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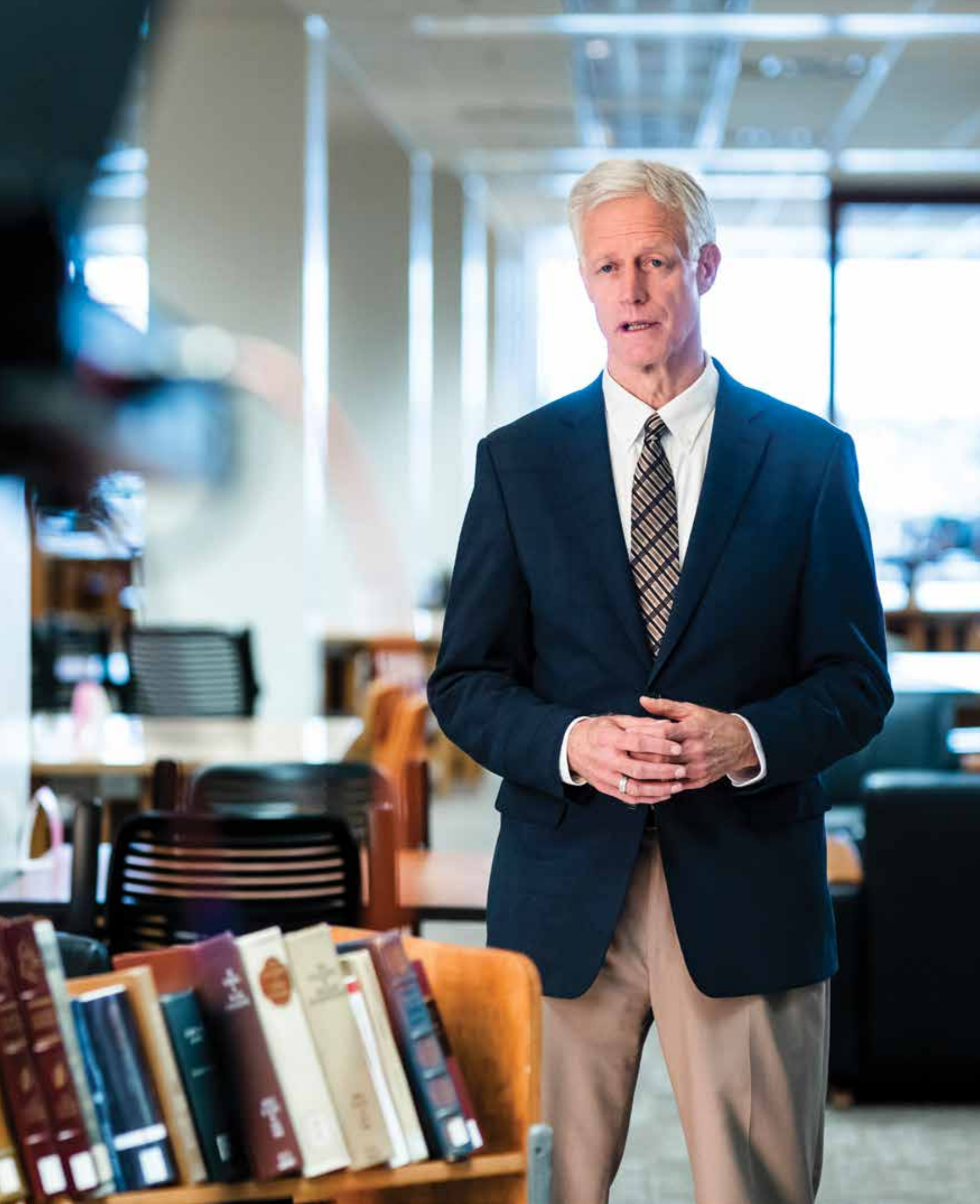
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# MARRIOTT

ALUMNI MAGAZINE



SUMMER 2020



# MARRIOTT

ALUMNI MAGAZINE

ISSUE Summer 2020

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◀ BYU PRESIDENT KEVEN J WORTHEN FILMS A VIDEO MESSAGE, WHICH WAS POSTED 16 MARCH 2020 ON THE UNIVERSITY YOUTUBE CHANNEL. SPEAKING TO MEMBERS OF THE BYU COMMUNITY, PRESIDENT WORTHEN DELIVERED A MESSAGE ABOUT THE IMPORTANCE OF COMMUNITY, GATHERING, AND JOY AMID THE CHALLENGES OF COVID-19.

WHILE THE BUZZ AROUND THE TANNER STARTED OUT NORMAL THIS YEAR, BY MIDSEMESTER THINGS GOT QUIET FAST AND NOT MUCH WAS OVERHEARD. HOWEVER, PLENTY WAS GOING ON BEHIND THE SCENES AS FACULTY, STAFF, ADMINISTRATORS, AND STUDENTS ADAPTED TO SOCIAL DISTANCING AND A NEW ONLINE LEARNING ENVIRONMENT AS A RESULT OF THE COVID-19 PANDEMIC. RECOGNIZING THAT BUSINESS STUDENTS ARE FACING SERIOUS ECONOMIC CHALLENGES, DEAN BRIGITTE C. MADRIAN INVITED ALUMNI TO OFFER WORDS OF COUNSEL AND ENCOURAGEMENT BY COMMENTING ON A LINKEDIN POST ON THE BRIGHAM YOUNG UNIVERSITY MARRIOTT SCHOOL OF BUSINESS PAGE. HERE ARE A FEW EXCERPTS FROM THOSE COMMENTS.

OUTSIDE  
↑  
OVERHEARD  
IN THE  
TANNER

Allow for some flexibility in your path. There may be amazing opportunities that present themselves that aren't part of the original plan [but] end up leading to exceptional experiences that are ultimately better in the long run. • Difficulties in our lives might seem overwhelming, but that is when, if we listen to the Holy Ghost and its promptings, we will be guided to where the Lord needs and wants us. Upon reflection we will see His hands lifting us up and guiding us in our most difficult moments. • I wanted my splashy, first-choice option to work out. I'm glad it didn't. One of the most prized capabilities you bring to the workforce as a BYU Marriott School alumni is your grit. . . . Keep hunting opportunities and leads. • You are some of the very best. Use your knowledge to project the different thinking that will be necessary as we go forward. • Be kind to yourself. You don't need to know what the rest of your career is going to look like the second you graduate. . . . Finding your career isn't a race. You'll do great! • It can feel like the first job you take is such a huge decision and it has [to] be exactly right, but it's just your first job! . . . It's OK if you have to take a job you're not completely excited about to just get your foot in the door and get some experience. It will all work out, and you'll learn a ton in the process. • It's OK to be scared and feel anxious about next steps. But we are business people because we are both optimistic and resourceful. We will find a way forward. Exercise faith in the Lord and yourself! Things may not be ideal for a while, but you can make it through this. • Be brave and to take calculated risks. Continue to learn to build knowledge and improve your skills. There are always opportunities even in the bleakest of times. • The future will come, and it will be bright. The economy will rebound, and companies will recover. . . . You got this!



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*Cover illustration by Mark Smith*



# DESIGNING • a • WEEKEND worth talking about

BY CLARISSA  
MCINTIRE

**Y**ou walk into the office on Monday, breakfast in hand. Then your coworker leans over and asks how your weekend was, and your mind goes blank. What *did* you do this weekend?

We've all been there. Your weekends often fill up with late nights, late mornings, chores, TV, and trips to the grocery store. But there's more at stake in weekend planning than reporting adventures to friends and coworkers. Sleeping through weekends—literally or figuratively—can cost you health improvement, mental rejuvenation, and the chance to explore and define who you are outside of your office persona.

PHOTOS BY  
BRADLEY SLADE





*To improve how we approach our days off work, we must act as our own experience designers. When we utilize research-proven strategies to build better weekends, we exercise self-discovery, unify our families and communities, and learn to thrive not just on Saturdays and Sundays but on every day of the week.*

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Want to be better at using your weekend? Experience design is your answer. Widely successful organizations—including Amazon, Apple, and Costco—recognize that positive customer experiences have become indispensable in virtually every industry. And experiences are just as vital in personal lives as they are in professional settings.

To improve how we approach our days off work, we must act as our own experience designers. When we utilize research-proven strategies to build better weekends, we exercise self-discovery, unify our families and communities, and learn to thrive not just on Saturdays and Sundays but on every day of the week.

## IDENTITY AND INTENTIONALITY

You’ve probably heard the phrase “you are what you eat,” but you may not realize that you are also what you do. “We all have a variety of different identities,” says Mat Duerden, associate professor of experience design and management at BYU Marriott. “When we go to explain one of those identities, we tell a story drawing upon experiences we’ve had.”

Consider Michelangelo, who is regarded as one of the best artists the world has ever seen. Before sculpting *David* and achieving global fame, he spent years with a hammer and chisel in his hands, experiencing and

learning his craft. Similarly, Beyoncé didn’t become a star overnight—she spent much of her childhood performing and honing her musical skills. These are famous examples, but no matter who you are, your experiences have shaped who you’ve become.

If asked about your identity, consider the ones you would mention—perhaps athlete, writer, or sports car driver? Maybe movie buff, board-game strategist, musician, chef, or makeup artist? When thinking of your identities, ask yourself how you became that person. Your mind likely jumps to the experiences that shaped that identity.

“Identity development is contingent upon experiences where we can try on different likes, dislikes, roles, beliefs, and attitudes,” says Duerden. “The importance of designing personal experiences is that these experiences are how we decide who we are, how we develop our sense of self.”

An avid outdoorsman, Duerden recalls considering his family’s identity when making a career choice. Though he loved his time as an assistant professor at Texas A&M University in College Station, Texas, Duerden and his family missed the mountains. “We would often say, ‘We love Texas, but there’s part of being here that just doesn’t quite fulfill our family identity,’” he says. In part, that’s what influenced Duerden’s decision to accept a faculty position at BYU Marriott in

2013 and move to Utah, where the Duerdens enjoy living near several mountain ranges.

If you’re uncertain which recreational activities are your cup of tea, don’t worry: developing passions takes time, notes Duerden. “Many people don’t know what their passions are because they haven’t spent enough time to become competent in a particular skill,” he explains. “You’re not passionate about the piano the first time you sit down and try to play.”

One of the best opportunities to pursue your passions is on weekends, where those elusive swaths of free time live, ripe for exploring smart leisure experiences.

## STIMULATION > SEDATION

Comic artist Nathan W. Pyle—whose Instagram-based series *Strange Planet* has enjoyed massive success after launching in 2019—portrays human scenarios as they might appear on an alien planet. In March 2019, Pyle released a comic depicting a discussion between two hikers.

“I desire medium danger,” one says as the pair approach a mountain.

“This is moderately hazardous,” his companion replies.

“I am delighted,” replies the first.<sup>1</sup>

In his pursuit of humor, Pyle lands on a fundamental truth about recreation: it often brings us into proximity with things

or situations that cause discomfort or even fear but usually on levels that we can tolerate. Psychologist Peter Gray explains that this exposure to fear is especially necessary for young people. “[Children] learn how to manage fear, how to prevent it from incapacitating them,” he wrote in 2012. “They learn that fear is normal and healthy, something they can control and overcome through their own efforts. It is practice such as this that allows them to grow up able to manage fear rather than succumb to it.”<sup>2</sup>

Such emotional development is only one of the many ways recreation helps us grow in both childhood and adulthood. To be well-rounded individuals, we need exposure to more than our weekday pursuits, as enriching as they are. We crave the new, the exciting, even the slightly dangerous.

Duerden observes that too often many of the pursuits people naturally gravitate toward during free time have little to no benefit. “Unfortunately, having too many choices actually impairs our decision-making ability,” Duerden writes in *Designing Experiences*, coauthored with J. Robert Rossman. “We end up watching Netflix or engaging in other activities that tend to sedate rather than stimulate our brains.”<sup>3</sup>

For example, shortly after adopting two of her sons from Ghana, BYU Marriott professor of recreation management Patti Freeman was reminded of the importance of creating space for stimulating activities. In a 2012 BYU forum address, she shared this experience: On a long car ride, Freeman and her husband decided against playing a movie for entertainment. Instead of sitting in silence, one of

the Freemans’ sons, whose English was limited at the time, asked Freeman to transcribe some of his thoughts as he dictated them to her. “As his thoughts emerged,” Freeman said, “I felt immediate gratitude that we hadn’t defaulted to a movie.”<sup>4</sup>

Duerden and other scholars in experience design often categorize sedating experiences as *prosaic*, or routine experiences that can be undertaken on autopilot and quickly forgotten. But we can do things to change these experiences. For example, if a prosaic experience is driving to work, the step up could be taking public transit, a departure from our usual habits that requires more awareness.

Other experience categories, in ascending order of mental stimulation, include *memorable*, which promotes emotion (as when we have a truly excellent, or terrible, customer service experience); *meaningful*, which causes us to both experience emotion and learn new insights about ourselves or the world around us; and *transformational*, which changes us in some way.

When designing experiences, we should aim for categories above prosaic while not feeling the need to make all experiences life-changing ones. “A lot of the experiences we have are just ordinary. We don’t need to be transformed every weekend,” Duerden says. “Transformation is something that takes place over time.”

## FIND YOUR BALANCE

Not long after her 2017 graduation, therapeutic recreation management alum Crishelle Simons joined Acqua Recovery, an addiction treatment center in Midway, Utah. Simons was delighted to find a position where she could directly apply what she’d learned at BYU Marriott. “What I was looking to do at Acqua Recovery,” she says, “was to increase my patients’ intrinsic motivation to make healthy choices, to enjoy their leisure time, and to use that leisure time to develop healthy coping skills rather than continuing to turn back to unhealthy coping skills.

“We did everything from making a collage and jewelry to rock climbing, skiing, and playing pickleball and disc golf,” Simons continues. “One of my favorites was improv workshops, which take people completely out of their element and help them learn how to play make believe as adults.”

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*A lot of the experiences we have are just ordinary.  
We don't need to be transformed every weekend.  
Transformation is something that takes place over time.*



Simons has seen leisure experiences change lives; she estimates that her patients' intrinsic motivation increased between 30 and 80 percent during their stay at the facility. The key to her success was teaching her patients to build an arsenal of what industry experts call core leisure activities. "In order to have holistic, well-rounded leisure in your life, you need to have core, which is routine leisure, something that helps you connect with yourself, other people, and your higher power," Simons says. Engaging in routine leisure helped her patients see themselves as more competent, autonomous, and connected with others.

Additionally, Simons instructed her patients on the importance of occasional variety leisure experiences, also called balance activities. "Balance leisure provides novelty and newness to your schedule," she says. "These are activities that you're looking forward to. They could be as simple as taking your kids to a different park or something as grand as traveling internationally."

BYU Marriott professor of experience design and management Ramon Zabriskie has spent years studying this design strategy, known as the core and balance model, as it applies to families. Core activities, Zabriskie notes, should be low cost, accessible, and informal, while balance activities can, and sometimes should, be the exact opposite. Out-of-the-ordinary balance activities "expose family members to unfamiliar stimuli from the environment and new challenges within a leisure context, requiring them to learn, adapt, and progress," Zabriskie writes.<sup>5</sup>

Core and balance activities will look different for every family, but one thing is clear: "People are different in terms of what we like and what we don't like," Duerden says. "But we're fairly universal in just reverting to whatever is easiest when we don't plan it intentionally." In other words, no matter what we do, we should plan to do it.

## WHERE YOU'RE GOING

One weekend, Simons and a friend took their mountain bikes for a spin in the mountains near Pleasant Grove, Utah. The sun sank toward the horizon as the two riders sped over a rocky trail with a steep drop to one side. Simons found herself becoming increasingly nervous about falling over the edge.

Looking to her friend, she asked, "How do you do this?"

Her companion replied, "I focus on where I want to go rather than where I don't want to go."

That advice guided Simons down the rest of the trail and continues to influence her today. "That idea was so profound," Simons says. "That has stuck with me forever."

Focusing on where we want to go is essential to the core and balance model. All leisure should be undertaken with a goal in mind, Simons says. Currently some of her goals for her leisure time include engaging more with other people, pursuing core activities daily and balance activities weekly, and keeping costs down. One way she achieves these goals is through attending events such as Relief Society activities. "I count that as a

leisure activity when I choose to do it with my free time," Simons explains.

