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◀ SAY "COSMO"! BEFORE PROUD FAMILIES CHEERED FOR THEIR SOON-TO-BE-MINTED MARRIOTT SCHOOL GRADS AT THE APRIL 2016 CONVOCATION, MANY GATHERED FOR A CELEBRATORY PHOTO WITH BYU'S FAMED MASCOT. PHOTO BY BRADLEY SLADE.

OVERHEARD
IN THE
TANNER

Excel is our hammer and nails. It's our tool. • A single fridge and a single pantry between six guys ain't happening. • They are changing the carpet in the Portland airport, and everyone is freaking out. It's a *carpet*, people. • I just need some time for myself. • Last winter was horrible. The skiing was terrible, and we only went ice climbing one time! • What are you doing Saturday? I'm going to the SunnyD factory. • I thought we did pretty well, but I couldn't tell how that bald judge felt about us. • This is where opportunity costs don't factor into my logic. • Have you heard their target debt? • What are you doing here? I'm just scoping out the competition. • I hope they have mercy on us. • Thanks for playing. At least you got some truffles—that's the most valuable thing in there. • I stopped playing Risk when I realized my brother would win every time. I can't roll a six to save my life. • Sales is not something I want to do for a career. Maybe real estate—talk about a huge commission! • What kind is that, raspberry bacon? Raspberry mango. • Remember me? I brought you a monkey when your leg was broken! My back was broken. • If you were revenue, I would recognize you all day long. You put the 'rev' in revenue. • I wish they would get married, because I really want to be an aunt. • You should try the bread bowl soup. It's one of the lower-cost options. • I'm being overanalyzed during my shopping spree. • Once you get to that class, you'll be home free. • Everyone speaks so quietly. I'm a loud talker; I want everyone to know how funny I am. • So *that's* why you looked at my LinkedIn profile. I saw you. • How was your break? It was great; I watched *The Office* a lot. I love Creed so much. • I say *but* when I mean to say *and*. • She's really nice, and she's really friendly, but you know how she gets. • Summer's the best time of year if you want interaction with recruiters. • He walked with me to class, and it was the best. THE BEST! And then I thought, "Oh no, you're getting too attached." • This week has been going by so slow. I feel like it's been a week since yesterday. • I never talk about babies when I'm with guys. How do they know I'm baby hungry? • PB&J lunch. Nailed it! • Hey there! You wave weird. • Jimmer Fredette will always have a special place in my heart. • What did you think of the debate? Oh, I didn't see it; I was watching *The Bachelor*. • How was your trip? Well, I got stranded in North Dakota for two days, so not great. • R2-D2 could totally do it by himself, though. Think about the prequels. • He's like the Dolly Parton of professional sports.



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Trevor Mecham planned to leave the restaurant biz when he earned an information systems degree. But instead of joining the tech boom, the 1989 alum surprised himself by accepting an offer to overhaul his hometown diner—a choice that's still serving up dividends nearly three decades later.

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Playing together could help couples stay together, according to a Marriott School study. Interestingly, what partners do for recreation affects marital satisfaction more than how much time is spent together. We interviewed the professors behind the findings—and their spouses—to learn more.

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Knowledge isn't always power. That's the theory alum Liz Wiseman, president of the Wiseman Group and author of *Multipliers*, put forth in a recent BYU forum address. Her research shows that inexperience can enhance our ability to develop innovative solutions.

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Cover illustration by Mark Smith

ROADSIDE Attraction

BY SARA SMITH ATWOOD

PHOTOGRAPHY BY BRADLEY SLADE

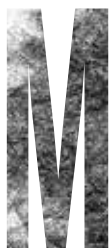
A HAND-CUT STEAKS SIZZLE ON THE GRILL. TREVOR MECHAM IS UP TO HIS ELBOWS IN A PILE OF SWEET POTATO FRIES. IN THE OVEN A SHEET OF ENORMOUS CINNAMON ROLLS—EACH ROUGHLY THE SIZE OF A DINNER PLATE—AWAITS A SCHMEAR OF SUGARY-SWEET FROSTING. THE SPICED AROMA TEMPTS GUESTS OF THE TAMARISK RESTAURANT, MOSTLY ROAD-TRIPPERS, ORDERING HEARTY MEALS UNDER A GLOWING SIGN THAT SPELLS OUT THE DINER'S ETHOS: RURAL & PROUD.





Trevor Mecham
BS IS, 1989

LEADING
ALUMNI



Mecham, a 1989 information systems grad, is the chef at the Tamarisk—a bona fide institution in Green River, Utah—and a part-owner. After beginning his career in the food industry, Mecham left to seek a college degree—and, surprising himself, brushed off opportunities in tech to return to the restaurant business. He brought his Marriott School education along, innovating and upgrading the small-town eatery through two major overhauls.

The middle of nowhere has never tasted better.

Palate Pleasing

Sitting alongside southern Utah's Green River—the landmark that lends its name to the town of less than one thousand—the Tamarisk serves up Americana on a plate. The menu is stacked high with southwestern specialties, paninis and fries, classic burgers served on house-made bread, and hearty entrées with names echoing local color: Butch Cassidy (a St. Louis-style steak), Goblin Valley (fried cod), and the San Rafael Swell (grilled chicken).

The haunt of locals and the occasional celebrity (Alan Rickman, Tim Allen, and Ernest Borgnine visited while filming in the area), the Tamarisk is primarily a stop for tourists seeking the world-famous red arches of nearby Moab.

"You can hear foreign languages from everywhere," Mecham says. "French, German, Scandinavian—I've met people from all over the world."

And regulars and newcomers alike have been delighted by the Tam's recent makeover—thanks to its change in ownership.

Next Course

After two decades managing the Tamarisk's kitchen, Mecham felt himself drifting apart from the owners. The aging Tam needed improvements, but he felt powerless to bring new life to the eatery. He looked elsewhere and secured a position teaching business at the local high school.

Then a phone call changed everything.

Josh Rowley, a longtime friend from Green River, had an interesting proposition. He and Nick Derrick, both living in Salt Lake City, wanted to join Mecham and his wife, Allyson, in purchasing the Tamarisk. Mecham was

shocked—the owners hadn't bothered to let him know the Tam was for sale. He knew Rowley and Derrick had a great vision for the place, but neither had worked in the industry before; they needed Mecham's expertise. After discussing the possibility with Allyson, Mecham realized he wasn't ready to give up on the Tamarisk. Together the four formed a partnership and leapt into ownership in early 2014.

First on the menu: a face-lift. The restaurant opened in 1979 and still had the décor to match—jewel tones, wood molding, oak chandeliers, green industrial carpet, even stuffed dolls. "I'll be honest; it looked like you were eating in Grandma's pantry," Mecham says.

Along with replacing outdated furniture and dining ware, the partners installed dark floors and subdued lighting—single bare lightbulbs dangle over the bright wood-topped tables, now surrounded by turquoise and metallic seating. Murals depicting local landmarks—Wild Horse Canyon, Goblin Valley, Black Dragon Canyon—tout local pride, while a wall of windows overlooks the

That's how Mecham got his first gig, washing dishes at Lemieux Café. He soon transferred to another restaurant to work with a buddy, but Mecham was disgusted to find himself washing dishes in a sloppy, dirty kitchen. "I worked really hard to clean everything, and one night the manager's wife walked through the kitchen and said she had never seen it this clean," he remembers. The next week, Mecham was promoted to cook: "I was in heaven."

