

MARRIOTT

ALUMNI MAGAZINE

A man in a dark suit and light blue tie is sleeping in a red theater seat, resting his head on his hand. The theater is filled with rows of red seats. In the background, a person is blurred, suggesting movement. The overall atmosphere is one of a quiet, empty theater.

**IT'S ALL IN THE
PRESENTATION**

Tolerance, Faith, & Politics

2002 Annual Report



The 2003 Marriott School Hawes Scholars are (back row, left to right) Trent Bingham, Rob Ludlow, Russell Hardy, Paul Garver, Dave Coltrin, David Peterson, Steve Arner, (front row, left to right) Heather Bryce, Marissa Hatch, and Karen Peterson.

Ten MBA candidates were named Hawes Scholars in January. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

Nominations for the Hawes Scholars are made by students and faculty and voted on by both groups. Final selection is made by the Hawes Scholar Committee. Selection is based on academic performance, leadership, maturity, and a commitment to high ethical standards.

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Cover photo by Bradley H. Slade.

Inside cover photo courtesy of Jaren Wilkey/BYU.

Visit *Marriott Alumni Magazine* online at marriottmag.byu.edu

The Strength of Our Alumni Network

BY JOSEPH D. OGDEN



Some believe the strength of a business school can be measured by the commitment and involvement of its alumni. If so, the Marriott School is stronger than ever before.

Despite economic uncertainties and global political tensions, graduates and supporters have stepped forward in large numbers to help the school weather a challenging placement and fundraising environment.

One alumnus approached me after a meeting of the newly formed Boston Chapter of the Management Society. After handing me his business card, he explained, "I work for a small firm. We can only hire one person this year, and I would like that person to be from BYU." Hundreds of other alumni and friends

responded to email requests with internship and job leads. Management Society chapters have also organized efforts to help place students and assist alumni looking for work.

These efforts helped the school lead the nation in 2001 MBA placement and compete well in both undergraduate and graduate student placement in 2002. Nonetheless, the challenge continues in 2003. Alumni involvement also enabled the school to find new corporate partners and hold our position or advance in every major b-school ranking published during the past two years.

In addition to placement, alumni provide significant financial support, volunteer thousands of hours mentoring students, and share their expertise with the school's programs and centers.

Recognizing that any successful relationship requires the commitment of both parties, the school is increasing its commitment to provide you with lifelong learning opportunities, access to former classmates, and assistance with career development and networking.

Plans to enhance alumni services focus on two initiatives. First, growing Management Society membership throughout the world. Dean Hill and Tad Brinkerhoff, of the Global Management Center, recently returned from Latin

America where they formed new chapters in Costa Rica, Panama, Colombia, Ecuador, and Venezuela. Second, using technology to better deliver alumni information, education, and networking opportunities. One exciting alumni service—expected to be launched fall 2003—is the creation of online alumni communities for each degree program. These unique web portals will provide a "supermarket" of information, services, pictures, and news about each program as well as updates from classmates, job postings, and access to other career-enhancement tools.

We express sincere thanks and appreciation to those of you who have volunteered resources and assistance. We owe much of our success as a top-thirty business school to the positive reputations earned by you—our alumni and friends. Thank you not only for your commitment but also for representing us so well as men and women of faith, character, and professional ability.

Sincerely,

A handwritten signature in black ink, reading "Joseph D. Ogden".

Assistant Dean
External Relations

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ALUMNI EXCHANGE

A forum for alumni to share ideas about challenges facing Marriott School graduates.



What's the best way to initiate and sustain a mentoring relationship?

The late N. Eldon Tanner said, "Service is the rent we pay for living in this world of ours." I value mentoring relationships as one of the most important things I can do with my business skills. It seems like the more work experience I gain, the more I find myself in a mentor role. I generally expect the mentee to initiate the relationship, but we both have the responsibility to sustain it. However, as a mentor, I can assist in initiating the relationship by being approachable and developing a reputation as someone willing to listen to subordinates and others. There are obvious pitfalls if you give your time away too freely, but we need to recognize our responsibility to help others develop.

As a mentor, my role is to first understand what the mentee wants to gain from the relationship. Then, with that clearly understood, I try to fulfill the mentee's expectations using my observations and experiences. When sharing my observations and experiences, I focus on having a dialogue with the mentee as opposed to a lecture. He or she often has experiences that can be shared to illustrate the points I am trying to make as the mentor.

Mentoring relationships can be short or long, but if the mentor genuinely cares for the mentee, the relationship can be meaningful.

*Richard B. Hutchins, San Francisco
MAcc '84*

Normally this question would be answered with advice on how someone in the workplace could start and develop a mentoring relationship. But instead, I will put in a shameless plug for anyone already successful in the workplace to be a mentor, specifically to BYU students. I have been a Marriott School mentor for many years. And, while it's not necessarily a "splashy" means for alumni to give back to their alma mater, it's nonethe-

less an effective way to make a real difference in the lives of students entering an ever-uncertain business world.

Too often we remember our experience at BYU or elsewhere and apply that to what we think students are facing today. However, it's different for them, not only in finding employment but also in obtaining valid career guidance. While they are more knowledgeable about today's business world, the business world has become much more complex and challenging. An effective mentor can give the guidance and wisdom needed from a real-world perspective that a student may not be able to obtain otherwise.

There is a time commitment involved, but don't let that deter you from providing this significant input into the life of a young man or woman. You will soon forget the time aspects of mentoring as you begin to see the benefits this service brings to the student and to you. I invite you to see for yourself—go to marriottschool.byu.edu/mentor/volunteer and volunteer for a truly great experience.

*Patrick "Ed" Lamb, Santa Clarita, California
MAcc '84*

Many mentoring relationships develop naturally, but often it takes a special effort on the mentee's part to identify a mentor, establish a relationship, and sustain that relationship. One approach to initiating a mentor relationship is identifying commonalities you share with the mentor—hometown, alma mater, children, or sports. Ask peers what they know about your potential mentor. Notice displayed items in his or her office. Use this information in your initial contact and express your interest in meeting with him or her to learn more about the company.

As you develop this relationship, your mentor generally will be eager to tell you about the company; however, always

respect your mentor's time. Lunch is generally a good time to meet.

While you don't need to take all of your mentor's advice and suggestions, you should at least act on some and share your successes so your mentor knows he or she is effectively helping you.

*Mark E. Peterson, Phoenix
MBA '81*

For students seeking professional mentors, I suggest the following. It's important to understand that prospective mentors will most likely desire to help you. In fact, they will probably be flattered. Remember as you seek successful professionals that they are usually quite busy.

Approach your potential mentor in a straightforward way, and ask for his or her help. Express your admiration and desire to be mentored. Be clear that you don't intend to take a lot of time, but that you want to learn the things that have made him or her so successful. Lunch is a good time, since people have to eat. Set up a periodic schedule—say quarterly—and stick to it.

*Dean Andersen, Salt Lake City
BS '85*

PARTICIPATE IN ALUMNI EXCHANGE

NEXT ISSUE: *How can Latter-day Saint professionals make the best of social activities that conflict with the Word of Wisdom?*

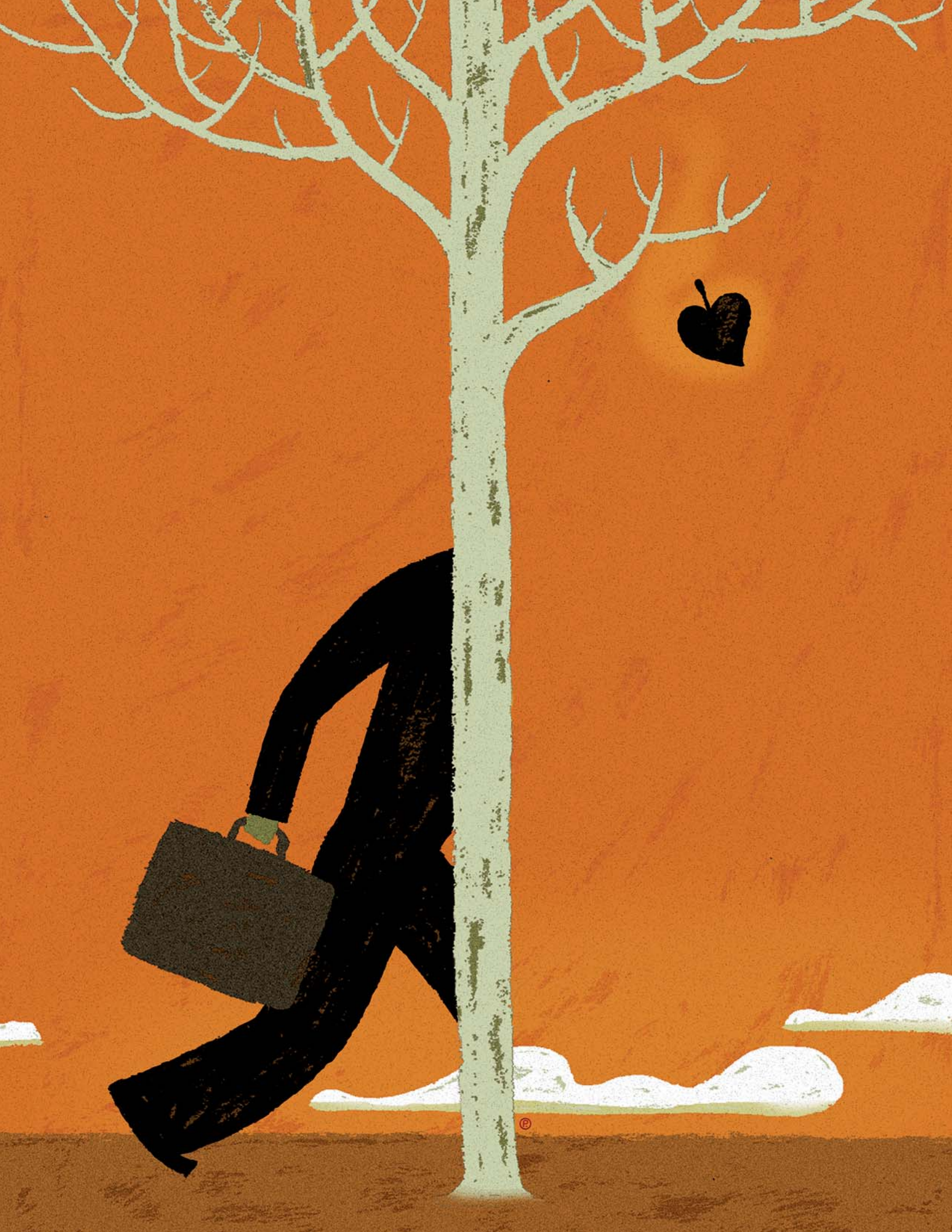
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Where have all the ETHICS GONE?

A look at ethical abuses,
causes, and expectations

By Dean Ned C. Hill and Associate Deans
W. Steve Albrecht and Lee T. Perry
Illustration by Pep Monteraut

Symptom: The Expensive Preschool

Jack Grubman is a telecom analyst for Citigroup's Salomon Smith Barney. He is also the father of twins he wanted to enroll in Manhattan's 92nd Street Y, home of a prestigious nursery school that is supposedly harder to get into than Harvard. In 1999, Grubman, who wasn't particularly excited about AT&T as an investment, had rated the company's stock as "neutral." However, in early 1999 Sanford Weill, chairman of Citigroup, asked Grubman to take a "fresh look" at AT&T. Grubman began a review but also stated in an email that was titled "AT&T and the 92nd Street Y" that he'd love Weill's help in getting his twins in to the Y's preschool. Shortly after the memo was written, Grubman upgraded AT&T's stock to "buy." Not long after the upgrade, Salomon won some lucrative AT&T business. At about the same time, Citigroup gave \$1 million, spread over five years, to the 92nd Street Y, and the Grubman twins were admitted to the preschool.

Kinds of Abuses

Whether Jack Grubman did anything wrong, Citigroup's \$1 million donation to the school and the Grubman twins' admittance have been characterized in the press as a symbol of the ethical abuses that have recently plagued our economy. During 2000 and 2001, there were numerous revelations of corporate wrongdoing that created a crisis of confidence in the capital market system. Some of the most notable abuses included:

- **Misstated financial statements and "cooking the books":** Examples include Qwest, Enron, Global Crossing, WorldCom, Xerox, etc. Some of these frauds involved twenty or more people helping to create fictitious financial results and mislead the public.
- **Inappropriate executive loans and corporate looting:** Examples include John Rigas (Adelphia), Dennis Kozlowski (Tyco), Bernie Ebbers (WorldCom), etc.
- **Insider trading scandals:** The most notable example is Martha Stewart and Sam Waksal of ImClone.
- **Initial Public Offering (IPO) favoritism, including spinning and laddering:** Spinning involves giving IPOs to those who arrange quid pro quo opportunities; laddering involves giving IPOs to those who promise to buy additional shares when prices increase. Examples include Bernie Ebbers of WorldCom and Jeff Skilling of Enron.
- **Excessive CEO retirement perks:** Companies including Delta, PepsiCo, AOL Time Warner, Ford, GE, and IBM have been highly criticized for endowing huge, costly perks and benefits, such as expensive consulting contracts, use of corporate planes, executive apartments, maids, etc., for retiring executives.
- **Exorbitant stock options for executives:** In 1997, for example, Bernie Ebbers of WorldCom had a salary of \$935,000 but received stock options worth approximately \$46 million.
- **Loans for trading fees and other quid pro quo transactions:** Financial institutions such as Citibank and JP Morgan Chase, for example, provided favorable term loans to companies such as Enron in return for the opportunity to make hundreds of millions of dollars in derivative transactions and other fees.

