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Bright in the Business World P 16

MARRIOTT

ALUMNI MAGAZINE



WINTER 2018





MARRIOTT

ALUMNI MAGAZINE

ISSUE Winter 2018

marriottschool.byu.edu

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MARRIOTT ALUMNI MAGAZINE IS PUBLISHED BY BYU MARRIOTT SCHOOL OF BUSINESS AT BRIGHAM YOUNG UNIVERSITY, PROVO, UTAH. THE VIEWS EXPRESSED IN MARRIOTT ALUMNI MAGAZINE ARE NOT NECESSARILY ENDORSED BY BYU OR THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS.

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My Halloween plans are homework. That's all I have going for me right now. • Loner forever—that makes sense. • I'm going to be such a nerd with my ant emojis. • Like you might jump once or twice, but it's not actually scary. • I like your keyboard. • Here's my skill set—does it work for you? No? Okay. • Flower me, bro. • I still had to ride the elevator with those people! • Okay, now back to the finance part. • The quarterback is LDS! • The junior core is actually really fun! • I don't really understand the concepts, so why study more? • Crazy lies! Crazy lies! • It's a career class—it's not important. • The scene starts out funny, and it gets way intense! • You've never seen *Pulp Fiction*? Samuel L. Jackson is wonderful! It's so good! • I knew it was Wednesday, but it felt like Thursday! • I just always feel like Taco Bell. • Who would you rather date—me or her? • It's the intensity from spring to summer to winter. • You said that you're proficient in softwares?! • I remember he was econ—he has big brains! • The TAs are getting lazy! • They made me wait overnight, and then took me to the doctor the next day. • You can commit fraud intentionally—why didn't you tell us? • I didn't crash the car—it went over a rock! • You're rockin' the sandals—and that's a plus! • Only 12.5 percent of girls in the Ballard Center are eligible to date. • Just get a ton of knowledge without mastering anything! • You just hit my hipbone! • I always feel bad because of his accent! • I'm going to go run up and down the stairs because I'm falling asleep! • Are you going to propose? Is that a stupid question? • I stopped after two kisses! • Spain was in my top 5—but then I got called somewhere else. • I didn't have anything embarrassing to say, but I felt so bad for my sister! • You're amazing and I want to talk to you, but I don't know how to be your friend. • I want to buy a season pass, but I got to invest in the stock market. • That Instagram mom—so awesome! • You're staying in accounting? I guess. • I took a bath last night—with dish soap. • I saw him at lunch, I saw him at the Wilk. • I have three closets—used to be four! • Hey, Squidward! • I only go to that class because there's always only like four or five people in it. • That just tanked my grade! • Look straight! Look straight! Then slowly look up! • I'll get her a Christmas tree to soften the blow. • Would you really actually say that to your mom? • Okay, so who's down to ditch class?

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IN THE
TANNER



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We know joy is meant to be part of this life, but that doesn't mean we won't have trials and challenges. Learning to be positive and upbeat during difficulties is a critical part of finding joy and happiness.

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EMPOWER UP

A rewarding part of Deborah VanLeeuwen's life has come from her ability to step outside of her comfort zone to learn about other people and their struggles—and provide support and service.

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RISING STARS, FALLING STARS

Becoming a business star requires extreme discipline, hard work, and (sometimes) a bit of luck. But like the stars that shine on a clear night, not all business stars are exactly what they appear to be. In fact, two star watchers at BYU have uncovered a bit of cosmic truth that may change the way recruiters and head-hunters view stars forever.

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Cover illustration by Red Nose Studio





CHOOSING

By Jan Saumweber
Illustrations by Michele Marconi

How many times this semester have you been asked, “What are your plans after you graduate?” Dozens? Thousands? Most of you likely have a plan for your life.

When I was in my early twenties, the plan my husband and I had made for our life changed in an instant when a Mayo Clinic doctor spoke a single sentence to my husband, Les: “You cannot work full-time and treat this disease.”

Wait a minute—we had a plan! I had planned to raise our future children full-time. I’d also planned to do humanitarian work part-time because I had a nagging desire to do something that mattered in the world. Les had planned and prepared for a career in medicine.

In fact, as we sat in the doctor’s office that day, we had just finished two tough years apart. Les attended school in Ohio while I lived in Chicago, working full-time during the

day, finishing school in the evening, and helping my mom, who was dying of cancer. We made the choice to spend those two years apart because it seemed worth it to set up life as we had planned it.

Now, with the doctor’s words ringing in our ears, it was clear that I would need to be the one to support our family. It was a jarring blow. We would both have to adjust our expectations to this new reality.

While I lost my dream of being a full-time mom, Les had to cope both with not being able to do what he loved and had trained to do and also with not being able to support his family in a culture where that is expected. For more than a decade, Les dealt with significant disabilities, including being able to be on his feet for only about an hour a day and needing a cane to get around.

Thus began our journey of learning to rely on the Lord. We were new converts to the Church at that time, and we were learning that God's plan for us was different from our plan.

Fast-forward thirty years, and I can now say that many blessings came from this new reality, including the following: (1) As a result of the unplanned role reversal, Les is exceptionally close to our children, because he was the one who packed their lunches, welcomed them home from school, and drove them to many of their activities; (2) I have the blessing of a career that has led me to my current role. For the past four years, my team of about two hundred employees and I have been working to improve the well-being, safety, and dignity of millions of factory and farm workers around the world, many of whom are living in the most difficult of circumstances. It's the humanitarian work that I wanted to do—on steroids. And I actually get paid to do it.

We have been taught that “men are, that they might have joy” (2 Nephi 2:25). That doesn't mean that there won't be trials and challenges. In fact, I think that learning to be positive and upbeat during our difficulties is a critical part of a path to happiness.

To instill in our kids this value of positivity, we had a tradition. Each night at dinner, we asked them to share three good things that happened that day. They could also share the bad things, but they had to find the positive too.

We also had one other joyful rule: to earn their allowance, the kids had to do their chores—cheerfully. My philosophy is that if you have to do it anyway, you might as well do it with a smile. There are plenty of things you will have to do in life that you wouldn't choose to do, but you can learn to choose joy.

Over the years, I have discovered several tips that have helped me choose joy. I'd like to share five things I have learned along the way. By the way, I'm still learning!

1. KNOW WHO YOU ARE

I started working with a new team several years ago. At one of our first meetings, we were each asked to share one or two things that defined us. People shared titles they had earned—their level of education, for example—that they were proud of. One said that being a marine defined him. By the time it was my turn, only one other person had referenced faith.

That surprised me. As I reflected on the question, I knew that my family and my faith defined me. I could lose everything—my job (it's what I do, not who I am), my home, my savings, my belongings (only things), even my friends (who greatly enrich my life)—but as long as I had my family and faith, I could rebuild a joyful life.

Knowing who you are and what truly matters in your life is enormously helpful in putting problems into context. We understand that we are part of an eternal plan, and that understanding provides a different perspective. Because of that knowledge, during difficult or challenging times, we can step back and not have to react in the moment.

Over the years, I've often been asked how I remain calm when things are in crisis mode at work. The answer is simple: my identity is rooted in being a daughter of God and in trying to be a great wife, mother, and sister. My sense of identity and worth are not tied to how a meeting or a presentation or a day at work goes. People who define themselves by worldly success have a harder time taking career ups and downs in stride.

2. COUNT YOUR BLESSINGS

Find gratitude not just on the good days but on the bad days too. It's easy to be grateful when everything is going well. Who are you when things blow up? How hard is it to be grateful then?

When Les and I were living in Chicago, we decided to spend a long weekend waterskiing in Houston. Our son was nine years old, and our daughter was one. I had to spend a couple days in Los Angeles for work, so Les and the two kids flew down to Houston, where I was going to meet them when I was done.

Now keep in mind that this was twenty years ago, before cell phones. If you weren't talking on a landline, you were not communicating. I got to my hotel that night and called their hotel in Houston to check in. Joe, my nine-year-old, answered the phone.



*“Find gratitude not just on the good days but on the bad days too.
It’s easy to be grateful when everything is going well.
Who are you when things blow up? How hard is it to be grateful then?”*

“How are you doing?” I asked.

“I’m doing well,” replied Joe.

“What are you up to?”

“Jackie and I are watching cartoons.”

“Where’s Dad?”

“He’s in the hospital.”

I was kind of surprised that hadn’t come up earlier in the conversation! “Why is he in the hospital?”

“Oh, he has a really bad kidney stone.”

“What hospital is he in?”

“I don’t know. He called a cab and had to leave.”

Oh, this was just getting better and better! I was in Los Angeles, my children were alone in a Houston hotel, and my husband was in a Houston hospital. By the way, there are twenty-four hospitals in Houston proper.

I thought, *Let’s start addressing what we can.* “Have you had dinner yet?” I asked.

“Oh, no. I looked at the room service menu, and a hamburger is eight dollars!”

“This isn’t the time to worry about that. Call room service, and order what you want. I’ll call the front desk and make sure that you can sign the room service bill. I’ll also get a mini refrigerator and some milk for Jackie. Do you feel like you can get her to bed okay?” As I was talking to Joe, I was flipping through my flight guide finding the next flight to Houston.

“Yeah, we’ll be okay.”

“I’ll be there before you wake up,” I promised him. Then I hung up and went into action.

I took a cab to the LA airport to talk myself onto a flight I didn’t have a ticket for. On the way—with everything out of control—I found myself being grateful. I was so grateful I was in a city that had an overnight flight to Houston. How many cities have that? If I’d been in Fargo, there would be no way to be

in Houston before my kids woke up. I was enormously grateful that we knew people in Houston whom I could call from the airport and ask to find out which hospital Les was in while I was in flight.

Even during our biggest trials, we can find things to be grateful for. Count those blessings.

3. BE A SOURCE OF POSITIVE ENERGY

Avoid cynicism. Negativity sucks the energy out of a room, out of relationships, and out of life. An attitude of optimism can help you overcome issues and lead others.

People are drawn to optimists. My favorite quote of all time is attributed to St. Francis of Assisi and states, “All the darkness in the world cannot extinguish the light of a single candle.”

Be that candle.

4. LOVE PEOPLE MORE THAN THINGS

Develop and nurture real friendships. In this time when people often measure friends, likes, and followers by clicks on a social media page, invest in authentic friendships. Show up when your friends need you. Sending texts or emojis does little for someone who needs an actual hug or to be listened to and understood.

Decades ago, when my mom was in her last days, I didn’t want to leave her side. No texted words or symbols—had they existed—could have comforted or strengthened me as I watched my mother die. But a friend showed up at the hospital and sent me home to shower and rest, promising that she would not leave my mom’s side until I got back. Thirty years later, I remember that act of authentic friendship.

5. BRING JOY TO THE WORKPLACE

As BYU Marriott graduates entering the workplace and going forth to serve, how do you cultivate joy at work? BYU can be competitive, and so can many workplaces. You may find that getting ahead at someone else’s expense is a common approach. I’ve found success by following a different philosophy.

