a BYU English professor. "It probably didn't matter, but it bothered me because he was a national commentator misusing a common expression. He lost credibility in my eyes."

You might not realize it, but every day you judge people by their words. You may make a purchase because a salesperson

was persuasive. You may extend a job offer to the candidate who best articulates her ambitions. You may better understand your child's needs if he communicates clearly. Conversely, a salesperson can turn you off with one poorly chosen comment. An incoherent job interview can cost a qualified candidate the position. And, you may feel frustrated because you can't understand what in the world your teenager is really saying.

Remember that while you're subconsciously judging others by their words, they're judging you. "Every time you impede comprehension or generate foggyiness, you sabotage your reason for communicating," says Jan Venolia, author of *The Right Word*. "Unclear communication can make you look sloppy or uneducated; it

suggests that you have limitations elsewhere as well.” How you speak says a lot about who you are—your upbringing, education, interests, and personality.

Consider this true story of a straight-A, recent college graduate who is job hunting. He sends out several résumés a week, but when recruiters call his phone, they hear the following message: “Hi, you’ve reached Rick, um, you can leave a message but ... uh ... I probably won’t listen to it for a week or so, so don’t do that. Try to call me back later. Bye.” And Rick wonders why he’s still job searching.

What does your speech say about you? Are you saying what you really mean? Have you ever stopped mid-sentence, wondering if it’s lay or lie, less or fewer, further or farther, or bad or badly? According to Venolia, you may have a case of “wrong-worditis” if you’re saying windshield factor, carport tunnel syndrome, and notary republic. If you have symptoms indicating unhealthy verbal skills, don’t despair. The following remedies will help heal your harmful speaking habits and increase your verbal health so you can say what you really mean.

#### REMEDY 1—APPLY PURPOSE TO YOUR WORDS

How often do you drive with no destination in mind? Probably not as often as you speak without a purpose. Language is a powerful vehicle. But before you hit full throttle, you ought to first consider where you’re headed. Try not to open your mouth without thinking about where you want your words to take you.

If you frequently remind yourself of your purpose for communicating, you’ll reduce tendencies for tangents, poor word choice, rambling, bragging, or forgetting your point.

Always ask yourself, “What am I really trying to say? What do I want as a result of this interaction?” Give forethought to phone conversations, interviews, reviews, negotiations, speeches, presentations, and everyday conversations. Organizational Consultant Dave Jennings says, “Winging it won’t get you strong results.” He continues, “If you go into a situation saying, ‘I really want to get X out of this, you’re more likely to get it,’” explains Jennings, who is also a Marriott School associate professor of organizational leadership and strategy.

Recruiter Jason Gerster agrees. Gerster, who screens more than fifty candidates a week and interviews around ten to fifteen, says he can immediately tell which applicants know exactly what they want.

“I can tell when I’m talking to a polished candidate within the first two minutes,” explains Gerster, who works for SWCA Environmental Consultants. “They articulate their thoughts and are able to tell me exactly why they are applying for the position.”

He points out the most impressive applicants have researched the company and can clearly answer questions. “The most unimpressive people are those who can’t even tell me why they want the job,” he adds.

To avoid being labeled “unimpressive,” be sure you have a “why” behind what you say. Don’t talk just for the sake of being heard. Instead, be the individual everyone listens to intently because your words are powered by meaning.

*If language is not correct, then what is said is not what is meant; if what is said is not what is meant, then what must be done remains undone; if this remains undone, morals and art will deteriorate; if justice goes astray, the people will stand about in helpless confusion. Hence there must be no arbitrariness in what is said. This matters above everything.*

—Confucius

#### REMEDY 2—DIAGNOSE YOUR AUDIENCE

What if you visited the doctor for strep throat and she said, “You know we probably ought to go ahead and remove your spleen.” We expect doctors to correctly diagnose and deliver the appropriate treatment. A misdiagnosis could be harmful or even fatal.





👂👂 *The hearing ear is always found close to the speaking tongue; and no genius can long or often utter anything which is not invited and gladly entertained by men around him.* 🗣️🗣️

—RALPH WALDO EMERSON

You may not be a doctor, but you still have diagnostic duties every time you speak. Whether it's one or fifty people you're speaking to, they have needs you should address. A good communicator is always assessing the audience connection and adjusting the message accordingly.

How do you know if you're connecting with your listeners? When you've taken them on a journey from why to how, explains Nick Morgan, author of *Working the Room: How to Move People to Action through Audience-Centered Speaking*.<sup>1</sup> "Audiences come in asking why am I here? Why is this important to me? They want to know this is going to be good for them in some way," Morgan says. You'll know if you're succeeding if your listener is asking, "How do I do what you are talking about? How do I get to work on this?"

As founder of Public Words, a communications coaching company, Morgan has worked with leaders from around the world. He says the most common mistake people make is unloading too much information. The cure, he suggests, is simplifying the message. "Figure out what single message you want to get across to the audience, and eliminate everything that doesn't reinforce it." When tailoring your message, ask, "Who are they? What do they care about? What do they fear? What is going to move that audience?"

Sometimes it's difficult to weed out your ideas, points, and stories because you've become attached to them, but if they don't strengthen your purpose or connect with your audience, leave them out. Lisa Novotny, vice president of human resources at General Mills, says people should share key messages in concise, clear terms. "Brevity, thoughtfulness, openness to others' points of view, and the ability to summarize a conversation, are key to connecting with listeners and clearly communicating," she says.

Another key aspect of connecting with an audience is to speak in terms they understand. Much of our vocabulary consists of jargon words specific to our interests and profession. "Always be conscious of whom you're around," Crisler reminds. "You have to be constantly gauging what level of discourse is appropriate for your listener."

Whether you're at work, at home, or with friends, effective communication depends on an accurate diagnosis of your listener.

### REMEDY 3—TAKE A LARGE DOSE OF LISTENING

It's the first thing a doctor does to ensure the best diagnosis and treatment—listen to the patient. Listening is crucial to productive communication. Part of being a good speaker is being a good listener, Jennings says. "I spend a significant amount of my time getting Fortune 500 leaders to listen more at work," he explains. "Too often people are trying to get their idea out and miss out on the value of the other person."

Jennings teaches his clients and students about the importance of being more spacious with other people's language—giving them space to explain their full ideas. "Conversation is not just about your idea, it's about two people coming together and bringing out more than one half."

Recently, one of Jennings' clients, an Intel manager, decided to try his newly learned listening skills at a business meeting. Instead of trying to convince, his usual approach, he focused on genuinely listening to the client's concerns and needs. He asked questions to verify that he understood. Halfway through the meeting, his client said, "You know, I think you're right and I'm wrong. Let's do it your way." Twenty minutes later, the manager signed a \$12 million deal with this client. The manager reported, "If I would have pushed my normal way, I doubt I'd have sealed the deal."

Dale Carnegie wrote, "Listening is one of the highest compliments we can pay anyone." In *How to Win Friends and Influence People*, Carnegie also points out the simple truth that to be interesting, we must be interested. "Ask questions that other persons will enjoy answering. Encourage them to talk about themselves and their accomplishments." When you do this, be genuine. Really listen and try to remember what other people are passionate about.

Your ability or inability to listen well is apparent in your

speaking. Gerster says he interviews a lot of people who simply aren't good listeners. "Many candidates will give answers that don't even answer the question," he explains. "That shows poor communication skills both in speaking and listening."

Listen to questions. Listen to explanations. Listen to solutions. Listen to your supervisor, your employees, your assistant, your friends, your spouse, and your children. When you hear and understand them, you'll know how to connect with them.

*The hearing ear is always found close to the speaking tongue; and no genius can long or often utter anything which is not invited and gladly entertained by men around him.*

—Ralph Waldo Emerson

#### REMEDY 4—REDUCE “FADDY” LANGUAGE AND BOOST WORD INTAKE

Now that you've thought about what you want to say, learned the needs of your listeners, and heard what they think, you're ready to deliver the message. But like a doctor preparing for a procedure,

you need the right tools—or in your case, words.

The English language is always evolving, but recent trends have some scholars worried about where we're heading. In 1950, the average six- to fourteen-year-old American had a twenty-five thousand-word vocabulary. Fifty years later it shrunk to ten thousand words. Crisler explains the impact of words is diminishing because of the speed at which we communicate. Text messaging reduces the need to use big words. Email can lead to quick, sloppy, and incomplete messages. As a result, Crisler says we're seeing a “dumbing down” of people's ability to handle and use language and to be persuasive in discussion. He says there's an increased tendency to lapse into jargon and pat expressions rather than searching for the precise and exact word. “English is a rich language,” Crisler adds. “We should take advantage of the many words that exist to convey what we want.”

According to Venolia, the average English-speaking adult has a vocabulary of thirty thousand to sixty thousand words. With so many known terms to choose from, why do we get tongue-tied so often? Linguists say it's because we allow a few words to carry our verbal load. Venolia believes people's ability to understand and use

## Know the Difference?

**Adverse:** refers to conditions (unfavorable, hostile)

**Averse:** describes people (reluctant)—*In adverse market conditions, investors are often averse to buying high-risk stocks.*

**Affect:** verb meaning to influence—*The protestors hoped to affect the vote.*

**Effect:** noun meaning outcome or result—*The protest had the desired effect.*

**Bad:** use to describe the subject—*The team feels bad about losing.*

**Badly:** use to describe a verb—*He performed badly on the exam.*

**Farther:** refers to distance—*I ran farther today than yesterday.*

**Further:** indicates a greater degree—*I'm looking into the matter further.*

**Fewer:** describes things that can be counted—*Fewer than fifty people attended.*

**Less:** refers to quantities considered as a whole—*I earned less income at my previous job.*

**Intercede:** to plead on another's behalf—*The passenger interceded as the police officer started to write a ticket.*

**Intervene:** to come between two things or points of time—*Only five months intervened before they put the house up for sale.*

**Lay:** verb meaning to place (needs an object)—*Please lay the book on the table.* Past tense of lay is laid—*I laid the book on the table.*

**Lie:** verb meaning to recline (doesn't need object)—*I'm going to lie down on the couch.* Past tense of lie is lay—*After dinner, I lay on the couch for a few minutes.*

**Lie:** verb meaning to not tell the truth—*I don't lie when asked my age.* Past tense of lie is lied—*She lied about her age.*

**Who(m):** refers to a person or animal with a name—*Sebastian, who lives next door, borrowed my CD burner.*

**That:** describes a family, company, country, or other entity—*A company that provides generous health care benefits earns the loyalty of its employees.*

For more tricky words, check out Jan Venolia's *The Right Word* or Merriam-Webster's *Dictionary of English Usage*.



words correctly is plummeting—even among the college educated. She says, “It’s as if we’ve inherited sacks of gold but live as paupers.”

Like most people, you’re probably long overdue for a deposit to your word account. Crisler recommends several ways to learn correct usage and new terms. First of all, read more. As you read, keep a list of words you don’t know, look them up, and practice using them. Be more alert and ask questions. Use your dictionary and thesaurus often. Buy or download a word-a-day calendar. You can also make learning fun by playing word games such as Scrabble, Boggle, or Balderdash. Remember to also focus on understanding correct usage of words you already know.

Venolia reminds us of the goal we should always be working toward: “to have an array of words to choose from and use them wisely.” That doesn’t mean we should fill our sentences with words that most people don’t understand. Novotny agrees that a well-versed vocabulary isn’t meant to show off. “That behavior can actually be a deterrent to strong communication, because it can separate people from fully understanding each other and respecting each other,” she explains.

Watch your word diet closely. Avoid adopting lazy habits and increase your vocabulary intake so you can use words correctly and precisely communicate.

*One fourth of our verbal discourse consists of a mere seventeen words—and, be, have, it, of, the, to, will, you, I, a, on, that, in, we, for, and us.*

—Willard Espy, *The Right Word*

### REMEDY 5—STICK TO THE “YOU” DIET

Be yourself when you speak. “Good speakers do two things well: they let their own personality come through, and they have a wide range of emotional expressiveness,” says Morgan. “That’s what charisma is—emotional expressiveness, the ability to show a range of genuine emotions. You need to let an audience know how you feel about what is important to you.”

Jennings says too often people talk like and try to project other people, when really they just need to tell their story. “Don’t try to be someone else,” he advises. “Say, ‘Here’s who I am, and here’s what I think.’” Listeners seem to have a built-in sensor that generally tells them when the speaker is being genuine. Novotny says, “If you lack commitment toward a topic, it will become transparent; you’ll lose your audience due to a lack of authenticity.” Remain loyal to yourself, and your audience will feel your genuineness and connect more powerfully.

### ON THE MEND

Already your verbal health should have taken a turn for the better, simply because you’re more aware of the effect your words can have—for better or worse. Venolia reminds us that a wrong message or poor delivery can have serious consequences ranging from detrimental, such as a missed sale, to fatal, such as confusing flight instructions. “Conversely, knowing how to use words correctly and effectively can produce desirable results in everything from career advancement to civic involvement to personal relationships,” Venolia adds.

Although your blunders may not be broadcast to millions of viewers like the one Crisler witnessed, your words still affect those listening to you. Their effectiveness depends on the health of your word habits. Give yourself a verbal check up every so often to make sure you’re applying a purpose to your message, accurately diagnosing your audience, taking in your regular dose of listening, keeping up on your vocabulary intake, and sticking to the “you” diet.