FOUR ETHICAL TESTS

One If the transaction or behavior were printed on the front page of a newspaper, would it be embarrassing (not of "good report") or have the potential to harm other people?

Two Does the quid pro quo transaction cause you to compromise your principles by providing an undue advantage to you, your firm, or anyone else?

Three If the Savior were your business partner would you feel uncomfortable?

Four Does this activity cause you to extend yourself too far financially or become too indebted?

- **Excessive debt:** Because of excessive debt and other problems, six of the ten largest corporate bankruptcies in history occurred in 2002 and four of these firms experienced financial statement frauds.
- **Massive fraud by employees:** While not in the news nearly as much as financial statement frauds, there has been a tremendous increase in employee fraud against organizations. Some of these frauds have been as high as \$2-3 billion.

Why Ethical Problems Occur

Ethical problems such as these usually occur when three factors come together: 1) some kind of pressure, 2) a perceived opportunity, and 3) some way to rationalize the act as appropriate, given one's personal code of conduct. Such pressures include:

- Executive incentives to provide favorable earnings reports to meet Wall Street's earnings forecasts.
- The need to report increasing earnings to maintain high stock prices so that endowed stock options can be exercised.
- High rewards for short-term profitability at the expense of long-term growth.
- Large amounts of debt and leverage.
- Greed by CEOs, investment and commercial bankers, investors, and others.

Some opportunities leading to abuses include:

- A sound economy in the 1990s that masked many problems.
- Rule-based accounting standards that made it difficult for auditors to argue against aggressive accounting practices.
- Inappropriate behavior of CPA firms, especially some partners who were more concerned about building their practices than maintaining independence.
- Educators failing to teach ethics, fraud detection, and analytical skills to students.

Moral development researchers maintain that people develop honesty through a combination of proper modeling (example) and labeling (teaching and training.) They also argue that when either of these is absent or when inappropriate modeling or labeling is present, people will be less honest. Unfortunately, bad modeling makes up most of the news we read and watch on television. Families who used to provide most of the honesty labeling are spending less and less time together. As a result, many people working in business have developed situational rather than absolute ethics. Situational ethics, combined with pressures and opportunities like those described above, can make it easy for people to rationalize participating in these abuses.

In some cases, more than twenty-five people cooperated in the same fraud. In one case of financial statement fraud, for example, the chief financial officer (CFO) instructed the chief accountant to artificially increase earnings by \$105 million so the company could meet Wall Street's earnings forecast. Although the chief accountant was skeptical about the purpose of these instructions, he did not challenge them. The mechanics were left to the chief accountant to carry out. He created a spreadsheet with seven

pages of improper journal entries, 105 in total, that he determined were necessary to carry out the CFO's instructions. In total, between twenty-five and thirty individuals in the company were involved in making misleading financial entries.

This case does not represent an isolated instance of acquiescence to inappropriate requests. Consider the results of a poll of attendees at the April 1998 *Business Week* forum of CFOs. Participants were queried about whether they had ever been asked to "misrepresent corporate results." Sixty-seven percent of CFO respondents said they had been pressured by other executives to misrepresent corporate results. Of those who had been asked, 12 percent admitted they had "yielded to the requests" while 55 percent said they had "fought off requests" to cook the books.

Expectations for Marriott School Graduates

Honesty lies at the core of any decent and just society. The people of Ammon in the Book of Mormon enjoyed such a society and were characterized as being "perfectly honest and upright in all things..." (Alma 27:27). Honesty is also at the heart of our religion. Paul wrote, "For we trust we have a good conscience, in all things willing to live honestly" (Heb. 13:18). All who associate with BYU and the Marriott School pledge to live an honor code that includes dealing honestly. Those who are members of The Church of Jesus Christ of Latter-day Saints commit to a particularly high standard of honesty that has characterized our people since the early days of the Church. They know that they must reach the point in their lives where they "know their hearts are honest" to be fully acceptable to the Lord (Doctrine & Covenants 97:8).

With such principles ingrained in us, wherever we are and whatever job we are entrusted to perform, we must stand for principles of honesty and integrity. The model we provide sends strong messages to our co-workers and family members. We cannot afford to be involved in even passive participation in or observance of dishonest behavior. No amount of material wealth is worth having a guilty conscience or compromising our integrity.

The words of Karl G. Maeser, an early BYU president, about honor and integrity provide a great example for us to follow: "I have been asked what I mean by my word of honor. I will tell you. Place me behind prison walls—walls of stone ever so high, ever so thick, reaching ever so far into the ground—there is the possibility that in some way or another I may escape; but stand me on the floor and draw a chalk line around me and have me give my word of honor never to cross it. Can I get out of the circle? No. Never! I'd die first!"

Marriott School graduates and friends are valued for their integrity and honesty. A recent *Wall Street Journal* ranking of business schools identified the Marriott School as one of the "hidden gems" in America. In doing so, it stated that the school is a place where recruiters can find students with high integrity and moral values. There is no finer compliment that can be paid to BYU or the Marriott School. We are grateful to you for the examples you set for corporate America and the legacy you have built for future Marriott School graduates. **M**

CULPABILITY OF BUSINESS SCHOOLS

Several factors suggest that business schools may share the blame for a deterioration of corporate ethics.

Ethics courses The decrease in the number of ethics courses is sending a signal to students that ethics are not as important as other skills such as constructing a good spreadsheet or writing a marketing plan.

Fraud recognition Faculty are not teaching students to recognize fraud. Case studies typically do not illustrate unethical or fraudulent activity and many professors feel ill-equipped to deal effectively with these issues.

Ethical values The understanding of and appreciation of ethical values is diminishing. Surveys indicate a decreasing percentage of the population feel strongly about absolute standards of honesty.

Dot-com excesses The Internet boom gave many students the impression that old values were invalid. Since everyone was getting rich, they felt they should get rich too—even if that meant cutting corners to get there.

Historical perspective Until recently, many students and instructors had not considered the implications of a major economic downturn. This lack of historical perspective led both faculty and students to a posture of risk taking rather than risk aversion.

Marginalized ethics When ethics courses are offered, they are often taught by nonbusiness faculty and may appear marginalized from the rest of the business curriculum.

WHAT BUSINESS SCHOOLS CAN DO

Code of conduct Schools can establish a code of ethical conduct and invite all students, staff, and faculty to pledge to honor it.

Tone Administrators can set an ethical tone by frequently discussing ethical expectations with faculty, staff, and students.

Curriculum Schools can require all students to complete a substantial, rigorous business ethics course.

Integrate Schools can supplement an ethics course by encouraging faculty to integrate ethical issues into the classroom across all disciplines.


Ethics cases Faculty can teach cases that bring up situations in which students have to identify potential conflicts of interest, fraudulent behavior, illegal activities, and "shrewd" business practices that push the limits of propriety.

Visibility Schools can raise the visibility of ethical issues through seminars, invited speakers, publications, etc.

IT'S ALL IN THE PRESENTATION

By Donald S. Smurthwaite | Photography by Bradley H. Slade





You probably recognize the symptoms. Palms sweaty, throat scratchy. A band of pressure stretches across your forehead from temple to temple. Knots in your stomach and your pulse racing. Breathing comes in short, shallow bursts. Coming down with the flu? No. You're about to make a group presentation.

"After more than thirty-five years in front of an audience," says Stephen Eggleston, a speaking and presentation consultant of Alexandria, Virginia, "I still get jittery when I'm delivering a new program."

With prospective sales, commissions, clients, permits, and perhaps, even jobs on the line, it's little wonder that surveys consistently rank public speaking among the top human fears. In some polls, public speaking rates ahead of death.

Yes, some people, it seems, would prefer to die than face an audience.

"People would rather be in the coffin than speak at the funeral," says Cindy Peterson, owner of Presentations For Results, a coaching and consulting firm in Boise, Idaho.

Should speaking in front of a group really be that terrifying?

A host of experts who earn their living through the spoken word all give a resounding answer: no!

“People think they need to be perfect when they make a presentation, but they don’t have to be,” says Peterson. “That’s where the fear starts.”

While presentation perfection may be achievable only by the experienced few, there are plenty of simple techniques and practices that can transform the routine into the memorable, a yawn-and-fiddle session into a momentous meeting.

“There’s no magic to presentations,” says Michael Thompson, chair of the Marriott School’s Organizational Leadership and Strategy Department. “But there are steps to take to improve.”

But first, a quick definition. What qualifies as a presentation? “There’s a difference in giving a report and making a presentation. In reports, you’re saying, ‘This is how things are. Business is up in this department. In this department, it’s down.’ You say what you need to say, keep it simple, then sit down,” says Eggleston. “With a presentation, you’re asking for something.”

So what do the experts say will help you shine the next time you find yourself in front of a group asking for something? Here’s a sampling of their advice.

PREPARE, PREPARE, AND THEN PREPARE SOME MORE

Lenny Laskowski of Newington, Connecticut, is the owner of LJJL Seminars, which specializes in improving public speaking and presentation skills, and author of several books,

including *10 Days to More Confident Public Speaking*.

“The most important thing people can do to increase their chance of success is properly prepare,” he says.

Part of preparation is knowing your subject in-depth. Audiences expect you to be the expert. The other part of preparation is working on your presentation skills and techniques. Combine the two—your subject expertise and good presentation skills—and you’re on the way to winning over your audience.

“Success all comes down to knowing your subject. Every good presenter understands that,” Eggleston explains. “You already have the advantage. You’re up in front of them, on a stage or at a podium. That automatically makes you their leader. Don’t lose that advantage through lack of preparation.”

Peterson recommends rehearsing in front of a camera as part of the preparation. Video doesn’t lie. Taping your rehearsal may be painful, but it pays. “Have a friend or spouse tape you. On video, you only have one chance. It’s worth the investment.”

Thompson suggests that presenters take an extra step by rehearsing with a storyboard, “which is everything the audience will see,” and a script, “which is everything that is said.” A storyboard and script chart every step of the way, producing a powerful tool for improving presentation skills.

Added preparation pays other dividends. You’ll be more comfortable during the presentation, allowing you to cue in on the audience and how it’s reacting to what you’re saying. Knowing your subject in-depth also allows for flexibility during

presentations—especially those where the audience wants to take a slightly different track than you had planned.

A common thread in most failed presentations is lack of preparation. Winging it doesn’t work, no matter how skilled you are. “Practicing and rehearsing are the most important things you can do,” Laskowski says.

KNOW WHAT YOUR AUDIENCE WANTS

If preparation is the most important step for a successful presentation, knowing what your audience wants is a close second. From the moment you accept the presentation opportunity, learn as much as you can about the people and the purpose of the meeting. Learning should continue right up to the time your presentation begins. Eggleston, with thirty-five years of public speaking experience and coaching, employs the same routine before each presentation.

“What you do fifteen minutes before your presentation is critical. I always walk around the audience. ‘Hi, I’m Steve, nice to see you. Whatcha’ looking for today? What’s important to you? What do you want to take home?’ If you spend those fifteen minutes chatting up the audience, you’ll know what they’re there for.”

If your material doesn’t match the audience’s expectations, sometimes those fifteen minutes mean a change in what you had planned to present. But that’s okay. If you’re knowledgeable about the topic, adjustments aren’t difficult, Eggleston says. “You can make them on the fly.”

“It’s vital to know your audience. If you wait until the start of a presentation to get to know your audience, you’ve waited too long,” Laskowski says.

Peterson says, “You’ve got to answer the audience’s questions, ‘What’s in it for me? And why am I here?’ Once you do, you’ve hit a hot button, and they’ll listen.”

CONNECT WITH YOUR AUDIENCE

While knowing what your audience wants is essential to a presentation’s success, it doesn’t necessarily mean that you’ve connected with your audience. There’s a difference. Successful presenters

A common thread in most failed presentations is lack of preparation. Winging it doesn’t work, no matter how skilled you are.

have the knack of drawing in their audience. They know how to get audiences to like them.

That's critical, according to Thompson. "Presenters will be judged on 'Are they likeable?'"

You don't have much time to make a positive impression. "I've heard that the first seven minutes are crucial to an audience, but I think it's even shorter than that," Peterson says. "If you keep all your good stuff for the middle of the presentation, it's too late. You've probably lost them."

Other experts agree the time to connect is short, often brutally short. "Eight seconds. That's all you've got to connect with your audience," says Steve Cannariato, of Boise, Idaho, who has instructed commercial real-estate investment seminars for more than fifteen years. "In the beginning of a presentation, the audience might give you the benefit of the doubt and you might have a few more seconds. But without a fast connection, can you spell 'glazed over?'"

The list of quick connections is long. Tell a story. Use a prop. Play off something you see in the group. Refer to a current event. Show a great visual. Ask a question. Draw a picture. Show a punchy video clip. Hold up a newspaper displaying a relevant headline. Repeat a quotation. Toss out a startling statistic.

"Grabbers can be a lot of things. But not long and not a lot of detail," Peterson says.

