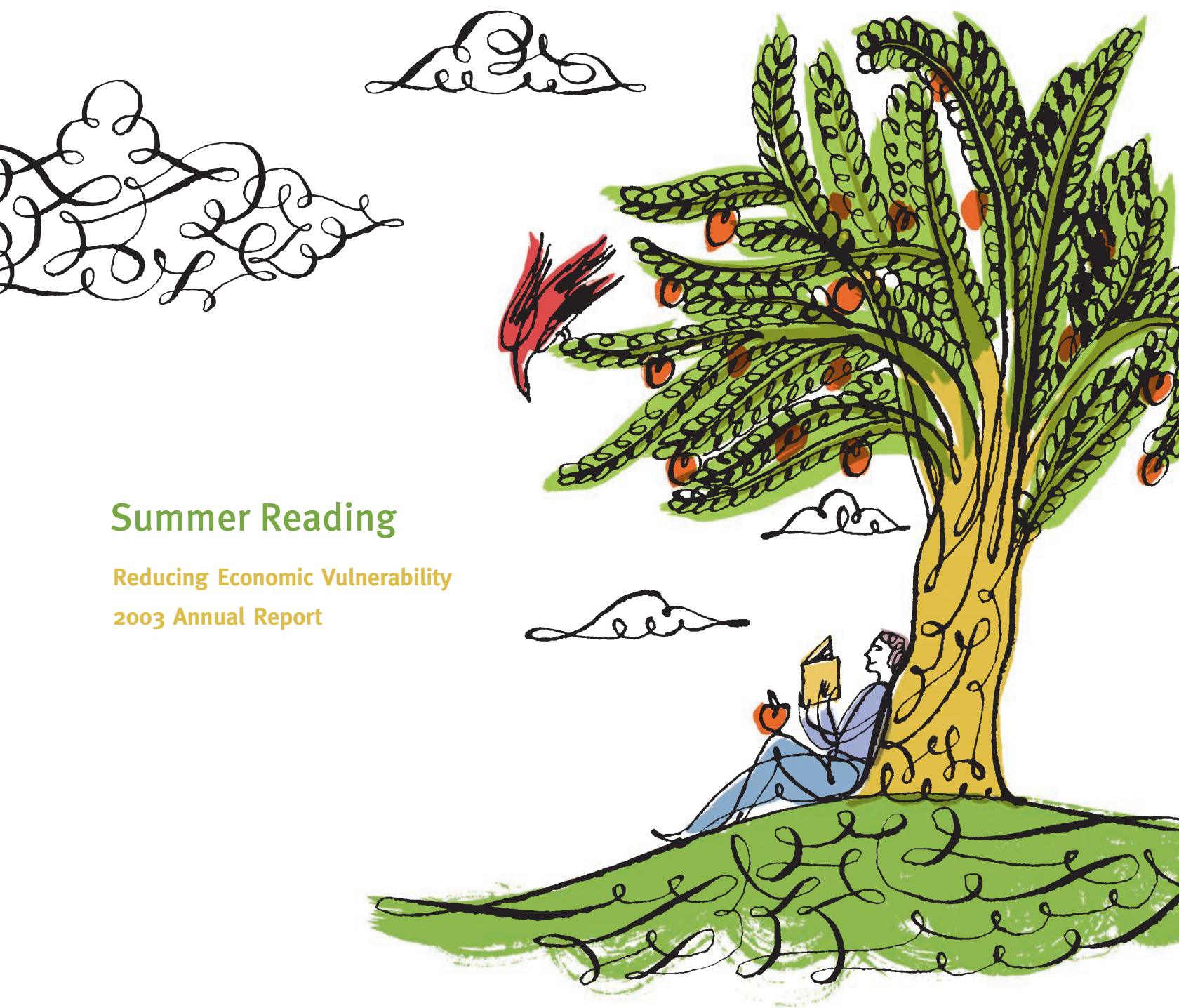


# MARRIOTT

A L U M N I   M A G A Z I N E



## Summer Reading

Reducing Economic Vulnerability  
2003 Annual Report



An Indian entrepreneur works at his street-side omelet stand in Gurgaon, India. Faculty members Kate Kirkham and Joan Young attended a January conference in India where they learned about international management issues as well as the local culture. (See related story, p. 24.)

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

*Cover illustration by Elvis Swift | Inside cover photo courtesy of Joan Young*

# The Marriott School/ LG Partnership

BY LEE TOM PERRY



In October 2003, Dean Ned Hill and I traveled to Seoul, Korea, to honor Young-Kee Kim with the Marriott School's Outstanding Global Leader Award. Mr. Kim is senior vice president of human resources for LG Electronics (LGE), which is part of LG Group, a Fortune Global 500 company and the second largest company group in South Korea. During our visit, we spoke at a training session and were given a tour of LGE's Innovation Center, where we saw some of the company's latest products: an Internet refrigerator, 60" LCD TV, and a robotic vacuum cleaner. Finally, we were hosted at a dinner where we presented Mr. Kim with his richly deserved award.

Young-Kee Kim is a 1995 graduate of our MPA program. Since then he has worked to deepen the partnership between LG and the Marriott School. Mr. Kim has

been responsible for about sixty BYU summer internships and ten full-time hires. In addition, he has been the primary champion and advocate for several LG-Marriott School cooperative programs, two of which are the Executive-in-Residence Program and the Intensive Change Management Program.

## THE EXECUTIVE-IN-RESIDENCE PROGRAM

In the past several years, sixteen LG executives have come to the Marriott School to receive advanced instruction in strategy, change management, strategic human resources management, and international business. A recent attendee of the Executive-in-Residence program was Young-Ha Lee. Upon his return to South Korea, he was promoted to lead the Digital Appliances unit of LGE—one of only three business units in the company and a post his predecessor, S. S. Kim, held before becoming LGE's CEO. Interestingly, Mr. Lee's second daughter, Seung-Yeon, was recently accepted at BYU as an undergraduate student.

## THE INTENSIVE CHANGE MANAGEMENT PROGRAM (ICMP)

Since 2001, twenty to thirty senior human resources managers have attended the month-long ICMP. Program faculty come primarily from the Marriott School's Organizational Leadership and Strategy Department. These faculty teach a wide range of change management courses. Most recently, several sessions about

managing innovation have been added to the curriculum. Program attendees receive classroom instruction, project mentoring, experiential learning, plant visits, and team-building trips. Many Marriott School faculty members continue to email ICMP participants. Perhaps the most touching exchanges came following the events of 9/11 and last year's South Korean typhoons. Many deep and lasting friendships have developed through the ICMP.

D&C 64:33 reads: "And out of small things proceedeth that which is great." It was a friendship between Marriott School Professor Chris Meek and Young-Kee Kim from which a small thing evolved into something great. If we think about the lives blessed by the Marriott School/LG relationship we are counting in the hundreds . . . and still counting. For the Marriott School the relationship with LG adds to a growing body of evidence of the school's expanding global reputation and reach. The relationship also teaches a profound lesson—the road to becoming a great international school of management is paved one friendship at a time.

Sincerely,

Lee T. Perry  
Associate Dean

## Marriott Alumni Magazine | Summer 2004

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# Your Contributions in Action

## THE CARDON INTERNATIONAL SPONSORSHIP PROGRAM

**T**hirteen years into his career, Horacio Madariaga never thought that he'd return to school to earn a graduate degree. But when he was encouraged to attend the Marriott School with a loan from the Cardon International Sponsorship (CIS) program, he knew the educational and cultural experience would further his career when he returned to South America.

Madariaga first heard about the CIS program in 1988, when he was working in the processing center of Laboratorios Bago, a pharmaceutical corporation in Argentina. Elder Waldo P. Call, then area president for the South America South Area, came to preside over the Argentina La Plata Stake Conference, where Madariaga was serving as stake president.

Elder Call told him about the CIS program—how it provided loans so people could earn Marriott School graduate degrees and return to serve in their countries. “I told him that I would think about young people in our stake who would qualify for the program,” Madariaga says. “To my surprise he said, ‘I’m not talking about other young people, I’m talking about you!’”

### CIS at Glance

- Initiated in 1986, then called ISSP
- 131 students have graduated from the CIS program
- Approximately twenty new students are funded each year
- Funded through two sources—interest on an endowment established by the NAC and annual direct contributions
- Average participant loans for the two years of graduate school and living expenses are about \$30,000
- Administered by the Marriott School's Global Management Center

That conversation resulted in Madariaga applying and receiving a sponsorship; he then relocated his family, which at that time included five children, to Provo. He graduated with his MBA in 1991 and worked for Ernst & Young as its senior IT manager in Venezuela. Madariaga then worked for Nature's Sunshine as the director of administration and finance, also in Venezuela. He worked for Shaklee Argentina as director of administration and finance until he was recruited by The Church of Jesus Christ of Latter-day Saints in 1998 to work as the information and communications systems

manager for the South America South Area. In September 2003 Madariaga was assigned to work as information technology field representative for all Latin America.

Since initiation of the program in 1986, students not only from Argentina, but from throughout the world have benefited from the CIS program. More than one hundred and thirty students from countries in Africa, Asia, Europe, Latin America, and the Pacific Islands have participated.

National Advisory Council members and their associates initiated the program. Contributions from that group, along with alumni donations and CIS loan repayments, perpetuate the fund.

“One key goal is to help participants prepare for leadership positions when they return to their native countries—in their professions, communities, and Church,” says Professor Brooke Derr, director of the Global Management Center.

Students who apply for the CIS program must be married, members of the Church of Jesus Christ, and admitted to a

Marriott School graduate program. They are required to return to their home countries upon completion of their degree.

Now in its eighteenth year, the program continues to give international students—like Madariaga—the opportunity to experience the Marriott School, BYU, and the United States. “Not only did I get the chance to earn an MBA, but I also became fluent in English—both of which are highly sought after in my country,” Madariaga explains. “I couldn't afford that by myself; the sponsorship was crucial to make this dream come true.”

*“One key goal is to help participants prepare for leadership positions when they return to their native countries—in their professions, communities, and Church.” Brooke Derr*



Photo by Bradley H. Slade

*To support the CIS program or other Marriott School initiatives, visit [marriottschool.byu.edu/giving](http://marriottschool.byu.edu/giving) or contact Ron Seamons at 801-422-3801.*

*For more information on the CIS program, visit [marriottschool.byu.edu/cis](http://marriottschool.byu.edu/cis).*

# M FULL Measure OF HAPPINESS

Devotional address by  
President Thomas S. Monson  
Artwork by Johannes Vermeer

Living within your means,  
standing for truth, and  
finding joy in service

**M**y dear brothers and sisters, it is a thrilling sight today to look into your faces. As I do so, I am reminded of Henry Wadsworth Longfellow's classic words:

How beautiful is youth! how bright it gleams

With its illusions, aspirations, dreams!

Book of Beginnings, Story without End,

Each maid a heroine, and each man a friend!'

Enjoy this great period of youth in your lives.

As I have contemplated what I would say, I have thought of the many challenges you face as young people today. The future is in your hands; the outcome is up to you. To aid you in the challenges that lie ahead, I offer the following advice that will help provide the happiness you seek: live within your means, stand firm for truth, and find joy in service.

## LIVE WITHIN YOUR MEANS

I would like to mention the excessive debt that some of our people are piling up. This is a day of borrowing—a day when credit cards by the bushel are sent out in every mailing. According to recent statistics, the average American has ten credit cards. It's so easy to buy on time, without reading the small print. A fairly low interest rate may apply for the first sixty days or so, but one generally doesn't realize that after that period, the interest rate increases dramatically.

As an example of how much interest one pays at such a rate, if a person owed just \$500 in credit card debt, had an interest rate of 18.5 percent, and paid a minimum payment of \$10 per month, it would take seven years and ten months to pay the debt in full. In addition to paying the principal of \$500, one would pay \$430 in interest for the privilege of borrowing the \$500.





Listen to the words of President J. Reuben Clark:

It is a rule of our financial and economic life in all the world that interest is to be paid on borrowed money. May I say something about interest? Interest never sleeps nor sickens nor dies; it never goes to the hospital; it works on Sundays and holidays; it never takes a vacation; it never visits or travels; it takes no pleasure; it is never laid off work nor discharged from employment; it never works on reduced hours; . . . Once in debt, interest is your companion every minute of the day and night; you cannot shun it or slip away from it; you cannot dismiss it; it yields neither to entreaties, demands, or orders, and whenever you get in its way or cross its course or fail to meet its demands, it crushes you.<sup>2</sup>

If you use a credit card, pay the remaining balance promptly. Don't stretch your payments out. Most of you, at this time, don't own a home—but someday you will. There are some items, such as an affordable home and a few other necessities, where going into reasonable debt is acceptable. We should avoid unwise borrowing for things we really do not absolutely need.

After I graduated from the university, I did a lot of work in advertising, and I know that advertising can sell a product. I'm appalled at the advertising I see for home equity loans. Simply put, they are second mortgages on homes. The advertising for such loans is designed to tempt us to borrow to have more. Nowhere in the advertising is there any mention that should you fail to make payments, for whatever reason, you could lose your home. During the 1930s and 1940s many people lost their homes and everything they had put into them because of such borrowing. My philosophy is that, as much as possible, we should pay as we go. Save for a rainy day. Avoid the philosophy that yesterday's luxuries are today's necessities. They aren't necessities unless we make them such. Nearly extinct is the starter home. Most young people today begin with a large expensive lot and home—everything mother and dad worked a lifetime to achieve. Consequently, many enter into long-term debt on the basis of two salaries, only to find that changes do come, people get ill, women have children, sickness stalks some families, floods and other situations occur, and no longer can the two-salary mortgage payment be made. Then the family is in chaos.

I urge you to live within your means, whatever your means may be. We cannot continually spend more than we earn and remain solvent. I promise that you will be happier than you would be if you were constantly worrying about how to make the next payment on nonessential debt. President Gordon B. Hinckley said: "When I see people struggling with debt, as I see so very many—debt that holds them down and in many cases leads to repudiation of obligations and to bankruptcy—I think of these words directed to Martin Harris, found in D&C 19:35: 'Pay the debt thou hast contracted. . . . Release thyself from bondage.' Anyone who has been trapped by debt knows something of that oppressive bondage."

My dear friends, I encourage you to live within your means.

#### STAND FIRM FOR TRUTH

We're surrounded on every side by that which would drag us down. President Hinckley said: "We live in a world of so much filth. It is everywhere. It is on the streets. It is on television. It is in books and magazines . . . It is like a great flood, ugly and dirty and mean, engulfing the world. We have got to stand above it . . . The way to happiness lies in a return to strong family life and the observance

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I urge you to live within your means, whatever your means may be. We cannot continually spend more than we earn and remain solvent.

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of moral standards, the value of which has been proven through centuries of time."<sup>3</sup>

One of the leading box office stars of today lamented: "The boundaries of permissiveness have been extended to the limit. The last film I did was filthy. I thought it was filthy when I read the script, and I still think it's filthy; but the studio tried it out at a Friday night sneak preview and the audience screamed its approval."

I find Alexander Pope's classic "Essay on Man" most applicable:

Vice is a monster of so frightful mien

As to be hated needs but to be seen;

Yet seen too oft, familiar with her face,

We first endure, then pity, then embrace.<sup>4</sup>

Today we have a rebirth of ancient Sodom and Gomorrah. From seldom read pages in dusty Bibles they come forth as real cities in a real world, depicting a real malady—pernicious permissiveness.