To discourage slipping into poor communication habits, take the following advice from Crisler. When people find out he’s an English professor they often respond, “Oh, I really better watch what I say.” His question for them and all of us is, “Why don’t you always watch what you say?”

*Mend your speech a little, lest you mar your fortunes.*

—William Shakespeare **M**

### ENDNOTE

1. “Meet the MasterMinds.” Retrieved August 2006 at [managementconsultingnews.com](http://managementconsultingnews.com).

### ABOUT THE AUTHOR

*J. Melody Murdock is former editor of Marriott Alumni Magazine and is now a freelance writer and editor based in Salt Lake City. She earned her BA in 2000 and master’s degree in mass communication in 2003 from BYU.*



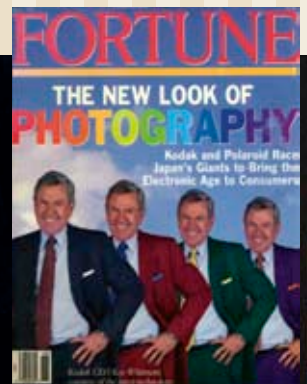
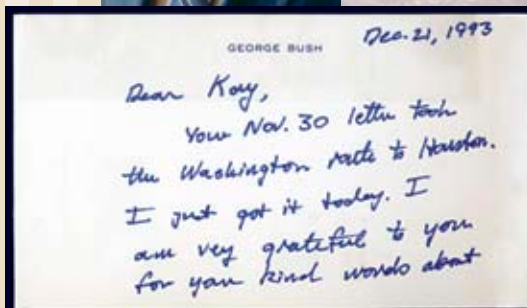


## Kay Whitmore: A Life and Legacy

Born in Salt Lake City, young Kay Whitmore spent his teenage years working away from home—at a fish cannery in Alaska, a dude ranch in Arizona, and a slaughterhouse in Utah. Little did those close to him know he would rise to lead Kodak, one of the world's largest multinational corporations.

On 17 November 2006, the Marriott School named the Global Management Center for Kay and his wife, Yvonne. Nearly two hundred friends, family, and Marriott School faculty gathered at a reception and banquet to recognize the couple and pay tribute to the memory of Kay, who died 26 July 2004 from leukemia.

“Kay Whitmore was an energetic supporter of the Marriott School and a devoted mentor,” says Dean Ned C. Hill. “He personally assisted many students by reviewing their résumés, counseling them on internships, and giving valuable career guidance.”



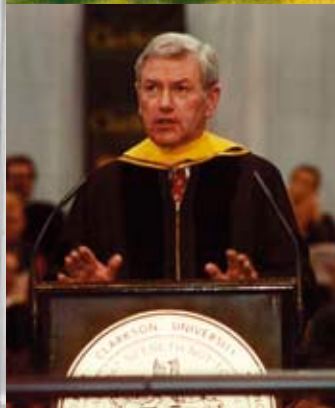




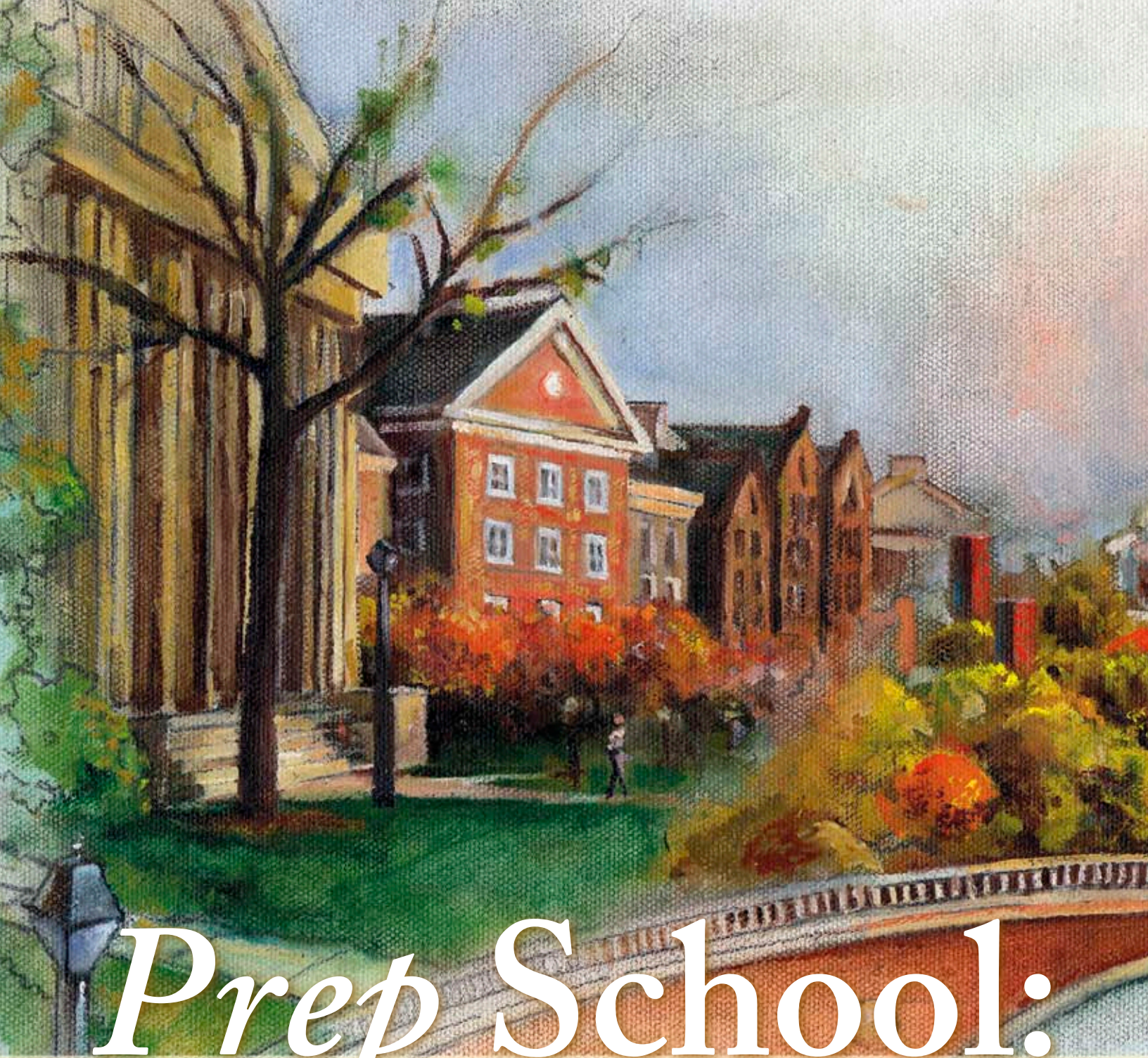
During his thirty-six years at Kodak, Kay was a general manager over Latin America, assistant general manager of the U.S. and Canadian Photographic division, and a company vice president before becoming president in 1983 and CEO in 1990.

Kay was appointed by President George H. W. Bush to the board of directors for the New American Schools Development Corp. and was a member of the Marriott School's National Advisory Council. Kay received numerous honorary degrees and civic awards. He and Yvonne also presided over the England London Mission and served as CES missionaries in San Diego.

A generous gift to the Marriott School from the Whitmore family will honor Kay's legacy by helping train future leaders. The Kay and Yvonne Whitmore Global Management Center, one of the nation's thirty-one Centers for International Business Education and Research, works to prepare students with the necessary skills to compete in a global marketplace. The center works to increase and promote the nation's capacity for international understanding and economic enterprise. **M**







# *Prep* School:

*How the Marriott School  
Gives Future Professors a Head Start*

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By Edward L. Carter \* Illustrated by Tyler Pack





As a student in BYU's accelerated master of accountancy program in the early 1990s, Darren T. Roulstone had a lot of questions about PhD programs.

For help navigating this labyrinth of unfamiliarity, Roulstone relied on Marriott School faculty, including Douglas F. Prawitt, then a new assistant professor who had just completed a PhD in accounting at the University of Arizona.

"He told me about the various schools

and their areas of expertise," recalls Roulstone, now an associate professor of accounting at the University of Chicago Graduate School of Business. "He talked about his experiences getting a PhD and engaging in research. He hired me as a research assistant as he prepared his dissertation for publication."

Additionally, during informal mentoring sessions Prawitt advised Roulstone to take some graduate-level statistics courses

to prepare for PhD coursework.

Meanwhile Roulstone applied to PhD programs, eventually being accepted at six top schools and choosing to attend the University of Michigan Ross School of Business. As Roulstone moved on, Prawitt reflected on how the Marriott School could better prepare accounting students for PhD studies. At that point, a plan was born, although at first Prawitt only allowed himself to think of it in speculative terms.



*“The PhD prep program is giving us tremendous academic credibility among the best institutions. Our students are very well prepared to study at any university in the world.”*

~ W. Steve Albrecht, Marriott School associate dean

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“What if we were able to prepare eight or ten BYU graduates per year who could become professors and have a huge impact on education around the country?” Prawitt recalls asking himself. “What if we could not only fill our own pipeline but also become the leading supplier of accounting PhDs in the country?”

✧ *Nationwide Impact* ✧

What began as merely an optimistic set of questions has become a program recognized in academic circles nationwide both

for its innovation and its record. The BYU Accounting PhD Prep Track, with Prawitt as coordinator, now accepts as many as one dozen students each year. Results are meeting or exceeding Prawitt’s early hopes.

In its ten years, the prep track program has produced approximately fifty students who entered PhD programs at schools such as the University of Chicago, Stanford University, the University of North Carolina, Indiana University, and Cornell University.

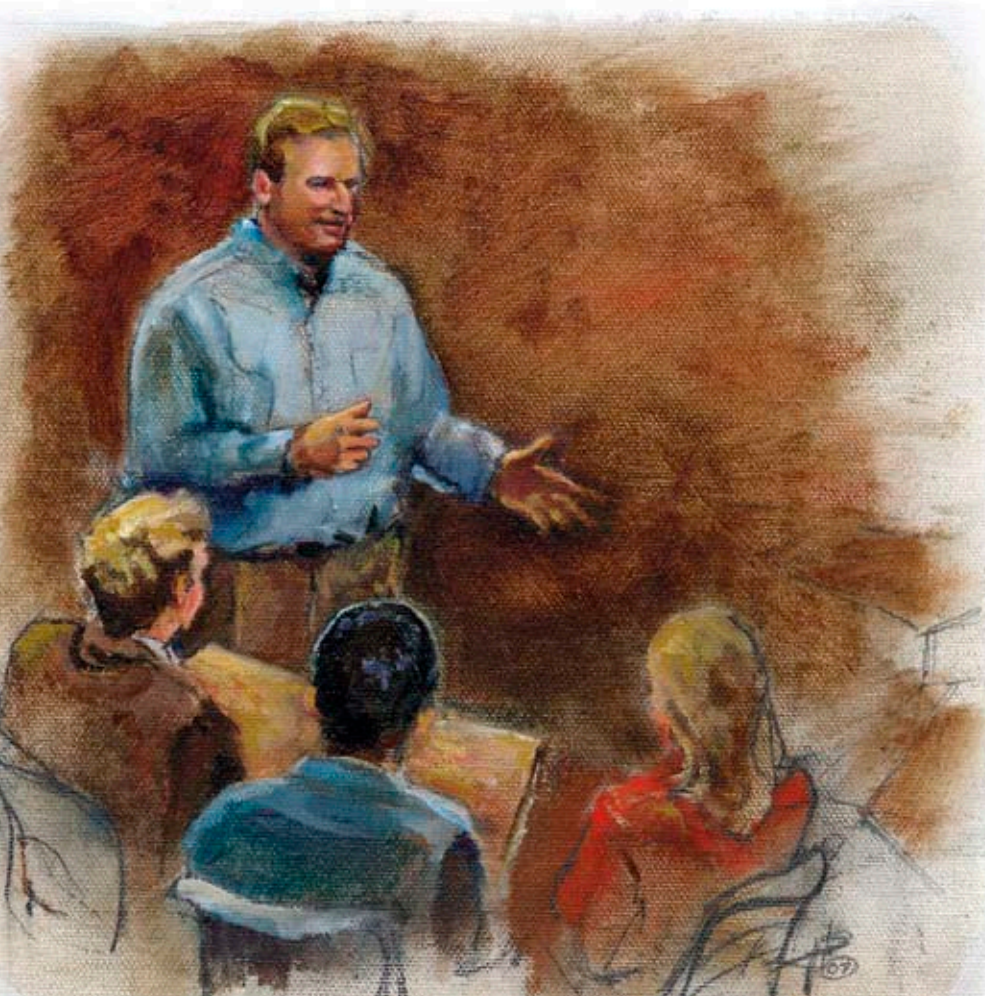
Meanwhile, BYU’s Master of Information Systems Management program has

developed its own PhD prep track, coordinated by Paul Benjamin Lowry, assistant professor of information systems. The MISM Prep Track placed eleven students in top programs in its first three years and boasts 100 percent placement to date. Last year, all five of its graduates entered top-twenty programs and received health insurance, tuition waivers, travel money, research fellowships, and additional yearly stipends of about \$15,000–\$21,000, Lowry says.

Although many of its more recent graduates have not yet entered the job market, the Marriott School’s prep programs have helped produce faculty members at Texas, Chicago, North Carolina, Kansas, Illinois, Rice, and BYU, among other universities.