He perfected his skills on the job, picking up tips and tricks from experienced chefs. He cooked through high school and at age eighteen moved to Ticaboo, Utah, a small community outside Lake Powell, to manage his first restaurant. But the winters were slow, and Mecham didn't know how many off-seasons he could endure. One night he and a few friends hatched an escape: "We all challenged ourselves to go to college," Mecham recalls.

The next fall Mecham enrolled at Dixie State in St. George, Utah, becoming the first in his family to attend college. After two

"MY WIFE USED TO TELL ME THAT I WAS MORE LIKE MY KIDS' FRIEND INSTEAD OF THEIR DAD, BUT THAT CAN BE GOOD; I HAVE A SUPER CLOSE RELATIONSHIP WITH ALL MY KIDS, AND I LIKE THAT."

Green River below. Mecham updated his classic recipes and developed new menu items, including a kiwi strawberry salad and a turkey bacon panini, now best sellers.

Business is up 35 percent per month and growing. After the first summer Mecham was certain the Tam had hit its peak. "And the next summer, sure enough, we were even busier," he says. Visitors sing the Tam's praises online; it's rated No. 1 on Yelp and TripAdvisor. Pretty good, says Mecham, since "the British customers have high expectations."

Made from Scratch

Mecham was eleven when his family—parents, two brothers, and a sister—moved to Green River. Immediately his mother started getting phone calls: "Do you have any kids who want to work?" Help is hard to come by in a small town.

years he transferred to BYU, where he discovered a passion second to cooking: technology.

"I was fascinated with computers and information systems, and—it sounds so silly now—WordPerfect," says Mecham. "You could change your text and everything without redoing the whole thing." When he discovered the Marriott School's newest major—information systems—he knew he was in the right place. Mecham studied hard during the week and paid his tuition by working weekends in a kitchen.

Mecham planned to build a career in information security—until he got a call from the Tamarisk's manager, who "practically begged me to come help him run it," Mecham says. The manager talked with money, too—the offer was one of the most attractive Mecham received, and there was some comfort in returning to the familiar.



Order Up

Before accepting the job, Mecham had one condition: he wanted to make a few upgrades.

"The first thing I did was computerize the ordering system," he says. "They were still tracking orders by hand. With what I learned at BYU, I was able to install a new network—the change was like night and day." Mecham then set his sights on the menu.

He started sourcing better ingredients, including fresh fish and hand-cut steak, and added full breakfast, lunch, and dinner buffets. "It was the early nineties," Mecham explains, "and buffets were the big thing. It did amazingly well."

Today Mecham regularly uses his management education. "With the accounting that I learned, it was easy to do the books for the food and labor costs," he says. "You need to keep track of everything in a restaurant because the profit margin isn't that big." One of the problems he's tackled is a labor shortage. To help retain waiters, Mecham and his partners decided to keep the Tam open during the winter, though he admits profit margins would be higher if he didn't. A good, consistent staff is more important in the long run, though.

Mecham still spends much of his time in the kitchen, perfecting a new recipe or serving up orders through the afternoon rush. His

specialty? "Anything Mexican," he says. In preparation for this summer, Mecham is spicing up the Southwest-inspired offerings, which range from street tacos to smothered Navajo bread. He's also developed a quicker method for chile relleno. "We roast our own green chiles, peel them and bread them like chicken-fried chicken, and then grill them until they're crispy," Mecham explains. "We got one of our best compliments this whole past summer from a lady who just loved them."

Mecham's also proud of his famous T-roll—a giant's portion of a cinnamon roll. "One time I got feeling guilty that they are so big, like people who eat them are going to go into a diabetic coma," Mecham says, laughing. "I tried to make them smaller, but everybody got angry."

Locally Grown

Returning to his hometown may not have been in the plans, but Mecham couldn't imagine any other life. "I am really happy with the decision," he says. "The restaurant is doing well, and my family is doing well."

When Allyson Mecham first visited Green River with her husband, she was unimpressed: "Please don't make me live there," she implored. Allyson had grown up in Phoenix, so when she and Mecham ended

up moving to Green River, it was a tricky transition. But the isolated town grew more beautiful as it became home. Green River is a great place to raise kids, the Mechams agree, with a tight-knit community and outdoor adventures around every corner.

Trevor and Allyson met as BYU students—after Allyson's friend had asked Trevor out and then introduced him to Allyson as the "cool guy" she was into. From that point, the Mechams had eyes only for each other. "It wasn't very nice of us, but it happens," Mecham laughs. They welcomed their first son, Wayde, a month before graduation, and four more children followed once the family moved to Green River.

Mecham's oldest children—two of his sons and both daughters—followed his footsteps in becoming college students, all at the University of Utah. "Where did I go wrong?" Mecham jokes.

The restaurant life proved surprisingly flexible for Mecham as a father. "The work

was very demanding,” he says, “but I haven’t missed out on anything for my kids—I was able to go to all of their basketball games and that kind of thing.”

And all the kids have worked at the Tam; the youngest, fourteen-year-old Zack, just started washing dishes. “They all moved up the ranks,” Mecham says, with the older kids waiting tables. They grumbled a bit about it, he adds, but less so when tips piled up. “I really enjoy working with my family,” Mecham says. “My wife used to tell me that I was more like my kids’ friend instead of their dad, but that can be good; I have a super close relationship with all my kids, and I like that.”

The local community also proved to be a great support in good times and bad—like the night when Wayde, then sixteen, began to fade in and out of consciousness. A mysterious infection landed him in a coma at Primary Children’s Hospital in Salt Lake City. That’s when the Mechams’ close-knit hometown rallied for one of its own, raising enough money to cover all the medical expenses and start a college fund. “That’s

what comes to mind when I think about Green River,” Mecham says. “People help you out when things go wrong. I will never forget it.”

Rural & Proud

In the restaurant business, the work is never done. There are more hungry people to feed, more dishes to wash, and, at the Tamarisk, more renovations to complete, including a river-facing deck where visitors can dine alfresco. New this summer, tourists can rent guestrooms below the restaurant. The staff is also getting a digital upgrade; iPads are helping waiters track orders and run credit cards more efficiently.

Mecham has often been asked by visitors surprised by the Tam’s quality why he doesn’t just move it from “nowhere” to “somewhere”—out to a big city where it can get more consistent, local traffic. He’s flattered by the sentiment. But Mecham likes serving tourists, and he’s not looking to leave the tranquility of Green River any time soon.

Running a roadside diner isn’t a pit stop in Mecham’s career. It’s the destination. **M**

MECHAM HAS OFTEN BEEN ASKED BY VISITORS SURPRISED BY THE TAM’S QUALITY WHY HE DOESN’T JUST MOVE IT FROM “NOWHERE” TO “SOMEWHERE”—OUT TO A BIG CITY WHERE IT CAN GET MORE CONSISTENT, LOCAL TRAFFIC. HE’S FLATTERED BY THE SENTIMENT.



Generating Buzz, One Viral Post at a Time

YOU'RE SCROLLING THROUGH FACEBOOK, and a video catches your eye. A man is riding a horse on a beach and telling you he is the man your man could smell like.

It's hilarious, and you need to show your friends. Now.

You click *share* and willingly become an advertiser for men's deodorant.

Companies are increasingly using viral content to turn casual internet users into advocates—a trend that isn't lost on BYU professor Jeff Larson. This year he introduced a new assignment in his internet marketing class to familiarize students with the ultimate aggregator of viral content: BuzzFeed.