Rather than seeing someone else’s accomplishment as something to compete with or gloss over, try shining a light on the successes of others. Share their victories. Celebrate them. It’s been enormously satisfying to see this approach become part of how my group operates. Members of my team send me notes or stop in to be sure I know of an accomplishment of one of their peers or someone else in the department. Such an environment breeds trust. It creates a team that the best people want to be on. It’s amazing what you can accomplish when you don’t care who gets credit.

Many of you have a plan for your future mapped out in your mind. However, there may be times when things just don’t follow that plan. Fortunately, while you can’t always control life, you can control how you respond to life. My experience has taught me that we can all adapt—and thrive—when we decide ahead of time to choose joy. So my advice for you and others traveling life’s pathways is not to just endure to the end but to choose to enjoy to the end. **M**

About the Speaker

Jan Saumweber is a senior vice president of responsible sourcing at Walmart and a former senior vice president of the Sara Lee Corporation. Saumweber is also a NAC member. This text is adapted from her convocation remarks given 17 August 2017.

BY KASEE BAILEY

by the NUMBERS

A Taxing Season

As Benjamin Franklin aptly noted, “In this world nothing is certain but death and taxes.” Might we add another inevitability—namely, the dread that for many accompanies the tax season? With Tax Day looming—April 17 this year—it’s time to break out the calculator and make sure your finances are in order.



700,000

THE ESTIMATED NUMBER OF TAXPAYER ACCOUNTS WITH PERSONAL INFORMATION ACCESSED DURING A 2015 SECURITY BREACH ON THE IRS.

Keeping an eye out for strange activity surrounding your tax returns—such as requests for your credit or debit card numbers over the phone, sometimes accompanied by threats of involving law enforcement for noncompliance—can help you avoid scams. The IRS will send you a bill in the mail if you owe any taxes, and it will allow you to appeal the amount. To combat possible security threats, the IRS has implemented new safeguards, including strengthened authentications, extended theft protections, enhanced password requirements, and the ability to flag suspicious activity.

Source: USA Today, IRS.gov

YOUR CHANCES OF BEING AUDITED BY THE IRS.

0.8%

If you live in the White House, the probability of an audit is 100 percent, but for most Americans the odds are slim. Those odds increase when you report either no income or an income of more than \$10 million, file a large estate tax return, file internationally, or report unusual or unrealistic itemized deductions.

Source: Kiplinger, Time





8

THE AVERAGE NUMBER OF HOURS EACH AMERICAN SPENDS FILING AN INDIVIDUAL TAX RETURN.

It's about the same number of hours recommended for a good night's sleep, and we're guessing the stress of filing could be making you more restless. To make the process more painless, stay organized by keeping important documents in one place or using an app such as IRS2Go or Ask a CPA.

Source: Tax Foundation

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HOW MANY TIMES MORE LIKELY YOU ARE TO MAKE A MISTAKE IF YOU FILE YOUR TAXES ON PAPER RATHER THAN ONLINE.

You might want to tell your family and friends that filing their taxes the old-fashioned way might not be the most accurate method. Fortunately, most Americans already got the memo: 91 percent now file online, where a host of commercial services can help simplify and quicken the process. Plus, if your adjusted gross income is less than \$66,000, you can use the IRS's free online filing tool.

Source: EFile, IRS



1,400

THE APPROXIMATE NUMBER OF HOURS BYU STUDENTS SPENT HELPING FILE TAX RETURNS AT THE SCHOOL'S VITA SITE IN 2017.

Each year, Marriott School students make up the majority of the site's IRS-certified volunteers who donate their time and skills to the Volunteer Income Tax Assistance (VITA) program, which offers free tax preparation help to individuals in need. For the 2016 tax year, 121 volunteers completed 2,578 federal and state tax returns.

Source: BYU VITA Lab

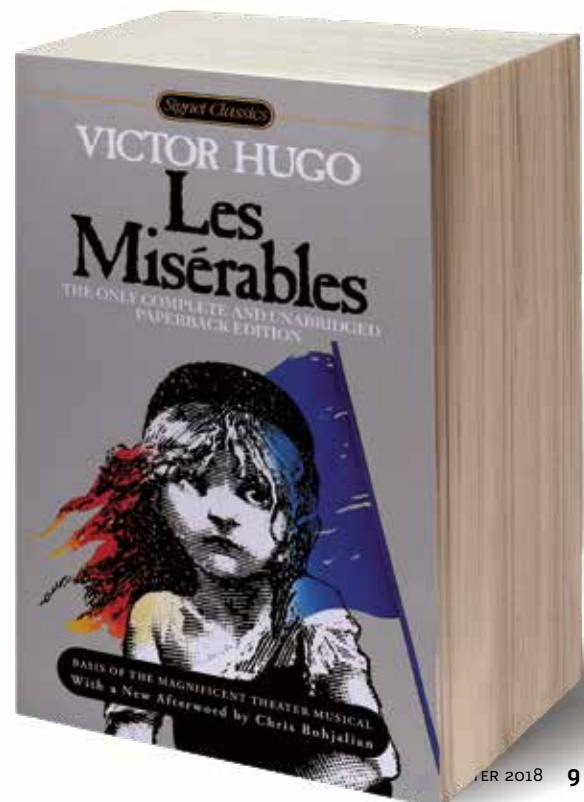


7,655,000

THE NUMBER OF WORDS IN THE FEDERAL TAX REGULATIONS.

That's not including the newly passed federal internal revenue code or the extensive tax-related case law that is often crucial to understanding the tax code. As of 2016, the total word count was more than 10 million. Can't wrap your head around that number? Consider reading every word of Victor Hugo's novel *Les Misérables* eighteen times!


Source: Tax Foundation



LEADING
ALUMNI

Deborah VanLeeuwen
BS BUSINESS, 1976



A woman with curly hair is seen in profile, looking at a laptop screen. The background is a blurred library with bookshelves filled with books and framed photos. The word "EMPOWER" is written in a large, white, sans-serif font, with the "UP" part of the word being significantly larger and filled with a beige floral pattern. The letters "E", "M", "P", "O", "W", and "E" are smaller and white. The "R" is also white and smaller. The "U" and "P" are large and filled with a beige floral pattern, with white outlines and multiple parallel lines around them.

EMPOWER UP

Making use of her well-honed business chops, this 1976 BYU Marriott grad has spent retirement focused on improving her community—one creative solution at a time.

BY MEGAN HENDRICKSON
PHOTOS BY BRADLEY SLADE



eborah VanLeeuwen didn't know what to expect when a coworker quietly entered her office and shut the door. The ensuing conversation was one of the most difficult that she had ever been involved in.

Her colleague had been the victim of sexual harassment in the workplace.

As the HR manager of a midsize food manufacturing company, VanLeeuwen knew exactly how the incident needed to be handled. Hesitation would be unforgivable, and weighing the power of the parties involved would be irrelevant. The serious allegations deserved to be fully investigated, and, most important, the victim had the right to be heard.

VanLeeuwen sprang into action, meticulously managing interviews, disciplinary action, and documentation. At the end of it all, VanLeeuwen received a thank-you note that she remembers to this day. It began, "You are the first one who believed me."

"That's the way it's supposed to work," VanLeeuwen says.

While the incident occurred many years before the current #MeToo movement, it perfectly captures VanLeeuwen's passion for and lifelong commitment to solving problems and serving others—a passion that empowers her to make a difference.

"When I see something that is out of order, something that needs addressing, something that's not right, I jump in and start problem-solving," says the business management grad. "That's just my personality."

In fact, after retiring in 2006, VanLeeuwen dedicated herself to full-time philanthropy, working with the Wasatch Community Foundation to fund scholarships for high school students in Utah's Wasatch County. Recently, the human resources pro added another major project to her to-do list: raising more than \$250,000 to build Transitions Chalet, a resource center and interim housing solution for women and children in the Heber Valley.

When asked why she has spent more than a decade focused solely on service, her answer comes quickly. "A very rewarding part of my life has been to step outside of my little comfort zone to learn about other people and their struggles," VanLeeuwen says.

It's a skill she learned close to home.

UP IN THE AIR

The second of three children, VanLeeuwen spent her early years in Encino, a Los Angeles neighborhood in California's sunny San Fernando Valley. Her father, Herbert Goodrich, who'd earned his wings flying a Jolly Rogers bomber in World War II, transitioned to civilian life as a United Airlines pilot. VanLeeuwen's mother, Hilda, also had an aviation background. After serving in the Coast Guard during the war, Hilda worked as a Trans World Airlines flight attendant before getting married and becoming a stay-at-home mom.

Devout Protestants, VanLeeuwen's parents worked hard to instill in their children a sense of duty and service. Throughout VanLeeuwen's childhood, the family was active in a number of community organizations and service clubs. Herbert even established a scholarship program for his high school in rural Nebraska and contacted members of his graduating class monthly until he was ninety-seven years old.

"I think it came from them serving during the war," VanLeeuwen says of her parents' sense of obligation to their community. "When you find somebody who needs you, you jump in and help."

After VanLeeuwen's father was promoted to captain in the early sixties, the family left Southern California for New Jersey so he could fly in and out of the John F. Kennedy International Airport. But after a few years of frigid nor'easters, Hilda had experienced enough snow to last a lifetime, and the family moved back to the West Coast. They settled into a booming middle-class neighborhood in Northridge, California, where VanLeeuwen graduated from high school.

Bolstered by America's postwar economy, the neighborhood was home to an eclectic mix of successful professionals, including business executives, hospital administrators, and architects.

One neighbor in particular made a powerful impression on VanLeeuwen. "The woman who lived next door owned a mascara company, and her husband was the vice president at Baskin-Robbins," recalls VanLeeuwen, who spent her summers working at the mascara company. "I envisioned myself as a businesswoman like her and knew that would require a business degree."

So when the time came to choose a university, VanLeeuwen wanted to attend one with a strong business program. The choice fell between San Diego State University, the University of Colorado Boulder, and a huge wild card: BYU. "At the time, I didn't know anything about the LDS Church," VanLeeuwen notes.

How did the school make her radar? A handsome young man in the neighborhood was headed to the Provo campus, VanLeeuwen says, laughing. When her older sister was trying to select a college, VanLeeuwen told her, "You go there and introduce me to this guy!"

Her parents had no qualms about their daughters attending a school that was outside of their faith tradition.

"It was a violent time on college campuses," VanLeeuwen remembers of the early seventies. "BYU was a conservative school, so they encouraged us."

VanLeeuwen followed her sister to Provo in 1972. She lived in May Hall and joined a sorority that made a lasting impact on her life. "It was through the association with those girls and their testimonies that I joined the Church," VanLeeuwen says.

She was baptized midway through her junior year on 14 December 1974. Her parents traveled from California to attend her baptism.

As for the young man who inspired the journey to BYU, nothing came of that sisterly scheme. Instead, VanLeeuwen met her future husband, Spencer, during her second semester. The pair married in 1978.

LEADING THE WAY

Nearly forty-six years after graduation, VanLeeuwen still regularly thinks about the valuable lessons she learned at BYU, including the challenges of being a trailblazer. Like many alumnae of her generation, she was often one of only a handful of women in her upper business classes, and she felt a deep responsibility to perform well.