“Certainly this is the most well-organized and successful program that I’m aware of,” says Robert Libby, a professor of management at Cornell University’s Johnson Graduate School of Management, where BYU alumni have recently constituted approximately 20 percent of all entering accounting PhD students. “There are a lot of schools that know about BYU’s success, but there’s no other school that regularly sends us students like this.”

Because of the relatively small numbers of new accounting PhD students across the country each year, the prep track has already become one of the nation’s top—if not No. 1—suppliers of PhD students in accounting. One prominent faculty member at a well-respected northeast school has told BYU faculty members that the school’s top sources of PhD students were BYU and Canada. BYU’s success in channeling students toward accounting PhDs coincides with a nationwide shortage of qualified accounting faculty; thus the BYU students







enter a market in which supply struggles to keep up with demand.

At the University of North Carolina's Kenan-Flagler Business School, BYU alumni made up two-thirds of the entering accounting PhD class in 2005 and half of the 2006 entering class. Additionally, North Carolina recently hired as a new faculty member Steve Stubben, a PhD prep alum-nus who earned a doctorate at Stanford.

BYU students enjoy an advantage over students from other universities, says Wayne R. Landsman, associate dean for the North Carolina PhD program.

"What I like about the BYU program is the students entering have a pretty good idea of what they are going to be facing," Landsman says. "There aren't any surprises. The adjustment to getting a PhD is easier for them. They are ready to work."

Lowry notes that the Information Systems Prep Track is the only one of its kind in the country, and that uniqueness, combined with quality, makes the program successful in preparing and placing students.

"What is 'unusual' is that business students, including information systems students, normally have little formal training in science, the scientific method, theory building, academic literature, and research methodologies," Lowry says. "Our PhD prep courses provide this. So essentially, we are making scientists out of our students."

The prep program may allow some BYU graduates to complete a PhD a year ahead of their cohort, says Lauren Maines, professor at Indiana University's Kelley School of Business.

"In essence, they have completed many of the courses that we would have students take in the first year of a doctoral program,"

Maines says. "The program gives them a real head start in terms of completing a PhD program."

The MAcc and MISM prep programs have had a significant impact on the Marriott School's national reputation, says W. Steve Albrecht, associate dean. "The PhD prep program is giving us tremendous academic credibility among the best institutions," he says. "They know we have excellent students who are very well prepared to study at any university in the world."

### \* Preparation for Research \*

Room 264 in BYU's Tanner Building is not a graduate seminar room, but on this particular day fifteen desks form a circle for what promises to be a doctoral-level discussion. Prawitt leads a group of MAcc students in their first graduate-style class about the meaning of academic research and scientific inquiry.

As Prawitt and the students converse about the semester's first reading assignment in Thomas S. Kuhn's classic 1962 work *The Structure of Scientific Revolutions*, the proverbial light bulbs seem to come on in heads around the room. Discussing the process and progress of learning, the students seem to understand they are on the threshold of a paradigm shift in their own academic careers.

Perhaps recognizing this, Prawitt pauses to tell the students what they can expect if they continue in the PhD prep track. "You're going to have PhD programs knocking on your door," he says. "You will know what you're getting into, and you'll have a solid quantitative foundation. Some of you as MAcc students will become active in research with a faculty member."

Soon after, one student raises his hand and asks Prawitt: "Why doesn't BYU have a PhD in accounting?"

Before Prawitt can even answer, another student whispers: "Expensive."

Prawitt explains that BYU's mission is largely as an undergraduate teaching institution, and competing against top-drawer, long-established PhD programs in accounting would be extremely difficult. What BYU can do as well as or better than anybody is prepare students for PhD studies elsewhere.

Fundamentally, that happens in four ways. First, students in the MAcc and MISM programs participate in a three-credit academic research seminar at the beginning of their fifth year of study. This seminar provides an introduction to methods of scientific inquiry as well as formulation of research questions and forms of academic writing. Each semester thereafter, MAcc students take a one-credit academic research readings seminar. Meanwhile, MISM students participate in two information systems research seminars, two required statistics courses, and a research project course.

Second, in place of some regular electives, PhD prep students take graduate-level courses across campus in disciplines such as mathematics, statistics, computer science, psychology, and economics. The goal is to help students avoid what happened to Roulstone; even though he had been advised to prepare in statistics, he realized quickly at Michigan that a stronger foundation in economics and econometrics would have been helpful.

"The end result," Roulstone says, "was me sitting in class surrounded by PhD economics students who had been preparing

for the class their whole careers—and knowing that I had to get a decent grade. The prep track offers better preparation for what is expected of an accounting PhD student.”

Third, some prep track students have taken advantage of opportunities to teach business courses at Utah Valley State College or the BYU Salt Lake Center. Occasionally, some of the prep track students will even teach a course at the Marriott School.

Finally, PhD prep includes a formal mentoring component—students meet regularly with faculty and participate in faculty research projects. In the MISM program, prep track students so far have a perfect record in achieving co-authorship of at least one publication in a peer-reviewed journal before entering their PhD programs.

“We make a concerted effort to publish with all of our students,” says Lowry, adding that students get a heavy dose of theory building and causal experimental data collection before they graduate. “We can do this with such a small program, because it allows one-on-one publishing opportunities.”

### *\* Outcomes for Students \**

Not all students who enter the PhD prep program finish it. Even among those who finish the program, not all actually apply for PhD programs. But those students are not considered failures; in fact, the early decision-making process facilitated by the PhD prep track is a positive aspect of the program.

“It’s better to go through the prep track and decide that academic life isn’t for you than to figure that out after a grueling year of a doctoral program,” Roulstone says. “And given the family emphasis of most BYU grads, the cost of a mistake is typically imposed on a spouse and kids in addition to the student.”

For Taylor Wells, an information systems graduate who entered a PhD program at Indiana in 2006, the primary benefit of the program was to get him involved in research. Like other students, by the time he left BYU, Wells already had academic publications either under his belt or in the works.

“Initially, I was a bit intimidated by

academic research,” Wells admits. “Now, research is what I enjoy most and want to do.”

Wells credits his experience working as a research assistant with Marriott School faculty that enabled him to get accepted at several top PhD schools and eventually settle on Indiana, where he has a tuition waiver and annual research stipend.

Even though he graduated from the Marriott School in 2003 and is now working on his dissertation at North Carolina, Scott Dyreng continues to benefit from the PhD prep track. This comes partially through maintaining contact with his classmates—what Dyreng calls “an instant network of PhD student friends throughout the country with whom I can share experiences and ideas.”

Also, Dyreng and other PhD prep alumni are invited back to BYU each October to participate in the BYU Accounting Research Symposium led by Marriott School Associate Professor Theodore E. Christensen. This has created what Dyreng calls a “friendly environment” for presenting and discussing research while keeping personal relationships alive.

“Workshops like that can sometimes be discouraging because people can be overly critical and cynical,” says Ron Guymon, a 2002 Marriott School graduate now in a doctoral program at the University of Iowa. “However, the BYU symposiums are always encouraging.”

For some students, a major benefit of the program was highly practical—it cleared up misconceptions about salary.

“I had never considered becoming a professor—mainly because I had the misunderstanding that professors didn’t get compensated very well,” says Nate Sharp, a doctoral student at the University of Texas.

Perhaps even more important for some students, they also discover the autonomy and favorable lifestyle offered by academia. Prawitt tells students that someone with a PhD can interact with the profession at a much higher level much more quickly than someone without a PhD. Taking advantage of consulting opportunities is also an option for PhDs.

“In many aspects, academia leads industry,” says Tom Meservy, a 2001 MISM graduate pursuing his PhD at the University of Arizona. “Many in academia are asking

questions about issues that likely won’t be considered by industry for another decade or two.”

### *\* Vision for the Future \**

In disciplines across campus BYU does extremely well in sending students on to PhD programs. BYU ranked tenth—just behind UCLA and just ahead of MIT—in the raw number of its one-time undergraduate students (2,116) earning PhDs in all disciplines from 1995 to 2004, according to a study by the University of Chicago’s National Opinion Research Center.

Still, Prawitt, Lowry, and others associated with the Marriott School believe there are elements of the PhD prep program that can be successfully adopted by other disciplines across campus to prepare students even better for graduate school.

Given the program’s low cost and high success rate, Prawitt says it could work in almost any discipline, and he is willing to share with other BYU departments the insights he’s gained in instituting the program.

Albrecht agrees the program could be exported to other disciplines. “I think it would be easy and wise for every program to have a pre-PhD track,” Albrecht says. “Being a professor is a wonderful career and one in which individuals can make great contributions, regardless of which university they are affiliated with.”

“It fits perfectly with BYU’s mission to educate members as well as build friends for BYU and the church,” Roulstone says. “It is raising BYU’s profile in a very important segment of academia.”

As was the case when he first considered starting the prep track, Prawitt poses a simple question. “I’d love nothing more than to see this replicated across campus. BYU could become the nation’s leading supplier of PhD students,” Prawitt says with a smile. “Why not?” **M**

### *\* About the Author \**

Edward L. Carter is an assistant professor of communications at BYU and a graduate of BYU’s J. Reuben Clark Law School. Before law school, he worked as a reporter for the Deseret News and earned a master’s degree in journalism from Northwestern University.



*“I’d love nothing more than to see this replicated across campus. BYU could become the nation’s leading supplier of PhD students.”*

~ Douglas Prawitt, Marriott School professor of accounting

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# MICRO ENTERPRISE EDUCATION

BY STEPHEN W. GIBSON

**THIS IS THE FIRST OF A THREE-PART SERIES FOCUSING ON ECONOMIC SELF-RELIANCE. THE NEXT ARTICLE, IN THE SUMMER 2007 ISSUE, WILL HIGHLIGHT MICROFRANCHISING.**

It's a dilemma every world traveler has encountered: walking down a dirt road in a third-world country, seeing people selling fruits and homemade trinkets, and noticing the desperation in their eyes. The appeal from those in poverty is literally a plea from billions who live at the bottom of the economic pyramid. Organized efforts to assist the poor in developing nations bless generations of poor who desperately need our help.

## **CHURCH OUTREACH TO THE POOR**

The Church of Jesus Christ of Latter-day Saints is growing rapidly across the world, and its members are not exempt from the challenges of poverty. Researchers James W. Lucas and Warner P. Woodworth estimate that by 2030, 85 percent of church members will reside in Latin America, Africa, and Asia, where large segments of the population live in poverty.<sup>1</sup>

Brigham Young reminded the Saints of their responsibility to help those who had been baptized to become "healthy, wealthy, and wise."<sup>2</sup> More recently, President Gordon B. Hinckley has said, "Where there is widespread poverty among our people, we must do all we can to help them to lift themselves, to establish their lives upon a foundation of self-reliance."<sup>3</sup>

In April 2001, President Hinckley announced a new program to help alleviate poverty among church members in developing nations. He explained that the Perpetual Education Fund (PEF) was designed to provide low-interest loans to young church members whose lack of education hinders their ability to get well-paying jobs. Since its inception, the PEF has literally transformed the lives of thousands of recipients, lifting





families out of what President Hinckley calls the “pit of poverty.”<sup>4</sup>

The PEF works well in areas where well-paying jobs and educational opportunities are available. But in places where jobs do not pay enough to sustain a family, or where jobs are simply not available, loans for traditional education may not be the best way to break the chains of poverty. In those places, members can earn money only by creating their own jobs, usually through self-employment in a microenterprise.

#### **MICROCREDIT: A FIRST STEP IN HELPING MICROENTREPRENEURS**

Many poor people create their jobs by doing what their parents and neighbors do: they roll out a blanket or set up a stand to sell fruit, sandwiches, cold drinks, or homemade goods. In doing so, they become microentrepreneurs—literally small-business owners. They enter the world of microenterprise, not because they are knowledgeable about business or plan to earn money that way long-term, but because they simply have no other choice. As “necessity entrepreneurs,” these hard-



working people are in business because it is their only method for survival.

Without a clear vision of how to run a business, these necessity entrepreneurs learn principles in the most costly way possible—by trial and error. They generally find that even after working long hours, seven days a week, they are barely able to take home enough money to buy food for another day.

Microentrepreneurs long for something

that will move them beyond the level of subsistence—a level that often leads them to take out high-cost loans from predatory loan sharks who sometimes charge as much as 20 percent interest per week.

Fortunately, microcredit, an economic-development tool, provides low-cost, start-up, or operational capital to millions of microentrepreneurs. Microcredit lend-



ers, usually operating as nongovernmental organizations (NGOs), seek to eliminate poverty by providing small loans to those who want to start microenterprises or expand their already-operating business to increase income. The microentrepreneur will take the loan, receive some training regarding how to repay the loan, and then set out to earn money.

Although most microenterprises aided by microcredit loans lift families above their nation's poverty line, few ever move beyond the ability to provide a somewhat meager income. These low-interest loans essentially enable microentrepreneurs to just do *more* of what they have always done—sell goods on the street corner or in the marketplace. Thus, while microcredit is doing much good, it is clearly not the sole

or complete solution to poverty.

Muhammad Yunus, the 2006 Nobel Peace Prize winner, who established the world-renowned Grameen Bank, is generally regarded as the father of microcredit. He said that most microcredit organizations don't teach business skills to their borrowers for two reasons: such training is time-intensive and costly, and when training is provided

and the business fails, borrowers tend to blame the lender rather than themselves—creating ill will and leaving unpaid loans.<sup>5</sup>

#### **MICROENTERPRISE EDUCATION**

An additional key to improving poverty-elimination efforts in developing countries lies in a new type of education. Microenterprise education courses teach universal, proven business skills that help people develop or improve a business and turn it into a successful venture that can provide significant income. Such training is designed for impoverished people who are willing to put in the disciplined effort required to learn sound business principles and apply them in microenterprises.