"The major lesson I wanted students to learn was how to create resonance," Larson says. "How do you create content that is not only good enough for people to enjoy but that also crosses some threshold so that viewers become promoters?"

The assignment, which was originally developed by a PhD candidate at Arizona State University, challenged students to make a BuzzFeed post that could garner at least one thousand views in seven days. After

posting an article, quiz, or video on the site, students shared their work on social media and waited to see how many views they could rack up.

Posts with names like "7 Times BYU Sports Broke Your Heart and It Hurt" and "If Donald Trump's Hair Matched His Statements" met the challenge, drawing one thousand or more views in the allotted time. Every team but one reached the goal, with a couple posts landing on BuzzFeed's home page.

The class champion was "What Kind of Donut Are You Based on Your Birth Month?" with more than 400,000 views. Tyler Andersen, who wrote the quiz with his group, says he studied BuzzFeed's top posts to figure out what type of content could generate the most views.

"I learned to shoot for the top," Andersen says. "If you're wondering how to be successful, look at what successful people are doing." He noticed that donuts were trending and matched that with the simple quiz format also popular on BuzzFeed, and voilà—virality.

Other students targeted niche audiences. Libby Thomas, a marketing

"I learned to shoot for the top. If you're wondering how to be successful, look at what successful people are doing."

—TYLER ANDERSEN

INSIDE *the* CLASSROOM



Marketing students are breaking the internet with click-worthy content. Their biggest success to date: a very viral donut quiz.

senior from Provo, helped write "25 General Conference Moments All Mormons Will Understand." She says she's learned that social media is a powerful tool for targeting a narrow but passionate audience. "You have to think, who will enjoy this enough to share it?" she says.

As social media and internet marketing continue to evolve, BYU's marketing classes are changing to keep up, says Tom Foster, chair of the marketing and global supply chain department. And as students keep learning, they'll keep creating content that makes viewers work for them.

"The market is primed for this social content," Larson says. "Nowadays everybody's looking for the next funny thing—we just have to create it."

—ANGELA MARLER

HE said, SHE

Couples that play together stay together

BY KASEE BAILEY PHOTOGRAPHY BY BRADLEY SLADE

Participating in recreational activities is a powerful indicator of how satisfied couples are with their marriages, according to a study authored by three Marriott School professors. The findings, published in the *Journal of Leisure Research*, also revealed that the amount of time partners spend together isn't as important as what they're doing. In fact, everyday activities—like watching Netflix, walking the dog, or cooking together—contribute more to marital bliss than the occasional tropical getaway.

So do Peter Ward, Neil Lundberg, and Ramon Zabriskie practice what the research preaches? We interviewed all three professors—and their spouses—to find out.

Peter & Carri Ward ➤

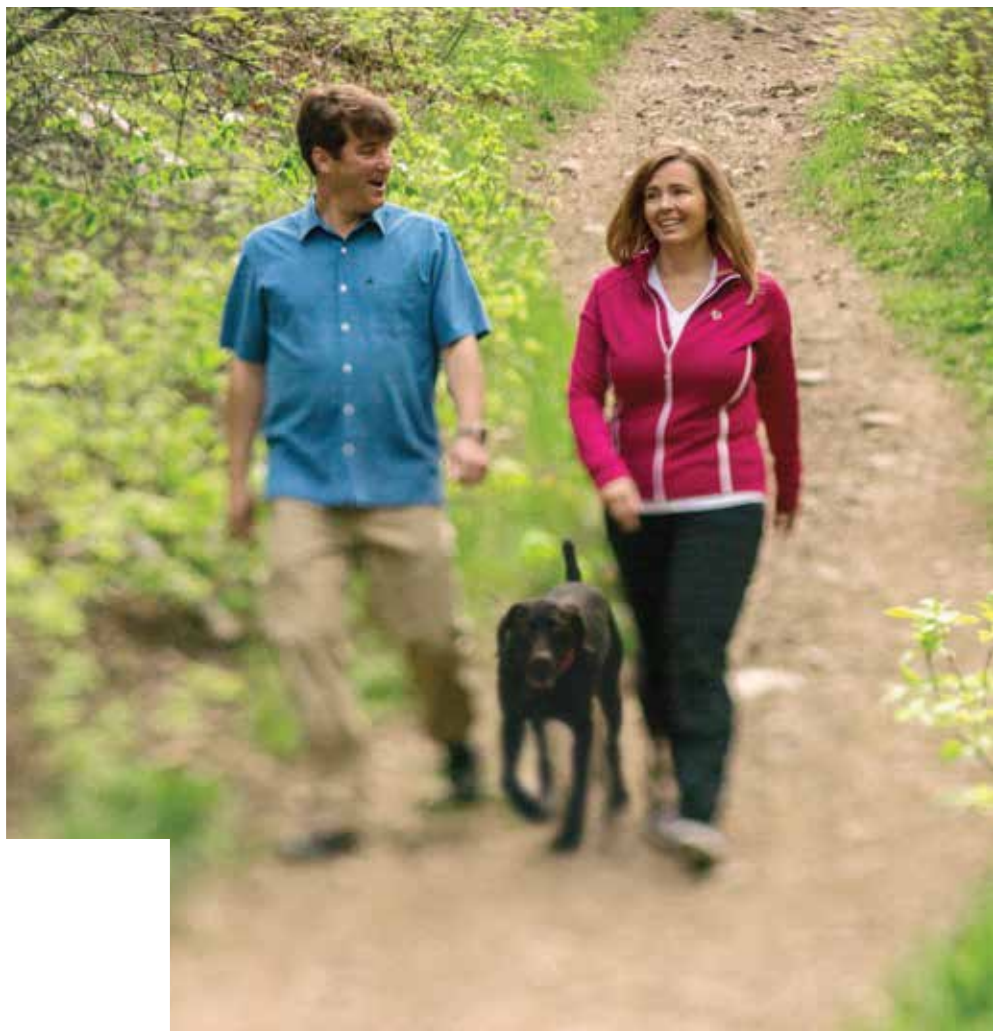
aren't really a TV-watching couple. When they spend time together, they're at their boys' lacrosse or wrestling events, skiing for the second time that week, or hiking with their young German shorthaired pointer through the mountains.

Q: Why are these hobbies so important to your relationship?

CW: It gives us something to have in common. With him working and me at home, we have totally different responsibilities. We don't share a lot of the same anything in those aspects, but when we go out and do something together, we can create new interests that we have in common.

PW: It's a chance to be together. Life is so busy that you can very easily become just a partner to the person with whom you're raising a family. When we recreate together, we continue to get to know each other.

CW: We have to continue to build our relationship, or it can go stagnant.





◀ Ramon & Marci Zabriskie

can make a mean stir fry, but they're also known to whip up a batch of cookies that they bring to families in their neighborhood. They utilize their DVR to catch up on an episode of a TV show together after their kids go to bed, and enjoy hosting couples game nights; competitions are amplified by a special ring given to the current winner of their favorite games—Settlers of Catan and Ticket to Ride.

Q: What happens when you aren't interested in the same activities?

MZ: Some things we don't share. And that's okay. After we got married, we began to recognize the things that we enjoyed doing together and the things that we didn't.

RZ: New couples get in the habit of thinking they have to do everything together. It's perfectly fine to have individual interests! The key is supporting and encouraging that and having joint interests as well.

MZ: I also think it's important that our kids see us doing normal things together, so they know that those are the kinds of things that make a marriage strong. I don't think we would have made it through some of the hard things in our life without having the stability of those core activities.