During one especially challenging course, she failed the midterm essay. VanLeeuwen berated herself over the shortcoming. "Then in talking to the professor, he made me feel even worse, telling me that my work was horrible," she remembers.

Feeling like there was no way to recover, VanLeeuwen considered the possibility of taking an incomplete in the course, but in order to do so, she would have to be diagnosed with a disability by a counselor. VanLeeuwen called home for advice.

Her mother had a simple answer: "Let's get out of here."

That response wasn't unusual. "My mother pursued her dreams, and she didn't let anything hold her back," VanLeeuwen says, explaining her mother's determination to leave the family farm where she was born to see the world. "She did a lot of traveling, and that was part of my upbringing. She would just say, 'Let's go on a trip.' Then we'd visit Machu Picchu or Russia or Hawaii."

So the pair took a trip to Hungary and Czechoslovakia over a school break. When VanLeeuwen returned to Provo, she felt refreshed and ready to give the class one more try. She took the final exam in the professor's office. The grade: an A.

"It was an experience I'll never forget," VanLeeuwen says. "I sensed that the professor saw me as not being capable. That probably impacted me in terms of how I need



"Surround yourself with good people who are positive to the utmost. I find that being among good people within my areas of service motivates me because you are lifting one another."

to help others, how I want to support and encourage them."

Of course, a determination to advocate for herself and others wasn't the only thing VanLeeuwen took from her university experience. Her perspective on leadership began to take shape—a perspective that has served her well in both career and philanthropic efforts.

"Surround yourself with good people who are positive to the utmost," VanLeeuwen advises. "I find that being among good people within my areas of service motivates me because you are lifting one another."

And that is exactly how the resource center Transitions Chalet came into being.

A SHARED RESPONSIBILITY

While assisting with the Wasatch Community Foundation's charity golf tournament, an annual fête that raises money for college scholarships, VanLeeuwen stopped to talk with a group of female foundation members. The conversation turned to a compelling topic not normally associated with the back nine: homelessness.

"One of our board members told us about a young woman who would have been homeless if she didn't have family support," VanLeeuwen says.

As the conversation progressed, the women found themselves asking a question:

What about the rising number of women and children in Utah who don't have family to help them face the difficulties of domestic violence, job loss, skyrocketing housing costs, or unplanned pregnancies?

"Many people don't know these situations exist in our valley," VanLeeuwen says. "So we started talking and brainstorming. That's how women solve problems, isn't it?"

The foundation women, who formed an experienced coalition of community volunteers and business veterans, hatched a plan to address this particular hole in the fabric of their community. Choosing the name—Transitions Chalet—was the easiest part,



Spencer has always supported her career and philanthropy efforts. “In some relationships, you might not say, ‘I want my husband to represent me on a business trip, but I really have sent him when I couldn’t make it.’”

VanLeeuwen says, due to Heber’s alpine landscape and the organization’s goal to be much more than a shelter.

In addition to offering short-term housing, the chalet is slated to be a one-stop resource center that addresses educational benefits, healthcare, counseling, and job training. “Our intent is to help eliminate generational poverty,” VanLeeuwen explains. These programs will be made possible by partnerships developed with United Way, Utah Valley University, and the Wasatch County School District, among others.

Most important, however, the chalet will offer residents a support system. “I have always told my children that I would give them the tools to be successful,” VanLeeuwen says. “The chalet takes a similar approach. It’s about giving these women the tools they need to fulfill their dreams and their potential.”

While the volunteers have made progress thanks to the pledges of local businesses, there is still a long way to go before they meet their goal of securing a location by fall 2018.

“When it comes to people giving money, they typically need to have an emotional attachment to the cause,” VanLeeuwen explains. “I understand that. Personally, I like to think of community service as working within our neighborhoods. We’re responsible for one another.”

To help make that emotional connection, the chalet team has partnered with a talented

cohort of BYU interns. For the last three semesters, the students have assisted with the group’s website (transitionschalet.org) and external outreach efforts.

FUTURE PERFECT

Throughout VanLeeuwen’s career—ranging from telecommunications sales in Las Vegas in the eighties to HR and management roles at Utah-based companies in the nineties and early two thousands—she has developed business chops that are valuable in many settings. “You’re able to serve in a variety of capacities if you understand financial accuracy, meeting agendas, and project organization,” she notes.

VanLeeuwen is also quick to point out that she had help from her husband along the way. Spencer has always supported her career and philanthropic efforts. “In some relationships, you might not say, ‘I want my husband to represent me on a business trip, but I really have sent him when I couldn’t make it,’” VanLeeuwen adds.

And when VanLeeuwen was traveling for union negotiation meetings or spending extra time at the office on a big project, Spencer pitched in and took care of the home responsibilities. “There was balance and harmony,” VanLeeuwen says.

Plus, VanLeeuwen never shied away from bringing her three daughters—now in their twenties and thirties—with her to work.

“They can remember being in the office with the calculator and typewriter,” she says. “Now my granddaughter is doing the same. I think giving your children exposure to your career is a good thing.”

Watching young women gain that familiarity and confidence gives VanLeeuwen hope in the age of #MeToo, and she says the answer to the end of workplace harassment is simple: we need more women in leadership and business.

The prospects of that happening look bright, says VanLeeuwen, who teaches sixteen- and seventeen-year-olds in her Sunday School class. “The girls are saying, ‘I’m going to be a biochemist’ and talking about fantastic opportunities. I hope they never lose momentum or resiliency in their pursuits,” VanLeeuwen says. “They don’t see closed doors.”

And neither does VanLeeuwen. When you ask her about the future, she sees endless possibilities for service and solving problems. “There are so many areas that need improvement,” she says. “I don’t know which direction I might go, but my eyes are always open to things that need to be done.” **M**

ABOUT THE AUTHOR

Megan Hendrickson started her career in magazines before merging into the tech lane. She currently lends her red pen to a Los Angeles-based web hosting company, where she oversees content marketing and social media efforts.

The Secret Sauce of Business

AT SOME POINT DURING THEIR EDUCATION, every BYU Marriott undergrad takes the M COM 320 class, an advanced writing course required for graduation. And every semester, as adjunct professor Lisa Thomas prepared to teach her sections of the class, she ended up using the assigned textbook less and less and providing alternative resources to her students more and more.

“Business communication has changed dramatically in the last decade,” notes Thomas. “We needed our students to have the most updated information and materials available.”

Thomas approached Kurt Sandholtz, professor in the BYU Marriott Department of Management. Her timing was perfect. Sandholtz routinely gave his students surveys, and one of the questions was always, “What percent of your homework feels like busywork?”

The percentage had been steadily increasing over the past few semesters, and the number had topped 50 percent on his most recent surveys.

“I followed up with the students, asking them specifically what felt like busywork,” Sandholtz explains. “They mentioned the textbook. We taught in class to be concise and visual, and we needed a textbook that reflected that and could be easily updated.”

“Business communication has changed dramatically in the last decade. We needed our students to have the most updated information and materials available.”

Thomas showed Sandholtz a draft of a chapter that she had been working on. The content was succinct; the voice was perfect. Thomas approached the administration, which provided invaluable support and funding, and the project began.

The pair was already familiar with the open educational resources (OER) movement—a progressive effort to provide students with free, accessible, and openly licensed text, media, and other digital assets. As they considered the dynamic environment of business communication, the project morphed from writing a print textbook to creating something entirely new in the OER format.

They began by identifying which key principles needed to be included and then brainstormed additional content, such as experiential-learning activities and online resources. “We roped in key adjunct professors, all of whom are good writers and thinkers, to help us create and review the content,” Thomas says. “Then we made assignments.”

By spring 2017, the “living” textbook was ready. Sandholtz volunteered to be the guinea pig professor. He taught four sections of M COM 320 that semester, using the old textbook in two classes and the new one in the other two. “We saw side by side how

INSIDE *the* CLASSROOM



Because the textbook is online, links can be added and content can be updated and edited anytime.

it worked,” he notes. “Across the board, results were stronger with the new online textbook.”

Students have been freed from the traditional memorization format, says Thomas: “Because the book is created in PowerPoint, they can see for themselves how they can display data with color, illustrate points without bullets, and communicate visually and concisely.”

And the book just gets better every semester. Thanks to the OER format, content can be updated, edits can be made, and current links can be included anytime. “It will always reflect current business communication practices and resources,” says Thomas. “Our students will have access to the best. I believe that M COM 320 is the secret sauce of BYU Marriott. Our students are smart, and when we teach them how to write, design, and present their thoughts in a way that blows people away, they will rise fast and go far in their organizations.”

—KELLENE RICKS ADAMS

CHECK OUT THE MANAGEMENT COMMUNICATION ONLINE RESOURCES AT [MCOM320.NET](https://mcom320.net).

RISING STARS,

Two BYU Marriott professors are lighting the way to a more accurate system of reading the stars of business.

BY TODD HOLLINGSHEAD

ILLUSTRATIONS BY RED NOSE STUDIO

In the heavens, a star is born when hydrogen particles undergo so much pressure that their nuclei fuse. It's turbulent and hot and can take millions of years. In the business world, stars of a different variety also form under intense pressure. Fortunately, the process doesn't take

quite as long, but it is imperfect and hard to replicate, and the resulting star employees are not created equal.

Regardless of trade, the definition of a star employee is generally the same across the planet: a high performer who is exceedingly visible; someone whose light shines brighter

than the rest—like eight times brighter for computer programmers, or one hundred times brighter for scientists. Clayton Christensen is a star. Steve Jobs was a star. Many think of Jeff Bezos and Elon Musk as stars.

Becoming a business star requires extreme discipline, hard work, and (sometimes) a bit

FALLING STARS



of luck. But like the stars that shine on a clear night, not all business stars are exactly what they appear to be. In fact, two star watchers at BYU have uncovered a bit of cosmic truth that may change the way recruiters and headhunters view stars forever.

STAR GAZING

The development, movement, and power of business stars has fascinated BYU Marriott professors James Oldroyd and Shad Morris since their days together as MBA students. Stars are now the subject of several publications headed up by the duo, with their most recent research uncovering an unexpected phenomenon. They've learned that stars who come from high-ranking, top-tier firms are more likely to be overlooked by competitor firms; but when stars emerge from a lower-tier institution or lesser-brand-name company, they shine bright.

"If you can be a star at a lower-status firm, it is truly impressive," Oldroyd says. "It's more likely that you are a star because of what you have done, not because the resources and team at the institution lifted you up."

Assessing the true value of star employees is a big deal because research shows (unsurprisingly) that stars are the ones headhunters are going after. Since these high performers are especially sought after, they are more likely than other employees (or non-stars) to move from one company to another. Investing in new hires takes time and effort, and getting the right hires from the beginning can translate into significant financial success or failure for a company.

"Stars are unbelievable in the amount of value they create for organizations, and because they create so much value, everyone knows them and everyone sees them," says Morris. "However, firms need to ask, 'What are the downfalls of stars? What are the things we need to watch out for?'"