Although microenterprise education is fairly new, dozens of NGOs are already



engaged in the work. Two notable organizations are the Academy for Creating Enterprise and BYU's Economic Self-Reliance Center.

### The Academy for Creating Enterprise

The Academy for Creating Enterprise is a nonprofit school my wife, Bette, and I established in the Philippines in November 1999. Filipinos are literate, generally fluent in English, and have few opportunities to get good jobs in their own country, no matter how well-educated they are. The LDS Church is growing quickly in the Philippines, which has more members than any other nation except the United States, Mexico, and Brazil. To help strengthen active church families, the academy focuses its resources on providing microenterprise training for Filipino returned missionaries because they are self-disciplined and have demonstrated an ability to study and work hard.

Initially, the academy taught students



business rules during an eight-week course, hoping they would be able to apply the principles correctly once they returned to their hometowns. However, they struggled to stick with the habits of successful entrepreneurs once they returned home and started working in their businesses. Simply knowing what should be done to propel themselves out of poverty was not enough. The graduates are torn between their traditions of their culture or adopting a culture of success. They must learn to act in ways that result in greater individual economic success, not just in a

more bearable survival. The poor already instinctively know how to survive; however, they generally don't know how to *thrive* sufficiently to get out of poverty.

To teach the business principles and encourage behavioral change, we developed, taught, and published a curriculum titled *Where There Are No Jobs*. The curriculum is based on a set of principles for microenterprise success. With this guide, the students learn to separate business and personal money, establish sales goals, manage their cash flow, keep accurate records, and not give away merchandise to family and friends. The curriculum uses case stud-



ies, role plays, class discussions, and internships to give students a firm understanding of how and why they should apply these vital principles in their businesses.

The truth of those principles—and the power they have to change lives—is illustrated by the fact that of the one thousand academy alumni, about 83 percent are involved in an income-generating activity. Hundreds of the graduates are teaching these principles to others in their branches, wards, and stakes in non-official settings. The graduates say they are motivated to teach others how to become

more self-reliant because they understand how the principles they learned can change lives. They truly embody President Joseph F. Smith's definition of charity, which they memorize: "Our idea of charity, therefore, is to relieve present wants and then to put the poor in a way to help themselves, so that in turn they may help others."<sup>6</sup>

### BYU Economic Self-Reliance Center

The BYU Economic Self-Reliance Center was established in 2003 to research successful methods of helping families become self-reliant, incorporate those principles into a universal model, and help partnering

NGOs replicate them.

Center partners, like The Academy for Creating Enterprise, are developing curricula and models of microenterprise education to help others. Both Marriott School students and faculty members are working with more than two dozen NGO partners in researching best practices in helping others become self-reliant through microenterprise development. The Economic Self-Reliance Center becomes a clearing-house for the exchange of innovations or improved practices. Through its broad out-

reach activities, the center shares these practices with organizations that are interested in economic development. For more information, visit [selfreliance.byu.edu](http://selfreliance.byu.edu).

Other NGOs throughout the world are also adopting microenterprise education efforts. The LDS Church is one of those organizations. Its Employment Resource Services group now has a Self-Employment Workshop to complement the Career Workshop that has been used for years. This workshop was created with help from the academy and ESR Center.

### Success Stories

One academy success story is Sheila Gusay, who, after her mission, completed a four-year college pharmaceutical course. She excelled in her studies and was prepared for work in a pharmacy, but there were no jobs for pharmacists in her



hometown, so she took a job on an assembly line in a factory—a position for which she was overqualified and underpaid. Months later, Sheila enrolled in and graduated from the academy with a solid business plan for starting her own small pharmacy. She now operates her own small drugstore, employing herself and two assistants.

Another example is Ronald Aban, a college dropout who worked part time as an accounting clerk before attending the academy. He had married shortly after his mission but couldn't find permanent work. His wife lived with her parents, and Ronald worked and lived in Manila, a twelve-hour bus ride from his wife. While at the academy, Ronald started a business selling strawberries to a fruit wholesaler. Ronald's success attracted the attention of

a guest speaker at the academy who invited Ronald to help him build a business selling cell phones. This business has now grown to thirty-five franchises—most of them owned by academy alumni. Ronald owns two franchises and 24 percent of the franchisor's parent company, which employs more than one hundred people.

### FULFILLING OUR DUTY TO THE POOR

In the book *The Star Thrower*, by Loren E. Eiseley, a young boy walks along the shore throwing beached starfish back in the ocean. The boy was asked how saving a few starfish would make any difference when so many were doomed. The boy picked up another starfish and as he threw it back said, "It made a difference for that one."<sup>7</sup> Although we cannot assist everyone living in poverty, microenterprise education can make a difference. Teaching correct principles and

helping microentrepreneurs change their business practices can and does have a dramatic effect on the quality of their lives. **M**

### NOTES

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### ABOUT THE AUTHOR

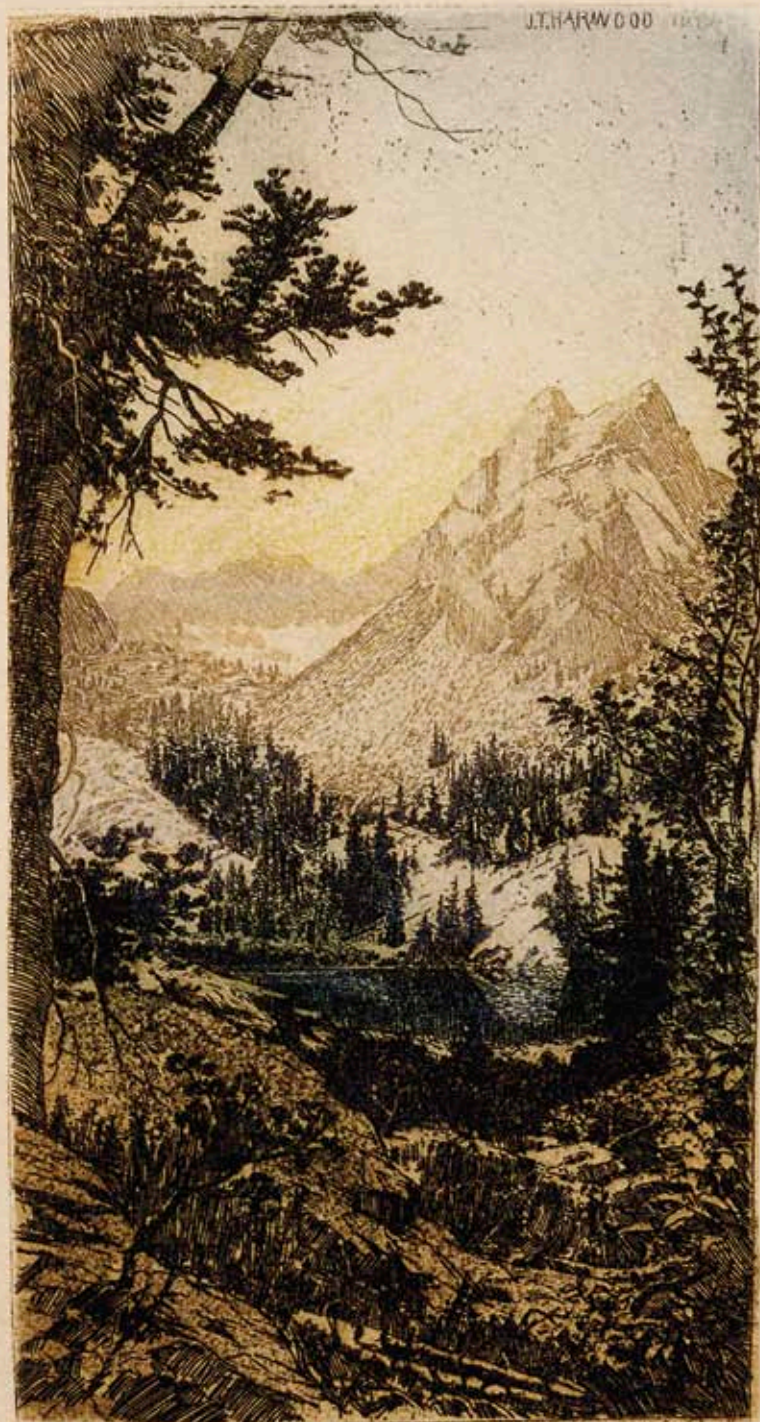
*Stephen W. Gibson is a business management faculty member and serves as senior entrepreneur in residence at BYU's Center for Entrepreneurship. You can reach him at [stevegibson@the-academy.org](mailto:stevegibson@the-academy.org).*

## RULES OF THUMB FOR MICROENTERPRISE SUCCESS

1. Practice separate entities. Keep personal money and business money separate.
2. Start small; think big. Learn the basics when your business is small and mistakes are less costly, then grow.
3. Keep good records. Success comes from beating yesterday's sales and profit records.
4. Pay yourself a livable salary. A salary must cover living expenses so "stealing" from the business is not necessary.
5. Buy low; sell high. Bigger differences between purchase price and selling price mean greater potential profits.
6. Don't eat your inventory. Consuming inventory or seed capital will quickly kill your business.
7. Buy on credit, sell for cash. Selling a product before you must pay for it increases cash flow.
8. Increase sales; decrease costs. As the spread between sales and costs grows, so do net profits.
9. Turn your inventory often. Profit is made every time inventory is priced correctly and sold.
10. Value your customers. Success comes when customers keep coming back and buying more.
11. Differentiate your business. Give customers a reason to return. Be better, cheaper, faster, and more convenient.
12. Make a profit every day. If a workday goes by without making a profit, it's a loss.

© Academy for Creating Enterprise





J.T. Harwood

Ottumwood Lake



# Ride the High Country

by Kenneth M. Woolley



*Last year, Kim Clark, then dean of Harvard Business School, talked about how he learned to ride the high country with his father when he was a boy in Southern Utah. He emphasized how being on the tops of the mountains allowed a person to see the broad vistas of life. During the past year, I have contemplated those words over and over as I have ridden my horse in the mountains.*

All my life, I have loved the mountains. When I lived in California as a young boy, my family spent vacations in the High Sierra Mountains. I love hiking, fishing, rock-climbing, skiing—just breathing the fresh mountain air. When I lived back east, I yearned for the mountains. In 1964, I came to BYU as a freshman. I hiked Mt. Timpanogos that first September and have many times since. I go to the mountains when I want to reflect and think.

Today, I not only love to hike in the Wasatch Mountains but also ride horses and snowmobiles in the high country. Both horses and snowmobiles can get bogged down in the swamps and fogs of the lower valleys. Of course, I have to earn the view of the high country by hard climbing or riding and a certain amount of sweating. When I arrive, I feel the exhilaration of looking out over wide vistas. When I get to the top of Hoyt's peak, I can look out and see Park City and Mt. Timpanogos on the west and

the Uinta Mountains on the east. My world becomes large and expansive, no longer hemmed in by dense forests, rocky cliffs, or even the sides of the mountains themselves.

For me, there is a poignant analogy between being in the mountains, riding in the high country, and having a business career.

## *Take the High Road with Decisions*

As you leave BYU and start exciting and challenging business careers, you will have the opportunity in many decisions to either ride the high country, to take the high road, or spend your time in the bottom country where it is easy to get mired in the swamps and mists of life.

My first full-time job after finishing school was with the Boston Consulting Group. I remember after meeting the CEO



of a very important client, I was asked to have a drink with him and the rest of the senior management group. We went to a bar. It was dark, the members of the management team overindulged, and I felt very uncomfortable. I didn't drink any alcohol, but I decided that I didn't want to spend time in bars anymore. I needed to stay in the high country.

Later that same year, I was asked to work on two different consulting assignments. The first was helping a company that made the machines used in horse-race betting. The second was an assignment to work on the marketing strategy for a cigarette company. I declined both assignments. Even though there was some risk to my career, I'm thankful I chose to ride the high country because decisions to participate in questionable ventures became non-issues. Later, I was on the board of a company that faced some financial challenges. During the crisis, I was made chairman. When the other directors and management decided to direct the company toward offshore gambling, it was easy for me to resign.

Each of us will be presented with opportunities to be involved in businesses that are perfectly legal but have little or no morally redeeming value. You should ask yourself whether you want to participate in these businesses. Would you like to spend your career promoting gambling, pornography,

When I was in graduate school, I had a close friend who maintained that there are two types of people in the world: those who take advantage of others and those who are being taken advantage of. What a hollow view of mankind and interpersonal relationships. How different from our understanding that we are all children of God, and we want to help everyone return to live with Him. Yet, we see so many people whose total world construct is that they can get ahead only by pushing someone else down.

Too often in business we are given the opportunity to take advantage of someone or some other company. As a real estate developer and contractor, I have seen many men take advantage of others. Many times, the larger developer or contractor will not pay a smaller contractor, just because he has more power and knows the small contractor does not have the resources to fight him. We have recently read in the media about the law firms who sued various companies in class action suits for silicosis based on the totally fraudulent medical diagnosis of patients. Those who participate in these behaviors are a sad reflection of the greed of men. These people are riding in the lowlands, and inevitably they get caught in the bogs and the swamps of life.