Secretary of State Colin Powell connected with a worldwide audience in February by holding up a small vial of white powder during an address to the United Nation's Security Council. The vial represented how such a small amount of anthrax could devastate an entire nation.

"It was a little thing, but very effective," Peterson says of Powell's prop. "It connected emotionally; it got right into your gut. It will be the enduring image of the session."

As Powell demonstrated, even when presenting in front of large audiences, it's imperative to get the group's attention, connect, then maintain the connection. In front of thousands, Eggleston, the Virginia-based consultant, has been

MAKING A SPLASH: SWAN DIVES OR BELLY FLOPS



ABOUT TEN YEARS AGO, KAYE T. HANSON WAS GETTING SET TO CONDUCT A TRAINING SESSION AT AN OIL COMPANY'S HEADQUARTERS IN NEW JERSEY FOR A GROUP OF COMPANY EXECUTIVES FROM TEXAS.

Just before the session began, a news story broke that shook the entire class: An earthquake had rattled south-central Texas with reports of widespread damage. Through no fault of her own, Hanson was caught in a presenter's nightmare.

"You can imagine how they reacted. I'd lost their attention before the session began," says Hanson, now an assistant professor of management communication at the Marriott School.

Face it. Sometimes, jumping into a presentation results in a belly flop rather than a swan dive. Perhaps your material is wrong for the audience. Maybe you're scheduled for the last afternoon of a weeklong meeting. Or you may have been thrust into the presenter's role at the last minute. And there's always the chance that an earthquake half a continent away rattled your audience's attention.

"Their minds were all on home and their families, but they couldn't be there," Hanson recalls. And the class had to go on.

Her approach? Instruct the class in short bursts, with frequent long breaks to allow the attendees to call home. The class went on, the material was covered, though at a different pace and in a different atmosphere than Hanson had planned.

Every audience gives clues to a presenter, from the good [steady eye contact, people sitting forward in their chairs, active participation] to the not-so-good

[wandering gazes, side conversations, little or no reaction, and yes, even dozing].

If reading the audience suggests you're clunking instead of clicking, Hanson has advice. Consider shortening the presentation. Tell a story. Take a break. Ask questions. Turn the lights up a notch.

"Often, though, there's no way out but to go straight through," Hanson says. "So go."

A common problem is fatigue. Hanson suggests a straightforward approach when facing an audience with drooping eyelids.

"Say, 'Look, I know you're exhausted, but if you stay with me for thirty or sixty more minutes, I'll get you out of here early.' They'll usually rally."

But if you can't blame earthquakes in Texas or late-evening bashes for a less-than-enthusiastic reaction, what then?

"Ask yourself, 'What could I have done differently?'" Hanson advises. "Could the introduction be clearer? Did I prepare with a specific audience in mind? Where were they interested, where did I lose them? Then fix it. Tinker with whatever issues you come up with and try again."

Never be too hard on yourself. The audience has some responsibility, too.

"Sometimes, no matter how dazzling, charming, or prepared you are, they aren't ready to hear your message," Hanson says. "That's okay. You can only be responsible for your part of the presentation."

The ups and downs of presentations are part of the appeal, Hanson says. They represent the chance for not only the audience but also the presenter to come away from the experience a more knowledgeable person.

known to zero in on an individual and below, “Hey! Are you still paying attention?”

Maybe that’s not quite your style, but the point remains: “Keep looking out there. Keep your audience involved. Ask questions. Make eye contact. It doesn’t matter if it’s an audience of twenty or twenty thousand,” Eggleston says.

IT’S A JOURNEY AND A DESTINATION

Presentations need a definite starting point and ending point, with well-crafted messages tailored to the audience along the way. A common fault, especially among inexperienced presenters, is the tendency to wander off the topic, or worse, not be sure where the presentation is headed to begin with.

Effective presentations are not voyages into the unknown, but well-charted journeys with little left to chance, the experts stress.

“You need a clear objective. You need a road map in mind of where you are going to start and end. Your audience must understand where you are headed,” Cannariato says.

YOUR PARENTS WERE RIGHT—JUST BE YOURSELF

The temptation is almost irresistible, especially for less experienced presenters. You witness a great presentation and decide the next time you’re in front of an audience, you want to be just like Mike, or Dave, or Sally, or whoever gave the terrific presentation.

That’s a mistake. A big mistake, presentation coaches say. BYU’s Thompson, in fact, says it may be the most fundamental error of all.

“The first rule (of presentations) is ‘know thyself,’” he says. “You need to find your voice, your authoritative voice on a given topic. Your presentation must contain a principle or topic that is important to you and applies to your audience’s everyday work situation.”

Cannariato seconds that notion. “You’ve got to be yourself. Your natural self has to come through—that’s when we’re at our best anyway. Audiences will see through you. You may not be really funny, so don’t try to be humorous.”

QUICK AUDIENCE CONNECTIONS

- Tell a story.
- Use a prop.
- Play off something you see in the group.
- Refer to a current event.
- Show a great visual.
- Repeat a quotation.
- Ask a question.
- Draw a picture.
- Show a punchy video clip.
- Hold up a newspaper displaying a relevant headline.
- Toss out a startling statistic.



The opposite is also true, according to Peterson. “Some people are big and expressive, but along the way, they’re told to speak quietly and keep their arms at their sides. Let your own personality come out.”

Eggleston puts it another way. “The audience picks up on insincerity immediately. And I mean immediately.”

It’s what your parents said to you years ago. Just be yourself and people will like you and listen.

PASSION COUNTS

You’ve been there before, settling into your chair with high expectations as a presentation begins. The topic should be interesting and relevant. The timing is good. You’re hoping to learn something that will make you a better manager or employee, and maybe even a better human being.

Ten minutes later, you’re looking at your watch, thinking of the work you could be doing if you were back at your desk, or daydreaming about the round of golf you played last Saturday. The ten o’clock break can’t come fast enough, or

last long enough. And all the while, the speaker drones on.

The emotional physics are simple. If the speaker is boring, the audience will be bored. If the speaker cares about and believes in what he or she is presenting, the audience will likely care and believe too.

“Moods are literally viral. A moderate amount of emotional energy, even on perfunctory presentations, is vital,” observes Thompson.

Eggleston takes it a step further. “The trick is knowing your subject and then believing in it.” What if you’re not a true believer? “That makes you an actor. And not a very good one.”

A good presentation, says Laskowski, is well-organized, and delivered with confidence and knowledge. A great presentation, he says, “has all the attributes of a good one, plus presenters demonstrate their passion for the subject and show enthusiasm.”

VISUAL AIDS: THEY’RE GRAVY, NOT MEAT AND POTATOES

In this day of great gadgets, gizmos, and gimmicks, the day of grease pens on clear

overheads is long gone.

Right? Wrong.

Presentation coaches have a healthy respect for the simple tools of presentation and a lingering mistrust of presentations that rely on high technology.

"You can overpower the audience. Technology is a means to an end. You can get so excited about what you've created, the twirling and whirling images, that you lose the message," says Cannariato. "The object lesson becomes bigger than the message, and in the end, the audience remembers the object and not the lesson. You can become a technology junkie. Click and go, click and go."

How much high tech is appropriate? Peterson has a rule of thumb. "Presenters should ask themselves the question, 'If something happens to my technology, could I make the presentation anyway?' If the answer is no, he says, you're relying too much on technology.

Another drawback is that technology can leave the audience behind.

"You become so focused on getting through the show that you don't allow the audience to interact. You lose flexibility," says Peterson. "Maybe what was really important to someone was three slides back, but you're just clicking ahead."

If you want to really stand out, think retro. Thompson says, "Sometimes in a long line of presentations, the more primitive visual aids—flip charts, overheads—hold everyone's attention much better. They stand out because they're different."

Still have a drawer filled with old grease pens? Better hang on to them.

HERD THOSE BUTTERFLIES

Cindy Peterson is used to performing in front of crowds not only in her current job but also as a world-class speedskater who appeared in two events during the 1976 Winter Olympics, representing the United States. Does she still get butterflies when standing before a group?

"Always," she says.

She's not alone. Thompson says he's intrigued by the number of top executives who are "anxious and fearful about speaking publicly."

A case of the nerves is not necessarily a bad thing.

"Stage fright provides energy. A high-anxiety speaker is usually a lot more exciting than a low-anxiety speaker," says Thompson.

Peterson welcomes the jitters. "I like to be nervous. It raises your focus to a new level. Nerves are good. It's what you do with them that counts. You've got to herd those butterflies."

Thompson recommends that presenters worry about their topic and message, then their audience. "By the time you do that, you won't have much 'worry' left in you about your presentation."

Other techniques to put your nervous energy to work include exercising, rehearsing the presentation, circulating among the audience beforehand, breathing exercises, and reminding yourself that the audience wants you to do well.

Lack of nervousness could be more serious than a case of the jitters.

"If you're not nervous, you probably aren't excited about your presentation, or don't believe in what you are saying," Peterson says.

KEEP IT SHORT, KEEP IT SIMPLE

Few things frustrate people more quickly than feeling their time is being wasted. When it comes to presentations, less is usually more.

"Say you had a three-hour block of time. What if you only used an hour? Will people really be mad?" asks Peterson.

Thompson illustrates by analogy. You're about to make a presentation to the company's CEO. Suddenly, he gets an urgent phone call and must leave the meeting. He invites you to ride the elevator down thirty-eight floors with him and says, "Give me a summary of what you were going to say."

If the speaker cares about and believes in what he or she is presenting, the audience will likely care and believe too.

"Often, the elevator version is more effective than what you had planned," Thompson says. "The scarcest resource an organization has is its time, especially an executive's time. Your presentations need to be crisp and compressed."

Adds Peterson, "Be basic, be simple, be concrete."

Much can be at stake when you're making a presentation. Maybe even your career. "The ability to present is probably the number one skill lacking today," Peterson says. "If you can't present well, you're not going to move up in the company."

Eggleston concurs. "Even a job interview is basically a one-on-one presentation, where you're trying to sell yourself."

Little wonder that your knuckles might turn white as you grip the podium. Even the professionals say those worrisome symptoms—sweaty palms, pounding temples, knots in your stomach—probably never will completely disappear before you stand up, clear your throat, and begin your presentation. But that doesn't mean presenting should be regarded as a near-death experience.

Preparation, knowing and connecting with your audience, keeping your messages short and simple, just being yourself, putting butterflies to work for you, and judicious use of visual aids will practically ensure that you live to present another day. **M**

ABOUT THE AUTHOR

Donald S. Smurthwaite has worked in public communications and as a freelance writer for more than twenty-five years. He resides in Boise, Idaho and is the author of four LDS novels. He earned his BS in communications from BYU in 1977.

Tolerance Faith & Politics

Remarks from Oregon's two-term U.S. Senator Gordon H. Smith



Recently, I had the high privilege of taking the oath of office for a second time as Oregon's U.S. senator. With very few exceptions, the people I serve with are distinguished men and women. Whether Republican or Democrat, they go through the fire of a campaign and come to the Senate because they care deeply about making the world a better place and preserving the best about America.

If I have one impression of our government after six years of serving as a senator, it's that our Constitution is inspired. Our government truly is "the last, best hope of mankind" as Abraham Lincoln said. Our Constitution has endured more than two hundred years. Through unbelievable trials, it has remained a living document for a free people. And as a consequence, you and I today have inherited a nation that is not just the capital for this land but for the free world as well. America defends human rights; it promotes prosperity through free enterprise, and it encourages others to establish democratic institutions for the protection of freedom in their lands.



I often meet with foreign visitors who are anxious to have trade, aid, and military alliances with the United States. They come because they admire and respect us, even if they don't all love us. They understand the enduring nature of American freedom and prosperity, and they aspire to it for their posterity and people.

I feel honored to serve in our nation's capital. If I were to sum up my life and service to family and community, to God and country, I could probably do it in three words: peas, politics, and priesthood. I hold a law degree, yet I have worked much of my life in the frozen vegetable processing business and in politics. In my service, I try to contribute to church and state. But here I must make an important distinction—I am not a Mormon senator; I am Oregon's senator. But, I'm free to worship and live as a Latter-day Saint.

I represent a state where Latter-day Saints are a minority. The biggest church in Oregon is the un-churched—those who choose not to believe at all. One of

the noblest values of America evolved out of the history of our colonial forebears. They came here to worship either as Catholics in Maryland, as Baptists in Georgia, Puritans in Massachusetts, or Quakers in Pennsylvania. They struggled to figure out how to establish a state while respecting their religious differences. Tolerance for religious pluralism became a tenet of public life in America.

Yet even after the founding of our nation, Joseph Smith and his followers experienced the realization that America hadn't fully learned the lessons of religious tolerance and freedom. Early Latter-day Saints were driven west out of the then boundaries of the United States to pursue their right to worship God according to the dictates of conscience. As a United States senator and Latter-day Saint, I am mindful of my obligation and privilege of representing people of all faiths and those of no faith.

I believe as Latter-day Saints we should be tolerant and respect those of other faiths. We should understand that

minorities. If you ask for tolerance you must practice tolerance. And remember, tolerance doesn't mean agreement with others, it means respect for others.