We have the capacity and the responsibility to stand as a bulwark between all we hold dear and the fatal contamination of such sin. An understanding of who we are and what God expects us to become will prompt us to pray—as individuals and as families. Such a return reveals the constant truth, "Wickedness never was happiness."<sup>5</sup>

May each of us seek the good life—even life everlasting, with mother, father, brothers, sisters, husband, wife, sons, and daughters, together forever. Remember the Savior's words to the Nephites: "Ye must watch and pray always lest ye enter into temptation; for Satan desireth to have you."<sup>6</sup>

Let us join in the fervent declaration of Joshua: "Choose you this day whom ye will serve. . . but as for me and my house, we will serve the Lord."<sup>7</sup> Let us shun those things that will drag us down. Let our hearts be pure. Let our lives be clean. Stand firm for truth.



## FIND JOY IN SERVICE

I've been thinking of the inquiring lawyer, who came to the Savior and asked the question: "Master, which is the great commandment in the law?" You remember the Savior's response. He said: "Thou shalt love the Lord thy God with all thy heart, and with all thy soul, and with all thy mind. This is the first and great commandment. And the second is like unto it. Thou shalt love thy neighbour as thyself."<sup>8</sup> If we can remember those two great commandments—love of God and love of neighbor—and act accordingly, our time here will have been well spent.

How do we demonstrate to our Heavenly Father that we love Him? When Sister Monson and I were university students, there was a popular song: "It's easy to say I love you, easy to say I'll be true; easy to say these foolish things, but prove it by the things you do." We have a responsibility to prove to our Heavenly Father, by the things we do, that we love Him. It was Shakespeare who wrote, "They do not love who do not show their love."

How can we know what our Heavenly Father would have us do? One way is by praying to know, by asking how we can be instruments in His hands.

Let me share an experience when inspiration came to me, providing a service opportunity. A longtime friend of mine, a robust athlete and all-star football player, was stricken with a malady that left him confined to a wheelchair. The doctors said he

desk. What joy! What a moment of thanksgiving! Later he stood in the holy temple witnessing his daughter's marriage. He stood without a cane. He expressed his gratitude for the inspiration that had come to me that day in the swimming pool at the Deseret Gym.

Opportunities to give of ourselves are limitless, but they are also perishable. There are hearts to gladden. There are kind words to say. There are gifts to be given. There are deeds to be done. There are souls to be saved. To all those who serve the Lord by serving their fellow man and to those who are the recipients of this selfless service, the Redeemer seems to be speaking to you when He declared: "Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me."<sup>9</sup>

May each of us qualify for such commendation as we find joy in His service.

Your future is bright, but it will also be challenging. You may ask, "Is there a safe way for me to tread through this world of uncertainty?" I answer you in the words of M. Louise Haskins, who wrote in her poem "The Gate of the Year":

I said to the man who stood at the gate of the year:

"Give me a light, that I may tread safely into the unknown."

And he replied, "Go out into the darkness and put your hand into the hand of God.

That shall be to you better than a light,

And safer than a known way."

I bear witness to the truth of this advice and leave my blessing with you. May you realize a full measure of happiness and success in your life as you live within your means, stand firm for truth, and find joy in His service. **M**

## ENDNOTES

1. Henry Wadsworth Longfellow. "Morituri Salutamus." 2. J. Reuben Clark, Jr. Conference Report. (April 1938), 103. 3. Gordon B. Hinckley. Teachings of Gordon B. Hinckley. (Salt Lake City: Deseret Book, 1998), 709. 4. Bartlett's Familiar Quotations. (Little, Brown and Company: Boston, 1968), 409. 5. Alma 41:10. 6. 3 Nephi 18:18. 7. Joshua 24:15. 8. Matthew 22:36–39. 9. Matthew 25:40.

## ABOUT THE SPEAKER

President Thomas S. Monson has served as a counselor in the First Presidency of The Church of Jesus Christ of Latter-day Saints since 10 November 1985. He was ordained an Apostle and called to the Quorum of the Twelve Apostles on 4 October 1963.

He graduated *cum laude* from the University of Utah in 1948, earning a degree in business management. He later earned his MBA from BYU. Professionally, President Monson has had a distinguished career in publishing and printing. This article is adapted from President Monson's devotional address to BYU students, faculty, and staff 20 January 2004.

would never walk again. One day, as usual, in my morning prayers, I petitioned my Heavenly Father to know what He would have me do that day. Later that afternoon, as I was swimming in the pool at the old Deseret Gym, there came to my mind the thought, "Here you swim almost effortlessly, while your friend Stan languishes in his hospital bed, unable to move." I felt the prompting: "Get to the hospital and give him a blessing." Quickly, I left the pool, dressed, and hurried to Stan's hospital room. His bed was empty. A nurse said he was in his wheelchair at the swimming pool, preparing for therapy. I hurried to the area, and there was Stan, totally despondent, all alone at the edge of the pool, ready to give up on life itself. I told him how I happened to be there. I said, "I didn't just come, Stan. The Lord knew you needed a blessing. He knew that you needed such from one who knows you." We returned to his hospital room where a blessing was provided. The Spirit of the Lord was there.

Day-by-day, Stan grew stronger. One day, about a year later, there was a knock at my office door, and in walked my friend who had been told he would never walk again. He handed his cane to his son, who was to be set apart for a mission, and walked over to my

Opportunities to  
give of ourselves are  
limitless, but they  
are also perishable.

# Summer Reading



Some of  
your favorite  
faculty pick  
their favorite  
books

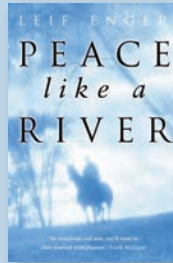
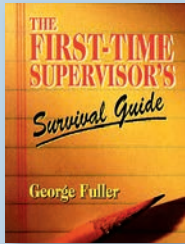
Compiled by Emily Smurthwaite

Illustration by Elvis Swift



Professors are used to telling you what to do, and just because you've graduated don't think they're about to stop. This summer's homework: check out top pleasure and professional titles recommended by Marriott School faculty.

And while you won't be tested on the reading material, the information may score you some extra credit in the workplace or simply help you relax during a summer vacation.



### KAYE HANSON

Assistant Professor of Organizational  
Leadership and Strategy

#### PROFESSIONAL PICK:

*The First-Time Supervisor's Survival Guide*  
George Fuller

"This is a practical, down-to-earth, quick read on how to stay alert during the first week of a new job. It's full of good ideas to help leaders who may feel overwhelmed in a new position. I found it browsing online; it intrigued me, and it turned out to be a good buy."

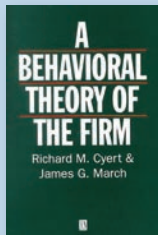
#### PLEASURE PICK:

*Peace Like a River*  
Leif Enger

"This book was recommended to me by a friend who had read it in a book club and was astonished by its beauty. It's a wonderful, symbolic story told through the eyes of girl as she grows up with her father. It has been touted as the best story told through a child's viewpoint since *To Kill a Mockingbird*, and I agree."







### KATE KIRKHAM

Associate Professor of  
Organizational Behavior



### PROFESSIONAL PICK:

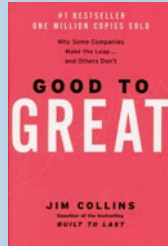
*A Behavioral Theory of the Firm*  
Richard M. Cyert and James G. March

"I just finished rereading *A Behavioral Theory of the Firm*. This year is the fortieth anniversary of its original publication. The discussion of business goals, constraints, unresolved conflict, local rationality, and problematic search are still useful analytical tools. And the epilogue to the new printing integrates developments in both the economic theory of the firm and the behavioral study of decision making in organizations."

### PLEASURE PICK:

*The Classmates: A Mystery Novel*  
Marilyn Arnold

"For pleasure reading, I've always enjoyed mysteries that are based on character not 'action,' such as Helen MacInnes, Dick Francis, and Nevada Barr. So, I was delighted to find out that Marilyn Arnold's new novel was a mystery. It kept my interest, raised questions about assumptions we make about those we know, and made me think about how we assess the circumstances in which we find ourselves. A great read."



### MICHAEL SWENSON

Ford Motor Professor of  
Marketing

### PROFESSIONAL PICK:

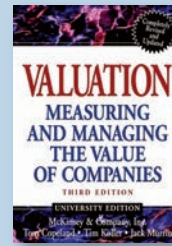
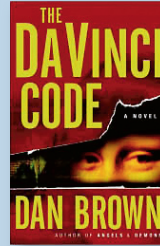
*Good to Great: Why Some Companies Make the Leap . . . and Others Don't*  
Jim Collins

"This is a must-read for students of business and students of leadership. I enjoyed reading this book because of 1) the quest to understand how good companies become great companies, 2) the research approach, and 3) the findings and managerial implications. I agree with the book's messages identified by *The Wall Street Journal*: 'Great management is attainable by mere mortals and that its practitioners can build great institutions.'"

### PLEASURE PICK:

*The Da Vinci Code*  
Dan Brown

"This book is a gripping, suspenseful, thrilling, page-turner. Indeed, once I started the book, I couldn't put it down. It provides a fascinating quest for and unique definition of the Holy Grail. Dan Brown explores a number of interesting topics along the way—cryptography (particularly encoding methods Da Vinci used in his art and manuscripts), Knights Templar, Priory of Sion, Holy Grail. After reading this book, I wanted to read other books by Dan Brown. I immediately read *Angels and Demons* and *Deception Point* and also enjoyed those books."



### HAL HEATON

Denny Brown Professor of  
Business Management

### PROFESSIONAL PICK:

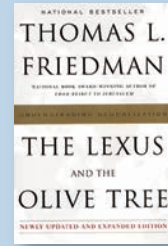
*Valuation: Measuring and Managing the Value of Companies*  
Tom Copeland, Tim Koller, and Jack Murrin

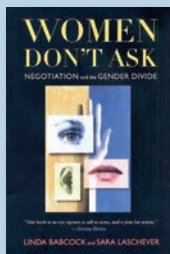
"Unlike most books on corporate finance, this is a very readable text on approaches to valuation. It takes a strategic approach illustrating how transactions can enhance or destroy value. It also deals with the unusual problems faced by corporate finance professionals in valuing companies in emerging markets, new technologies, and other difficult situations."

### PLEASURE / PROFESSIONAL PICK:

*The Lexus and the Olive Tree*  
Thomas Friedman

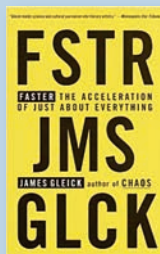
"Thomas Friedman is a journalist with *The New York Times* who writes about international politics and economics. In this book, he talks about the power of capital markets to prevent misguided politicians in many countries from making economically devastating decisions. It takes a positive view of globalization and illustrates the ability of free markets to help the very poorest people on the planet."





### BONNIE ANDERSON

Assistant Professor of  
Information Systems



### PROFESSIONAL PICK:

*Women Don't Ask: Negotiation and the  
Gender Divide*

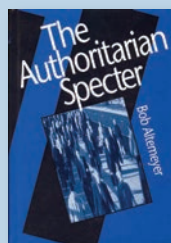
Linda Babcock and Sara Laschever

"This new book does an amazing job identifying and providing solutions to a very real issue: the challenges women face in negotiating. The authors highlight the problem of gender differences in negotiation and provide ways to begin fixing it. Numerous examples of the financial and emotional impacts make this issue compelling. The principles taught are valuable in the home as well as in the workplace. Females and males alike will benefit from reading this book."

### PLEASURE PICK:

*Faster: The Acceleration of  
Just About Everything*  
James Gleick

"This is one of my favorite books because it is a wise and witty look at a harried world not likely to slow down anytime soon. Elegantly composed and insightfully researched, *Faster* delivers a brisk volley of observations on how microchips, media, and economics, among other things, have accelerated the pace of everyday experience over the course of the manic 20th century. Gleick manages to weave in slyly perceptive and occasionally profound points about our increasingly hopped-up relationship to time. I plan to read it a fourth time this summer."



### NEIL BRADY

Professor of  
Management Ethics

### PROFESSIONAL PICK:

*The Authoritarian Specter*

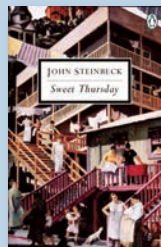
Bob Altemeyer

"Three books have influenced me tremendously over the past decade, and Altemeyer's book is probably the most important. It's meticulously scientific but fairly readable. It's about a certain psychological type of person we often find in business—the authoritarian personality. This book helps me understand this kind of personality. Altemeyer is the current leader in studying this phenomenon."

### PLEASURE PICK:

*Sweet Thursday*  
John Steinbeck

"Steinbeck was a pretty sober, serious writer, but *Sweet Thursday* is hilarious. It's one of only two humorous books he wrote, and I've read it several times. It was made into a movie that was actually named after the book's prequel, *Cannery Row*. This would be my choice of something super fun to read."



### K. FRED SKOUSEN

BYU Advancement Vice President and  
Former Marriott School Dean

### PLEASURE PICK:

*Man's Search for Meaning*

Viktor Frankl

"I have read this book several times. It became one of my favorites when I participated in a Marriott School program where professors would assign students a book to read. The students would then meet at professors' homes and discuss the book. I assigned this book for a number of years. We shared a lot of fun times, brownies, and meaningful discussions. Some of the key points of this book became engrained in me during these group sessions. If someone would like to think more philosophically about life, then I recommend this book." **M**





# ON TOP OF THE JOB MARKET

INTERVIEW WITH  
CAREER SPECIALIST  
MAURICE L. STOCKS

Magazine Editor J. Melody  
Murdock discusses recent job  
market and employment trends  
with Maurice L. Stocks,  
Marriott School assistant dean  
for corporate development  
and career management.

Photography by Bradley H. Slade



**S**tocks came to BYU from the Air Force where, as head of human resources for the Air Combat Command, he directed personnel support for more than 250,000 military members and civilians. Twice a commander of military units, Stocks also served as chief of the Air Force's personnel strategic planning branch in the Pentagon and was the primary architect of the Air Force's first personnel strategic planning guide, establishing the service's "people" priorities over the following decade. Stocks is a graduate of the National War College in Washington, D.C. He also earned an MS in communication from the University of Tennessee at Knoxville and a BA in journalism from the University of North Carolina at Chapel Hill.

**Q: The U.S. Labor Department's recent household survey shows job growth in the second half of 2003 averaging a healthy 134,000 per month. Do you see this growth trend continuing?**

**A:** Yes, I certainly hope the growth trend continues, and, barring another 9/11 or other major interruption in the recovery, I think it will.

As we've pulled out of these economic downturns in the past, we've seen spikes in demand among employers. In a sense, companies feel like they've been dieting, and it's time to go back to a routine of regular hiring. We're seeing the same phenomenon as we pull out of this downturn; however, we have found it to be much weaker than previous recoveries.

I do think there has been a fundamental change in the behavior of companies as it relates to hiring. They're much more cautious and systematic about hiring than in the past. That means our students and alumni will have to be much more prepared and aggressive in their job-finding strategies.

**Q: Do you foresee an employee shortage in the future? If so, will it affect our students and alumni?**

**A:** Some of the data suggests that, in the long term, we may see employee shortages again. But I'm not looking for it to be a factor anytime soon, especially with the kinds of jobs our alumni and students would like. Recruiters come to BYU looking for strong, well-prepared students with the ability to be future leaders in their companies. There will always be competition for these types of positions, but also opportunities.

There are still certain courses of study and general career areas that are in more demand than others. Right now, for example, our accounting students, who are always in high demand, are seeing an even greater clamoring for their skills. Our information systems students have had a little tougher time recently, but given the shortages that are projected in this career area, I expect the demand for these students to increase too. I think it's also fair to say that our undergraduate management students have become the hires of choice among many major retail chains for both operations and corporate-level jobs, and we continue to see this demand grow. Our MBA placement has been relatively strong nationally—three years ago we led the nation in placement—and we're seeing signs that demand for BYU MBAs will pick up in the next year. Our MPA students don't place quite as quickly as our MBAs, but they seem to do remarkably well over time. In fact, their placement last year three months after graduation was just as good as our MBA placement.