STAR TREK

Morris and Oldroyd's stargazing pursuit took shape after they both finished MBAs at BYU Marriott and were a few years into their academic careers—Oldroyd at Northwestern, and Morris at Cornell. Morris had been recruited by Sungkyunkwan University (SKKU), an institution in South Korea partnering with Samsung. The partnership

“If you can be a star at a lower-status firm, it is truly impressive. It’s more likely that you are a star because of what you have done, not because the resources and team at the institution lifted you up.”

was aimed at resurrecting SKKU, one of the world's oldest universities (founded in 1398 and almost shut down during the Japanese occupation of Korea). Samsung was investing heavily in building a globally competitive MBA program, and Morris wanted Oldroyd to join him. Oldroyd, a rising star himself, happened to be interviewing in Singapore for a faculty position, and Morris convinced him to stop in South Korea. The plan worked, and the old friends soon started on their star trek.

At SKKU, the two began teaming up with colleagues at Seoul National University (SNU) to explore a fascinating and valuable data set. In South Korea, media outlets rank all financial analysts each year, painting a clear picture of the stars in that particular industry. Rarely do researchers find a whole population data set, but that's exactly what the SKKU and SNU researchers had: the data showed when, where, and how long the stars in that field stayed in their jobs. That data ended up being the foundation for several star-studded studies, including Morris and Oldroyd's most recent publication.

While the duo eventually moved on to positions at The Ohio State University and then BYU, they continued to collaborate. In 2012 they published a paper called "Catching Falling Stars: A Human Resource Response to Social Capital's Detrimental Effect of Information Overload for Star Employees," in which they highlighted the role of human resource management in minimizing the effects of information overload for stars. It was that paper that led them to believe there were still many unexplored dynamics around the hiring and managing of stars.

Meanwhile, colleagues in their academic field were publishing research that showed that when stars are lured away and hired elsewhere, their performance dips and never quite returns to what it once was. That information helped embolden companies to execute more lift-outs, where recruiters don't hire just the star—they hire the entire team. "You take the whole constellation out," Oldroyd observes.

This info all seemed to point to one thing for the researchers: there has got to be a better, less costly route for firms to hire stars who will continue to deliver at a high level, even in a new organizational environment.

Oldroyd and Morris turned to their data on Korean financial analysts and identified all the job affiliations of each of 695 security analysts reported over a nine-year period. They ended up with 3,366 year-analyst observations: 329 of the analysts experienced at least one job change across firms, with a total of 487 job changes occurring over the entire period.

The analysis revealed something they didn't expect: the stars on the move were not those from the high-status firms. "It was the younger analysts and analysts from the lower-status banks who were more likely to get poached," Oldroyd points out. Their research revealed three main things:

1. Stars are more likely to move across organizations than their less visible peers.
2. Stars with portable human capital are more valuable than stars whose human capital is linked to their current organization or firm.

3. Stars from low-status firms are more likely to provide star power to a new firm than stars from high-status firms; they have clearly and unequivocally earned their star status on their own merit.

“Being a star from a star firm muddies the water,” Morris explains. “You could be a star of your own merit at Goldman Sachs, but how do you convince people that it’s all you?”

The researchers call this conundrum the Jim Westphal effect. Jim Westphal is a prolific researcher and professor of business management from the University of Michigan’s Ross School of Business. His research appears often in *Administrative Science Quarterly*, one of the top management journals in the nation. In recent years, many students have started to work with him on research, and their papers end up appearing in ASQ as well. When those students start to send out their résumés, recruiters see Westphal’s name, assume the students are just riding his coattails, and discount the students’ work simply because of the association with Westphal.

CATCHING STARS

The challenges of pursuing star employees are not new to HR managers. Brad Taylor, now the assistant administrative vice president of human resources at BYU, sat across the desk from many stars during his thirty years in HR at General Mills. While the company’s general philosophy has always been to hire straight from college campuses and then promote from within—the last five CEOs have all been homegrown—Taylor admits there were a handful of times the company was starstruck by outside phenoms.

Taylor is not surprised by the research findings of Oldroyd and Morris because he lived that experience firsthand. “The few times we hired someone from a big-name firm, we were often disappointed,” he recalls. “We would ask ourselves, ‘What are we doing wrong that they’re not thriving here?’”

Fortunately for Taylor and General Mills, those types of hires were few and far between. In Taylor’s opinion, HR reps should bring in new employees who come in just a notch below the stars. These

employees, he says, are more open to being coached and come with a desire to enhance the work environment.

“When you hire a star from Disney, you think that person is going to bring some of that Disney magic with them,” Taylor says. “But a person coming in with a big reputation expects to be adored; they usually come in with an ego. Someone from a lower-tier firm is scrappier and more eager to impress and learn.”

Inside Sales chief strategy officer David Boyce agrees. If you’re only hiring from A-list institutions, you might be getting superstars, but you’re also getting a lot of ego that ultimately limits their performance, he says. In fact, “no ego” is one of the three criteria Boyce uses to hire, along with aptitude and a bias for action (someone who would rather be playing on the field than watching from the press box).

Yet Boyce admits his firm occasionally makes the mistake of overvaluing a prospect just because they come from a high-status or brand-name institution. “We think Harvard or Stanford matters, and sometimes we hire a middle-of-the-pack person just because they went there,” Boyce says. “I would much rather hire a top student out of BYU, because they come ready to prove something. You want someone with fire in the belly.”

That philosophy meshes well with the opinion of famous researcher and *New York Times* best-selling author Malcolm Gladwell, who famously (or infamously) postulated in his 2014 book *David and Goliath* that finishing ranked in the top of your class at a second-tier university is better for your career than finishing as a middle performer at a top-tier school. This is not to say BYU is not a top-tier university; after all, it was Gladwell who devised a much-discussed ranking system that placed BYU’s J. Reuben Clark Law School No. 2 in the nation back in 2011.

Honeywell chief HR officer Mark James regularly recruits students from BYU, and he says that Honeywell “only hires stars,” but they don’t care where they come from. “We have seen stars coming from both well-respected companies and schools, as well as stars coming from places not typically thought of as ‘top shelf,’” James says. “At Honeywell, we care more about how





“Don’t shoot for star organizations—be the star yourself. When you do that, others won’t confuse your individual shine for organizational shimmer.”

someone actually performs ‘on the field’ than what their pedigree is, who their parents are, or other such factors.”

That said, he recognizes that past performance alone doesn’t necessarily guarantee success in a new job. In his experience, people working at weaker-performing companies or in work cultures that are not performance

based are likely to face an uphill struggle when they move to a strong-performance company, regardless of their star status.

FUTURE STARS

For Oldroyd and Morris, the immediate impact of their most recent research manifests in how they advise students. In the

past, it seemed like a slam dunk for students to reach for and accept any job offer from a high-status firm. Now the advice that the professors give is a bit more nuanced.

“I am still hesitant to tell students they shouldn’t take a high-status job if they get one,” Morris says. “But their ability to stand out in a lower-tier organization might be greater.”

They understand that this is a hard message for students to swallow. After all, for eager graduates, landing a job at a top-ten firm—think Apple, Google, and Amazon—feels like a sweet validation of their abilities. But students need to know there are multiple avenues that can result in a long, successful, and meaningful career.

Take Brad Taylor’s father as an example. Back in the 1950s, Taylor’s father, Hank, was a new Harvard MBA with great prospects, including offers from corporate giants such as Shell, Del Monte, Phillips, and TRW.

To his father’s great disappointment, Hank took a job at a startup in Palo Alto, California, with two guys who had just moved out of their garage and into their first office. Those two guys were named William Hewlett and David Packard. Hank had a long and very successful career.

Says Oldroyd, “It’s tiring to hear students whining when they don’t get a job at a high-status firm. That might not be the right thing anyway. We’ve got great students. They’re smart, they work hard, and we’re assuming they’re going to be stars. But then the question becomes ‘how do they best signal to the market that they really are a star?’”

The answer: don’t shoot for star organizations—be the star yourself. When you do that, others won’t confuse your individual shine for organizational shimmer. In other words, says Morris, “You might be better off proving yourself a star in Omaha than in New York.” **M**

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 Orem with his wife, Natalie; their four children; and a dog and cat. The jury’s still out on how long the cat stays.

School News

Lt. Colonel Receives MPA Alumnus of the Year



The Romney Institute of Public Management named **Brett Swigert**, lieutenant colonel in the United States Air Force, the 2017 N. Dale Wright Distinguished Alumnus award. Swigert received the award on 20 October 2017 during a

luncheon where he addressed students, faculty, and advisory board members.

During his address, Swigert noted that it is important to look to successful predecessors and mentors who exhibit a quality that is central to public administration and who demonstrate one of the three US Air Force core values: service before self.

"This core value is not unique to the Air Force," Swigert observed. "We've learned about the importance of serving others since Primary, Scouting, and so on. Those who have chosen a career in public service have a unique opportunity to put this principle to practice in a very tangible way."

Swigert received his commission through the BYU Air Force ROTC program in 1996 and his MPA through the Romney Institute in 2004. He has since served as

an intelligence operations watch officer and branch chief at the National Security Agency, team lead for an executive protection team under Presidents G. W. Bush and Bill Clinton, flight commander, commandant of cadets, director of operations, inspector general, squadron commander, and deputy group commander for all space-based missile warning operations.

Swigert is currently the chair of the Joint Chiefs of Staff's Chief of Targeting Automation for the Department of Defense. He executes policy and coordinates intelligence-driven targeting for all US military services and combatant commands operating across the world. He is married to Tammy Layton, and they have two sons. Swigert enjoys reading, biking, and Scouting.

GMC Hosts National Language Case Comp

BYU students often refer to their academic home as the "Provo bubble." But opportunities to mingle with students from beyond the bubble often arise, including at the recent Business Language Case Competition held at the BYU Marriott School of Business.

Hosted by the Global Management Center and open to universities throughout the country, the competition is unique in that students are graded not only on the content of their cases and the power of their presentations but also on the finesse of their foreign language skills. This year the event was sponsored by BlenderBottle, a Utah-based company that markets bottles with portable whisks for mixing shakes.

"It was an honor to work with BYU on this year's competition," says Michael Sorensen, BlenderBottle's marketing director. "The whole event was professional, organized, and well executed. I was impressed with the caliber of the students and their presentations."

Ten teams competed in either Chinese, Spanish, or—for the first time—Arabic. Students rolled into Provo from Indiana University, the University of Rhode Island, the University of Washington, and the United States Military Academy at West Point. After receiving BlenderBottle's case in the team's respective language, students had one week to work on their solutions and presentations.

The problem posed? How to prevent competitors in foreign countries that lack strict internet protocols from producing lower-priced counterfeits and cutting into BlenderBottle's market share.

"This case was interesting because it's a current case—it's happening right now," says Kate-Elizabeth Hardcastle, a BYU Marriott experience



Ten teams from five universities compete in the Business Language Case Competition.

design and management senior who helped plan this year's event.

BYU placed first in both Arabic and Chinese and second in Spanish. Winning teams walked away with \$2,000, second-place teams won \$1,000, and third-place teams received \$500.