Politics for me was one of the formative influences of my life. My father served in the Dwight D. Eisenhower administration. When that administration ended, my cousin, Stewart Udall, became the secretary of interior to John F. Kennedy. One of my earliest memories was going to Kennedy's Inauguration. It was a cold, clear January day. The occasion was filled with pageantry and importance. I remember seeing this young president and his beautiful wife. I recall hearing the cannons roar in salute, watching the parade pass by, and thrilling to his clarion call for a new generation of Americans to carry the torch of liberty. Even though I was only eight years old, it all struck me as very important. I remember thinking, "I would like to do this some day." I also remember wondering, "Maybe you can't because you're Mormon."

I never lost my boyhood interest in public affairs. I remember several things about my eventual decision to run for public office. I'm going to relate some of these to you, not to attract attention to myself, but to hopefully encourage you. I want to urge you to dream big and work hard, because in America your dreams can come true—your religion need not be an obstacle.

After graduating from BYU and practicing law for several years, I took the opportunity to go back to my boyhood town in Oregon and acquire the assets of a food processing business.

I went to Sharon, my wife, and said, "I'd like to go back to the place of my birth, Pendleton, Oregon, and buy a financially distressed food processing plant." Her question was, "Why did you go to law school if you wanted to be a pea picker in Pendleton?" It was a good question. Nevertheless, we went to Oregon,

*If you ask
for tolerance you must
practice tolerance.*

others believe in their traditions and faiths as fervently as we believe in ours. Remembering this helps me to keep in balance my faith and my duty to all Americans. Therefore, when I go into the U.S. Senate, I don't check my values and beliefs at the door. But, I am very careful not to pursue a sectarian agenda. No matter what field you choose to pursue, I encourage you to openly live your faith, but do so tolerantly of others. It is not easy to do—but it's critical. I learned the lessons of tolerance throughout my life by keeping my faith in places where Mormons are

and our company prospered to the extent that it's now producing about 15 percent of America's frozen peas and corn.

Fifteen years later, I remember watching a news story about a young man declaring his candidacy for president. I didn't think he had a chance because the then president was at 90 percent popularity. This candidate was a forty-five-year-old southerner. I had just turned forty. I thought to myself, "He's about your age, and he's running for president—you're still thinking about running for something." The candidate was Bill Clinton. His candidacy motivated me. I once told him his presidential campaign had in part inspired me to run for office. He looked somewhat chagrined that he had so influenced me, particularly after I voted twice to remove him from office.

Shortly after seeing that news story about Clinton's candidacy, some prominent people in our community encouraged me to run for the Oregon state senate. I was a bishop at the time, and I did not think it was right for one holding an ecclesiastical position like that to also pursue an elected state position. I said, "I'm interested enough that I will ask my stake president what he thinks." I went to him and said, "My first responsibility is to this calling, but running for office is something I've always wanted to do. What do you think?" He responded, "If you want to run, we'll release you. If you don't run, we'll fire you." He continued, "You've served for four and a half years, and we were going to get rid of you anyway."

I went to my wife and said, "Sharon, I'd like to run for state senate." Her response this time was, "Well, you've been a lawyer, a pea picker, and now you want to be a politician. Why do you persist in descending the ladder of social acceptability?" Nevertheless, she supported me again.

I feared Oregon would reject someone with a seemingly conservative back-

ground like mine. But, bucking the odds, I won a large victory. Then came an opportunity to run for the U.S. Senate upon Bob Packwood's sudden resignation. My doubts crept back in, but I decided to try. I came from forty points behind, only to lose by a percent. It was a deeply disappointing experience. But to my amazement, my Mormon faith never really came up during the campaign. Indeed America, in particular Oregon, had learned the lesson that John F. Kennedy taught: how you pray should not keep you out of public service in this country.

The day that I lost, Mark Hatfield, the sitting U.S. senator from Oregon, called me and said, "Gordon, I know you don't want to hear this, but you've got to run again, because I'm not going to run for reelection. I'll help you even more, and I think you can win next time." I took his advice, ran again, and won.

In the course of your life and career you will not always win. When you get knocked down—and I promise, you will—the great task is to get up and try again. You will be surrounded with feelings of doubt, despair, and dismay. If you can hold on, these things make you a better and stronger person. Don't quit. To lose an election or a job is not to be defeated, but to be challenged. You haven't failed until you quit.

I spoke earlier about tolerance. I found that the Oregon people are so tolerant and open, there's even room for Mormons. Oregon's two senators are a Jew and a Mormon: one from the populated, liberal part of our state, another from the rural, conservative part. I think that speaks well of Oregonians. In America we make room for people of all faiths and from all places.

As a member of the Foreign Relations Committee, I have traveled the world preaching religious tolerance. It has been a privilege to advocate on behalf of those



Senator Smith speaking at the 2001 Veterans Day Parade in Albany, Oregon.

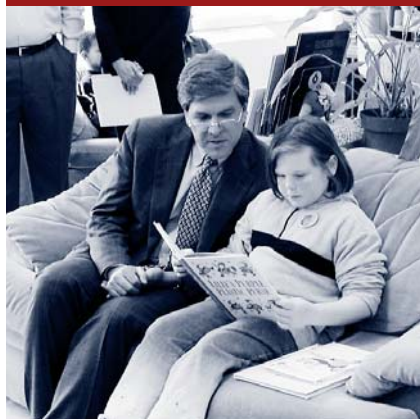
who are being persecuted. It's also a great privilege to get a call from church leaders and to be asked to help. Not just to help our Church, but other churches as well.

The 11th Article of Faith reads: "We claim the privilege of worshiping Almighty God according to the dictates of our own conscience, and allow all men the same privilege, let them worship how, where, or what they may." Remember and practice the 11th Article of Faith as you leave BYU and go into business, law firms, county commissions, or even the U.S. Senate.

I hope you appreciate the privilege and blessing you have as a citizen of the United States of America. Your dreams can come true. Mine have. If you will dream big, work hard, hold on to your values and live them, I promise you more victories than defeats.

People say they can't stand politics. I understand that. But life is about politics. Politics is about communication. Communication is about making your case, getting your way, and winning what you believe to be right. Part of your responsibility as Americans and as Latter-

Senator Smith reading to a student at Oregon's Peninsula Elementary school to celebrate the Start Making a Reader Today (SMART) program.



day Saints is to be involved in politics to the extent that you can stand it. At the very least, be an informed voter. I will not tell you how to vote; that determination is your sacred right. Patriots died to make sure you have a democratic choice. It is a great disappointment to me that so many do not vote. Somewhere on the continuum of running for president and being an informed voter, I plead with you to get involved. An important part of enjoying a full and successful life is serving and participating civically.

Don't let anyone tell you that you can't do it, because I'm here to say that you can. If it can happen in Oregon, it can happen in Ohio; it can happen in any state of the United States. God bless you and good luck. **M**

About the Speaker

Gordon H. Smith was sworn in as a United States senator on 7 January 1997, becoming the first U.S. senator from eastern Oregon since 1938. Smith serves on five major Senate committees: Commerce, Science, and Transportation; Energy and Natural Resources; Rules; Indian Affairs; and the Finance Committee. He also serves on the Special Committee on Aging and is a member of the Senate Western Water and Rural Health Caucuses.

Smith earned a history degree from BYU in 1976 and a law degree from Southwestern University in 1979. He and his wife, Sharon, have three children and maintain homes in Pendleton, Oregon, and Bethesda, Maryland.

This text includes excerpts from the senator's speech to Marriott School graduate students 10 January 2003.

Flag photo by Seth Smoot. Other photos courtesy of Senator Gordon Smith's office.

Q&A:

Q: Senator, how do you deal with situations when your constituents desire something that you morally feel is wrong?

A: First, you and I will never vote for anyone with whom we agree 100 percent. When you look for someone to vote for, look for three things: 1) someone whose general political philosophy you agree with; 2) someone whose judgment seems sound and good; and 3) someone who has personal integrity.

For me, one of the tests of personal integrity in public life is whether an individual will sacrifice his or her office for a principle he or she believes in. If you vote for leaders who act as political weather vanes, you'll find they don't have integrity—they just want to be popular. There have been times I've had to ask myself, "What do I really believe? For what cause am I willing to lay down the keys of my office to defend?"

Some of the moral issues in politics that bring a Latter-day Saint into conflict with the conventional thinking involve

the sanctity of life such as abortion and assisted suicide, as well as issues regarding the family. I have never hidden my position on any of these kinds of issues from Oregonians, even though I am often in the minority. Sometimes, I simply admit, "That is my belief; it is grounded in my religious faith." The people of Oregon have a right to know it. They know it, and they vote accordingly.

Even though my constituents don't agree with all of my decisions, I believe they know my differences with some arise out of genuine conviction. Having said that, you can't be in the minority on everything, or you won't be elected. But again, voters can abide differences on some matters when born out of conviction.

Q: What is the reputation or stereotype of Latter-day Saints in politics?

A: Latter-day Saints generally are seen as peculiar people. I think there are some who look at us with suspicion. However, they are few, and I think most deeply admire us for the values we promote in the public arena. There certainly is a mainstreaming

of Mormons in the public square. Five percent of the U.S. Senate are Latter-day Saints. Once, Neal A. Maxwell and I were visiting in Washington, D.C. He said something I'll never forget: "If Joseph had had but one of you" (meaning Latter-day Saints as U.S. senators to help redress the grievances of the Saints). His words reminded me that we should help ensure social justice for all, even for Latter-day Saints.

I am grateful for an opportunity I had to help two Latter-day Saint missionaries. Several years ago, I got a call from Church headquarters about two missionaries kidnapped in Russia. I was on my way to the White House and within the hour was able to approach President Clinton. I said, "Mr. President, there are two young American boys who are in great danger in Russia." He immediately directed all the resources of the American government to help the Russians to free these boys; they were brought back safely.

In sum, I believe our faith is needed, valued, appreciated, and deeply respected in American government. That doesn't mean there aren't opponents, but opposition can make us stronger.

SCHOOL NEWS

Aon CEO Named International Executive of the Year



Photo courtesy of Mark Philbrick/BYU.

The Marriott School and BYU Board of Trustees named Patrick G. Ryan, chairman and CEO of Aon Corporation, as the 2002 International Executive of the Year. President James E. Faust, Second Counselor in the First Presidency of The Church of Jesus Christ of Latter-day Saints, presented the award to Ryan at a banquet on 8 November 2002.

The IEY award is given annually to honor an outstanding executive who has demonstrated exceptional leadership and high moral character.

Headquartered in Chicago, Aon is a

global insurance and risk management services corporation employing more than fifty thousand people in 125 countries. Thirteen hundred Aon employees were working in the World Trade Center on 9/11. Although most of the company's employees made it out of the building, 176 lost their lives in the attack.

"That tragedy tremendously affected Aon," Ryan says. "I learned that one of the things people need is physical contact. I hugged more people in a two-week period than I had in my entire life. A lot of Aon people really reached out to their fallen colleagues' families."

Before 1990, Aon was a large national insurance company. Under Ryan's direction, Aon doubled its revenues and assets. Ryan was named president and CEO of what is now Aon Corporation in 1987. He is chairman of the Board of Trustees of Northwestern University and a director of The Tribune Company. He also serves as a trustee of Rush-Presbyterian-St. Luke's Medical Center. He has received many

business awards and is a member of the Chicago Business Hall of Fame. In 1998, Ryan and his wife, Shirley, were awarded the Distinguished Philanthropist Award.

Long-Term Initiative to Increase Minority Opportunities



The Marriott School has launched a major initiative to improve minority representation in its graduate programs. The diversity initiative is designed to recruit a more diverse student body and faculty; provide students and faculty with cultural awareness and sensitivity to diversity issues; and improve the school's internal climate to be more supportive of female, international, and minority students and faculty.

The school's initiative focuses on under-represented minorities, defined as Native Americans, Hispanics, Pacific Islanders, African Americans, and women. Some of the minority recruiting activities include working with national and international BYU Management Society chapters, local Church leaders, institute leaders, and alumni to network and find prospective minority students from all over the world.

To cultivate future faculty, the school is looking not only at minorities in current graduate programs around the country but also at students beginning graduate programs at the Marriott School. A program is now in place to mentor and provide support for future PhD candidates. For more information on what faculty, staff, and alumni are doing to drive the diversity initiative, visit marriottschool.byu.edu/career/diversity.cfm.

MARRIOTT SCHOOL RISES IN *Financial Times* RANKINGS



The *Financial Times* of London advanced the Marriott School for the second consecutive year in the paper's global ranking of top one hundred MBA programs. The Marriott School ranked 51st this year compared to 63rd in 2002 and 75th in 2001.

In addition to the overall ranking, the school's alumni placed its finance program among the top ten worldwide. The Marriott School also placed among the top ten in North America for salary percentage increase—calculated

from students' salaries at the beginning of the MBA to three years after graduation, computed as a weighted average of responses from the 2001, 2002, and 2003 surveys.

"We're pleased with the recognition that BYU and the Marriott School continue to receive from the *Financial Times* and other prominent business school rankings," said BYU President **Merrill J. Bateman**. "The recognition is evidence of the school's strong academics and our graduates' ability to add value to companies and organizations around the world."

This is the fifth year the *Financial Times* has ranked business schools. The paper's criteria measure a school's strength in three areas—purchasing power in the marketplace, diversity of experience, and the school's research qualities. The rankings are compiled from two questionnaires and an independent assessment of research. One questionnaire was completed by alumni who graduated in 1999. A second questionnaire was completed by each school. The paper evaluated business schools on six continents for its 2003 MBA rankings published 20 January 2003.