Early in my career, I worked for a very successful businessman and church leader named Glenn Nielson. Originally Glenn

*Of course, riding on high ground in business involves the way we work, not just where we work or the industry in which we work.*

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*It's who we choose to be.*

alcohol, tobacco, pawn shops, bars, illegal drugs, or anything that might be either immoral or unseemly? When we choose to work in businesses like these, we are riding the low country and risk being bogged down.

On the opposite extreme, think of the businesses that have brought forth products of great value to mankind. Think of the medical companies that have invented and marketed lifesaving drugs and devices, the housing companies that have built beautiful homes, auto companies, airlines, computer companies, consulting firms, and on and on. The list of businesses that provide valuable goods and services to our society is nearly endless. When you take your first job, and as you consider opportunities for the future, choose to work in a business where you can ride the tops of the mountains.

### *Take the High Road in Transactions*

Of course, riding on high ground in business involves the way we work, not just where we work or the industry in which we work. It's who we choose to be. We are trying to follow the example of the Savior.

was a cowboy and rancher from Alberta, Canada. He learned early in his life how to ride the high country. Glenn Nielson was the founder of Husky Oil Company and a successful entrepreneur. As a young businessman, I was in many meetings with him as we discussed business transactions and strategy. One of the questions he would always ask was, "Is this transaction fair to the other side?" Not is it legal, but is it fair? This has been one of the most important examples in my business career. Now, when I enter into a business negotiation or transaction, I ask myself, "How can this be structured so it is fair to the other side as well as me?" Glenn taught the same lesson the Savior taught two thousand years ago: "Do unto others as you would have them do unto you." This teaching applies to business as well as to other aspects of our lives. We can choose to ride the high country by applying a standard of fairness to our business dealings.

The real test of riding the high country comes when we are in dire circumstances. In 1987, I signed a contract with Public Storage to guarantee the income of a property I sold to them. By 1990, I owed them \$275,000 and had no way to pay. I tried to rationalize to myself that the shortfall was Public Storage's responsibility because they were managing the property. But in



You might be interested to know that, years later, Prudential Insurance Company initially invested \$90 million with our company. Seven years after that they made a \$1.8 billion investment. Prudential made the initial decision to invest after its executive had called Public Storage to check up on me. They were told that I was the only person who hadn't sued them or tried to weasel out of the contract and that I would do what I said I was going to do. Prudential told me that this reference was the reason they decided to make the first investment. Later I was told the decision to invest the larger amount was based on the reliability and integrity of our company.

### *Take the High Road with Your Attitude*

It takes a positive attitude to stay on the tops of the mountains. About thirty years ago, I was director of a start-up company centered on an exciting new identification tech-

It takes a positive attitude to stay on the tops of the mountains. About thirty years ago, I was director of a start-up company centered on an exciting new identification tech-

Norman Lezin was one of the most optimistic and positive men I have ever known. If there was a problem, he would always say that it could be worse, and problems were there so we could learn how to solve them.

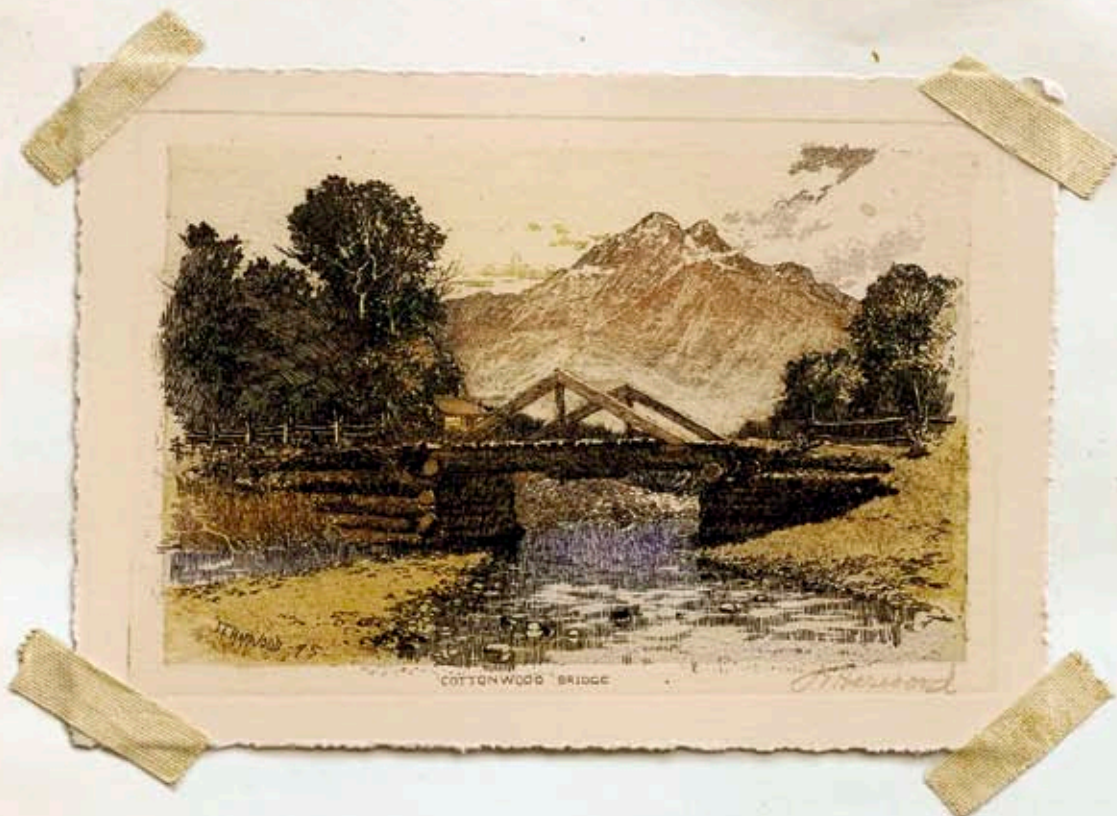
Our optimistic chairman, Norman, finally made a change and brought in new management with a positive attitude to lead the company. Norman rode the high country with his optimism and willingness to see the opportunities rather than just the problems. When you choose to be positive in your thoughts and in your communications, you will be riding the



\* PARK LAKE 1906

St. Francis





high country and enjoying its beautiful vistas.

Staying in the high country provides not only a positive but a unique point of view. I can see the valleys of problems below but also other mountain heights of success in the distance. From a position on the mountain top, it's easier to see the storms coming. I can see the clouds rolling toward me, and I can figure out how to weather the storm before it hits. Such is life—staying on top helps me anticipate problems while focusing on the future. Concentrate on looking to the future. Look for opportunities to grow your life and your business. Don't limit your perspective by spending all your time being blinded by the canyon walls of what you know today. From the high country you can be a creator who has a great chance to see and shape the future.

### *Take the High Road with Others*

When I ride the high country, I never ride alone. You will need partners and business associates to help you on the way. I have always had a partner in every one of the businesses that I have started. My partners and associates are there to share the vision, successes, and hardships. Partners make it possible to enjoy the journey through life. Your partner in marriage will be your most important partner, and of course, no business success can compensate for failure in that relationship.

Choose your partners and associates well. Choose men or women of integrity who also want to take the high road. Associating with partners who do not have your high stan-

dards can drag you into the swamps of life.

If you find out that your partner or business associate does not have your ethics, I believe you should follow the example of the ancient prophet Joseph who, when confronted by Potiphar's wife, fled and got him out.

So here you are. The whole world is open to you with unlimited opportunities. Business is an exciting and rewarding career. You are future leaders. You will have great success as you choose to ride the high country through good decisions, ethical transactions, positive attitudes, and great partners.

I wish you well in your endeavors. **M**

### *About the Speaker*

Kenneth M. Woolley is founder and CEO of Extra Space Storage, a NYSE, nationwide self-storage company. Woolley has also acted as a developer of apartments and condominiums in Las Vegas, been an associate professor of management at the Marriott School, and worked as a consultant with Boston Consulting Group. This article is adapted from his convocation address 18 August 2006.

### *Artwork*

Cottonwood Lake, Park Lake 1906, and Cottonwood Bridge by James Taylor Harwood. Courtesy of Brigham Young University Museum of Art. All rights reserved. Photography by Bradley Slade.

# SCHOOL NEWS

## BYU Ranks Seventieth in U.S. News Survey

BYU finished seventieth overall in the recent *U.S. News & World Report* annual survey of "America's Best Colleges," with the Marriott School's undergraduate program ranked among the top fifty in "Best Business Programs," coming in at thirty-seventh.

The 28 August 2006 issue of *U.S. News & World Report* ranked approximately 1,400 four-year accredited colleges and universities by mission and region. BYU fell under the category of "national universities," which includes schools that offer a full range of undergraduate majors, plus master's and doctoral degrees.

In 2005, BYU was ranked seventy-first in the "Best National Universities" category.

This year the university is also listed nineteenth in the "Great Schools, Great Prices" category, which ranks schools relative to educational quality and price. Additionally, it is listed as twelfth in the category of "Least Debt," which compares the average debt carried by departing graduates.



In specialty categories, the Marriott School's accounting program was ranked fifth and its international business program came in twenty-first.

"We have good students and a unique program with a very integrated curriculum that prepares students very well," says School of Accountancy Director **Kevin Stocks**. "It's a tremendous recognition of the quality of our program."

In overall rankings, Princeton topped Harvard, followed by Yale and Cal Tech.

## Entrepreneur Ranks Marriott School Twelfth Nationally

*Entrepreneur* magazine recently ranked the Marriott School twelfth in the nation in its annual "Best Schools for Entrepreneurs"

## Economic Self-Reliance Center Introduces New Publication



The Economic Self-Reliance Center released a new publication in September as part of a continuing effort to facilitate information and idea exchange among self-reliance experts.

The *ESR Review* is published in a magazine format and replaces the *Journal of Microfinance*. The new publication addresses the general topic of economic self-reliance, where the previous journal dealt mainly with the issue of microfinance.

"Since the inception of the Economic Self-Reliance Center, we've been looking at ways to refine and focus our scope as well as finding better ways to deliver information about economic self-reliance," Managing Director **Todd Manwaring** says. "This revamped publication is one of those visions we had from day one."

The goal of *ESR Review* is to provide a venue for those involved in the cause of economic self-reliance to network and exchange ideas. Microfinance, Manwaring says, is only part of the solution to economic self-reliance, and the new publication will involve other areas of study, including microcredit and microenterprise.

The *ESR Review* is a twice-yearly publication and also features a companion web site. The web site serves both to increase the center's visibility among fellow researchers and practitioners as well as augment the content of the publication. The new publication serves more as a tool for applied research and not as an academic journal about the field of economic self-reliance itself.

Ginny Lowry, executive director of the B. Attitudes Foundation, a center for economic self-reliance, says she believes the *ESR Review* will result in a more cohesive and coordinated effort in the fight against world poverty.

"I would hope that those reading *ESR Review* would gain valuable insights into initiatives, programs, and agencies that would inspire and motivate them," Lowry says. "Rather than working in isolation one from another, readers may be made aware of, or even possibly partner with, other practitioners, resulting in a more global approach to problem solving. Collaborative efforts ultimately reach out to and improve lives in greater numbers."

Readers may subscribe to *ESR Review* and find out more about the publication by visiting the magazine's web site, [www.esrreview.com](http://www.esrreview.com).

undergraduate program review.

The article, in the October 2006 issue of *Entrepreneur*, compiled rankings for both undergraduate and graduate programs, in cooperation with The Princeton Review. Ratings were based on the number of entrepreneurship courses offered; enrolled students and recent graduates who started their own businesses; entrepreneurs within the faculty; and scholarships offered. BYU has been ranked among the publication's top-tier regional schools since 2003.

**Gary Rhoads**, marketing professor and associate director of the Center for Entrepreneurship, says the center's students and volunteers are what set the Marriott School apart from the majority of collegiate entrepreneurial programs.



"Our students are just naturally entrepreneurial," Rhoads says. "We're one of the national hotspots for patents, new ideas, and new businesses. Our center is a response to the creativity

that our students naturally show. We also have entrepreneurs who are highly dedicated to this program. They donate their time and services; how many places do you know that have people who would do that?"

The article states, "Schools that ranked high demonstrated a commitment to entrepreneurship both inside and outside the classroom



and had faculty, students, and alumni actively involved and successful in entrepreneurial endeavors.”

The University of Arizona ranked first in the undergraduate program category, followed by Syracuse and DePaul Universities. Syracuse took the top spot in the graduate program category, followed by DePaul and Northwestern University.

### Wall Street Journal Ranks BYU MBA Third

The *Wall Street Journal* ranked Brigham Young University's master of business administration program third among regional schools in the paper's 2006 report of top business programs, up from sixth in 2005. The Marriott School was listed second as the best place to hire MBAs with high ethical standards. Recruiters also said BYU was underrated, and they cited three disciplines where the school shines nationally and internationally.

“We are elated that recruiters think so highly of our students and MBA program,” says **Ned C. Hill**, dean. “There are hundreds of excellent business schools in the country, which makes this ranking particularly rewarding. We're also very pleased that our graduates continue to be known for their high ethical standards.”

The Marriott School placed fourth on the ranking's “accounting” honor roll, fifth in “consumer products,” and seventh in “corporate responsibility,” a category added this year. Additionally, recruiters placed the program sixth on the list of schools that are most often “underrated,” and gave the school top scores for students' teamwork skills, work ethic, and analytical and problem-solving abilities.

