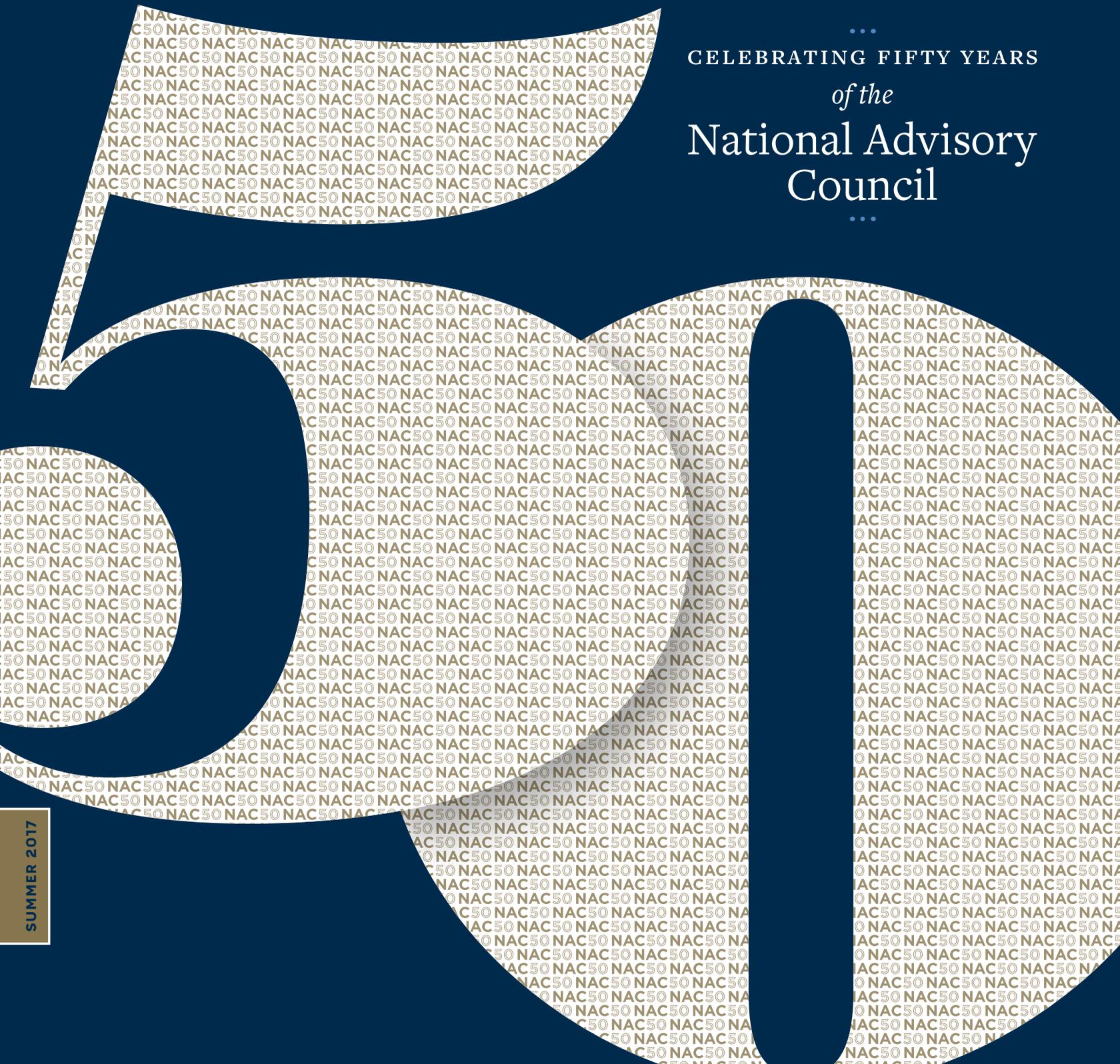
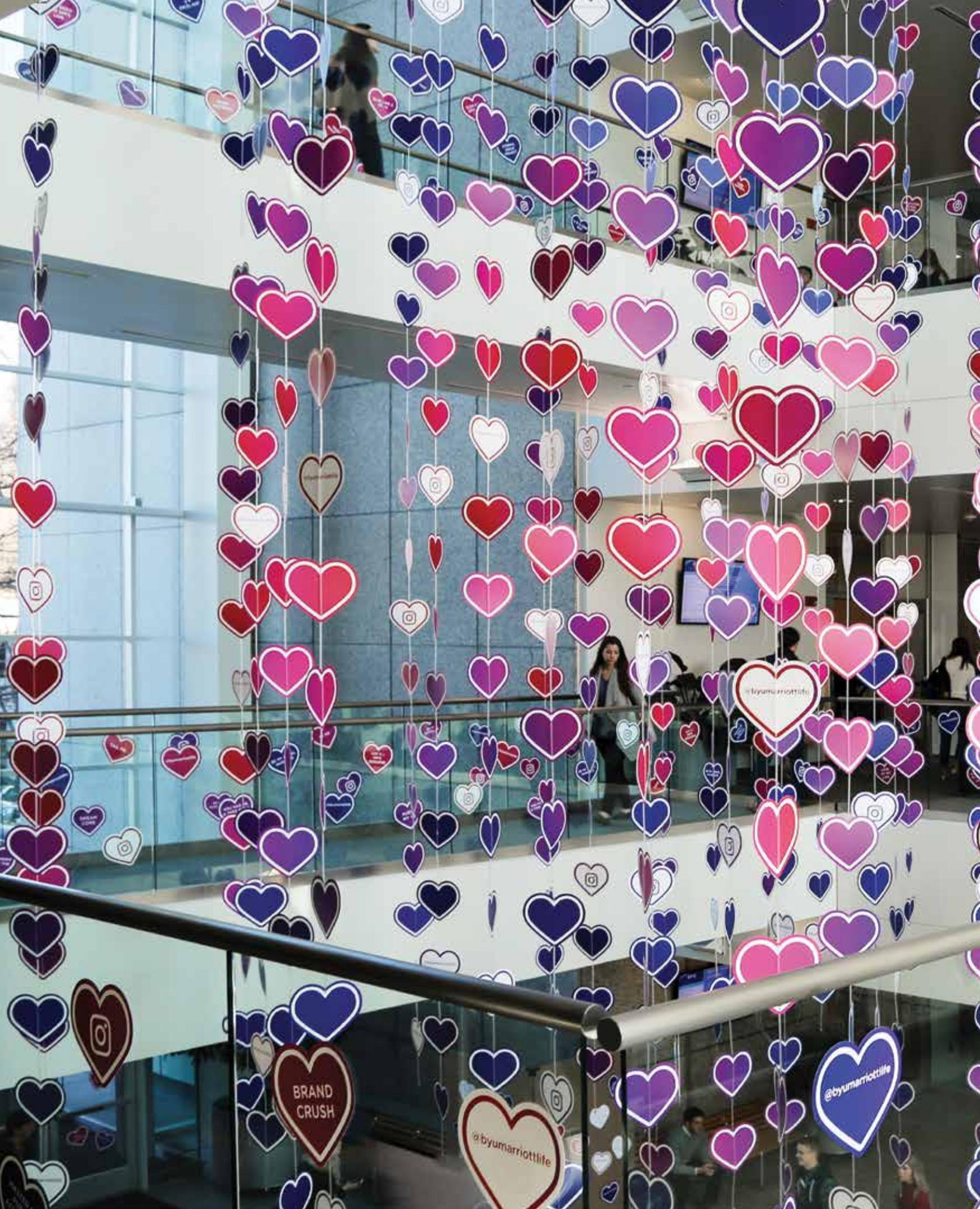


# MARRIOTT

ALUMNI MAGAZINE

CELEBRATING FIFTY YEARS  
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# MARRIOTT

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◀ **LOVE WAS IN THE AIR ON VALENTINE'S DAY IN THE TANNER  
BUILDING, WHERE THE BYU MARRIOTT SCHOOL STUDENT COUNCIL  
USED HEARTS OF MANY HUES TO PROMOTE ITS INSTAGRAM FEED.  
PHOTO BY JORDAN CHRISTIANSEN.**



I went to the info session and realized I want that lifestyle. • Would you like a Bluetooth speaker? • I think I'm going to get an interview with Goldman Sachs. • What's your sister like? What kind of personality does she have? • I hate crowds. • I had my business suit on, and apparently that left an impression on them. • Your hair looks really good. • So who are you dating now? Dude, we broke up a week ago. I need more rebound time. • I saw you at my ward prayer last night! You mean my ward prayer? • He considered going to the U. • Keep it real. • If you're in a relationship that long, "Let It Go!" • Yeah, she's moved on. She's all married now! • I have no idea. I just showed up. • Ball is life. • Just crack open your textbook. • Here's the deal: I need to do well on my finance final. When it's time to study, will you be my man? • I can't eat any more Blue Line; I've had it every day. That's what happens when you live in the Tanner Building. • I did well because of the curve. • I don't feel nervous; I'm just sleep-deprived. • I hate tests that are all essays. You actually have to know things. • I haven't seen her actually work. • Honestly, I was thinking about getting a massage. • I can't ever buy anything with a credit card. • Is your current work environment conducive to doing a good job? • I am so stressed out, and my backpack has been hurting my back. • On Monday I almost wanted to cry, "I don't want to go to school!" • I am scared for Utah. • You got a hot date? I'll tell you what's a hot date. • I figure we ought to meet and just talk about how to divvy up the work. • I'd rather open doors than close them. • I have, like, a fifteen-foot jump shot. • You look like an idiot. I was in a hurry. • I just am not good at winter. I fall all the time. • The ref at the basketball game got my number, but he made some bad calls, so I didn't respond. • Wow, you bounce back fast. • Are you married? No. I'm on the market though, but I only have a few months left. • Who wants a cookie? I want a cookie; let's go back. • My dog's not a big fan of turkey. She loves chicken. Turkey's just not her thing, I guess. • I'm just going to eat my feelings. • If he gets new glasses and a better selection of pants, he'd be a pretty good-looking guy. • We just met, and it was such a great encounter. • Once the full cast leaves *Studio C*, we're going to need PR to do a whole new rebranding. • I did three flawless case interviews. • Are you okay? Yeah, I'm just out of breath because I walked up the Tanner stairs. • Every day is ski day.

**OVERHEARD  
IN THE  
TANNER**

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LEADING  
ALUMNI

Jennifer Rockwood  
BS MANAGEMENT – FINANCE, 1989



***PRESSING TOWARD THE***

# GO GO AT

*BY RACHEL EVENSEN  
PHOTOS BY BRADLEY SLADE*

Jennifer Rockwood stepped onto BYU's South Field and gazed numbly across the green turf.

*"What have I gotten myself into?" she recalls thinking. "Can I really do this?"*

Her years of experience playing and coaching soccer—including six years at the helm of the BYU Women's Soccer club team—suddenly seemed insignificant beside the challenge that lay ahead.

**I**t was 1995, and Rockwood had just signed a contract to become the inaugural head coach of the newly sanctioned NCAA Division I BYU Women's Soccer program—at the highest level of intercollegiate athletics—despite having no prior Division I experience.

Drawing a deep breath, the fledgling head coach set to work.



Twenty-two seasons have passed since Rockwood's appointment, and her undeniable success includes fourteen conference championships, eighteen NCAA tournament appearances, and an overall record of 355-100-38.

While her accomplishments are remarkable, even more so is the path that positioned the 1989 Marriott School grad to achieve them.

"I'm pretty sure in today's world my scenario would not happen," Rockwood says.

Always ready for a challenge, Rockwood has seen a pattern in her life of receiving unexpected opportunities, growing to meet them, and then receiving more.

### ***Dashed Dreams***

Rockwood has always had a passion for athletics, but soccer wasn't necessarily her sport of choice growing up. She was born in Provo and raised in Lake Oswego, Oregon, with four younger brothers. In addition to playing soccer, she was a frequent participant in basketball, track, and softball.

BYU stood at the top of her list when college admissions rolled around; it was her parents' alma mater, and she had attended basketball camp there. Her dream was to play on the women's basketball team, but she knew reality was unlikely to cooperate.

"I was pretty good at basketball, but I was short for how I played," she says. "I didn't have the height to play to my strengths, and I didn't have the skill to play to my height."

A visit to the basketball tryouts for Ricks College landed her a spot on the team there as well as a scholarship offer. Rockwood decided to give the junior college, now BYU-Idaho, a shot.

After one year—including a frigid winter—in Rexburg, Idaho, Rockwood made the leap to BYU. Certain she still wouldn't be able to make the basketball team, she instead took a spot on the club soccer team, which at the time felt to her like a bit of a concession.

But the Division I Women's Soccer team was only nine years from its formation, and Rockwood had unknowingly started on a path that would position her to take the lead.

### ***Up for a Challenge***

At BYU, Rockwood found herself drawn to the Marriott School, where she did well in accounting and other premanagement courses. She decided to pursue a bachelor's degree in business management with an emphasis in finance, in part because few women were in the program, and she wanted to see if she could rise to the challenge.

"I didn't necessarily get the best grades," Rockwood says of those tough upper-level classes, "but I took pride in working as hard as I possibly could and making it through."

Much of the challenge lay beyond the coursework, however, as Rockwood also fought inner battles each day.

"I was very shy," she says. "I used to panic in my finance classes when they would be looking to call on someone to do a presentation or share a thought. But it forced me to be prepared."

Though her scholastic path presented challenges, she says those experiences enabled her to achieve greater success down the road.

"That major put me in positions where I was uncomfortable and forced me to do things beyond what I thought I could do," she recalls. "It's helped prepare me in everything I've ever done, especially being involved in coaching."

While Rockwood was tackling her business degree in the Tanner Building, she was also picking up additional training around the practice field. During her junior and senior years, she assisted the club soccer team behind the scenes in areas such as scheduling and budgeting, gaining a preliminary sense of the ins and outs of BYU sports administration.

### ***Learning on the Job***

As graduation approached, Rockwood found herself at a crossroads. Both a mission and an MBA crossed her mind, but then she was offered a position as a coach and PE teacher for a local college-prep academy called the Waterford School.

"I took that opportunity to see where it would lead," she says.

At Waterford, Rockwood taught seventh- and eighth-grade PE classes and coached the high school girls soccer team. When the school announced plans to move to Sandy, Utah, and a new school called Meridian was established in Provo, Rockwood hesitated over her next move—but not for long. Meridian made her a full-time teaching offer, and BYU asked her to coach the club soccer team she had so recently left. She happily accepted both offers.

"[BYU] came to me because I had kind of been the boss, in a sense, of the team before that," she says. "Within a three-day period, I was asked to be the club coach and I was asked to stay on and teach full time at Meridian. So, I decided, 'What have I got to lose? Let's try it out.'"

After three years of teaching PE for Meridian, Rockwood went to the headmaster and asked for a chance to try teaching in the classroom. She had considered getting a degree in education when she first came to BYU, and she had taken a slew of humanities classes as an undergrad—"I probably had enough for a minor, except I didn't speak another language," she says. She was soon leading classes in math and history. She hustled to stay ahead of her students, reviewing all of the course material at home to make sure she was well prepared.

Before long, she was made a middle school supervisor for curriculum, discipline, and activities, and she gained greater influence in the school's athletics program. In addition to launching the high school sports program at Meridian and coaching both the boys and girls soccer teams there, she became the athletic director for the junior high.

"I remember going up to the Utah High School Activities Association with other athletic directors," she says. "There were all these older guys and me, and I was, like, twenty-three. I just had the chance to be in a leadership position at a very young age, having no experience and learning as I went."



JAREN WILKEY



AARON CORNIA



JAREN WILKEY



JAREN WILKEY

*“I hope I can bring [players] in to where they have*  
**AN AMAZING EXPERIENCE**  
*whether they play a lot or not.”*

### ***A Sanctioned Sport***

Rockwood led the BYU Women’s Soccer club team for six years, achieving an overall record of 128-25-9. Then, in 1995, the university officially sanctioned Division I Women’s Soccer and began searching for someone to head up its new team.

Knowing she didn’t have any Division I experience and not expecting to get the position, Rockwood applied, thinking, “If I get it, it was meant to be; if not, I’ll just keep teaching.”

BYU had veteran coaches running its women’s athletics, but soccer was a young sport in the state at the time, and Rockwood’s experience with the club team set her apart. Before long, she was accepting an offer.

“I personally feel I was in the right place at the right time,” she says. “I was young, I was cheap, and I had been here, so I knew a little bit about the soccer community.”

Though intimidated by her new role, Rockwood didn’t break stride, taking on the new challenge in the same way she always had: by working her hardest.

“I’ve always had a work ethic, and I was always very competitive,” she says. “I expect to be the best, and when I’m not, I try to learn how I can be better.”

Another important step for Rockwood was surrounding herself with mentors who inspired and believed in

her, including women’s tennis coach Ann Valentine, who was her supervisor for a time, and women’s volleyball coach and women’s athletic director Elaine Michaelis. They provided Rockwood with insights into team management and leadership development, lobbying her encouragement along the way.

At first, Rockwood’s coaching strengths didn’t lie so much in the technical and tactical aspects of the game, so she focused her energy on creating a positive environment in which to build her players’ confidence—as well as her own.

“I didn’t really believe a lot in myself the first few years,” she says. “So much of the time, we need that little spark to keep us going.”