BYU—Hawaii Hosts Entrepreneurship Conference

The Center for Entrepreneurship's founders visited BYU—Hawaii last January to mentor

FINANCE PROFESSOR NAMED 2003 OUTSTANDING FACULTY



The Marriott School recently honored **Grant R. McQueen** with its 2003 Outstanding Faculty Award, the highest faculty distinction given by the school. The award was presented at a banquet 28 March 2003, where the school also recognized seven other faculty members for their contributions in teaching, research, and citizenship.

"Grant is an extremely genuine and open person. He readily shares ideas and experiences with colleagues and students," says Dean **Ned C. Hill**. "He also has the uncommon ability to teach classes that challenge students at all levels—making accommodation for each student's success."

McQueen, the William Edwards Professor of Finance, first entered BYU as an undergraduate chemistry major. However, he claims an unappreciative physics professor caused him to change his major. "When I couldn't remember the formula to the question: 'How tall is the bridge?' I wrote on my test that I would find the bridge custodian and trade him the stopwatch and the rock of known density for a tape measure, then measure the bridge." McQueen received only one point for his answer and the recommendation he study business.

Before studying business, McQueen earned a BS in economics from BYU. Three years later he earned an MBA also from BYU. In 1989, McQueen completed his PhD at the University of Washington and joined the Marriott School, where he has taught since.

McQueen is known for his tough corporate finance classes. He is described as a demanding teacher who is interested in the understanding and intuition of his students. In 2002, he was honored with the Marriott School Teaching Excellence Award.

This year's Marriott School Teaching Excellence Awards were presented to **Robert J. Parsons**, the National Advisory Council Professor of Public Management, and **David M. Cottrell**, associate teaching professor of accounting. Research Awards were presented to **Marshall B. Romney**, the John W. and Nancy S. Hardy Professor of Accounting and Information Systems; **Wm. Gerard "Gerry" Sanders**, associate professor of strategy; and **J. Michael Pinegar**, the Joel C. Peterson Professor of Finance. Citizenship Awards were presented to **Kaye T. Hanson**, assistant professor of organizational leadership and strategy, and **G. Fred Streuling**, the Deloitte & Touche Professor of Accounting.

students and to attend the Entrepreneur Conference.

The founders' visit is a component of the partnership between the Center for Entrepreneurship and BYU—Hawaii. "What means the most to founders is being with students and imparting experience," says **Linda Rich**, program director for the Center for Entrepreneurship.

The center's founders and staff, Marriott School deans, and Student Entrepreneur of the Year **David Bateman** attended the conference.

"These wonderful BYU—Hawaii students from foreign countries will return to their homelands; they're the key to building the Church, because many of their countries' economies are not highly industrialized," says **Don Livingstone**, director of the Center for Entrepreneurship.

Marriott School Faculty Speak at Devotionals

Maurice L. Stocks spoke at a Patriot Day devotional on 2 November 2002. Stocks, an assistant dean, served in the Air Force for twenty-nine years.

He spoke about his conversion to the LDS Church after he graduated from the University of Oklahoma. "People are watching us, and they expect us to live by the standards of the gospel," Stocks said. "They expect us to be honest, committed, and dedicated."

On 3 December 2002, **Kaye T. Hanson**, an assistant professor of management communications, gave the devotional address. She spoke about having an eternal perspective.

"We are given time and opportunity to be molded like Jesus Christ," Hanson said. "We are in a process. So are all those around us. By looking at this earth and its purpose

from some broad perspective, we can sense the purpose of the exercise, the school—the university, if you will—that moves this earth life forward in our becoming like the Savior."

Full text of their addresses can be found at speeches.byu.edu.

FACULTY NEWS

BYU and MIT Professors Link Political Favors to Stock Values



Having friends in high places has its benefits, and in Malaysia the benefits are worth billions.

BYU and MIT researchers recently measured the impact of cronyism—favoring

friends and political allies—on Malaysian companies' stock values. Their research showed that companies with political connections regained stock value much more quickly than other companies, following restrictions imposed by the government during the East Asian economic crisis of the late 1990s.

"We found that during the crisis, companies with political connections experienced a much stronger rebound in their stock prices than companies that didn't have these connections," says **Todd Mitton**, assistant professor of business management and co-author of the study, which appears in the February issue of *The Journal of Financial Economics*.

Prior to the crisis, companies in Malaysia enjoyed the benefits of their connections, but when hard times hit, a shrunken tax-base limited the ability of government officials to grant favors to their cronies. To combat the effects of the major economic slump, the Malaysian government instituted strict capital controls—limiting the flow of money out of the country and providing officials with more resources to help their friends.

Once capital controls were instituted, stock prices at firms with connections to Prime Minister Mahathir quickly began to rebound. "This suggests the market recognized that implementing capital controls was a way for the government to give support to favored companies," Mitton says.

"During the first part of the crisis, politically connected firms in Malaysia lost about \$60 billion in market value," he says.

"When capital controls were implemented by the Malaysian government in September 1998, companies with close ties to Mahathir gained about \$5 billion in market value in that one month."

Mitton and his co-author, MIT Professor Simon Johnson, attribute about 9 percent of the initial \$60 billion lost by connected firms during the economic crisis to a reduction in the expected value of government benefits. They estimate that 32 percent of the \$5 billion market value increase that followed the implementation of capital controls can be attributed to a rise in the perceived value of political connections to the prime minister.

Professor Measures BYU's Economic Impact



What began as graduate research almost forty years ago has become a regular study appraising BYU's influence on the local economy.

Robert J. Parsons,

chair of the George W. Romney Institute of Public Management, conducted a study in 1964 to assess BYU's economic impact on the Provo/Orem area for his master's thesis. The research has been periodically updated, and Parsons served as head of the latest research group. According to the study, which looks at impact during the 2001–2002 school year, the university adds \$379.2 million to the local economy. In 1964 that number was \$24 million.

"We want to show BYU's contribution to the area," Parsons says. "We conduct the study not to focus on the university, but to build community relations. We want to be good neighbors; we want to work together."

BYU adds 15,488 jobs and spends about \$24 million in the Provo/Orem area. Its students spend about \$82.8 million, and its employees spend about \$87.6 million.

"The difference between BYU and other comparable universities with similar community bases is that here most employees live in the county and are involved in local economics. BYU also hires a lot of students, which results in a larger economic impact," Parsons says.

Horace Pratt Beesley Professorship Announced



Left to right: Bonnie Jean and Brent Beesley, Ned and Mrs. Hill.

On 11 February 2003, the Marriott School announced the founding of the Horace Pratt Beesley Professorship of International Management.

Horace Pratt Beesley was a talented businessman, involved both in the auto industry and real estate. He served as the president of the Utah Board of Realtors and was a member of the National Home Builders Economic Council.

Horace was also actively involved in his

community and Church. As a youth he served a mission in Germany, and in 1966 he returned to serve as president of the Central German Mission. He and his wife, Mary, were married 24 October 1928.

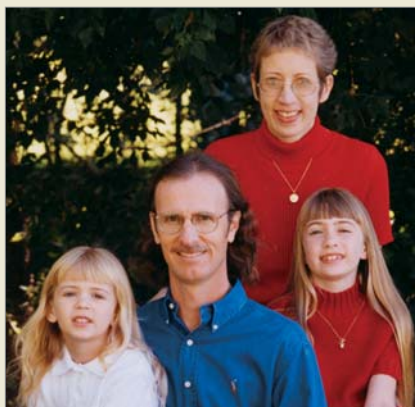
Professorship benefactors are **Brent and Bonnie Jean Beesley**, Horace's son and daughter-in-law. Brent is chair and CEO of Heritage Bank. He earned his BA from BYU and his MBA and JD from Harvard University. Bonnie Jean is an officer and director of Heritage Holding Corporation and a director of Heritage Bank. She earned her BA from the University of Utah in 1979.

The first recipient of the professorship is **Jeffrey H. Dyer**, associate professor of



organizational leadership and strategy. Before joining the Marriott School in 2000, Dyer taught at the University of Pennsylvania's Wharton School for six years.

REMEMBERING SHERI J. BISCHOFF



The Bischoff family, left to right: Sarah, Jon, Sheri, Amanda.

BYU's American flag flew at half-staff on Friday, 21 March 2003, to honor **Sheri J. Bischoff**, a Marriott School assistant professor who died 18 March 2003 after a six-year fight with breast cancer.

She was born 20 May 1961 in Sunnyvale, California. On 12 May 1989 she married Jon Bischoff. They have two daughters, Amanda Joy and Sarah Anne. Bischoff loved spending time with her daughters. She also was an avid reader.

Associate Dean **Lee T. Perry** says he didn't know anyone who didn't love and admire Bischoff. "Sheri was an extraordinary

teacher, mentor, researcher, and scholar, but more importantly she was an extraordinary person," he says. "She lifted all of us with her courage and devotion, and those whose lives she touched will never be the same."

Bischoff earned her bachelor's and master's degrees from BYU. From 1985 to 1990, she was director of support/senior services at Cottonwood Hospital in Salt Lake City. In 1994 she earned her PhD in organizational studies from the University of Oregon. That same year she joined the Marriott School, teaching organizational leadership and strategy.

In 1998, Bischoff received the Outstanding Professor Mentoring Award; in 2001, she received the Marriott School Teaching Excellence Award.

"Sheri should have gone on medical leave from her teaching before she did, but she told me once that her time in the Tanner Building was helping her stay alive," says **Michael Thompson**, department chair of organizational leadership and strategy. "She drew strength from her students and colleagues who kept reminding her they were praying for her. What she did not know is how much strength we were all drawing from her."

Dyer's research focuses on strategic alliances; e-commerce strategy; and interorganizational learning, knowledge management, and trust. He earned his PhD in management strategy and organization from the University of California—Los Angeles in 1993. He earned his MBA in 1984 and his BS in psychology in 1982 from BYU.

Professor Elected President of National Tax Association



Gary C. Cornia has been elected president of the National Tax Association, the country's most prestigious organization of tax professionals.

Cornia, who teaches public finance, is a former Utah state tax commissioner and current chair of the Utah Governor's Tax Review Commission.

"Gary has a wonderful blend of solid academic background and practical experience," says Kurt Zorn, NTA member and associate dean at the school of public and environmental affairs at Indiana University. "The NTA's

main audiences are the academics and practitioners of tax, and he has a foot solidly planted in both camps."

Headquartered in Washington, D.C., the NTA provides a setting for its fourteen hundred members to exchange ideas about public finance systems through information, research, and shared viewpoints. The association also publishes the *National Tax Journal*, a leading academic publication focusing on public finance, policy, and economics.

Candidates for president of the organization are nominated by its board and elected by the membership.

"The NTA has a very good reputation for fostering serious policy discussions, and I hope to contribute to that process," Cornia says.

Prior to his election Cornia was a member of the board of directors for the NTA from 1997–2001 and co-chair of the NTA study on the taxation of electronic commerce. He is a visiting senior fellow at the Lincoln Institute of Land Policy in Cambridge, Massachusetts, and will return to teach at BYU in September 2003.

Professor Wins Five-Year Award for Communication Research



The National Communication Association honored a business communications professor with a five-year Best Paper Award at the association's 88th annual con-

vention in New Orleans. The award was presented to **Curtis D. LeBaron**, Marriott School assistant professor of organizational leadership and strategy, and the late Robert Hopper, former professor in the Department of Communication Studies at the University of Texas at Austin.

The paper, "How Gender Creeps into Talk," was chosen by the NCA's Language and Social Interaction Division from journal articles published between 1997 and 2002. LeBaron and Hopper's research found that communication isn't inherently gendered, or didn't automatically include gender references, as some researchers believe.

"Communication becomes gendered as gender is made relevant to the interaction. We examined recordings of naturally occurring communication to show how gender creeps into talk," LeBaron says.

These findings support LeBaron's business communications research. "Gender is a critical aspect of business communication. It's a present concern for many organizations," he says. "It's important for us to understand how moments of business interaction become gendered. When they become gendered badly, such as with gender discrimination in hiring or promotion, it leads to lawsuits. When they become gendered in a good way, such as with improving diversity, it leads to mutual respect."

STUDENTS WIN FIRST AND SECOND PLACE IN NATIONAL TAX COMPETITION



Left to right, back: Mark Chain (president of the Deloitte Foundation), Matt Dobberfuhr, Ron Worsham (faculty advisor). Front: Laura Hancock, Alicia Carlson, Jennifer Borneman.

A team of four accountancy graduate students won first place in the national Deloitte & Touche Tax Challenge competition. The school's undergraduate team placed second in a separate division.

"We're extremely proud of our students' performance," says Dean **Ned C. Hill**. "BYU is the only university to ever have both teams place in the top three in the same year. We have achieved this for five consecutive years and six times since the competition began eleven years ago."

Deloitte & Touche officials selected six graduate and six undergraduate teams as finalists to compete in two divisions from sixty teams representing forty colleges and universities in regional competition. Finalists were presented with a complex case study that required them to analyze data, identify issues, and consider tax solutions for a fictitious client. Students were given only five hours to solve the client's problem and write a solution.