Sorensen says, "Several recommendations aligned with current strategies of our company, and several provided new insights and creative strategy that we had not considered. I fully expect we'll execute on recommendations from this competition—in part or in whole—in the years ahead, and we hope to be able to participate again in the future."

Investing Globally in Future Careers



Traveling to major international cities, mentoring from world-class educators, managing a real fund, and working with executives from top companies and investment firms—that's what BYU students participating in the Global Finance Investment Internship (GFI²) experienced in spring 2017 thanks to what's billed as "the nation's only true global, student-managed investment fund."

Now in its fifth year and led by BYU Marriott finance professor Bryan Sudweeks and adjunct professor Jim Seaberg, the program starts with a course on campus where students perform country and industry analysis on two dozen companies to find investments for a real fund. The students then take that analysis and add information from firsthand visits to companies and interviews with C-level management. The experience culminates in presentations to local portfolio managers and recommendations for investment in the fund.

"The internship's goal is to give students the tools to be as successful as any asset management grad in the country," says Seaberg, a BYU Marriott accounting alum who is the founder and managing partner of Lodestar Capital. "It provides real-world investing experience that enables students to be successful in getting a good first job, which in turn gives them a fast start in their careers. And if they

have a fast start in their careers, the more successful they can be over time and the more they can give back to their communities."

In May twenty-four students traveled to Europe, visiting Rome, Amsterdam, Paris, London, and other cities. Cultural experiences, including alphorn lessons and chocolate tasting, complemented the business agenda. Students met with top executives from companies such as Adidas, BMW, and Rightmove in a study abroad experience that combined real-life business exposure with true global literacy.

"We had amazing opportunities," says **Rachel Durtschi**, a strategy senior who recently completed an internship with McKinsey. "For example, we had the chance to meet with the CEO of a multibillion dollar company in the Netherlands. He was so intelligent, and as he gave us a tour of the facility, he explained all the nuts and bolts of the organization at the highest level of strategy. It was an incredible opportunity to see things in a new light. I had the chance to go out in the world and get a diversity of thought in real-life situations."

As employers increasingly look for graduates who have unique experiences outside of the classroom, GFI² broadens students' perspectives and equips them with asset management skills greatly needed in an expanding international business world.

BYU Marriott MBA Program Ranked One of the Best

Forbes has named the MBA program at the BYU Marriott No. 19 in the nation, a rise of two spots from the publication's last ranking in 2015; *Bloomberg Businessweek* ranked the program No. 23 for the second straight year; and the program was cited for its human resource emphasis and its support of student families by The Princeton Review, which ranked the program No. 1 in the Most Family Friendly category for the thirteenth straight year.

"I congratulate everyone associated with the BYU Marriott MBA program on these rankings," says **Lee Perry**, BYU Marriott dean. "High rankings like this, and the quality of MBA programs ranked alongside BYU Marriott, provide reinforcing evidence that we are on the right track. We will continue to build a strong identity and unique institutional character among the world's best business schools."

#19 *Forbes* ranked the business schools according to the class of 2012's return on investment by com-

paring graduates' earnings in their first five years out of business school to their opportunity cost (two years of forgone compensation, tuition, and required fees) to arrive at a five-year MBA gain. The BYU Marriott MBA was reported as having a \$64,400 five-year gain, landing the program in the No. 19 spot.

#23 The BYU Marriott MBA program reported an 89 percent job placement rate among all employment-seeking graduates, 3 percent higher than the average rate among schools surveyed. In an article accompanying its ranking, *Businessweek* noted, "A larger share of MBAs from the Brigham Young University Marriott School of Business go into tech than Silicon Valley stalwarts Stanford or the Haas School of Business at the University of California at Berkeley."

BYU Marriott's program also ranked No. 8 in *Businessweek's* alumni survey portion while taking No. 28 for starting salary, No. 30 in the student survey, No. 31 in the employer survey, and No. 48 for job placement.

Businessweek's rankings are compiled based on five major factors: a survey of

employers who hire the school's graduates (which accounts for 35 percent of the ranking), an alumni survey (30 percent), a student survey (15 percent), the school's job placement rate (10 percent), and graduates' starting salaries (10 percent).

#1

The Princeton Review ranking is based on student survey answers to questions concerning how happy married students are, how many students have children, how helpful the school is to students with children, and how much the school does for spouses of students. Approximately two-thirds of students in the BYU Marriott MBA are married.

CET Hosts Big Idea Pitch



Sam Ballard, first place winner, accompanied by Steve Liddle and Scott Petersen.

Lyft for couches, agricultural drone services, a virtual reality gym, reinvented high chairs, a mobile bike repair, and more—creative juices were flowing as student entrepreneurs pitched their ideas at this year's Big Idea Pitch, sponsored by the Rollins Center for Entrepreneurship & Technology.

Sam Ballard, an entrepreneurship junior from Stuart, Florida, took first place with Ori: Dental Scanners, a device that takes teeth impressions through a digital image of the full mouth and palette.

"I couldn't be more grateful to receive first place," Ballard says. "It's a fun challenge to take more than a year's worth of work and pitch it in under ninety seconds. Ori is an exciting project I am determined to bring to market."

The four runner-ups that won cash prizes include Lashettes, a reinvention of eyelash extensions; Plum, a peer-to-peer car leasing service; Solving Sizing, an app designed to help order the correct size clothing online; and PumpAlert, a sensor to notify utility managers of pump failures.

For the competition, each student had ninety seconds to pitch their idea

followed by a thirty-second interval for judges to cast their votes. Judges based their decisions on whether students presented a problem to be solved, proposed a creative solution that is feasible, and identified a market.

"This year's Big Idea Pitch included involvement from students across campus," says Jeff Brown, associate director of operations for the Rollins Center. "We were excited to see this happen and look forward to providing help for these students to take their ideas to the next level."

Entrepreneurship Programs Ranked Top Ten

BYU Marriott undergraduate and graduate entrepreneurship programs have been ranked No. 3 and No. 6 respectively in The Princeton Review's annual list.

The two entrepreneurship programs have both been ranked in the top ten nationally for eight consecutive years, making BYU one of only two universities with that distinction over the same period.

Throughout the last five years, BYU undergraduate and graduate students have combined to start 676 companies and have collectively raised \$1.3 billion in funding. Approximately 15 percent of BYU students take at least one course in innovation or entrepreneurship. Of the entrepreneurship faculty, 90 percent have started, bought, or run a successful business, and 219 individual mentors worked with students through an officially sponsored school program this past year.

The Princeton Review evaluated BYU and other national universities based on a wide range of institutional data, including each school's level of commitment to entrepreneurship inside and outside the classroom; the percentage of faculty, students, and alumni actively and successfully involved in entrepreneurial endeavors; the number of mentorship programs available to students; and the amount of funding for scholarships and grants awarded for entrepreneurial studies and projects.

STUDENT NEWS

Hackathon for Humanity

A slumber party in the Tanner (minus the slumber) embodied the stuff of many Brigham Young University freshmen's dreams. For a group of tech-savvy



Nearly sixty students participated in the first-ever BYU service hackathon.

altruists, the sanctioned sleepover was a means of service.

BYU Marriott's Association of Information Systems (AIS) club recently kicked off its first-ever BYU Service Hackathon, a twenty-four-hour computer programming competition open to students pursuing any tech-related field. Hackathons are popular among programmers and software developers around the world, and are typically planned around a particular focus. For AIS, that focus was service.

"As a club, AIS likes to look for ways to use our talents and skills to give back and help people," says Devin Bennett, an information systems senior and the club's vice president of service. "We thought this would be a great way to do it."

The BYU Service Hackathon partnered with two nonprofits organizations, CHOICE Humanitarian and Givv Consulting, which needed technological assistance to push their philanthropic agendas. Nearly sixty students arrived in the Tanner Building at 6 p.m. to help.

"I had little confidence going into the event that we would be able to provide something of value to the charity in such a short period of time," says Chase Bleyl, a second-year MIS student. "I was shocked we got so much done in so little time and grateful that effort was going toward benefitting my community."

During the event, students enjoyed meals, snacks, T-shirts, prizes, and even video game breaks. Despite the challenge of working beyond bedtime, most participants were grateful for the opportunity to serve.

A Twenty-Four-Hour Sprint

Bribery. Embezzlement. Scandal. Imagine a big-name company trusting you to strategize a solution to its ethical dilemma in just twenty-four hours. That



BYU MBA teammates, left to right, Austin Strong, Seth Wright, Jason Alleger, and Megan Spencer tackle an ethics competition at Baylor.

is what a BYU Marriott team did at an ethics competition held at Baylor University, bringing home a second-place prize for their solution.

“It’s a twenty-four-hour sprint,” says **Austin Strong**, a third-year business administration and engineering master’s student from Centerville, Utah. “We finished at 3:30 in the morning and were exhausted and sleep-deprived while rehearsing our presentation.”

In a case involving the rectification of Samsung, the BYU Marriott MBA team members spent a lot of time bouncing around ideas until they identified the core issue: loyalty. Strong says they tackled the issue with a presentation designed around redistributing stock options and implementing a new training model for employees based on a language barrier.

Not only did the BYU Marriott MBA team deliver on the solution, but the judges were also impressed by the team’s overall PowerPoint slides and presentation. “It was refreshing to hear that this was one of the best presentations ever done in this competition in terms of visual appeal, flow, and content,” says **Jason Alleger**, a second-year MBA student from Redmond, Washington.

BYU Marriott provides MBA students with the knowledge and skills they need to prepare well for case competitions. The team came ready with books, a deck template, and a list of possible ethic structures to use.

“Most of our classes, especially in the first-year core, are focused on giving you a case and solving problems,” says **Seth Wright**, a second-year MBA student from Dallas. “There are a lot of different frameworks and concepts you can master, but more importantly, learning how to dissect and solve an ambiguous problem is emphasized.”

During their time at Baylor, team members took advantage of building their network by connecting with students from other schools and learning about the various work other people are doing professionally. By forming new relationships, the MBA students hope to leave a positive, lasting impression of BYU.

A Pair of Winners at Purdue



The undergraduate and graduate teams both took first place at the Purdue competition.

Thirty minutes before their presentation, two BYU Marriott teams had a spinning, last-minute curveball thrown in their direction. But while it took them by surprise, the teams hit the additional issue with home-run solutions to each win first place at the Purdue Human Resources Case Competition.

An undergraduate and an MBA team represented BYU Marriott in separate divisions, but both worked on the case involving a civil engineering company called CH2M. Teams were asked to address three issues targeting millennial employees: retaining, recruiting, and incentivizing relocation to remote areas.

Cameron Mulder, a first-year MBA student from Eugene, Oregon, says thirty minutes before their presentations, the judges added another element where teams were asked to show how at least one of CH2M’s five company values was heavily connected to their solution.

“For some teams, it was hardly touched on at all, so they had to spend the last thirty minutes trying to build that part,” Mulder says. “We were fortunate to have already addressed the curveball in the employee value proposition of our presentation, so we were not panicked. In fact, our response to them was positive; they said this is the first response they got that wasn’t loathing.”