### ***Coaching Dilemmas***

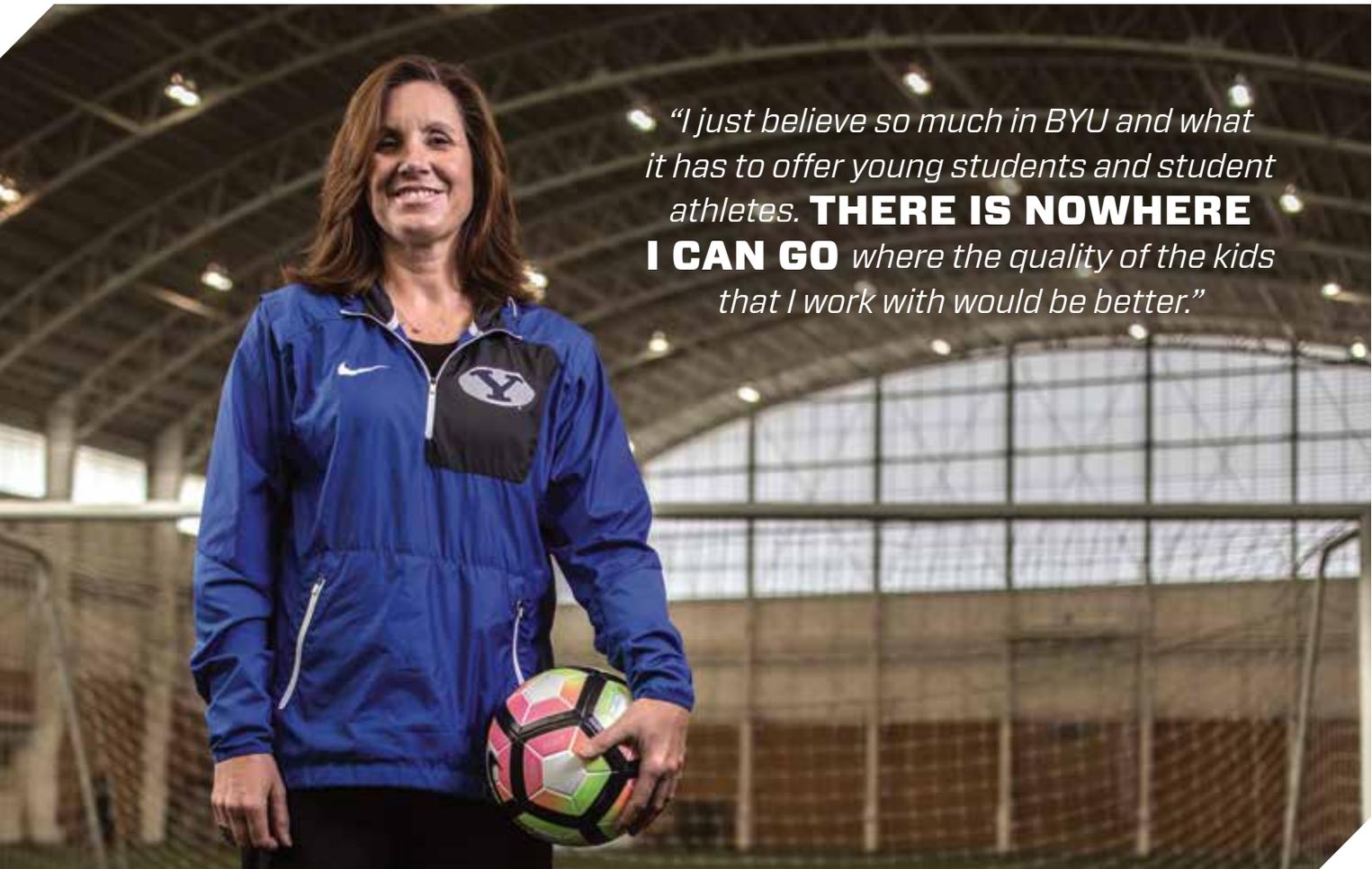
Now after more than two decades in her position, Rockwood has met and overcome numerous struggles. But some persist, and one she faces on a continual basis is dealing with criticism.

“Our profession is out there for everybody to critique,” she says. “Everybody knows more than you do about your job. Parents and players being disgruntled in decisions that you make becomes very challenging.”

Rockwood says the key is in recognizing you can’t control what other people say or how they act; you can only control how you react.

Her schedule is busy and almost never-ending. Unlike basketball and football, soccer doesn’t adhere to a recruiting calendar; Rockwood may be traveling any given weekend to watch prospective athletes.

Recruiting takes a special toll on her because along with the pressure to nab students who will best fit the team’s needs comes the knowledge that her decisions will leave many players and parents—some of whom she’s known for a long time—bitterly disappointed.



*“I just believe so much in BYU and what it has to offer young students and student athletes. **THERE IS NOWHERE I CAN GO** where the quality of the kids that I work with would be better.”*

“One of the challenges for me as a coach is knowing that I can make a lot of kids really happy by recruiting them but that I also ruin dreams,” she says. “That’s something I have struggled with over the years.”

Along with that comes the challenge of determining who will play and how much. Those decisions can emotionally drain Rockwood as she sometimes sees her players begin to question their ability and confidence.

“I hope I can bring [players] in to where they have an amazing experience whether they play a lot or not,” she says. “I try to make sure they feel that they are part of everything we do and prepare them to be great leaders, moms, business people, and coaches for the future. All I can do is try and pass on what I have learned.”

Things are even busier once each season is over,

Rockwood says, as all the things she must put off throughout the fall catch up to her. And then comes the summer, when she oversees BYU’s soccer camps, which bring more than 2,700 children and teens to campus over a period of seven weeks.

“Hopefully, when I deal with these campers, I’m bringing a love for the game, a love for getting better, a love for training on their own, and a love for being kids and being a real teammate and what that means,” she says. “Those are the lessons that you take on for your entire life.”

### ***Lofty Goals***

Will Rockwood ever leave BYU? The question crosses her mind every few years, but she is adamant that if she were to depart, it wouldn’t be for another coaching position.

“I feel like I have the dream job,” she says. “I just believe so much in BYU and what it has to offer young students and student athletes. There is nowhere I can go where the quality of the kids that I work with would be better.”

Besides, she points out, despite everything she and her teams have accomplished over the years—conference championships, tournament appearances, and top-tier rankings—some goals remain unmet.

“We have done everything that most coaches could ever want,” she says. “But we haven’t been to a Final Four, and we haven’t won a national championship.”

But if Rockwood’s pattern of success is any indication, bringing home a national championship trophy is only a matter of time.

“I’m not here to just win games,” she says. “I’ve been there, done that. I’m here to see how good we can be.” **M**

*Jennifer Rockwood delivered a BYU devotional address titled “Drawn to the Light” on 15 March 2016. Check it out online at [speeches.byu.edu](https://speeches.byu.edu).*

# Creating a Different Kind of Product

**IT'S THE NEW ADAGE OF THE MARKETING WORLD:** the secret to happiness is spending money on experiences, not things. While the desire for the latest gizmo has long fueled a culture of consumption, lasting memories can make a business a winning one.

As part of a capstone class on innovation, recreation management students at the Marriott School harnessed this concept by developing ideas such as a live-action card game and an interactive restaurant show—among others—to startup-worthy fruition.

“We were trying to figure out a way to marry the business content with what students get in the recreation curriculum and put it together in a meaningful, significant way,” says recreation management professor Peter Ward. Several ideas for accomplishing this were tossed around before the concept of an innovation tournament rose to the top.

For the tournament, each student group developed a project centered on creating experiences, conducted market research, and projected financial feasibility. Acting as investors, their classmates then applied real-life innovation models—such as the Real-Win-Worth It criteria used by 3M and other major companies—to vote on which ideas would advance.

While stretching their entrepreneurial muscles, the students also prepared interactive presentations to accompany their pitches, giving their peers a real-time simulation of their project.

“This is the experience industry, and we’re teaching experience design,” Ward says. “I encourage them not to make their presentations static, like we get inside of a regular class, but to instead make their presentations an experience for the audience.”

Recreation management senior Sheri Hayden says she spent more time last semester developing her proposal for the innovation tournament than she did on all of her other classes combined. But it was to a worthy end: her group placed first in its section of the course with

Forgoing PowerPoint, students delved into designing engaging experiences through an innovation tournament.

## INSIDE *the* CLASSROOM



its Viewers Taste Awards project, a live cooking show in which restaurant patrons can watch chefs compete and then taste the competitors’ creations.

“It was very valuable to go through the process of thinking through every detail and trying to refine the experience,” Hayden says. “We intentionally tried to create an experience that people would be immersed in and would look back on as a positive experience. We learned how to make it more than just a product.”

Justin Roedel, also a senior, finished at the top of a different course section with his live-action gaming concept, a tweak on the multibillion-dollar entertainment style of the gaming and sports industries. With his childhood passion as inspiration, he

set out to create a 4-D gaming experience. During a class presentation, he used trading cards, industrial-sized fans, and even taxidermy animals from the Bean Museum to simulate related game moves.

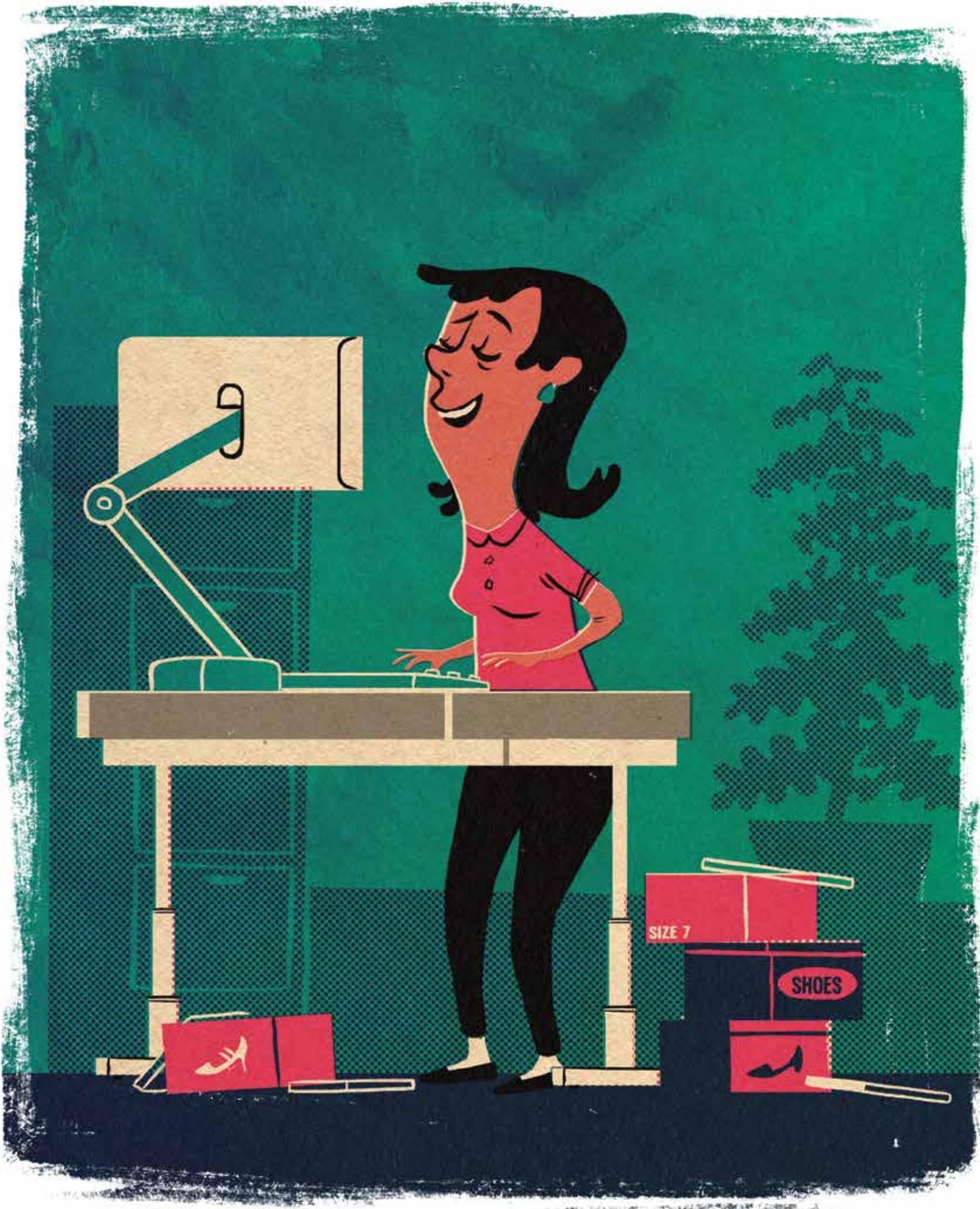
Roedel says the innovation tournament was not only a comprehensive reflection of what he’s learned in the Marriott School—such as principles of marketing, advertising, and finance—but also an important lesson in the value of an engaging experience.

“Everything flipped for me,” he says. “It’s one thing to know what you’re talking about, but to know how to create an engaging experience for those you’re presenting it to makes all the difference.”

—KASEE BAILEY

*“It was very valuable to go through the process of thinking through every detail and trying to refine the experience.”*

—SHERI HAYDEN



# Office ERGONOMICS 101

Illustrations  
by Adam Nickel

By Jennifer  
Mathis

*Simple Fixes for Creating a  
Healthier Workspace*

---

**T**hey say shoes make the outfit—though that may not be the case for Melissa Porter, a senior healthcare consultant in Washington, DC, who frequently sports her old, worn-out commuter shoes at the office. For Porter, it’s a matter of comfort and practicality; after all, she’s on her feet much of the day—even while at her desk.

Porter, a 2011 Marriott School MPA alum, spends her workday at an electric, adjustable “sit-stand” desk, switching every couple of hours between standing—hence the sturdy loafers—and sitting, for which she stealthily slips into heels. The cycle

continues—up, down, loafers, heels—for the duration of the day.

When her office first acquired the electric desks, Porter set out to research the best way to use one. “I had heard the adage that ‘sitting is the new smoking,’” Porter says, “but I knew there was likely more to the story.”

The real problem, she discovered, is being sedentary. To incorporate more movement into her day, Porter opted to split her time at work between sitting and standing—and between different shoes. The routine may sound dizzying, but it’s worth it to Porter.

“Alternating between sitting and standing definitely helps me to feel more alert at work,” she says. “At times I’ve noticed shoulder pain when I sit in front of my computer for too long in one position, and a change in position helps with that.”

Porter’s desk is an example of one way workplaces are seeking to implement ergonomic principles, which aim to help prevent disorders and injuries that can result from bad posture, repetitive tasks, or overused muscles. Ergonomic workspaces and furniture are designed to offer relief to tired office workers and the pressure points on their strained necks, backs, wrists, and more.

These small aches and pains may seem inconsequential, but office work can lead to a range of ailments, from muscle fatigue to a variety of musculoskeletal disorders (MSDs), such as carpal tunnel syndrome. The cost of these injuries is staggering: ergonomics-related worker injury claims and loss of productivity is estimated to total between \$13 million and \$20 million a year, according to the Department of Labor. And as workers are spending more and more time sitting at their desks, their risk for MSDs is climbing.

Applying ergonomic principles can help minimize these ailments. The practices can also provide a better work experience for employees, increase productivity, and contribute to a company’s overall success—and no sit-stand desk is required.

Simply standing up and moving around during the day, for example, can make a big difference. A study in the *British Journal of Sports Medicine* found that employees should aim for two to four hours of standing and light activity spread throughout the day.

Steven Thygerson, associate professor of health science at BYU, encourages getting up at least every couple of hours to improve blood flow and increase metabolism. “Sitting for prolonged periods of time is linked to high blood pressure, diabetes, and even heart disease,” he warns.

For Porter, fully utilizing her sit-stand desk not only yields greater alertness and health benefits but also may require more frequent shoe-shopping trips—a potential win-win.

When it comes to long hours spent sitting, some small adjustments can go a long way. Keep reading for more ergonomic fixes to ease your office strains.

## Standing Workstation

If getting an electric or manual sit-stand desk isn’t an option at your workplace, you can still create your own “standing” workstation by using boxes and books to elevate your computer monitor, keyboard, and mouse.

When using a standing desk—or designing your own—follow these rules for best results:

- Place the monitor an arm’s length in front of you with the screen positioned at or slightly below eye level.
- Adjust your table to just below elbow height.
- Hold your upper arms close to your sides.
- Keep your head, neck, torso, and legs vertically aligned.

Source: Mayo Clinic

Ergonomic mistakes are easy to make and can carry painful consequences. Check out these common bloopers that may be causing you problems—and learn how to work around them.

**PROBLEM:** Your monitor is too high, causing you to strain your neck as you look up at it. This can lead to discomfort, achy neck and shoulders, blurred vision, eye irritation, headaches, and MSDs.

**SOLUTION:** Position your monitor at eye level, approximately an arm’s length away, with the screen tilted back twenty degrees. Your fingers should touch the screen when you sit back in your chair and reach out your arm.

Use a document holder when working with hard-copy documents. Place the holder at the same height and distance as the monitor.

Sources: Varidesk.com, HealthyComputing.com, AllAboutVision.com



**PROBLEM:** Your mouse is too far away. Repetitively reaching for it can lead to carpal tunnel syndrome and tendonitis.

**SOLUTION:** Keep your mouse within easy reach; it should share a surface with the keyboard. While using the mouse, keep your wrists straight, your upper arms close to your body, and your hands at or just below elbow level.

Sources: Mayo Clinic, MedicineNet.com

**PROBLEM:** You spend most of your workday staring at a screen. Too much screen time can lead to decreased productivity, work errors, fatigue, headaches, eye pain, a stiff neck, and more.

**SOLUTION:** Give your eyes a break. Look away from your monitor regularly so your eye muscles can relax, and try focusing on something at least twenty feet away. Blinking your eyes rapidly will refresh tear film and clear dust, and eye drops can help moisten dry eyes and bring relief. You can also increase the font size on your screen to reduce strain on your eyes.

Source: *AllAboutVision.com*

**PROBLEM:** You type with your wrists bent upward, which can lead to carpal tunnel syndrome.

**SOLUTION:** Let your wrists “float” while you type—that is, keep them in a relaxed middle position. If you use a wrist pad, rest the heels of your palms on it. Try to use the wrist pad only when you pause from typing rather than while you type. Keep your wrists relaxed, straight, and in line with your forearms. Take a three-minute break every hour to stretch, press your shoulder blades together, and lean back.