Religious experiences can be a core part of every weekend, Duerden observes, and it's important to consider them as such. "Recently The Church of Jesus Christ of Latter-day Saints has been asking us to be more intentional about how we spend our Sundays," he says. "We're emphasizing the types of experiences that bring us closer to the Savior Jesus Christ, such as ministering."

Connecting with other people and choosing everyday experiences can be simple but life changing. Simons says her mountain biking excursion illustrates how the most invaluable experiences can happen anytime, anywhere. The amount of money or time required for an activity doesn't always predict how memorable or valuable the experience will be.

## STRENGTHEN YOUR CORE

Core activities should conform to your goals and budget, as well as the types of activities that resonate with you or your family. Browse possible core activities below to try, or identify ones you are already pursuing.

- Family dinner
- Community classes and events
- Bird watching
- Hiking or rock climbing
- Fishing
- Camping
- Movie night
- Attending church or other religious activities
- Running
- Exercise classes such as yoga, kickboxing, or spin
- Cooking or baking
- Language study
- Spending time with friends
- Puzzles
- Attending concerts or the theater
- Gardening
- Computer programming
- Scrapbooking
- Playing at the park
- Walking the dog
- Reading
- Tennis, golf, or other sports
- Sewing or knitting
- Volunteering
- Woodworking or other crafts
- Creative writing or journaling
- Painting, drawing, or collage-making



“People don’t always take advantage of the free leisure opportunities available all the time,” Simons says. “Communities have tons of free or cheap classes. Maybe you can borrow outdoor gear from a friend. Utilize the resources you already have.”

Of course, we can also plan too much. Simons says she has run into this problem many times, trying to cram so much into a weekend that carefully planned experiences have turned negative. Her husband, George, a recent grad from BYU Marriott’s MBA program, has a way of “affectionately reminding me of that,” Simons says.

To avoid the trap of overplanning, Simons recommends looking at each weekend individually. “The biggest thing in building a great weekend is to look at what you need to accomplish,” she says. “Ask, do I need an adventure this weekend? Or do I need some

relaxation and recharge time? And then honor whatever answer comes.”

Ultimately, we need both consistency and variety in our weekends—routine leisure experiences and novel ones as well. So don’t be afraid to keep your tried-and-true traditions of eating foil-wrapped food on Friday nights while watching reruns of *The Andy Griffith Show* or hiking your favorite trail almost every weekend each summer. But the next time you get the chance to take the Girl Scouts river rafting, join your neighbors for stargazing, or even just take a different hiking trail, don’t be afraid to seize those opportunities as well. You might just discover another identity.

The bottom line? “The best weekends are those that you anticipate in a positive way and you participate in in an engaged, intentional way,” says Duerden. “You’re doing

things that develop your identity, make you a better person, and help people around you.”

So, what are you doing this weekend? **M**

## NOTES

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## around the COOLER

BY CLARISSA MCINTIRE

### 1. GET GOING

Even with deskercising options, there's no replacement for being active away from your desk. Using the stairs instead of the elevator or taking regular walks are easy ways to get more daily cardio during office time. And don't forget to drink plenty of water: a walk to the water cooler is just one more way to get those steps in.

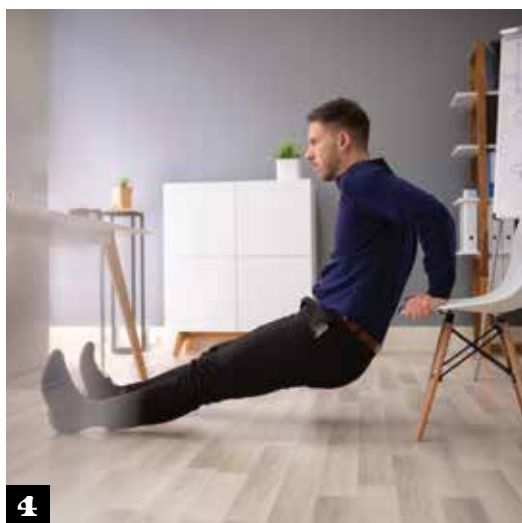


# At-Work Workout

*All right, listen up! No matter your job, you can bring the gym to work or home by deskercising—engaging in exercises fit for a cubicle or living room. Get your blood flowing and embrace the personal and professional benefits of staying active while working by doing anything from standing up every hour to dancing a modified Zumba routine in your office. Whether you're a regular gym rat or a newbie to it all, the possibilities for deskercising are endless. Five, six, seven, eight!*

### 2. GET CREATIVE

Use your surroundings to help your workout. Have a swivel chair? While sitting, grasp the edge of your desk and use your core (not arms) to twist your legs from side to side while keeping your upper body still. Stationary chairs can aid in step-ups or triceps dips, and small objects like water bottles can be used as light weights.



4



6



5



2

### 3. TAKE A STAND

Try out some standing or stretching exercises, such as jumping jacks, squats, toe touches, or lunges. One easy option is the calf raise, in which you raise both heels off the floor and lower them again. Get as involved as you like, but save strenuous exercise for outside the office—otherwise you may bring new meaning to the term “sweat suit.”

### 4. WEIGHTY MATTERS

Seated bodyweight exercises are simple to do and can take deskercising to the next level. Try equipment-free movements such as lifting and dropping your shoulders, raising your feet until legs are parallel with the ground then lowering, or extending your arms in front of or behind the body and pulsing up and down a few inches.

### 5. BUILT IN

To multitask exercise and work, consider using equipment designed for exercising at your desk. Options may include under-the-desk devices (ellipticals and cycles), seat adjustments (ball chairs or balance discs), desk adjustments (standing desks or desk treadmills), and floor equipment (balance boards and cushioned mats).

### 6. APP AIDES

You can find apps—such as Wakeout! or Activ5 Training App—that remind you when to stretch, stand, or add something active to your day. Some apps even guide you through specific exercises. And since computer screens take a toll on the eyes, try putting on headphones and meditating with apps such as Headspace or Sanvello.

### 2. SUBTLE STRETCH

Want to keep your deskercising conservative? Try stretching while sitting at your desk to wake up various body parts, including arms, torso, hips, and hamstrings. Simple overhead reaches or yoga poses—such as the seated cat-cow pose—get you out of your regular sitting position and can even help your posture.

# Joy, Truth, and Brass Rings

Address by Randal K. Quarles  
Illustrations by Charlie Davis

**U**nless you are either unusually lucky or incredibly unlucky, and in most cases even then, most of your careers will not be composed of drama. They'll be composed, instead, of a series of individual choices, some of which will seem important to you at the time and turn out not to be. Some of which may seem contingent,

even accidental. Some that you may not even recognize at the time are choices at all. And yet, someday you too may be asked to stand in front of a group of students and impart your wisdom, and you'll realize that all along those choices were all there was, and they added up to nothing less than everything.



So, I'd encourage you to think about those choices with a few simple principles in mind:

- Imagine something different
- Work is a joy
- Truth is things as they are
- Let go of the brass ring
- You're going to be wrong a lot
- Faster alone, but farther together

### Imagine Something Different

The first lesson I learned in life was not to be limited by the possibilities that someone else has imagined for you.

In the little town where I grew up in Northern Utah, most of us could not imagine a happier, more satisfying life than the one that we and our parents knew, and as I think back fondly on my childhood, I understand that completely. Others, who thought that they wanted more than a small town could offer, imagined settling in the big city—Salt Lake, maybe even Denver.

But as a young man, I imagined something wholly different from the home that I knew. Not because I was unsatisfied or saw some shortcoming with it, but rather I decided that to become the person who I wanted to be, I would require experience beyond what I knew. I imagined something different. At age eighteen, I got on a plane and went to college in New York City. Something no one could remember anyone in our little town having ever done. My mother later told me that on the day I left, her good friend came over and cried for an hour over my inexplicable decision.

New York in 1976 was at its nadir. It was dirty and dilapidated and dangerous. It was not what those I knew and loved had imagined for me. It was not what they wanted, yet it was a decision that made all the difference in the course of my life because it paved the way for me to continue to consider new possibilities and take risks by considering how life might be different. Never let your life be limited by what someone else imagines for you. So many of us make our choices out of a constriction of vision that we convince ourselves is common sense. What we really want seems so out of reach that we never dare to imagine it. Imagine more than that.

### Work Is a Joy

But imagination, without work, is just dreaming. And the second principle that I wanted to share with you today is that work is a joy. Not just the work that you're currently doing in school. The discovery and intellectual excitement of education can be easy to be joyful about. It was crucial to my own development—studying classics and philosophy at Columbia, then the law at Yale. But I'm talking especially about the world of work beyond school that many of you will soon be entering.

For me, after law school, that was going to work as an associate at the law firm of Davis Polk and Wardwell, almost forty years ago. Davis Polk was a law firm, but it wasn't just a law firm. It was a symbol. When Tom Wolfe wrote *Bonfire of the Vanities*, his precisely observed dissection of New York in the 1980s, his avatar of the New York establishment was a man named Pollard Browning, a partner at Davis Polk.

Davis Polk—along with a handful of other New York law firms—was then and is now a temple of work. The largest enterprises in the country bring their most complex and consequential problems to these temples and the guiding value is work, crisply and properly done. My day usually began a little after 8 a.m. and usually didn't end until 10 or 11 at night—and on a busy day, much later.

I found no better expression of what that initial work experience meant than a wonderful letter published in the *American Lawyer* magazine by Charles Reich about his experience in the 1950s as a young associate of Cravath, Swaine and Moore, a very similar New York law firm. It's a little bit of a digression, bear with me.

I'm sure, again, that these days most of you have no idea who Charles Reich was, but for a certain type of person who came of age in the early 1970s, his was a talismanic name. He was a brilliant lawyer and legal scholar, a professor at Yale Law School who ended up dropping out and writing a book called *The Greening of America*, which took America by storm. The book embraced the 1960s counter-culture; it rejected corporations and corporatist institutions like large law firms that smothered free thought and individualism.

It was a surprise when a friend sent a copy of this letter by Charles Reich to me, to a

fresh law school graduate who was starting out at Cravath. I was prepared for it to be incalculably tedious, a throwback to the flower power of 1960s. So, you can imagine my surprise when instead, it took the form of this hymn to his time on Wall Street, to something wonderful that he found as a young lawyer in New York.

Specifically, what he profoundly recalled was the single-minded focus on work. He describes the almost monastic dedication to work at the firm where billable hours, in those days, were not a major concern, but legal work of the highest quality was. Reich clearly misses this world when he says, "At the time, I had no idea how fragile the experience of good work would turn out to be."

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**There is an  
intense  
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exaggeration  
to call it joy—  
in doing  
good work.  
It's a key  
to happiness.**

“At another firm where I worked later, partners would invite me to lunch and then tell me about their marital problems, or their ungrateful children, or their existential woes,” he continued. “I’d rather have talked about work. Still later in the academic world, I found that work was often less important than talk. Talk that was often too elegant, too subtle, too amusing, too time consuming.” There is an intense satisfaction—it’s not an exaggeration to call it joy—in doing good work. It’s a key to happiness.

### Truth Is Things as They Are

The third principle is that truth is things as they are. By that I mean that real success in achieving your objectives and solving the most intractable problems will require looking through conventional wisdom and facing the facts about the world as they actually are, not as you or others might have assumed or wanted them to be.

An early experience that brought this home to me was work related to a municipal bond default in the 1980s by the Washington Public Power Supply System. The utility had projected a dramatic increase in the demand for power in the 1970s and had undertaken construction of five nuclear power plants, financing them by the issuance of millions of dollars of bonds.

The expected surge in demand did not obtain, and the nuclear plants weren’t built.

Our clients held a significant portion of the bonds to finance this doomed project, but the contracts were designed to protect them. As a young summer associate, second year of law school, not yet even a lawyer, I was handed the safe and boring assignment of compiling the legal authority to support these claims, which everyone at the firm knew were incontestable.

After several weeks of work in the firm’s library, I concluded that no, in fact, our clients were not protected, and would likely lose such a claim and their investment. I wrote this up in a memo and delivered it routinely to the partner who had commissioned it. I was completely clueless as to the explosion within the firm that it would create.

Two days later I was summoned to a conference room to face a cross examination from seven of the firm’s most senior partners. This is not a typical day in the life of a summer intern. I could have been more equivocal and joined the herd of other lawyers who had failed to see the problems created by these contracts, and faced none of the responsibility when they were proved wrong. But I didn’t do that. I held my ground and eventually persuaded those seven partners, and our clients were among a small share of bondholders that were able to limit their losses.

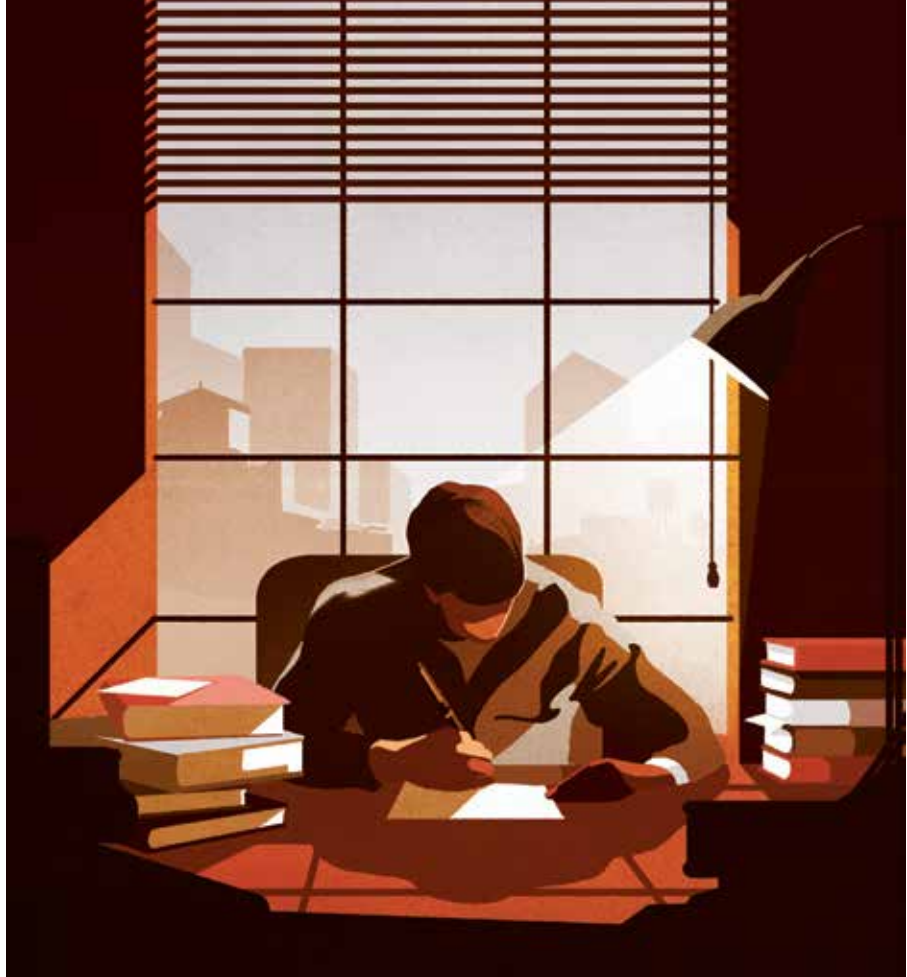
It isn’t always easy to look at things as they actually are. When others see things, perhaps as they want them to be, perhaps as they’ve simply always assumed them to be, it’s easy to join in, with the knowledge that even if you are all eventually proved wrong, it may not mean much for you personally with so many to share the blame. But I can say that making the harder choice and sticking to your guns will give you one less thing to regret. Years later when the firm was considering whether to make me a partner, I was told that several people based their decisions on that memo I had written as a summer associate and defended in the face of their consternation.

### Let Go of the Brass Ring

So far I have celebrated ambition, hard work, and pigheadedness. The fourth principle I want to discuss is going to sound less straightforward but has been as important a



**It isn't always  
easy to look at  
things as they  
actually are.  
... But I can  
say that mak-  
ing the harder  
choice and  
sticking to your  
guns will give  
you one less  
thing to regret.**



guiding principle for me as any other. Let go of the brass ring. While it's important to have goals, sometimes it's better to set new goals. In reaching for the brass ring, sometimes it's good to remember that the point about brass is it only looks as if it's made of gold.