“Our professors are vigilant at developing and refreshing their respective areas of expertise,” says **Michael Thompson**, associate dean. “This expertise is helping our students distinguish themselves in the organizations they enter after graduation.”

This is the sixth year *The Wall Street Journal* has evaluated MBA programs around the world. More than 4,100 recruiters who hire



### Marriott School Honors Telefonica CEO



Manoel Luiz Ferrao Amorim, managing director of Telefonica International, was honored with the 2006 International Executive of the Year award by the Marriott School Friday, 22 September 2006, at the annual National Advisory Council dinner.

Before coming to Telefonica International, Amorim earned his

MBA from Harvard Business School in 1990 and took board positions at companies such as MasterCard International and Telefonica de Chile, S.A. After a brief period as president of AOL Brazil, Amorim took the helm at Telefonica International in Madrid, Spain. In the past five years, he has been named Brazil's telecom industry executive of the year three times by the economic newspaper *Valor*. *Latin Trade Magazine* also recognized him as one of forty “super CEOs” in 2001.

Amorim, whose three children attend BYU, thanked many within the institution and praised the Marriott School for helping produce capable graduates. He also commented on the school's emphasis on educating international students.

“I accepted this award because I think it reflects one thing that I want to be thankful for,” Amorim said during his acceptance speech. “It is the attitudes that the school has today. It's reflected partially in this award—to give more opportunities to international students.”

The IEY award was established in 1974 by the Marriott School to honor executives who have excelled in either private or public sectors while also demonstrating superior moral and ethical standards. Past recipients have included Philip Caldwell of Ford Motor Company; Alonzo G. Decker Jr. of the Black and Decker Corporation; and Gordon B. Hinckley, president of The Church of Jesus Christ of Latter-day Saints. Amorim is the first person to receive this award who permanently resides outside the United States.

full-time business school graduates participated in the 2006 survey. Recruiters evaluated schools on three components. Equal weight was given to perceptions of the school and its students, the likelihood of recruiting and hiring at the school in the future, and mass appeal—the total number of participating recruiters who recruit at the school.

The top ten regional schools for 2006 are: Thunderbird, Ohio State University, BYU, Purdue University, Michigan State University, University of Rochester, Wake Forest University, University of Maryland, Louisiana State University, and University at Buffalo/SUNY.

The top ten national schools for 2006 are: University of Michigan, Dartmouth College, Carnegie Mellon University, Columbia University, University of California–Berkeley, Northwestern University, University of Pennsylvania, University of North Carolina–Chapel Hill, Yale, and Massachusetts Institute of Technology.

The list of schools eligible for the rankings came from the Association to Advance Collegiate Schools of Business and discussions with experts in the field of MBA recruiting.

Only 264 schools met the *Journal's* rating requirements. Of those, eighty-five schools were ranked.

### FACULTY NEWS

#### Marriott School Deans Discuss Business Ethics in Japan and Korea

A goodwill trip to Korea and Japan to discuss business ethics was far from business as usual for two Marriott School deans.

**Ned C. Hill**, dean, met with Sadakazu Tanigaki, Japan's minister of finance, for an unscheduled interview. At the last-minute appointment arranged by public affairs officials of The Church of Jesus Christ of Latter-day Saints, Hill fielded questions from Tanigaki, who wanted to know more about Hill's visit to Japan.

“It was our objective to portray the church as a reasonable group of people, try to solve problems, and to connect with other good businesspeople,” Hill says. “It was fun to speak with the minister. He was cordial, kind, and interesting to talk to. He is a very ethical person, known for his honesty. The world needs

more honest people like him in politics.”

Hill and **W. Steve Albrecht**, associate dean, traveled to Korea and Japan to visit universities, make presentations to government bodies and business associations, and work with industry newspapers and magazines to increase awareness of the need for ethical behavior and leadership in business.

“Steve is one of the world’s leading experts on white-collar crime,” Hill says. “So in our presentations, he would lay out the problem and talk about fraud in America, and then I would talk about the cost of fraud and what we can do about it.”

Hill discussed his model of business ethics that illustrates how business costs can be kept to a minimum by fostering and maintaining trust between negotiating parties. Instilling ethical behavior begins in the home, where a child’s moral compass is established. Then, business schools can teach students to apply personal ethics to their fields of study, he explains. Both ethical courage and leadership are required to take and apply those principles in the workplace.

One of the most favorable experiences happened with the editor of *Nikkei Business Magazine*. The interview, originally scheduled for twenty minutes, stretched to an hour and a half as a once-skeptical editor began to understand the importance of business ethics.

“You could see his mind was opened; he understood the idea and suddenly agreed with us,” Hill recalls.

The visit also opened the door for future visits between countries and exchange programs between BYU faculty and students and some of the most prestigious Japanese universities.

“I hope we established in the minds of some business leaders that the church and BYU have something important to say about business management—and that we’re good, ethical people,” Hill says. “I’m proud we were able to use Steve’s expertise and our ethics instruction at BYU as examples of establishing a strong ethical framework in business.”

### BYU Business Professor Testifies in Supreme Court Antipornography Case

Marriott School Professor **Scott Smith**, director of the BYU Institute of Marketing, testified as an expert defense witness in the ongoing federal case of *ACLU v. Gonzalez*, a case closely tied to the negative effects of Internet pornography.

Smith, an authority in the field of Internet marketing, was selected to prepare and present findings about the effects that the Child Online

Protection Act (COPA) will have on Internet business. If passed, the act will require age verification before web site visitors can view pages that contain sexually explicit materials.

The American Civil Liberties Union filed suit against United States Attorney General Alberto Gonzalez, alleging that COPA is inconsistent with First Amendment rights in that it limits adults’ access to protected speech. COPA, which mandates regulation of pornographic material in an effort to limit its exposure to children, applies only to commercial web sites and does not apply to noncommercial sites that contain medical, educational, or artistic material.

Under COPA, web sites containing sexually explicit materials must require visitors to prove they are at least seventeen years old. “This may



be done by credit card or any other method that is definitive in nature,” Smith says.

“COPA is congressional legislation intended to protect children,” Smith says. “The court is addressing the issue of whether or not COPA is an appropriate way to protect children while not unduly burdening adults’ rights to access

### NFL Champ Tackles MPA



When **Ifo Pili** graduates next spring, his résumé will not only list the Houston Texans, Philadelphia Eagles, and New England Patriots, but it will also include an MPA degree. For Pili, a member of the 2005 Philadelphia Eagles Super Bowl team, playing defensive tackle in the NFL was just one of his life’s goals. Now, after being released from the NFL due to injury, Pili is back at his alma mater.

Pili, who says BYU’s MPA program is “a perfect fit,” was recently hired permanently by the City of Eagle Mountain, Utah, after completing a summer-long internship there.

Working in public administration is similar to playing football, he explains, because you’re part of a team. In addition to working as a city management analyst, Pili spent one day each week with a different city department. “One day I was shoveling sewage and the next I was jackhammering in the city park,” he says. This hands-on work was meaningful to Pili, who believes local administrators need to get outside their offices and know what goes on in the city. In this way, he feels, they can make a tangible difference and know how their decisions on paper affect residents.

Pili, who lives in Eagle Mountain with his wife and three young daughters, loves helping communities prosper. His desire for a career in public service was instilled at a young age. When Pili was ten years old, his dad ran for governor of American Samoa. Pili knew his dad’s chances of winning were small because his dad was much younger than the other Samoan candidates. “Why are you running?” Pili asked. “For you,” his dad told him. “To let you know that it is not ok to stand on the side and watch. It’s like sitting on the sidelines in a football game. People complain a lot about government, but there are no excuses to complain unless you get in the game and quit sitting on the sideline.”

That comment has driven Pili a long way, carrying over into his education, career, athletics, and involvement in the church. He moved to Utah to play football for BYU before signing with the NFL in 2004. Pili feels that football has opened doors for his career in public service, but he says playing for the NFL is like a résumé: “It might get you in the door, but unless you have the education and experience to back yourself up, it won’t take you any further.”

Whether the Pili family will put down roots in Eagle Mountain is still undecided. With NFL teams calling regularly, including a recent offer from the New York Jets, going back to professional football is still an option. Returning to Samoa someday is also an option, although Pili is quick to mention that he is “not justified” in going back without the education and training to be a public servant. For now, Pili says he wants to focus on his education, family, and calling as a bishopric member. “Really it all comes down to what the Lord wants,” he says. But one thing is for sure: Ifo Pili won’t be a sideliner.

a form of protected speech, thereby violating First Amendment rights.”

The ACLU alleges that COPA standards are too restrictive and that less intrusive technology, such as PC content screening software, would be more effective in blocking sites that contain sexually oriented material.

“In this case, the ACLU represents businesses for which COPA does not appear to apply,” Smith says. “By bringing forward nonpornographic businesses with artistic or health-related content, the ACLU hopes to bring down COPA altogether.”

Smith was selected for his experience in online marketing and research of Internet shoppers. He researched the case for several months in preparation for his testimony. A final decision from the court is pending.

### Marriott School Faculty Honored at University Conference



Three members of the Marriott School faculty were honored along with other university faculty and staff at the annual BYU University Conference, 28–31 August 2006, for

their outstanding performance and accomplishments in the past year.

Professor **William H. Baker** garnered the distinguished Karl G. Maeser Excellence in Teaching Award, the top award given annually to a faculty member for outstanding teaching accomplishments. Baker, who has been with the Marriott School for more than three decades, was recognized for his many years of outstanding service and positive reviews from students.

“Dr. Baker has devoted his entire thirty-plus-year academic career to developing students at Brigham Young University and teaching them effective ways to communicate in the workplace,” says Organization and Leadership Strategy Department Chair **Gerry Sanders**. “Dr. Baker’s classes are routinely rated as the courses providing the most useful tools and skills to students.”

Professor of Accountancy **Douglas F. Prawitt** received the Wesley P. Lloyd Award for Distinction in Graduate Education, an award given to a professor who displays not only exemplary teaching performance and research but also outstanding citizenship. Prawitt has built a distinguished career as a nationally

known scholar and researcher and was the principle architect behind the school’s successful PhD prep program for accounting students.

“I’m deeply indebted to so many colleagues,” Prawitt says. “What we do as professors is truly a ‘team sport.’ An award like this one is above and beyond what it takes to be fulfilled, and I’m grateful to be a member of BYU’s faculty.”

The university also highlighted the career of **Paul B. Lowry**, assistant professor of information systems, with the Young Scholar Award, given to outstanding faculty members who have recently begun their academic careers. Lowry is in his fourth year with the Marriott School and has been instrumental in putting together the information systems PhD prep program.

“Paul is one of the hardest working and most prolific researchers I have ever known,” says **Marshall Romney**, Information Systems Department chair. “In just a few short years, he has already published more, and in better journals, than most information systems scholars do in a decade or two. Because of his work in teaching, mentoring, and publishing, BYU has become the place to go to recruit top students for PhD programs.”

### Scholarship Named in Retired Professor’s Honor



After twenty-seven years of service to the Marriott School, Professor and Marketing Group Chair **Bill Swinyard** retired in August 2006, taking his wealth of knowledge

and considerable research experience with him. Now, an endowment scholarship to be named in his honor will ensure that his legacy continues.

“Bill’s retirement leaves a very large void in the school,” says Dean **Ned C. Hill**. “Our school will not be the same without the uplifting influence and energetic example of Bill Swinyard. Not only did he inspire thousands of grateful students, he also helped mold the next generation of marketing faculty.”

Swinyard was recognized as an outstanding marketing researcher and an exemplary citizen and faculty member.

“He consistently published in the best journals in the field,” Hill says. “The recipient of many awards, Bill was recognized for his academic accomplishments with awards such

as the Karl G. Maeser Excellence in Teaching and Marriott School Outstanding Teacher in 1993 and 1994.”

To commemorate Swinyard’s contribution to the school, an endowment scholarship was approved by the BYU President’s Council shortly after his retirement. The scholarship was created by two of Swinyard’s former marketing students, **Mark Palmer** and **Kevin Rollins**, and funded by many other alumni.

“Bill was very influential in changing my career objectives,” says Rollins, former CEO of Dell. “His encouragement and suggestions made me think very differently about where I wanted to go. I am in his debt, not only for the lessons learned in marketing classes, but for raising my sights and the sights of many MBAs who might have aspired to less.”

Professor **David Whitlark**, who has taught at the Marriott School since earning his PhD in marketing from the University of Virginia in 1989, will succeed Swinyard as marketing group chair. Whitlark specializes in advertising and has published many articles on marketing research and strategy. He has high expectations for the marketing program as he takes over.

“I am thrilled to be working with such a talented and dedicated team of professionals,” says Whitlark. “Every member of the marketing group serves with joy and has something very special to offer the students and university. We have a marketing institute that is second to none in offering world-class field studies with top marketing companies, scholarship opportunities, and invaluable career development resources.”

## STUDENT NEWS

### Student Investment Fund’s First Venture Exceeds Expectations

Cougar Capital, a student-run investment fund at BYU’s Marriott School, saw its first investment significantly outperform projections when the company’s stock finished its first day of trading with a 57 percent increase over its initial public offering.





Riverbed Technologies, the company in which Cougar Capital invested, specializes in the production of Steelhead appliances, which address latency and bandwidth problems that computer network applications often experience. Riverbed's version has received a variety of positive reviews and was named "Product of the Year" by *InfoWorld* in the networking category. When the company went public in early September 2006, it quickly surpassed initial expectations, closing its first day of trading at \$15.30.