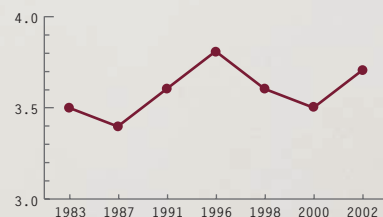
As for our alumni, we've been told by our partners that the school's growing reputation also makes them more attractive. That's why we're spending a great deal of time talking about how to improve our career management link with alumni. We don't have all the answers yet, but we do believe a stronger link between alumni, the school, and our corporate partners could be a boon to us all.

**Q: Is the average job tenure in one company lengthening or shortening?**

**A:** If you read the literature on job trends, you'll find the trend of shortening job tenure highlighted. What has been interesting to me, however, is that the message from our key corporate partners and trusted business allies has not changed. They're still looking for employees who want productive, stable, rewarding job opportunities—and they still measure the value of school relationships in terms of retention within their companies.

These companies want individuals who will be good corporate citizens, will support the company's culture and mission, and will become an integral part of the organization. That's another reason many companies like our students. Despite some corporate legends—and they are just that, "corporate legends"—that all of our students eventually want to return to Utah, the truth is, we generally have better retention with most companies than other major business schools. In other words, our students actually "stick" better. We feel it's one of our strategic advantages.

#### MEDIAN YEARS OF TENURE WITH CURRENT EMPLOYER



(United States Bureau of Labor Statistics, <http://stats.bls.gov/news.release/tenure.t05.htm>)

**Q:** Where are the geographic hot spots right now for finding jobs in the United States?

**A:** The most important question really isn't the location question. The better question is, "Where can I best utilize the skills and abilities I have developed during my education and during my years of work?" After that, it's really a question of passion and fit—these are words we hear all the time from recruiters. They want to see candidates for their jobs who have real enthusiasm for what they will be doing and who have the right backgrounds, either from their educations or from their work experience, to be successful in these jobs.

Marriott School students and alumni are very strong academically and intellectually, and it's rare to hear that they don't measure up in these areas. Generally, recruiters are most concerned about the "passion" of the candidates. Passion is certainly enthusiasm, as I have said, but it's also preparation and company knowledge. How much do you really want to work for a company if you haven't taken the time to thoroughly understand what the company does and what its challenges are? Today, thanks to the Internet, critical information about almost all companies is only a click or two away.

**Q:** According to a recent *Business Week* article, small businesses are especially upbeat about future hiring plans. Are small companies better bets than large firms?

**A:** I think they're a good bet and a great opportunity, but they're not necessarily a better bet. Obviously, the best way to learn to be an entrepreneur is from an entrepreneur, and small businesses can be a wonderful way to go. A small business may also be a great option for a parent who wants to work from home.

But, as a general rule, the best way to go is from big to little. I would usually rather see someone start with Ford Motor Company and then go out and found his or her own parts business instead of the opposite.

**Q:** How are people finding the available positions?

**A:** Most people still find jobs the old-fashioned way—by determining where they fit best and then networking with individuals who can help them get there.

There is a general feeling now that if you've got a problem, the Internet will solve it. As it relates to the job-finding process, the Internet can be helpful, but it is not a panacea. If you know exactly where you want to work, the Internet can be a key tool in your research relating to the employer. As a tool for finding a job, though, the job-finding sites typically offer little more than a good start in the search process. However, you can find great advice on the Internet related to the process of finding a job. Hundreds of sites, like monster.com and the Department of Labor web sites, offer a variety of outstanding services and data sources to help in the search.

**Q:** What are some key elements of effective networking?

**A:** Creativity is the key to networking. I've heard some people say, "I'll ask three people whom I know really well, and when they tell me 'no,' I'll go back to the newspaper." That is not networking. Networking implies process and planning. Sure, you take advantage of targets of opportunity. But you also create your opportunities through deep thought and astute planning. You start the networking process by identifying people who might be able to help you, either by providing direct information or by providing access to someone else.

You never approach a contact by saying, "I'm looking for a job. Will you hire me?" You might say something like, "I'm thinking about changing careers," or "I'm currently in the job-finding process and looking for help in understanding a particular industry or company." The more creative you are without being abrasive or inappropriate, the more successful you will be.

**Q:** What trends do you see in resume preparation?

**A:** I've seen a tremendous change in resumes over the last several years. Resumes used to be job histories. But resumes today are all about impact, the results of your work with previous employers.

Instead of seeing something like, "I was responsible for a \$200,000 budget," employers today would prefer to see something closer to, "I was responsible for a \$200,000 budget, and I was able to reduce that budget by nearly 20 percent every two years by doing these kinds of things." The emphasis is not on what you did, but what you accomplished.

It has been estimated that the average recruiter spends less than ten seconds on a resume. In that ten seconds, he or she determines to toss it or put it in the "hold" pile. The recruiter will glance at it, make a quick decision as to whether there is anything of interest, and move on. You've got to attract attention fast. You do that with strong, pithy statements that show the value you've added in previous positions.

### 3 ABSOLUTE TRUTHS ABOUT THE JOB SEARCH

- People are always getting good jobs
- Your job search begins the day you start to look for your first job and never ends
- Knowledge rules and passion sells

**Q:** What's the best way to keep yourself marketable for your next job?

**A:** There are several ways. The first is to know what is going on in your industry. If you lose the beat on your industry, you're not going to know how to prepare for the future or even be ready for promotion opportunities. Over our careers, each one of us will be expected to reinvent ourselves many times. We must be ready to continually adapt to new ideas and improved tools in the workplace.

Once you get your first job, your job search never stops. I'm not saying that you shouldn't be totally loyal to your current employer, because you should be. But, you're not doing yourself or your employer any favors if you lose your edge and become content with the status quo, with where you are right now. As one pundit said, "When you're through preparing for the future, you're really through."

**Q:** What advice do you have for those who are trying to change industries or who are re-entering the workforce after a period of absence?

**A:** We've got an economy right now that puts some major hurdles in the way of industry changers. It's much easier to get better at what you're doing than it is to change from one industry to another. Desire isn't enough to become a successful industry changer. It takes a carefully thought-out strategy, taking into account individual weaknesses and strengths. But it also takes a story.

The first question any recruiter is going to ask is, "Why?"—"Why are you making this change?" Having a great story can overcome the negative attitudes you'll invariably encounter about what you're trying to do. I call it the "Oh, I see" approach. If you can get the recruiter to say, "Oh, I see," you've probably done a pretty good job of explaining what you're trying to do and why.

**Q:** Generally speaking, what other advice do you have when it comes to job searching?

**A:** It's important to remember that recruiters are generally measured by their success in hiring good people. Their goal is to minimize the risk of hiring unsuccessful candidates. If you're in the job market, you need to take a good hard look at yourself, and ask yourself where you might be perceived as a risk for a potential employee. Is your work experience weak? Was your education on target? Have you got the right track record? Then work to make yourself the absolutely smallest risk possible. The strongest candidate on paper does not necessarily get the job. It is usually the candidate who has the best overall balance of ability, experience, and personality, and is therefore the least risk.

Finally, the secret to a successful job search is to stay positive. Don't give up too easily. Finding a job, whether it is your first job after college or the next job in your career, is hard work. It may be the hardest work you ever do. Don't lose confidence in a good plan, just because you don't have immediate success. I don't know how many times I've heard, even at BYU, "It's much too tough. I can't deal with this." You can deal with it, and you can be successful—if you only stick with it.

There are jobs out there, even in the worst economy, that people will get because they are persistent, aggressive, and creative. I can't overstate how important it is to be creative in the job-finding process. There is no better advice than President Kimball's admonition to "plan your work and work your plan." **M**

#### DEVELOP A JOB-SEARCH STRATEGY

- Have faith in yourself
- Self-assess
- Do your homework
- Develop your story
- Target your resume
- Network, network, network
- Apply in person, if possible
- Show how you can add value
- Follow-up
- Stay focused and optimistic







AN

# REDUCING ECONOMIC VULNERABILITY

By Paul C. Godfrey ~ Illustration by Alex Nabaum

Financial shocks may be in your forecast. Decisions now will determine how well you weather future storms.

I have two friends, whom I'll call Bill and Bob. Both live in the same city, are members of The Church of Jesus Christ of Latter-day Saints, are in their early 60s, and have five children. Bob spent most of his career as a midlevel administrator for a regional health care system, earning \$60,000 per year. After Bob's last child entered school, his wife began working part time at a neighborhood school, earning \$12,000 per year.

Bill has a tenured faculty position at a university, earning \$100,000 per year, which he has supplemented for years with some consulting arrangements paying about \$25,000 per year. Both Bill's and Bob's employers provided excellent benefit packages and both men contributed to a retirement savings plan.

A couple of years ago, each experienced an economic crisis. Bob lost his job in a round of downsizing and Bill's longtime consulting business ended. Who was better off?

About four out of five people assume Bill must have been better off because of his higher income and more stable primary job. The fact is, Bob is far better off today than Bill.

After losing his job, Bob was unable to find comparable employment. His wife began working full time for the school

district, doubling her salary and securing health insurance for the family. Bob and his wife own a modest home, which was largely paid for, and were able to scale back their expenses to fit within a drastically reduced income. Today Bob is semiretired and consults in his area of expertise when he can.

After Bill lost his consulting income, he and his wife were paralyzed with fear. Their large home, multiple cars, cell phones and pagers, cable TV, frequent vacations, and dining out proved too enticing to scale back. The couple raided their retirement savings, increased their debt, and scrambled to cover monthly expenses. Although Bill has since regained some of his lost consulting income, he and his wife face a longer working life, reduced retirement income, and a looming crisis at retirement when their lifestyle needs will again outstrip their income.



The travails of Bill and Bob illustrate several key principles for successfully living through economic crises. Success in these situations does not depend on income but on how individuals and families position themselves to handle potential economic crises—which I term economic vulnerability.



Reserve resources can turn some shocks from devastating sinkholes along life's path to unpleasant, but brief, potholes in the road.

## ECONOMIC VULNERABILITY

The Oxford English Dictionary defines being vulnerable as “open to attack or injury of a nonphysical nature.” The concept of economic vulnerability arises from this definition as a composite measure of two components: first, the degree to which people are open to a shock that disrupts economic life, and second, the extent of the potential injury that accompanies shock. The first component is the probability of shock and the second is the probability of economic injury. Thus, an individual's degree of economic vulnerability is the probability that life will be disrupted by a shock and the probability that such a shock will prove damaging to economic well-being.

Shocks can occur at a number of levels. At the nation-state level, shocks may include war, governmental policy changes such as privatization or nationalization of firms/industries, cyclical events such as currency fluctuations, interest rate changes, inflation or deflation, or unemployment brought on by recession or depression. At the community level, shocks may include natural disasters such as earthquakes, droughts, or floods, and technological changes that make a region's sources of economic prosperity and advantage obsolete. At the individual level, shocks to economic well-being may arise from death, divorce, or serious illness/disability.

Many shocks to economic life may be out of an individual's direct control. We neither blame nor criticize citizens of war-torn Liberia or flood-stricken Bangladesh for their economic hardships. We sympathize with, rather than deride, the economic hardship experienced by workers in Wyoming's oil and gas belt as market prices, technologies, special interest concerns, and government regulations whipsaw employment levels. We rally behind rather than abandon the family that suffers the death of a wage earner or vital homemaker.

However, there are a number of shocks that can be controlled. War or political instability may be beyond one's control, but many individuals have some ability to move from region to region to find some protection and stability. Because markets may create cyclical hardships throughout an industry, individuals should be constantly evaluating the competitiveness and financial soundness of their employer and be willing to transfer to more competitive firms. Finally, while death is out of one's control, divorce often proves amenable to influence through individual action. Besides providing companionship and fun, a weekly date night may be one of the best investments in reducing family-level economic shocks.

The probability of shock has a number of elements outside an individual's sphere of control, but the probability of injury from such a shock lies largely within a person's control. While there are some exceptions to this rule, such as those living in



extreme poverty or living with some disabilities, experience indicates that the probability of economic injury from an unwanted shock will be strongly influenced by four factors—all under an individual’s control.

**ATTITUDE TOWARD MATERIAL GOODS** Choices that make material goods become sources of happiness and the financial impacts of these choices provide the foundation upon which injury protection builds. Profligate living and lavish spending elevate the economic risks individuals and families face. A commitment to live within one’s means and a budget that reflects this commitment provide the best defense against any shock to economic life.

**RESERVES** A stockpile of reserve resources such as cash savings; liquid assets including stocks, bonds, or mutual funds; food storage; or stocks of other critical resources provide a safety net against damaging economic shocks. The lack of such stockpiles increases the likelihood of damage from even short-term shocks. Reserve resources can turn some shocks from devastating sinkholes along life’s path to unpleasant, but brief, potholes in the road.

**RISK MANAGEMENT** The economic damage of many shocks can be reduced or eliminated through effective risk management and insurance mechanisms. Little things like smoke detectors and fire drills and big things like health and disability insurance can greatly reduce the severity of damage that disruptions to normal life may inflict on individual or family economic well being. While health insurance deductibles continue to rise and may seem outrageous, they become tame in comparison to the overall cost of an unexpected health crisis.

**SKILLS AND ABILITIES** Individuals who rely on obsolete skills, outdated production or management techniques, or see the acquisition of new skills as unnecessary find themselves damaged by shocks for a longer period of time than those who constantly work to keep their skills current, sharp, and marketable. Lifelong learning plays a more significant role than just the pleasure and growth of knowledge acquisition—having marketable skills may be the difference between a short step between jobs and a long-term drought of income-producing work.

## VISUALIZING ECONOMIC VULNERABILITY

The probability of shock and the probability of injury can be juxtaposed to create a 2 x 2 matrix describing four states of economic vulnerability. Economic vulnerability increases as one moves from quadrant two to quadrant three, following the path of the arrow.

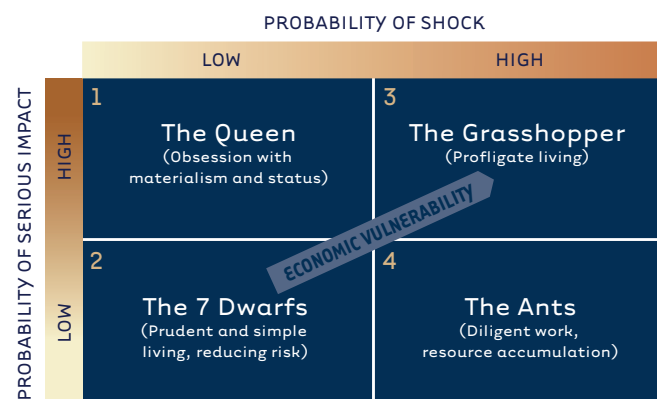
A fairy tale and a fable illustrate the four quadrants. Aesop’s fable of *The Ants and the Grasshopper* captures the right-hand side of the matrix. Both the ants and the grasshopper were at high risk of uncontrollable economic shock—a snowy and cold winter. The ants worked to reduce the damage of this planned-for shock through diligent work and resource accumulation. The grasshopper chose the path of profligate living, failing to manage the impending reality

of winter by stockpiling resources or creating any skill beyond the ability to beg.