RZ: The little things are huge. It's the everyday things that hold everything together.

Neil & Melanie Lundberg ▶

With packed schedules, take advantage of the middle of the day, whether that's attending BYU devotionals or grabbing lunch together. They can also be seen playing one-on-one basketball, strolling nearby mountain trails, or pedaling on their tandem bike.

Q: With such busy lives, how do you make time to be with your spouse?

ML: One of the things that has been the most helpful is trying to make our activities compatible so we do a lot of things together.

NL: Even though we might be at a different skill level in some activities, we've figured out ways to make little modifications so that we both enjoy doing them together.

ML: Yeah, like when we play basketball one-on-one, I get two points per basket. He only gets one.

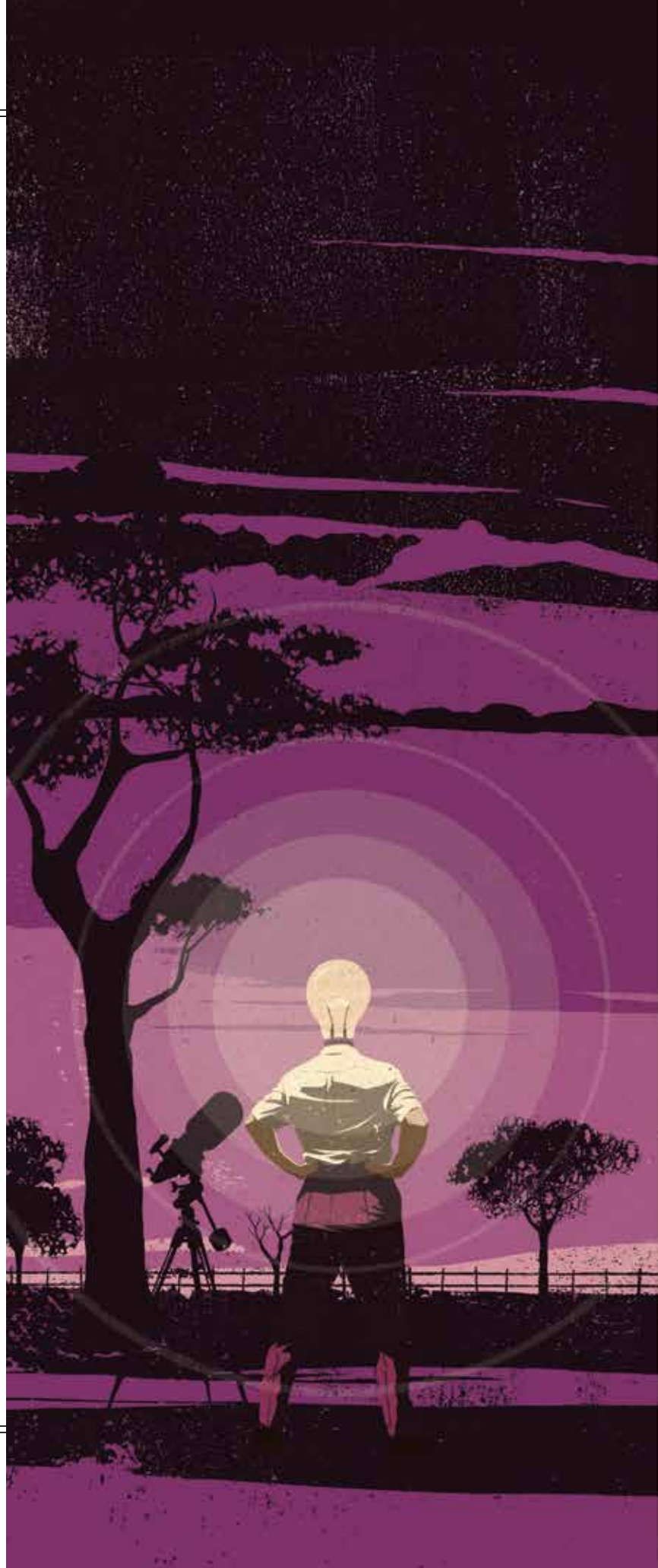
NL: It's the idea of connecting that's so important. It's not good enough to say that next month we'll go on a vacation. Vacations are important, but you can't live off of those types of activities. Taking time for date night and simple activities together gives you that chance to continually reconnect. **M**



• • • ADDRESS BY LIZ WISEMAN • • •

THE
POWER
OF
NOT
KNOW-
ING

• • • ILLUSTRATIONS BY MARK SMITH • • •





You have probably heard the saying, “Knowledge is power.” I want to make a case for ignorance—not the lack of education or stupidity, but simply the lack of certainty.

When I graduated from the Marriott School, I took a job working for a maverick software company called Oracle. The company had a very simple and clear hiring strategy: hire the top grads out of the top schools, mix them all together, and see what happens. I felt lucky to be working around such brilliant people, and I became a genius watcher. I could see how raw brilliance was a powerful tool for growth and innovation. I also could see how it was used as a weapon. Some leaders shut down people around them or simply never looked beyond their own genius to see the full genius of others.

THE MAGIC OF MULTIPLIERS

When I left Oracle to become a management researcher and author, I began studying why some leaders bring out the very best in the people around them (Multipliers) while others extinguish the intelligence around them (Diminishers).

I discovered leaders like Earvin “Magic” Johnson. As a young man, Earvin was phenomenally talented. His high school coach told him, “Every time you get the ball, I want you to take the shot.” So he did. The coach and the players loved it because they won every game. But after one particular game, Earvin noticed the faces of the parents who had come to watch their sons play basketball. Describing that experience, Johnson said, “I made a decision at this very young age that I would use my God-given talent to help everyone on the team be a better player.” This orientation earned Earvin his famous nickname, because he magically raised the level of play for every team he was on.

My research showed that Diminishers utilized less than half of the available intelligence around them, whereas Multipliers used all of it. And, interestingly, Diminishers aren’t always narcissistic, tyrannical bullies. Most are nice people who think they’re doing a good job. Becoming a great leader requires us to understand how our most noble intentions can end up having a diminishing effect.

THE BRILLIANCE OF ROOKIES

Not only can our knowledge blind us to the capability of others, but it can also blind us to new possibilities. Once we become familiar with a subject, we tend to see what we expect to see. Obviously working without experience comes with downsides; no one wants a rookie surgeon or dentist. But when we're doing something hard and important for the very first time, whether we're twenty-five or sixty-five, we operate in some interesting ways.

My research team and I found that in this rookie mode we explore more. We lack know-how, so we go out and get it. We ask better questions, are more alert, listen more, and seek feedback. We're agile because when we lack resources, we get resourceful. Contrary to popular opinion, we're not big, bold risk-takers. We're actually extremely cautious, testing ideas and checking in. It's why we tend to outperform in knowledge work, especially in innovation, and speed.

As we progress in our careers, the path of least resistance leads to the knowledge trap, where we become blinded by the knowledge and limited by the capability we've worked so hard to obtain. What can we do as professionals and leaders to escape this knowledge trap?

ASK MORE QUESTIONS

One of the most powerful shifts we can make as a leader is to operate from a place of inquiry. My husband, Larry, and I have four children, but thirteen years ago, it was a mere three—ages six, four, and two. One day I was commiserating with my buddy Brian at work about some of our parenting challenges. I said, "Brian, I feel like I've become a dictator in my house."

Brian acted very surprised by this, and he said, "Liz, you don't strike me as a bossy mom." So I described bedtime for him.