After six years at Davis Polk and the year that I was going to be up for partner, I was recruited to join a team under Treasury Secretary Nicholas Brady that was dealing with the clean up of the savings and loan crisis of the 1980s and other matters. I had done well at Davis Polk. I had every expectation that I would be made a partner, and it would be hard to overstate how unusual it was in the New York of thirty years ago for someone on the cusp of partnership at a New York Law firm to leave for a tour of duty in public service.

Why did I do it? It shouldn't diminish my appreciation for hard work to say that work can sometimes become a drug, and that the personal ambition and ego tied up in doing a good job can start to rob one of the joy that I have spoken of. Public service seemed like a good way to recapture some of that joy. So I went to Washington, and had the opportunity to work with some interesting and rewarding people to do some interesting and rewarding things. Truly outstanding people, starting with Nick Brady and Jay Powell. I did that for a couple of years and was welcomed back to Davis Polk.

And then eight years later, as a partner, I did it all over again; I walked away from the career that I had built at the firm—as it turned out, permanently. I was the first Davis Polk partner in over fifty years to go to Washington for a presidential appointment. My first assignment was to represent the United States at the International Monetary Fund. I followed that up by serving as Assistant Secretary for International Affairs at the Treasury and then Undersecretary of the Treasury for Domestic Finance. The short version of these eventful years was that I saw and learned about many things that I wouldn't have experienced as the partner of a major law firm. I emerged from the other side encouraged to do something truly different.

So when I left the Treasury in 2006, I became a private equity investor at the Carlyle group. In the 150-year history of Davis Polk, almost no partner had ever left the firm never to return, and I just had. I let go of that brass ring. And then, I did it again in 2014 when I left Carlyle

and returned to Utah to start Cynosure. In keeping with all my other career decisions, it was kind of crazy to leave a place like Carlyle and start a new investment firm at that age. But that's the only way to achieve new possibilities.

## You're Going to Be Wrong a Lot

The next principle is something that may be hard to grasp now, but it is essential to be successful: recognize that you are going to be wrong a lot.

When I was a young lawyer, I thought the most important thing was to have the right answer. You needed to know the statutes, the legislative history, the annals of the case law. Knowing that answer was something you owed your clients and you owed the firm. But when I became an investor, it quickly became clear that knowing the right answer isn't nearly enough. The difference between a good investor and a great investor is how one accounts for the fact that even the best analysis of a complex system will often be wrong. Properly managing the risks of being wrong can be the difference between success and very costly failure.

An example of this from the early days of Carlyle was the sale by Marriott of its successful business Caterair, which had a monopoly on in-flight meals served by airlines. Hard to remember, but it used to be when you were sitting in coach, they would actually bring you a meal. And people would compare it and choose airlines on the basis of how good the food was. But that was all about to change just as Carlyle made one of its early investments.

A number of the early partners at Carlyle had close connections at Marriott, and they thought they had the inside scoop on what would be the deal of the century: Caterair. It is now fondly remembered within Carlyle as Craterair because, shortly after purchasing the company, the airlines almost immediately and unanimously stopped serving meals on most of their flights. The company went into bankruptcy, and Carlyle lost almost all the money that it had invested.

In law, decision-making is relatively straightforward. Written rules, legal precedent point the way. It's possible to draw a decision tree without too many pieces of paper. But in business, in the vastness of the American

economy, the systems involved in evaluating a deal are so complex that it's necessary to map out the consequences of being right and of being wrong, no matter how sure you are.

And when you do that, you find that it's harder and often more important to protect the downside. One reason it's hard, of course, is that you have to construct protection, but not so much protection that you eliminate the rewards of possibly being right. More than any other thing I had done, investing required judgment.

And it turns out this latter point has been invaluable to me in my latest return to public service as a member of the Federal Open Market Committee, involved in setting monetary policy to influence a large and complex system, the US economy. Even more than investing, there are things we don't fully understand about the economy. It calls for moving the levers of monetary policy intelligently but judiciously. It's important to form a view that you think is right, but every one of us on the FOMC spends a great deal of time acknowledging the possibility that our view may be wrong, and making policy decisions in light of that risk.

One example of this is monetary policy from 2014 to 2018 under then-Chair Janet Yellen. I was outside the Fed for almost all of that period, and like many people, I judged that past experience would have called for raising interest rates a lot sooner and faster than Janet led the Fed to. As it turns out, she was right, and I was wrong. It happens to all of us all the time. And one reason she was right was that Janet was properly managing the considerable downside risk of the economy flipping back into a recession.

## Faster Alone, But Farther Together

The final principle that I wanted to end with is that last phrase, "faster alone, but farther together." I recall it as something I had learned from the Ute Indians, but some digging reveals it may actually have been dreamed up by a temporary hire of the Hallmark greeting card company in 1957. Whatever the source, the point is that in many endeavors, coordination and cooperation can seem unwieldy and slow you down, but it will also bring the most meaningful and sustained success.

One of my mentors, Nick Brady, approached his job as treasury secretary by first saying, "What is it that I have to do?" He fixed on three major focuses. The first was the savings and loans crisis, which had been quite consciously neglected by the Reagan administration because it was going to be a messy and unpopular problem to solve. The second issue was Latin America debt, which had been a problem throughout the 1980s that had never fully been resolved. And the third was the ongoing budget deficit.

The Brady Treasury's answers to these problems were some of the greatest achievements of the first Bush administration. But Brady did not solve them alone. What he did was to pick his priorities and then pick his team, not determine what he thought individually was going to be the answer to each of those questions.

It would have been faster had he done it alone. Well, maybe not, but certainly he went much farther by realizing that after setting his priorities, his most important choice was in selecting his team. We're not going to do it alone.

Throughout my career I have found that achieving success has depended as much on choosing the right team as on my own personal effort, however fine I thought that effort was. If you remember only one thing from what I've shared with you today, remember this last lesson: faster alone, farther together. **M**

## About the Speaker

*Currently serving as vice chair for supervision on the Federal Reserve Board, Randal Keith Quarles is an American private equity investor and government official. Raised in Roy, Utah, Quarles graduated from Columbia University and Yale Law School then began his career in New York City as an associate with Davis Polk & Wardwell. He was founder and head of the Cynosure Group, a private investment firm, and a former partner of the Carlyle Group, one of the world's largest private equity firms. From August 2001 until October 2006, he held several financial policy posts in the George W. Bush administration, ultimately serving as the Department of the Treasury's undersecretary for domestic finance. BYU Marriott honored Quarles with the 2019 International Executive of the Year Award. This text is adapted from a 25 October speech given on campus.*

LEADING  
ALUMNI

Clarke Miyasaki  
FINANCE, 2001





# THE GAME CHANGER

BY  
EMILY EDMONDS

PHOTOS  
COURTESY OF  
CLARKE MIYASAKI

*It's possible that Clarke Miyasaki's success can be traced back to the card game Uno. ■ But not just your basic game of Uno. It was Killer Uno, a twist on the classic game that he played nightly with his family while growing up in Sugar City, Idaho. ■ An added element? The loser was in charge of cleaning up after family dinner.*

“The ultimate goal was not to do the dishes,” says Miyasaki, the oldest of six kids. “I make competitions out of everything—I love that part of life—and that was instilled in me in childhood playing Uno.”

His competitive streak has propelled him into the startup world, including a stint at Skullcandy before his current position as executive vice president of business development and categories at Stance Socks.

Being an entrepreneur, he says, is like trying to win. And for Miyasaki, winning in business is not only about building a strong company and making a strong exit but about treating others fairly and authentically.

### ■ A WINNING CULTURE

Miyasaki says he was drawn to Stance six years ago for the challenge—and thrill—of chalking up another W.

“My skill set is coming in and blowing the organization up to the next level,” Miyasaki says. “I love that growth phase, and going through that process again drew me to Stance.”

Core to Stance’s success is its culture, created by people who are able to make getting socks for Christmas cool. Stance’s signature socks, which typically run from ten to twenty-five dollars, are in demand across a variety of demographics. The company taps into the sales power of pop culture through collaborations with celebrities such as singer Rihanna and former basketball star Dwyane Wade.

“Parents say, ‘My teen is asking for socks for Christmas. How did that happen?’” says Miyasaki. “It’s the culmination of all the stuff we do: the partnerships, the people, the marketing. We’ve been lucky to have it work.”

### ■ DYNAMIC DUO

Miyasaki, who earned his finance degree from BYU Marriott in 2001, played his first round of entrepreneurship while interning with a software startup called Freeport, founded by BYU alum Jeff Kearl. “I got the startup bug there,” Miyasaki recalls. “It was a crazy-fun experience.”

The internship turned into a full-time job that he carried into his senior year, just as the economy started heading south. “We did not survive the dot-com boom, but the experience was probably the best thing that happened to me,” he says.



*“There have been times when I tried to get the best deals I could—a few deals that leaned too far on our side. I’ve learned you don’t have to win every single thing. Err on the side of fair; that’s better than winning.”*

After graduating and pursuing the typical big-company experience at Ford in Livonia, Michigan, Miyasaki heard again from Kearl, who approached him with another opportunity: would he be interested in returning to Utah to work in venture capital. The idea appealed to Miyasaki, so he and his wife, Kamie, headed back to the Beehive State.

Like Malone and Stockton or Montana and Rice, Miyasaki and Kearl play to each other’s strengths. “I always say my big career break came on the foosball table at Freeport,” Miyasaki says. “I happen to be abnormally

good at foosball, and that’s how Jeff kind of noticed me.”

Aside from the foosball table, Kearl says he was impressed with Miyasaki’s skills when they worked on a project together in which they were creating complex spreadsheets. “I’m good, but Clarke was clearly better,” Kearl recalls.

Kearl and Miyasaki spent four years at vSpring Capital, working and traveling together until Kearl left to join Logoworks.

Miyasaki was Kearl’s first hire in his new position.

The magic of Kearl and Miyasaki continued as Logoworks, a graphic-design software company, took off from its small office in American Fork, Utah.

"Logoworks was the first time I had a chance to make a real impact," Miyasaki says. "I learned the most fun you can have while working is when you're working with a bunch of people you enjoy being with."

#### ■ FIGURING IT OUT

In 2008, HP purchased Logoworks, and Miyasaki spent the following year at HP as the two companies integrated. Meanwhile, Kearl was on the board of directors at Skullcandy.

One day Miyasaki got a call from Rick Alden, founder of the innovative headphone company, who invited him to a meeting at company headquarters in Park City.

As Miyasaki opened the door to Alden's office, he was greeted with, "Hey, Clarke, what do you make?"

Taken aback, Miyasaki responded, "What do *you* make?"

"Well, Jeff told me that I have to hire you," Alden said.

"What do you want me to do?"

"I want you to run our business development," Alden said. "You know, put together deals with cool brands, rappers, athletes."

Miyasaki replied, "I'm from Sugar City, Idaho. There is no way I would know how to do that."

"Jeff told me you'd figure it out."

After a couple of months and a couple of times turning down the offer, Miyasaki had a change of heart and headed to Skullcandy, which at that point had fewer than twenty employees. Miyasaki threw himself in the consumer-products world.

"My time with Skullcandy ended up being the craziest experience," Miyasaki says. "I spent 160 nights in hotel rooms that first year, ordering Shirley Temples in clubs in Vegas trying to get relationships with managers, and calling around getting licensing deals, literally having no idea what I was doing."

But just as Kearl had predicted, Miyasaki figured it out, and several years after he started, the company went public. He now says he could tell Skullcandy stories all day, including his times hobnobbing with celebrities.

The first celebrity Miyasaki worked with was Slash, lead guitarist for Guns N' Roses. Leading up to the meeting, Miyasaki was nervous about what to say to the music icon. But as soon as they met, his worries went out the window.

"You're ripped," Miyasaki observed upon meeting Slash. "Do you go to the gym?"

The two hit it off from there.

"It was very natural," Miyasaki says. "I haven't worried about meeting famous people since then."

And when it comes to negotiations, Miyasaki has had his share of experiences, such as raising capital, selling companies, and recruiting celebs.

"There have been times when I tried to get the best deals I could—a few deals that leaned too far on our side," he concedes. "I've learned you don't have to win every single thing. Err on the side of fair; that's better than winning."

#### ■ THE STANCE OF A LIFETIME

After Skullcandy sold, it wasn't long before Kearl came around again, pitching another position to Miyasaki at his latest startup.

"Stance is blowing up," Jeff said. "We need you; you can't miss out on this," Miyasaki says. "Jeff has this power to persuade me to do things."

Miyasaki and his family moved from Utah to San Clemente, California, a couple hours from where he'd served in the California San Bernardino Mission.

Not long after Miyasaki joined Stance, he and Kearl were talking when Kearl asked, "If there is one deal you could do, what would it be?"

"My number-one deal would be to get NBA players wearing our socks on court," Miyasaki replied.

Initially, the feat felt impossible. Every time he met with NBA reps, he mentioned his dream. "They would just laugh," Miyasaki says.

But he didn't let up. And in 2014, before yet another meeting with the NBA's vice president of Licensing, Miyasaki arrived with a one-million-dollar check tucked in an envelope.



## TEAM MIYASAKI

*At the start of fall semester 1999, Miyasaki was playing the piano in sacrament meeting and thought the woman conducting the music was cute. He found out her name was Kamie. That evening he received his home-teaching assignment.*

*"Her name was on my list," Miyasaki says. "I was her home teacher, and, of course, I was very faithful. The rest is history."*

*The Miyasakis now have four children: two girls and two boys, ages six to sixteen. Clarke and Kamie complement each other well. "I couldn't have done anything like my career without a wife who is so trusting and easygoing," Miyasaki says. "In those Skullcandy days, my work life was crazy.*

*"We're the perfect pair," he adds. "She doesn't like concerts and doesn't care about celebrities or anything like that. She keeps me grounded and reminds me that I'm not that cool."*

“As she was about to tell me no again, I slid the envelope across the table and told her, ‘You’re gonna cash that next year when we’re the official sock of the NBA,’” he says.

His persistence paid off. NBA players sported Stance socks from 2015 to 2017, and Stance also secured the contract for all MLB teams starting in 2017.

“We were the first company to have a logo visible on court that all players wore,” Miyasaki says. “Getting our logo on the world’s best players is definitely the coolest thing I’ve done.”

### ■ THE RIGHT THING, THE RIGHT REASON

Whether it’s negotiating deals or collaborating with celebs, Miyasaki believes authenticity has been key to his success. “I never tried to be anyone I didn’t want to be,” he says. “When you come across as authentic, people are drawn to you.”

He also believes luck coupled with hard work have been foundational to his career. “I’ve been in the right place at the right time,” he says. “I’ve worked really, really hard. Those elements plus caring about other people and nurturing relationships—not in a manipulative way, you can see through that from so far away—gives you a huge leg up on what you’re doing in any business.

“Be a normal human being, be nice, be respectful, and figure out how to meet their needs, how to make it so both people win,” he continues. “It’s the same formula of being authentic and treating people the right way.”

When Miyasaki meets people, they get the sense he’s going to do the right thing for the right reason all the time, says Kearn, now a managing director at Pelion Venture Partners.

“It doesn’t matter who he meets, they quickly realize they can trust him, and they feel comfortable doing business with him,” says Kearn, who notes he feels deep appreciation for Miyasaki and for their once-in-a-lifetime friendship. “It’s like your mom said: you absorb the habits and values of the people you surround yourself with. You want Clarke to be one of those people.” **M**

### ■ ABOUT THE AUTHOR

*Emily Edmonds is a former editor of Marriott Alumni Magazine. She’s one of those people who organizes her socks by color.*



## AN UNEXPECTED CONVERSION

*Miyasaki became friends with Calyann Barnett through former NBA basketball player Dwyane Wade. Barnett is Wade’s stylist and creative director, and she would collaborate with Miyasaki on designs for Stance.*

*“One night we were talking at a café in Miami when Barnett said, ‘Tell me about this church stuff. I can’t understand it. How could someone as smart as you believe in something so dumb?’”*

*Miyasaki says he jumped into all of it, from the First Vision and the Book of Mormon to modern-day prophets.*

*“That’s the stupidest thing I ever heard,” Barnett said. “Give me one of those books so I can prove you wrong.”*

*“I’ll give you a Book of Mormon if you promise to read it,” Miyasaki said.*

*She agreed. Barnett started reading and would follow up with him on comments on how weird it was. One time after some razzing from her, he’d had enough.*

*“Just give me the book back,” he said.*

*“No, I told you I’d read it,” she replied.*

*About a month later, however, things changed.*

*“She sent me a picture of her crying, and the text said, ‘This is my Jesus-is-real face,’” he says.*

*Miyasaki baptized Barnett a member of The Church of Jesus Christ of Latter-day Saints in June 2019, and Wade—a Christian—gave the closing prayer at the baptism.*

*“Going into this crazy world of celebrities and athletes, I was super worried about sticking out,” Miyasaki says. “I thought people were going to think I was so weird, but no one’s like that. As soon as you own who you are and what you believe, people respect it.”*



## A Cyber-Attack Escape Room

**EXCITEMENT WAS HIGH** and adrenaline was pumping as a four-member team of BYU Marriott information systems students worked together to hack into a Furby, pick a lockbox, shoot targets with Nerf guns, dive into piles of (clean) trash, and slide under string “laser beams,” all with the end goal of identifying—and then fixing—vulnerabilities in a wireless computer security system.