Source: *New York Times Health Guide*



**PROBLEM:** Your chair is too high, and your posture could use improvement. Dangling feet put pressure on the legs, and poor posture can contribute to the onset of carpal tunnel syndrome.

**SOLUTION:** Make sure you have a good chair, and keep your back straight—don’t slouch! Your lower back should be supported as you sit all the way back in your chair. Adjust your seat so your hips are slightly higher than your knees. Plant your feet firmly on the floor or on a footrest.

Your head should be balanced above your neck with your arms resting at your sides. Follow the ninety-degree rule: hips, elbows, ankles, and knees should all be positioned at ninety degrees. Stretch your back, shoulders, and wrists every hour. **M**

Sources: *Site Solutions, Physical Therapy & Sports Medicine Centers, New York Times Health Guide*

#### ABOUT THE AUTHOR

*In addition to writing and editing, Jennifer Mathis enjoys spending time with her family in Tucson, Arizona. She earned a bachelor’s degree in 2000 and a master’s degree in 2002, both from BYU.*

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## Avoiding Fatigue

Try the following ergonomics tips to keep from snoozing at your desk:

- **Eat a balanced diet for more energy.**

Diets high in sugar and carbs can bring on an afternoon slump. Instead of shopping at the vending machine, munch on an apple and a handful of almonds, and keep a stash of veggies handy.

- **Reduce the urge to rest**

**your eyes.** Decrease the brightness of your screen, and make sure your monitor isn’t in front of a bright background.

- **Boost your energy with exercise.** Walk for half of your lunch break, or schedule a fifteen-minute walk each afternoon to refresh and clear your mind. Go talk to colleagues in person instead of instant messaging them. And take the stairs! Your job may be sedentary, but you don’t have to be.

Source: *Ergo-Plus.com*

## around the COOLER

BY SARA SMITH ATWOOD

### 1. PROTEIN POWER

To pack the biggest snack-time punch, reach for protein. A 2012 study from the University of Missouri said women who ate a snack with twenty-four grams or more of protein felt fuller longer than women who ate low-protein snacks. To fill up on protein, pack along some salted soybeans, turkey jerky, or cottage cheese topped with fruit.



# Seven Smart Desktop Snacks

*Do you get a daily case of the 3 p.m. slumps? The afternoon drive to drowse can be caused by dehydration, low blood sugar, or a low-protein lunch. But before you reach into your coworker's candy bowl to spike your energy, beware: high-sugar snacks are loaded with unnecessary calories and can lead to even more fatigue. Instead, fill your water bottle and beat the slump—and the vending machine—with these healthy snack ideas.* Photography by Bradley Slade

### 2. PORTION CONTROL

Nuts, especially almonds, are filled with protein and heart-friendly fats. However, a little nuttiness can go a long way: almonds are high in both cost and calories, so buy them in bulk to save money, and measure out small servings ahead of time to bring to work. Pair them with your cheese of choice for some calcium and extra protein.



### 3. DOUBLE DIP

Veggies are low in fat and calories yet high in fiber, folic acid, vitamins A and C, and more. Not a fan of the green stuff? Make veggies more palatable with hummus, a protein-packed, tasty topping that can make even carrot sticks sing. Try roasted red pepper hummus with sugar snap peas or fresh green beans for a satisfying crunch.



### 4. COZY COMFORT

Oatmeal: it's not just for breakfast. A whole grain shown to reduce unhealthy cholesterol and boost immunity, oatmeal can make a belly-warming snack no matter the season. Bring in a stash of instant packets or plain rolled oats. Mix with hot water, a scoop of nut butter, and a dash of cinnamon. Short on prep time? Give overnight oats a try.

### 5. SNACK IN SEASON

Fruit is great for hydration, nutrition-packed carbs, and fiber. For more satisfying flavors, forgo the Red Delicious and pick something in season: apricots and strawberries in spring, cherries and melons in summer, pears in fall, and citrus in winter. Pair your selection with half a cup of plain Greek yogurt sweetened with a swirl of honey.

### 6. WHOLE HYPE

A Harvard study published by the American Heart Association in 2016 says eating three servings of whole grains daily can help you live longer—and popcorn qualifies. To avoid office olfactory offense and needless calories, pop plain kernels and skip the butter; instead, try salt with Parmesan, cinnamon with honey, or sriracha with garlic salt.

### 7. INDULGE (A LITTLE)

Can't ignore your sweet tooth? Treat yourself occasionally, but keep portions small. For a sweet snack that won't wreak havoc on your blood sugar, reach for antioxidant-rich dark chocolate. Try a variety with a cacao content of 70 percent or higher, and nibble alongside a more filling snack such as whole-wheat crackers and peanut butter.

# 50

## Great Moments in NAC History

BY LENA HARPER

### NAC50

The National Advisory Council (NAC) is commemorating fifty golden years of helping the BYU Marriott School of Management shine. During this time, NAC members have provided wise vision for the school, generously funded programs, selflessly mentored students, and even made personal sacrifices to keep the school from closing its doors. To join in the jubilee, we've compiled this tribute of fifty facts, stories, and memories of the contributions NAC members have made to place the Marriott School at the top and extend the influence of BYU worldwide.

## 1. The Greatest Legacy

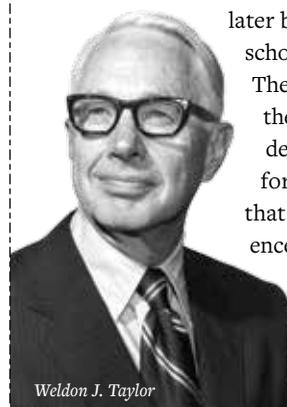
"I think the greatest legacy of the NAC is the thousands of men and women who have graduated from the Marriott School over the last fifty years and have been influenced in many different ways by the NAC. . . . [it] is the example that we [are] able to set for the students—to be in the world but not too much of the world—and to [help them] realize that what they've learned at BYU and in church is very important to their understanding of how to be successful in business."

—Gary S. Baughman, NAC chair 2007-09

## 2. In the Beginning

In March 1966, Weldon J. Taylor, first dean (1957–74) of the BYU College of Business, placed in the mail thirty-five invitations to serve on the proposed National Advisory Council. Those invited, according to Taylor, "understood the importance of value-centered qualities, insight, [and] integrity." He received thirty-five affirmative replies, including one from J. Willard Marriott, who would

later become the school's namesake. The college hoped the council would develop a prestige for the school that would influence other business schools and help draw respected faculty members to BYU.



Weldon J. Taylor

# 3. THE FIRST GATHERING

Just over twenty men attended the inaugural NAC conference on 7–8 October 1966. The dates enabled the participants to also attend LDS general conference the weekend prior as well as a football game against Utah State, which BYU dominated 27–7.



# 4. Spousal Support



*Kay Benfell meets with students during a women's luncheon in September 2012.*

The first meeting of the NAC also marks the beginning of the NAC Women's Committee. First called the NAC Wives Program, it was renamed the NAC Spouses Program before receiving its current name in 2011. Though the committee's name has changed, its purpose has not; members continue to focus on uplifting, supporting, and instructing each other.

Kay Benfell, chair of the Spouses Program 1982–84, said of her experience: "I formed friendships that have lasted, and I learned solutions and visions for coping with my own rather complex life."

# 5. Growing the Council

Recognizing the council's immediate success, Dean Taylor and the college administration decided to increase the number of members. Every invitation sent was again returned with a positive response, and by August 1967, NAC membership totaled forty-six.

# 6. New Faith and Vision

At the early conferences, NAC members offered sage advice and direction to the college. Minutes from the November 1967 meetings read: "As a result of the dialogue with these respected men of business, the shackles of the old discipline, resulting in barren academic patterns, were shattered. New faith and vision were born."



# 7. In Recognition

The first iteration of the International Executive of the Year Award was given in 1974 to Robert D. Lilley, president of AT&T. The recognition is designed to honor successful leaders outside of the LDS Church who embody the value-centered philosophy of the school. The awardees—who have also included George Bodenheimer of ESPN and John E. Pepper Jr. of Procter & Gamble—come to campus to speak to students and learn about the ethics and quality of the Marriott School.



*LDS Church Apostle Elder David B. Haight presents the 1990 International Executive of the Year Award to Jacqueline Grennan Wexler, president of the National Conference of Christians and Jews.*

## 8. Masters in the Business

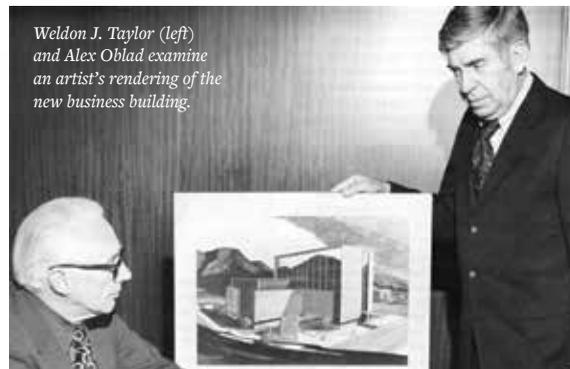
In May 1975, BYU announced the formation of the Graduate School of Management, which would house the MBA, MPA, and MACC programs.

“The graduate school of management concept represented more than just a change in name to gain status,” wrote Dean Taylor in his history of the NAC. “It represented a major change in the way the faculty looked at its task and at the goals of education. . . . Those who participated in the change saw very clearly that without the counsel, the status with various distinguished networks, and the financial support the National Advisory Council provided, these changes would have been out of reach. The National Advisory Council made it all possible.”

Today the school offers five top-ranked master’s degree programs: MBA, MPA, MACC, MISM, and MS YFR.

## 9. Structural Need

Though the college began meeting with the NAC as early as 1970 to discuss the need for a new home, real progress on that project didn’t happen until NAC member Alex Oblad pledged \$25,000 to the building fund in July 1975. The original N. Eldon Tanner Building became the first building on campus to be funded entirely by private donations, the majority of which came from NAC members.



Weldon J. Taylor (left) and Alex Oblad examine an artist's rendering of the new business building.



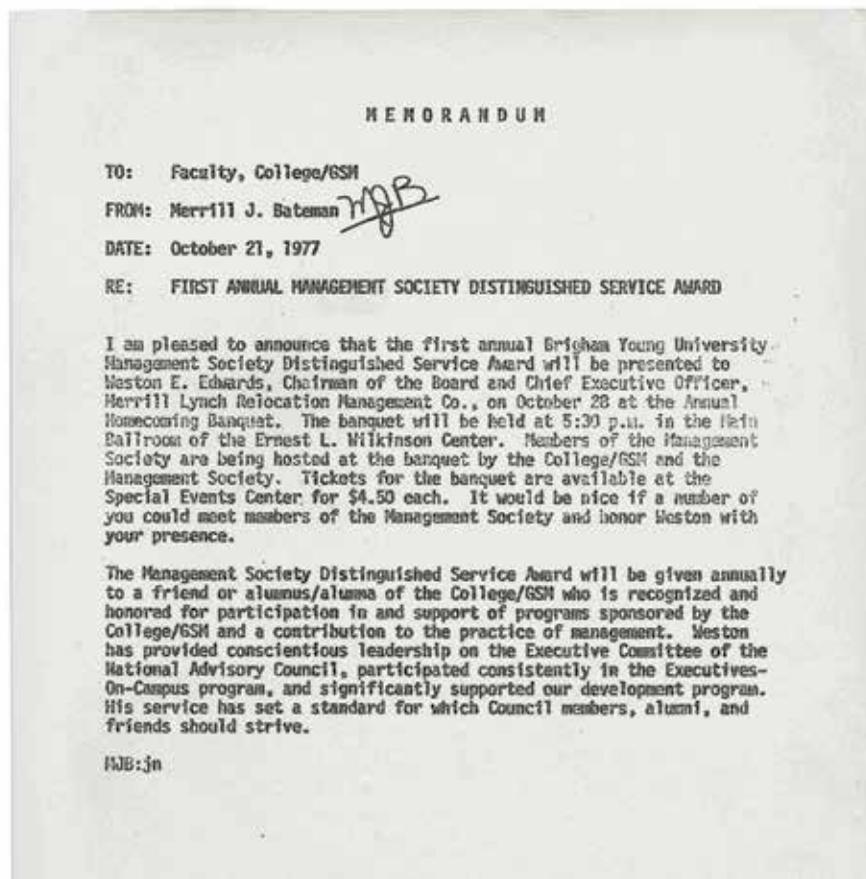
## 10. Call to Fundraise

Prior to Dean Merrill J. Bateman’s tenure (1975–79), the NAC was not expected to donate or fundraise. But as Bateman considered the logistics of constructing a new building, he knew he needed assistance—and that the NAC was right for the job. “We asked them if they would help us raise the funds, and they supported us 100 percent,” he says. Their monetary support has been unflinching ever since.

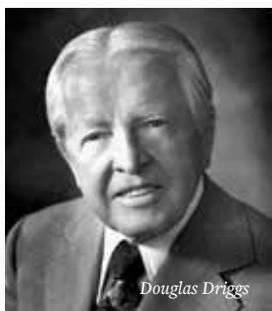
## 11. Alumni Ties

In early 1977, Dean Bateman met with NAC members about strengthening relationships with the school’s alumni and friends. The college was building prominence and autonomy, and Bateman envisioned an organization that would benefit graduates through networking and the college through membership fees and loyalty—becoming “a giving and receiving society.” The Management Society was established later that year.

A 1977 memo (right) from Merrill J. Bateman announces the first Management Society Distinguished Service Award.

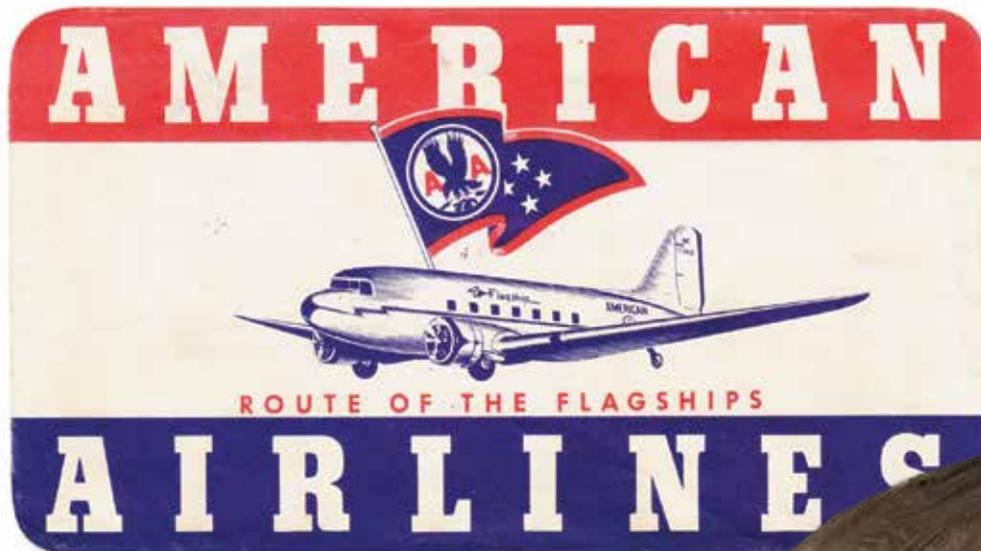


## 12. First-Class Donor Liaison



When Dean Bateman asked the NAC to help fundraise for the Tanner Building, Douglas Driggs stepped forward. Driggs set up weekend meetings with businesspeople he knew around the country and flew to them at his own expense. Then he asked them to commit funds. “He did that for two years, probably for two to three weekends a month,” Bateman says.

In May 1977, Driggs was formally asked by the BYU Board of Trustees to chair the fundraising committee—and to raise \$12 million. Working with other NAC members, Driggs obtained the funds.



## 13. First Ladies

In September 1977, Louise W. LaCount and Carolyn Dunn Newman became the first women members of the NAC. Today fourteen women are on the NAC.



Louise W. LaCount

## 14. A Named Honor

N. Eldon Tanner was an important player in the beginnings of the Marriott School. Counselor to four LDS presidents and himself a businessman, he was the school's greatest advocate in Salt Lake City. To show their appreciation for Tanner, the NAC made him the first LDS recipient of the International Executive of the Year Award in 1979, and the college chose to name the new building after him.

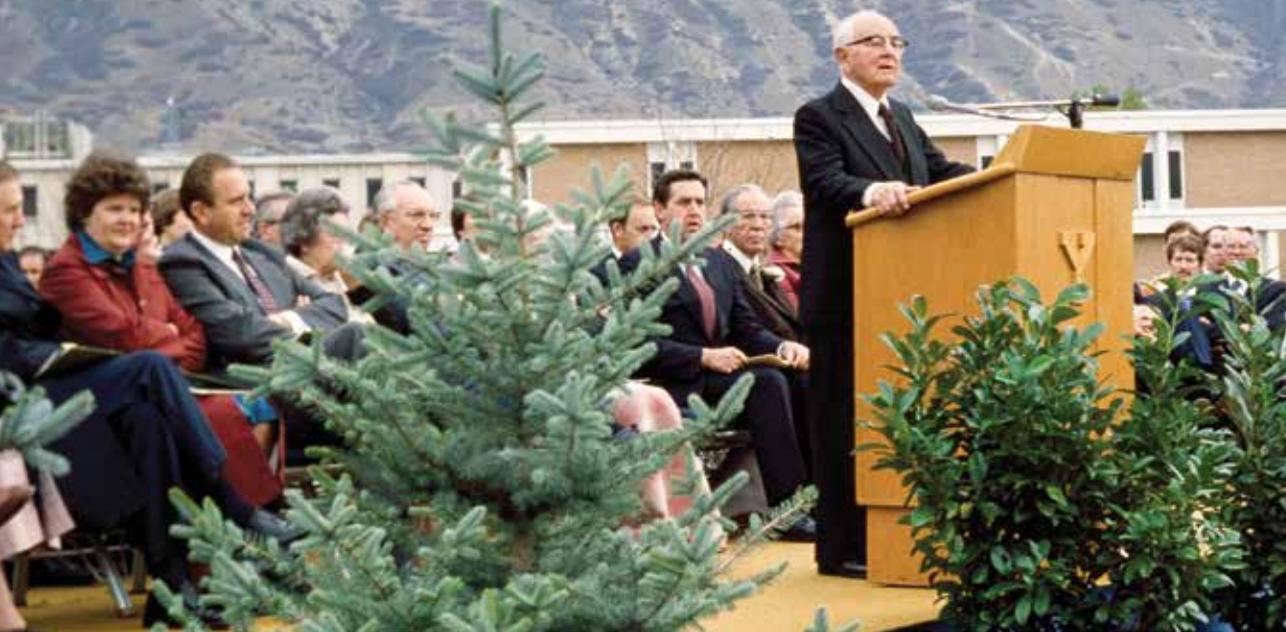
Dean Taylor wrote: “The faculty and the council were happy with N. Eldon Tanner as the name for the new edifice. His success as a public servant and private developer, and his Church leadership, typified a demeanor of high ethical principles with genuine regard for human dignity. These qualities provide a realistic role model to the school, which nurtures a value-centered philosophy.”