Both the undergraduate and graduate teams shared similar solutions where they created a development program giving millennial employees the opportunity to sink their teeth into a company.

“Our solutions were similar to the graduate students, which shows the quality of our undergrad education,” says **Grant Fuller**, an HR management senior from Indianapolis, Indiana. “I value my education a lot, and BYU Marriott has prepared me in a diverse area of ways.”

In the end, the graduate team won \$5,000 and the undergraduate team won \$3,000. Team members from both teams expressed gratitude to BYU Marriott for providing the chance to go to Purdue and compete.

FACULTY NEWS

IS Faculty Win Best Paper Award



This BYU Marriott award-winning research team excels at studying neurosecurity.

You’re frantically finishing up a deadline-driven project when you receive an unwelcome visit from a popup warning such as this:



Odds are you’ll click “dismiss.” But why and when you do so was discovered through award-winning research performed by professors at the BYU Marriott School of Business.

Information systems faculty **Bonnie Anderson**, **Jeff Jenkins**, and **Anthony Vance**—along with C. Brock Kirwan, a BYU professor of psychology and neuroscience, and David Eargle, an assistant professor at the University of Colorado Boulder—worked on the study. Their paper, “More Harm Than Good? How Messages That Interrupt Can Make Us Vulnerable,” was published in *Information Systems Research*, one of the top publications in the field. It won an award for Best Published Paper at the annual meeting for INFORMS, an

international association for operations research and analytics professionals.

"It's an honor," says Anderson, the BYU Marriott Department of Information Systems chair. "It's a huge deal to get a publication in *Information Systems Research* at all, let alone to be the best one for the year."

The faculty conducted research on dual task interference (translation: "multitasking") and found that the brain functions best when focusing on one task at a time. Their findings explain why nearly 90 percent of users disregard security warnings from software developers when they arrive at inopportune moments: while watching a video, uploading files, or typing up a last-minute assignment, for example.

"It's fighting biology," says Anderson. "These security measures we're trying to have people follow are not natural. There's a lot of stuff in your life that just blurs by, and your brain lumps security messages together with that."

The professors began working together in 2013, forming a team aimed at researching what they dubbed "neurosecurity," or the application of neuroscience to behavioral information security. The group has presented its research findings in countries around the world, including Austria, Israel, and Turkey, and have been covered by news sites such as Huffington Post, CNET, and The Register.

The team has also been collaborating with Google Chrome developers, who are currently working to implement the study results and improve the timing of security messages.

"Combining the neuroscience research with practical field studies as our team is able to do is a very powerful approach," Kirwan says. "Our research strikes a chord with researchers in information systems because we address a timely topic from the perspective of the underlying brain processes of the users."

Politicians Divide Parties with Violent Speech

Scroll through Twitter or watch an NFL game and you'll quickly remember that we live in a time of unprecedented political polarization. Who's to blame for the lack of unity? According to BYU researchers, politicians' penchant for using violent language isn't helping.



Josh Gubler and David Wood

"Even if it's metaphorical, and everyone knows it, there's something that happens when you frame things in terms of battle or war that has real-world consequences," says BYU political science professor Josh Gubler.

Recent research by Gubler, fellow BYU accounting professor **David Wood**, and LSU professor Nathan Kalmoe reveals that when politicians use words like *fight* or *battle* instead of *work* and *struggle*, they excite their own bases but polarize those on the other side of the political divide.

For their study, recently published in the journal *Political Communication*, the researchers had Republicans and Democrats read political statements on policy issues, then measured their support for these policies. Some subjects read statements with words such as *fight* or *battle* while others read statements with synonyms such as *effort* and *work*.

Gubler, Wood, and Kalmoe found that the common violent metaphors actively drove aggressive partisans further apart on issues, resulting in a polarization effect of 20 percent, despite such a subtle shift in language. "Many partisans are pushed to see politics as war today, rallying to their party's platform when cued with violent metaphors," Wood says. "You might get your base more excited, but you might be less likely to get anything done because the other side is also moving farther away from what you want."

So how are politicians supposed to excite their bases without pushing the other side away? Kalmoe suggests a process called micro-targeting, which is a narrower way to send messages to registered voters. An example of this would be sending an email campaign to certain voters as opposed to a television ad that everyone can see.

While politicians use this language frequently, they aren't entirely to blame; the

Army ROTC Team Wins First Place



BYU's Army ROTC team competes at the Ranger Challenge.

Many college students across the country would not pass up the opportunity to sleep in on a Saturday morning. But recently a team of BYU Army ROTC students embarked on a grueling twenty-mile cross-country journey before the sun was even up.

Nine students and one alternate from BYU's Army ROTC program arose early to compete against thirteen other teams from Utah, Colorado, and Wyoming at this year's Ranger Challenge at Camp Williams. The BYU team took first place and will be attending the regional competition in Texas.

"The most impressive thing was to see them cross the finish line, drop their packs, pull off to the side, and drop to a knee to say a prayer," says **Lt. Colonel Forrest Cook**. "These cadets really do 'Rep the Y!'"

Spencer Allen, physiology and developmental biology junior from Lindon, Utah, was the team leader who guided them to victory. Allen says it was a tight race; the team who won first place the last four years trailed right behind them the entire competition. Up until the very last task, both teams were neck and neck. "We pulled through at the last event to make rafts out of our ponchos, and we were able to do it faster," says Allen. "They finished just four minutes after us, so it was a hard-fought and exciting race."

In addition to building rafts, the competition consisted of carrying heavy backpacks throughout the whole event and participating in tasks such as land navigation, radio communications, tactical medical care, weapons assembly, marksmanship, and functional fitness.

Overall, Allen says he enjoyed watching his team execute tasks that are incredibly difficult, growing close to team members, and working together as a group. "We are dedicated for the right reason—to serve," says Allen. "We want to improve ourselves, so when we end up becoming army officers, we're able to be effective and efficient tools in God's hands."

Free Samples Increase Sales

Eating free samples at big-box stores such as Costco has become a weekend tradition for many shoppers. For adults with children, it's often the only way to get shopping done while maintaining sanity.

But just how effective are free samples when it comes to actually attracting purchases and loyalty? Do they just

provide customers with a free lunch? After all, marketers spend more than \$2 billion annually on sampling.

New BYU research discovers the answer is a definitive yes.

"Sampling has both an immediate effect and a sustained impact on sales," says **Jeffrey Dotson**, a professor of marketing in BYU Marriott School of Business. "But that impact varies according to the size of the store conducting the event."

In a paper appearing in the *Journal of Retailing*, Dotson and coauthors Sandeep Chandakula and Qing Liu found that smaller stores with a smaller assortment of products seem to benefit more from sampling than larger stores. Dotson and his colleagues also found that in-store sampling outdoes simple end-of-aisle displays.

According to the study, end-of-aisle displays lose steam after two weeks whereas the effects of sampling linger for many weeks—in addition to beating displays for immediate results. "The total effect of sampling, as measured by an incremental lift in sales, is much larger than that of in-store displays," Dotson says.

The team of researchers, who represent BYU, the University of Wisconsin–Madison, and Singapore Management University, also found that repeated sampling for a single product yields increased returns and that sampling tends to expand a category rather than purely substitute for another product.

The study has led to a model that can assess the short- and long-term effects of sampling on sales of both the products offered for sample and competitive products. The authors created their model from a series of six scanner data sets collected on four different snack product categories (including both new and existing products) over a period of weeks.

Another fascinating finding: execution of a sampling event by one brand led to an increase in sales for all brands in the category. This suggests category managers should focus on ways to increase total category profitability and not just the individual performance of a single item or brand. The authors said manufacturers will also appreciate a valuable rule of thumb revealed by the data: if the incremental cost of a sampling event exceeds fifteen times the unit price of the product, the event ceases to be profitable.



Research finds in-store samples attract purchases and increase loyalty.

media, according to the research team, are also at fault. "This language also appears in a lot of news coverage because journalists find it useful to play up the conflict," Kalmoe says. "Even when it's just meant to try to spice up their story, it could have some negative consequences for the political process."

Wood observes, "If we can help citizens understand how they're influenced, they can be more deliberative, thoughtful, and careful in their political rhetoric

in talking with friends and family and in working at the local and national level of politics."

Professor Receives William H. Newman Award

Ben Lewis, a strategy professor at BYU Marriott, received the Academy of Management's prestigious William H. Newman Award.

The annual award honors single-authored papers based on a recently



completed doctoral dissertation. This year it was presented in Atlanta at an annual conference held by the Academy of Man-

agement. Lewis was one of four finalists and two recipients, claiming the win for the Social Issues in Management division.

"I felt extremely lucky to receive the award," Lewis remarks. "Thousands of professors and doctoral students attend the conference every year, and many do great work that is certainly worthy of recognition. But it always feels good to be recognized for your efforts."

Lewis's paper, "The Paradox of Recognizing Responsibility: Social Ratings, Philanthropy, and the Market for Virtue," discusses rating systems used to incentivize companies to meet a certain standard of generosity. These ratings are meant to influence investors, who will ideally opt to support companies with better rankings.

In his research, Lewis discovered a paradox. When a specified standard is set to qualify a company as philanthropic—giving 1.5 percent of its profits to charity, for example—this deters companies from giving more than they otherwise might have, since they can attain the same reputation at a "lower cost."

"I'm interested in the policy implications of this kind of research," he says. "I take it as a given that there's this expectation that companies should be socially and environmentally responsible, and then ask the question, 'How can we get them to behave in that way?'"

Lewis began working on his dissertation nearly five years ago while completing his PhD program at Cornell. Lewis graduated from BYU in 2008 with a master's degree in accounting. In 2013 he returned to BYU as an assistant professor, where he currently teaches a course on strategy and economics.

"Ben's work hearkens to his passion for the pursuit of improving people's lives around the world," says **John Bingham**, Department of Management chair. "He strives to be an 'influence in a world we wish to improve,' as mentioned in the BYU mission statement. We're fortunate to have him."

Alumni News

MANAGEMENT SOCIETY

40th Anniversary of the BYU Management Society



Happy fortieth anniversary to the BYU Management Society. About 160 members attended an event celebrating this milestone in Provo, Utah. The society was organized in 1977 by then-dean Merrill Bateman and has grown from twelve original chapters to ninety around the world.

"There was a wonderful, strong spirit and feeling of accomplishment, purpose, and meaning to the evening," says Rixa Oman, assistant to BYU Marriott's dean. "We reflected on how it began, what has happened, and what continues to be the driving reason for the society—to build a strong network of moral and ethical leaders who make a difference around the world."

The current steering committee chair, Ken Gibson, attended, along with former chairs Ronald E. Malouf, **Richard E. Cook, Robert P. Haight, Robert E. Parsons, John M. Toronto, Brian C. Dixon, William D. Chapman, H. Troy Romero, Joel Deceuster, Ronald D. Gardner, and Chet Harmer.** All were honored for their contributions as they worked to grow and build the society.