"The growth and success of Riverbed is largely due to the quality and value that its technological solution provides its customers," says Cougar Capital Director of External Relations **Marc Chenn**. The company's

exceptional stock performance is largely due to the expectation of investors that Riverbed Technologies will continue to grow."

Cougar Capital is a nonprofit investment fund created to give Marriott School MBA students practical experience in the investment field. The group comprises ten students who review and invest in private companies alongside larger public equity firms and venture capitalists. All earnings are deposited back into the organization's fund to be used for later investments.

#### NEW FACULTY SPOTLIGHTS

**Sterling A. Bone** is an assistant professor of business management. He earned his



bachelor's degree in 2000 and MBA in 2001 from Utah State University before graduating with a PhD in marketing from Oklahoma State University in 2006.

While at Oklahoma, he served as a graduate teaching assistant at the Spears School of Business, earning both the school's outstanding instructor and outstanding graduate teaching assistant awards. He has also received doctoral fellow awards from the AMA Sheth Foundation and the National Conference in Sales Management.



Assistant Professor of Global Supply Chain **Cynthia J.**

**Wallin** comes to the Marriott School after earning her PhD in supply chain management in 2006 from the W.P. Carey

School of Business at Arizona State University. She graduated with a bachelor's degree in accounting in 1989 and an MBA in finance/operations in 1994 from the Marriott School. During that time she also worked as an auditor in the Defense Contract Audit Agency before taking a position at Intel in 1994 and serving in a variety of management positions.



**Kevin J. Giddins** serves as both director of diversity and recruitment and associate teaching faculty at the Marriott School. He most recently worked as a train-

ing consultant for FranklinCovey Co. in Salt Lake City and Spencer Johnson Partners, LLC, in Provo. Giddins previously served as an administrator at BYU and also taught at Ohio State University. He graduated with an MA from BYU in 1992.



**Peter Madsen**, assistant professor of organizational leadership and strategy, comes to the Marriott School after a three-year period as a graduate student instructor

at Berkley's Haas School of Business, where he earned his PhD in organizational behavior. Madsen earned his bachelor's degree in chemical engineering from BYU in 2001 and conducted program and project management research with NASA. He also worked with the Dutch National Railroad and with the Utah Environmental Protection Agency.

#### Professor Returns to BYU after Five Years in Hawaii



Prominently displayed on a shelf in Professor **Brent Wilson's** office, among a variety of small international keepsakes, is a long, cylindrical wooden horn carved to resemble an open-mouthed fish. The horn, used by the chieftains of ancient Maori tribes to call assemblies, was presented to Wilson as a faculty gift upon leaving BYU-Hawaii after five years as the dean of the School of Business. It serves as a fond reminder of an experience that always brings a smile to his face.

"It was interesting that instead of being called 'professor' or 'dean,' everybody, even students, referred to everybody else as 'brother' or 'sister,'" Wilson recalls. "I think one of the things that stands out about my experience was that I lived with, worked with, and worshipped with the same people all the time."

After nineteen years as an associate professor at BYU's Marriott School, Wilson accepted the position as dean at the BYU-Hawaii School of Business in 2001. While he and his wife had established roots in the community that came with almost twenty years of service, Wilson says they both ultimately decided that it was time to do something different.

"There are a lot of differences between teaching in Provo and teaching in Hawaii," Wilson says. "I taught a class on international finance, for example, and the student body is much more diverse in Hawaii than in Provo. Many of my students were able to bring real-life situations to the classroom because they came from many different cultures."

While at Hawaii, Wilson worked hard to enhance the business school's image and quality, stressing faculty development and working for accreditation by the Association to Advance Collegiate Schools of Business, among other initiatives. During his tenure, the business school also opened the Willis Center for Entrepreneurship. The initiative furthered the school's goal of sending well-prepared students back to their countries of origin with the knowledge to help promote local economies. These goals also provided a unifying element among the school's close-knit, fifteen-member faculty, says Dean **Clayton Hubner**, a one-time student of Wilson's at BYU who succeeded him in Hawaii as dean in July 2006.

"He continually worked to enhance the stature of the faculty here," Hubner says. "His time here was characterized by a participative management style that enhanced faculty unity and helped them become a cohesive body that was able to pursue many goals. A lot of that came from his servant-leader style."

Wilson's office now overlooks much of Utah Valley, a sharp contrast to the more tropical climes he had grown accustomed to on the island of Oahu. Wilson, however, views the transition as just another stage in his career.

"I'm a teacher; I grew up in a family of educators," Wilson says frankly. "At BYU, our allegiance is not to our personal careers, but to the institution."

# ALUMNI NEWS

## MANAGEMENT SOCIETY

### All 'Pathways' Lead to New York City



The New York Latter-day Saint Professional Association welcomed students and graduates from across the nation to come and discover the city's business opportunities in its first-ever "Pathways to NYC" weekend.

Eighty students participated in the pioneering event 9–12 August 2006. Meetings featured nearly one hundred presenters and thirty companies. It was a whirlwind three days of company presentations, dinners, and networking events.

"The event was not structured as an official recruiting event but rather as an opportunity for students to make contacts with many professionals in the industry at all levels and capacities at different firms," says **Lance Toler**, a member of the NYLDSPA who helped plan the event. "Though there were many networking events, dinners, and company presentations, it was largely left to the students to follow up with the professionals and firms they were interested in."

Among those organizations were Bear Stearns, Coltrin & Associates, Ernst & Young, Goldman Sachs, Lehman Brothers, *National Geographic*, PricewaterhouseCoopers, and UBS.

"The best part was meeting so many business leaders who were high up in their companies," says **Mike Duff**, a second-year MBA student at BYU. "It would be impossible for me, individually, to get ten minutes with those executives, let alone the thirty to forty-five minutes we had to speak with them."

**Seth Wheeler**, NYLDSPA president, says he gauged the event a success both for the chapter and more importantly, for the participants. Those who interacted with business professionals received résumé advice and have followed up with contacts and

professional referrals.

Students and others who came to New York not only explored professional opportunities in the area but also personal ones as they made contacts and forged friendships with NYLDSPA members.

"We have had phenomenally positive feedback from both the students and professionals who attended," says **Carly Mattson**, who helped organize the event. "Many of the students have planned return trips to New York to follow up with contacts they made, and a

few have already been invited to interview. We view this as a huge success."

### Summer of Entrepreneurship

It was a summer of entrepreneurship for the Boise, Idaho, Management Society Chapter. The chapter hosted a three-part lecture series featuring some of the hottest topics in applying principles of entrepreneurship to all types of businesses.

An address given by Andy Fujimoto, CEO of AmeriBen/IEC Group and new chap-

### BusinessWeek Highlights Confectionary Connoisseur as Innovative Champion



Firefighter, doctor, and teacher are common answers to the elementary classroom question: What do you want to be when you grow up? But in Hershey, Pennsylvania, global chocolatier might get a few votes—especially from **Andrea Thomas'** kids.

Thomas, Marriott School alumna, mother of three, and possessor of what may be the sweetest corporate title to date, was recently highlighted as one of *BusinessWeek's* twenty-five Champions of Innovation. As Hershey's Vice President of Global Chocolate, Thomas is responsible for purveying the

company's products into untapped global markets.

"I help the organization figure out how to do things they're not comfortable doing," Thomas says. "The easy answers are rarely the most innovative."

Formerly with Frito-Lay, Thomas created new product platforms that resulted in more than \$1 billion in sales for the salty snack giant. Her success made her a great candidate as someone to help expand Hershey's reach into new markets like China and India. Historically, 90 percent of Hershey's sales came from U.S. consumers, but Thomas is helping change the company's customer recipe to include more international ingredients.

"I spend much of my time in meetings with the Hershey executive team," Thomas says. "Innovation requires courage—it requires taking risks and thinking of things differently."

Not surprisingly, Thomas' innovation extends past the professional world, contributing to creative ways that she and her husband balance career and family. "We didn't start with the plan of Andrea being the primary breadwinner and me as the stay-at-home parent," says Kyle Thomas. "But, it became clear that she had a gift in the business world, and I was better suited to being with the kids."

The Thomas' kids, ages eleven, eight, and four, have also offered their expert services as Hershey's prototype product testers—an important responsibility. "It's awesome," says Anna Thomas, the oldest of the candy-tasting team. "We try stuff before it launches and tell our mom if it's good or bad and if we think other kids will like it. It's fun to try stuff before anyone else."

Thomas says she is honored to be featured as one of *BusinessWeek's* Champions of Innovation and suggests her business success is a product of hard work throughout her BYU MBA and career.

"My two years in the MBA program were a turning point in my life," she says. "I had never been challenged like that, and I committed to myself that I would always do my best. I continue to make that commitment at this point in my life, and it has helped me to exceed the goals I make for myself."



ter advisory board member, kicked off the summer series with an engaging discussion on how he brought a thirty-eight-year-old business back into an entrepreneurial stage of growth. By applying principles of entrepreneurship to the already mature business, Fujimoto increased its revenue threefold in the last decade.

“Andy reminded all of us to pay attention to our business cycle and consider the entrepreneurial mindset,” says **Chris Keller**, president-elect of the Boise Chapter. “We have to constantly revisit the basics of business. He started from the ground up, rethinking his company’s core competency, customers, and competition.”

Members who attended the lecture were impressed by Fujimoto’s business approach. From a business perspective, his methods of focusing on the positive development of his employees were instructive and inspiring.

The second lecture looked at entrepreneurship through the lens of a true start-up business venture. Melody Ross, a start-up success story, spoke. Ross had the idea for Chatterbox, Inc., now a multimillion-dollar scrapbooking company, while gathered around her kitchen table, sharing a hobby with her three small children.

Jerry Sullivan wrapped up the summer series with a rare glimpse into the details of franchising. As an owner of eight franchises, Sullivan offered advice and guidance on franchises as an entrepreneurial experience.

“It was a great way to spend the summer,” Keller says. “It was a great series for our members to be engaged in.”

### Management Society Chapters Grow Internationally



Two international chapters of the Management Society capitalized on the visit of some Marriott School faculty to think globally and nurture individuals in their professional progress.

The Santiago, Chile, and Buenos Aires, Argentina, Chapters welcomed **Wagner**

### Alum Opens Innovative Clinic



was born, she was diagnosed with cerebral palsy on her right side.

“We wanted to give our daughter every opportunity to be independent and do all the things she wants to do,” says Christensen, who earned his MBA from the Marriott School in 1996.

The family began looking into possible treatments and therapies for cerebral palsy. What they found were innovative, intensive therapy clinics where treatments lasted three to four weeks at a time. Only adding to the complicated process of scheduling time for such a long trip was the location; these clinics did not exist in the Western United States, and the Christensen family had to travel as far as Mielno, Poland, to attend them. “Traveling to those clinics was difficult on the whole family,” he says.

Instead of giving up the benefits of the intensive therapy, Christensen and his wife decided to open their own clinic in Orem, Utah. They started by gleaning as much information as they could from already operational clinics and then entered their idea into several business plan competitions. After receiving positive feedback from the competitions, they started the process of taking their business from the drawing board to reality.

“Because of the speed of the whole project, we initially weren’t able to focus on individual obstacles one at a time,” Christensen says. “We had to try to address them all at the same time.”

Since opening the clinic last spring, families from Utah, Oregon, Pennsylvania, and South Carolina have attended the Now I Can Center for Intensive Therapy. Others from as far away as Portugal and Trinidad have contacted Christensen. “We’re still working to finalize the visas for our Polish therapists,” he says. “We have already seen some of the clients make amazing progress in a short period of time. We hope the clinic will give other families similar opportunities.”

**Damiani**, a Marriott School visiting professor of accountancy, and **Cynthia Halliday**, managing director of the Global Management Center. Damiani and Halliday were traveling with Marriott School students as part of a South American business study abroad program.

During the Buenos Aires meeting, Damiani gave a forty-minute presentation on the benefits and intricacies of business networking. **Diego Spannaus**, Buenos Aires Chapter president, also addressed the group of students, employers, and business leaders. After the meeting, Halliday spent two hours interviewing seventeen potential MBA students.

After making the same presentation in the Santiago meeting, the participants had several questions about BYU and its business school program.

“It was an excellent way to talk about BYU, get the word out, and hold Management

Part of the MBA education is learning to apply predictable textbook business principles to an often unpredictable life situation. And for **Joel R. Christensen**, learning to take the unpredictability of life in stride has applied to more than just his Marriott School education.

Christensen and his wife, Tracey, are the proud parents of three children, two boys and a girl. When their daughter, Colby,

Society meetings,” Halliday says. “It was an equally excellent opportunity to network, talk about career options, and support BYU and the Marriott School.”

### Growing Young Professionals in Orange County

For new business school graduates, transitioning from the classroom to the workforce can be intimidating, confusing, and even scary.

That’s why the Orange County Management Association, an affiliate of the BYU Management Society, hosted a meeting aimed specifically at relieving such stress.

The event, called Young Professionals Night, allowed area business professionals and the chapter’s newest members to network. Experts in sales and marketing, financial services, technology, and entrepreneurship

### National Advisory Council Member Finds Fulfillment in Health Care



**Dow Wilson** exudes an enthusiasm for life, something he attributes to family, friends, and what he considers to be an especially fulfilling career.

Also a member of the National Advisory Council, Wilson serves as head of Oncology Systems for Varian Medical Systems, one of the leaders in cancer radiation therapy. The father of seven says that spending his career in the health-care industry has provided a way to take advantage of many opportunities while significantly impacting health improvement and general quality of life.