*A bust of N. Eldon Tanner sits inside the east entrance of the Tanner Building.*



# 15. BREAKING GROUND

In a ceremony presided over by Spencer W. Kimball, LDS Church president 1973–85, ground was broken for the Tanner Building on 8 November 1980.



## 16. A Permanent Home

The Tanner Building was completed in late 1982 and was dedicated by Gordon B. Hinckley, LDS Church president 1995–2008, on 5 April 1983.



Among those participating in the ribbon-cutting ceremony for the completed Tanner Building were (from left) Ruth Tanner Walker, Gordon B. Hinckley, Isabelle Tanner Jensen, Sara "Sally" Merrill Tanner, Zola Tanner Rhodes, Helen Tanner Beaton, and BYU President Jeffrey R. Holland.

## 17. A Precedent for Mentoring

On the evening of Thursday, 8 November 1984, a group of NAC members gathered in the Tanner Building for a fireside, beginning the tradition of mentoring students.

## 18. Funding Educators

In November 1984, NAC members showed their commitment to a strong faculty by voting to fundraise \$10 million for professorships. Since that time, the NAC has funded 38 professorships and fellowships, including the NAC Professorship in Management.



Lee Radebaugh, former Whitmore Professor of International Business, teaches a class, ca. 1984.

## 19. Foreign Aid

Looking for a way to help Church members from outside the United States obtain an education and become strong leaders in their countries and in the Church, Wilford Cardon, Duke Cowley, and several other NAC members created the International Student Scholarship Program in 1986. The program brings international students to BYU and gives them partial tuition and a low-interest loan. Now named the Cardon International Sponsorship (CIS) program, it has benefited more than 270 students from around the world.



## 20. A Chance for More

Nelson Zivic set a goal as a teenager in Argentina to one day attend BYU, but after an economic crisis hit, he knew that leaving the country for school would be impossible. Then the CIS program brought him to BYU, and he graduated with an MBA in 2009. Zivic, who now works in Mexico as a senior HR director, says, "I want to thank the NAC and CIS. Through this program, the Lord is using me to bless the lives of other people."



Nelson Zivic

## 21. A Prestigious New Name

K. Fred Skousen, dean 1989–98, recalls the time he held a million-dollar check from the Marriott Foundation. "I'd never seen a million-dollar check before," he says. That money was the first installment of a \$15 million pledge that joined the graduate school of business with the college of business, creating the J. Willard and Alice S. Marriott School of Management in 1988.

A 28 October 1988 clipping (left) from The Salt Lake Tribune announces the naming of the Marriott School of Management.

### The Salt Lake Tribune Business



J. Willard Marriott Sr.  
Hotel Chain Founder



Alice Sheets Marriott  
Honor Awaiting at BYU

### BYU to Name a School For Marriott, Widow

Special to The Tribune  
PROVO — Brigham Young University will announce Friday that its School of Management will be named in honor of the late J. Willard Marriott, and his widow Alice Sheets Marriott.

The family, in turn, will disclose details of a \$15 million J. Willard Marriott Foundation matching grant to the school, effective in 1991, to complement school activities over a 14-year period.

Formal announcement, set for 4 p.m., will be followed by a festive dinner in the Wilkinson Center Ballroom.

Honored guests are to include J. Willard Marriott Jr., son of J. Willard Marriott, and now chairman and chief executive officer of the Washington, D.C.-based Marriott Corp. (1987 revenues: \$8.5 billion) worldwide lodging

honor earlier this month as one of eight awarded the Presidential Medal of Freedom — the nation's highest civilian award.

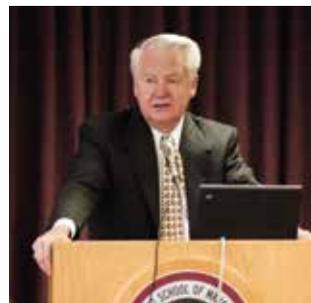
The Marriott Foundation grant will be conditional upon matching donations by friends and alumni of the university. It is intended to expand course, development, teaching and research in ethics, international business and entrepreneurship, according to School of Management Dean Paul H. Thompson.

Roots of the School of Management go to 1891 when a "Commercial College" was organized at the then-Brigham Young Academy.

The School of Management embraces the College of Business, with enrollment of 4,000, and the Graduate School of Management, with enrollment of 600. The

## 22. Annual Giving

In the early 1990s the Marriott School and the NAC agreed that NAC members would contribute at least \$1,000 annually. "[The money] was used to help establish scholarships and . . . professorships," some of which were named for NAC members, says Dean Skousen. Some funds were set aside to create an endowment for perpetual resources, and others contributed to the start of the entrepreneurship program, "which has become one of the top programs in the country for entrepreneurship," Skousen says.



Merrill J. Bateman addresses the NAC as BYU president in 1998.

## 23. Good Thing Going

When Dean Bateman became the president of BYU in 1996, he knew the value of an advisory council. Using the NAC as a model, he established the President's Leadership Council to provide guidance and fundraising support for the university. A few familiar faces from the NAC also joined the PLC.

## 24. Nontraditional Scholarships

In 1997, several women in the NAC Spouses Program felt they could be doing more, so they established scholarships for single parents returning to school. NAC member Jeff Strong—who, with his wife, Sara, donated a scholarship—says, “When [these single parents] receive that help, the difference in their lives is transformational. They can provide for their families and, in turn, do good things for other people.” NAC members embraced the program, and it became a donation priority. About five single-parent scholarships are granted each year.

## 25. A Tender Place



*Marilee Richins*

After her divorce, Marilee Richins was counseled to return to school. While caring for her four young boys, she earned her bachelor’s degree and began working as a technical writer. She was eventually told she needed a master’s degree to progress, so she applied to BYU’s EMPA program, unsure of how to make it work.

“I said, ‘Heavenly Father, you’ve got to do the rest because I can’t pay for this,’” she remembers. After applying for what she thought was a \$600 scholarship, Richins was shocked to receive an email saying not only that she had been chosen for a scholarship but also that it would cover full tuition for the entire program. “I just burst into tears, closed my office door, got down on my knees, and told Heavenly Father how grateful I was,” she says.

Richins, who graduated last June, says the Lord has “a tender place in His heart” for those who parent alone. “His expectations are the same—we have to teach, we have to be strong, we have to parent—but He opens up doorways,” she says. “[The NAC] is the opener of the doors. They don’t just provide financial help; they provide hope, they empower, and they help people like me become self-reliant and find our self-confidence again.”

## 26. Unifying Getaways

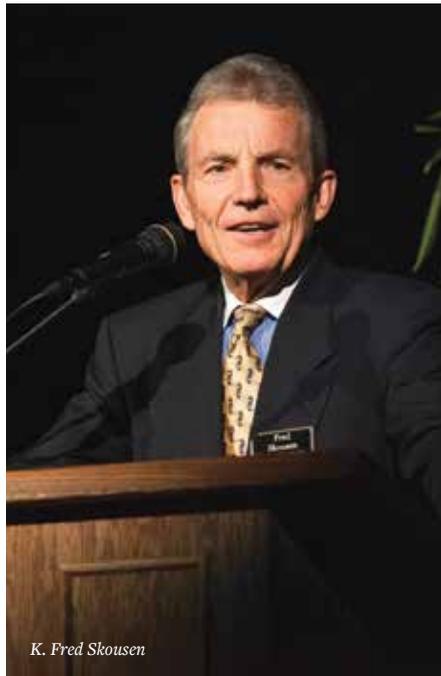
Under Dean Skousen, NAC members traveled to Egypt and Jerusalem in 1997 for the council’s first retreat. Excursions to Peru, Scandinavia, Greece, and elsewhere followed, aimed to educate NAC members and encourage solidarity and friendship. Though international adventures have slowed, the NAC still bonds through smaller, closer trips each year. And they still go on the occasional adventure abroad, such as a cruise down the Rhine River in 2014.

*NAC members and spouses gather at Fenway Park during the 2011 NAC retreat in Boston.*





Former NAC member Francis “Butch” Cash (left) with K. Fred Skousen, ca. 1990.



K. Fred Skousen

## 27.

### Perfect Fit

The NAC has been instrumental in improving recruiting at the Marriott School. NAC members build relationships with companies and then, according to Dean Skousen, the “students sell themselves.” For example, EY, which NAC members brought to campus, now hires more students from BYU than from any other school. “Once a company has had one of the good MBA or MAcc or MPA students, we don’t have to convince them to come back; they come running,” Skousen says.

## 28. Place for Placement

When the business library moved from the Tanner Building to BYU’s Harold B. Lee Library in 1998, an area on the fourth floor became available. NAC members raised the \$1 million necessary to remodel the space as the Business Career Center, which opened on 16 November 2000. For the past four years, the center has boasted a full-time job placement rate of 94 percent or higher.



## 29. (In) Famous Christmas Cards

Each year, the Marriott School deans send out a fresh, comical, and highly anticipated Christmas card—a concept that was born in 1998 in a meeting with the NAC. According to Ned C. Hill, dean 1998–2008, “The dean’s office asked for ideas that would help management educators, recruiters, and other stakeholders of the school to understand the unique nature of our hardworking, clean-cut, ethical, intelligent, and experienced students.” Now a staple of the Marriott School, the resulting Christmas cards are sent worldwide annually.





H. Taylor Peery

## 30. A WELCOME GIFT

While driving a team of accreditors to the airport after their visit to BYU, Dean Hill received a phone call. “Could you use several million dollars to form a center?” the caller asked.

Hill responded, “We could.”

The accreditors were astounded. “Is that how you raise money?” they asked. “People just call you and give you money?”

Over the next few months, Hill worked with NAC members Nancy Peery Marriott and her husband, Richard, as well as with Nancy’s brother, Richard Peery, and his wife, Mimi. Together they donated \$4 million dollars to form the Peery Institute of Financial Services in honor of their father, H. Taylor Peery. The Peery Institute, founded in 2001, helps place students and supports faculty research within the finance world.



Family and friends of H. Taylor Peery celebrate the establishment of the H. Taylor Peery Institute of Financial Services in 2001. Back, from left: Mimi DeWitt Peery, Dick T. Peery, Karen Haight Huntsman, Nancy Peery Marriott, Julie Marriott Keenan, and Richard E. Marriott. Front row: Ruby Haight and Elder David B. Haight.

## 31. Giving Until It Hurt

By 2002 programs and enrollment were growing at a breakneck pace. Though the nineteen-year-old Tanner Building looked as good as new, there simply wasn’t enough space. Recognizing the need for an addition to the building, the Marriott family stepped in with \$18 million. Further inquiry, however, made it apparent that another \$25 million would be required to complete the project. Several years later, the fundraising goal remained unmet. Sterling Jenson, NAC vice chair in 2007, showed up at a NAC meeting with intentions to donate a certain amount. Upon hearing about the need facing the school, he decided to give ten times what he had originally planned.

“A lot of [members] reached deeper in their pockets and realized, ‘Wow, we’ve got to get this done,’” says Dean Hill. “They [gave] until it hurt.”



Sterling Jenson addresses the NAC in September 2012.

## 32. Promoting Self-Reliance

Named after Melvin J. Ballard, a member of the Quorum of the Twelve Apostles who championed self-reliance initiatives during the Great Depression, the Ballard Center for Economic Self-Reliance assists students and faculty in bringing smart philanthropy to the world. NAC member Robert C. Gay, now an LDS General Authority Seventy, helped fund the center, which opened its doors in 2004.

## 33. Weekly Wisdom

Each Friday, students gather for the NAC Lecture Series, a required course for many management majors. With roots that reach back to 1949, the lectures introduce students to business leaders—many of them NAC members—who teach innovative ideas and important life-management principles.



NAC members Jeff Strong (left) and Britt Berrett mentor in the classroom in September 2012.

## 34. Reciprocal Influence

NAC members are a powerful resource for Marriott School students. “The students are amazed to hear from these people who are very experienced and have the [same] values,” says Dean Hill.

NAC members also benefit as they mentor students year-round by mingling in classrooms and participating in Q&A sessions, among other opportunities. “Those are the things that I look forward to the most when I come back on campus,” says NAC member Jeff Strong. “Those students energize me and my colleagues in a big way.”

## 35. Credible Witnesses

Marriott School finance professor and MBA director Grant McQueen is one of many teachers who regularly invite NAC members into their classes. “If the professor says it or the textbook author writes it, some students are still skeptical,” McQueen says. “However, when a successful NAC member visits class and says the same thing, suddenly the students believe in both the principle and its relevance. NAC members aren’t just role models, donors, and counselors—they are also credible witnesses that the business principles we teach are valuable and relevant.”



## 36. Training Students

Cougar Capital, a venture capital and private equity fund run by second-year BYU MBA students, was created in 2005 by Gary Williams, a NAC member who is now a professor in the Marriott School. The students who manage the fund are in high demand when they graduate, thanks to the skills they gain and Williams’s mentorship.



More than ninety Cougar Capital alumni, eight industry partners, and seventy-one spouses gathered for a reunion in Washington, DC, in September 2016.

## 37. Internship Gold

Several NAC members—including Blake Modersitzki, Young Hong, and Scott St. Clair—have created internships for BYU students within their companies. Since 2005 these internships have given both the students and the Marriott School a leg up.

## 38. Global Reach

In 2006 the Marriott School's Global Management Center was named in honor of NAC members Kay and Yvonne Whitmore. Kay, who passed away in 2004, was known for his business acumen and integrity during his thirty-six years with Kodak. Thanks to the support of Yvonne and the Whitmores' children, the Whitmore Global Management Center continues to train students, faculty, and the local business community in international business.

KAY & YVONNE WHITMORE  
**GLOBAL MANAGEMENT CENTER**  
BYU MARRIOTT SCHOOL

## 39. NAC Recruit

Seeking to improve student placement, the Marriott School lured NAC member Kim Smith out of retirement in 2007 to work for what Dean Hill calls “a ridiculously low salary” compared to what Smith earned during his twenty-eight years with Goldman Sachs. Smith, now the managing director of the school's Peery Institute of Financial Services, leverages his Wall Street contacts to place students with the nation's top financial institutions.



*Kim Smith*

# 40. NEW ADDITION

Ground was broken for the Tanner Building addition on 25 April 2007. The four-story, seventy-six-thousand-square-foot structure would connect to the west side of the Tanner Building by pedestrian bridges in a glass atrium and would offer tiered classrooms, team study rooms, an MBA office suite, an assembly hall, and more.

*Construction progresses on the Tanner Building addition, ca. 2008.*





*Gary C. Cornia (center) and his wife, Laurel, speak with NAC member Sam Dunn at the 2008 NAC fall conference.*

## 41. Miracle Money

The Great Recession, which began in late 2007, hit the Marriott School hard. Money became so scarce that Gary C. Cornia, dean 2008–13, struggled to finance faculty, staff, and research.

“We went to the NAC,” Cornia says. “They saved this school.”

Even though NAC members were also suffering losses, they sacrificed and went with less to benefit the Marriott School. As a result, no one really knew there was a shortfall. “It was because the NAC stepped up,” Cornia says.

## 42. Dedicated Investment

On 24 October 2008, NAC members and other guests—including LDS Church President Thomas S. Monson—gathered to dedicate the Tanner Building addition.

J. W. Marriott Jr.—who provided the lead gift for the building, along with Richard E. Marriott—spoke. He said: “Several years ago, Ned Hill told me one hundred MBA students were graduating each year, and he said he could double the number if he had more space. I saw an opportunity to develop many more business leaders and particularly future Church leaders. I have a strong belief that these students can make a real difference in the world.”

## 43. Apostolic Encouragement

After the dedication of the Tanner Building addition, those in attendance celebrated over dinner. Gary Baughman, NAC chair 2007–09, had worked hard to raise money for the building’s construction. He relates, “I can remember asking Elder [Jeffrey] Holland, after I had finished presiding over [the dinner], how I did. He grabbed me by the cheeks, and he said, ‘You did a fantastic job.’”

*LDS Church President Thomas S. Monson (right) speaks at the dedication of the Tanner Building addition on 24 October 2008.*



## 44. Entrepreneurial Support

Seeing the spread of technology around the world, NAC member Kevin Rollins funded the Marriott School's eBusiness Center in 2000. In 2009, Rollins—along with several other donors and NAC members—made possible the merger of the eBusiness Center with the BYU Center for Entrepreneurship, forming the Kevin and Debra Rollins Center for Entrepreneurship and Technology, which mentors students in creating tech and scalable ventures.