Benson Award



At the annual leadership conference, **Mark Romney** was honored on behalf of the Management Society's Dallas

Chapter as the Lowell Benson Lifetime Service Award recipient. This award is

given annually to those who are closely involved with the Management Society, demonstrate outstanding service, and contribute long-term service to the society, BYU Marriott, or BYU.

Romney is a busy professional and church leader who works tirelessly for the society by raising the level of excellence for all the chapters he's worked with, impacting the society as a whole. Romney has served as a chapter president and board member for the Dallas Chapter, a member of the global steering committee, and the Central/Great Lakes Region director.

"His years of work and service to the society and the school are appreciated," says **Lee Perry**, dean of BYU Marriott. "We believe he truly has a vision of what the Management Society can be and should be, and that has elevated the level of excellence for his local chapter and for the organization."

The Management Society has ninety chapters and 24,000 members worldwide. To learn more about it or to find a chapter near you, visit byums.org.

2017 Management Society Leadership Conference

The theme of this Management Society leadership conference was the Power of Connection. The goal was to focus on the power of the school's network, history, brand, and credibility to leverage and expand the society's influence and membership locally and globally. This conference provides board members with the opportunity to professionally connect, learn best practices for growing and leading their chapters, and develop leadership skills.

"I can't think of a greater organization to be networked with than the Management Society, where you mix and network with those who exhibit the same high moral fiber that you possess," says Robert P. Haight, former steering committee chair. "The BYUMS helps its membership hear new ideas and thoughts from successful entrepreneurs."

Keynote speakers included Adrian Gostick, author and CEO of the Culture

Works; Todd Pedersen, CEO of Vivint; Logan Wilkes, COO of Corporate Alliance; Lee T. Perry, BYU Marriott dean; and President Merrill J. Bateman, former BYU president and an emeritus General Authority.

CLASS NOTES

1975



Buchhaltung, the German word for accounting, has always interested **Karen W. Heath**. She completed a degree in German at

BYU before adding an accounting major and graduating in 1975. In 1980, Heath returned to BYU for a master's degree in

In Memoriam

LDS Church President **Thomas S. Monson** died 2 January 2018 at age 90. As an Apostle, President Monson received an MBA from BYU Marriott in 1974. BYU Marriott students, faculty, and alumni honor his life of service and devotion.



tax accounting. In 1984, one year after finishing her MAcc, she received her CPA in Maryland. Today, Heath owns a business that specializes in individual and small-business tax and accounting services. Heath plays as the principal bass in her local community orchestra, as well as with the Washington DC Temple Orchestra. She enjoys traveling, hiking, and spending time with her five grandchildren. Her proudest accomplishment is her black belt in tae kwon do. She and her husband, Geoffrey, have lived in Hughesville, Maryland, since 1983 but will soon be moving back to Utah.

1978



Terry L. Orr, who earned his BS in accounting, came from humble beginnings. Raised in Wyoming, Orr attended grade school in a two-room house run by a husband-and-wife team. "Mrs. Carlson taught grades one through four, and Mr. Carlson taught grades five through eight," Orr says. Thanks to the Carlsons, Orr was able to attend BYU. Today, Orr acts as managing director and regional leader of Grant Thornton LLP for the Texas-Oklahoma

area. He specializes in forensic accounting services, whistle-blower claims, and post-acquisition disputes. He also finds satisfaction in growing and developing businesses, and his development tactics were featured in Troy A. Waugh's book *Power Up Your Profits*. Besides accounting, Orr enjoys cycling and has logged more than 67,000 miles on his road bike. He and his wife, Cheryl, have two children and six grandchildren.

1983

Lights! Camera! Action! After graduating from BYU with a bachelor's degree

Opening Options for Others



At the age of twenty-six, **Brittany Drury Brown** had an associate's degree, a small amount of retail experience, and a more-than-full-time task of raising three kids under the age of five. Then, life hit hard: Brown's husband abruptly moved out of state, leaving her with their children and little else.

"When I became a single mom, there was no legitimate stay-at-home career option," Brown says. "I was extremely limited in the choices I had with my skill set, and it was really discouraging."

Brown, whose last name was Lembke at the time, began studying marketing at UVU, and things improved drastically; UVU offered night classes, affordable childcare, and flexibility. But after a professor suggested she look into accounting, Brown couldn't shake the feeling that she should come to BYU.

Despite being told she'd never survive the junior core and facing monthly childcare bills of \$800, Brown enrolled at BYU and, with the help of two BYU Marriott single-parent scholarships, completed her BS and MAcc in 2010.

"Affiliating with people of that caliber and getting a world-class education redefined who I was," she says. "I had been completely abandoned; I was

floundering. And then I was in this program full of brilliant people. Granted, I was struggling: I put my kids to bed at 6:30 every night and worked until 3 a.m. But it allowed me to regain my confidence and my strength."

Following graduation, things calmed down a bit. After working for KPMG and Squire, Brown remarried, had two more kids, and was loving life at home while also working as an outsource CFO. In her words, life was fun again. Yet another big change was still in store.

At an Intuit conference, the discussion turned to the future of accounting and cloud computing. That's when lightning struck. Brown realized that through remote employees, others could have the same experience she was having—being both a CFO and a stay-at-home mom.

"I knew that I could bless lives on the client side and the employee side and give what had not been there for me: a legitimate stay-at-home opportunity," she says. "I became obsessive. I couldn't sleep; I couldn't talk about anything else. It wouldn't leave me alone."

She and her husband, Stephen, created LedgerGurus, a company that offers big-business accounting to small businesses at a small-business price. All of their employees—twenty-two and counting—are stay-at-home parents with great education and work experience, and many are also BYU Marriott alums. Their stories are as riveting and full of triumphs as Brown's.

McKayla Humbert, a 2016 MAcc grad and LedgerGurus employee, went into labor with her first child while she was training with Brown. Only two months into motherhood, Humbert suffered a neck injury that left her bedridden.

"The whole situation of becoming a new mom, and then having my injury, was really awkward for me," Humbert says. "But Brittany made me feel valued. It was an environment where she was understanding, and she's been that way ever since."

That kind of smart thinking has kept LedgerGurus growing. To keep up with the expansion, Stephen left a lucrative position to become the full-time COO of LedgerGurus, while Brown continues as the CEO.

"We felt like LedgerGurus was something that was meant to be," Brown says. "We can't walk away from it without truly investigating and doing everything in our power to make it fly."

The Browns and their five children are currently soaring in American Fork, Utah.



in accounting, **Tony Bown** worked his way through public accounting and the music industry as a controller, eventu-

ally ending up at Paramount Pictures. Today, Bown is senior vice president and worldwide controller of home media distribution and TV licensing at Paramount. He leads the accounting departments and is responsible for all controllership activities for both divisions. He currently resides in the Los Angeles area with his wife, Shawna. They have six children and one grandchild. Aside from work, Bown has played the trombone in a community production of *Lamb of God*, a sacred work about the life of Jesus Christ that combines music and the spoken word. He and his wife also recently coproduced a dance festival for youth.

1989



Kip Twitchell, a Macc grad, breaks down complex accounting ideas in his easy-to-understand vlog on financial systems.

Filmed in locations ranging from London to São Paulo, *Conversations with Kip* includes dozens of videos and has been seen around the world. Twitchell interviews world experts in the field and discusses the future of the finance industry. In addition to starring in the web series, Twitchell is an associate partner at IBM in its Global Business Services division. He has also written a textbook on financial systems and events-based accounting. Yet with all of these achievements, he says his family is his greatest accomplishment. He and his wife, Kari, have four children. Twitchell works with the Boy Scouts in Dallas, and his youngest son recently earned every merit badge (138) possible.

1994



Shane Cragun is known around the world as the “disruption guru.” He is the founding principal and CEO of the SweetmanCragun Group, a global

leadership development firm that centers on helping organizations maximize their performance through leadership solutions in the age of disruption. Cragun attributes the trajectory of his career to his MBA internship at National Semiconductor in Silicon Valley, California, and he has since worked with clients throughout the world in industries such as high tech, pharma, oil and gas, manufacturing, lodging, healthcare, finance and banking, and government. Cragun is the coauthor of the award-winning book *Reinvention: Accelerating Results in the Age of Disruption*. His success and many accolades notwithstanding, Cragun maintains that “loving and serving others seems to be what it’s all about.” He graduated with his MBA from BYU Marriott and currently lives in Boston with his wife, Kate. Cragun enjoys reading, golf and sports activities, service, and family vacations with his four children and one grandchild.

1997



Jason Mattingley, a Macc grad, puts his accounting degrees to work for the greater good. As a member of the Public Company

Accounting Oversight Board, Mattingley and his team inspect audits of public companies to protect the interests of investors in the preparation of informative, accurate, and independent audit reports. He leads inspection teams to assess compliance with applicable auditing standards. In addition to his professional duties, Mattingley represents the Church on his local Boy Scouts of America Council and organizes an annual 5K and food drive that provides Thanksgiving meals for the homeless. Mattingley has completed two marathons and multiple half marathons. He and his wife, Karen, have three children, and the Mattingley family enjoys following BYU football and basketball.

1998

Eliisa Turner empowers women through her own firm, Turner Tax & Accounting. After graduating with her Macc and working for several different corporations, the wife and mother of six realized she needed more flexibility. So



Turner opened her own practice and now helps other women accountants put their degrees to work by offering part-time

and flexible employment. Additionally, Turner is a certified professional behavior and motivator analyst. Through her second company, Lighthouse Leadership Solutions, she helps companies be more successful by understanding how to relate to others and how to communicate more effectively in their personal and professional lives. She enjoys running and spending time with her family. She and her husband, Rhett, just celebrated their twenty-eighth wedding anniversary.

1999



New Zealand native **Hugh McCutcheon** initially began coaching as “the means to an academic end.” A former volleyball player

for his home country’s national team, McCutcheon transferred to BYU and juggled playing on the men’s volleyball team with earning a BS in physical education (1993). He went on to earn his MBA from BYU with an emphasis in entrepreneurship. McCutcheon has seen his fair share of victory as head coach of the USA men’s national volleyball team, which claimed the gold in the 2008 Summer Olympics and the title of FIVB World League volleyball champs that same year. He then coached the USA women’s national team, watching them climb the rankings to number one in the world in 2011 and 2012 and win silver medals in the 2012 Summer Olympics. McCutcheon now works as an independent contractor and head coach of women’s volleyball at the University of Minnesota. He was named Big Ten Conference Coach of the Year in 2015 and received the honorable New Zealand Order of Merit in 2016. He and his wife, Elisabeth, a former Olympic volleyball player, have two children and currently reside in Elisabeth’s home state of Minnesota.

2000

Upon graduating with her BS in accountancy, **Abigail “Abby” Jacobsen Behunin**



was recruited by Intel to work in finance in Oregon. After a few years with Intel, she switched to a sales analyst position at Nike's world headquarters near neighboring Beaverton. At Nike, she provided financial sales data and analysis to sales management and worked with sales representatives to forecast sales until she left in 2004. Behunin's husband, **Sam**, currently works at Nike and is a 2000 BYU Marriott grad. They have two daughters and a son. Abby now actively volunteers in local schools and has served stints as a PTO treasurer, tutor, play director, academic coach, and fundraiser, among other positions. She enjoys traveling, skiing, hiking, and playing soccer—presumably in shoes with a little Swoosh on them.