First-place graduate team members, **Alicia Carlson** from Aurora, Colorado; **Laura Hancock** from Bothell, Washington; **Matt Dobberfuhr** from Barron, Wisconsin; and **Jennifer Borneman** from Philadelphia, will each receive a \$1,000 scholarship, and the School of Accounting and Information Systems will receive a \$10,000 grant. Second-place undergraduate team members, **Terry Jackson** from Henderson, Nevada; **Marianne Hafen** from Las Vegas; **Matt Walton** from Campbell, California; and **Linda Andrews** from Taylorsville, Utah, will each receive \$500 scholarships and a \$5,000 grant for the school.

Professors Win Outstanding Communications Article Award

The Association for Business Communication recognized Marriott School professors with its 2002 Outstanding Article Award. The award was presented to **Kristen DeTienne**, associate professor of organizational leadership and strategy, and co-authors **Karl L. Smart** and **Matthew E. Whiting**.

The paper, "Assessing the Need for Printed and Online Documentation: A Study of Customer Preference and Use," was pub-

lished last year in the July issue of *The Journal of Business Communication*. Their research found that even though many businesses have moved to an electronic delivery of documentation to reduce costs, it's usually at the expense of customers who prefer printed reference material.

"We examined how computer users react to how information is presented so that companies know how to design information to meet customers' needs," DeTienne says.

According to their findings, many people, especially less experienced users, prefer to reference printed material. "We wrote this article because our research focuses on the effect of technology on people in the workplace. We wanted to understand human/computer interaction. There has not been much research done on that," DeTienne says.

STUDENT NEWS

Students Deliver Deals Via Internet



With high college costs and low or no income, students are always in need of a deal. But that doesn't necessarily mean they

are coupon cutters. One business, started by a Marriott School student, is figuring out ways to deliver savings to students electronically.

The idea belongs to **Blaine Evanson**, a senior majoring in information systems. He rounded up some other students and began soliciting businesses. The result: provodeals.com, a web site that offers discounts and charges businesses depending on how many coupons are viewed.

"Our research shows businesses don't know how to market to students; students don't want to cut coupons," Evanson explains. "We want to become a medium between students and businesses."

Provodeals.com merged with Stacked Student Card to create Student Marketing Solutions, LLC. It offers a low-cost discount card to students in addition to the free student-discount web site.

"Businesses knew this kind of marketing was possible. Ours works because we use electronic and nonelectronic forms of advertising," Evanson says.

PRE-BUSINESS MAJOR NAMED 2003 KEMPER SCHOLAR



The James S. Kemper Foundation named **Andrea Lamb** as one of nineteen national Kemper Scholars. Every year the charitable branch of Kemper Insurance Companies works with selected universities to choose one scholar per school. Winners receive a three-year scholarship and three summer internships at different Kemper Insurance offices around the country.

Lamb, a pre-business major from North Port, Florida, is interested in a career in international banking, finance, or risk management. "I really wanted to get the experience that an

internship with Kemper provides. This is real hands-on business," Lamb says. "Hopefully the experience will help me start out with a better job when I graduate."

"It was a really difficult choice this year," says **Rixa Oman**, assistant to the dean and campus Kemper coordinator. "We had a lot of outstanding candidates, but Andrea is a great student and will make a wonderful addition to the Kemper Scholars."

The foundation looks for candidates with imagination, maturity, and intelligence. Applicants must be freshmen or first-semester sophomores and are chosen from written applications and personal interviews.

Other employees are **Logan Sheffield**, a finance major from Molalla, Oregon; **Scott Nuzman**, a finance major from Littleton, Colorado; and Easton Harvey, a communications major from Bellevue, Washington.

MPA Student Is First in Utah to Win ACHE Scholarship



An MPA student is the first person in Utah to win an American College of Healthcare Executives (ACHE) scholarship since the fund was started in 1969.

Ryan J. Lambert, BYU ACHE student chapter vice president, received the Foster G. McGaw national scholarship. Of the thirty-five hundred students affiliated with the ACHE, fewer than twenty scholarships were awarded in the United States and Canada during the past two years.

"We're very pleased with the honor that Ryan has received, since the ACHE scholarship is a very competitive national award," says **Robert J. Parsons**, chair of the Romney Institute of Public Management. "Ryan is a serious student, hard working, conscientious, and very deserving of this scholarship award."

Lambert was also chosen to be on Utah's ACHE Regent's Advisory Council, the governing body for ACHE in Utah. The board includes fifteen healthcare executives and three students. They discuss issues related to Utah health, the ACHE, and

healthcare management.

The ACHE is an international society of nearly thirty thousand healthcare executives. Lambert became interested in the organization after shadowing an alumnus as part of the school's mentor program.

Marriott School Launches Spring and Summer Business Minor

Earning a business minor has never been more convenient than it will be this spring and summer. For the first time, the Marriott School is making all minor courses available during the spring and summer—enabling students to complete requirements for a business minor in two terms.

During the past five years, there's been more than an 80 percent increase in students pursuing business minors. In 2002, nearly 750 students earned business minors.

"Our goal is to remove as many barriers to earning a minor as we can," says **Joan Young**, director of the undergraduate management program. "Many students find that the few business classes it takes to get a minor can really make a difference in landing that first job."



ALUMNI NEWS

CLASS NOTES

1963



W. Keith Garrett is owner and founder of Financial Services Diversified, a business consulting and distribution company. He has also worked for IBM, U.S. Steel, and National Capital Financial. Garrett earned his MBA from BYU in 1963. He and his late wife, Leota, have eight children all of whom attended BYU. He resides in Tempe, Arizona.

1968

J. Ramon Yorgason is president and CEO of Capital Development, Inc., and Capital Developers, Inc., real estate development companies. His son, **David Ramon Yorgason**, is vice president.

Ramon earned his BS in accountancy from BYU in 1968. He has served on various groups including: Boy Scouts District and Council Committees, Foothills Technical Advisory Committee, Ada County Planning Association, National Homebuilders Association, Citizens

National Bank Board of Directors, and Building Contractors of America.

Previously, Ramon worked at Ernst & Ernst. He and his wife, Marilyn, have eight children. They reside in Boise, Idaho.

1978



Larry Johnson was named chief technology officer for the state of South Carolina. He is responsible for developing information technology direction and policy. Johnson oversees the Project Management Office, Advanced Technology Group, Research and Planning Group, and Service Level Agreement Program; he also supervises government relations.

Before joining the state of South Carolina, Johnson was with Policy Management Systems Corp. for seventeen years and was vice president of architecture and infrastructure in its Property and Casualty Development and Services Group.

He earned his BS in business education and administrative office management from BYU in 1978. He and his wife, Danna, reside in Columbia, South Carolina.



Carl S. Fowles is a senior consultant for Drake Beam Morin, Inc., an international consulting firm. He has also worked for Kellogg Company, First Security, Cigna, Trammell

Crow, and Conoco.

Fowles earned a BA in English in 1974, an MPA in 1978, and an EdD in 1986, all from BYU. He and his wife, Martha, have six children and reside in Mesa, Arizona.

1980



Out of almost twenty thousand car dealers nationwide, one BYU accounting graduate was recognized as a top five finalist for the 2003 TIME Magazine Quality Dealer Awards.

Craig C. Christensen, who earned his BS in accountancy in 1980, was selected as a national finalist from the sixty-five dealers nominated for the 34th annual award. Christensen was the only Utah nominee. The award is based on dealership performance and community service, and the finalists' names are placed in the Automotive Hall of Fame Special Recognition Hall in Detroit, Michigan.

"When I left BYU I wanted my own business to set my own parameters; I didn't anticipate being in the car industry, but I realized it played to my strengths," Christensen says.

Christensen earned his MBA from the University of Washington in 1983. He bought his first dealership in 1989 and had seven at one point. "My career gave me a chance to apply those principles I learned as a business student in the car industry," he says.

Christensen said his focus has changed from the car business to his new calling. In October 2002 he was called to the Second Quorum of the Seventy. He and his wife, Debora, have four children.

1982



Geoffrey M. Waldrom is a principal for CRESA Partners, a corporate real estate advisory firm. He was formerly president of Strategic Commercial Realty and an office broker

with Insignia/ESG.

Waldrom earned his BS in business management in 1982. He and his wife, Susie, have five children and reside in Phoenix.

HOW THEY BECAME THE ANDERSEN BUNCH



Though she doesn't have blonde pigtails, a lisp, or 1970s clothes, **Cindy Brighton Andersen's** husband once confused her with Cindy Brady.

Cindy and **Jay Andersen** both attended a recruiting luncheon when they were accounting students—she was earning her BS and he was earning his MAcc. **Monte Swain**, an associate professor of management accounting, had arranged the event, and a few days later Cindy stopped by his office to meet with him

about it. Swain wasn't in his office, but his research assistant, Jay, was.

Jay asked for her name so he could leave a message. Although she said "Cindy Brighton," Jay somehow heard "Cindy Brady." Months later Jay called his brother, **Jon Andersen**, also an accounting major, looking for Cindy Brady's phone number. Jon responded, "There's no Cindy Brady, but there's a Cindy Brighton. Do you want her number?"

Jay graduated in 1998, and Cindy graduated in 1999—a few years later they got married. Cindy now works as an associate accountant at KPMG, LLP, a public accounting firm. She previously worked for Arthur Andersen. Jay is the owner of Valley Venture Properties, a real estate development company. He previously worked for Deloitte and Touche.

Their first son was born in February. Although he may have accounting in his genes, Cindy says there will be no pressure for their son to follow the same career path. They reside in Mesa, Arizona.

1983



After graduation, **James M. Parker** worked as an assistant buyer at Dillard's department stores. For the past nineteen years, he has been a financial advisor with American Express in its financial planning department; he also served as a district manager for nine years.

Parker is a certified financial planner. He earned his BS in marketing from BYU in 1983 and his MBA in finance from Arizona State University in 1987. He and his wife, Barbara, have four children and reside in Mesa, Arizona.

1984



One week after earning his BS in finance, **Mark Nelson Moon** began his career with Farmers Insurance in Plano, Texas. In 2003, he will complete his nineteenth year as a Farmers agent. Last year his agency was awarded all five levels of recognition that an agent can obtain: masters, roundtable, toppers, championship, and president's council. Fewer than seventy-five agents out of the more than fifteen thousand nationwide achieved all five levels.

Four years ago, he started Moon Financial Services. The company originates home loans and refinances existing loans. He and his wife, Elaine, have six children and reside in Plano, Texas.

1985

Terry J. Tuttle has joined Weston & Tuttle, a CPA firm in Cameron Park, California. Terry works with his brother **Mark Tuttle**, a 1990 MAcc graduate, and **Spencer Weston**, a 1981 BS accountancy graduate. Before joining Weston & Tuttle, Terry held a variety of key operating and financial positions in the public and private sectors. Most recently he worked as a turnaround specialist in Los Angeles, Chicago, and New York.

Terry graduated from BYU in 1985 with a BS in accountancy. He and his wife, Donna, have six children. They reside in Shingle Springs, California.



Left to right: Mark Tuttle, Spencer Weston, Terry Tuttle.



Last February, **Elizabeth A. Hullinger** was promoted to senior vice president and director of taxes for The Rouse Company, in Columbia, Maryland. The Rouse Company is a public real estate company that owns shopping centers, office buildings, and residential communities in twenty-two states. She earned her BS in accountancy in 1985. Hullinger and her husband, Glenn S. Tracey, have three children and reside in Cockeysville, Maryland.

Marc Stephan Garrison is president of The National Association of Real Estate Investors (NAREI), a membership-based organization that represents the educational, political, and informational needs of 1.5 million real estate investors, partners, and property managers. Garrison began his real estate investing career in 1977 in southern California.

Garrison earned his BS in psychology from BYU in 1982. After graduating with his MBA from BYU in 1985, he started NAREI. Additionally, Garrison is involved in the book industry. His eighteenth published book is scheduled for release this fall. He worked as a publisher from 1988 to 1993, distributing the best-seller *Embraced by the Light*.

He and his wife, Paula Tripp-Garrison, have ten children. They reside in Gilbert, Arizona.

1986



Scott L. Schlappi is vice president of sales for Principal Financial Group, an employee benefits company. He earned his BS in business management with an emphasis in finance from BYU in 1986. He and his wife, Becky, have five children and reside in Mesa, Arizona.

BROTHERS TEAM UP IN BUSINESS



Left to right: Kevin and Scott Driggs.

For the Driggs brothers running a business with relatives is not only a family affair, it's something in their blood.

In 2002, Scott and **Kevin Driggs** decided to start Driggs Search International, a business that aids companies in attracting top talent. In the 1920s, their grandfather started Western Savings and Loan in Arizona with family members; in the 1970s and 1980s it was the largest banking institution in the state.

People warned Scott and Kevin about the risks of going into business with family members, but Kevin said he drew from his grandfather's experiences at the Western Savings and Loan.

"I've researched how they worked together. I tried to understand and learn from them," said Kevin, a BYU MAcc graduate. "They were very open with one another—at times they would even offend one another. We've tried to be open, but not offensive. We don't want to harbor negative feelings for one another."

Scott, a BYU political science and Spanish graduate, believes their family's closeness has helped their company get off to a great start. "Being in business together is great—the communication and trust is wonderful. Our ability to work well together might come from growing up playing together," he says.

Kevin also credits his Marriott School education as beneficial teamwork training. "While earning my degree I did a lot of work with teams and learned how to be in a team environment. That has probably been the biggest assistance in my career," he said.