This escape-room experience, offered for the first time in Fall 2019, was the culmination of the IS 560: Information Security Management course, a fall semester class taught by associate IS professor Jeff Jenkins. Course objectives include providing a working knowledge of ways to protect data, building familiarity with attack vectors, and learning methods of threat modeling and of attack prevention and detection. “It’s basically a class about protecting individuals and organizations against cyber attacks,” says Jenkins.

Jenkins was looking for a way to provide his students with an experiential learning opportunity to apply the knowledge learned during the course when Julian Sookhoo, a student who had previously taken the class, suggested an escape room. Jenkins loved the idea, so under Jenkin’s direction, Sookhoo and two other students—Scott Young and Jenkins’s TA Eric Clinger—worked to create the experience.

“Cybersecurity is a hands-on field, especially the concepts taught in Dr. Jenkins’s course,” says Clinger. “The escape room provided a concrete way to combine all of the concepts taught in the course in a fun but educational way. Cybersecurity is all about solving problems and moving from one task to another, exactly like an escape room.”

Jenkins estimates that the three students spent at least ten hours a week for two months working on the project. Ultimately, the escape room

experience included six challenges that students had to solve before moving on:

- Identify and conduct a live organizational phishing training simulation.
- Assess password security and social engineering.
- Evaluate web application and IoT security, which involved testing an online system for vulnerabilities and hacking into a Furby.
- Gauge physical security and pick locks.
- Identify document security, which involved dumpster diving to find pieces of a shredded document that contained an encrypted code.
- Gain access to a wireless network, scan for vulnerabilities, and evaluate a software security exploit.

The week before the escape room went live, Jenkins and the three student creators spent hours setting up the activity in the old Provo High School. Approximately twenty teams of students from two IS 560 courses went through the escape room over the course of one week. “All of the teams were eventually successful,” Jenkins said, noting that about 70 percent of the teams completed the tasks in the allotted time period.

Jenkins plans to implement the escape room activity into the course permanently, although the Provo High facility likely won’t be available in the future. “We’ll find a way to set it up,” he vows. “It was too effective not to.” In addition, Jenkins and the students are working to make the information available online so that other IS departments looking for similar experiences can use it.

“The escape room was a huge success,” continues Jenkins, who says the activity never would have been possible without the support of BYU Marriott and the Department of Information Systems. “Students were able to integrate things they’d learned throughout the semester in a single setting. In reviews for the course, we received a ton of comments from students who not only loved it but noted how challenging but rewarding the whole experience was.”

—KELLENE RICKS ADAMS





# THE GREAT DECEIT

*New research from BYU Marriott professors takes a close look at what imposter syndrome is—and how to conquer it.*

In fall 2019, BYU's social media team tweeted about new research on impostorism from professors in the BYU Marriott School of Business. The tweet highlighted one finding of the study: 20 percent of participants were currently experiencing serious feelings of impostor syndrome, which is the phenomenon of feeling like a fraud at work or school despite being capable, well-qualified, and even successful.<sup>1</sup>

The tweet included a poll with this simple question: "Have you ever experienced impostor syndrome?"

In less than twenty-four hours, 3,197 individuals responded to the poll, with a staggering 87.7 percent saying they had indeed experienced impostorism.<sup>2</sup> The post, which was seen more than thirty thousand times, sparked a crucial conversation among the highly competitive BYU community.

By Todd Hollingshead    Artwork by Mark Smith

Of course, impostor syndrome extends well beyond the BYU bubble, as did the conversation kicked off by the study. The research, published in the *Journal of Vocational Behavior*, also explored some of the more effective ways to cope with impostorism and quickly made it onto the Science page of the popular social commenting site Reddit. There it logged more than one hundred thousand page views and sparked twenty-five hundred comments from across the globe. Media coverage followed from national outlets (*INC.* magazine, *CNBC*, *Business Insider*) and international outlets (*BBC Radio*, *Daily Mail*).

Clearly, the study touched on a topic of interest. Among students, academics, working professionals, and even parents, this nagging fear of being exposed as a fraud and attributing one's successes to luck or other external factors is resonating with society.

"What makes it a popular topic is that it is relatable," says lead author of the viral study Richard Gardner, a BYU Marriott alum, a former visiting professor at BYU Marriott, and a current assistant professor of management, entrepreneurship, and technology at UNLV. "What makes it an even better topic is that people are more willing to talk about these challenges than they were thirty years ago."

### The Deceitful Phenomenon

Even a decade ago, the concept of impostor syndrome was not yet mainstream. Academics studied it in narrow terms, specifically regarding gender and women in prominent roles in work. Today, a Google search of "impostor syndrome" reveals hundreds of journalistic and academic articles on the subject, most authored since 2015. Titles that pop up include "Yes, Impostor Syndrome Is Real: Here's How to Deal with It" and "Is Impostor Syndrome Holding You Back?"

And then there are the books, most published within the last decade:

- *The Impostor Cure: How to Stop Feeling Like a Fraud and Escape the Mind-Trap of Imposter Syndrome*
- *The Secret Thoughts of Successful Women: Why Capable People Suffer from the Impostor Syndrome and How to Thrive in Spite of It*
- *Own Your Greatness: Overcome Impostor Syndrome, Beat Self-Doubt, and Succeed in Life*

20%

Study participants who expressed experiencing serious feelings of impostorism when interviewed<sup>1</sup>

88%

People who said they experienced impostorism in a BYU survey posted on Twitter<sup>2</sup>

70%

Estimate of adults who experience impostorism, as reported by other studies<sup>5</sup>

The topic has even generated an entire genre of discourses within the TED Talks world, with the most popular talk garnering more than two million views. In one of the more modestly viewed TED Talks, former Hewlett-Packard chief technology officer Phil McKinney gives a reason why people can't get enough of the subject: about 75 percent of people suffer from the syndrome, including himself. His big secret, which he said fed his impostor syndrome for more than twenty-five years, is that he never graduated from college.

"The impostor syndrome struggle doesn't know anything about career, title, socioeconomic[s], identity, history. The impostor syndrome is absolutely universal," McKinney says in the talk. "In fact, I've had team members who worked for me who have had such severe cases of impostor syndrome that it was absolutely crippling."<sup>3</sup>

Seems like just about everyone has something to say on the topic these days. An NPR story about how counselors at MIT were dealing with an increased number of students doubting their abilities first caught Gardner's attention. As he recalls it, the story went into great detail about all of these former valedictorians qualifying for acceptance into one of the best engineering schools in the country only to doubt themselves when they were surrounded by hundreds of other equally impressive students.

The stories of these highly successful MIT students were similar to what Gardner was witnessing among his BYU students—and similar to experiences he'd had throughout his own schooling and early career. After Gardner discussed researching the topic with Jeff Bednar, an assistant professor in

the Management Department at BYU Marriott, the two met with counselors at BYU's Counseling and Psychological Services to see if it was an issue they were seeing as well. The answer was a resounding yes.

"Students at BYU display high competence just to get into BYU, but when they get here, they start doubting themselves," Gardner says. "We wanted to know exactly why that is happening, how prevalent it is, how it is affecting students in their academic programs, and how the students who overcome these feelings are able to do so."

### Impostor Deep Dive

Recruiting Bednar, BYU Marriott assistant professor of accounting Bryan Stewart, and BYU Marriott associate professor of strategy Jim Oldroyd proved serendipitous. Like Gardner, all three of them had gone through phases of struggling with feelings of impostorism.

For Stewart, those feelings stood out when he became a professor at BYU Marriott and started to look around at all the accomplished scholars in his department.

For Bednar, feelings of impostorism surfaced during his PhD program at the University of Michigan, even though he didn't know those feelings had a name at the time. That nagging feeling of being a fraud became particularly acute during the second year of his program, when an anonymous member of his department harshly criticized one of the sections of his comprehensive exams.

"I thought, 'Oh no, they found out. Somebody here knows I'm a fraud,'" Bednar recalls. After that, Bednar struggled to regain his self-confidence during his doctoral program. When he got hired at BYU, those

feelings didn't go away. But it wasn't until Gardner expressed his interest in studying impostor syndrome with Bednar over lunch that Bednar realized what he was experiencing had a name.

Bednar went home and started looking up articles on the topic, reading definitions and studying the consequences and symptoms of the phenomenon. "And suddenly, the last seven years of my life made more sense," he says. "For me, a real part of why I got into this project was highly autobiographical. I joke sometimes that this paper has been therapy for me."

In fact, their study of accounting students would turn out to be therapy for many students as well. The professors quickly found out plenty of students were feeling like frauds, and not everyone was dealing with those feelings very well.

### The Study

The researchers initially recruited twenty "professionals in training"—students in BYU's no. 2 ranked undergraduate accounting program—for in-depth, intimate interviews on their struggles with impostorism. The accounting program offers particularly fertile ground for impostor syndrome because those accepted into BYU Marriott's School of Accountancy are often some of the most high-performing students at the university and must also compete head-to-head for coveted spots in the master of accountancy program.

In the student interviews, the professors asked what precipitated their impostorism, how it impacted their outlook on their academic plans, how it affected their performance, and what they did to cope with feeling like a fraud.



*"Students at BYU display high competence just to get into BYU, but when they get here, they start doubting themselves. We wanted to know exactly why that is happening, how prevalent it is, how it is affecting students in their academic programs, and how the students who overcome these feelings are able to do so."*

“As we interviewed students, it was interesting how many tears we saw, how many students just wanted a hug afterwards,” Stewart says. “A lot of healing takes place when you research something that is so specific and emotionally impactful.”

The students’ answers revealed both functional and dysfunctional coping mechanisms. Some students focused their energies on studying even harder and doing well in other programs. Some set personal goals in other areas of their lives where they could excel, such as in exercising or relationships. And some, unfortunately, turned to less-helpful coping strategies, such as playing hours and hours of video games.

“Some students withdrew from others and spiraled,” Gardner says. “That included, sadly, students engaging in self-sabotaging behavior. For some of those students, failing to get into the Macc program confirmed in their minds that they weren’t qualified, when really it was just the fact that they wasted hours of time staring at a screen that prevented them from advancing.”

A surprising discovery was that many of the students who felt like impostors were doing well in the program. “They were good at negative self-comparison,” Stewart says. “They had an unrealistic view of what was happening in the world around them.”

With the in-depth interviews providing a basis of understanding, the researchers then surveyed an additional 213 students to get a feeling of how widespread the issue was in the program. They found 20 percent of participants were experiencing intense feelings of impostorism in that very moment, and even more expressed experiencing those feelings at some point in the program.

### Reaching Out, Reaching In

Fortunately, not everyone they spoke to was spiraling. In fact, many of the interviewees were thriving, despite feelings of fraudulence. The interview and survey results provided evidence that those who were coping the best almost all shared one thing in common: they sought social support from people outside of their academic program.

The data showed that feelings of impostorism were significantly reduced for students who “reached out” when they started feeling like frauds. And they reached out to just

*“When you look inward, when you look at direct comparisons, you tend to compare your worst with someone else’s best. Looking outside of one’s self became a great equalizer and helped the students cope.”*



about anyone—family, friends, students outside their major, even professors.

“Those outside the academic major social group seem to be able to help students see the big picture and recalibrate their reference groups,” Bednar says. “After reaching outside that social group for support, students are able to understand themselves more holistically rather than being so focused on what they felt they lacked in just one area.”

For example, one student felt like an impostor in the MAcc program, but once she did an internship and became familiar with students from other universities, she realized she was actually well ahead of the curve.

“When you look inward, when you look at direct comparisons, you tend to compare your worst with someone else’s best,” Gardner says. “Looking outside of one’s self became a great equalizer and helped the students cope.”

Coping strategies also included providing social support for struggling peers, both in terms of service and simply listening to someone who needed to express their feelings. The study also revealed that perceptions of impostorism typically aren’t tied to performance. In other words, individuals suffering from impostor syndrome are still capable of doing their jobs well—they just don’t believe in themselves.

That finding hit home for Stewart as he recalled the career experiences of a close childhood friend. This friend was a high achiever and landed a great job at a large company where she was a model employee in every aspect. She became an incredible manager, beloved by everyone with whom she worked, and she loved what she did.

But because of deep-seated feelings of impostorism, she was burning out at the same time she was wildly successful. She confided in her superiors, saying she needed to quit. Hoping to retain her and demonstrate how much she meant to the organization, they offered her a promotion. Again she succeeded, while continuing to struggle with feelings of impostorism. Once again she went to management, who this time created an entirely new position for her, putting her in a new environment with new people, with the same result. In the end, despite being an outstanding employee in every way, this woman struggled immensely because she couldn’t overcome the thought that she was a fraud.

“Her story is heart-wrenching,” says Bednar. “And many of the students’ stories are heart-wrenching. But wishing impostorism away does no good. We need to enable people to better deal with it. We need to create cultures where people talk about failure and mistakes. When we create those cultures,

someone who is feeling strong feelings of impostorism will be more likely to get the help they need by reaching in to their teams or organizations.” **M**

## Notes

1. Paul Swenson, “Impostor Syndrome Is More Common Than You Think; Study Finds Best Way to Cope with It,” *BYU News*, 23 September 2019, [news.byu.edu/intellect/imposter-syndrome-is-more-common-than-you-think-study-finds-best-way-to-cope-with-it](https://news.byu.edu/intellect/imposter-syndrome-is-more-common-than-you-think-study-finds-best-way-to-cope-with-it).
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## About the Author

*Todd Hollingshead is a media relations manager in BYU’s University Communications office. A former journalist, Hollingshead holds a bachelor’s degree in journalism and a master’s degree in mass communications from BYU. He lives in Springville, Utah, with his wife, Natalie; their four children; and a dog and a cat. The jury is still out on how long the cat stays.*

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# BREAKING THE SCALE

Impostorism may be common among students at elite universities, but they’ve got nothing on their professors. As one BYU political science professor tweeted in response to the BYU Marriott study on impostor syndrome, “Survey academics, and you’ll break the scale.”

Fortunately, as more and more professors around the country open up about their feelings of impostorism, things are improving. Former BYU Marriott visiting professor Richard Gardner notes that, for junior faculty in his discipline of management, Facebook groups exist where people speak openly about not making tenure or not meeting publication goals. While it’s still too early to know how effective those groups are, anything that encourages open communication can help take the edge off for young faculty.

“In academia, there’s an expectation that professors should be smart and that when they speak they should sound like they know something important,” BYU Marriott assistant professor Jeff Bednar says in a *BYU Daily Universe* article discussing his research. “The same thing happens in fields like medicine, where we assume

that doctors know everything they need to know to diagnose any kind of medical problem.”<sup>4</sup>

But academics and doctors have not cornered the market on impostorism. An illustration that BYU Marriott assistant professor of accounting Bryan Stewart uses to help others make sense of the phenomenon is to think of a basketball player sitting on the bench at the start of an NBA all-star game.

“If you’re named an NBA all-star, how good are you at basketball relative to other players?” he asks. “Even if you’re not a starter in the game, you’re still an all-star; you’re one of the best twenty-four players among the hundreds of players in the NBA.