"Okay, kids. Time for bed. Put that away. Help your sisters. Get your pajamas on. No, the tag goes in the back. Brush your teeth. Use toothpaste. Time for a book. Not five books. Say your prayers. Get into bed—not my bed. Go to sleep." There was no yelling;

it was just a constant stream of telling them what to do night after night. If you have the six-four-two combo at your house, you know exactly what this is like.

Brian, overlooking the fact that this was recreational complaining, said, "Liz, why don't you try speaking to your children only in questions tonight?"

I was intrigued by the challenge. That evening I asked, "Kids, what time is it?" And they said, "Bedtime." "Who needs help getting their pajamas on? Who's going to be the first to brush their teeth? What story are we going to read?" They responded with remarkable understanding of our bedtime routine. My last question was, "Who's ready for bed?"

They gleefully raced to get into their beds. I was left wondering, "How long have they known all this?"

When I asked questions, the kids found the answers. And at work people didn't need me telling them what to do; they needed me to ask intelligent questions. We can tell less, and we can ask a lot more.

ADMIT WHAT YOU DON'T KNOW

About twenty years ago, I sat in a meeting that changed forever how I defined a great leader. I was working at Oracle with our three top executives: the president, the chief technology officer, and the chief financial officer. We'd been running a series



of strategy summits, bringing in executives, thirty at a time, to educate them on the corporate strategy.

The feedback was not good. The participants said the strategy articulated by the top leaders wasn't clear or compelling. As I was reviewing the feedback, the executives became unusually quiet.

So what did I do? I went through the feedback one more time to make sure they understood. And that's when the CFO blurted out, "Liz, we get that there's a problem. The issue is we don't know how to do this." The president and the CTO were both nodding their heads in agreement.

"We've never run a \$25 billion company before," he continued. "We don't know how to set a strategy for a company this global and complex, but if you help us learn to do this, that would be useful." They then learned quickly and led the organization with a set of strategic questions rather than a set of strategy slides.

In fast times, everyone's winging it—even the people at the top. So admit what you don't know. It creates a powerful dynamic in an organization. And for those of you who are the new hires in your organization: relax. You were hired for your raw intellect and ability to learn and solve problems. Your value will come from the know-how you build, not the know-how you bring.

THROW AWAY YOUR NOTES

C. K. Prahalad was a professor at the University of Michigan's Ross Business School and was considered to be one of the greatest management thinkers of his time. He was also a fire hazard to the university because his courses were so perpetually oversubscribed that students lined the halls trying to get in earshot of one of his lectures.

When C. K. was a tenured professor, his wife, Gayatri, found a stack of his teaching notes in the trash bin of their home office. She rescued these precious resources and returned them to C. K. later that night. He thanked her but admitted that he threw them away on purpose because "my students deserve my best, freshest thinking every

• • •

AT WORK

PEOPLE DIDN'T

NEED ME

TELLING

THEM

WHAT TO DO;

THEY NEEDED

ME TO

ASK

INTELLIGENT

QUESTIONS.

• • •

time." So if we need to inject a little bit of freshness into our work, maybe we should throw away some of our templates and standard agendas.

SEE THE GENIUS IN OTHERS

Three of my children have an active sense of adventure. Christian, the seventeen-year-old, is different. He was born without fear and lives by the mantra "See it, climb it, and figure out how to get down later. Think it, make it, and clean up the mess absolutely never." Like many boys, he built an elaborate manfort complete with lounge, snack service, and a golf tee. However, his was thirty feet in the air on a small, flat spot on our roof. We only discovered it when a neighbor at the end of the street complained about golf balls in his

pool. It's very easy for Larry and me to see him as dangerous—broken bones and broken windows waiting to happen. It's even easier to think we know best and to dispense survival advice. However, recently I decided to stop seeing problems and, instead, focus on seeing his genius.

I have come to see a brilliant creator, an innovator, a problem solver, and a fearless future missionary. Today, nothing makes me happier than seeing him light up when he tells me about his latest creation or daring adventure.

SEEKING, NOT KNOWING

The best leaders don't have the answers. They have really good questions, and they use their intelligence to bring out the genius in the people around them. In a 2009 piece for *Time* magazine, the great philosopher Bono compared the great artist George Clooney to a Multiplier from the 1800s. He wrote, "It has been said that after meeting with the great British Prime Minister William Ewart Gladstone, you left feeling he was the smartest person in the world, but after meeting with his rival Benjamin Disraeli, you left thinking you were the smartest person." It's time we recognize that at the top of the intelligence hierarchy is not the genius; it's the genius-maker.

Ironically, what I have come to know is that we tend to be at our best when we are on the outer edges of what we know—when we're doing something new, learning, and growing through challenge. Yes, the glory of God is intelligence, but it's in seeking—not knowing—that we find truth. **M**

ABOUT THE SPEAKER

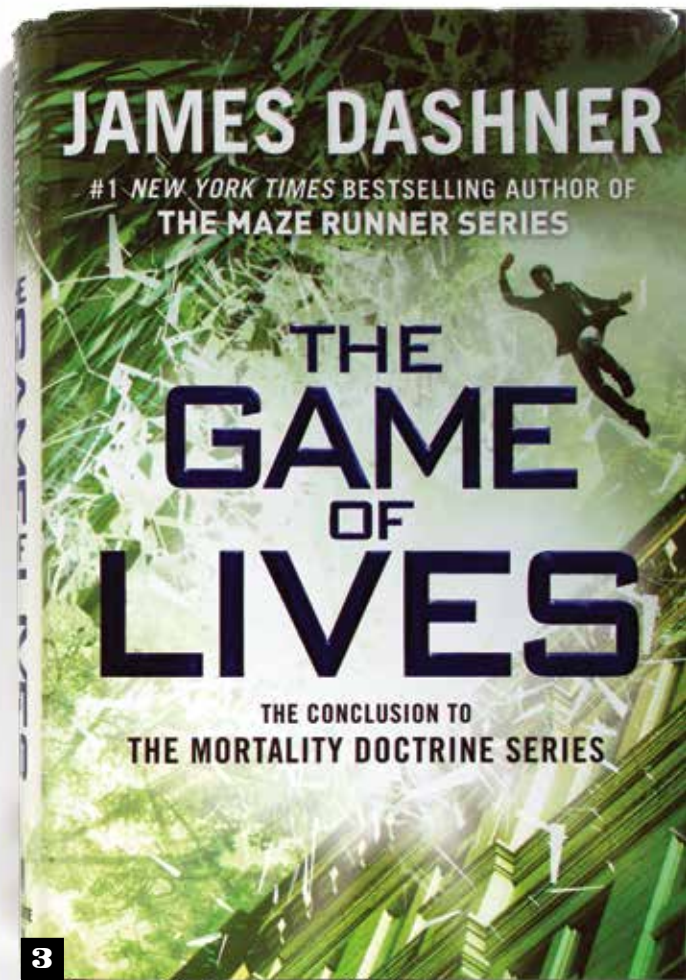
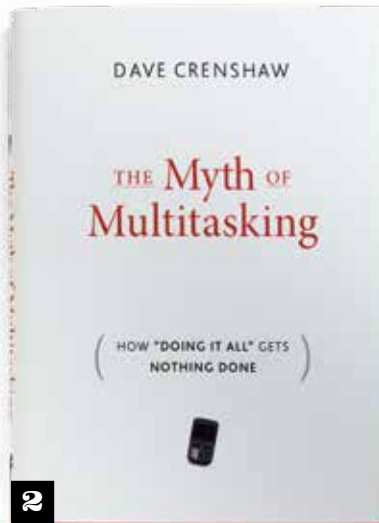
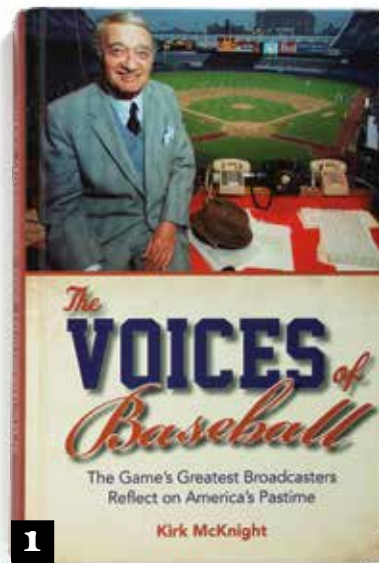
Liz Wiseman is president of the Wiseman Group, a leadership research and development firm headquartered in Silicon Valley, and author of *Multipliers* and *Rookie Smarts*. Previously she was an executive at Oracle, where she oversaw Oracle University. She earned both her bachelor's degree in business management and an M.B.A. from BYU. This text is adapted from her forum address to BYU students, faculty, and staff on 26 January 2016.