Wilson graduated from BYU in 1982 with a degree in English literature and decided to pursue his MBA at Dartmouth's prestigious Tuck School of Business. It was in the months following graduation that Wilson says he became drawn to the field of health care.

"When I graduated from Tuck, I evaluated jobs in investment banking, consulting, and industrial marketing," he says. "There was one consistent theme. All opportunities were in health care, so I had identified that as a field of choice from the beginning."

Wilson and his wife, Lynne, eventually moved to Wisconsin, where he took a job at GE Healthcare. He quickly turned heads within the company, finally becoming CEO of GE's Information Technologies business, a \$2.5 billion enterprise consisting of ten thousand employees.

Earlier in his career, Wilson took the opportunity to work overseas, an experience he calls unforgettable for himself and his family. "We lived abroad for six years in countries like France, Belgium, and Holland, and we absolutely loved it," he recalls. "We put our kids in local schools and that has been a great payoff for them as well, although it took them a while to adjust."

About two years ago, Wilson and his family relocated to Palo Alto, California, when he took his current position at Varian Medical Systems, a growing company whose sales have tripled during the last seven years. He says the weather is an upgrade from Wisconsin's and allows him to spend more time on his hobbies, which include golf and jogging. He also had the opportunity to serve and work with young adults in the area. In addition, Wilson recently took a board director position with Saba Human Capital Management, a productivity improvement company, which he calls a "classic Silicon Valley start-up."

Wilson says he enjoys his work with the Marriott School National Advisory Council and the interaction he has with students. "Being on the National Advisory Council gives me the terrific opportunity to catch up on both the school and university," Wilson says. "It's also a good opportunity to weigh in on some of the current business issues and make sure they are incorporated into the curriculum. I think the Marriott School has a very good pulse on what's happening in the business community as a result."

were on deck, interacting with new grads and offering industry-specific career advice. It was more than just an opportunity for the young professionals to take charge of their careers; it was an opportunity for the chapter to grow people and nurture them in their professional progress by providing a stable network of moral and ethical leaders.

John Dalton, vice president of Dalton Enterprises, was the keynote speaker. He shared personal experiences from his time at Harvard Business School and from his professional experience working as a consultant and merging and selling a family business.

After his address, the attendees broke into

small group discussions led by industry professionals: **Michael Phelps**, financial advisor with Merrill Lynch; Ron Wingard, worldwide account manager with Federal Express Services; Alan Ptak, president of TansiTiva, LLC; and Carol Pearson, a retired executive recruiter.

**Wayne Sant**, senior vice president of development with Sunrise Senior Living, Inc., also spoke on making business careers successful.

"This is the third year OCMA has held a young professionals event such as this," he says. "It fits perfectly into the community service portion of our chapter's mission. From

past experience, we know that opportunities for individual mentoring and even employment will follow."

### New Management Society Chapter in South Korea



One of the newest international chapters of the BYU Management Society celebrated its kick-off event in November.

The Seoul, South Korea, Chapter drew about sixty people for its inaugural meeting. Heading up the chapter is **Yong-in Shin**, a vice president at Samsung Electronics.

"This chapter will be successful because there is a core of excited, motivated, and organized alumni that supports Dr. Shin in his efforts," says **Tad Brinkerhoff**, director of the Marriott School Executive MBA program. "I'm excited for this chapter of the Management Society."

Brinkerhoff and **James Stice**, MBA program director, participated in the initial meeting. The professors hosted a general MBA information meeting and met with twenty-five potential MBA students. Several alumni spoke of their BYU MBA experiences. Before the meetings began, there was a traditional Korean dinner.

"There is a solid core of Korean alumni that needs a vehicle allowing them to network and support each other in leadership and career development," Brinkerhoff says. "It's time for a professional group of businesspeople like this to help shape the careers of future leaders in Korea."

### CLASS NOTES

#### 1970



Since earning his BS in accountancy from BYU, **Dennis R. Howard** has dedicated himself to the CPA field. He is now an owner and vice president of Porter, Muirhead, Cornia & Howard, a corporation of certified public accountants in Wyoming.



He serves on the executive board, works in the taxation department, and oversees business valuations.

Howard has also worked with CPA firms Hurdman, Cranston, Penny & Company and Myers, Howard and Company. He actively serves on three boards in Wyoming and is president of the Central Wyoming Council of Boy Scouts of America.

Howard and his wife, Marda, reside in

Casper, Wyoming. They have seven children and eight grandchildren.



Although **Richard B. Turnbow** earned a BS in accountancy from BYU, he has spent most of his career serving the legal community as a CPA and administrator for several law firms. As administrator for

Avera & Avera, LLP, he is responsible for all business operations.

Turnbow shares his practical finance experience through conferences and events sponsored by the Association of Legal Administrators; he teaches law firm financial management and administration. He is a fellow of the College of Law Practice Management and has served on the finance committee of the Law Practice Management Section of the American Bar Association. While living in Utah, Turnbow served as treasurer and then mayor of Cedar Hills, Utah.

Turnbow and his wife, Judy, reside in Newberry, Florida. They have seven children, sixteen grandchildren, and one great-grandchild.

## EMBA Alumna Spreads Her Wings



Photo courtesy of Flight Daily News.

In business and personal life, **Ilona Ushinsky** tries to take the road less traveled—or in her case, the flight path less traveled.

As director of sales for digEcor, Digital Entertainment Solutions, Ushinsky oversees the marketing and sales of an innovative cure for “are-we-there-yet-itis.” It’s the digEplayer XT, a handheld personal entertainment system available to airline travelers. Using a

single battery for short flights, and two for long ones, this portable gadget allows airline passengers to watch movies, listen to music, and play games from the comfort of their own flotation-device seat.

“We’re the first ones who introduced the portable in-flight entertainment solution to airplanes,” she says. These in-flight entertainment units are no fly-by-night idea; thirty-one airlines have signed with digEcor and twenty-nine of them are already offering the devices to passengers.

With business taking off, Ushinsky and digEcor are covering new ground as professionals and as a company. “Since we’re a start-up company, we wear a lot of different hats,” she says. “I do sales, but I also do shows and help with operations and translations. I like the dynamic environment.”

Ushinsky first learned to love a dynamic work environment in the Marriott School Executive MBA program. “My experience in the EMBA program prepared me in every single possible way for this type of work,” she says. “It was a huge step up for me, in terms of improving my personality and becoming a better person.”

Not only did the EMBA casework and teamwork prepare her for the business world, it also increased her self-confidence. “I came to the EMBA program a very shy person,” she says. “I just didn’t have as much experience as everybody else in the program. By the time I finished, I realized in school or business, heart is what matters most.”

Heart is what inspired Ushinsky to study business at BYU. After her native country, Lithuania, separated from the Soviet regime, she was one of the first students to attend an undergraduate business school where capitalism was being introduced. “Good principles were taught in school, but the practice was very, very different,” she says. “There was double bookkeeping, accounting problems, and concealing things from the government,” she says. “I wasn’t happy, but when life hands you lemons, you make lemonade.”

Now as digEcor’s regional sales representative for several European countries, Ushinsky appreciates the experience she gained. “It helps me understand their practices and not to judge them but to deal with them,” she says.

Ushinsky maintains close ties with Lithuania—her parents still live there. With the help of her community, she collects books for toddlers and mails them or hand delivers them when she visits.

So what else does a high-flying businesswoman like Ushinsky do in her spare time? “More than anything else, I love to travel,” she says with a smile.

## 1983



**Leslie J. Perry** used both her BYU accounting education and her more than twenty years of experience in finance to start her own company, MyCoachingCo.com. After

earning a BS in accountancy and becoming a CPA, Perry launched a career as a self-employed financial troubleshooter.

As owner of MyCoachingCo.com, Perry oversees the company’s marketing strategy; arranges, organizes, and speaks at seminars and conferences; and coaches individual clients on financial issues.

Perry and her husband, Bob, reside in Sandy, Utah. They have three children.

## 1984

**Richard J. Timpson** knows a lot about risk management, both as a youth sports coach and controller for Sorencor Laboratories, a company specializing in packaging, formulating, and manufacturing pharmaceutical and nutritional products. As a controller for the company, Timpson regulates finance, information technology, risk management, and human relations.

Timpson earned a BS in accountancy from BYU and an MBA from the University of Utah. He has also served as CFO of American Home Business Association and as controller of Christensen Boyles Corp.

He and his wife, Teri, reside in South Jordan, Utah. They have two children.

## 1989

After several years in the accounting field, **Alan J. Wilkins** has opened his own practice in Pleasant Grove, Utah. His past work



experience includes serving as vice president and CFO of First Assured Warranty Corporation; division controller for Home Buyers Warranty Corporation;

senior accountant of BlueCross BlueShield of Colorado; and senior auditor for Clifton Gunderson & Company, CPAs.

Wilkins earned a BS in accountancy from the Marriott School. He enjoys coaching youth basketball and baseball. He currently resides in Lehi, Utah, with his wife, Wendy, and five children.

### 1993



**Jeffrey L. Grebe** earned his BS in finance from the Marriott School in 1993. He later earned an MBA from Regis University. Since his schooling, Grebe has

worked in residential mortgage banking with Countrywide, NetBank, and Wells Fargo. He works as area manager for GreenPoint North Fork Bank, a division of Capital One. Grebe also participates as a member of the board of directors for the Colorado Mortgage Lenders Association.

Grebe and his wife, Jenilyn, reside in Littleton, Colorado. They have two children.

### 1995

Life has been full for **Heather Hippen Merrill** since earning her master's degree in organizational behavior from the Marriott School. While completing her studies, Merrill interned in the training and development department with Intel Corporation in Arizona, which led to a full-time position after finishing her degree.

Merrill's professional career has taken her to Prime Option and Discover Card Services, and Swank Audio Visuals. Now her focus is on her growing family. She and her husband, Nathan, recently celebrated the birth of their third child. They reside in Westminster, Colorado.

### 1999



**Adam Serr** is working as a senior financial advisor with East Idaho Credit Union. He is responsible for personal financial planning, managing investments, overseeing life and long-term-care insurance as well as retire-

ment planning for the credit union's clients.

Before his work with the credit union, Serr served as a financial advisor for American Express and had many of the same responsibilities he has now.

Serr earned his BS in business management from the Marriott School and his MBA from Idaho State University. He is a certified financial planner through the Certified Financial Planner Board of Standards. He and his wife, Taneil, have five children. They reside in Idaho Falls, Idaho.

### 2000



**D. Chris Wright** is putting the BS in information systems he earned from the Marriott School to good use as information systems director for KLAS

Enterprises, a company that provides reports on health care information technology vendors. He manages a team of web developers and assists the company in making strategic technology-based decisions.

He and his wife, Rebecca, reside in San Antonio, Texas. They have four children.

### 2001

**Marshall Hammond** received the Dell 2005 Community Service Ambassador Award for his service on the board of directors of the HeartGift Foundation. The foundation is based in Austin, Texas, and provides lifesaving heart surgery to children living in developing countries where specialized medical treatment is scarce. He has been a member of the board of directors since 2003.

Hammond and his wife, Julie, were inspired to join HeartGift after their three-month-old daughter was diagnosed with a heart defect that required open-heart surgery. Their daughter is now a healthy four-year-old.

Hammond joined Dell in 2001 after earning an MBA from the Marriott School. He is responsible for development of Dell's Small Business Services. He, his wife, and his four children reside in Round Rock, Texas.

### 2001



**Larry D. McFerson** is working at one of his alma maters as an accounting consultant for the financial accounting and reporting division with BYU administration. Before accepting this position, he served as account-

ing support manager for BYU Broadcasting, managing its day-to-day financial activities.

McFerson earned his BS in accountancy from the Marriott School and continued his studies at Utah State University where he earned an MBA. McFerson has worked for LDS Church Distribution as an accountant. Last year he became a certified management accountant.

McFerson resides in Orem, Utah.

### 2003



**Benjamin D. Davidson** is using his accounting skills to count the number of ways that mangosteen, an exotic fruit from Southeast Asia, benefits health and quenches

thirst. As accounting manager for European operations at Xango, LLC, Davidson oversees the financial management and reporting for the company's European subsidiaries. He also serves on the board of directors of the Direct Selling Management Association of Utah.

Davidson earned his MAcc from the Marriott School. He is actively involved in Cub Scouts. He and his wife, Amy, reside in Lehi, Utah, with their two children.

### 2005

**Steven M. Hall** earned a BA in public relations before earning an MBA from the Marriott School. He serves as manager of partner relations for Prosper, Inc., and oversees account management and business development. Previously, Hall worked with Tahitian Noni International.

Hall and his wife, Deborah, reside in Provo. They have two children.

### 2006



**Joshua Ford** hit the ground running after earning an MBA from the Marriott School. He accepted a position with Union Pacific

Railroad as a senior analyst in its Supply Department. In connection with his career, Ford was recognized as an Association for Operations Management Certified Supply Chain Professional. This recognition requires a rigorous course of study that trains participants in effective management of business supply chains and is not complete until candidates pass a comprehensive exam.

Ford and his wife, Heather, reside in Papillion, Nebraska, with their two daughters.





Photo by Bradley Slade



Hershey chocolatier and Marriott School alumna Andrea Thomas doles out delectables at the company's Global Customer Innovation Center. Read more about her cocoa career on page 32.