The tale of Snow White illuminates the left-hand side of the matrix. The wicked queen and the seven dwarfs both enjoy a low probability of economic shock—after all she is a queen living in a palace and the dwarfs have stable employment in the mines. The dwarfs live a prudent and simple life. They have diversified their economic earning base to reduce risk—if one of the elves became incapacitated, the other six could carry the load. They also appear to have chosen a life not dependent on material goods to provide happiness. The queen, on the other hand, falls into two traps that make her extremely vulnerable: 1) an obsession with materialism (in this case beauty) and 2) the need to constantly compare her status with that of others. The queen’s ensuing envy actually caused her to abandon the stability of palace life and bring tragedy upon herself, Snow White, and the dwarfs.

Let’s return to Bill and Bob. Both lived in a relatively calm world with political peace and social stability. Both reduced the probability of shock by having loving families and choosing healthy lifestyles. Shock came nonetheless with two very different outcomes—each based completely on individual choices. Bob chose a lifestyle not centered on material goods and created a stock of reserve resources to help cushion the blow. Bob’s wife possessed marketable skills and was able to assume a larger role in the family’s economic life. Bob and his family chose to live as the seven dwarfs and the ants—prepared for shocks that may arise.

Bill, on the other hand, had for many years been steeped in a profligate lifestyle of material acquisition. The family did have long-term savings, which helped cushion the short-term negative impact of the shock. However, the long-term impact will likely be much different because his retirement savings had become, and were likely to remain, seriously depleted. Bill’s skills were not particularly current, and the comfort of his long-term engagement had eroded his ability to effectively market his skills; it took Bill more than one year to bring his skills—both business and marketing—up to a level where he could find new consulting work. Bill chose the grasshopper and the queen’s path, living well today with little thought for the troubles tomorrow may bring.



## SOME KEY TAKE AWAYS

The case of Bill and Bob highlights the relationship between, and the importance of, the elements of economic vulnerability. First, economic well being is not synonymous with income. Bill's high income and the lifestyle it fueled actually increased his level of economic vulnerability when viewed over the long term. Working to increase one's means may be laudatory but will not, in and of itself, provide shelter during a storm. To build a better and more durable shelter, income must be coupled with an understanding of one's economic vulnerability to shock. The cautionary tale of Bill bears repeating: Increased means may actually impair one's ability to withstand shocks to economic well being.

The second lesson surrounds the probability of shock. While we must do all we can to reduce this probability, we must all be aware that many shocks lie outside our control. We should avoid the illusion that we are somehow immune from serious shock, either because we live in a peaceful and stable country, because we eat right and lead a clean life, or because we rely on divine providence to intervene on our behalf.

Sickness, disability, and death are parts of mortality, and they sometimes occur at the worst possible time. Technologies, markets, and government policies shift and change—altering the prosperity of individuals, communities, and nations. Companies, and the jobs they provide, come and go. Serious shocks to our economic well being are always lurking, and we should expect some type of shock in our earning lives.

The final lesson of the story is the real key: The injury caused by potential shocks lies largely within our control, and securing against economic injury comes from long-term choices about why, where, and how we use our income and skills. Bob's flexibility and resilience in the face of job loss were the natural outcome of choices he and his family made over the course of several decades and countless economic transactions. Bill's inability to see the inherent danger of living beyond his secure income and his willingness to rob tomorrow to continue living well today also reflect decades of choices. The paths of Bill and Bob did not differ by chance or divine imposition; they differed because each man made fundamental choices early in his career and confirmed those choices throughout his working life.

As I watch Bill struggle to catch up for all his lost income, I wonder if he has grown in any other way than growing gray. His confidence is shaken, and he speaks mournfully at the prospect of a much longer working life. He has not yet come to grips with the reality of a retirement devoid of many comforts he now enjoys.

Bob, on the other hand, survived the crisis of job loss, adjusted, moved on, and has grown through the experience. He and his wife view the experience as an opportunity that has helped them grow together and learn more clearly what they value most in life. **M**

### ABOUT THE AUTHOR

Paul Godfrey is a Marriott School associate professor of strategy. He earned his PhD and MBA from the University of Washington and his BS from the University of Utah. Godfrey has taught at BYU since 1994.

Working to increase one's means may be laudatory but will not, in and of itself, provide shelter during a storm.

### SELF-RELIANCE CENTER HELPS FAMILIES REDUCE ECONOMIC VULNERABILITY

BYU's Center for Economic Self-Reliance was created in March 2003 with the goal of helping families in the United States and throughout the world become economically self-reliant.

The center helps families by finding better ways to enhance employment/self-employment and by helping families learn to manage their resources well. As a result of becoming self-reliant, people are more active participants in their churches, communities, and families.

Faculty and students involved with the center work through practitioners (nonprofit organizations, churches, governmental entities) to carry out this academically directed work. By focusing on the practitioner, the center believes it can influence the economic well being of millions of families rather than focusing on the few it could reach if it were to provide programs directly.

As an example, the center has been working with the Church of Jesus Christ's International Employment Resource Centers to provide student volunteers who help teach a career workshop and new self-employment workshop to members and their friends throughout the world.

The center's outreach efforts are an outgrowth of more than ten years of microenterprise research in the Marriott School. Microenterprise is the process of providing business training to women and men who acquire small loans to start microentrepreneurial ventures. There are an estimated seventy million microentrepreneurs in the United States and around the world.

For more information about the Center for Economic Self-Reliance, visit the center's web site at [selfreliance.byu.edu](http://selfreliance.byu.edu).

# SCHOOL NEWS

## Students Take Donations and Run



On 13 March, the Tanner Building was filled with students, staff, and faculty running up and down the stairs.

But they weren't scrambling to get to meetings or classes—13 March was a Saturday.

Instead, they were participating in the first-ever

Corporate Climb, a stair running competition organized by students to raise money for the Marriott School's Annual Fund. Two races composed the event: a three-lap course up and down the building's 162 stairs and a seven-lap version, which was approximately equal to running up the Sears Tower. Individuals could participate in the races on their own or on relay teams.

In order to participate, students, faculty, and staff had to commit at least twenty others to donate to the Annual Fund. Friends of the university matched all student donations. The eighty participants raised more than \$13,500 for the Annual Fund.

"The Corporate Climb was a great success and is sure to become a lasting Marriott School tradition," says **Mark Wangsgaard**, MBA student and committee co-chair. "More than two hundred students sponsored their professors—these students seemed eager to donate in order to see their professors sweat it out on the stairs."

## Romney Institute Appoints New Director



Dean **Ned C. Hill** announced the appointment of **Gary Cornia** as director of the George W. Romney Institute of Public Management. Cornia, the Stewart Grow Professor of Public

Management and former Marriott School associate dean, replaces **Robert Parsons**, who

served as director for four-and-a-half years.

**Gloria Wheeler**, a professor of public management, remains associate director of the Romney Institute, a position she has held for ten years.

Cornia is past president of the National Tax Association and has published a number of articles on tax policy in leading academic journals. He is a former commissioner of the Utah State Tax Commission and was chair of Utah Governor Mike Leavitt's Tax Review Commission. He has been involved in tax policy studies in a variety of state, provincial, and local governments in the United States, Asia, Europe, and Latin America.

"I'm especially pleased that Gloria Wheeler has remained as associate director," Cornia says. "I'm excited about the new challenge and opportunity, and I hope that I can live up to the expectations of my predecessors."

Parsons is the NAC Professor of Public Management. Under his tenure, the Romney Institute has increased the size of its applicant pool, brought in a full-time person to lead student placement, strengthened ties with alumni and outside groups, built its endowment, and hired five faculty members.

## Deloitte Employees Unite in Donating

Last year Deloitte employees pooled together \$113,000 in donations for the Marriott School. The contributions were gathered through the Deloitte Foundation Matching Gifts Program, which encourages Deloitte partners and employees to support higher education.

Through the program, individual partner and employee contributions are matched by the foundation. The firm and Deloitte Foundation have contributed nearly \$800,000 to the Marriott School over the past decade.

## Marriott School Announces 2004 Merrill J. Bateman Awards



Annie Jones / BYU

From left: Associate Dean Lee T. Perry, Connie Parsons, Robert Parsons, Scott Porter, Karren Thomas, and Dave Checketts, the event's keynote speaker.

Students at the Marriott School selected two of their classmates and a professor to receive the 2004 Merrill J. Bateman Awards. These honors, now in their third year, are the only awards chosen solely by management school students.

Students awarded **Karren Thomas** and **Scott Porter** with Merrill J. Bateman Outstanding Undergraduate and Graduate Student Awards and Professor **Robert J. Parsons** with the Merrill J. Bateman Student Choice Award.

Porter, a second-year MBA student from Las Vegas, received the outstanding graduate student award. Porter's focus in the MBA program is marketing, international business, and corporate social responsibility. He leads the Graduate Student Council and is president of the Graduate Management Society.

Thomas, a management student from Los Gatos, California, was given the outstanding undergraduate student award. Thomas graduated in April 2004 with a degree in business management. In 2002, she was invited to chair the student fundraising campaign, "Choose to Give." Thomas is a tutor, a member of Women in Management, and newsletter editor for the Kevin and Debra Rollins Center for eBusiness.

Parsons, NAC Professor of Public Management, received the student choice award. He earned his BS and MS in economics from BYU and his PhD from the University of California. In addition, Parsons completed a postdoctoral study in health care economics at the University of Michigan. He has taught at BYU since 1970, having served as department chair on two occasions and as an associate dean of the Marriott School.





Kevin Stocks and Dean Ned C. Hill receive a donation from Bob Call on behalf of the Deloitte Foundation, a nonprofit organization of Deloitte.

"The Deloitte Foundation Matching Gifts Program is designed to encourage giving to those schools and academic programs that provide education relevant to the profession," says Mark Chain, president of the Deloitte Foundation and national director of recruiting and human resources management. "The program provides support to professorships, scholarships, and many other important academic funds."

There are about 250 BYU alumni employed with Deloitte, including twenty-seven partners and firm directors. Deloitte has hired 130 BYU graduates for entry-level positions since 2001. "We are proud of our long-standing relationship with BYU and its support of

excellence in business education," says **James Quigley**, Deloitte CEO. "We are also impressed by the talent pool produced by the school's business and accountancy programs."

#### SOAIS Names New Associate Director



**Richard Dalebout**, associate professor of business law, has been named associate director of the School of Accountancy and Information Systems, replacing **Monte Swain**.

Dalebout, who returned to the Marriott School after serving a mission in Hawaii, began teaching business law at BYU in 1980.

Dalebout earned his JD from the University of Utah in 1971 and his BA in political science in 1968. His work experience includes Provo City prosecutor, deputy Utah County attorney, and legal counsel for the Provo Municipal Council.

Swain, who earned his MAcc from BYU and his PhD in accountancy from the University of Michigan, has returned to full-time teaching.

#### School Hosts eBusiness Day



Wayne Perry gives the keynote address at eBusiness Day.

On 6 February 2004, the Kevin and Debra Rollins Center for eBusiness hosted its biannual eBusiness Day under the theme of "E-business Everywhere: Weaving a Wireless Web."

Wayne Perry, CEO of Edge Wireless, gave the keynote address.

Perry spoke about the past, present, and future of wireless technology. "Don't think that you know what's going to happen in wireless," he advised. "If you think that all the good stuff is gone, just remember that half the world's population has never made a phone call."

Following Perry's speech, the eBusiness Center hosted a two-hour "Wireless Gadget Demonstration" in which select wireless companies displayed their latest technology. The demonstration, held in the Tanner Building atrium, featured more than a dozen booths with students and company representatives showcasing various technologies.

#### Center for Economic Self-Reliance Hosts Microenterprise Conference



Elder M. Russell Ballard (left) and Bob Gay shake hands during the banquet kicking off the Seventh Annual Microenterprise Conference.

On 11–13 March, the Center for Economic Self-Reliance (CESR) sponsored the Seventh Annual Microenterprise Conference, which gathered representatives of microfinance institutions and non-governmental organizations, educators, students, and volunteers for discussions and workshops on microenterprise innovations.

The theme of this year's conference was "Microenterprise with Education." In conjunction with the conference, participants were also invited to a microenterprise action fair where they visited booths set up by local, national, and

international groups. The groups provided information about what they do and how the public can get involved in microenterprise.

The conference began with a banquet celebrating the opening of the CESR. The new center paid tribute to Elder M. Russell Ballard, who has overseen relief efforts in Africa. Elder Ballard has served as a member of the Quorum of the Twelve Apostles for nearly twenty years. Through this and other opportunities, he has developed a strong commitment to help those in need throughout the world. The center also recognized **Bob and Lynette Gay**, who provided an endowment to form the center. The Gays assist dozens of children's charities and relief organizations, often traveling with their family to help others in countries around the world.

"Regardless of people's circumstances, they are the sons and daughters of God, and they have a dignity and a purpose far beyond what most of them may ever come to fully comprehend," Elder Ballard said at the banquet. "When they come to know who they are, that's the greatest step they can take in determining how they're going to work out economic self-reliance and other parts of self-reliance."

#### STUDENT NEWS

##### Students Take Top Honors in National Tax Competition



Undergraduate team, from left, front: Mark Chain, national director of recruiting and human resources management at Deloitte, Jaron Wilde, and John Werlhof. Back: Paul Rasmussen, Chad Hungerford, and Professor Robert L. Gardner.

A Marriott School undergraduate team recently placed first and a graduate team placed second at the national Deloitte Tax Case Study Competition—beating out other top accounting schools including the University of Texas at Austin, University of Illinois, and University of Georgia. For the seventh time in the twelve-year history of the competition, both Marriott School teams placed among the top three in the graduate and undergraduate division—an

unparalleled accomplishment.

**Robert L. Gardner**, the Robert J. Smith professor of accounting, advised the undergraduate student team consisting of **Chad Hungerford**, from Rock Springs, Wyoming; **Paul Rasmussen**, from Houston; **John Werlhof**, from Chico, California; and **Jaron Wilde** from Ventura, California.

**John Barrick**, an assistant professor of accountancy, was faculty lead for the graduate team comprising **Linda Andrews**, from Taylorsville, Utah; **Marianne Hafen**, from Las Vegas; **Terry Jackson**, from Las Vegas; and **Matt Walton**, from Campbell, California.

Twelve national teams advanced from the regional competitions in which approximately sixty teams from forty colleges and universities competed. The national event gave the teams up to five hours to complete a complex theoretical case study that required them to analyze information, identify issues, and consider alternative tax treatments for a hypothetical client situation. The BYU teams earned scholarships for themselves as well as a combined \$15,000 in grants for the School of Accountancy and Information Systems.

### 2004 Hawes Scholars



Back, from left: Brent Dykes, Nathan Furr, Brian Baker. Middle: Michael Hennessy, Jason Marx, John Higginson. Front: Whitney Seamons, Jessica Johnson, Melissa Randall, Gretchen Olson.

The Marriott School announced ten MBA candidates as its 2004 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

The 2004 Hawes Scholars are **Brian Baker**, from Provo; **Brent Dykes**, from Vancouver, British Columbia; **Nathan Furr**, from Boston; **Michael Hennessy**, from Boston; **John Higginson**, from Provo; **Jessica Johnson**, from Lafayette, California; **Jason Marx**, from Hyde Park, Utah; **Gretchen Olson**, from Paradise, Utah; **Melissa Randall**, from Provo; and **Whitney Seamons**, from New Canaan, Connecticut.

Nominations for the Hawes Scholars are

### Students Named "Most Innovative MBA Team in the World"



Clockwise, from left: Dave Roach, Scott Porter, Aaron Hopkinson, Geoff Howard, and Colin Jones.