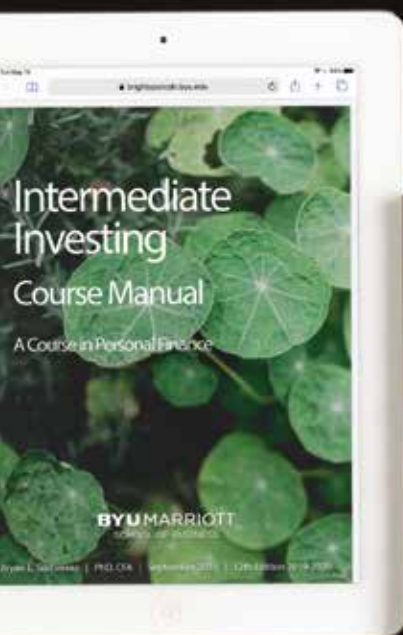
“Then consider how those all-star bench players compare to the population of all basketball players in the country, or even the world,” he continues. “While it’s clear that any all-star is one of the best players on the planet, those that are sitting on the bench might still see themselves as mediocre because they’re making a fundamentally flawed, negative self-comparison.”

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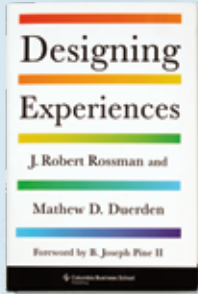


# BY OUR OWN

*By Kellene Ricks Adams  
Photography by Bradley Slade*



Reading books is almost a daily occurrence in the world of higher education. Writing books, however, is not nearly as common. Yet many of BYU Marriott's faculty members have managed to pen chapters full of wisdom. In the past two years, BYU Marriott professors, charged with being both great teachers and exceptional scholars, have shared their expertise, research, and insight in a variety of offerings, from textbooks and ebooks to scholarly books and nonfiction tomes. Check out the impressive list of books recently authored by our own.



## DESIGNING EXPERIENCES

By Department of Experience Design and Management professor Mat Duerden

*Additional authors: J. Robert Rossman*

“Experiences are at the core of all of our personal and professional lives, and designing them more intentionally is a worthwhile goal for all of us,” says Duerden, who hopes that ultimately the book will increase the percentage of intentionally designed experiences in the world. “There were a lot of books about the importance of experiences, but we didn’t feel there was a book that clearly explained how to design them.” Writing the book proved “hugely beneficial for developing curriculum for my undergraduate and MBA experience design classes,” notes Duerden, who says he hopes readers of the book will gain a clear understanding of what experiences are, why they matter to all businesses, and how to design them with a systematic and approachable methodology.

“Designing [experiences] more intentionally is a worthwhile goal for all of us.”

(Mat Duerden, *Designing Experiences*)



## INNOVATION CAPITAL: HOW TO COMPETE AND WIN LIKE THE WORLD'S MOST INNOVATIVE LEADERS

By Department of Management professors Jeff Dyer and Curtis LeFrandt

*Additional author: Nathan Furr*

Great leaders of innovation know that creativity is not enough, and this book explores the idea of innovation capital, or the ability successful people have to not just identify a good idea but to build the vision, reputation, and networks to win the backing needed to commercialize those ideas. Turns out that this skill set is measurably more important for innovation than just being creative, the book points out. Dyer, LeFrandt, and Furr spent decades studying how people get, test, and develop great ideas, as well as interviewing innovation superstars (think Jeff Bezos and Elon Musk). They share what they’ve discovered in this book aimed to help people with innovative ideas compete for attention and resources so that they can launch innovations with impact.

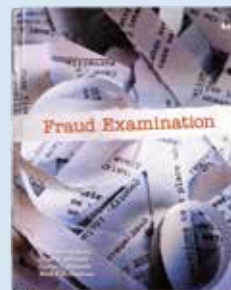


## WILEY CMAEXCEL LEARNING SYSTEM EXAM REVIEW (ebook)

By School of Accountancy professors Monte Swain, Cassy Budd, and Steve Smith

*Additional authors: Kari Joseph Olsen, Kip Holderness, and Marj Yuschak*

When Swain recognized the need for a new learning solution for cost accounting education, he decided to assemble a team of colleagues to build the solution. The end result is “an online learning system to help prepare folks to take the Certified Management Accountant exam,” Swain says. The system includes approximately one-hundred eighty short modules, each one including a two-to-four-page outline and accompanied by a fifteen-to-fifty-minute video. *CMAexcel* is used in both the MBA and EMBA core managerial accounting courses. The BYU professors enjoyed working with a publisher that engaged the author team throughout the entire process and were energized by their co-authors, who were all excellent teachers committed to a learning solution that exceeds current expectations.



## FRAUD EXAMINATION

By Department of Information Systems professor Conan Albrecht and School of Accountancy professor Mark Zimbelman

*Additional authors: W. Steve Albrecht and Chad O. Albrecht*

Conan Albrecht and Mark Zimbelman were invited by W. Steve Albrecht, a leader in the fight against business fraud and one of the authors of the first edition of this textbook, to join the author team because of their passion for fighting fraud and their pertinent research: auditors’ detection of financial statement fraud for Zimbelman and using technology to detect fraud for Conan Albrecht. “Contributing to the text was a good way to sharpen our personal knowledge about fraud in general,” says Zimbelman. The authors hope that “students who study this book will be better equipped to do two things: (1) avoid becoming involved in a fraud, either as an accomplice or a victim, and (2) become better at preventing or detecting fraud in the world.”

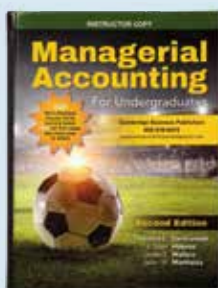


## ANIMAL SCROLL SAW PUZZLE PATTERNS

By School of Accountancy professor  
David A. Wood

*Additional author: Jessica Wood*

For years, Wood and his family cut out and painted puzzles as Christmas gifts for family and friends. Initially, Wood used a pattern book he had, but eventually he began looking for new patterns. “At that time, I noticed my oldest daughter, Jessica, had a talent with drawing,” he says. “I encouraged her to design a few puzzle patterns. She did a great job on the first few patterns, so I encouraged her to draw enough patterns that we could publish a book together.” Wood says that “seeing Jessica’s excitement and willingness to keep working hard was rewarding as a father, plus we have some wonderful patterns we can cut out to make more gifts.”



## MANAGERIAL ACCOUNTING FOR UNDERGRADUATES

By School of Accountancy professor  
Scott Hobson

*Additional authors: Theodore Christensen,  
James Wallace, and Jason Matthews*

When Christensen approached Hobson about writing an introductory managerial accounting textbook, Hobson saw an opportunity to provide a resource with a balance between manufacturing and service industries that would be more relevant to today’s students. The first edition was published in 2017, and the author team worked on next-edition revisions for more than a year. “I have enjoyed the opportunity to incorporate examples from my twenty-year professional career in the problems, examples, and cases included in the textbook,” says Hobson. In a unique approach, the book highlights the application of managerial principles within two companies throughout each chapter. Hobson hopes the textbook helps students “understand the importance of managerial accounting in every aspect of a business and recognize the important role management accountants play in making good business decisions.”

**“I have enjoyed the opportunity to incorporate examples from my career in the problems, examples, and cases.”**  
(Scott Hobson, *Managerial Accounting*)



## MCGRAW HILL'S TAXATION OF BUSINESS ENTITIES and MCGRAW HILL'S TAXATION OF INDIVIDUALS

By School of Accountancy professors  
Brian Spilker, John Barrick, and  
Ron Worsham

*Additional authors: Benjamin Ayers,  
John Robinson, Edmund Outslay, and  
Connie Weaver*



Three BYU Marriott professors worked on these two taxation books, which are regularly updated to reflect changes in the tax system. Spilker has spent the past fifteen years editing and coauthoring these books, with the objective of offering textbooks that “provide concepts but enough detail so students can appreciate the complexities of tax without being overwhelmed,” he says. The benefit of writing the books is that the authors have gained diverse tax knowledge. An added bonus is learning how other authors on the team think about tax. The team’s work and commitment has been well worth the effort; *Taxation of Business Entities* and *Taxation of Individuals* recently became the most-used tax textbook for undergraduates.



## PERSONAL FINANCE: ANOTHER PERSPECTIVE (ebook; a series of eight manuals, updated annually)

By Department of Finance professor  
Bryan Sudweeks

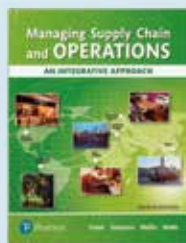
At the heart of his ebook is the idea that personal finance is simply part of living the gospel of Jesus Christ, says Sudweeks, who spent eight years putting together the first edition of the publication and now updates it annually. “There are lots of finance books with good information, but they don’t teach how to change behavior. I teach that as we bring Christ more into our lives and finances, He will give us strength to change personal finance from an ‘unfortunate necessity’ to ‘an important shared spiritual experience.’” Because Sudweeks wanted to write a book that would help everyone, not just students, he made it available free of charge online at [personalfinance.byu.edu](http://personalfinance.byu.edu).



## ENGAGEMENT MAGIC: FIVE KEYS FOR ENGAGING PEOPLE, LEADERS, AND ORGANIZATIONS

By Department of Management professor  
Tracy Maylett

Motivated by the desire to identify, through objective research and data, what causes people to love the work they do, Maylett began working on data collection for this book in 2016. “Our research team gathered more than 34 million employee survey responses from over seventy countries,” he says. “I loved the responses people provided to the statement, ‘Tell me about a good day at work.’ Seldom does the answer have anything to do with pay, benefits, or the prestige of a position title.” Maylett notes that the concept of “engaging” applies to all areas of life and involves five elements, represented by the acronym MAGIC: meaning, autonomy, growth, impact, and connection.



## MANAGING SUPPLY CHAIN AND OPERATIONS: AN INTEGRATIVE APPROACH

By Department of Marketing and Global  
Supply Chain professors Tom Foster,  
Scott Sampson, Cindy Wallin Blair, and  
Scott Webb

This book is rooted in a curricular model for global supply chain management that Foster had presented at a number of conferences. “The publisher approached me about writing a book,” says Foster, whose book *Managing Quality* was the no. 2 quality-related book in terms of sales at the time. Foster assembled his BYU Marriott author team, with each professor bringing specific expertise to the sections they wrote. Supply chain is a merger of operations, logistics, purchasing, quality, and services, and the authors felt that most textbooks treated these subjects as subdisciplines rather than a coordinated subject. This textbook, which includes more than seventy videos to supplement the content, offers a valuable overview of all the primary supply chain functions, along with the tools to make strategic decisions throughout the supply chain.

“I loved the responses people provided to the statement, ‘Tell me about a good day at work.’ Seldom does the answer have anything to do with pay, benefits, or the prestige of a position title.” (Tracy Maylett, *Engagement Magic*)



## INTERNATIONAL BUSINESS

By Department of Management professors  
Shad Morris and James Oldroyd

When Morris and Oldroyd were approached about writing a new International Business textbook, they said yes—on one condition. “We told them we would be interested if they were willing to take on a disruption model—offering a shorter, simpler, and more affordable product that has little resemblance to the traditional books in the market,” says Morris. When Wiley and Sons agreed, the two professors set out to provide engaging, concise material that captures the interest of students while allowing instructors to share their valuable experiences in the classroom. More than a decade in the making, the new textbook is designed to “help students develop a love and passion for all things international and, by doing so, expand their ability to empathize with others who come from different backgrounds,” say the authors.



## STRATEGIC MANAGEMENT: CONCEPTS AND CASES

By Department of Management professors  
Jeff Dyer, Paul Godfrey, Robert Jensen,  
and David Bryce

This group of BYU Marriott professors set out to write a textbook for anyone who wants to know how key strategic management principles are understood and work in the real world. The team felt that available textbooks often included overly long chapters and lacked interactive video and learning tools; some even missed valuable topics such as innovative strategies and disruptive business models. “This textbook was written to engage students with strategy theories, concepts, and tools in a way that no other strategy textbook has been able to do,” the authors note. “And it does so by including interesting and easily accessible chapters and video animations that students of strategy will not just tolerate but enjoy.”



## BEYOND TEAM BUILDING: HOW TO BUILD HIGH PERFORMING TEAMS AND THE CULTURE TO SUPPORT THEM

By Department of Management  
professors Gibb Dyer and Jeff Dyer

The original *Team Building* book was written by Bill Dyer, former dean of BYU Marriott and the father of Gibb and Jeff Dyer. “After our dad passed away, Jeff and I decided we’d continue his legacy,” says Gibb, who uses the book regularly in his MBA and undergraduate classes on organization development and change. The brothers, who had worked on earlier editions of the book, agree that the most enjoyable part of working on this book was collaborating. “My father was an expert on teams and did a great job of leading our family team,” says Jeff. “It made a huge difference in our lives.” The book is designed to help readers create a high-performing team-building organization—including a family—by focusing on the five Cs: context, composition, competencies, change management, and collaborative leadership.

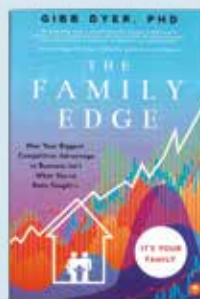


## THE ZOOKEEPER'S SECRET: FINDING YOUR CALLING IN LIFE

By Romney Institute of Public Service  
and Ethics professor Jeffery A. Thompson  
Additional author: Stuart Bunderson

“I have been researching ‘work as a calling’ for years,” Thompson explains, “but about ten years ago, I was invited to give a BYU devotional and talked about the spiritual insights that came from my research. The response to that talk was overwhelming, and I realized that I had a lot I wanted to say about the spiritual aspects of finding meaningful work.” Because most of his prior writing had been academic, Thompson particularly enjoyed writing in a more conversational tone and speaking to an audience who shares his faith. “I would like readers to be able to demystify the idea of finding a calling so that it doesn’t feel inaccessible,” he says. “Everyone can pursue a calling in life, and it doesn’t depend on finding a dream job.”

“I had a lot I wanted to say about the spiritual aspects of finding meaningful work.”  
(Jeffery Thompson, *The Zookeeper's Secret*)



## THE FAMILY EDGE: HOW YOUR BIGGEST COMPETITIVE ADVANTAGE IN BUSINESS ISN'T WHAT YOU'VE BEEN TAUGHT . . . IT'S YOUR FAMILY

By Department of Management professor  
Gibb Dyer

Early on, Dyer recognized that certain racial groups in the United States seemed to be more successful at entrepreneurial ventures than others. “As I did research on this topic, I discovered that Asian Americans had more of what I call ‘family capital’ than other groups,” he explains. Building on that research, Dyer determined to write a book designed to help readers understand the importance of family capital and learn how to build family capital through family culture, family activities, building trust, and creating mechanisms to transfer family capital to the next generation. “Families with family capital typically function better, do better economically, and have a sense of well-being,” he says.

“Families with family capital typically function better, do better economically, and have a sense of well-being.”  
(Gibb Dyer, *The Family Edge*)



## INTERNATIONAL MARKETING

By Department of Marketing and  
Global Supply Chain professor  
R. Bruce Money

Additional authors: Philip R. Cateora,  
Mary C. Gilly, and John L. Graham

This textbook has been around since 1973, with Money joining the author team five years ago to help provide regular updates. “My dissertation, almost every article I’ve written, and practically every class I’ve taught has been related to international marketing and global business in some way,” he says, noting that thanks to the internet, there’s really no such thing as nonglobal marketing. “The most enjoyable part about working on the book was gathering in one place twenty-five-plus years of what mattered so much to me throughout my career.” When he updated the chapter on how products abroad are adapted to local tastes and preferences, he took pictures of his own collections of peach-grape- and mango-orange-flavored Oreos from China and of melon- and apple-flavored Kit Kat candy bars from Japan. **M**

# School News

## COVID-19 Impacts BYU, Tanner Building Quiet



On Thursday, 12 March, BYU made the following announcement via Twitter: “Coronavirus (COVID-19) Update: Consistent with the CES guidelines issued last night, Brigham Young University has made the following decisions. Classes on March 13, 16 & 17 are canceled. All courses at BYU & its Salt Lake Center will resume March 18 through remote instruction.”

That announcement was greeted with a range of responses from students, faculty, and staff alike; however, the determination to pull together and make the most of a difficult situation was felt across campus, and nowhere was that spirit more evident than inside the walls of the Tanner Building.

“Today [20 March] I joined, via Zoom, a university dean’s council meeting,” wrote Brigitte Madrian, BYU Marriott dean, in one of the almost-daily emails she sent to BYU Marriott students, faculty, and staff during the first weeks of the transition. “The general sentiment was that the move to remote instruction across campus has gone surprisingly well. On Wednesday, there were 1,200-plus classes with 26,000-plus participants from 60-plus countries totaling over 1 million minutes of instruction. All that with five days’ notice! Collectively that is quite an accomplishment.”