Before starting Driggs Search International, Scott was a senior account manager at an international search firm in Salt Lake City. Kevin has worked for PricewaterhouseCoopers, Honeywell, and Phelps Dodge. He has hired, trained, and mentored employees throughout his career. Another brother, Ryan, went to Arizona State University and works at Driggs Search International as a vice president; he previously worked in sales and marketing at IBM, Toshiba, and Compaq.

Despite their extensive professional experience, Kevin says it was a little scary starting a new business. "Taking risks is not typically part of accountants' nature, but this was something I've wanted to do. The timing was right."

"I'm glad we took the steps to start this company as brothers; I wouldn't want to do it any other way," Kevin says.

ALUMNA MAKES HER WAY DOWN SOUTH



Alexis H. Johanson would never have guessed that an internship with a tractor company would lead her to a job more than two thousand miles from her home in Cedar Hills, Utah.

Johanson said her internship was instrumental in directing her career path. She interned as an accountant for Deere & Company in Knoxville, Tennessee. Six days following graduation, she moved to Augusta,

Georgia, to begin her accounting career for the John Deere Commercial Products Plant of Deere & Company.

"Pursuing an accounting career—let alone an accounting career with a tractor company—was never my intention, but when you let the Lord direct your life, extraordinary events transpire," Johanson says.

One of those unexpected events was meeting her husband, Paul, at a regional activity when she first moved to the area. They started dating a few months after their initial meeting and got married last July.

Being in Georgia seems to have brought out the southerner in Johanson. Not only has she acquired a taste for grits and sweet potatoes, but a slight accent has also emerged. "My husband grew up in the South and didn't really acquire an accent. I, however, have acquired one after only two years," she admits.

Moving from the West to the South was like moving to a foreign country, Johanson says. "The southern pace is about ten times slower than the Utah pace, but I have come to appreciate southern hospitality and warmth," she says.

Johanson has participated in many Church and community activities while in Georgia including the American Cancer Society's Race for the Cure. She earned her BS in accountancy in 2001. Johanson and her husband reside in Augusta, Georgia.

1989



Steven R. Lambert was recently named president and CEO of Nissan Motor Acceptance Corporation, where he oversees general operations. Previously,

Lambert served as director of financial planning and budgeting for Nissan North America, Inc. Before joining Nissan in 1992, Steve was section head for sales, earnings, cash, and tax planning at Hughes Aircraft Company in El Segundo, California.

Lambert earned his BS in chemical engi-

neering from BYU in 1987 and his MBA from the Marriott School in 1989. He and his wife, Sheri, have four children and reside in Yorba Linda, California.

1991



Randall R. Greeley is a planning and research manager for the Chandler Arizona Police Department. He earned his MPA from BYU in 1991 and his BA from Arizona State

University in 1989. He and his wife, Lidiette, have three children. They reside in Mesa, Arizona.

1994

David Ramon Yorgason, is vice president of Capital Development, Inc., and Capital Developers, Inc., real estate development companies. His father, **J. Ramon Yorgason**, is president and CEO.

In 1994, David earned his MBA from BYU where he also earned his BS in accountancy in 1992. He has spent six years as a land developer in Boise, Idaho. David is on the board of directors for the Building Contractors Association of

Southwest Idaho and is chair of its Developer's Council. David has also served on numerous planning committees with local jurisdictions. He worked three years as a senior consultant for Arthur Andersen's Business Systems Consulting in San Francisco.

David and his wife, Lucy, reside in Boise, Idaho. They have three children.

1998



Michelle Bray DiTondo was recently elected partner at the Leadership Research Institute (LRI), a management consulting firm specializing in organization and leader effectiveness.

She is the first woman and minority elected partner in the firm. During her four years with LRI, she has consulted with companies such as Dow Chemical, Pfizer, and Prudential Financial.

Previously, DiTondo was a human resource relationship leader with American Express and a vice president in human resources for First Security Corporation.

DiTondo earned her MBA in 1998 from the Marriott School. She earned her BA in education from Arizona State University in 1991. She and her husband, Rick, live in Las Vegas.

2000



After graduating with a BS in finance, **Jon Anderton** was hired by Deutsche Bank Securities to be part of its Consumer Investment Banking Group focusing on large-cap

retailers, restaurants, and business services companies. In February 2002, he followed his group head to CIBC World Markets, another investment bank, where he focuses on middle-market companies. Anderton has been part of teams serving clients such as Krispy Kreme Doughnuts, Brookstone, and Domino's Pizza.

Anderton received his BS in finance in 2000 from the Marriott School. He and his wife, Cherilee, have two children. They reside in Owings Mills, Maryland.

2001



Brian R. Woodland was recently named controller for The Alan White Company, a leading manufacturer of fine home furnishings headquartered in Stamps, Arkansas. The

company is an operating unit of Thompson Street Capital Partners, a St. Louis-based private equity firm.

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Woodland earned his MBA from the Marriott School in 2001. He and his wife, Michelle, have three children. They reside in Magnolia, Arkansas.

2002



Last December, **Jeremy Cooper** was notified that an essay he wrote won the national grand prize in the graduate division of the 2002–2003 Attorney-CPA Foundation Essay Contest. The thirty-three page essay he authored was a response to: “Compare and contrast the similarities and differences between retained earnings computed under GAAP and earnings and profits (E&P) computed for federal income tax purposes.”

The Attorney-CPA Foundation, a group dedicated to promoting the professions of law and accounting, sponsored the contest.

Cooper is a tax consultant with PricewaterhouseCoopers. He graduated cum laude from the Marriott School with his BS in accountancy in 2001 and his MAcc in 2002. He and his wife, Amiee, have one son. They reside in San Jose, California.

MANAGEMENT SOCIETY

Administrators Visit South America

In November **Tad Brinkerhoff**, managing director of the Global Management Center (GMC); **Jim Stice**, MBA director; and **Lee Perry**, associate dean, visited South American Management Society chapters in Santiago, Chile; Buenos Aires, Argentina; and Sao Paulo, Brazil.

“The visit was great because it gave us an idea of what kind of support we need to provide the international chapters,” says Brinkerhoff, managing director of the GMC and member of the Management Society’s Steering Committee. “They need more communication from us. One way we are trying to offer that is with the GMC newsletter; we have a section devoted to international chapters.”

The administrators were especially impressed with the strong chapter leadership in Argentina.

“Many of the chapter members have lost jobs,” Brinkerhoff says. “Most of them have found their new jobs through contacts with each other. Networking is essential, especially in an economy like Argentina’s. They are a tight-knit group because they help each other.”

Austin Management Society Formed

The newly formed Austin chapter of the Management Society held its inaugural lunch meeting with Dean **Ned C. Hill** as the keynote speaker. The dean spoke about the business climate and future trends.

“Dean Hill encouraged participation in the community and gave us ideas of what other chapters are doing,” says **Peter Gordon**, chapter director of publicity and public relations.

The chapter is working toward building and maintaining membership by varying the speakers and topics, maintaining an up-to-date web site, allowing time for networking at every function, and focusing on business rather than religion, among other things.

“We have made an effort to avoid catering to only Church members,” Gordon says. “We actually have quite a few members of

our society who are not LDS. Our first two speakers were of other faiths.”

Past President Rules the Roost at Veterinary Hospital



You could say **Janna Poll**’s career is going to the dogs, and she wouldn’t be offended—it’s the truth.

The Veterinary Referral Center of Colorado (VRCC), one

of the three largest specialty veterinary hospitals in the nation, hired Poll as hospital administrator and president of veterinary management services last November.

“Unlike some healthcare administrators I like hearing the patients’ sounds, checking on them, getting doggie licks, and giving

PUGET SOUND CHAPTER HOSTS MBA STUDENTS



Left to right, back: Matthew Pahnke, Harrison Jenkins, Dave Roach, Jorge Rojas. Front: Moises Ortiz.

Students in the MBA Marketing Association organized a networking trip to Portland, Oregon, and Seattle last January. They met with companies in the area and with the Puget Sound chapter of the Management Society.

The group included twenty-nine first- and second-year MBA students who compiled personal contacts they had in the Pacific Northwest and set the schedule for the trip. “The BYU alumni were key

to the success of this trip,” said MBA student **Geoff Howard**. “Alumni are always asking to help out—this gave them the opportunity.”

The students met with Intel, Nike Golf, Hollywood Entertainment, Microsoft, AT&T Wireless, Amazon.com, Alaska Airlines, SAFECO, Eddie Bauer, and the Seattle Thunderbirds. “It’s low pressure for the people we visit; we meet with them, and it’s up to us to follow up for a potential job or internship opportunity,” says **Scott Porter**, an MBA student and president-elect of the campus graduate chapter of the Management Society.

The trip not only gave them a firsthand perspective on business marketing but also a good networking experience. “This trip might lead to opportunities that may not have happened otherwise. Our goal is to plan more trips during the upcoming semesters,” says **Whitney Seamons**, an MBA student. “We’d like to think we’ve started a tradition.”

The students are hoping their meeting with the Puget Sound Management Society will encourage other student-alumni connections. “This was a groundbreaking idea to build direct relationships between students and the individual chapters of the Management Societies,” Porter said.

In the upcoming year Porter would like to work with local chapters to see more trips like this one come to fruition. Any chapters interested in contacting Porter about having students visit their area can email him at scottporter@byu.edu.

**FOR INFORMATION ON
MANAGEMENT SOCIETY
CHAPTERS IN YOUR
AREA, CONTACT:**

Rixa Oman
(801) 422-6824
rix_oman@byu.edu

or log on to:
marriottschool.byu.edu/mgtsoc

welcomed ear scratches," Poll explains. "These are my daily rewards, along with the occasional new puppy that comes through and delivers a healthy dose of kisses."

Poll was president of the Denver chapter of the Management Society in 1995 and was program chairperson for the two preceding years. She is married to Gregory W. Olender; they started dating while earning their MBAs from the University of Colorado and married in 1994. Poll graduated with an emphasis in healthcare administration in 1996 and earned her BS from BYU in 1984.

Poll is a member of Medical Group Management Association and has her medical practice executive certification from the Association of Certified Medical Practice Executives. For the last ten years, she worked at The Children's Hospital in Denver, Colorado, leaving her post last year as administrator of the Cardiac Care Center.

"When I left The Children's Hospital, I wanted a position with rewarding management possibilities and a place I believed in that served the community like the hospital did," Poll says. "I enjoy working at VRCC with the wonderful professionals who have chosen a career entirely because of their love and compassion for animals."

VRCC delivers complex care to animals through board-certified veterinary specialists. The veterinarians and staff are trained and certified in acupuncture, cardiology, dermatology, internal medicine, neurology, oncology, ophthalmology, radiology, and surgery.

"Having had a background in medical administration, I'm now able to bring much of the structure I've learned there to veterinary medicine," Poll says. "I enjoy bringing

structure and profitability to healthcare services, but I also love animals. It's a great combination."

**Chapters Raise Money
for Scholarships**

The New York metro chapter of the BYU Management Society, known as the New York Latter-day Saint Professional Association, was privileged to hear from Oregon's U.S. Senator Gordon Smith at their first benefit banquet. The society was able to raise four thousand dollars for its educational scholarship program.

The banquet was held at the Marriott Marquis Hotel in Manhattan. Along with the dinner and keynote address, the evening included a video featuring former scholarship winners and a vocal performance.

Other distinguished guests included David Neeleman, CEO of JetBlue Airlines; Elder **Clayton Christensen**, an Area Authority Seventy and professor at the Harvard Business School; Sir Thomas Harris, consul-general of Great Britain; and Jamie Baer Petersen, a renowned opera singer who sang a medley of "You'll Never Walk Alone" and "God Bless America." One hundred and sixty people attended the event.

The New Hampshire Chapter of the New England Professional Society, an affiliate of the BYU Management Society, also had great success raising money for scholarships. In 2002, the society raised more than six thousand dollars that was awarded to six students.

**New National Steering
Committee Members**

The Management Society National Steering Committee has two new members. **Bill Chapman**, past president of the Orange County chapter replaced **Wayne Sant** in the southern California region. The change was made at a banquet honoring President **Merrill J. Bateman** on 22 March 2003. Sant served on the committee for nearly seven years.

Helena Hannonen, past president of the South Bay chapter, replaced **Rich Barney** in the northern California region. Barney served on the committee for five years. Hannonen was introduced at the annual Bay Area Distinguished Public Service Awards Banquet 25 April 2003. Proceeds from both dinners were used to benefit chapter scholarship funds.

ORANGE COUNTY CHAPTER HOSTS PROMINENT GUESTS



Actor Gordon Jump addressed the Orange County chapter last November. Left to right: Joe Bentley, Bill Chapman, Gordon Jump, Betty Jump, Tom Thorkelson.

The Orange County Management Society is making the most of their goal to "help those who share our values to enhance their careers in any way we can." The chapter strives to serve and support members on every level of need by arranging spiritual, educational, and fun activities. Scheduling luncheons and reaching out to members to increase activity and build a support system has been part of their success.

Outstanding speakers have highlighted the Orange County

Management Society's activities. They recently heard from actor Gordon Jump, often recognized for playing the Maytag repairman and for his leading role in the popular sitcom, WKRP in Cincinnati. Other speakers included Peter Vidmar, an Olympic medallist and motivational speaker; Marriott School Associate Dean **W. Steve Albrecht**; BYU President **Merrill J. Bateman**; and justice of the 9th Circuit Court of Appeals J. Clifford Wallace.