By combining creativity with ingenuity and resourcefulness, a team of Marriott School MBA students won the 2003 Thunderbird Innovation Challenge, coming in first out of 154 MBA student teams from around the world. The five second-year MBA students—who beat teams from Duke and Harvard—pocketed \$20,000 for their inventive ideas and were named "The Most Innovative MBA Team in the World."

Innovation Challenge organizers Robert Lipton and Anil Rathi, of Idea Crossing, LLC, said BYU's team won because they not only developed a good idea, but created a specific product platform with future growth implications. "They definitely had the most innovative presentation," Rathi says. "It wasn't just stuffy business suit style; they really pushed the limits for a business plan and business presentation."

**Scott Porter**, from Las Vegas; **Colin Jones**, from London; **Dave Roach**, from Auburn, Washington; **Aaron Hopkinson**, from Park City, Utah; and **Geoff Howard**, from Virginia Beach, Virginia, demonstrated their business skills and creativity to Fortune 500 companies in this first-ever Innovation Challenge hosted at Thunderbird, the American Graduate School for International Business, in Glendale, Arizona. About 750 MBA students from *The Wall Street Journal's* top-fifty business schools around the world were invited to compete for the innovation crown by developing new products and services for sponsoring companies.

After teams submitted their product plans, a group of judges, consisting of professional innovation consultants, chose the Marriott School team as one of five finalists. These teams were given ten hours to develop a product plan for The UPS Store, one of the sponsors of the competition.

After winning the competition, BYU's team decided to donate a portion of the \$20,000 to the Marriott School to help other students develop innovative ideas.

made by students and faculty and voted on by both groups. The Hawes Scholar Committee makes final selections. Selection is based on academic performance, leadership maturity, and a commitment to high ethical standards.

### Peery Institute Presents Scholarships

On 17 February 2004, the H. Taylor Peery Institute of Financial Services awarded eleven undergraduate students with scholarships at its annual awards dinner.

Recipients of the Peery Financial Services Scholarship are: **Nathan Palkki**, from Milwaukie, Oregon; **Adrienne Mosley**, from Mesa, Arizona; **Jordan Robinson**, from Maple Valley, Washington; **Timothy Goode**, from Provo; **Melbourne O'Banion**, from San Antonio; **Ryan Butler**, from Rolling Meadows, Illinois; **Bryson Karren**, from Sidney, Montana; **Katherine Beveridge**, from Highland, Utah; **Eric Fors**, from La Canada, California; **Ryan Lillywhite**, from Centerville, Utah; and **Chelsey Trowbridge**,

from Bountiful, Utah.

Benefactors **Nancy Peery Marriott** and her husband, **Dick Marriott**, attended the banquet along with the scholarship recipients and institute leaders. Student scholarship winners were selected by GPA, experience, and interest in financial services. The students were also required to have declared financial services as their emphasis and taken certain courses within the emphasis.

### Students Receive FLAS Fellowship

Three Marriott School students received the prestigious Foreign Language and Area Studies (FLAS) fellowship. The money, provided by the U. S. Department of Education, is used to support graduate students taking advanced language courses, particularly if the students plan to enter public service.

MPA students **Shari Grossarth** and **David Jeppesen**, and MAcc student **Ryan Beckstrom** each received one of the six fellowships offered through BYU. These fellowships

cover tuition and provide a \$14,000 stipend.

The BYU fellowships focus on European studies. Fellows must take an advanced-level European language class and a European studies class.

"This is a fantastic grant. The stipend has allowed me to study things far outside my public administration program," says Jeppesen, who is studying Danish. "These additional courses of study should prove very helpful in my career."

### Graduate Students Present Findings to U.N.'s Global Compact



Back, from left: Scott Porter, Wesley Wintch, Melissa Humes, Kathryn Wardle, Jim Mortensen, and Dave Adams. Front: Travis Winder, Lucy Li, Jasmin Adams, and Starr Fowler.

Marriott School MBA and MPA students teamed with students from New York University on a pilot project to help with the United Nation's Global Compact to develop a worldwide program for MBA students. Students from both universities contributed analysis of corporate citizenship activities for participating companies. The students presented their findings at the U.N.'s New York headquarters 6 February 2004.

"The quality of the comments from BYU students demonstrated their enthusiasm and understanding of the value of corporate citizenship," says Georg Kell, executive head of the U.N. Global Compact. "Moreover, the feedback from the more than fifty companies in response to the students' comments was very encouraging in helping to bring to life a real dialogue between the private sector and other relevant stakeholders."

The BYU group comprised nine MBA students and one MPA student from the school's Net Impact chapter, an international organization of graduate students committed to using the power of business to create a better world. BYU students are: **Kathryn Wardle**, from Meridian, Idaho; **Melissa Humes**, from Carmel, Indiana; **Dave Adams**, from Farmington Hills, Michigan; **Starr Fowler**, from Rupert, Idaho; **Jim Mortensen**, from Potomac, Maryland; **Lucy Li**, from

Guangzhou, China; **Wesley Wintch**, from Elk Ridge, Utah; **Travis Winder**, from Roosevelt, Utah; **Jasmin Adams**, from Troy, Michigan; and **Scott Porter**, from Las Vegas.

### FACULTY NEWS

#### Marriott School Faculty Members Receive Training in India

**Joan Young**, the undergraduate program director, and **Kate Kirkham**, an associate professor of organizational behavior, spent the first two weeks of 2004 attending a Faculty Development in International Business seminar in India. In addition to attending the conference, they were able to get a taste of India's culture—from highways filled with cows, cars, pedestrians, buses, and camels to menus void of red meat.

The seminar, located at MDI University in Gurgaon, India, was held to educate faculty and administrators involved with international issues. At the conference, participants had discussions and presentations on history, religion, economic growth, ethics, and foreign policy. The participants also visited three companies: GIVO, a suit manufacturer; CE Capital's call center; and Hero Honda, a motorcycle company.

"The OBHR issues in India are critical to understanding global workforce dynamics as labor practices, education of the workforce,

and cost of labor are all important aspects of business operations in India—both for Indian businesses and U.S. multinational corporations," Kirkham says.

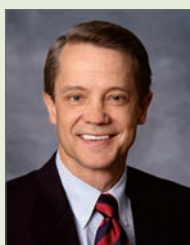
**Tad Brinkerhoff**, managing director of the Global Management Center (GMC), said the center sponsored the trip because one of the GMC's goals is to internationalize the Marriott School faculty. "We hope faculty will incorporate their knowledge of and interest in the global economy into their teaching and research and thereby have a large ripple effect," he explains. "It really does change perspectives and opinions when you study first hand on-site economic forces at work."

Young adds, "India seems like it's living in the 19<sup>th</sup>, 20<sup>th</sup>, and 21<sup>st</sup> centuries all at once. We were able to get a feel for what it's like—we were out on roads, in markets, and among people. It was a great opportunity to be immersed in that culture."



On a street in India, a local entrepreneur works at his omelet stand.

#### Tax Professor Named 2004 Outstanding Faculty



The Marriott School honored **Dave N. Stewart** with its 2004 Outstanding Faculty Award, the highest faculty distinction given by the school. The award was presented at a banquet 30 March where the school also recognized eight other faculty members for contributions in teaching, research, and citizenship.

Stewart, the Rachel Martin Professor of Taxation, was also honored by the Utah Association of Certified Public Accountants (UACPA) as the 2002 Utah Outstanding Educator. He has actively served on various UACPA committees and is a member of the American Institute of CPAs Consolidated Tax Returns Task Force. He is also president of the American Taxation Association (the tax section of the American Accounting Association).

In 1980, Stewart joined BYU as an assistant professor of tax. He currently serves as the graduate tax program coordinator. He earned his PhD from the University of Florida.

This year's Marriott School Teaching Excellence Awards were presented to **William C. Giauque**, professor of business management; **Burke Jackson**, associate professor of business management; and **Earl K. Stice**, the PricewaterhouseCoopers Professor of Accounting.

Marriott School Research Awards were presented to **Jim Brau**, assistant professor of finance and the Goldman Sachs Faculty Fellow; **Jeff Dyer**, the Horace Beesley Professor of Global Strategy and strategy group head; and **Steven M. Glover**, associate professor of accounting and a PricewaterhouseCoopers Research Fellow.

Marriott School Citizenship Awards were presented to **Bill Sawaya**, associate professor of business management, and **Gloria Wheeler**, professor of public management.



# ALUMNI NEWS

## Patterson Named Distinguished Alumnus



Kerry Patterson receives his award from Michael Thompson.

On 26 March 2004, the OBHR track of the MBA program awarded **Kerry Patterson** its 2004 William G. Dyer Distinguished Alumni Award. The award was presented at the Annual OBHR Recognition Banquet. Student scholarships and teacher and mentor recognition awards were also presented.

Patterson, who earned his MOB from the Marriott School in 1976, earned his doctoral degree from Stanford University. After finishing his studies at Stanford, he taught at BYU. He cofounded Interact Performance Systems, and in 1990 he cofounded what is now VitalSmarts, where he is the chief development officer.

During the past twenty-five years, Patterson has codesigned award-winning training programs covering interpersonal skills, culture change, and teamwork. He is the lead author of *Crucial Conversations: Tools for Talking When Stakes Are High*, a *New York Times* Bestseller. In 2003, Patterson was awarded the MOB Outstanding Mentor Award.

"Kerry was a natural choice for the award this year," says **Kristen DeTienne**, professor and OBHR track leader. "He has made a significant impact on the field of OBHR through his involvement in consulting, training, writing, and speaking."

The OBHR track also honored **Eric M. McPherson** and **Elizabeth Hales** with The Eli Lilly BYU HR Scholarship and **Micah S. Dunstan** and **Jeremy R. Telford** with The Culbert Laney Memorial Scholarship. **Tyson J. Rule** received The Stephen G. and Louise Richards Covey Scholarship; **Douglas R. Absher** received The Gene W. Dalton Scholarship; **Travis J. Bole** received The Paul H. Thompson Scholarship;

and **Benjamin C. Johnson** received The J. Bonner Ritchie Scholarship. OBHR students chose **Michael P. Thompson** for the Outstanding Teacher Award and **Kate L. Kirkham** for the Outstanding Mentor Award.

## MANAGEMENT SOCIETY

### Chapter President Asked to Serve on UVSC Committee



**Mark Dickson**, Washington, D.C., Management Society chapter past president, has been appointed a member of Utah Valley State College President's

National Advisory Council. The council was formed with the intention of receiving advice and input from a broad range of people around the country.

Dickson has extensive involvement with the Washington, D.C., Management Society chapter. He began attending its events in the late 1980s and served as president for three years; he also served as chapter vice president and treasurer.

"I loved my time as a college student, and I'm grateful for opportunities for continuing participation with the Management Society. I'm interested in helping UVSC in a similar way," he says. "I'm grateful for interaction with other chapter members; it's a wonderful way to keep in contact with BYU."

Dickson and his wife, Melody, have seven children and reside in McLean, Virginia. He graduated from BYU in 1978 in accountancy. He worked five years in public accounting and then worked for TAG Group USA, Inc. for nineteen years. He recently started a solo CPA practice.

### Madsens Honored with Distinguished Public Service Award

The Bay Area chapters of the BYU Management Society along with the BYU Alumni Association honored Truman and Ann Madsen with the 2004 Distinguished Public Service Award last February.

Ann has taught religion classes at BYU and

the Jerusalem Center since 1976. She recently published a book titled *Making Their Own Peace: Twelve Women of Jerusalem*. Truman is an emeritus professor of philosophy at BYU and was director of the Jerusalem Center. He has written numerous LDS books. The Madsens have three children and a foster son.

"The Madsens have been true pioneers for the Church in the arena of interfaith relations. I know Truman and Ann were visibly humbled by the honor," says Associate Dean **Lee T. Perry**, who spoke at the event. "Reflecting on their last five decades of service, one can come to only one conclusion—their lives have been dedicated to public service, and they are richly deserving of this honor."

Past recipients of the Distinguished Public Service Award include **Sheri Dew**, **Stephen R. Covey**, **J. Willard Marriott Jr.**, President Gordon B. Hinckley, **Mark H. Willes**, and Rex E. Lee.



From left: John Whetton, Truman Madsen, Ann Madsen, and Becky Whetton.

### Utah Valley Chapter Appoints Alumna to Board of Directors

The Utah Valley Management Society is pleased to announce the appointment of **Janie Penfield** to its board of directors. Penfield, who earned her MBA from the Marriott School in 2003, is a former professional volleyball player. She is an assistant to the athletic director at BYU, working primarily with corporate partnerships and development.

"We are excited to have Janie serve on our board," says **Garr Judd**, president of the Utah Valley Management Society. "She brings a new sense of vision and enthusiasm to the group."

### Salt Lake Chapter Chooses President-Elect

Management Society members in the Salt Lake City Chapter have selected **Troie Price** as president-elect. She has served on the chapter's board of directors as treasurer for several years. Price is a senior financial officer for Legacy Learning, LLC. She has also worked for Seiler & Company in San Francisco and for the U.S. Department of Energy. She earned her BS in accountancy and tax law from BYU in 1981.

### CLASS NOTES

#### 1971



**Wendell Eugene Jones**, former managing director of Henry & Horne, PLC, is serving as senior member of the firm's executive committee and as director-

in-charge of its Tempe office. He came to the firm in the mid 1970s, after spending time with two national CPA firms.

Jones is involved in many professional and community organizations having recently served as president of the Mesa Baseline Rotary Club and as board member and officer of the Mesa United Way. He's also served on several East Valley chambers of commerce and community not-for-profit organizations. He is a member of AICPA and ASCPA and holds CPA certificates in Arizona and California. Jones earned his BS in accountancy from BYU in 1971. He and his wife, Carolyn, have nine children and several grandchildren and reside in Mesa, Arizona.

#### 1973



**John Blanchard** recently retired as president—southeast region, Verizon Communications. In 2003 he received the Florida Business Person of the Year

Award by Florida Future Business Leaders of America. Blanchard was also serving on twelve boards and civic associations at the time of his retirement including: Florida Chamber of Commerce, Florida Orchestra, Tampa Bay Performing Arts Center, and University of South Florida Foundation.

Blanchard earned his BS in accountancy from BYU in 1968. He earned his MAcc from BYU in 1973, after four years in the Air Force

where he was a captain and the accounting and finance officer for Lajes AFB, Azores. Blanchard and his wife, Linda, have six children, all of whom have either graduated from BYU or are currently attending. They recently moved to Salem, Oregon, to be closer to their children and grandchildren.

#### 1976



The Association for Career and Technical Education (ACTE) gave **Gary Clark** its Outstanding Service Award last December at the ACTE Annual Convention and

Career Tech Expo in Orlando, Florida.

Clark has taught marketing and business classes at Granite High School in Salt Lake City for twenty-two years. He also is a student government advisor, yearbook advisor, and Granite District DECA club coordinator.

Among his many awards and honors, Granite High School named him Teacher of the Year three times. Clark has also served two terms as president of the Utah Association of Marketing Teachers.

Clark has taught at Salt Lake Community College, the Church College of Western Samoa, Utah Technical College, and Cottonwood High School. He earned his BS in marketing education in 1972 and his master's in business education in 1976, both from BYU. Clark and his wife, Kim, have six children and reside in Murray, Utah.

#### 1978

**Leron Gubler**, president and CEO of the Hollywood, California, Chamber of Commerce, was installed as chairman of the Western Association of Chamber Executives, an organization that provides partnership

### Alumna Works as General Manager of Hong Kong Jewelry Company



MBA grad **Candice Wong (Lau, Siu Kuen)** is second-in-command at a large Hong Kong jewelry company, and the road to this position was paved with self-discipline, hard work, and a strong sense of leadership.