BYU Marriott administration, faculty, and staff have worked tirelessly since the 12 March announcement with one primary objective: support our students through an extremely difficult time of change and challenge. In addition, many BYU Marriott alumni and friends have also provided invaluable encouragement and assistance. Adjustments continued as spring and summer instruction remained online. As of this publication’s press date, no final decisions have been made regarding fall classes, but whatever Fall Semester 2020 looks like, it is certain that the BYU Marriott family will be working together to make it a success.

“Even though we’re physically farther apart, we need each other more,” Madrian said. “Let us remember the injunction in Matthew 25:40: ‘Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me.’ We are a part of a remarkable community of givers and multipliers, of doers and miracle workers. We have accomplished much—and yet there is more that we can and will do. Thank you for being the heroes in our BYU Marriott story.”

## Marketing Program’s First Alumni Conference

The BYU Marriott marketing program helped alumni connect with each other during the program’s first-ever alumni conference, held on 28 February 2020. The conference included dinner and a concert from Noteworthy, BYU’s all-female a cappella group. The marketing program helps students understand how to better connect consumers with products, and this conference allowed marketing alumni to connect with each other and reconnect with the program.

“A university’s alumni group is a valuable resource for recruiting, knowledge, publicity, and contributions,” says **Jeff Larson**, associate professor of marketing at BYU Marriott. “We are always looking for ways to utilize our alumni network to improve the marketing program.”

Alumni from the marketing program appreciated the chance to return to the program and see how it has changed. “I’m impressed with how the marketing program has evolved and progressed since I left,” says **PJ Andersen**, keynote speaker for the conference and a 2010 alum who works at Pinterest as a retail partnerships sales manager. “The education and experiences the marketing students are getting in the current program make them more prepared than ever to jump into some of the most sought-after careers in marketing.” Andersen served as president of the Marketing Association while at BYU Marriott.

**Luke Mocke**, a 2016 alum, is also a former Marketing Association president. “Seeing how the Marketing Association has grown and how the program has risen in rankings makes me proud to be an alum,” says Mocke. Since graduating from the marketing program, Mocke cofounded Mentorli, an app that connects people seeking jobs with mentors.

For BYU Marriott marketing alumni, maintaining a connection with the program allows them to form mentoring relationships with current students. “Our program has hundreds of highly skilled and influential graduates,” says Larson. “These alumni can provide training and education to our current students formally by guest speaking in class and through information sessions



and Marketing Association events. Additionally, alumni can help to train and educate marketing program students informally by building mentoring relationships and participating in the BYU Marketing LinkedIn group.”

## FACULTY NEWS

### Keith Vorkink Appointed Advancement Vice President

BYU president Kevin J Worthen appointed **Keith Vorkink** to become the university’s new advancement vice president effective 18 May 2020. Vorkink, who had been serving as an associate dean at BYU Marriott, replaces Matthew O. Richardson, who has been called to serve as a mission president for The Church of Jesus Christ of Latter-day Saints.

In his new position, Vorkink will oversee BYU Athletics, Alumni and External Relations, BYU Broadcasting, Philanthropies at BYU, and University Communications.

“As a nationally recognized scholar in business, Keith is well qualified to direct our advancement areas,” says Worthen. “He has been involved in leading BYU Marriott’s National Advisory Council, working with hundreds of business leaders to advance the school’s mission. Additionally, he has been known for student-centric work throughout his career, magnifying our inspiring learning initiative in his teaching, research, and leadership.”

Vorkink is the Douglas and Effie Driggs Distinguished Professor of Finance. He earned a bachelor’s degree in economics



from BYU and master’s and doctoral degrees in economics from the University of Rochester. He has held faculty positions

in the finance departments at Bryant College and the MIT Sloan School of Management. His research focus has been in the intersection of behavioral economics and asset pricing.

Vorkink, who has earned multiple research awards in the BYU Department of Finance, was honored with the top research award at BYU Marriott in 2005. He was awarded BYU’s Young Scholar Award in 2007 and a teaching excellence award from BYU Marriott in 2012.

# Ballard Center Announces Name Change



**BALLARD CENTER**  
**BYU MARRIOTT**

As the calendar turned a page to a new year in January, the Ballard Center for Economic Self-Reliance at BYU Marriott had something new as well. The BYU Board of Trustees approved that the center be renamed the Melvin J. Ballard Center for Social Impact.

“I’m thrilled to announce the Ballard Center’s name change,” says BYU Marriott dean **Brigitte C. Madrian**. “The center’s new name reflects the impact that our students, faculty, and staff have in bringing about positive social change in communities around the world.”

When the Ballard Center opened its doors in 2003, its mission was clear: give students the necessary tools to help individuals and families everywhere become self-reliant. The center was named after Melvin J. Ballard,

grandfather of Elder M. Russell Ballard and architect of the modern welfare program for The Church of Jesus Christ of Latter-day Saints. While the center’s name has changed, the desire to help individuals and families become self-reliant has not.

“Self-reliance is part of the greater picture that is social impact,” says **Todd Manwaring**, founding director of the Ballard Center. “We want to help people understand that there are many social problems that can inhibit self-reliance. The center will continue to help students create positive change that will ultimately help families become more self-sustaining, just as we have throughout our entire seventeen years.”

Since its inception, the Ballard Center has also helped students create environmentally conscious companies and products. One such company, EcoScraps, developed a new soil product based entirely on food waste. The company now sells the product around the country, including at Lowe’s, Home Depot, Walmart, and Target. Other environmentally focused companies that have worked with the Ballard Center include Neptune Plastics, which manufactures bio-based plastic that fully dissolves in water, and Recyclops, a recycling company whose founder earned a place on the Forbes 30 Under 30 Social Entrepreneurs list.

Students have also worked with the Ballard Center to take on social problems such as human trafficking, refugee resettlement, public-health crises, prison reform, child abuse, and high-school dropout rates. During the 2017–18 academic year, students working with the Ballard Center spent more than fifty-seven thousand hours working to solve social problems.

Reflecting on the effect that the Ballard Center has had in the lives of so many, Madrian anticipates continued growth and lasting impact from those who walk through the center’s doors. “I am excited to see how the Ballard Center will continue to invent and discover unique and thoughtful ways to ‘do good better,’” she says, quoting the center’s mantra.

## STUDENT NEWS

### Thirteen Stoddard Scholars

The BYU Marriott MBA program has awarded thirteen students with the 2020 George E. Stoddard Prize, an award given to first- and second-year students in the MBA program.

"We are incredibly grateful to the Stoddard family for their generosity and support of BYU Marriott MBA students through this scholarship award," says **Hal Heaton**, BYU Marriott professor of finance and the graduate finance advisor who oversees the selection of the Stoddard scholars. "These students have

proven their dedication and leadership skills through service and performance in the program. We are honored to be able to assist them with the help of the Stoddard family."

The 2020 Stoddard scholars are **Josh Brooks, Andrew Gordon, Russell Gordon, Bert Grabinger, Ryan Harris, David Lamb, Dallin Larimer, Trevor Lemmons, Stephen Matthews, Sebastian Schaaf, Jordan Sheffield, Spenser Warren, and Tyler Woolley.**

The Stoddard Prize was established in 1985 by **George E. Stoddard**, a 1937 BYU alumnus. His numerous credentials include working as the senior managing



director of W. P. Carey & Company, a leading global real estate investment firm in New York. He was a pioneer in the use of real estate transactions known as sale leasebacks, which provide financing to companies struggling to gain access to traditional sources of capital. Before joining W. P. Carey & Company, Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

The Stoddard Prize was expanded to better assist students in the BYU Marriott MBA program. Previously, the award was presented only to second-year students. However, an additional prize this year was added for first-year students based on exceptional performance in the MBA program.

### Eleven MBA Students Named Hawes Scholars



BYU Marriott named eleven MBA candidates 2020 Hawes scholars, an honor that carries the highest distinction given to MBA students at the school and a cash award of \$10,000.

"Some years the Hawes scholars are defined by academic excellence, and other years, they are defined by their career potential," says **Grant McQueen**, William F. Edwards Professor of Finance and director of the MBA program at BYU Marriott. "I'd say this year's scholars are characterized by their service and charity."

The eleven second-year MBA students who have been named 2020 Hawes scholars are **Katie Apker, Neal Ball, Josh Brooks, Preston Darger, Jonathan**

## Saying Goodbye to BYU Marriott

For the last twenty years, **Bryan Sudweeks** has loved teaching students in the BYU Marriott finance program. In his eyes, his students are some of the best, and he has enjoyed seeing—and helping—they succeed. Now as his own successful career comes to an end and he prepares to retire this fall, he is moving on to the next chapter in his life.

From his time as an undergraduate student in BYU's Mandarin Chinese program, Sudweeks knew that he wanted to teach at BYU, but he also recognized the value of gaining professional experience first. After completing his undergraduate degree in 1980, Sudweeks received his MBA from BYU Marriott in 1982 and then pursued his PhD at George Washington University.

While earning his PhD, Sudweeks worked part-time at the World Bank and taught early-morning seminary. Before returning to BYU to teach, he completed a successful career in asset management. He was a partner and senior portfolio manager over emerging market products at Montgomery Asset Management in San Francisco.

Sudweeks has a passion for helping his students find success in their lives by applying what they learn in his classes. A big part of what he focuses on in his courses is finance theory and application. In addition, he tries to focus on how to bring Christ into personal finance. He believes that when individuals bring Christ into their finances, they can achieve balance and control. "If you want to change behavior, you have to understand not just the application of the temporal principle, such as living on a budget, but what the guiding principles and doctrines of the gospel are as well," he says.



Sudweeks is proud of the personal finance course he helped create online ([personalfinance.byu.edu](http://personalfinance.byu.edu)), available for everyone to use, not just BYU students. "I tell people if you follow what I teach, I'll save you \$1 million over the course of your life," he says.

He is also proud of the asset management course he helped create with Jim Seaberg and Global Financial Advisors, through which undergraduate finance students have been helping to manage \$2 million in real money for the past fourteen years.

Sudweeks came to teach at BYU because he believed that God had blessed him with great experiences and resources, and it was his responsibility to give back. Now as he prepares to serve a mission with his wife, he plans on continuing to give back, but in a new way.

# Nonprofit Students Bring Home Top Honors

Kansas City, Missouri, is home to a number of things, including slow-cooked barbeque, a rich jazz-and-blues scene, and the Kansas City Chiefs, who won Super Bowl LIV. However, for thirty-three BYU students, the city held a different attraction in January 2020. Joining more than thirty other universities across the nation, students of the BYU Marriott nonprofit management minor took top honors at the forty-seventh annual Nonprofit Leadership Alliance's Alliance Management Institute. The institute focuses on education, and attending it is an important milestone in becoming a certified nonprofit professional (CNP).

The institute schedule consisted of a variety of activities, including breakout sessions, hands-on volunteering in the Kansas City area, and a little dose of healthy competition between university groups. The students representing BYU took home awards from each category in which they participated, including first place in the undergraduate research and best practices categories and third place in the trends and innovations category, a new category for the institute this year.

Along with the group awards received by the BYU students, **Brad Harris**, BYU Marriott teaching professor of experience design and management (ExDM) and the campus director for the Nonprofit Alliance, was named the Campus Partner of Excellence. This award is given to college campus faculty members with the most CNP recipients each year, and it highlights Harris's deep support of the students' involvement. "The Nonprofit Leadership Alliance event helps students see the big picture and excites them more," Harris says. "The students want to serve and make a difference."

As part of the institute activities, all attending students participated in a special event called Change the World Day, which was created specifically to help nonprofits in the greater Kansas City area. In addition to the hands-on experience with local organizations, institute participants had the opportunity to hear and learn from multiple experts in the nonprofit field.

**Jena Burgess**, a BYU senior from Cypress, Texas, studying political science, explains the impact that participating in the event had on her. "Change the World Day was a unique experience to consult with world-class organizations on social issues that go beyond region or culture barriers," says Burgess. "Working with students from across the country to find common ground was amazing."

**Kjerstin Roberts**, an ExDM senior from Highland, Utah, expresses gratitude to BYU Marriott for the unique opportunity to participate in the annual event. "The conference made me realize how grateful I am to be at BYU Marriott," she says. "We have so many amazing opportunities and such a large presence in nonprofits all across the United States."

The nonprofit management minor offered at BYU Marriott enables students, such as those who participated in the institute, to cultivate skills that are necessary to become leaders and influencers in the nonprofit world. Students who participate in the minor gain experiential learning opportunities in fundraising development, working with volunteers, and writing grants while recognizing the positive impact they can have in the nonprofit sector.



**Fortuna, Ruchika Goel, Lawrence Lee, Michael Moore, Jordon Patton, Austin Pollard, and Tiago Triumpho.**

Named for successful corporate executive Rodney A. Hawes Jr. and his wife, Beverly, the Hawes Scholar Award was created in 1998 to recognize the

accomplishments of graduating MBA students. Students and faculty nominate and vote for each year's Hawes scholars. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership maturity, and commitment to high ethical standards.

## BYU Marriott Team Takes First at ACG Cup

A BYU Marriott team of two Macc students and two MBA students took first place at this year's statewide Association for Corporate Growth (ACG) Cup held during winter semester. They received



\$3,000 after competing against teams from universities across the state of Utah.

The ACG Cup is a case competition with the purpose of giving students real-world insight into the inner workings of mergers and acquisitions, investment banking, financial advisory, and private equity. The competition has two rounds:

the first round is at the school level, and the second round is at the state level. Colleges and universities across the state of Utah are encouraged to compete.

The BYU Marriott team that took first-place honors at both the school and statewide competition consisted of first-year MBA student **Spencer Stevens** from Holladay, Utah; second-year MBA student **Xueying “Sophia” Zhang** from Beijing; and Macc students **Peter Call** from Colorado Springs, Colorado, and **Seth Lawrence** from Andover, Minnesota.

The competition allows only one team from each university. After a high number of students expressed interest in competing, BYU Marriott held its own preliminary competition to select

who would represent the school at the statewide competition in Salt Lake City. Six BYU Marriott teams competed for the chance to represent the school and receive a \$1,000 cash prize.

“The case was based on a fictitious restaurant chain that was faced with a hostile takeover attempt by a private equity firm,” says Call. “Our challenge was to value the restaurant chain to see if the offering price from the PE firm was reasonable or not.”

Each team presented its solution to a panel of two ACG judges in a twenty-minute presentation. At the end of the night, the judges chose a winning team that would go on to represent BYU at the state competition.

## GMC Team Places High at CUIBE Competition

Four students from BYU Marriott’s Whitmore Global Management Center won second place in the NU-CUIBE International Business Case Competition. Team members competed against fourteen other universities and walked away with valuable insights they plan to apply to their future careers.

The competition was held on Northeastern University’s Boston campus, and the BYU team consisted of accounting major **Dmitrii Liu** from Taiwan; finance major **Denise Han** from Missouri City, Texas; and global supply chain management students **Sarah Blake** from Spokane, Washington, and **Tanner Wegrowski** from Wildomar, California.

“The students were trained to look at a case and break it down,” says team coach and BYU Marriott adjunct professor **Liz Dixon**. “Not only do the students analyze the case from a finance and marketing perspective but also from an understanding of international issues such as ethics, culture, and sustainability.”

On the first day of the competition, each team was given an international case about a Polish makeup company, Phenicoptere, and asked to find ways to push its product Glov—a reusable makeup-remover glove—to the global market. The teams had only twenty-four hours to work on their cases before presenting the following day.

The second day of the competition resulted in each team competing against four other teams, with only one team from each group advancing to the next phase of the competition. After winning in the first round, the BYU Marriott team presented during the final round of the competition, finishing with a second-place win.

“The CUIBE case competition was an invaluable experience,” says Wegrowski. “We were able to learn how to approach real-world international business problems and present our findings in a powerful and convincing way.”

Though the competition lasted for three days, the preparation started much earlier in the semester. From September until November, the BYU Marriott team met weekly with Dixon to analyze old cases, learn presentation skills, and work on their case delivery.



“Our team would present to a panel of BYU Marriott professors who had volunteered to mimic the competitive atmosphere as much as possible, and then they would give us feedback. And give us feedback they did,” says Han. “Their feedback pushed me to not only work harder each time but also to seek more feedback from those with more experience than I have.”