## 46. Club Love

Professional development clubs at the Marriott School provide mentoring, help students network and find jobs, and give NAC members another way to get involved. NAC members often speak at club meetings, and in 2011 the NAC funded an initiative to help offset the costs of career trips to industry hubs.



*NAC member John Jex mingles with other NAC members and students during a break at the 2010 NAC fall conference.*

## 45. A Boon to Research

Thanks to NAC funding, faculty members are able to travel often to meet with business professionals and to foster connections and academic research. Trips have included a finance faculty visit to New York; a strategy faculty excursion to Dallas; a marketing faculty meeting with Walmart's leadership in Bentonville, Arkansas; and an information systems faculty journey to the Bay Area, which resulted in several grants from Google to fund cybersecurity research.



*Faculty members from the department of information systems try Google Glass during a research trip to the Bay Area in May 2014.*

## 47. Open Resources

While researching private equity in spring 2014, Keith Vorkink, current associate dean, asked several NAC members in the field for their input. "They gave essential industry insight that helped improve the research project," he says. The resulting paper by Vorkink and his coauthors is now making waves nationwide, including at the prestigious Western Finance Conference. According to Vorkink, "That paper most likely wouldn't exist or have the impact it is having if we didn't have a number of NAC members contribute to the project."



## 48. Fiftieth Anniversary Gala

An opulent celebration in the BYU Wilkinson Center Ballroom the evening of 16 September 2016 capped off the NAC 2016 Fall Conference. The festivities included dinner, dancing, and speeches from current NAC executive committee member Richard E. Marriott and current NAC chair Mitch Hill.

“It’s the goal of the NAC to team up with the professors of the Marriott School to provide not only the skills but also the character traits these young men and women need to succeed in this life,” Marriott said. “You, as NAC members, play a major part in that. Your mentoring, your good examples, and your talking to these young men and women and telling them how you’ve been successful is of critical importance to their success.”

“The NAC is a difference maker, and we aspire to help our students become difference makers in the world, which so desperately needs such people,” Hill said. “May God bless and inspire the next fifty years of the NAC as He has during these past fifty years.”



NAC member Drew Johnson (left) poses for a selfie with K. Fred Skousen and his wife, Julie, at the NAC 50th Anniversary Gala on 16 September 2016.

## 49. Influenced for Good

“The NAC is a treasure. I deeply admire Dean Weldon Taylor’s initial vision, but I can’t imagine that what he and the founding NAC members saw then even remotely resembles the immense shaping power this incredible organization has today. For the past fifty years, NAC members, through their generosity and engagement, have served as transformative role models and elevated the aspiration levels of all BYU Marriott School students.”

—Lee T. Perry, dean 2013–present



## 50. Continuing the Legacy

In the past fifty years, the NAC has made an immeasurable impact on those who have passed through the Tanner Building’s doors. Since the NAC’s beginnings in 1966, more than 46,500 BYU graduates have benefited from the mentorship, connections, and generous financial support of NAC members. As several thousand more students prepare to join the ranks of alumni, the influence of the NAC continues to ensure that the future of the Marriott School is increasingly bright. **M**

### About the Author

Lena May Harper edits and writes at BYU. Her projects include the Law School and International Studies magazines and the university’s weekly devotionals. A budding ballerina and a part-time master’s student on the cusp of graduation, Lena lives with a fluffy lionhead rabbit named Willa.

### Contributing

Sara Smith Atwood and Katie Olson

BY RACHEL EVENSEN

by the **NUMBERS**

# Respecting Our Resources

Paper or plastic? Your response to this common query at the checkout line may be a matter of personal preference, but a debate continues over which method of packaging is more eco-friendly. Before your next transaction, check out these stats related to the three Rs: reduce, reuse, and recycle.



# 258 MILLION

**THE NUMBER OF TONS OF MUNICIPAL SOLID WASTE GENERATED IN THE UNITED STATES IN 2014.**

Picture the Great Pyramid of Giza. Now imagine 126 of them. That's how much space all of that trash takes up once it has been compacted. While nearly half of 2014's waste was recycled or burned, about 136 million tons—equivalent to the volume of 67 pyramids—took up residence in landfills.

Sources: *US Environmental Protection Agency, New World Encyclopedia*

# 10

**THE NUMBER OF STATES WITH BEVERAGE CONTAINER DEPOSIT LAWS.**

Think twice before throwing that can or bottle in the trash—or even in the recycling bin. If you reside in a “bottle bill” state—California, Connecticut, Hawaii, Iowa, Maine, Massachusetts, Michigan, New York, Oregon, or Vermont—you can cash in select containers at your local redemption center for a refund of two to fifteen cents.

Source: *National Conference of State Legislatures*





# 31%

**THE PERCENTAGE OF WASTED FOOD AT THE RETAIL AND CONSUMER LEVELS.**

Discarded food takes up more space in municipal landfills than any other form of waste.

To help lower the ratio, be more mindful when purchasing, using, and discarding food. Planning meals, using food before its expiration date, and maintaining a compost heap can all help make a dent. And speaking of dents, give imperfect produce a chance.

Source: *US Department of Agriculture*

# 18,226

**THE NUMBER OF USED MERCHANDISE STORES IN THE UNITED STATES IN 2015.**

Was donating to or purchasing from Deseret Industries a part of your Provo experience while attending the Marriott School? Secondhand, thrift, consignment, and other forms of resale shops not only keep products out of landfills but also give shoppers a shot at a bargain and donors an opportunity for a tax deduction.



Source: *US Bureau of Labor Statistics*

# 34.7

**THE NUMBER OF GALLONS OF WATER WASTED ANNUALLY BY A FAUCET THAT DRIPS ONCE A MINUTE.**

Aside from being annoying, a small leak in your plumbing could lead to damage in your home or office and raise your water bill. After you fix that leaky faucet, you can further conserve water by shortening your time in the shower, turning off the tap while brushing your teeth, and watering your yard in the morning instead of in the afternoon.



Sources: *US Geological Survey, US Environmental Protection Agency*



# 9.67 BILLION

**THE NUMBER OF GALLONS OF BOTTLED WATER CONSUMED IN THE UNITED STATES IN 2012.**

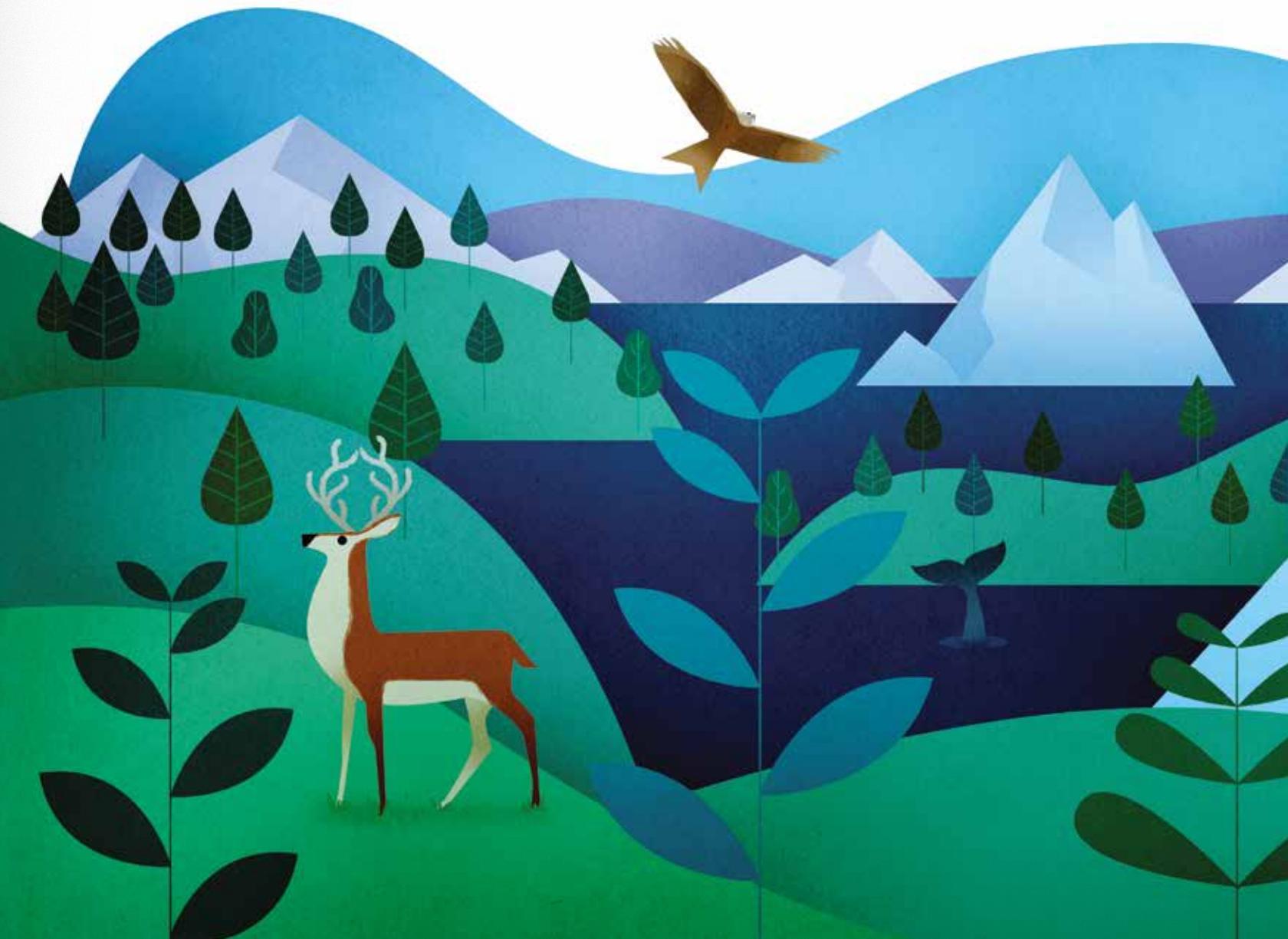
The size of disposable water containers varies, but a 2007 estimate put the total number of plastic water bottles tossed each year in the United States above 38 billion. The health benefits of drinking more water are indisputable, but so are the ecological benefits of using a refillable container.

Sources: *International Bottled Water Association, Ban the Bottle*



*In the*  
**FOOTSTEPS**  
*of* **LEADERS**

Lecture by Sam Dunn  
Illustrations by Andrew Lyons



**M**ost of you will never have heard of Andrew Skurka, but those who like to backpack will know the name. He was the 2007 National Geographic Adventurer of the Year. Andrew circumnavigated the state of Alaska solo, going nearly thirty days without seeing another human being.

Anyone can walk down an established path; Andrew likes to get off the path. He creates routes of his own that he shares with others. When you're off-trail, there are two things you must have: one is a map, and the other is a compass. Andrew can read a map and a compass like we read a newspaper. I've hiked with him a few times, and he's starting to let me do more of the navigating; that's part of why I like to hike with him.

In today's world, we have a map: we have the scriptures, and we have the examples of

history and of great leaders around us. Each of us also has a moral compass. But too often, what I'm seeing is that those who are most qualified and able to read the map and the compass choose not to lead. That creates a vacuum, and the vacuum is being filled by people who, I think, are choosing to lead for the wrong reasons. Maybe it's power, maybe it's prestige, maybe it's money, but they're leading for the wrong reasons. They have an agenda that doesn't necessarily correlate with an agenda we would agree with.

There are seats at the leadership table. As I think about the more than three hundred million people in the United States and as I think about this little group of people gathered here today, I feel there's a reason that you are here at BYU now. I believe the Lord expects you to lead. He expects you to lead in your family; He expects you to lead in the church; He expects you to lead in your business; and maybe He even expects you to lead in higher levels of politics in our cities, in our states, and in our country.



What I'm hoping is that today you will make a decision and aspire to lead, because the world is in desperate need of the kind of leadership you can provide with your map and your moral compass.

### The Incalculable Value of Integrity

I'm going to fish out of my pocket a coin. This is a dime. It doesn't mean anything to you, but it's very important to me.

When I drove here to the Tanner Building, I passed Helaman Halls. That's where I lived my freshman year. I'd go down between tests and classes and do my laundry. Back then, the washers were a quarter and the dryers were a dime.

I was doing my laundry one evening, and there were several other guys down there too. One of the dryers, we found, worked whether you put a dime in it or not. It was malfunctioning.

We were all waiting for that dryer so we could save a dime, when a friend of mine

than they were of themselves, and they were seeing potential in others that those people didn't see in themselves. They saw something in us, and they brought it out. That's what a good leader does: motivates and inspires others.

We've had perhaps the greatest example of a servant-leader that this country and maybe even the business world have ever known: Sam Walton, the founder of Walmart. Sam always put others before himself, and he was a servant-leader first, last, and always.

One of the first jobs I had at Walmart was helping a group we called our specialty division, which included parts of the store such as the pharmacy and the shoe department, areas that hadn't been part of the original Walmart footprint. There I met John Waite, who had been hired to help start the vision centers in Walmart.

John told me he had previously been a consultant working with another retailer in Michigan. One day while John was there, he was in the back room with the store manager

Very seldom do good leaders make decisions in a vacuum. They need good people around them to help guide them, and they need to listen to those people. This is an example of how you can find a path forward by listening to your people and watching the competition.

### Leading by Example

When Sam died, his son Rob Walton took over as chair of the board of directors. Rob remained the chair from 1992 until 2015, and he has been a driving force behind the scenes.

One of the assignments I had early in my career with Walmart was to help get our business started in Mexico. Rob was very involved during that time. He was passionate about the international expansion opportunity his dad had envisioned, and he wanted to make sure that part of the legacy lived out.

One of the first times we went down to Mexico, we were meeting with a company we were partnering with. Back then, the policy at Walmart was two to a room; when you stayed at a hotel, you bunked with somebody to keep costs down.

Rob and I got to the hotel to check in, and

*When you are making decisions, you have to understand the details. You have to*

## GET OUT FROM BEHIND YOUR DESK.

*You have to listen to others and seek their counsel.*

named Dave Price came down. He got ready to put his stuff in it, and I said, "Dave, you don't need to put a dime in that dryer; it works all the time!" He walked up and put his clothes in it, and then he put in a dime. I repeated, "Dave, you don't need to put the dime in."

"Sam, I wouldn't sell my integrity for a dime," he said.

His comment practically hit me between the eyes. Ever since then, I've carried this dime around. It's just a little symbol. But integrity cannot have a price. Integrity means doing what you say you will do. It means you will stay true to your principles no matter how much pressure you get.

### An Eye for Potential

I had the privilege of working around many motivational leaders in my time at Walmart. These leaders were thinking of others more

when an employee who had been setting out inventory in the store's vision center came and told him a guest was behaving strangely.

"There is this old man with a ball cap and a yellow pad, and he has been in here asking me tons of questions and writing down everything I say," she said. "I'm not sure I should be talking to him; maybe one of you should come and talk to him."

The man with the yellow pad was Sam Walton. He talked to John for about thirty minutes, and the two exchanged cards. Three months later, John got a call from Sam, who said, "I want you to come and talk to me about opening vision centers in Walmart." Now the vision centers are among the highest ROI businesses Walmart owns, and they started because Sam recognized an opportunity.

I thought, "This is the chairman of the board, right? He is going to have his own room, probably up in the penthouse suite."

Then he turned to me and said, "You'll be rooming with me."

I was scared to death. "I'm rooming with the chairman? I'm going to snore. I'm going to keep him awake." But it turned out to be one of the best experiences I've had because it taught me so much. Rob was doing what he asked us to do: he was going to share a room. By the way, this was not a ritzy hotel; we often stayed in mid-priced hotels. That's Walmart: we keep our costs down so that we can keep the prices down.

When people see you taking charge and trying to do the right thing, they want to follow. It makes all the difference in the world. You have to set the example.



### Strive to Understand the Details

In our industry, we have a saying: “Retail is detail.” Some leaders get too far above the details to the point that they can’t make an educated decision. Knowing the details doesn’t mean you’re doing somebody else’s job for them; it just means you have an understanding. At Walmart, we always expected our leaders to be out in the stores. Even those in the information systems group were encouraged to get out into the stores, talk to people on the front lines, and understand the details.

A friend of mine, Andy Wilson, was promoted to be a vice president at Walmart. In his role, he was over about one hundred stores in what we called a region. Andy had a lot of awards and trophies, and his office was really cool.

One day, Sam Walton came into his office. “Congratulations, Andy,” he said. “I just have one important piece of advice for you. You have a nice office here, but never make an important decision while seated behind that desk.” And he walked out.

The week after, Andy got a phone call from one of his district managers in Louisiana. “There is a store manager here who is not cutting it,” the district manager said. “He has always had good performance, but now he’s gone downhill. We need to get a different store manager.”

Andy was sitting behind his desk, and his first instinct was, “This guy knows the situation. He’s on the ground, he’s close to it, and I trust his judgment. Okay, we should fire this manager.” But then Andy remembered what Sam had told him, and he asked the district manager for some time to think about it. He called our aviation department and got a plane down to Louisiana the next day.

He didn’t tell the district manager or the store manager that he was coming. He just got off the plane and went straight to the store. It was the store manager’s day off, as it turned out, which gave Andy a chance to talk to the employees: “Tell me about your store manager. Do you like him? How is he doing?”

They loved the store manager, they said, but then they added, “Boy, we really feel bad for him. His wife has cancer, and he hasn’t been able to spend his time and focus the way he used to.”

Andy called the district manager and said, “We’re not going to fire this guy. We are going to give him a leave of absence so he can take care of his wife while she is going through her cancer treatments.”

And that’s what they did. This guy turned out to be a fantastic leader for us—and we almost fired him.

When you are making decisions, you have to understand the details. You have to get out from behind your desk. You have to listen to others and seek their counsel. When you are making important decisions that affect the lives of others, you also have to seek divine inspiration. I have my power hour every morning, and you can too. When you wake up and you get that quiet time, you pray about the important things and you find answers in the scriptures. That is where your decision-making power will be.