After she married Thompson Wong Hon Ming, he encouraged her to attend college. She applied and was accepted to BYU—Hawaii. When Wong started college, she quickly realized her study habits weren't up to par. In high school, she spent most afternoons working at her mom's factory, which hindered her grades. Determined to learn study skills from

the best, she began asking people who the smartest student was; Wong finally tracked the recommended person down and asked her to teach her how to study.

As a result of that discussion, Wong developed a system. First, she would read a sentence; when she understood everything about that sentence she read the next sentence. After understanding everything on that page and making notes in the margins, she went on to the next page.

After she earned her BS in organizational development, Wong continued her studies by earning an MBA at the Marriott School in 1996. She says the most significant skills she learned while earning her MBA were working in groups and giving presentations. "During the period I was in the program, I learned specific aspects of logistics, operations and human resource management, marketing, financial accounting as well as controlling and strategic corporate management," she says.

Prior to starting college, Wong had worked as an executive secretary for Nelson Ho, who owned a jewelry company. When she had completed her MBA, he called and invited her to work for him again, but as an operations manager this time. She immediately accepted and returned to Hong Kong.

Within a short time, Wong was promoted to senior operations manager, then assistant general manager, and in 2002 she was named general manager of Nelson Jewellery. Last year the company sold more than \$120 million in merchandise. "My job has taught me how to lead a group of key managers who have more experience than I do in their specific fields and areas," she says.

Wong and her husband have three children: Sharon, Cheryl, and Curtis.



opportunities and educational and technical resources for nearly six hundred chamber of commerce executives in seven Western states.

Gubler has worked in chamber management for more than twenty-five years. He started as an administrative assistant in 1978 at the Santa Monica Chamber of Commerce. In 1980, Gubler was named executive director of the San Pedro Peninsula Chamber of Commerce, where, over a period of twelve years, he nearly doubled the group's membership and tripled the chamber's budget.

In 1992, Gubler was named president and CEO of the Hollywood Chamber of Commerce. In 1998, he served as president of the Westside Council of Chambers of Commerce, a regional association of sixteen chambers of commerce. Gubler is also a past officer of the Southern California Association of Chamber of Commerce Executives. He received the Third Century Award by the Hollywood Coordinating Council for community leadership and the Hollywood Spirit Award from the Hollywood Arts Council.

Additionally, Gubler sits on the City of Los Angeles Business Tax Advisory Committee, which advises the city council on reform of the gross receipts tax. He graduated from BYU *cum laude* with a BA in communications and an MPA in 1978. He and his wife, Audrey, reside in La Crescenta, California.

### 1981



**Gary W. Fleming** is the firm-wide director of taxation at Henry & Horne, PLC, the largest locally owned CPA firm in Arizona. He also serves on the board of the

Arizona Management Society and is a member of the East Valley Partnership and Rotary. Fleming earned his MAcc from BYU with a specialization in taxation in 1981. He and his wife, Gayle, have five children and reside in Gilbert, Arizona.

### 1983

**Chris Coons** serves as regional vice president of the IHC Urban South Region; he oversees hospitals, clinics, physician services, and insurance. He also serves as the vice president of IHC Home Health Services.

## Graduate Excels in Mexican Government Position



Soon after **Arturo Leon** graduated with his MOB from the Marriott School, he found himself on the hot seat, being grilled by the president of the Mexican senate.

A friend of Leon's had been working with a senator and requested that Leon volunteer to provide training and team building for the forty-six National Action Party Parliamentary Group senators. "The senator was so excited about what I was teaching them, he took me to the president of the senate's office, who had a strong personality and was intimidating," Leon recalls.

"What can you do for us?" was the first question the president fired at Leon.

"I can make you more efficient and effective and help you be more efficient in the use of your facilities."

"Do you think you can help this group become better senators?"

"I think they are already good, but there's room for improvement."

His answers won over the president of the senate. Leon was hired as the chief of organizational effectiveness in the Mexican senate. He works directly with senators, helping them with performance evaluations, strategic planning, human resources, and team building.

Leon is also the president-elect of the Mexico City Management Society chapter, which had its kickoff in March. A handful of executives from various companies in the area make up the group.

"We're looking to help Management Society members network and build their careers," he says. "Everybody is excited. Even though we all have demanding schedules, everybody's willing to do their best for the society."

Leon, a 1999 MOB graduate, lived in South America until he came to BYU. "I had wanted to get my master's degree for a long while. It was a dream that I had really cherished," he says.

Leon is married to Karina Blanco. "I have what I call before-and-after experiences, where my whole life changed because of those experiences," he says. "Going on a mission, getting married, having four children, and attending the Marriott School are my before-and-after experiences."

Coons earned his PhD from the California Coast University in 2002. He earned his MPA in 1983 and his BS in marketing in 1981 from BYU. Coons serves as board chair for United Way of Utah County and board chair-elect for the Utah Hospitals and Health Systems Association. He also is a board member for the BYU School of Nursing and for the Utah Medical Association.

Coons and his wife, Kim, are the parents of five sons and one daughter; they reside in Alpine, Utah.

### 1985



**Bradley C. Anderson** is the president of Bradley Clark, LLC. He was CFO for Zila, Inc., and also worked at Deloitte and Touche for eleven years.

He is a Scoutmaster and is active in the Scouting program. Anderson earned his BS in accountancy from BYU in 1985. He and his wife, **Ida**, a 1983 business graduate, have four children and reside in Mesa, Arizona.

### 1986



**Mark M. Anderson** is director of finance over managed health plans at Schaller Anderson, Inc. He previously worked for United Health Groups and

Miller Wagner & Co., CPAs. Anderson earned his BS in accountancy in 1986 from BYU. He and his wife, Alanna, have four children and reside in Phoenix.

### 1991

The Utah Department of Health appointed **Michael Hales** director of the Children's Health Insurance Program and the Primary Care Network in the Office of Children's Insurance and Access Initiatives; he previously was an associate actuary there.

Hales has also worked for three years as a consultant for healthcare and financial service companies. Hales spent five years at the Utah Department of Health in the Division of Health Care Financing. He earned his MPA from Harvard University and his BS in



business finance from the Marriott School.

He and his wife, Ilsun, have four children and reside in Lehi, Utah.

## 1996



**Ritchie W. Taylor** has been elected a shareholder in the law firm of Manning, Fulton & Skinner, P.A. in Raleigh, North Carolina. He concentrates his practice

in the areas of franchise law, corporate and partnership law, and taxation. Ritchie earned his BS in finance from the Marriott School in 1996 and his JD from BYU in 1999. He and his wife, Bethie, live in Raleigh, North Carolina. Their first son was recently born on Easter Sunday.

## 1997

**Robert G. Allen** is a regional manager for Computer Associates and is responsible for customer satisfaction and retention in Arizona, Nevada, and Colorado. He previously worked for the Office of Information Technology at BYU and at Novell/WordPerfect. Allen earned his MBA from the Marriott School in 1997 and his BA in Japanese from BYU in 1993. He and his wife, Norine, have five children and reside in Gilbert, Arizona.

## 1999



**Jonathan Ferrell** is president of Rock Canyon Advisory Group, which manages the Top Flight Fund—a mutual fund with nearly \$20 million in assets.

He started the company at the end of 2002. Using his previous four years of mutual fund management experience at Paragon Capital Management, Ferrell developed a unique investment model that yielded a return of more than 52 percent for the mutual fund during its first year of operations. To allow him to focus exclusively on fine-tuning his investment model and managing the mutual fund, Ferrell has hired two employees to oversee other company operations.

Ferrell enjoys working with young men in the Scouting program, helping them as they progress to Eagle Scout. He earned his BA from BYU in 1997 and his MBA from the Marriott School in 1999. He and his wife have three children and reside in American Fork, Utah.



After graduating with her MAcc, **Amy Monahan Livingston**, took a job as a tax consultant with Ernst & Young in Irvine, California. She was hired into the

technology group, then spent three years in the real estate group and recently moved to the state and local tax group. Each reassignment has brought additional management responsibilities. Last year she obtained enough audit hours, and having already passed the exam, earned her CPA license.

Five months ago, she married Daniel Livingston, and they live in Costa Mesa, California. She participated in a Half Ironman Triathlon in April 2004.

## 2000

**Christopher Corbett** recently began work on a PsyD in clinical psychology at Argosy University/Phoenix. He plans to specialize in the treatment of obsessive-compulsive disorder. He worked for BRG Research Services, Inc., as a



data analyst before deciding to become a psychologist.

Corbett earned his BS with an emphasis in marketing from the Marriott School in 2000. He and his wife, Eliza, reside in Phoenix.



**Tara McKnight** is a senior associate with KPMG in Houston. She started with KPMG in Dallas in state and local tax practice and currently works in the

Houston office, focusing on transaction taxes and the energy industry. She is a member of the Texas Society of CPAs and Phi Kappa Phi.

McKnight enjoys reading literature, writing short stories and satirical essays, and hosting dinner parties for her friends. She frequently travels across country and overseas and enjoys living with her two cats in Houston. She earned her MAcc from the Marriott School in 2000.

## Graduate Serves with Perpetual Education Fund



When **John McKinney** graduated with his MBA last August, he wasn't the only member of his family walking across the stage. He was joined by his wife, April, who earned her BS in community health, and their son, Collin, who earned his MA in Spanish literature.

Then, one week after their graduation, John and April began serving a two-year mission for The Church of Jesus Christ of Latter-day Saints, working for the Perpetual Education Fund (PEF). President Gordon B. Hinckley announced the PEF in 2001. In a January 2004 *Ensign* article, Elder John K. Carmack says the PEF was designed to

“provide loans to help worthy returned missionaries and other young Latter-day Saint adults gain the training and education necessary for adequate employment in their own countries.”

McKinney earned his BS in accountancy in 1979 and worked for an international accounting firm for five years after graduation. He then went on to work as a controller for Iomega, a chief financial officer for U.S. Rentals, and a vice president for United Rentals. It was only after he retired from United Rentals that he decided to earn an MBA. He and his wife moved from Modesto, California, to Provo in August 2001.

“On my mission I'm using a combination of what I learned in school with what I learned during my career and from my Church service,” McKinney says. “My wife and I are trying, in a small way, to help things move along here and are thoroughly enjoying the experience.”

McKinney, who is a member of the Marriott School's National Advisory Council and was on the SOAIS advisory council, works with PEF's director of finance doing various administrative and accounting projects. He and April will finish serving their mission in August 2005.

“The PEF is growing every day,” McKinney explains. “We process on average one thousand loan applications a month. There are a lot of dedicated volunteers here who have strong testimonies of the program's value. It's truly blessing thousands of lives; to date, more than 13,000 loans have been approved in eleven international areas of the Church.”

# 2003 Annual Report

B Y U M A R R I O T T S C H O O L O F M A N A G E M E N T

## SCHOOL REPORT

### Our Four-Fold Mission

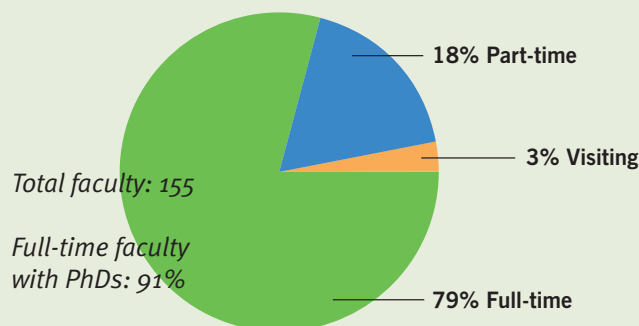
**EDUCATION**—Attract, develop, and place men and women of faith, character, and professional ability who will become outstanding leaders capable of dealing with change in a dynamic, global environment.

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

**OUTREACH**—Extend the blessings of management education to members of the worldwide Church.

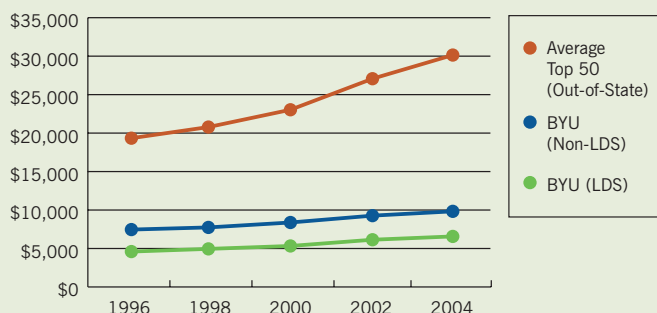
**FRIENDSHIP**—Develop friends for the university and Church around the world through service in professional organizations and by collaborating in the development of management-education programs.

### Faculty



### Graduate Tuition

BYU vs. Top 50 U.S. Business Schools (2 semesters)



### Rankings

RANK	PROGRAM	SOURCE
<b>GRADUATE</b>		
1st	MBA (payback)	<i>Business Week</i> , 2002*
17th	MBA	<i>Forbes</i> , 2003
World 26th	MBA	<i>The Wall Street Journal</i> , 2003
29th	MBA	<i>U.S. News &amp; World Report</i> , 2003
World 51st	MBA	<i>Financial Times</i> , 2003
3rd	MBA	<i>Public Accounting Report</i> , 2003
57th	MPA	<i>U.S. News &amp; World Report</i> , 2003
33rd	Entrepreneur	<i>Success</i> , 2001*

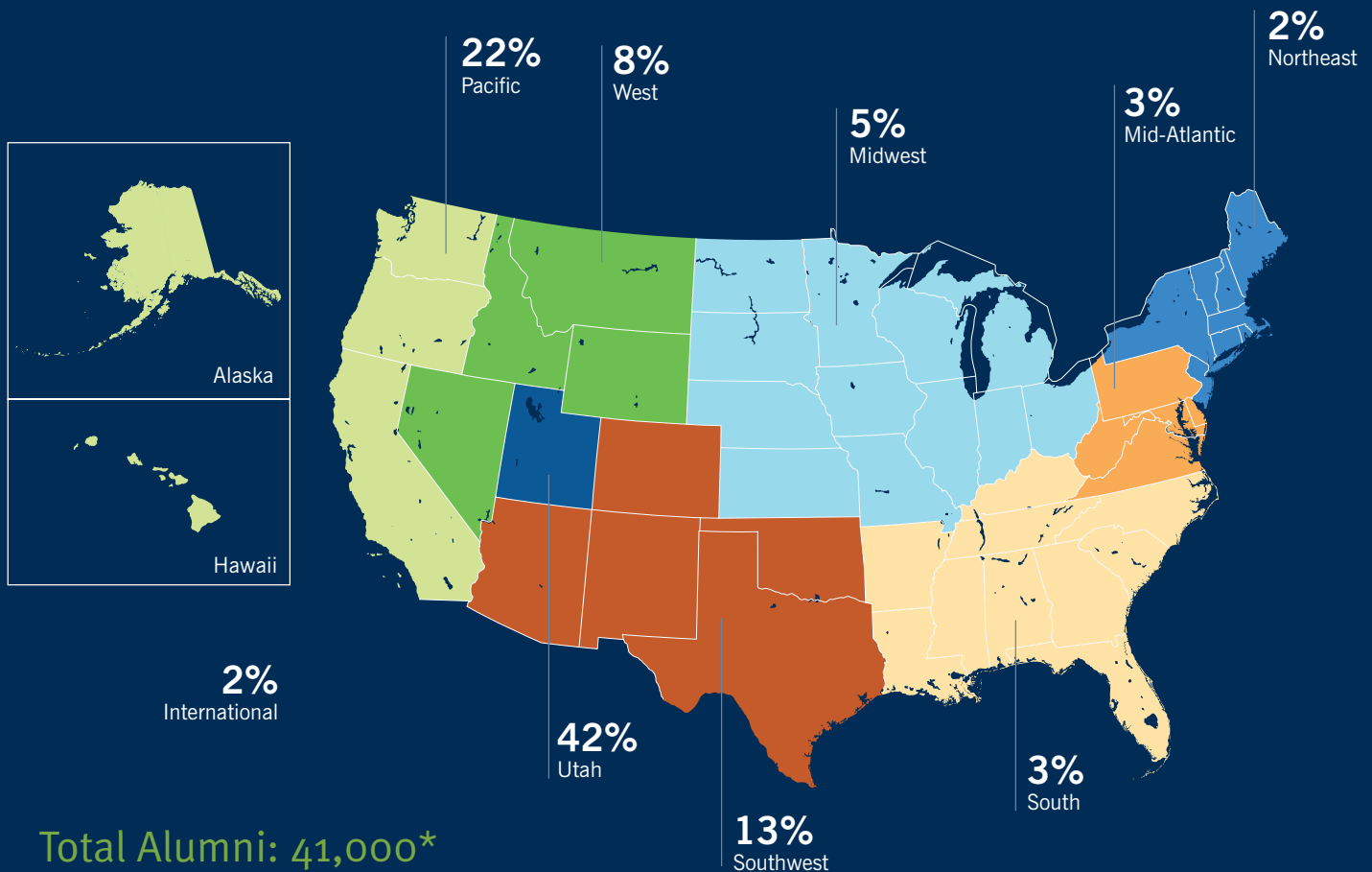
#### UNDERGRADUATE

3rd	Accounting	<i>Public Accounting Report</i> , 2003
36th	General Mgt	<i>U.S. News &amp; World Report</i> , 2003