"One of our goals has been to develop a full year's calendar in advance and post it on our web site," says **Bill Chapman**, past president of the Orange County chapter and new member of the national steering committee. "People can now plan to attend our events with great anticipation, instead of hearing about things at the last minute and having conflicts."

The chapter has also focused on publishing membership directories and quarterly newsletters to keep its members informed.

ANNUAL REPORT

The following report shows how financial resources were utilized by the Marriott School in 2002 and provides information on the school's endowment, student demographics, faculty publications, and advisory boards.

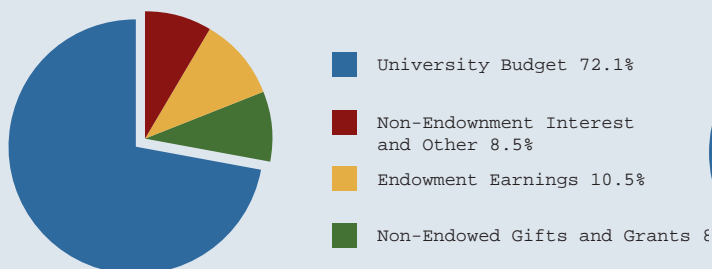
Because of the kindness of our alumni and friends over many

years, we have been able to expand student programs, increase the number of faculty, and provide new alumni services. In addition to financial support, the school benefits from the involvement of more than 500 advisors and 800 alumni mentors. Thank you for your continued confidence.

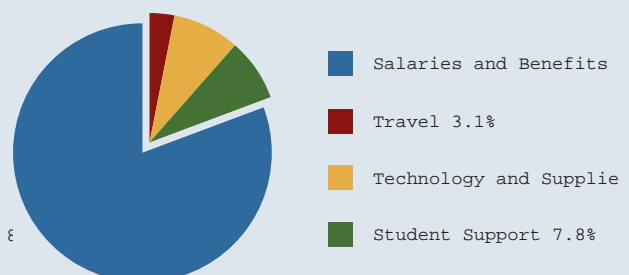
2002 FINANCIAL REPORT

ENDOWMENT	Current Funding Level	Additional Funding Required	Proposed Level 12/31/07
College General	9,919,400	5,080,600	15,000,000
Centers and Institutes			
Entrepreneurship Center	4,321,800	5,678,200	10,000,000
Global Management Center	6,117,600	4,882,400	11,000,000
Rollins eBusiness Center	4,321,300	7,678,700	12,000,000
Institute of Marketing	2,624,700	1,375,300	4,000,000
Peery Institute of Financial Services	1,923,100	3,076,900	5,000,000
Romney Institute of Public Management	2,707,000	1,293,000	4,000,000
Minority Initiatives	110,300	6,889,700	7,000,000
Centers and Institutes Subtotal	22,125,800	30,874,200	53,000,000
Directed			
Chairs	2,582,600	0	2,582,600
Professorships	9,561,300	5,438,700	15,000,000
Faculty Fellowships	814,500	2,185,500	3,000,000
Student Scholarships	11,323,000	677,000	12,000,000
Research/Other	3,085,300	1,914,700	5,000,000
Directed Subtotal	27,366,700	10,215,900	37,582,600
Total Endowment	59,411,900	46,170,700	105,582,600

SUMMARY OF CASH INFLOW



SUMMARY OF CASH OUTFLOW

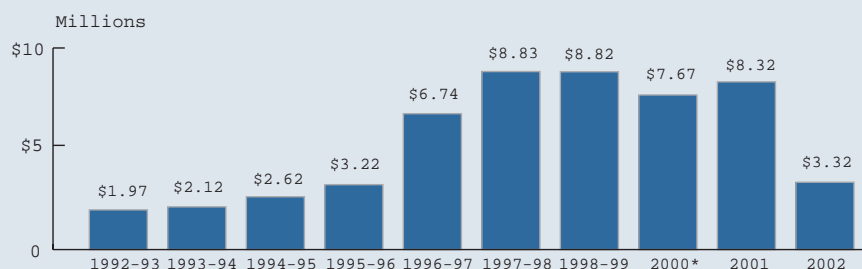


CURRENT OPERATIONS

	2000	2001	2002
Endowment Earnings	1,933,900	2,947,900	2,855,700
Interest, Revenue, Market Adjustments	1,017,800	272,300	1,945,400
Gifts/Grants to Working Capital	3,822,100	4,745,800	2,545,100
Total Endowment	6,773,800	7,966,000	7,346,200

DONATIONS

*University financial reporting changed to calendar year in 1999.



GRADUATE STUDENT DEMOGRAPHICS

Program	MBA	MAcc	MISM	MPA	Totals, Percentages, or Weighted Averages
Year of Graduation	2004	2004	2004	2004	
Total students	125	151	37	51	364
Female students	19	36	4	21	22%
International students	14	12	6	7	11%
Minority students	6	2	0	5	4%
Married students	80	79	25	27	58%
Returned missionaries	109	115	29	37	80%
Bilingual	99	104	28	40	74%
States represented	15	23	13	12	32
Countries represented	9	9	6	7	22
Undergraduate universities	28	1	4	6	30
Average age	28	24	25	25	25.5
Age range	24-47	20-32	21-33	20-36	20-47
Average GMAT score	651	620	620	593	627
GMAT range	530-780	510-630	500-730	500-740	500-780
Average GPA	3.56	3.64	3.59	3.5	3.59
GPA range	2.59-4.00	3.15-3.98	3.01-4.00	3.00-4.00	2.59-4.00
Undergraduate Majors					
Business/Accountancy	31%	80%	75%	15%	
Engineering	15%	0%	0%	0%	
Humanities	19%	0%	0%	23%	
Physical Science/Math	6%	20%	8%	3.5%	
Social Science	14%	0%	0%	20%	
Economics	6%	0%	8%	3.5%	
Other	9%	0%	9%	35%	
Undergraduate Institutions					
BYU	60%	80%	76%	78%	
Other	40%	20%	24%	22%	

FACULTY PUBLICATIONS

The following scholarly publications were written or edited by Marriott School faculty in 2002. Entries followed by an asterisk (*) indicate collaborative work with outside authors. Space constraints do not allow for full citations; interested parties may call (801) 422-7696 or email marriottschool@byu.edu.

Scholarly Books

Albrecht, W. Steve. *Fraud Examination.*

Derr, C. Brooklyn. *Beyond Juggling: Rebalancing Your Busy Life.**

Gardner, Robert L. *Federal Taxation 2003: Comprehensive, Thirteenth Edition.**

Gardner, Robert L. *Federal Taxation 2003, Individuals, Fifteenth Edition.**

Glover, Steven M. *Analytical Procedures and Substantive Testing Audit Policies.**

Glover, Steven M. and Douglas F. Prawitt. *Auditing Cases: An Interactive Learning Approach, Second Edition.*

Glover, Steven M., Douglas F. Prawitt, and Stephen W. Liddle. *E-Business: Principles and Strategies for Accountants, Second Edition.*

Gregersen, Hal B. *Leading Strategic Change: Breaking Through the Brain Barrier.**

Jackson, Robert B. *Systems Analysis and Design in a Changing World, Second Edition.**

McKell, Lynn J. *Excel 2002: MOUS Edition for Office XP.*

McKell, Lynn J. *PowerPoint 2002: MOUS Edition for Office XP.**

Romney, Marshall B. *Accounting Information Systems, Ninth Edition.**

Romney, Marshall B. *Computer Fraud.*

Romney, Marshall B. *Financial Statement Fraud.*

Romney, Marshall B. *Fraud Auditing.*

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

Romney, Marshall B. *Solutions Manual, Instructor's Manual, and Test Bank to Accounting Information Systems (three separate supplements), Ninth Edition.*

Smith, Scott M. *PC-MDS Multidimensional Preference Analysis.*

Stice, Earl K. and James D. Stice. *Financial Accounting: Reporting and Analysis, Sixth Edition.**

Stocks, Kevin D. *Code Blue.**

Swain, Monte R. *The Theory of Constraints and Throughput Accounting (in Chinese).**

Critically Reviewed Scholarly Journals and Refereed Conference Proceedings

Adolphson, Donald L. "A New Perspective on Ethics, Ecology, and Economics," *Proceedings of the 9th Annual Conference Promoting Business Ethics.*

Albrecht, Conan C. "User Experiences Using Collaboratus as a Distributed Collaborative Writing Tool," *35th Annual Hawaii International Conference on System Sciences (HICSS).**

Albrecht, Conan C., and W. Steve Albrecht. "Root Out Financial Deception," *Journal of Accountancy.*

Albrecht, Conan C., and W. Steve Albrecht. "The Deductive Method of Fraud Detection," *University of Kansas Audit Symposium.*

Albrecht, W. Steve. "The Current State of Accounting Education," *Journal of Government Financial Management.**

Albrecht, W. Steve. "The Future of Accounting Education," *BizEd.*

Albrecht, W. Steve, and Conan C. Albrecht. "Conducting a Pro-Active Fraud Audit: A Case Study," *Journal of Forensic Accounting.*

Anderson, Bonnie Brinton. "An Estimation of the Decision Models of Senior IS Managers When Evaluating the External Quality of Organizational Software," *The Journal of Systems and Software.**

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Brau, James C. "Do Banks Price Owner-Manager Agency Costs? An Examination of Small Business Borrowing," *Journal of Small Business Management.*

Brau, James C. "Firm Transparency and the Costs of Going Public," *Journal of Financial Research.**

Bryson, Phillip J. and Gary C. Cornia. "Geld en Gemeenten: Fiscale Decentralisatie in Tsjechië en Slowakije (The Fiscal Situation in Communities: Fiscal Decentralization in the Czech and Slovak Republics)," *Oost-Europa Verkenningen* (Dutch journal).

Christensen, Glenn. "Using the Zaltman Metaphor Elicitation Technique (ZMET) to Map Consumers Mental Models," *Psychology and Marketing.**

Christensen, Theodore E. "The Association Between the Directional Accuracy of Self-Efficacy and Accounting Course Performance," *Issues in Accounting Education.**

Christensen, Theodore E. "The Effects of Uncertainty on Market Reactions to Earnings Announcements: Evidence from the Insurance Industry in the Wake

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Cornia, Gary C. "Appraisal of Public Utilities, Transportation Companies, and Communication Companies for Ad Valorem Taxation in the United States: A Procedural and Technical Overview," *Journal of Property Tax Assessment & Administration.**

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Dean, Douglas L. "An Examination of the Impact of Stimuli Type and GSS Structure on Creativity: Brainstorming Versus Nonbrainstorming Techniques in a GSS Environment," *Journal of Management Information Systems.**

Dean, Douglas L. "Principles of Effective E-commerce Curriculum Development," *Communications of the AIS.**

Dishman, Paul L. "Environmental Scanning and Organizational Culture," *Marketing Intelligence + Planning.**

Dyer, Jeffrey H. "Alliance Capability, Stock Market Response, and Long Term Alliance Success," *Strategic Management Journal.**

Dyer, Jeffrey H. "The Influence of Customer Scope on Supplier Learning and Performance in the Japanese Automobile Industry," *Journal of International Business Studies.**

Facer, Rex L. "An Assessment of Municipal Annexation in Georgia and the United States: A Search for Policy Guidance," *Carl Vinson Institute of Government Public Policy Research Series.**

Facer, Rex L. "Public Employment in Georgia State Agencies: The Elimination of the Merit System," *Review of Public Personnel Administration.**

Fawcett, Stanley E. "A Supply-Chain Diagnostic: Is Your Supply Chain Fully Integrated?" *North American Symposium on Purchasing and Supply Research.**

Fawcett, Stanley E. "International Production Sharing Opportunities in Mexico and the Caribbean: A Comparative Study of Manufacturing

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Fawcett, Stanley E. "Supply-Chain Management: An Integrative Review of the Benefits, Barriers, and Bridges," *Decision Sciences Institute.**

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Hansen, James V. "A Generalized Model for Predictive Data Mining," *Information Systems Frontiers: A Journal of Research and Innovation.*

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Heaton, Hal B. "Reducing the Impact of Intangibles in the Stock and Debt Approach," *Journal of Property Valuation and Taxation.*

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Zimelman, Mark F. "Educating for Eternity: Key Principles Governing True Teaching," *The Religious Educator*.

NATIONAL ADVISORY COUNCIL

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City of Houston

Lloyd Hansen

Vice President, Controller
Ford Motor Co.

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The Cabot Advisory Group

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Keith B. Jenkins

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AOL Time Warner

Sterling Jensen

Senior Managing Director
Wells Capital Management

Warren C. Jensen

Executive Vice President, Chief
Financial and Administrative
Officer
Electronic Arts, Inc.

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Partner (retired)
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Allen Johnson

President, CEO, Founder
Rainbow Analysis Systems
Group, Inc.

Daniel W. Jones

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Advisory Services
Professional Practice
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Professor and friend Sheri J. Bischoff died 18 March 2003 after a six-year fight with breast cancer. Students, faculty, and alumni warmly remember Bischoff for her exceptional courage, academic devotion, and caring personality. In fall 2002, she began her eighth year at the Marriott School, where she taught classes in organizational leadership and strategy. (See tribute, p. 21.)