2004



Hondo Baldwin Louis chose to be versatile, and the decision has led him to several different opportunities. Louis works as the owner and president of Wayfinder Media, a graphic design, video production, and media consulting firm; the president of Saltboy Films Ltd., a film production company; and an associate professor at Navajo Technical University. His desire to connect his strengths and interests with market needs and to collaborate with exciting, motivated people helped shape his career. Louis holds music and video workshops for youth summer camps and enjoys cycling, coaching, writing music, and singing. He earned a bachelor's in film in 1998 and an MBA in 2004, both from BYU, and an MFA in 2017 from the Academy of Art University.

2009



Scott Thompson's LDS mission in Russia is what led him to his career in the United States Army. Thompson knew he wanted to continue using the Russian language and working with Russian people, so he joined the Army National Guard as a linguist. His overseas experiences

led him to his current position as a senior defense official representing the US Department of Defense to Lithuania. Some of his responsibilities include assisting and advising the US ambassador on military matters and coordinating other political-military actions within his area of accreditation. Thompson received an MBA from BYU Marriott and currently resides in Lithuania with his wife, Ulya, and five children: Nadia, David, Ethan, Levi, and Tavish.



Following his passion for products and startups has led **Reed Quinn** to a successful career. He is the founder of a company called Spark Innovation LLC, which does product development, manufacturing, and brand building for consumer products. Spark Innovation has been involved with dozens of companies, including five that have appeared on ABC's *Shark Tank*. A BYU CET founder and angel investor, Quinn said his biggest accomplishments are, first, his wonderful marriage to his best friend and, second, their six brilliant, meticulous, and understanding offspring. Quinn earned a bachelor's degree in economics in 2003 and an MBA from BYU. He resides in Highland, Utah, and enjoys aviation, woodworking, traveling, and reading.

2012



Crystal Stay Farrell, who graduated with her MAcc, has the ultimate work-life balance. After spending several years working at PwC in Salt Lake City—and achieving a top rating—Farrell “retired” when she had her first child. She thought she had left accounting to be a full-time mother. However, a few months later, Farrell received a call from a PwC colleague who offered her a position as a seasonal accountant. The position allows her to work seasonally and entirely from home. “I’m doing my dream job, and I’m still able to stay at home to raise my kids,” Farrell says. Farrell also mentors others through PwC’s Flexibility Talent Network, which she helped pioneer.

Farrell now has two children and enjoys playing the flute in her spare time. She and her husband, Jack, live in Raleigh, North Carolina.

2013



At one point in his education, **Ryan Harrison** had no idea what he wanted to do. Little did he anticipate someday moving to Amsterdam to market movies with the world's leading online entertainment service. Harrison accepted a job with Netflix in October 2015, spending a year at its California office before transferring to Amsterdam in January 2017. He currently works in marketing strategy, specifically focused on the company's presence in Europe, the Middle East, and Africa. Harrison graduated with a bachelor's degree in economics as well as a double minor in strategy and music. After the rigorous learning experience that BYU afforded him, Harrison felt well prepared to take on Netflix. “The combination of strategy and economics was great preparation for what I do now,” he adds, reflecting upon his choice in study. “Strategy in particular—being able to understand the competitive landscape and moves of competitors—is important.” The alum intends to pursue an MBA and continue innovating within the video streaming industry, but for now he's enjoying his Amsterdam adventure.

2015



Alum **Todd Tapp's** career plans were changed by the prestigious US Presidential Management Fellows program—a program he wasn't even going to apply for until his MPA professors encouraged him to do so. “The interview process in DC was one of the more challenging interviews I've been through,” says Tapp, who ended up working in six different offices of the US Small Business Administration. When the fellowship ended, Tapp changed from being a PMF to a financial analyst. “I came from microlending and learned that the SBA had a microloan program working with refugees, immigrants, and

Life of a Forensic Accountant

Doug Winters won't say accounting is always exciting. But with the title "forensic accountant" and the discovery of a multi-million-dollar Ponzi scheme on his résumé, his career certainly hasn't been a snoozefest either.

Winters began his foray into accounting when a high school counselor pointed out that Winters might like accounting better than chemistry. So he took a class. Then another and another. And after thirty-five years in the industry, he's never found a reason to leave.

Following his graduation from BYU in 1982 with a BS in accounting, Winters spent six years with Salt Lake firm Nelson and Stayner before joining Bradshaw, Smith, and Co. in Las Vegas, where he is now a managing partner.

"It's been a good career," he says. "I think that was good advice from the counselor. Accounting has always come easily. It's interesting and enjoyable, and it provides well for my family."

Working in forensic accounting and litigation support has meant that Winters works with clients in all kinds of litigious situations. Typically, he will figure out whether money is missing; who took money that wasn't theirs; or how much profit was lost because of business interruptions, a natural disaster, or a breach of contract. One such case involved finding out how much money a business lost because of Hurricane Katrina.

Winters says he particularly enjoys helping family businesses resolve conflicts, especially when he can prove that there was no wrongdoing. "It saves them a lot of money, and it can also reduce a lot of family friction and tension," he says. "They can then figure out a way to part amicably."

And then there are Ponzi schemes. "We have had a couple of cases in which wealthy clients are very good at making their money, but sometimes they are also very good targets for fraudsters," he says.

Winters discovered that one client had placed hundreds of thousands of dollars in an inventory scheme and didn't get returns on his investment until he put money on a second deal—and the deals continued. "He was the only investor in his own Ponzi scheme," Winters says.

Luckily Winters and his team were able to uncover the fraud for what it really was.

When Winters is not investigating fishy investments, he enjoys biking, Scouting, and being with his family. He and his wife, Diana, have three sons and live in Las Vegas. He and two of his sons completed a 750-mile bike ride from Canada to Northern California, and while his sons may have called it quits on biking for now, Winters regularly spends time in the saddle. He is a Silver Beaver Award recipient and serves as the district committee chair for his local Scouting district.

Winters says his plan is to continue at Bradshaw, Smith, and Co. until he and his wife serve a mission for the LDS Church. In the meantime, he'll stick with accounting for a little while longer.



all kinds of disadvantaged entrepreneurs," Tapp says. "I felt like that would be the best fit." Although he initially had no intention of working for the federal government, Tapp couldn't be happier. "I've had opportunities to experience deep fulfillment, and I've been engaged

in meaningful work that affects a lot of people" he says. Tapp is grateful for the encouragement he received from the MPA program and for the push to leave his comfort zone and apply for the fellowship—a decision that will undoubtedly shape his entire career.



Sam Andersen took a different path from his peers in the finance program when he decided consulting was a better fit for him than investment banking. Now he works

as a senior associate consultant for Bain and Company, one of the world's leading business consulting firms. In his two years consulting for Bain, Andersen has worked on a variety of projects with case experiences in cell phone carriers, oil gas companies, private equity funds, and chemical corporations. "Managing others adds a new dimension on how to lead those you work with, so you can get more done collectively," Andersen says. "It's a net opportunity." Andersen is grateful for the experience he had at BYU Marriott. He also gives a shout out to the Finance Society for encouraging upperclassmen with jobs to help underclassmen find

internships and job opportunities, which is why he now helps run BYU recruiting for Bain. "There's the natural give-and-take," Andersen says. "People helped me—now I feel the need to help others."

2017



After pursuing the entertainment business for five years as a professional singer and dancer, **Autumn Marie Wagner**

received an MBA from BYU and started a position at Vivint Smart Home as a senior strategy analyst. One of her many

priorities is generating new sources of revenue for the company by devising new strategies and identifying, incubating, and operationalizing new businesses. Her long-term professional goal is to become an executive at a tech company, then start her own business. Outside of work, Wagner has been a volunteer for an American Sign Language congregation in New York City, the MBA Marketing Association, and the Cougar Strategy group. Wagner now resides in Alpine, Utah, with her husband and enjoys traveling, participating in triathlons and marathons, horseback riding, and water and snow skiing during her free time.

Of Potential and Potential Energy



Imagine working on a project so illustrious you could comfortably extend a personal invite to Princess Anne of England to come check it out.

Networking with royalty is just another day on the job for **Joe Onstott**, whose work for an international nuclear fusion project has landed him and his family in southern France for the past nine years.

According to Onstott, the

International Thermonuclear Experimental Reactor (ITER) blazes a trail in the field of nuclear fusion as the largest scientific construction project in the world. The first item on its agenda: develop fusion reactions to replace fossil fuels as the energy source of the future.

"It's really an exciting project," says Onstott, a BYU Marriott MBA alum. "And it's got a lot of potential to benefit the world."

The multibillion-dollar collaboration is funded by thirty-five member countries, including China, India, Japan, South Korea, Russia, the United States, and members of the European Union. As head of budget management, Onstott is responsible for the project's overall global budget as well as managing its associated costs and financial affairs.

Onstott received both his bachelor's degree in European studies in 1996 and his MBA with an emphasis in international business in 2000 from Brigham Young University. As an undergrad, he dreamed of someday working internationally. Little could he fathom that someday his employers would ask him to deliver a speech about their project in London—or that Princess Anne would be listening.

"This has been a fulfillment of my dream," he says. "It's been a great experience because it's combined my business education from my MBA program with my love of languages and cultures."

Onstott and his wife, Julie, had originally planned to stay with the project

for a couple of years. But two years turned to nine, and their three French-speaking children have enjoyed growing up in an international environment. The Onstotts have explored much of France and traveled around Europe, gaining exposure to many different cultures, both in their travels and through experiences at ITER.

"You can learn a lot from other people," Onstott remarks. "Working with various cultures on a daily basis presents different challenges, but I've found that people who have a common goal are able to overcome most difficulties and work together effectively."

Onstott saw this principle personified during an ITER council meeting, comparable in format to a United Nations assembly meeting. At one point during the proceedings, the company hit a roadblock with the Russian delegation, and Onstott used Russian to speak to the delegate, defuse tension, and help the parties come to a common understanding and resolution.

His gratitude deepened that day for both the Russian business classes and the strategy and supply-chain management classes he took as an MBA student, which he has drawn upon often throughout his career.

After nearly a decade working in an industry fixated on potential energy, Onstott thanks BYU for helping him see the potential within himself.

"More than anything, what the MBA program gave me is confidence—confidence to come into a meeting and be able to discuss various issues in an intelligent way," Onstott says. "It pushed me to continue to look for the right opportunity and not just be satisfied with something else, and I think that really helped me get into the position I'm in today."

During his time at ITER, Onstott has repeatedly recruited from the pool of BYU Marriott MBA alums, citing their commendable traits.

"I know that MBA students are hardworking and intelligent, and I've had good experiences with the students I've recruited," notes Onstott. "I gained a lot from the MBA program and from BYU in general, and I would like to be able to give back."

For Onstott, reaching out to fellow alums is more than a gesture of loyalty to his alma mater. It showcases his desire to contribute both to the success of individuals and of a global society working to harness potential—and potential energy.



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