around the COOLER

BY KASEE BAILEY

1. GRAND SLAM

The Voices of Baseball is a look at America's favorite pastime from an unexpected point of view. Baseball broadcasters are the stars of 2002 marketing grad **Kirk McKnight's** book, a nostalgic read so anticipated that Amazon's first batch sold out in preorders. McKnight, a popular sportswriter and blogger himself, is currently working on a book about NHL announcers.

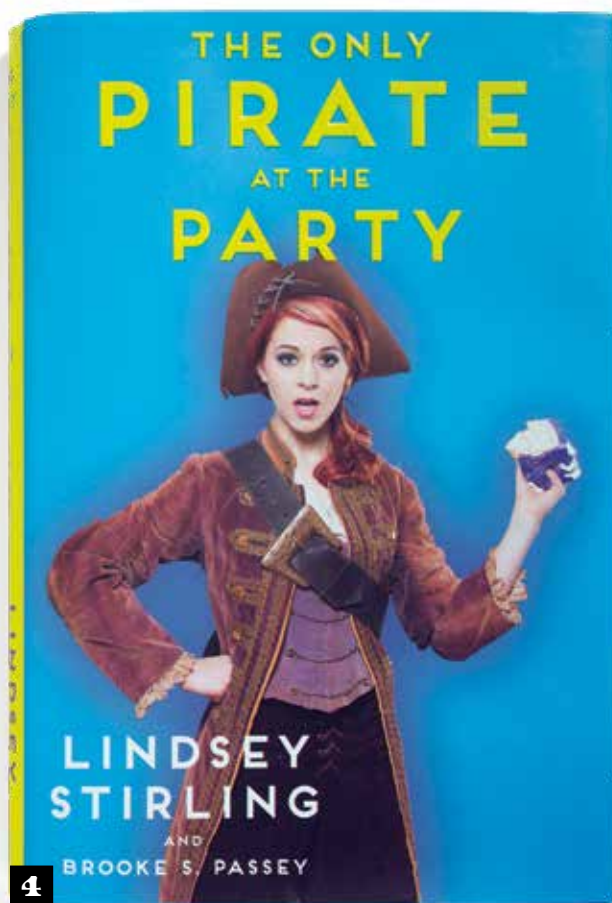


Bragging Writes

Marriott School students don't stop with their diplomas; they continue on to masterful feats—reaching top leadership roles, starting successful businesses, and, in the case of a select few, penning acclaimed page-turners. So power up a Kindle (or dust off your library card) and grab a copy of these seven alumni-authored tomes. Ranging from science fiction to self-help, these books deserve a spot on your summer reading list.

2. KEEPING IT SIMPLE

With his book *The Myth of Multitasking*, 2000 entrepreneurship alum **Dave Crenshaw** sets out to prove we really can't do it all—and we shouldn't. Multitasking, he argues, defines our frenzied lives and is inefficient and even destructive. Crenshaw is a consultant focusing on productivity and time management in business.

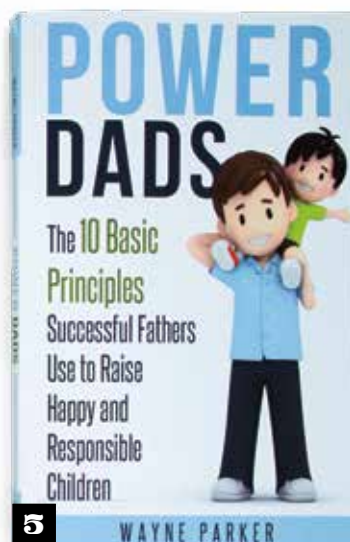


3. TEENAGE DREAM

James Dashner, a 1999 Macc alum, is the mind behind the best-selling Maze Runner series. The dystopian saga has led to two Hollywood blockbusters with a third film hitting theaters next year. Dashner has also found success with his latest offering: *The Mortality Doctrine*, a young adult cyberadventure trilogy.

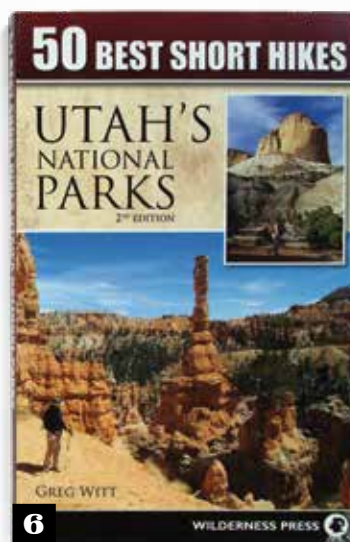
4. MUSIC MAKER

Besides racking up more than a billion YouTube views, playing sold-out concerts, and releasing two full-length albums, 2015 recreation management grad **Lindsey Stirling** can boast one more success: her first book. The 2016 autobiographical release *The Only Pirate at the Party* chronicles Stirling's unconventional path to success.



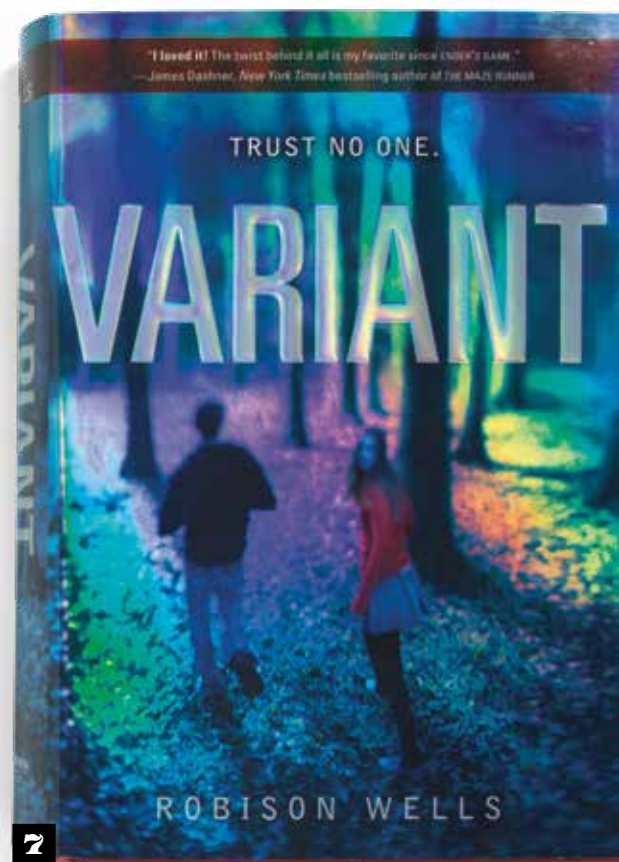
5. FATHER FIGURE

In *Power Dads: The 10 Basic Principles Successful Fathers Use to Raise Happy and Responsible Children*, **Wayne Parker**, a 1981 MPA grad and Provo City's chief administrative officer, shares ten precepts for fathers. Drawing on his experience as a father of five, Parker has written hundreds of parenting articles for About.com.