Leaders must be decision makers. I’ve never met a great leader who was afraid to make a decision. They weren’t always right, but they were always accountable for the decisions they made.

Great leaders add to their decision-making and accountability a bias for action, which I think is critical for this reason: you can be pretty good at identifying paths and pretty good at making decisions, but unless you can put those decisions to work, you’re not going to be successful as a leader. You have to be driving results and making things happen.

So take a seat at the leadership table. Be a pathfinder: be someone who can see the way forward and set a pace that others can follow. **M**

### About the Speaker

*Sam Dunn is a senior advisor at Boston Mountain Money Management. He was previously a senior vice president of strategy and business planning for Walmart Leverage Services and also served as CFO of Walmart Global Sourcing, Sam’s Club, and Walmart.com. Dunn earned his bachelor’s degree in accounting from BYU in 1982 and is a CPA. This text is adapted from his BYU Alumni Achievement Award lecture on 14 October 2016.*

# School News

## BYU Claims Venture Capital World Title



Marriott School MBA students Jorge Montalva, Erika Nash, Brad Hoke, Doug Hicken, and Jono Castleton won first place at the VCIC global finals.

Eleven years after Marriott School of Management professor **Gary Williams** established BYU Cougar Capital, a team of students showcased the course's prestige as one of the best educational venture capital opportunities in the country by winning the 2016 Venture Capital Investment Competition (VCIC) global finals.

"I think we did a really good job of feeling like a relationship-based firm," says **Brad Hoke**, a team member from Hickory, North Carolina, who graduated last April. "Our team had not only expertise but also very good personalities. We tried to offer more than just capital; we offered a partnership."

Held at the University of North Carolina Kenan-Flagler Business School in May, the VCIC finals involved thirteen of the globe's top MBA programs, including eight from the United States, three from Asia, and two from Europe. Each team in the competition was tasked with choosing one company to invest in from a pool of five startups. After due diligence and interviews with entrepreneurs, the teams picked a company, drew up term sheets and other paperwork, met with judges posing as investment partners, and negotiated with the entrepreneurs over terms.

After gaining a semester of experience working with a robust portfolio of investments through BYU Cougar Capital, a venture capital and private equity fund run by second-year MBA students, the Marriott School students arrived at Chapel Hill,

North Carolina, feeling prepared to handle the intensity of the competition.

"We talked to a lot of the other teams who said they've done a handful of deals, read some blogs, and done research; we'd looked at thirty or so deals in Cougar Capital alone," says **Doug Hicken**, a team member and April graduate from Irvine, California. "It helped us go in and quickly realize what needed to happen with the deal, what was important and what wasn't."

With the win, BYU joins a group of past global champions that includes MIT, Columbia, Yale, Wharton, Chicago Booth, and Berkeley.

"Joining the other first-place schools is indicative of the quality of the BYU MBA," Williams says. "We had a great team of students competing, and we're proud of their accomplishment."

Accompanying Hicken and Hoke in winning the \$5,000 first-place prize were fellow April graduates **Jono Castleton** from Mission Viejo, California, and **Jorge Montalva** from Viña del Mar, Chile, as well as first-year MBA student **Erika Nash** from Holladay, Utah.

## IMA Honors Student and Professor



Kevin Steed

Monte Swain

In a big win for the BYU School of Accountancy, 2016 graduate **Kevin Steed** and Deloitte Professor **Monte Swain** were named recipients of prestigious awards from the Institute of Management Accountants (IMA).

Steed, a native of St. George, Utah, who earned a bachelor's degree in accounting this past April and who was president of the BYU IMA student chapter, accepted the 2016 Student Manuscript Award and had his work "Monopoly, Accounting, and the IMA" published on the IMA website.

He is the first BYU student to win the IMA's manuscript competition.

"I'm honored to be the first BYU student to receive this award, especially since BYU's IMA student chapter is only a few years old," Steed says. "I hope to see more BYU students receive this award in the future."

Swain, who has taught and conducted research in management accounting since graduating from Michigan State University in 1991, will add the 2016 R. Lee Brummet Distinguished Award for Educators to his list of numerous teaching awards. The Brummet Award is given to one esteemed academician each year and is based on four criteria: a distinguished teaching career in management accounting, record of scholarship in management accounting, service to the IMA, and promotion of management accounting as a profession.

"Monte's recognition is well deserved," says Jeff Wilks, School of Accountancy director and EY Professor. "He has served tirelessly for years among his fellow management accounting professors, and no one cares more for his students than Monte."

## Credit Suisse Exec Speaks at Convocation

**Eric Varvel**, head of investment banking and CEO of the Asia Pacific Region for Credit Suisse, was the featured speaker at the April 2016 convocation for the Marriott School of Management.

Varvel graduated with a bachelor's degree in management with a finance emphasis from the Marriott School in 1987. He then worked as an analyst in the investment banking department of Morgan Stanley in New York and Tokyo before joining Credit Suisse in 1990. He has served in numerous roles with Credit Suisse, including on the company's executive board and in several CEO positions. He and his wife, Shauna, have been married for more than twenty-eight years and have five children.

Speaking to the graduates gathered in the Marriott Center, Varvel described



how he had known little about Brigham Young University until he heard stories from his companions while he was serving an

LDS mission in Japan. Varvel said his mission and decision to apply to BYU were the beginning of a special time of his life that set him on his future course.

"I can trace all of [my] experiences back to my mission," Varvel said. "No mission, no BYU. No BYU, no Shauna. No Shauna, no family. And no BYU, no interesting career. For me, staying on track, working hard, and taking advantage of opportunities as they became available made the difference."

Varvel offered advice to the graduates who were about to begin their new careers, encouraging them to be authentic, to listen, to lead, to be confident, and to love their family. He then gave them four challenges: be a light to the world, stand tall and be an advocate for equality, give back, and go forth and serve.

"We must challenge ourselves to be examples of service outside of our church communities," he said. "When we do this, we gain influence, drive policy and culture, and influence the world for good."

### McQueen, Snow Take Lead of MBA Program



Grant McQueen

Daniel Snow

Marriott School of Management dean **Lee Perry** announced **Grant McQueen** as the new MBA director and **Daniel Snow** as the MBA associate director effective 1 August 2016.

"Both of these faculty have made significant contributions to the MBA program in terms of teaching, curriculum development, and student engagement," Perry says. "We look forward to their leadership in these new roles."

McQueen, the William F. Edwards Professor of Finance, has taught finance at BYU since 1988 and has been awarded the Marriott School's Teaching Excellence and Outstanding Faculty Awards. He earned his BA in economics and his MBA from BYU before earning a PhD in finance from the University of Washington.

Snow, an associate professor of global supply chain management, joined the Marriott School in 2010 after serving on the faculty of Harvard Business School from 2004 to 2010. He holds a BA in international relations and an MBA from BYU and a PhD from the Haas School of Business at the University of California, Berkeley.

**John Bingham**, who served as the MBA director for the previous three years, returned to his faculty position in the department of organizational leadership and strategy. During his tenure as director, Bingham led the program to record-high student application and placement numbers.

"We are grateful for John's contribution as MBA director," Perry says. "During his service, the program has continued to improve in terms of recruiting qualified

## Romney Institute Awards Alumnus of the Year



Steve Thacker speaks at a luncheon held in his honor.

The Romney Institute of Public Management awarded **Steve Thacker**, city manager of Centerville, Utah, the 2016 N. Dale Wright Alumnus of the Year Award for his legacy of exceptional management in government and his commitment to the Romney Institute for more than thirty years.

"Steve has been an extraordinary mentor," says Romney Institute director **Jeffery Thompson**. "He is truly a giver."

Thacker received the Outstanding MPA Graduate Award when he completed the BYU MPA program in 1978. He has held various positions since graduating, including city administrator of Canon City, Colorado; town manager of Snowflake, Arizona; and performance auditor in the Arizona Office of the Auditor General.

"In addition to being an outstanding manager, Steve is also being recognized for his desire and willingness to give back to the BYU MPA program," says **Rex Facer**, associate professor of finance and public management and cochair of the awards committee. "He is deeply committed to the success of the program. Every time we have asked for his help, Steve has served willingly with grace and with gusto."

At a luncheon held in his honor, Thacker shared his vision of successful public service and the qualities he believes impact the governance of organizations.

"My advice to you today is simple: pray for and nurture a charitable heart," he said. "Do not be easily offended, avoid arrogance, and seek to truly understand another's point of view."

Thacker acknowledged the Romney Institute and his fellow associates in public service after accepting the award.

"I'm overwhelmed," Thacker says. "It's truly an honor, and I appreciate it. I know of many of my colleagues that deserve it as well, and I hope I have in some way represented them and the difficult times they deal with."

# Undergraduates Receive Marriott Scholarship Award

Eighteen Marriott School students were recipients of the Paul Marriott Morris Business Management Scholarship, an award given to undergraduates who demonstrate a strong work ethic and a dedication to service.

"The Paul Marriott Morris Scholarship is one of the most unique scholarships for undergraduates in the Marriott School," says **Randall Smith**, managing director of the Undergraduate Programs Office. "It assists students who have been admitted to the Marriott School because of their leadership, service, and passion."

Award recipient **Heidi Empey**, a junior majoring in business management from Mesa, Washington, says she considers the scholarship an investment in her potential.

"I am grateful to know there are people willing to invest in my education so that someday I can have the opportunity to also give back," she says. "This scholarship demonstrated to me the degree to which they believe not only in me but also in the Marriott School and my ability to make a difference when I leave and 'Go forth to serve.' I hope to be a good representative of the Marriott School and BYU as I continue forward with my education."

Smith says he has witnessed similar gratitude from all of the award recipients.

"The Paul Marriott Morris recipients have been so grateful, and the financial support they have received has been very important to their academic success," he says.

In addition to Empey, the 2016 scholarship recipients are **Clarke Anderson**, a senior from La Cañada Flintridge, California; **Anthony Armstrong**, a junior from Draper, Utah; **Kent Bates**, a senior from Provo; **Cameron Beecher**, a senior from Saratoga Springs, Utah; **Taylor Blanchard**, a senior from Rancho Santa Margarita, California; **Shane Brown**, a senior from Rancho Santa Margarita, California; **Keagan Christensen**, a senior from Prosser, Washington; **Clinton Foote**, a senior from Edmond, Oklahoma; **Ty Higley**, a senior from Payette, Idaho; **Chad Hilyard**, a senior from Bountiful, Utah; **James Keetch**, a senior from St. Louis; **Cedar Nye**, a senior from Media, Pennsylvania; **Kyle Saunders**, a senior from Sidney, Ohio; **Nathan Smith**, a senior from Gilbert, Arizona; **Ky Sorensen**, a junior from Layton, Utah; **Naoto Suzuki**, a senior from Fishers, Indiana; and **Garrett Yentes**, a senior from Tulare, California.

**Rebecca Marriott Champion** founded the Paul Morris Marriott Business Management Scholarship in 2010 to honor her father, a businessman who during the Great Depression helped his brother establish what became the Marriott Corporation. Through the scholarship, Champion aims to share Marriott's legacy with students who demonstrate her father's dedication.



Recipients of the Paul Morris Marriott Scholarship include: (from left, top row) Ky Sorensen, Cedar Nye, Nathan Smith, Kyle Saunders, (bottom row) Naoto Suzuki, Anthony Armstrong, Heidi Empey, Clarke Anderson, and Shane Brown. (Not pictured: Kent Bates, Cameron Beecher, Taylor Blanchard, Keagan Christensen, Clinton Foote, Ty Higley, Chad Hilyard, James Keetch, and Garrett Yentes.)

students, engaging with alumni, and providing quality curricular experiences. He will continue to do great work in the organizational behavior field."

## MBA Program Climbs Rankings to No. 23

BYU's MBA program was ranked No. 23 in the country by *Bloomberg Businessweek* in November—up four spots from the previous year's ranking. This placement

marks the third consecutive year the program has been ranked in the top thirty nationally.

"This recognition reflects the continuing excellence of the BYU MBA program," says **Lee Perry**, BYU Marriott School dean. "Our extraordinary MBA graduates are assuming leadership responsibilities and making a significant difference throughout the world. They exemplify excellence and are also another sign of



our school's rising reputation. This higher ranking represents the great work being done by our program's extraordinary students, alumni, faculty, administrators, and staff and is an honor to be shared by everyone who has lent their support to strengthening the Marriott MBA."

The program was ranked No. 8 in the alumni survey portion and placed at No. 30 for starting salary, No. 32 in the employer survey, No. 33 for job placement, and No. 35 in the student survey.

"This ranking is a tribute to our MBA students, who I believe are No. 1 in the dimensions that count the most," says **Grant McQueen**, MBA program director. "I'm also grateful to our dedicated faculty, energetic career services professionals, and the generous MBA office staff, as well as the inspired leadership of our previous MBA director, **John Bingham**."

With the rankings, *Bloomberg Businessweek* aims to indicate how well business schools lead graduates into jobs. BYU's MBA program reported a 92 percent job placement rate among all employment-seeking graduates—3 percent higher than the average rate among schools surveyed—with an average salary of \$102,793.

## STUDENT NEWS

### Therapeutic Recreation Club Honored for Service



Professor Ramon Zabriskie and Ashley Nelson accepted the Community Service Award from the URTA.

The Brigham Young University Therapeutic Recreation Club was recognized for its efforts to go forth to serve, receiving the Community Service Award at the Utah Recreation Therapy Association's annual conference in May 2016.

"This is a wonderful recognition for our students' involvement within the

community," says **Neil Lundberg**, recreation management department chair. "Our students have had a very active club for a long time and have done all sorts of community outreach projects through the adaptive sports program."

The BYU Therapeutic Recreation Club received the award for its efforts in promoting therapeutic recreation through

hosting events and experiential activities designed to serve the community and to give students more exposure to the field. One activity included wheelchair basketball games that helped participants better understand what it is like to play sports with a physical disability.

**Ashley Nelson**, an April 2016 therapeutic recreation graduate from Crocker,

## Fishing for Compliments



Kristen DeTienne



Katie Liljenquist



Bruce Money

New research from BYU and Utah State University found that simply asking customers to share positive comments about their experiences results in their repeated business and their spending more money.

The study, appearing in the *Journal of Marketing Research*, turns the whole system of customer feedback surveys on its head. Instead of asking what went wrong, the authors suggest businesses ask what went right.

"If the customer has a good experience, don't ask them to dig for something that they didn't like," says **Kristen DeTienne**, study coauthor and professor of organizational leadership and strategy in the Marriott School. "Have customers remember the good things that happen during their experiences with the company."

**Sterling Bone**, associate professor of marketing at Utah State University and former Marriott School professor, was the lead author of the study. According to him, customers' reconstruction and articulation of positive memories fuels positive purchase intentions that have an observable impact at the cash register.

"Adding that single question, 'What did you like best about your experience?' is a relatively cost-free measure that, with even small gains, offers a clear financial benefit," Bone says.

After nearly ten years in the works, the research found that soliciting positive, open-ended responses led to more repurchases and greater customer loyalty.

Researchers administered post-purchase surveys to two randomly selected sets of customers of a photography company that has studios nationwide. One group received a standard survey while the other group received the same survey with an additional prompt at the beginning that said, "Tell us what you liked." Researchers then tracked those customers for a year.

Of the 27,066 customers surveyed, those whose survey requested a compliment spent 8.25 percent more with the company one year later compared to those who had taken a standard survey.

"There's a significant impact from solely asking for a compliment," DeTienne says. "You can frame how people think about your business by how you ask your question."

A second study with a business-to-business software manufacturer found that starting a survey with an open-ended positive solicitation resulted in a 33 percent increase in customer spending compared to a survey with no open-ended positive solicitation.

Other Marriott School coauthors included **Katie Liljenquist**, research associate in organizational leadership, and **Bruce Money**, Fred Meyer Professor of Marketing. Researchers from Boston College, Michigan State University, and Northeastern University also contributed to the study.

Missouri, coordinated many of the club events. Nelson received the Outstanding Student Award at the conference for her service as club president and as a URTA student representative.

"I am very grateful that I have been able to be involved in such fun and serviceable activities," Nelson says. "With the award, I was able to buy a bike and can now be more active myself."

### Student Entrepreneurs Win Big at IBMC

Last May, student entrepreneurs faced off for almost \$150,000 in prize money at the International Business Model Competition (IBMC), founded by BYU's Rollins Center for Entrepreneurship and Technology. The 2016 competition was hosted by Microsoft Ventures on Microsoft's sprawling campus in Redmond, Washington.

The IBMC is a student startup competition that focuses on the process that

entrepreneurs use to develop and launch validated products and companies.

"Our primary aim is to educate and inspire smarter entrepreneurs, who in turn launch more successful ventures," says **Jeff Brown**, director of the IBMC and assistant director of the Rollins Center.

More than five thousand teams from nearly five hundred schools across five continents participated in affiliated competitions, but only forty-one teams were invited to participate in the final event, in which students presented their business models and received training from some of the world's top business leaders.

BYU teams placed second and third in the competition. Second place and \$20,000 were awarded to Wavio, a startup that creates and sells a small, hands-free, off-grid communication device for outdoor enthusiasts. Third place and \$10,000 went to Whistic, a cloud-based platform that provides

workflow solutions to the security risks of third-party vendors.

SwineTech, a student startup from the University of Iowa, took home first place and \$30,000 for its presentation and product, Echo. Using a belt-like structure similar to a Fitbit, Echo helps pig farmers reduce piglet mortality rates.

### Accounting Students Achieve Top CMA Scores



Cory Hinds

Kim Chi Pham

BYU School of Accountancy students **Cory Hinds** and **Kim Chi Pham** achieved top honors for their excellent

## Solving Telecommuting Team Issues

A search of telecommuting on Google yields a slew of business articles ranging from "Why Telecommuting Is Bad for Business" to "Why Telecommuting Is Good for Employees." Clearly, the jury is still out on the practice. Some companies allow it; some don't.