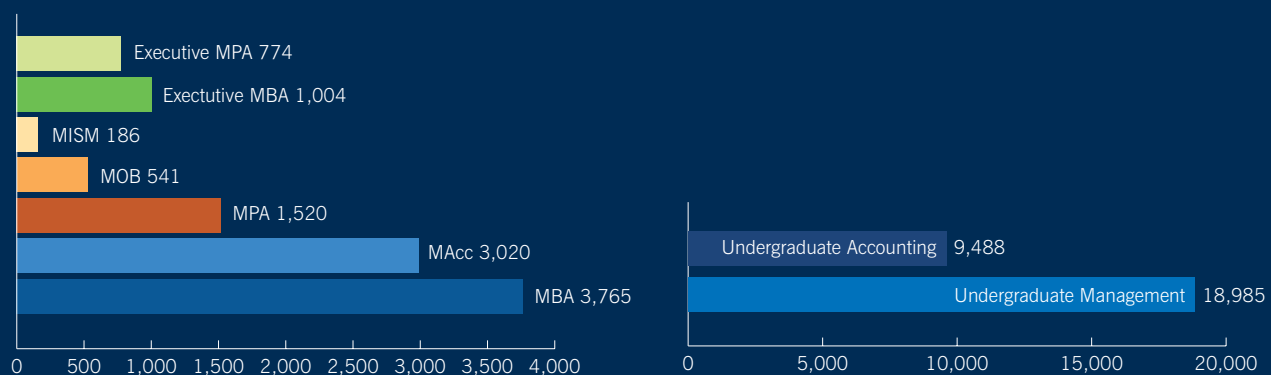
\*Most current rankings.

# ALUMNI REPORT

## Where Marriott School Alumni Reside



## Degrees Granted from 1922 to 2003

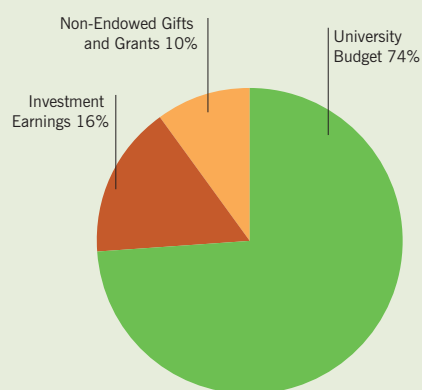




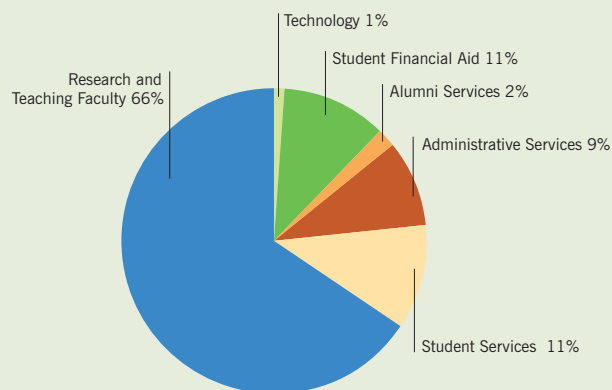
# FINANCIAL REPORT

ENDOWMENT REPORT (IN THOUSANDS)	2008 GOAL	CURRENT FUNDING	% OF GOAL
<b>College general</b>	<b>17,000</b>	<b>14,139</b>	<b>83%</b>
<b>CENTERS AND INSTITUTES</b>			
Center for Economic Self-Reliance	3,000	846	28%
Dyer Institute for Leading Organizational Change	500	40	8%
Entrepreneurship Center	10,000	5,193	52%
Global Management Center	10,000	6,802	68%
Institute of Marketing	4,000	2,647	66%
Peery Institute of Financial Services	5,000	4,377	88%
Rollins eBusiness Center	10,000	6,142	61%
Romney Institute of Public Management	4,000	3,234	81%
<b>Centers and institutes subtotal</b>	<b>46,500</b>	<b>29,241</b>	<b>63%</b>
<b>DIRECTED</b>			
Chairs	5,000	2,759	55%
Faculty fellowships	3,000	901	30%
Professorships	12,000	9,884	82%
Research/other	5,000	2,841	57%
Student scholarships	15,000	13,917	93%
Minority initiatives	1,000	131	13%
<b>Directed subtotal</b>	<b>41,000</b>	<b>30,433</b>	<b>74%</b>
<b>Total endowment*</b>	<b>104,500</b>	<b>73,813</b>	<b>71%</b>

\*University policy allows the school to spend 5% of the market-value of an endowment.



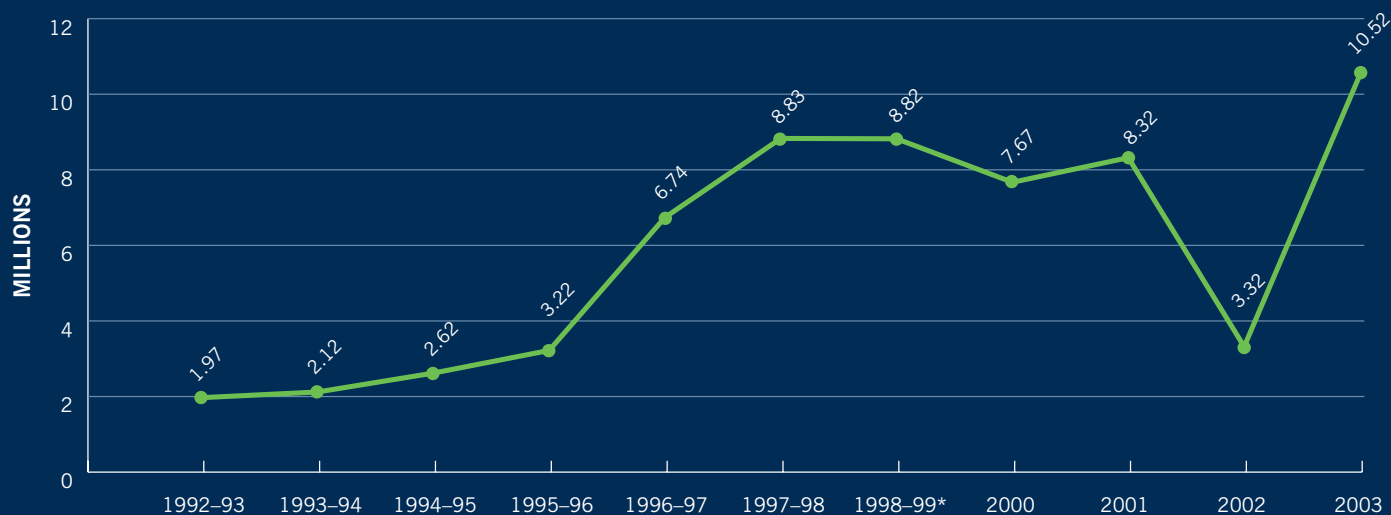
FUNDING SOURCES



FUNDS SPENT

# FUNDRAISING REPORT

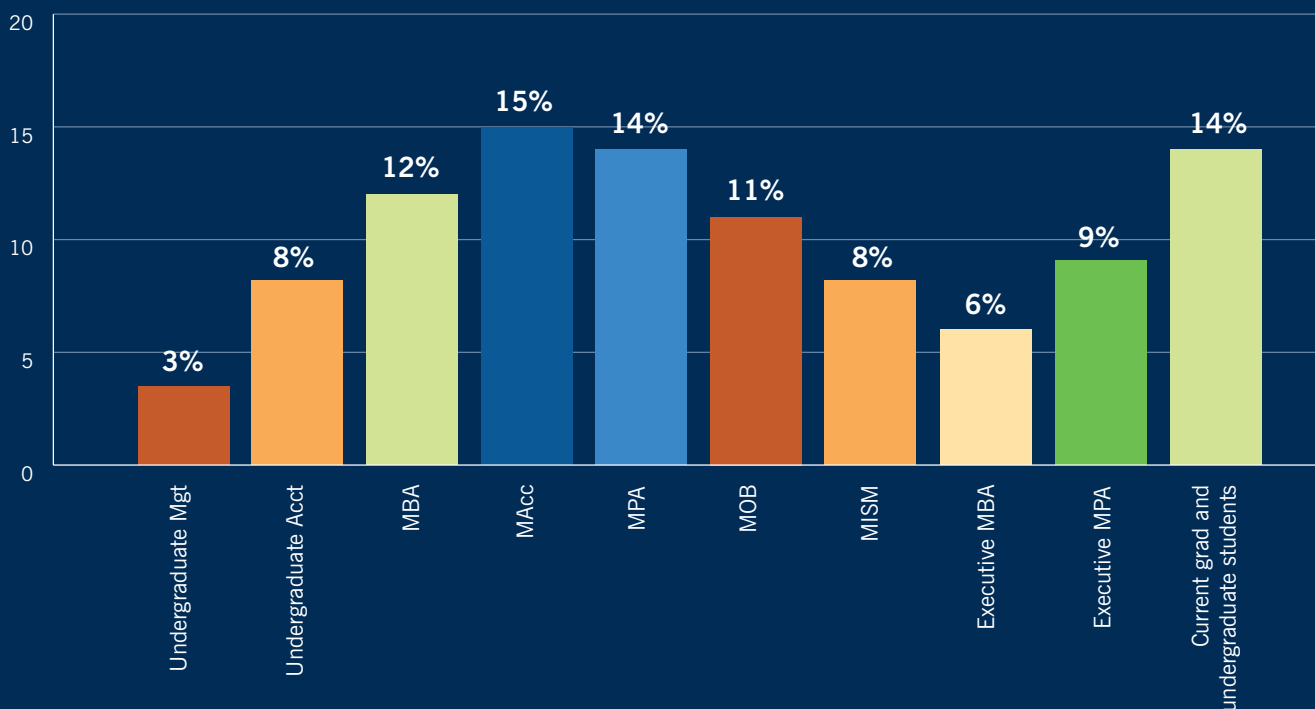
## Contributions from alumni and friends



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

## Alumni Giving to the Marriott School

Total Alumni Giving: 7% Median Alumni Gift: \$50 Average Alumni Gift: \$1,105



# STUDENT REPORT

STUDENT DEMOGRAPHICS	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of applicants in 2003	411	146	68	302	1,124	2,051
Students entering in 2003	130	54	42	167	888	1,281
Female	14%	30%	10%	22%	20%	20%
International	12%	17%	14%	6%	7%	8%
Minority	5%	9%	0%	1%	5%	4%
Married	65%	54%	55%	52%	33%	40%
Returned missionaries	84%	74%	86%	80%	75%	77%
Bilingual	75%	78%	62%	75%	60%	64%
States represented	17	16	12	25	41	42
Countries represented	12	8	5	9	35	46
Undergraduate universities	34	15	5	6	na	48
Average age	28	27	24	24	23	24
Average GMAT score	650	607	610	na	na	632
Average entering GPA	3.58	3.62	3.59	3.76	3.62	3.63
Total # of students in program*	271	113	81	287	1,945	2,697
Students receiving Marriott School financial aid*	75%	65%	51%	60%	6%**	22%**
Average amount of Marriott School financial aid*	\$4,122	\$2,980	\$1,719	\$1,629	\$1,442	\$2,628

CLASS OF 2003 PLACEMENT					
Average starting base salary	\$65,444	\$42,693	\$50,788	\$47,098	\$39,569
% Placed at graduation	69%	na	58%	87%	55%
% Placed by 3 months after graduation	84%	85%	na	na	na

\*Reflects 2002–2003 academic year. \*\*Does not include university scholarships—1,361 (70%) undergrads qualify for university scholarships.

## Selected Highlights of 2003 Student Achievements

<b>2003 Thunderbird Innovation Challenge</b>  <b>Fortune Small Business magazine's first business plan competition</b>  <b>2003 D.A. Davidson &amp; Co. student investment program</b>  <b>AITP 8th National Collegiate Conference Competition</b>  <b>2003 Deloitte Tax Challenge</b>	<p>Edged out 154 MBA teams including those from Harvard, Duke, and Wharton to earn the title "Most Innovative MBA Team in the World"</p> <p>Won \$50,000 cash and were featured on the magazine's cover</p> <p>Beat the odds and eighteen other universities to earn a 32 percent return on investment</p> <p>Scored first, second, and third in individual information systems contests</p> <p>Secured top-three finishes at the graduate and undergraduate level for the seventh time in the competition's 12-year history</p>
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# FACULTY PUBLICATIONS

The following scholarly publications were written or edited by Marriott School faculty in 2003. Entries followed by an asterisk (\*) indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may call 801-422-7696 or email marriottmag@byu.edu.

## Scholarly books

**Albrecht, W. Steve.** *Fraud Examination and Prevention*.\*

**Albrecht, W. Steve, Jim Stice, Kay Stice, and Monte Swain.** *Concepts in Accounting*.

**Cherrington, David J. and Laura Z. Middleton.** *Human Resource Certification Preparation*.

**Cherrington, David J. and W. Gibb Dyer.** *Organizational Effectiveness*, 3rd edition.

**DeTienne, Kristen B.** *Guide to Electronic Communication*, bilingual edition.

**Gardner, Robert L.** *Federal Taxation 2004*, 16th edition.\*

**Gardner, Robert L.** *Federal Taxation 2004: Comprehensive*, 14th edition.\*

**Gardner, Robert L., Dave N. Stewart, and Ronald G. Worsham.** *Tax Research Techniques*, 6th edition.

**Glover, Steven M. and Douglas Prawitt.** *Auditing Cases: An Interactive Learning Approach*, 2nd edition.\*

**Gregersen, Hal B.** *Leading Strategic Change*.\*

**Gregersen, Hal B.** "Developing Leaders for the Global Frontier," (reprint) *Smart Globalization: Designing Global Strategies, Creating Global Networks*.\*

**Holmes, Andrew L.** *Equity Analysis First*.\*

**McKell, Lynn J.** *Excel 2002: MOUS*, 2nd edition.

**McKell, Lynn J.** *PowerPoint 2002: MOUS*, 2nd edition.\*

**Radebaugh, Lee H.** *International Business Environments and Operations*, 10th edition.\*

**Romney, Marshall B. and Owen Cherrington.** *Casebook in Accounting Information Systems*, 4th edition.\*

**Romney, Marshall B.** *Implementing SAS No. 99: Finding Fraudulent Financial Reporting and Asset-Misappropriation Schemes First*.