6. BLAZING TRAILS

If you're looking to take advantage of Utah's outdoor scene, you'll want to consult the hiking guidebooks of 1978 MOB grad **Greg Witt**. Witt, who also works as an adventure guide in Utah and the Alps, distinguishes himself as the ultimate outdoor adventure guru in his book *50 Best Short Hikes: Utah's National Parks*.



2. FAMILY TIES

Robison Wells, a novelist and 2009 MBA grad, was bound for literary success ever since he joined a BYU writing group with well-known authors Dan Wells (his brother) and Brandon Sanderson. His sci-fi novel *Variant* made the *Publishers Weekly* 2011 Best Books list. *Dark Energy*, his latest work, hit stores in March.



ADVANCED- PARENTING Series • Part TWO

THE ULTIMATE

COLLEGE-SKILLS

CRASH COURSE

Nothing says “college” quite like a cram session.

With a hypercompetitive college application process, many high schoolers—and their parents—can get preoccupied with *getting into* college, overlooking the practical know-how that will help students thrive *during* college and beyond.

Whether you have a few weeks or a couple of years before your to-be freshman arrives on campus, use this cheat sheet to prepare your teen for acing college life. All-nighters not required.

By HOLLY MUNSON • Illustrations by SCOTTY REIFSNYDER

INTRO to PERSONAL FINANCES



WHY IT MATTERS

We all know to spend less than we earn. But that equation gets tricky in college, with part-time jobs and unpaid internships. Not helping: as tuition increases far outpace inflation, the average student graduates with nearly \$30,000 in debt, according to the Institute for College Access and Success. Add that up, and financial savvy is crucial.

SKILL BUILDING

Institute personal-finance summer school. Encourage (or nag, bribe, etc.) your teen to check out the free personal-finance courses developed by the Marriott School at personalfinance.byu.edu, or together review topics like budgeting, credit, and debt.

LET'S TALK

Set expectations. Make it clear whether or not you as parents will contribute to college expenses, and if so, how much. Help your teen determine what he or she will need to do to cover whatever you don't pay, including submitting the Free Application for Federal Student Aid (FAFSA), applying for scholarships, and getting a job. Possible discussion points:

- How much is saved in a college savings plan?
- If parents help with college costs, will they cover a certain percentage of overall expenses or for only specific costs (like tuition, housing, or plane tickets home)?
- What expectations, if any, are attached to any parental contributions (like maintaining a minimum GPA or having a part-time job)?



STUDY NOTES

A 2013 study found that the more money parents provide for college, the lower the grades their children earn—and the lowest grades were earned by students whose parents essentially wrote blank checks for college expenses. However, the negative impact on grades was mitigated by parents who set clear expectations about grades—and parental support made students more likely to graduate.

HOMEWORK

Visit marriottmag.wordpress.com for a plain-English breakdown of the FAFSA and financial aid.

THEORIES of ACADEMIC ACHIEVE- MENT

WHY IT MATTERS

College offers much more autonomy than high school, and even fastidious students may falter at using their free time wisely. Pass on to your teen these smart approaches to make the most of campus classes and clubs.

EXPERT TIPS

Study less. No, that's not heresy—it's efficiency. Cal Newport, author of *How to Become a Straight-A Student* and *How to Win at College*, says most people subscribe to the idea that [work accomplished] = [time spent studying]. A more accurate formula, though, is [work accomplished] = [time spent studying] × [intensity of focus]. Your student will be better off with two hours of focused study than with four hours of switching between textbooks and text messages.

Don't delay. The all-nighter is a vaunted element of the college mythos, but scrambling to finish a project the week (or night!) before it's due is not ideal. Newport suggests that as soon as students are assigned a long-term project, they do something that day toward its completion. It could be simply scribbling an outline or doing some cursory online research—just doing *something*, says Newport, has “a near-miraculous effect on reducing the tendency to delay.”

STUDY NOTES

Though clubs are classified as extracurricular, they're anything but expendable. Studies have linked club involvement with a host of benefits: involved students are better leaders, develop more mature relationships, and are better able to plan their careers.

Clubs are especially important for Marriott School students, who choose a major or emphasis when applying and begin their junior year with emphasis rather than core classes.

“Involvement in student professional clubs is becoming an indispensable part of a Marriott School education,” Marriott School dean Lee Perry says. “Clubs help students make informed choices about their major, prepare them to work on teams in their classes, and provide essential professional development.”

Learn more about Marriott School clubs at marriottschool.byu.edu/clubs.



The right dining options, along with learning a few kitchen skills, can go a long way.



APPLIED CULINARY ARTS

WHY IT MATTERS

You can't study on an empty stomach. But eating a balanced diet tends to require money and food—both scarce resources for college students. Picking the right dining options, along with learning a few kitchen skills, can go a long way in getting students to eat more than ramen.

LET'S TALK

Dine right. When it's time to send your teen off to college, use this guide to find the meal plan that fits best (BYU's options are at dining.byu.edu).

- **Big Eater:** If your student has a voracious appetite and prefers hot, hearty dishes, an unlimited cafeteria plan is likely the best option. It may have a higher price overall but typically offers the best per-meal deal.
- **Simple Snacker:** Is your student content with cereal for breakfast and PB&J for lunch? If the cafeteria plan allows students to pack brown-bag lunches, it may still be a good option. If not, consider a plan that replaces or supplements cafeteria food with an allowance that can be used to grab food at a convenience store or elsewhere on campus. You may need to rent or buy a mini fridge for the dorm.
- **Social Butterfly:** Whether your student is naturally drawn to crowds or could benefit from some nudging toward social interaction, cafeteria dining is a staple of the freshman-year social diet.
- **Library Loyalist:** If your student will spend hours at the library or at work, choose a plan that covers dining options near those spots, especially if they're located some distance from the cafeteria. Consider supplementing a lower-limit plan with funds for occasional trips to the grocery store.
- **Budget Master:** Look at the lower-cost plans, then discuss how your student might adapt to make one of them work. If meal-plan pricing is out of reach, call the school's dining services department to ask about meal-assistance programs.

STUDY NOTES

The famed “freshman fifteen”? It's not really a thing. The average weight gain for first-years is only 2.4 pounds for women and 3.4 pounds for men, according to a 2011 study. Ten percent of freshmen gained fifteen pounds or more, but 25 percent reported losing weight that year.

MENTAL HEALTH 101

WHY IT MATTERS

Depression and anxiety are increasingly common; according to the American College Health Association, more than one-third of college students in 2014 reported feeling so depressed they found it difficult to function. But students have many options to get help—talk to your teen about these resources, and encourage him or her to seek assistance when it's needed.