Wherever organizations fall on the spectrum of telecommuting and virtual teams, new BYU business research reveals something to consider about leadership and telecommuting.

"We found that people are biased toward the people they are physically located with," says **Cody Reeves**, assistant professor of organizational leadership and strategy at BYU. "People who are working remotely on a team can be at a disadvantage when it comes to being seen as a leader."

In other words, if a company has a supervisor at headquarters communicating virtually with the rest of a team that is physically located together, the team is more likely to have leadership problems. Those problems can include power struggles, confusion, and communication issues—all things execs don't want when they're trying to get work done.

The researchers' advice is simple: to have an effective leader when there are telecommuters on the team, either the leader must be physically located with the majority of the group, or everyone must telecommute.

Reeves and colleagues at Georgia Southern University, the University of Iowa, and Oklahoma State University tested their theories of leadership by setting up eighty-four teams of college students and randomly assigning them team configurations: some were physically together, some were partially physically together and partially virtual, and others were completely virtual.

"We learned that if you want to have a clear leader emerge, you are better off having them all located face-to-face or all working remotely,"



Reeves says. "It's when you start mixing and matching . . . that the real confusion comes into play."

Reeves thinks the research should give companies pause when considering telecommuting policies—something that didn't happen enough ten years ago when telecommuting became all the rage.

"They were so concerned about whether or not they could do it, they never stopped to think if they should," Reeves says, invoking the famous *Jurassic Park* quote. "Fortunately, many companies now appear to be taking a more deliberate approach when deciding whether and when telecommuting makes sense for their operation."

Steven Charlier, assistant professor of management at Georgia Southern, is the lead author of the study, which was published in the *Leadership Quarterly*.

scores on the Certified Management Accountant (CMA) exam in 2016. Hinds and Pham both ranked in the top ten of approximately 15,000 test takers internationally and were awarded distinguished honors by the Institute of Certified Management Accountants (ICMA).

“The School of Accountancy is very proud of Cory and Kim Chi,” says Jeff Wilks, director of the BYU School of Accountancy. “They are terrific students who know how to work hard, and I am sure they will be outstanding representatives of BYU in their professional and personal lives.”

Hinds, from Sacramento, California, also received the ICMA Board of Regents Silver Medal for attaining the second-highest score on the exam. He graduated from BYU with bachelor’s and master’s degrees in accounting in April 2016. In addition to acing the CMA exam, Hinds also passed the CPA and CFE exams.

“I wanted to get a head start so I could have some credentials behind my name when I started my full-time job in New York,” explains Hinds, who works for EY in New York City.

Pham, a second-year MAcc student, is the twelfth Vietnamese native ever to pass the CMA exam. Pham moved to the United States from Vietnam in 2010 at the age of sixteen. She will graduate with bachelor’s and master’s degrees in accounting in April 2017 and will then start full-time employment at PwC in San Francisco.

“The more I learn about accounting, the more I realize that it’s a lot of critical thinking,” Pham says. “I like that, and I’m good at it.”

### Students Bring Big Ideas to Pitch Competition

Football training shirts, mobile ultrasounds, wearable chairs, worm poop, and bathroom apps—the stakes were high as twenty-five student entrepreneurs presented some of the most creative ideas to ever come through the Big Idea Pitch, sponsored by the Rollins Center for Entrepreneurship and Technology.

After all the votes were cast at the October 2016 event, **Eric Stopper**, a marketing junior from San Antonio, Texas, was announced as the first-place winner and awarded \$500 for his project, the Sweetheart Home Ultrasound. An

affordable, easy-to-use home device, the Sweetheart Home Ultrasound can link with a smartphone to give expecting parents peace of mind and a daily view of their baby during pregnancy.

The runners-up included **Joseph Walker**, a pre-management freshman from Eugene, Oregon; **Jared Bruton**, a first-year MBA/MS student from Duchesne, Utah; **Nick Kurtz**, a business senior from San Diego; and **Emily Smith**, a first-year MBA student from Orem.

Students had ninety seconds to pitch their ideas, followed by a thirty-second interval for judges to cast their votes online. Judges based their decisions on whether the students communicated a problem to be solved, proposed a feasible and creative solution, and identified a market.

“I was looking for ideas that sparked an immediate connection, kind of like when a guy and a girl meet for the first time,” says Wendy Morris, a Rollins Center Founder. “There’s that spark when you hear an incredible idea that you know has great potential.”



Stephen Liddle, academic director of the Rollins Center for Entrepreneurship and Technology, presents the first-place award to marketing junior Eric Stopper.

### MBA Team Takes Second in Ethics Case Competition

A team of four MBA students from BYU won second place and \$1,200 in Baylor University’s Business Ethics Case Competition, the first time a BYU team has placed in the competition.

“We are very proud of what they accomplished,” says **Brad Owens**, Romney Institute associate professor. “This year’s team had a very high level of competence and drive, but perhaps more importantly, they seemed humble and unified.”

The BYU team consisted of JD/MBA student **Erika Nash** from Holladay, Utah,



From left: Chace Jones, Kyle Taylor, Erika Nash, and Autumn Wagner placed second at Baylor University’s Business Ethics Case Competition.

and second-year MBA students **Autumn Wagner** from Fairview, Texas; **Chace Jones** from Centerville, Utah; and **Kyle Taylor** from Kaysville, Utah.

At the December competition, the team was presented with an ethical dilemma and given twenty-three hours to deliver a credible solution. The team members worked through the night, logging a combined eleven hours of sleep before their first round of presentations the next morning. Their efforts were rewarded when they were declared finalists and then, after a final presentation, received second place.

“Working with this team was one of the highlights of my MBA experience,” Jones says. “We had to dig deep, challenge our understanding, and come up with creative solutions to a core issue that was causing multiple-symptom issues. We prayed together, we worked together, and we presented in seamless unity.”

### FACULTY NEWS

#### IS Faculty Rank Among Top Researchers

The latest Association of Information Systems research rankings have been released and—once again—BYU’s Marriott School of Management has a view from the top.

Based on the number of published articles in the six leading IS journals of the information systems field, the Marriott School Department of Information Systems ranks No. 11 in the world, with sixteen articles published in the last three years.

“It is amazing what our department has done in terms of research,” says **Marshall Romney**, information systems department



chair. “We are proud of our faculty for their commitment to both high-quality research and excellent teaching.”

Though the IS department does not have a PhD program and is smaller in size than other peer institutions, it has implemented initiatives to encourage research. For example, the department offers a pre-PhD track in which MISM students work with faculty to get firsthand experience with the research process.

Newly hired professors in the department teach multiple sections of the same course rather than different courses, enabling them to spend more time focusing on research. As a result, the IS department has more than tripled the number of published articles in the last three years.

Two BYU IS faculty in particular—**Anthony Vance** and **James Gaskin**—tied for No. 12 among faculty worldwide with five publications apiece. In addition, alumnus **Paul Lowry**, who received a bachelor’s degree in information systems in 1991 and an MBA in 1997 from BYU, reported the highest number of publications in the world in the last three years. **Greg Moody**, a BYU MISM alumnus who graduated in 2006, ranked No. 8 with seven publications.

### Marriott School Welcomes New Faculty

The Marriott School welcomed nine new professors to the Tanner Building this past fall.

New full-time faculty members include **Abigail Allen**, **Troy Lewis**, **Jake Thornock**, and **Melissa Western** in the School of Accountancy; **Lisa Jones Christensen**, **Taeya Howell**, and **Reid Robison** in the

organizational leadership and strategy department; **Marc Dotson** in the marketing and global supply chain department; and **Robert Christensen** in the Romney Institute of Public Management.

“The quality of our incoming faculty is outstanding,” says **Keith Vorkink**, associate dean. “Some come with great experience from working at excellent business schools and others out of top PhD programs in their discipline. We are confident they will make a difference in their respective departments and programs.”

### Prawitt First from BYU to Win AAA Award



In August, **Douglas Prawitt** became the first BYU professor to receive the American Accounting Association (AAA) Outstanding Educator Award, joining an extensive lineup of scholars from highly ranked accounting schools such as the University of Texas at Austin, the University of Illinois, and Stanford University.

“This award came as a real surprise,” Prawitt says. “It is both gratifying and humbling to be recognized at a national level. This honor wouldn’t be possible without the great environment BYU and the School of Accountancy provide or the incredible colleagues and students I have the honor of working with.”

Only one or two nominees are selected each year for the Outstanding Educator Award. Awardees are chosen based on scholarly contributions such as publications, excellence in teaching, educational innovation, and research guidance to graduate students.

Prawitt and University of Rochester professor Jerold Zimmerman were presented with the award at the AAA Annual Meeting in New York City. Each received a \$2,500 prize, and the PwC Charitable Foundation, which sponsored the award, donated an additional \$2,500 to the AAA to be used according to the professors’ wishes.

“Doug is incredibly deserving of this award,” says **Jeff Wilks**, School of Accountancy director and EY Professor. “He’s an amazing teacher and an

outstanding researcher and has served on countless professional committees and standard-setting bodies throughout his career. We are so fortunate to have him.”

### Zabriskie Named Leisure Sciences Fellow



**Ramon Zabriskie** loves to go outdoors and have fun, but that doesn’t mean his career takes a hike. Seventeen years of teaching

and dedicated research marked the trail for Zabriskie, a professor in the Marriott School Department of Recreation Management, to become the department’s first elected fellow in the Academy of Leisure Sciences (ALS).

“It’s very humbling to even be nominated—let alone elected—as a fellow,” Zabriskie says. “It came as a wonderful surprise, and I’m so excited to receive this honor.”

Zabriskie was nominated for his leadership and participation in professional organizations, his contribution to research and scholarly literature, and his long-term engagement in the leisure science profession. ALS Fellows Karla Henderson, a professor at North Carolina State University, and Daniel Dustin, a professor at the University of Utah, formally nominated Zabriskie.

“Dr. Zabriskie has been actively involved in higher education and the field of therapeutic recreation for many years,” Henderson wrote in the nomination. “He has been a competent and consummate teacher, leader, and advocate for leisure, especially as it relates to families and therapeutic recreation.”

Zabriskie focuses his research on family recreation, specifically on leisure’s effects on family dynamics, function, and wellness. His studies have been published in the *Journal of Leisure Research* and other respected journals in the field.

“Ramon is the most prolific scholar and author in our department’s history,” says **Neil Lundberg**, chair of the recreation management department. “Not only is he an exceptional scholar, but his teaching is also unmatched. His influence has truly been significant.”

# Alumni News

## MANAGEMENT SOCIETY

### Management Society Expands to Include New Chapters

Along with hosting numerous events and conferences, the BYU Management Society has expanded across the world in the past year, now including the new Colorado Springs Chapter and new chapters in Brazil.

#### Colorado Springs

In December 2015 the executive committee of the Colorado Springs LDS Business Group was reorganized. As a new chapter of the Management Society, the group boasts a strong executive committee, more than three hundred members, and a history of successful events and programs.

Founding president **L. Scott Pann** believes the chapter can be a positive local influence by offering fellowship, intellectually stimulating presentations, missionary opportunities, and positive contributions to the professionalism of the membership.

One of the chapter's main priorities is its career engagement program, which connects mentors with local young adults interested in both white- and blue-collar professions. Pann drew on his experience as a volunteer career coach at the University of Colorado Colorado Springs (UCCS) to build the program.

"[Volunteering at UCCS] allowed me to witness the positive impact professionals can have on the career development of young adults," Pann says. "Our chapter has adopted this program, and a number of the members have volunteered to be career coaches. The program is having a very positive impact on the lives of the students we are coaching."

#### Brazil

Due to growth and geographical limitations, both the Brazil, São Paulo and Brazil, Northeast Chapters have split to form additional chapters. The São Paulo Chapter divided to form a new chapter in Alphaville, and the Brazil, Northeast



Colorado Springs, Colorado



Fortaleza, Brazil



Recife, Brazil

Chapter split to become the new Brazil, Fortaleza and Brazil, Recife Chapters.

The Alphaville Chapter has an active membership committed to helping other alumni and LDS professionals in the area. Global Steering Committee member and Alphaville resident **Sandro Silva** has largely led the organization of new chapters in the area. In addition to getting the new chapters going, he organized the society's Latin American board and enlisted those executives to lead the now seven chapters in Brazil.

Alphaville Chapter president **Eduardo Michelutti** hopes to better serve members through the new chapter. Among the goals established for the group are to increase membership, develop mentorship programs for LDS returned missionaries, kick-start GMAT prep classes in the area, and plan events.

The Recife Chapter was organized by its president, **Alexandre Cavalcante**. The Brazil Management Society chapters are also involved in mentoring programs in partnership with the LDS Church's Self-Reliance Services.

"We have a strong network of BYU Marriott School alumni in Brazil," says Rixa Oman, Management Society executive director. "All the chapter leaders are dedicated to helping the professionals there grow and develop. They are really making a huge difference in the lives of so many."

*The Management Society has ninety chapters and twenty-four thousand members worldwide. To learn more about it or to find a chapter near you, visit [byums.org](http://byums.org).*

## CLASS NOTES

### 1979



Clocking 1,985 miles over nineteen days on a bicycle is no small feat, but that's the distance **M. Tim Welch** conquered on a transcontinental ride from Canada to Mexico. A few years later he took to the saddle again, this time covering 2,345 miles between Florida and Canada in twenty-six days.

# Innovative Ideas

"We're riding a rocket ship right now," says 2006 MBA alum **Sam Bernards** of his work with one of Utah's fastest-growing companies, comfort-tech manufacturer Purple. His career has been a series of fast-paced experiences, from innovating within the world's largest retailer to angel and venture investing, and he's not planning to stop pursuing new ideas anytime soon.

After finishing his undergrad in applied physics at BYU in 2001, Bernards jumped into the startup world as a technical cofounder at an internet car-sales company that didn't survive the dot-com bubble's burst. After scaling the Larry H. Miller Group's financial division and working with several other startups, Bernards headed back to BYU for his MBA. While there, he set—and accomplished—the goal of winning a business plan competition. His next stop: Bentonville, Arkansas.

There he worked with a team to streamline Walmart's global supply chain and save it \$2 billion a year. Then the fun really got started: Bernards moved to the company's new format development team.

"I created what could be considered an internal startup," Bernards says of his work on Walmart Express, a line of small-format stores. "Walmart as a company was optimized for the supercenter; it managed large stores serviced by large trucks in relatively small towns. Our plan called for small stores serviced by small trucks in large towns. It was just so backward to everything that it was very difficult to get any support."

So he got creative. Bernards's team bought nonperishable products from the top competitors and placed them side by side with the equivalent products from Walmart. By each product, they placed a sticky note to indicate which had the best price—blue for Walmart, yellow and red for the competitors. The CEO and a team of VPs came for a tour and left shocked.

"It was a sea of yellows," Bernards says. "That experience was the beginning of our institutional support." The initiative launched in several cities and quadrupled its projected sales. After the innovative store became part of the official Walmart fleet, Bernards realized that he missed working with startups.

He left the corporate world and, after launching a startup, became a founding member of Peak Ventures, an early-stage Utah venture capital firm. There he worked closely with the companies and entrepreneurs he invested in. "Life at the early stage is fun because it's messy," he says. "Hustle is the name of the game; you don't have the answers, so you experiment."

Bernards's appointment as CEO of Purple—manufacturer of the Purple mattress—in September 2016 has him excited to build again. The company launched in January 2016 and has since seen considerable growth. Under Bernards's leadership, the company is building an "innovation factory," including a 574,000-square-foot facility that will expand its capacity to explore additional products.

"We have experienced no ceiling on the demand for our products and are limited in growth only by manufacturing constraints," Bernards says. "We have the right team and business model to invent life-changing products, bring them to market, and scale them quickly."

With this model in place, Bernards plans to make Purple Utah's next unicorn, or startup valued at over \$1 billion. But it's not all about the money.

"I love the ability to change things for the better," Bernards says. "Purple has that ability to change people's lives fundamentally. It begins with a good night's rest. This is what really drives me: the ability to make meaningful progress for other people."

Bernards and his wife, Julia, have four children, all of whom appreciate their father's efforts to find acceptable jokes online rather than rely on his "dad humor." Bernards loves exploring the outdoors by taking to Utah's trails on his electric mountain bike.



Welch, who graduated with a bachelor's degree in business administration from BYU in 1979, is currently an LDS mission president in Cincinnati, Ohio. Back home in American Fork, Utah, Welch is vice president of business development for the Won-Door Corporation, a fire-protection technology company. Welch is chair of the American Fork Community Literacy Council and received the Red Wagon Award from former Utah governor Mike Leavitt and former Secretary of State Colin Powell for his work in developing a community-based literacy program. Welch enjoys golf, cycling, and reading. He and his wife, Michele, have five children and thirteen grandchildren.

## 1980



It didn't take long for **Kyle Bowen Love** to realize that the big corporate world wasn't for him. After graduating from BYU with a BS

in computer science in 1978 and an MBA in 1980, he accepted a job in Beaverton, Oregon, but soon moved back to Utah to work with startup Wicat Systems. In 1982 he founded NACT, which he bootstrapped into a multimillion-dollar company. Love cofounded the Utah Valley Entrepreneurial Forum in 1989 and volunteered with the organization for twenty-five years. In 1998, Love cofounded Utah Angels, the state's first angel investor organization, which invested more than \$36 million in local companies. Love now works with Pro-Motion Action, a sports-training technology company he cofounded in 2008. Love is a Marriott School Rollins Center for Entrepreneurship & Technology Founder. He and his wife, Claudia, live in Orem and have eight children and ten grandchildren. His hobbies include reading, photography, landscaping, boating, and writing. He also holds private and commercial pilot's licenses.