The weekly meetings provided valuable learning experiences for all the students involved and helped them think strategically about international issues and businesses. This practice helped secure their second-place win at the competition.

The BYU Marriott students walked away with more than a plaque, however. “The lessons I learned from preparing and competing helped me become more confident in my ability to make a difference in a company,” says Blake. “This experience also taught me how important it is to have people in school or work that build you up and help you become better. My teammates certainly did that for me.”

Teams from BYU, the University of Utah, and Utah Valley University then competed for the cash prize and an invitation to the ACG Utah Intermountain Growth Conference. The setup of the state competition was similar to the competition held by BYU Marriott, with the only difference being a larger panel of judges. “We had a professional presentation,” says Zhang. “We put a lot of hours into our evaluation to make sure it was right. When the judges asked questions, our team answered them well, and we had well-thought-out and confident responses.”

Team members credit their education from BYU Marriott for helping them prepare for the competition and ultimately take home the win. “We had a significant leg up over the other schools we competed against in terms of the technical finance knowledge we had learned through our classes at BYU Marriott,” says Call.

### HRM Team Takes First at SHRM Competition



BYU Marriott human resource management (HRM) student teams took home first-place and fourth-place finishes at the Utah Society for Human Resource Management (SHRM) case competition. For students in all stages of the HRM program, this competition provided an opportunity to solve a problem similar to ones that they’ll face in their careers and to grow their skills as future professionals.

“This competition helped prepare me for a future career because it gave me

exposure to situations that actually happen in businesses,” says **Joseph Whiting**, a sophomore from Lubbock, Texas, who was a member of the first-place team. “I am now prepared with solutions that can be applied to lots of different business situations, and I have more experience coming up with creative solutions for different problems in the workplace.”

In addition to Whiting, the first-place team was made up of **Rebecca Garrett**, a junior from Iberia, Missouri; **Joseph Grimaud**, a junior from Santa Barbara, California; **Allison Harker**, a sophomore from Rexburg, Idaho; and **Lameck Muaka**, a senior from Hockessin, Delaware.

Team members knew that they would need to bring their A game to compete against other undergraduate and graduate student SHRM teams. In order to create a high-quality presentation, team members started working on the case immediately after they received the email containing details of the scenario. “We met almost every day for at least two hours from Thursday, when we received our case study, to Monday, when we presented,” says Grimaud.

The team prepared to present its solution by brainstorming, preparing the slide deck, and practicing what each team member would say.

During their preparation for the case competition, juniors and seniors on the team had the opportunity to share their expertise with soon-to-be BYU Marriott HRM students. “I appreciated seeing the more senior students mentor students who are getting ready to enter our program next year,” says **Ben Galvin**, associate professor of organizational behavior and human resources and SHRM club mentor.

Team members look forward to applying the lessons that they learned at the case competition to their future academic and career endeavors. “I feel that I have exposure now and insight into an HR path that I would like to pursue,” says Harker.

In addition to gaining valuable insights, team members felt a sense of accomplishment that they had won. “When second place was announced and our team hadn’t been called yet, I could hardly believe it,” says Garrett. “I looked around at all my team members, and the excitement was apparent on all our faces. We knew we had won.”

### International-Minded MBA Students Named Eccles Scholars



BYU Marriott’s Whitmore Global Management Center (GMC) recently recognized eleven MBA students as this year’s Eccles scholars and presented each student with \$9,000 for their interest in and commitment to a career in international business.

“With the Eccles scholarship program, we showcase that, in fact, ‘the world is our campus.’ These students will become leaders in a global business community, and their international trajectory as a group and as individuals is impressive by any measure,” says **Bruce Money**, GMC executive director. “The Eccles scholarship program, which blesses the lives of our students and the lives of those they come in contact with, is made possible by the ongoing generosity of the Eccles family, for which we are continually grateful.”

The 2020 Eccles scholars are **Jackson Aquino**, **Lillian Barton**, **Marcus Cortez**, **Jamie Cropper**, **Matt Drake**, **Matthew Goodson**, **Christopher Hansen**, **Jonathan Jarman**, **Taylor Nickel**, **Matt Sabey**, and **Spencer Stevens**.

Award winners were selected by a committee of faculty after a rigorous interview process that assessed the students’ academic performances and efforts in pursuing a career in global business.

The Eccles Scholar Award is made possible with funding from the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1958 to ensure that the philanthropic work of George and Dolores Eccles would continue beyond their lifetime. The foundation is dedicated to serving the people of Utah by supporting projects and programs, particularly in education and at colleges and university campuses across the state.

# Alumni News

## MANAGEMENT SOCIETY

### Finding Integrity in Personal Branding



Elder Marcus B. Nash and Elder Edward Dube (center) attended the Accra Ghana Chapter conference in November and presented on integrity in business.



Centered on the theme of personal branding, the Accra Ghana Chapter conference held on 30 November 2019 focused on helping young adults and professionals. “The goal was to have our young adult friends and other business professionals learn to present and position themselves in a way that brands them and matches them to the jobs and experience they seek,” says **Cyril Mensah**, Ghana chapter president.

Presenters at the conference spoke on both spiritual and professional branding and included Elder Marcus B. Nash and Elder Edward Dube, both general authority seventies of The Church of Jesus Christ of Latter-day Saints. Elder Nash taught that creating a strong brand requires integrity, truth, and agency. Elder Dube emphasized the importance of integrity and commitment. “To be able

to brand yourself effectively, one would need a culture of discipline,” Dube said. “One can do this by confronting your current realities.”

Overall, chapter leaders considered the conference to be successful, Mensah says. He is grateful for those who helped organize the event. About seventy people were in attendance. The conference is the first in a three-part series on branding and technology. The second and third parts will focus on branding through social media and using social media to create revenue.

### Leading the Way in Community Ethics

Leading and contributing to conversations about business ethics in the community is one of the top priorities of the many Brazil chapters of the BYU Management Society. That’s why the 2019 BYU MS National Conference, titled *Liderança Ética nas Organizações* (Ethical Leadership in Organizations), aimed to include both chapter members and community businesspeople.

“We had the objective of making BYU MS lead this important discussion, involving influential leaders and organizations, which was certainly fulfilled,” says **Sandro Alex Silva**, president of the BYU MS Brazil Board and regional director. “We organized the event along with the Brazilian Human Resources



Association and the J. Reuben Clark Law Society, with the support of the São Paulo government.”

The conference was held in two different locations: São Paulo, Brazil, on 19 November, and Fortaleza, Brazil, on 20 November. Presenters included **Brad Agle**, George W. Romney Endowed Professor at BYU Marriott; **David Hart**, associate professor of public service and ethics at BYU Marriott; Ricardo Leite, chairman of law firm Cerqueira Leite Advogados; Damaris Moura, elected official and president of the Parliamentary Front in Defense of Religious Freedom; **Mark Romney**, CEO of Romney Law; and other community business leaders.

Chapter leaders estimated that more than 450 people attended on both days combined, and they look forward to future conferences. “We intend to hold an annual event where BYU MS will lead the discussion again and present an award every year to a local business for ethical value,” Silva says. “This was an important beginning to achieve more aggressive goals on growing moral and ethical values in Brazilian organizations.”

## CLASS NOTES

### 1960



Right after graduating from BYU with a degree in business management in 1960, **Frank W. Jenkins** accepted a position as a data

center engineering supervisor at Alliant Techsystems. At the Virginia-based aerospace and defense company, Jenkins was responsible for all the drawings and specifications produced by the data center engineers. He enjoyed a successful career at Alliant, remaining at the company until he retired. Jenkins enjoys golf, pool, and fishing. He and his wife, Carole, have ten children and twenty-six grandchildren. They reside in Taylorsville, Utah, and often visit their 240-acre ranch in Wyoming.

1972



When **Bob Friel** moved to San Francisco after graduating from BYU in 1972, he quickly learned three things: life in a big city wasn't

for him, he wanted more out of his career than prestige, and it was more difficult in the Bay Area to find dates who shared his beliefs than in Utah. Though he had an excellent position with Del Monte Foods, Friel decided to return to the Beehive State, where he accepted a position with Zions Bank "until I could figure out what I really wanted to do with my life," he says. "I never regretted my decision to move back to Utah." Friel put his degree in business management to good use as he worked in banking for the next thirty-five years. He married Jane Henshaw, and the couple has four sons and twelve grandchildren. Now retired, Friel lives in Mapleton, Utah, and enjoys rifle reloading, hunting, shooting, and gardening.

1990



For **Shawna M. Rasmussen**, a career in accounting is practically perfect—with only one problem, she says: tax season clashes

with ski season. A 1990 accounting grad, Rasmussen began her career with Grant Thornton in Salt Lake City. She found that many people needed advanced accounting help, not just tax return preparation, to understand their companies' financial situations. To provide that help, Rasmussen formed Summit Financial Inc. in 1993 and later became a partner in her own business-consulting and tax-preparation firm, Clark Rasmussen Taylor CPAs. Outside of work, Rasmussen loves to be active. To date, she has finished two Ironman triathlons (in Florida and Barcelona), one LoToJa bicycle race (from Logan, Utah, to Jackson Hole, Wyoming), and one Rim2Rim2Rim run (crossing the Grand Canyon twice in two days). Rasmussen is on the board of Orem-based nonprofit International Language Programs and lives in Salt Lake with her husband, Ken. She has three daughters, all of whom attend or have attended BYU.

## A Career in the Alps

In September 2019, the Alps produced a plethora of mushrooms—more than **Greg Witt** has ever seen. You tend to notice things like that when you spend most of your summers hiking through the Swiss landscape.

To date, Witt has hiked in sixty different countries, but his longest journey began on his first tour in Switzerland, where he discovered his career path. Hiking to the base of the Matterhorn as a freshly graduated high school student, he was struck by the scene around him. "There's nothing like the Alps in terms of just scenic beauty," he says. "I saw my destiny there."

Determined to find a vocation involving the outdoors, Witt earned a bachelor's degree in comparative culture from the University of California, Irvine in 1976 before entering BYU Marriott for a master of organizational behavior. He had several pivotal experiences during his graduate education that helped him work toward his dream. "The real value of any university education is to help you find out what you love," he says. "It gives you some skills and can inform your direction."

In the program, Witt "learned the importance of hiring good people and building effective work teams," he says. "Those skills are all part of the foundation that enabled me to go out on my own and start my own company."

After graduating in 1978 and following a brief career in corporate human resource management, Witt founded Alpenwild, an active travel and tour company specializing in experiences in the Alps. The company has grown to include more than forty guides and has offices in Switzerland and Utah. Offerings include hiking, walking, trekking, and rail tours in and around the European Alps.

"Our expertise is in creating memorable, positive, life-changing experiences for people," says Witt. "We always say that we want our guests to return richer, stronger, and wiser. And that happens in the outdoors."

Alpenwild was a challenge to launch, Witt admits, but he's enjoyed the journey. "As an entrepreneur, you're really in the business of figuring things out," he notes. "That's been the fun part for me—coming upon problems and challenges for which there is no textbook solution."

In addition to being a guide, Witt has published several guidebooks to the outdoors. When a publisher approached him about writing a hiking guidebook for northern Utah, Witt authored *60 Hikes Within 60 Miles: Salt Lake City*. He went on to write about a dozen other books, including *Best Hikes in the Swiss Alps*, *Ultimate Adventures: A Rough Guide to Adventure Travel*, and *50 Best Short Hikes in Utah's National Parks*.

Witt and his wife, Celeste, have five children and four grandchildren and split their time between Martigny, Switzerland, and Woodland Hills, Utah. In a typical summer, Witt treks more than seven hundred miles and gains nearly one hundred thousand feet in elevation—equal to climbing Mount Everest nine times. He spends his free time writing, cross-country skiing, and being a "backyard lumberjack."

"People ask me if I ever get tired of being outdoors, but you know, I really don't," Witt says. "I can still be out hiking, sometimes by myself or with friends, and I'll stop and look out at the panorama of mountains around me and the glaciers, waterfalls, and other natural wonders. I just kind of shake my head and think, 'Wow, I'm doing this for a living.'"





Working in the technology industry often means having an ever-evolving career. Such has been the case for **Ann Shoaf Weber**,

who has successfully adapted her skills and her résumé to accommodate changes in both technology and her personal life. Weber was hired at Novell after earning a degree in information management in 1990. The experience she gained at Novell and while earning her certified network instructor license helped her establish

her own software consulting and teaching service in 1995. Since then, Weber has worked with a string of other companies, including Microsoft, TEKsystems, and Accelebrate; she switched from focusing on Novell software to Microsoft products when she observed Microsoft's growing popularity. She has published a book, *MCTS Self-Paced Training Kit (Exam 70-433): Microsoft SQL Server 2008 Database Development*, and developed a training course, *SQL Server 2012 Reporting Services*, for Microsoft. Weber volunteers with her local school's PTO and

districtwide music booster organization. She loves to travel with her husband, Ronald, outside of their permanent residence in Dublin, Ohio.

1991



Even with undergraduate degrees in electrical engineering and Japanese, **Scott Durrant** concluded that he needed more schooling to move forward with his career. Durrant returned to school for

## Becoming Gift Card Girlfriend



In the late 1980s, Usenet was still popular, the World Wide Web wasn't yet available to the public, and **Shelley Hunter** was in an information management class where she heard her professor say, "Five years out from your degree, you won't be doing anything you think you're going to be doing." The professor was likely referencing how technological advancements would transform the information management industry. But in Hunter's case, the shift would come later and from a different source.

Ever since her father had brought home a personal computer that stretched across their family's six-foot table, Hunter had been enthralled by computers. She tried studying computer science at BYU before her love for business led her to switch to the information management program at BYU Marriott, where she could take courses on marketing and finance while learning to program. Hunter graduated in 1990 and worked at Bank of America and then Chevron, just as she had planned.

The next part of her plan was to continue working as she raised her family, but after giving birth to a daughter, things changed abruptly. "My priorities completely shifted in basically a weekend," she says. "I didn't care about being on a career ladder for the time being." So Hunter worked remotely at Chevron until her second child was born, and then she began pursuing less-demanding career opportunities. After working as a writer, entrepreneur, and designer, Hunter finally found her niche. And as her professor predicted, it wasn't anything she'd ever imagined doing.

"I realized the thing that I really like, not unlike what I did with computers, is solving problems," she explains. "What's the problem you're faced with? I can come up with a solution for that."

One problem she found is that she loved giving gift cards as presents but disliked how gift cards can be seen as less personal than other gifts. None of her ideas—including pairing cards with card holders, candy, or flowers—seemed to fix the problem. A breakthrough came when Hunter realized that the most important aspect of giving gift cards is the "philosophy of picking the right gift card and packaging it, delivering it, and sometimes using the right words," she says. "It's seeing it as a gift and treating it that way."

Hunter used her consumer experience and launched Gift Card Girlfriend in 2009. From Gift Card Girlfriend's online and social media presence, Hunter shared tips on topics such as selecting the perfect gift cards, avoiding gift card fraud, and finding a use for unwanted gift cards. Her site slowly gained a following until it was acquired by and moved to GiftCards.com, where Hunter continues to publish her gift-card insights as Gift Card Girlfriend. "I relish the role of being the consumer guide to gift cards, where I can help people navigate this new financial instrument and way of giving," Hunter says.

Surprisingly to Hunter, her many previous side gigs had a direct impact on her ability to develop the Gift Card Girlfriend brand and then be part of a growing company. "It was clear that I had been laying the foundation all along," she says.

Throughout her journey, Hunter prioritized her three children above all else as she worked diligently from home. She and her children recently moved from the San Francisco Bay area to Idaho, where Hunter enjoys living near family. She never planned on living in the Gem State and its colder-than-California weather. "People laughed when I bought a snow blower the first time it snowed," she remembers. "I know we are where we belong."

his MBA to help him better understand the principles of business. He graduated in 1991 and spent twenty-five years at Intel, where he helped create content for Intel's first public website during the early years of the internet. He worked for two years as a senior product manager at Oregon-based information services company NAVEX Global. Then in 2018 Durrant filled a similar role over security operations products at McAfee, a security-technology company. From their home in Hillsboro, Oregon, Durrant and his wife, Kathleen, raised their four children, all of whom are current or former BYU students. Durrant holds a pilot's license and three patents on computer-related technologies. He also volunteers with the Red Cross and his local emergency response team and likes to bike, kayak, hike, and read.