**Romney, Marshall B.** *Fraud: Catching the Crooks Who Cook the Books*, 2nd edition.

**Smith, Scott M.** *Cross Cultural Research in Business Studies*.\*

**Stice, Earl K., James D. Stice, and K. Fred Skousen.** *Intermediate Accounting*, 15th edition.

**Swain, Monte R.** *The Theory of Constraints and Throughput Accounting*.\*

**Timm, Paul R.** *50 Grandes Ideas para Fidelizar a sus Clientes*.

**Woodworth, Warner P.** *Microfinance: Third Sector Tools for Strengthening Civil Society*.

**Worsham, Ronald G., Robert L. Gardner, and Dave N. Stewart.** *Locating Appropriate Authority Tax Research Techniques*, 6th edition.

**Worsham, Ronald G.** "Stock Options Gone Bad: Why Did Sprint Fire its CEO and President?" *Cases in Tax Strategy*.\*

## Critically reviewed scholarly journals and refereed conference proceedings

**Albrecht, Conan C.** "A Comparison of Distributed Groupware Implementation Environments," *36th Annual Hawaii International Conference on System Sciences (HICSS)*.

**Albrecht, Conan C. and Paul B. Lowry.** "Evolutionary Development and Research on Internet-Based Collaborative Writing Tools and Processes to Enhance eWriting in an eGovernment Setting," *Decision Support Systems*.\*

**Albrecht, Conan C. and W. Steve Albrecht.** "Audit At a Crossroads," *35th Symposium on the Interface*.

**Albrecht, Conan C. and W. Steve Albrecht.** "Forensic Accounting: In the Reckoning," *The Accounting World*.

**Albrecht, Conan C., Douglas D. Dean, and James V. Hansen.** "Market Place and Technology Standards for B2B ECommerce: Progress and Challenges," *MIS Quarterly Special Issue on Standard Making*.

**Albrecht, Conan C., Douglas D. Dean, and James V. Hansen.** "Using Situation Calculus For e-Business Agents," *Expert Systems with Applications*.

**Barrick, John A. and Brian C. Spilker.** "The Relations Between Knowledge, Search Strategy, and Performance in Aided and Unaided Information Search," *Organizational Behavior and Human Decision Processes*.

**Black, Ervin L.** "An International Comparison of Income Statement and Balance Sheet Information: Germany, Japan and the U.S.," *European Accounting Review*.\*

**Black, Ervin L.** "Usefulness of Financial Statement Components in Valuation: An Examination of Start-ups and Growth Firms," *Venture Capital: An International Journal of Entrepreneurial Finance*.

**Brady, F. Neil.** "Public Administration and the Ethics of Particularity," *Public Administration Review*.

**Brau, James C.** "Concealing and Confounding Adverse Signals: Insider Wealth-Maximizing Behavior in the IPO Process," *Journal of Financial Economics*.\*

**Brau, James C.** "The Case of Carlson Egg Farms: Inferred Cost of Capital and Private Firm Valuation," *Journal of Finance Case Research*.

**Brau, James C.** "The Choice of IPO Versus Takeover: Empirical Evidence," *Journal of Business*.\*

**Bryce, David J.** "On the Strategic Accumulation of Intangible Assets," *Organization Science*.\*

**Bryson, Phillip J.** "The New Economy is Dead: Long Live the Information Economy," *Intereconomics: Review of European Economic Policy*.

**Bryson, Phillip J. and Gary C. Cornia.** "Moral Hazard in Property Tax Administration: A Comparative Analysis of the Czech and Slovak Republics," *Comparative Economic Studies*.

**Christensen, Theodore E. and Ervin L. Black.** "Assessing the Relative Informativeness and Permanence of Pro Forma Earnings and GAAP Operating Earnings," *Journal of Accounting and Economics*.\*

**Cottrell, David M.** "Blended Learning in an Accounting Course," *The Quarterly Review of Distance Education*.\*

**Dean, Douglas L. and Paul B. Lowry.** "Consulting at the Laser ISP (LISP) Company: Using Excel™ Metrics Capabilities to Solve Semi-structured Management Problems," *Journal of Information Systems Education*.

**Derr, C. Brooklyn and Lori L. Wadsworth.** "The Effects of Internal Career Orientation on Multiple Dimensions of Work-Family Conflict," *Journal of Family and Economic Issues*.\*

**DeTienne, Kristen B.** "Artificial Neural Networks for the Management Researcher: The State of the Art," *The Forum: A Publication of the Research Methods Division of the Academy of Management*.\*

**DeTienne, Kristen B.** "Neural Networks as Statistical Tools," *Organizational Research Methods*.\*

**Dishman, Paul L.** "Assessing Intelligence as Learning within an Industrial Marketing Group: A Pilot Study," *Industrial Marketing Management*.\*

**Dishman, Paul L.** "Multi-class Interest Profile: Applications in the Intelligence Process Market," *Intelligence and Planning*.\*

**Dishman, Paul L.** "Part 1 (1990-present): A Chronological and Categorized Bibliography of Key Competitive Intelligence Scholarship," *Journal of Competitive Intelligence and Management*.\*

**Dishman, Paul L.** "Personality Profiles of Undergraduate Sales Students: Preliminary Findings," *Proceedings of the American Marketing Association Conference*.

**Dyer, Jeffrey H.** "The Role of Trustworthiness in Reducing Transaction Costs and Increasing Information Sharing: Empirical Evidence from the United States, Japan, and Korea," *Organization Science*.\*

**Dyer, W. Gibb.** "Special Challenges of Consulting to Family Businesses," *OD Practitioner*.\*

**Dyer, W. Gibb.** "The Family: The Missing Variable in Organizational Research," *Entrepreneurship: Theory and Practice*.

**Facer, Rex L., Gary C. Cornia, and Robert J. Parsons.** "Career Paths of Local Government Finance Professionals," *Government Finance Review*.

**Fawcett, Stanley E.** "Supply Chain Success: Three Initiatives Differentiating High- and Low-Performing Firms," *North American Symposium on Purchasing and Supply Research*.\*

**Fawcett, Stanley E.** "Supply Chain Trust and Commitment: Practical Perspectives for Long-term Success," *International Supply Management Conference Proceedings*.\*

**Fawcett, Stanley E.** "Supply Chain Trust: What Is It Really?" *North American Symposium on Purchasing and Supply Research*.\*

**Fawcett, Stanley E., Gary Rhoads, Scott Smith, and Mike Swenson.** "Moments of Angst and What to Do About Them: A Triadic Perspective," *Cross Cultural Research Conference*.

**Gardner, Timothy.** "The Impact of Human Resource Practices on Business-Unit Operating and Financial Performance," *Human Resource Management Journal*.\*

**Glover, Steven M., Douglas Prawitt, and Mark F. Zimbelman.** "A Test of Changes in Auditors' Fraud-related Planning Judgments Since the Issuance of SAS No. 82," *Auditing: A Journal of Practice and Theory*.\*

**Glover, Steven M.** "Earnings Predictability and the Direction of Analysts' Earnings Forecast Errors," *The Accounting Review*.\*

**Gregersen, Hal B.** "Seeing the Elephant: Human Resource Management Challenges in the Age of Globalization," *Organizational Dynamics*.\*

**Hansen, Mark H.** "The BYU Dairy Case," *Proceedings of the 13th Annual World Food and Agribusiness Forum and Symposium*.\*

**Hansen, Mark H.** "Trust and the Decision to Outsource," *International Food and Agribusiness Management Review*.\*

**Heaton, Hal B.** "Reducing the Impact of Intangibles," *The Journal of Property Valuation and Taxation*.

**Jackson, Robert B.** "Teaching the Complete Object-oriented Development Cycle," *Information Systems Education Journal (ISED)*.\*

**Liddle, Stephen W.** "An Integrated Ontology Development Environment for Data Extraction," *Lecture Notes in Informatics*.\*

**Liddle, Stephen W.** "Impedance Mismatches in Web Application Modeling and Development," *Proceedings of SCI 2003*.

**Liddle, Stephen W.** "Implementing Legacy Statistical Algorithms in a Spreadsheet Environment," *Interface 2003 Conference Proceedings*.\*

**Lowry, Paul B.** "A Taxonomy of Collaborative Writing to Improve Empirical Research, Writing Practice, and Tool Development," *Journal of Business Communication (JBC)*.\*

**Lowry, Paul B.** "Improving the Usability Evaluation Technique, Heuristic Evaluation, Through the Use of Collaborative Software," *AMCIS*.\*

**Lowry, Paul B.** "New Perspectives on Global Information Systems Journal Rankings and Reference Disciplines," *AMCIS*.\*

**Lowry, Paul B.** "The Impact of Proximity, Group Size, and Tool Choices on the 'Voice Effect': A Comparison of Individual Voicing in Traditional Face-to-face, Computer-mediated Face-to-face, and Virtual Computer-mediated Groups," *The Second Annual Workshop on HCI Research in MIS, International Conference on Information Systems*.\*

**Lowry, Paul B.** "Using Internet-based, Distributed Collaborative Writing Tools to Improve Coordination and Group Awareness in Writing Teams," *IEEE Transactions on Professional Communication (IEETPC)*.\*

**McKell, Lynn J.** "Aligning ICCP Certification With the 2004 Model Curriculum: A New International Standard," *International Business and Economics Research Journal*.\*

**Mitton, Todd.** "Cronyism and Capital Controls: Evidence from Malaysia," *Journal of Financial Economics*.\*

**Mitton, Todd.** "Propping and Tunneling," *Journal of Comparative Economics*.\*

**Nelson, Ray D. and James V. Hansen.** "Forecasting and Recombining Time-Series Components by Using Neural Networks," *Journal of the Operational Research Society*.

**Nelson, Ray D. and James V. Hansen.** "Time-series Analysis with Neural Networks and ARIMA-Neural Network Hybrids," *Journal of Experimental & Theoretical Artificial Intelligence*.

**Ogden, Jeffrey A.** "Advancing Theory Development in Total Quality Management: A Deming Management Method," *International Journal of Operations & Production Management*.\*

**Ogden, Jeffrey A.** "Chief Purchasing Officer Compensation: An Analysis of Organizational and Human Capital Effects," *International Journal of Physical Distribution and Logistics Management*.\*

**Ogden, Jeffrey A.** "The Linkage Between Value Enhancement/Creation and B2B E-Marketplace Survival," *North American Research/Teaching Symposium on Purchasing and Supply Chain Management*.\*

**Ogden, Jeffrey A.** "The Relationship Between Purchasing and Supply Management's Perceived Value and Participation in Strategic Supplier Cost Management Activities," *Journal of Business Logistics*.\*

**Parsons, Robert J.** "A Micro Economic Model to Assess the Economic Impact of Universities: A Case Example," *Association for Instructional Research*.

**Pinegar, J. Michael.** "U.S. Investors' Perceptions of Corporate Control in Mexico," *Journal of Financial and Quantitative Analysis*.\*

**Romney, Marshall B. and Ron Worsham.** "A Shopper's Guide to Web-Based Tax Research," *Journal of Accountancy*.

**Sampson, Scott E.** "Objective Function Specification in a Scheduling Optimization Problem," *Proceedings of the Decision Sciences Institute*.

**Sanders, Wm. Gerard (Gerry).** "Antecedents and Consequences of Corporate Governance Reform: The Case of Germany," *Strategic Management Journal*.\*

**Sanders, Wm. Gerard (Gerry).** "Mason Carpenter Strategic Satisficing? A Behavioral-Agency Perspective on Stock Repurchase Program Announcements," *Academy of Management Journal*.

**Smith, Scott M. and William R. Swinyard.** "Activities, Interests and Opinions of Online Shoppers and Non-Shoppers: A Market Segmentation Analysis," *Proceedings of the European Applied Business Research Conference*.

**Smith, Scott M. and William R. Swinyard.** "Segmenting Internet Shoppers Based on Their Web-usage-related Lifestyle: A Cross-cultural Validation," *Journal of Business Research*.\*

**Smith, Scott M. and William R. Swinyard.** "Why People (Don't) Shop Online: A Lifestyle Study of the Internet," *Consumer Psychology & Marketing*.

**Swenson, Michael J. and Gary Rhoads.** "Special Issue on Global Marketing Education," *Marketing Education Review*.

**Swenson, Michael J.** "A Cross Cultural Study of the Effects of Achievement and Relationship Values on Student Evaluations of Personal Selling Ethical Dilemmas," *Marketing Education Review*.\*

**Swenson, Michael J.** "Is a Central Tendency Error Inherent in the Use of Semantic Differential Scales in Different Cultures?" *International Journal of Market Research*.\*

**Swinyard, William R.** "The Effects of Salesperson Mood, Shopper Behavior, and Store Type on Customer Service," *Journal of Retailing and Consumer Services*.

**Swinyard, William R.** "Women in Academic Medicine: A Report of Focus Groups and Questionnaires, with Conjoint Analysis," *Journal of Women's Health*.\*

**Thompson, Jeffrey J.** "Violations of Principle: Ideological Currency in the Psychological Contract," *Academy of Management Review*.\*

**Vorkink, Keith P.** "Efficient Estimation of Conditional Asset Pricing Models," *Journal of Business and Economic Statistics*.\*

**Vorkink, Keith P.** "Return Distributions and Improved Tests of Asset Pricing Models," *Review of Financial Studies*.

**Vorkink, Keith P.** "The Case of Cooley Savings Bank: Interest Rate Sensitivity," *Journal of Financial Education*.\*

**Woller, Gary M.** "Microenterprise Development Programs in the United States and in the Developing World," *World Development*.\*

**Woodworth, Warner P.** "Local Development through Microfinance Tools in Central America," *Society for the Advancement of Socio Economics*.\*

**Woodworth, Warner P.** "Microentrepreneurship Impacts in East Africa," *International Council for Small Business*.\*

**Zimbelman, Mark F.** "A Cognitive Footprint in Archival Data: Generalizing the Dilution Effect from Laboratory to Field Settings," *Organizational Behavior and Human Decision Processes*.\*

# ADVISORY BOARDS

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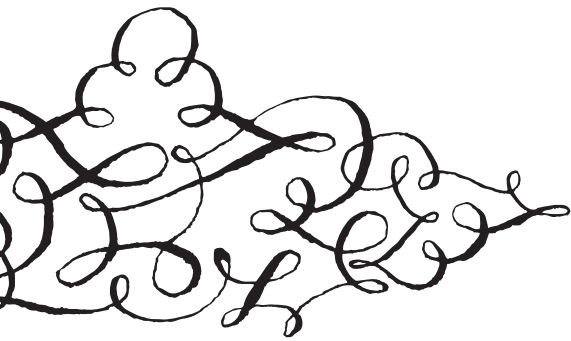
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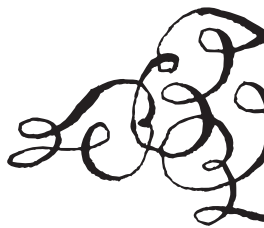
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Dan Lund / Deseret Morning News



MBA student Mark Wangsgaard shows off his athletic prowess while sprinting in the first-ever Corporate Climb, a fundraiser held 13 March 2004. More than eighty administrators, faculty, and students were sponsored to run the Tanner Building's stairs, earning more than \$13,500 for the Marriott School's Annual Fund. (See related story, p. 21.)