## 1982

**John Sabin** has worked with investment company Revolution and its partner organizations as CFO, executive VP, and treasurer since 2011. Sabin earned several degrees from BYU: a bachelor's degree in accounting in 1979, a MAcc in 1981, and a



JD/MBA in 1982. He got his first taste of investing in 1984 when he was appointed executive VP and general counsel of ValEquity,

a private venture capital company. He then moved to the Marriott Corporation and led the effort to sell the company's restaurant businesses, netting \$1 billion. His years in the hospitality industry also included C-suite positions at Manor Care, Vistana, and Hudson Hotels Corporation. Sabin served as CFO and general counsel to NovaScreen Biosciences in 2000 and to Phoenix Health Systems in 2004. Outside his career, Sabin has officiated high

school basketball games for more than thirty years. He and his wife, Terry, live in Darnestown, Maryland, and have four children and eleven grandchildren.

1994



After graduating from the Marriott School in 1994 with a BS in business management, **Jennifer Arrowsmith Anderson** was hired to

help with the accounting needs of a small software company. Realizing she enjoyed the tech more than the finances of her job, she returned to school and got a master's degree in information technology and

management from Marymount University in 1996. During that time, she was also a software assurance engineer for Federal Software in Reston, Virginia. She has been self-employed for the past fifteen years, providing marketing, graphic design, and desktop publishing services to various startup companies and home-based businesses. Anderson currently owns and operates a real estate investment trust with her husband, Justin, a 1994 BYU economics grad. They have five children and live in Queen Creek, Arizona. Anderson enjoys vocal performance, piano, community theater, and health and nutrition, and she is a self-proclaimed "electronic aficionado and geek."

## Lessons from Grandpa



Timing is everything.

That's just one of the lessons accounting alum **Greg Drennan** learned from his grandfather John Rowley, a former BYU heating plant engineer. In addition to fueling Drennan's love for BYU, Rowley taught his grandson many lessons that have since followed Drennan throughout his career in commercial real estate.

"I probably learned as much from him as I did from any one professor," Drennan says.

Drennan, a California native, originally wanted to be an attorney. But after talking with a friend during his LDS Church mission in Ecuador, Drennan was convinced that accounting could be a smart place to start a career—even with his long-held goal of entering the real estate business.

Drennan graduated with a bachelor's degree in accounting in 1985, then joined on with KPMG. He spent two and a half years in public accounting, two and a half years as an assistant controller with a privately held commercial real estate trust, and seven years at Lexington Homes before deciding to "cut the salary cord."

"I was ready to be on the playing field instead of keeping score," Drennan says. "That's when I became an entrepreneur."

Drennan created Crescendo Properties in 2002 with two partners, one of whom was BYU alumnus Tim Wright, and they began acquiring and managing a portfolio of self-storage properties. One of their first hires—BYU MBA grad **Kenny Pratt**—later became a partner at Crescendo.

Drennan's entrepreneurial spirit served him well. In the business of acquisitions with Crescendo Properties, he discovered LifeStorage, a self-storage company later acquired by an investor group. Drennan became a board member and acquisition advisor at LifeStorage, which grew to eighty-four properties—including a twelve-property portfolio contributed by Crescendo—before it was sold to Sovran in July 2016 for \$1.3 billion, a noteworthy sale that attracted the attention of the *Wall Street Journal* and Bloomberg.

"That was a key thing to happen, acquiring the portfolio at LifeStorage," Drennan says. "I was pretty happy to be involved in that." Another key, Drennan says, was recruiting Marriott School alum **Keith Gee** to fill the critical CFO role at LifeStorage.

Drennan and his partners are now involved in what they call "Crescendo 3.0," seeking out off-market storage deals and following grandfather Rowley's maxim about timing being everything.

"We're looking at reinvesting but only on opportunistic buys," Drennan says. "You have to time it right when you're buying and when you're selling."

Drennan has also joined with other entrepreneurial ventures, such as Quick Quack Car Wash, an express car wash company rapidly expanding in the western states. This venture emerged when fellow Marriott School grads **Jason Johnson** and **Travis Kimball** teamed with Crescendo, all believing that the model would emerge as a desirable investment opportunity.

In business, Drennan says, it's all about who you know—another lesson from Grandpa.

"It doesn't matter how good of an opportunity you have if the people you're doing business with are not good people," Drennan says. "I try to associate with people who share the same values I do. There's just a heightened comfort level when I know I'm dealing with people who have the same values. My partners share these values and have been a blessing in my life."

Drennan has four children—a daughter and three sons—with his wife, Monica. When not in the office, he can be found atop ski slopes, on the putting green, at a live concert, or involved in activities for the BYU Alumni Board as a chapter director for the West Coast region.

1996



**Michael Broberg's** passion for a good challenge drew him into a career of consulting for some of the world's largest businesses.

Broberg earned a BS in accounting and a MAcc in 1996 from the Marriott School. He began his career at EY in San Jose, California, and moved to Arthur Andersen in 1998. Today Broberg is VP of consulting services at Hitachi Consulting. He shares his expertise in articles published in *CIO* magazine and other publications and is a guest lecturer at Portland State University, where he worked as an adjunct professor. A former president of the BYU Management Society Portland Chapter, Broberg currently serves on the advisory board of iUrban Teen, which exposes underprivileged youth to STEM careers. Broberg loves to run, ski, golf, and play tennis—all made more fun, he says, when his family joins in. Broberg and his wife, Stephanie, have five children and live in Portland, Oregon.



**Desirée L. Hikida** has spent her career bringing justice to those in need while serving the people of Honolulu. Hikida earned her

bachelor's degree in management from BYU in 1996 and her JD from the William S. Richardson School of Law at the University of Hawaii at Manoa in 2002. In 2016 she joined Hawaii's Department of Commerce and Consumer Affairs, where she works as a securities enforcement attorney for the state, serving the community by prosecuting investment fraud and other securities violations. Prior to her current position, Hikida worked for the nonprofit Legal Aid Society of Hawaii, representing low-income clients. She has also served as a guardian ad litem for children in the welfare system for the past thirteen years and was a foster parent for three years. Hikida enjoys running, hiking, reading, binge-watching Netflix, and spending time with her daughter, Chloe.

Throughout his career **Aaron Smith** has learned that optimism and tenacity can go a long way when one is facing challenging



opportunities. While working as a manager at Amazon from 2010 to 2013, Smith was assigned an annual goal that he and his coworkers

initially thought was impossible to reach. But he built a great team, went to work, and eventually exceeded the goal. A 1996 Marriott School MBA grad, Smith began his career with startup TenFold, where he rolled out a thirty-million-dollar software project in London—another stretching experience. After working for Nordstrom as director of customer mobile applications, Smith was hired in 2015 as a product management director at GrubHub, a leading online and mobile food-ordering company. Smith enjoys sports; he's coached youth basketball and soccer, and he plays on a tennis team. He also composes and records original music. He and his wife, Erin, live in New York City and have six children.

1997



**Alyson Rich Frost** has made a home for her family in some of the world's greatest cities: Athens, Greece; Washington, DC; and, currently, London. Frost graduated from BYU with both a bachelor's and a master's degree in accounting in 1997. She then worked as a senior accountant for EY, as a tax consultant for Rouse Company, and as a controller for Step 9 before leaving the workforce to support her husband's international career. Frost and her husband, **Shawn**—a 1998 BYU MBA grad—have four children, including a set of twins. Frost has a history of community involvement, serving for two years as a membership secretary for the Women's International Club in Athens and recently assisting with three food and clothing drives for refugees in Calais, France. She enjoys tennis and yoga.

2003

From a young age, **Joel F. Cowden** was inspired by the example of several entrepreneurs in his life, including his father. After graduating from BYU in 2003 with a BS in accounting and a MAcc, Cowden joined EY as an audit manager. He has



since worked in many different accounting positions for companies such as Xerox and Arrow Electronics. In September 2016,

Cowden fulfilled his dream of making a meaningful contribution to the business community by starting his own business, Fianza, an accounting services provider. Cowden and his wife, Colleen Peterson, have four daughters and reside in Highlands Ranch, Colorado. Cowden enjoys hiking, mountain biking, and camping; he is also involved in his community with the Boy Scouts of America and elementary school organizations.

2004



When **Jake Shoff's** former business partner lost his life due to mental health and addiction issues, Shoff felt helpless and

decided to make a difference for others. In 2012 he cofounded the Phoenix Recovery and Counseling Centers, of which he is CEO. The Phoenix treats families and individuals suffering from or impacted by addiction and mental health disorders. In 2016 the center appeared at No. 34 on *Inc.* magazine's list of the five thousand fastest-growing companies. Shoff graduated from BYU with a bachelor's degree in recreation management in 2004 and has owned and operated several successful businesses. He's a member of the Entrepreneurs' Organization Utah chapter and serves on the board of the Utah Association of Addiction Treatment Providers. Shoff played BYU basketball from 2001 to 2004, winning one conference championship and competing in two NCAA tournaments. He lives in South Jordan, Utah, with his wife, Emily, and their three sons.

2010



Before graduating from the Marriott School with a degree in business management in 2010, **David Joshua Romero** jump-started his career in sales and entrepreneurship with Vivint. There he worked as an area

manager in marketing and sales for four years and opened markets in Canada across British Columbia and Alberta. In 2011, Romero founded ChampionVillage, an online fitness platform encouraging healthy lifestyles for children. Today Romero works at Entrata, a property-management software company, where he was recently promoted from regional VP of sales to VP of sales. In his position, he negotiates long-term partnerships through his work with marketing, operations, and IT professionals. Romero and his wife, Kristi, are the parents of two sons and live in Lehi, Utah. Outside of work, Romero enjoys coaching his sons' soccer team, playing soccer with his wife, and traveling. He recently visited France, Italy, Greece, Costa Rica, and South Africa.

## 2011



Faced with a gap between Provo housing contracts, **Ellis Atwood**, a recent BYU grad at the time, decided that if he was going to be

without an apartment for two weeks, he might as well spend the time in Spain. He spontaneously took off to explore the country and discovered a love for low-budget international travel. His passport now boasts stamps from Thailand, Turkey, Egypt, Israel, China, Morocco, and more. A 2011 management grad from the strategy program, Atwood was one of the first employees at Qualtrics, now an international, billion-dollar market-research company. After working up from a support position that he landed in college, he's now a senior implementation consultant assisting household-name clients. A Texas native, Atwood enjoys Utah's outdoor adventures in all seasons. His favorites include hiking, trail running, photography, and skiing. Atwood rang in 2016 on the sands of the Sahara Desert while honeymooning with his wife, Sara. The Atwoods live in Orem with their new baby son.

## 2012

**Alexander Coates** graduated from the Marriott School with a bachelor's degree in management with a strategy emphasis in 2012. As an associate at HGGC, a middle-market private equity firm that invests in businesses across many

# Seeing Double

When **Aubri Robinson** and **Amber Corkin** were students at the Marriott School, fellow Tanner Building regulars probably thought they were seeing double. Identical twins, Robinson and Corkin both chose a management major—and that wasn't a big surprise; the two had always shared similar interests, from swimming to crafting to business.

Though the two were in separate junior cores—Robinson's emphasis was strategy and Corkin's was marketing—they had classes from the same professors and often studied together. Along with having a built-in best friend, one of their favorite twin perks was sharing a room and wardrobe, which they did just about from birth until Robinson married in 2011. "We wanted to be together as much as possible," Corkin says. "You want to room with your best friend, so it seemed like an obvious choice for us."

Life after graduation has taken them 1,700 miles apart. But, drawing on their business savvy, the sisters have found a way to stay close by running a do-it-yourself (DIY) crafting website, the DIY Lighthouse.

The business was originally Corkin's idea. She graduated in 2013; moved to Seattle when her husband, Jake, got a job offer at Amazon; and started working as a buyer for Zulily. Soon Corkin was expecting her first child. Looking to work from home, she reached out to her sister and suggested they collaborate. Robinson, who also graduated in 2013, was living in Rochester, Minnesota, while her husband, Nathaniel, attended medical school. She was working as a certified personal trainer and had recently welcomed a daughter.

"We wanted to be able to work from home but still utilize our business background, and we decided to use our hobbies and our passion for being crafty to inspire women to create," Corkin says. Robinson learned to use WordPress and did the initial website development, and Corkin eventually quit her job to focus on content and branding. The nautical-themed blog set sail in mid-2015. The project became a creative outlet as the sisters monetized an interest in DIY crafts while also focusing on their roles as mothers.

"Creativity was essential for making our lives more fulfilling and rich," Robinson says. Their target audience is fellow mothers—more specifically, moms who may not feel like particularly gifted crafters. "We provide inspiration and tips and a starting point from which their creativity can grow," Robinson adds.

The DIY Lighthouse is filled with tutorials for projects that cover themes from baby showers to budget-friendly decor to holiday recipes. Their primary source for DIY inspiration? "Our brains, I guess," laughs Corkin. "We usually blog about things that we are already doing in our lives." They've recently branched into family topics such as marriage tips and dealing with bullying.

Building a blog from the ground up has not been without its growing pains. Corkin and Robinson faced a steep learning curve as they taught themselves everything from coding to attracting social media followers. "It is definitely a long-term game, and we realize that it is slow growth. But we are in it for the long haul—it is so fun and exciting to us," Corkin says. "There's a lot going on behind the polished page."

To stay focused, the sisters set ninety-day goals to improve engagement, metrics, and more. The blog recently added a shop where fellow crafters can sell their handicrafts. "We wanted to empower other women and give them an opportunity to share their creations," Robinson says. "Right now we have a lot of page views on our blog, and we are trying to get that same visibility on our shop."

The two measure the blog's success with metrics and traffic flow, Corkin says, "but we try to keep in mind why we started, which is helping other people with their creativity." Plus, she adds, "It's been a really good way for us to stay connected with each other."



*Aubri Robinson (left) and Amber Corkin*



industries, Coates identifies and sources new acquisition opportunities, researches industry trends, evaluates potential targets, and provides strategic guidance to portfolio company management teams. He previously worked as a business analyst in the Dallas and New Jersey offices of McKinsey & Company. While there, he spearheaded a workforce development program called Skillful, which provides long-term career opportunities to underemployed workers in Colorado and Arizona. He

enjoys basketball, travel, and the northern California outdoors. Coates and his wife, Jessica, reside in Palo Alto, California.



Try to find cooler lodgings than those of **Lindsey Jaroszek**, who lives in Yosemite National Park in California. The 2012 Marriott School recreational leadership grad works as the training and recruiting director for service management company Aramark, which manages Yosemite's hospitality programs. Jaroszek runs the company's international

recruitment programs, oversees a team of recruiters and trainers, and trains all associates as they start with the company in the park. As a student, Jaroszek worked for the HR office in BYU's library. Her experiences there, combined with her Marriott School degree, have helped her quickly advance at Aramark. She has volunteered with the Best Friends Animal Sanctuary, the San Diego Food Bank, and the Yosemite Climbing Association. She enjoys hiking, rock climbing, cooking, traveling, trying new foods, and undertaking DIY projects. Jaroszek and her husband, Tomasz, recently tied the knot.

## A Globe-Trotting Professional



Southern California native **Shawn Bryant** has more than a few stamps in his passport.

The 2000 MBA grad has taken his business experience to places such as India, South America, Europe, and Canada—an international journey that stemmed from his days at the Marriott School. It began with a chance conversation with **Lee Radebaugh**, former Marriott School associate dean and School of Accountancy director.

When Bryant mentioned his desire to be an international executive, Radebaugh convinced him that an MBA would help him reach his goals.

"That conversation with Lee persuaded me to apply to the MBA program and was a huge change in my career trajectory," Bryant says. "It's nice to reflect on that conversation because I'm doing exactly what I wanted to do, and I credit that to Lee Radebaugh. Looking back, I wouldn't be who I am today if it wasn't for that chance meeting."

With an MBA as the end goal, Bryant switched his major from business management to Spanish and earned his bachelor's degree in 1998. He then returned to BYU to follow Radebaugh's advice, graduating with his MBA, corporate finance emphasis, in 2000.

While working toward his degree, Bryant earned a coveted Ford Fellowship

for finance, one of the most prestigious and difficult internship experiences offered in the program—or as Bryant calls it, "the cat's meow" of Marriott School finance internships.

"I felt incredibly prepared when I went to work with the Ford Finance team, and I came back with a heightened sense of accomplishment, knowing that no matter where I went, I would succeed and do well," Bryant says.

After the MBA program, Bryant worked with Dell's finance group before joining American Express, where he now works as the company's VP of finance. Bryant leads a large organization of professionals across thirty-plus countries around the globe and leverages his Spanish skills to conduct business in at least five of them.

"I wanted to be in corporate America, and I chose BYU because it catered to what I wanted to do," Bryant says. "In the end, concentrating on corporate finance at the Marriott School proved to be the right choice. If I hadn't earned my MBA, I wouldn't be doing what I'm doing today."

For Bryant, managing a demanding work life, international travel, family responsibilities, and community involvement requires a deliberate finesse. He and his wife, April, have five children. Bryant also serves on the board of the Phoenix Chapter of the National Black MBA Association. But a busy schedule doesn't mean Bryant misses out on his favorite activities: music and travel. "Family Band Night" is a regular happening in the Bryant household; each member of the family plays an instrument or two. Though Bryant is into rock, the evening's genre depends on which family member is leading the jam session—with the exception of Green Day. "That's one band we all agree on," Bryant says.

Bryant also makes sure to involve his family in his international experiences; he and his wife frequently take their children on family trips, helping them cultivate across-the-globe friendships and an international perspective. Their itineraries range from international—Spain, Scotland, France, Italy, and the Czech Republic—to more domestic destinations, such as Mount Rushmore, the Grand Canyon, and even the Provo Wendy's restaurant where Bryant and April first met.

Bryant could fill a book with the many lessons he learned at the Marriott School, including the importance of mentors and the need to give back. But for now, he's got a plane to catch.





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