## 1994



In 2017, Hurricane Harvey hit Baytown, Texas, where **Rick Davis** had been city manager for just over two years. Baytown,

located on the Gulf Coast near Houston, was at the storm's epicenter for three days and received almost five feet of water. Davis led governmental efforts to help the city endure through and recover from the hurricane. Baytown was functioning normally again in only three months. A realization of his lifelong desire to serve others, Davis's career in government began with a performance auditor position in the Arizona auditor general's office. Prior to his appointment in Baytown, the 1994 MPA grad had previously managed West Point City and West Jordan, Utah, and Fountain Hills, Arizona. His current responsibilities include supervising all city departments and the safe, efficient delivery of municipal services. Davis and his wife, Aimee, have three children. Davis is a five-string banjo player and has performed with the acoustic music group Fire on the Mountain since 1984.

## 2001

**Lexie Ann Thacker Borg** graduated from BYU Marriott, earning a bachelors in management with an emphasis



in organizational behavior in 2001. Soon after graduation, she started working as an onsite HR generalist at PeopleWise, a background-checking service. One highlight she experienced during her time there was creating an employee wellness plan that motivated employees to make healthier choices. During the 2002 Winter Olympics in Salt Lake, Borg participated in critical screenings for vendors amid serious security concerns following the September 11 attacks on the twin towers. She has carried on her dream of helping people and creating health awareness in her own family while raising five children. Borg volunteers in local schools, producing school musicals and serving as a classroom aide. She also advocates for increased social-media and technology awareness among children. She and her husband, Todd, live in Colorado Springs, Colorado, and enjoy hiking, photography, and traveling with family.

## 2002



In her professional life, 2002 business management alum **Kimberly Nye Hudson** is all about efficiency. Following her graduation from BYU Marriott, Hudson took a position with Albertson's retirement-programs department, where she assisted with implementing a new payroll system. The experience of improving a technological process helped her find a job in 2005 with Boise State University, where she managed a project to implement online grading. Hudson oversaw the phasing out of a slow, inefficient grading process and developed a smoother, more accurate method. Finding her new responsibilities incredibly rewarding, Hudson has continued to manage technology-related projects. She has worked part-time in recent years in order to spend time with her three children and her husband, Matt. Hudson enjoys reading, gardening, canning, spending time in nature, and serving others. In 2010 she was named Young Volunteer of the Year by the Boise

Young Professionals, and in 2011 she was named one of the *Idaho Business Review* Women of the Year.

## 2003



**Jared Andersen** started working at Microsoft immediately after receiving a bachelor's degree in business management and an MISM in 2003. He has since established a reputation for making cutting-edge technology more approachable. Growing up in Hong Kong and knowing Chinese made it easier for Andersen to move to Beijing in 2012, where he helped Microsoft launch its Office 365 and Azure cloud services in China. Andersen later transitioned to hardware, focusing on growing the Surface and HoloLens businesses in China. In 2015, Andersen spent a year as Microsoft CEO Satya Nadella's speechwriter, supporting him in public engagements and shareholder meetings. In his spare time, Andersen enjoys hiking the Great Wall when visiting China, writing, and building scale warship models. He currently lives in Bellevue, Washington, with his wife, Jennifer, and their two children.

## 2005



Earning two Telly Awards, visiting mines in Norway, and holding a World Series trophy are unexpected experiences **Scott Edwards** has had as a result of his education and career. After not receiving an offer for an internship interview with Hewlett-Packard, the 2005 MBA grad delivered his sixty-second pitch to the recruiter anyway. It worked. Edwards was given an interview, an internship, and later a full-time job. After eight years at HP, Edwards landed various marketing roles at several tech companies before accepting his current position as senior director of product marketing at Cisco. Edwards leads a team spread among England, Norway, and the United States. Despite the variety of opportunities he has had in his career, Edwards's most cherished experiences are those he's had with his

wife, Natalie, and their five children. He lives in Heber City, Utah, where he also acts in local films and productions.

## 2006



As the data management and planning officer at BYU-Pathway Worldwide, **Brad Hales** ensures all employees and depart-

ments have the data they need to make critical decisions; he also forecasts enrollment trends to determine future demands and impact on the global organization. In 2018, after working remotely with the Pathway Worldwide program for a year, he transitioned to his current full-time position from BYU-Idaho, where he had been the strategic enrollment manager. After earning an MPA in 2006, Hales worked at BYU Marriott's Ballard Center, where he loved teaching students how to become more involved with social innovation. He later heard about the Pathway program and was fascinated with the idea of offering affordable education to people around the world, so he decided to join the organization. Hales and his wife, Rachel, have five children. The couple live in Centerville, Utah, and enjoy outdoor activities and serving in the community with their children.

## 2008



When she graduated with her MPA in 2008, **Sarah Hall** was well-versed in nonprofit work. Because Hall had already volunteered

and worked in Botswana, South Africa, and Thailand, she was able to easily work in Ghana, Kenya, Tanzania, Mexico, and the United States with various organizations in the years following graduation. However, when the 2008 recession was in full force, Hall found it difficult to continue with the work she loved and remain financially stable. Deciding to diversify her résumé, Hall earned a PhD in global health from Arizona State University in 2015. She is now an assistant professor at Utah Valley University, where she teaches courses on several subjects, including health theory, ethics, and diversity. Hall is happy her career pivoted to academia,

because she loves teaching and is still able to partner and volunteer with nonprofits. Residing in Lehi, Utah, Hall enjoys participating in aerial arts and acroyoga, playing the flute and guitar, dancing, hiking, singing, and traveling.

## 2013



When he realized he wanted to ask his girlfriend to marry him but had no idea what to look for when purchasing a ring, rec-

reation management grad **Taylor Frank** came up with a creative solution: he got a job at a jewelry store. Frank figured he could learn more about jewelry, earn money for a ring, and perhaps even get a discount—all at the same time. And while what he learned at Kay Jewelers did ultimately help him propose to his now wife, Amberly, Frank found that the skills he was learning in his classes—including leadership, hospitality, and service—could be applied to his work in the jewelry industry. Frank graduated from BYU Marriott in 2013 and took a job with Tiffany & Co, where he oversaw two locations and led his stores to all-time annual sales levels. He is currently managing director at Eiseman Jewels in Dallas, Texas, overseeing all aspects of the company including finances and team performance. Frank recently enrolled in the MBA program at Southern Methodist University, and in his spare time, he enjoys sports and spending time with wife and four children.



When **Jake Lundin** started at BYU Marriott, he intended to follow in his father's footsteps and study market-

ing, but he quickly discovered a passion for strategy. While a student, he had internships with a Chinese lending company and a software company in Lindon, Utah. In 2013, Lundin graduated with a BS in management with an emphasis in strategy and took a job at Houston-based Accenture Strategy as a management consultant. Three years later, Lundin landed a job at Vizient, a healthcare consulting company. He relocated to Dallas with his wife,

Brianna, and their young daughter. At Vizient, Lundin was quickly promoted to corporate strategy and implementation director. In that position he works with senior leadership and the CEO to develop the company's five-year strategy. Lundin recently completed his first marathon and is an avid BYU Cougars fan.

## 2014



When opportunity knocked, **Matt Evans** opened the door. At his first job out of college, Evans was asked to attend a Salesforce

conference in place of an employee who'd just quit, and there he discovered a passion for cloud technology and enterprise software. He utilized Salesforce software in his next few positions with the *Chicago Tribune* and Extra Space Storage before starting his own software implementation company, Revadon. Evans finally took a position with Salesforce in 2011, serving as manager of customer success and enterprise strategy. He was promoted to senior director of digital transformation in February 2018 and now enables enterprise executives to navigate the complexities of transformational change. Evans also launched a new Salesforce product currently valued at more than \$80 million. In 2015, Evans founded Outlook Gives, a nonprofit organization that funds personal development programs for people of limited means. Now located in Spanish Fork, Utah, the 2014 EMBA grad enjoys hiking; spending time with his wife, Valerie, and their five children; and coaching boys basketball.



**Justin Reese Hales** has a long résumé for a career of relatively few years. After serving as president of the BYU Investment

Banking Club and graduating with a finance degree in 2014, Hales worked as an analyst at Credit Suisse, an associate at BDT Capital Partners, and an investor at Brookfield Asset Management. While he worked, he maintained a strong network; he currently holds a leadership position in the BYU Management Society's Chicago Chapter. Even with all

# Empowering Families Like Hers



Discovering your career niche can be difficult, but for **Hannah Richards Michaelsen**, her role found her. After her family began receiving much-needed support from a nonprofit organization, Michaelsen joined the organization and began to provide that same service to others.

After graduating from BYU Marriott in 2000 with an MPA, having already earned her BA in political science, Michaelsen and her husband, **Matthew** (a BYU Marriott grad in information systems management), moved to the San Francisco Bay area to be closer to family. Michaelsen worked for two years as an administrative analyst at the Oakland Public Library before giving birth to a son and fulfilling her desire to become a stay-at-home parent.

"It had been my plan to retire or quit when we started our family," she says, "but my goal was also to work in local government or nonprofit, and that was what I was able to do for two years."

Two and a half years later, Michaelsen's son was diagnosed with autism. "All of a sudden, you're thrown into a system with brand-new lingo and things you've got to learn," she remembers. Despite the novelty of the circumstances, Michaelsen says she was able to navigate through it all in part because of her education. "I felt like my MPA degree helped me to interact and advocate for my son with service providers and agencies that serve kids with special needs."

The family began working with Care Parent Network, a resource center in the Bay area offering support, trainings, and other social services. Michaelsen found herself building a network among other parents of children with special needs and wanting to help make a difference herself. In June 2019, after raising her children full-time for sixteen years, Michaelsen was appointed the program director of Care Parent Network.

"It's been a big adjustment to return to work full-time, but luckily I do have some flexibility," she says. "I definitely feel like this is where I'm supposed to be."

As program director, Michaelsen oversees a completely grant-funded nonprofit budget, supervises a staff made up of other parent-professionals, builds a network within the community, and raises funds for ongoing operations. She values working with and serving parents and families in situations similar to hers.

"What my agency does makes a difference for families, and I know that firsthand," she says. "It's enjoyable to pay forward the support that was offered to me and impact families and help them feel more competent and empowered."

When not spending her free time with her family, Michaelsen enjoys attending a hula dance class. She feels that the class fulfills her desire for more creativity in her life. Michaelsen also stays involved in her children's schools through the PTA and other volunteer opportunities.

Michaelsen says her education empowers her to make significant contributions outside of work. "I'm a firm believer that degrees open doors," she says. "There are ways you can use your degree—whether it's in church or serving in your school or other ways in your community—even if you're not getting paid for it."

those accomplishments, Hales considers marrying his wife, Camille, to be his greatest achievement. The couple lives in Chicago, where during his free time Hales enjoys golfing, traveling, eating at new restaurants, and watching BYU sports. As a member of the first class of

BYU finance majors, Hales believes he has a unique perspective of the influence BYU finance alumni have on the national stage: he has seen their influence permeate the business world, he says, and looks forward to seeing that influence continue to grow.

## 2016

**Aaron Bean** knows the importance of keeping up connections. When the 2015 BYU Marriott Macc grad's short stint in public accounting helped him realize the field wasn't the right fit for him, Bean reached out to former



classmates in search of new opportunities. His networking paid off: one acquaintance passed Bean's résumé on to a manager at Intel Corporation, a multinational technology company. He worked as an accounting specialist at Intel, where he had various reporting responsibilities as part of the mergers and acquisitions (M&A) group, which includes ownership of M&A-related footnote disclosures. He also assisted with integration of acquired businesses. It was another networking connection that led Bean to find his current position with Oregon-based HawkSoft, an insurance agency

management system. A licensed CPA, Bean lives in the Portland, Oregon, area with his wife, Heather, and their three children. He enjoys staying involved with his community through volunteering with Habitat for Humanity and the Oregon Food Bank.

## 2016



After graduating from BYU Marriott in 2016, **Tauni Gassman** took a position as an executive assistant and events coordinator at BlenderBottle, a shaker-bottle production company in Lehi, Utah. Her degree in recreation management with

an emphasis in experience management helped her plan and oversee company events and manage the schedules of the company's executive team. Gassman then changed course after giving birth to a baby girl. She now works part-time as the social media manager and project manager at Same Day Translations, a translation company based in Pleasant Grove, Utah. Her responsibilities include developing social media content, building brand awareness through strategic planning, and writing original copy for the company blog. Gassman enjoys the opportunity to continue working while spending an increased amount of time with her husband, Jeff, and their two daughters at their home in Orem.

## Like a Lightning Strike

Almost every May, between four hundred and seven hundred people attend a Norwegian Constitution Day celebration at the International Peace Gardens in Salt Lake City and enjoy traditional Norwegian *lefse* flatbread and Solo orange soda. For more than a decade, the chair of the event's committee has been 1995 business management grad **Steve Affleck**, who doesn't have even a bit of Norwegian ancestry.

Affleck has, however, come to know the Nordic country well. His brother served a mission for The Church of Jesus Christ of Latter-day Saints in nearby Sweden, and Affleck's parents and brother returned home from touring Sweden and Norway with photographs that included a young, beautiful Norwegian woman. They encouraged Affleck to get in touch. "I was like, 'Mom, that's never going to happen,'" Affleck says. "She's five thousand miles away." But after the woman, Catharina Karlsson, and her family visited Utah, "it was like a lightning strike for both of us," Affleck says. The pair were married less than a year later while Affleck was studying at BYU.

Now Affleck volunteers significant amounts of time each year to help keep Utah's Norwegian community united. In addition to overseeing most of the event's logistics, he also arranges for various guest speakers, including World War II veterans and a representative from the Norwegian consulate. "It's not that long, but it's super fun," Affleck says of the celebration. "It takes all of these people who love Norway and all of these people from Norway and connects them."

Before becoming familiar with the Land of the Midnight Sun, Affleck chose to pursue a degree in business management because of his interest in marketing. He was sure that he never wanted a career in sales. "I'd tried it as a kid and swore I'd never do it as a profession," he explains, referencing the door-to-door sales his dad once had him do to gain experience and earn a little money. But when Affleck took a proposal-writing job after graduating from BYU Marriott, the sales representative position over him became available, and he was asked to step in.

"They were looking for someone who could cover the gap until they found a new sales rep," Affleck explains. "It wasn't until I was doing it for a little

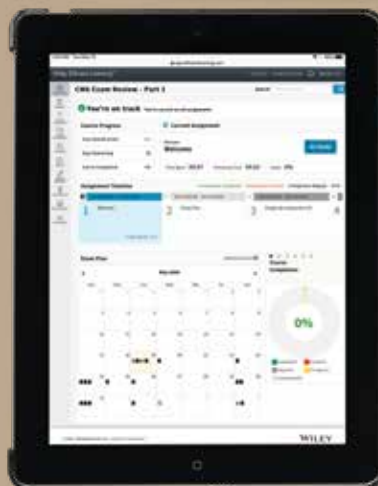
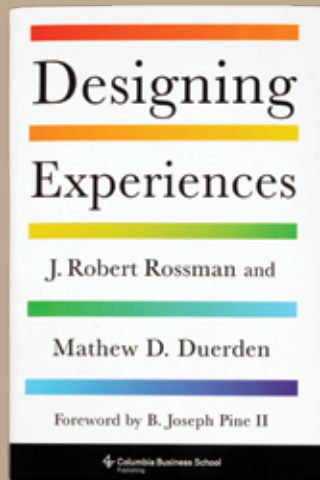


while that I realized, oh, you know what? I kind of like doing this." Affleck has been involved with sales ever since, working at companies such as Omniture, Adobe, and Proofpoint.

Affleck is currently the vice president of sales at Workfront, a position he has held since 2016. He came to the company seeking a particular culture—one that was client facing and selfless, similar to his experience at Omniture. "When I came to Workfront, I felt that same draw, that same excitement to do something great," he says. "Working with any department at Workfront, you see that everyone just wants to do what's right for the customer."

Now residing in Sandy, Utah, Affleck has six children and has completed the LoToJa bike race (a 206-mile ride from Logan, Utah, to Jackson, Wyoming) three times. He still enjoys his work as much as ever, including how he felt on day one: "I was like, okay, this is almost like coming home," he says. "I just knew that I belonged here."





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