EXPERT TIPS

Learn to fail successfully. The mission of BYU is “to assist individuals in their quest for perfection and eternal life.” In a 2015 devotional address titled “Successfully Failing,” BYU president Kevin J. Worthen pointed out that “we tend to focus too much on the word *perfection* and not enough on the word *quest*”—but “failure is an inevitable part of the quest.” Read President Worthen's talk at speeches.byu.edu. Discuss his suggestions for how to deal with failure, and consider sharing with your teen an experience when you learned through failure.

Discuss suggestions for how to deal with failure.

LET'S TALK

Prevent suicide. The suicide rate among American young adults has tripled since the 1950s, with suicide claiming the lives of more than one thousand college students each year. Talk with your teen about suicide, perhaps framing it as how they might help a friend in need. Here are possible discussion points:

- Review warning signs of suicide—find a list and prevention guide at samhsa.gov/suicide-prevention.
- Help is available 24-7 by calling 1-800-273-TALK (8255) or 911, or chatting online at suicidepreventionlifeline.org.
- Asking for help is a sign of courage and strength, not weakness.
- Students can also seek help from their RA and the university's counseling services (for BYU, visit caps.byu.edu).
- For an LDS perspective, read together Elder Jeffrey R. Holland's talk “Like a Broken Vessel,” emphasizing the importance of seeking needed medical help.

SKILL BUILDING

Start meditating. One way to foster mental health is with meditation—studies have shown it can improve well-being, reduce psychological distress, and increase both immune functioning and information processing speed. Encourage your teen to try out an app that offers guided meditations, like Stop, Breathe & Think (free, for iOS and Android), or browse other stress-management resources at caps.byu.edu/biofeedback.

PHYSICAL EDUCATION



WHY IT MATTERS

Numerous studies connect exercise and a balanced diet with improved cognitive performance, so a healthy lifestyle should be a no-brainer for college students. But staying fit in college requires a little more effort than showing up for high school PE class, so make sure your student is prepared to fit in fitness and tackle trickier tasks like navigating health insurance.

STUDY TIPS

Even if your teen is averse to the gym, there is still a way he or she can get a leg up on midterms: according to a 2014 study, a single twenty-minute session of leg lifts helped improve memory in the short term, even for people who didn't exercise regularly.



SKILL BUILDING

Decode doctor's orders. Task your teen with navigating a doctor's visit from start to finish, with these steps as a guide:

- Review the basics of your insurance plan, particularly the co-pays for office visits and prescriptions.
- Use your insurance plan's website to find an in-network provider and call to schedule an appointment.
- Remember that physicians are not mind readers and that you're responsible to speak up about your health. Write down any questions or concerns in a notepad, and bring it to the appointment.
- Arrive on time and bring your insurance card.
- Take note of any instructions you receive, and ask questions if you don't understand.
- When your bill arrives in the mail, review it carefully—medical billing errors are common. Visit fairhealthconsumer.org to learn how to spot red flags and dispute a bill.
- Pay your bill promptly—late payments can hurt your credit score.

EXPERT TIPS

Tame medical files. Help your teen locate and create a (physical, not just digital) file folder including

- Vaccination records (childhood and adulthood)
- Medical test results
- A list of drugs taken regularly
- A list of allergies
- A list of healthcare providers and their contact info
- The family's health history
- An emergency contact

"Keep [medical files] forever," advises *The Real Simple Guide to Real Life*. "Your medical history affects how a doctor might treat you for an ailment decades later."

HOMework

Visit marriottmag.wordpress.com for a guide to understanding HIPAA and FERPA, the laws that outline who can access a student's medical and academic records.

STUDIES in MODERN HOUSE- KEEPING

👉 WHY IT MATTERS

College is about more than the “life of the mind”—young scholars also face real-life concerns like having clean underwear and a habitable room.

📖 EXPERT TIPS

Keep cleaning simple. Just about all anyone needs for cleaning is baking soda and vinegar—it’s almost scandalous that they’re versatile, eco-friendly, and cheap all at once. In *How to Sew a Button: And Other Nifty Things Your Grandmother Knew*, Erin Bried suggests these uses:

- **Clean countertops:** Sprinkle some baking soda on a damp cloth and scrub, then rinse with a clean, damp cloth.
- **Clean the sink:** Mix a squirt of liquid soap, one-quarter cup baking soda, and a splash of vinegar to form a paste. Apply it to the sink; scrub and rinse.
- **Clean the toilet:** Pour one cup vinegar into the bowl, and let stand for at least five minutes. Scrub with a brush, then flush.
- **De-crust pots and pans:** Sprinkle some baking soda on the gunk. Fill pan with hot water and let soak overnight, then scrape off (easily!) in the morning.
- **Disinfect:** Put vinegar in a spray bottle and spritz anything germ-y: doorknobs, phones, sinks, toilet seats.
- **Shine:** Mix one part vinegar with one part water in a spray bottle. Squirt on windows or mirrors, then wipe clean.
- **Whiten whites:** Add one-quarter cup vinegar to your whites during the final rinse.

Write down this list of uses on an index card, tape it to a spray bottle, and toss it in a gift bag along with a bottle of vinegar and a box of baking soda for a graduation gift.

HOW TO TEACH YOUR KID

ANYTHING

Life skills are usually best acquired through, well, life. But as Julie Lythcott-Haims shows in her book *How to Raise an Adult: Break Free of the Overparenting Trap and Prepare Your Kid for Success*, this isn’t happening with many of today’s young people. When Lythcott-Haims served as dean of freshmen at Stanford, the students she met struggled to make choices about their lives and to cope with even minor setbacks. The culprit, she suggests, is a culture of overprotective parenting. But the solution is surprisingly concise:

**First we do it for you,
then we do it with you,
then we watch you do it,
then you do it completely independently.**

“This philosophy and strategy neatly sums up not only the intrinsic purpose of parenting but the practical path toward independence for all kids,” writes Lythcott-Haims, noting that applying it can be hard—but worthwhile. The German writer Goethe wrote: “There are two things children should get from their parents: roots and wings.” Lythcott-Haims muses, “It’s time to start examining what it means to give our kids wings.”

🗨️ LET’S TALK

Teach Laundromat etiquette.

Even if your teen is a laundry maven, sharing a machine with strangers may be something new, so discuss the unspoken rules: Most important, thou shalt remove thy clothes as promptly as possible. Thou shalt wait a reasonable amount of time—between ten and thirty minutes, depending on how busy the laundry room is—before taking someone else’s clothes out of a machine that’s finished running. And if thou dost take out the clothes, thou shalt move them to a clean spot.



STUDY NOTES

A 2014 study showed that skills in sewing, hemming, button repair, and basic laundry care are fading, with millennials reporting fewer of those skills than baby boomers. For individuals, that means having to shell out cash for tailoring services or new clothes; for the world, it means landfills packed with significantly more clothing waste. Fortunately, there are perfectly modern solutions to this trend: tutorials on YouTube, cleaning hacks on Pinterest, and free patterns on sewing blogs.



BASIC ROOMMATE MAIN- TENANCE and CARE

WHY IT MATTERS

Everyone wants to win at roommate roulette; living with roommates is, after all, a central part of the college experience. But it's not just about the luck of the draw—students who head to college understanding what it means to be a good roommate will likely find their pairing pleasing no matter who shares their space.



LET'S TALK

Apply the “Uncomfortable Rule.” Even if your child has bunked with siblings, dorm life will be a new frontier. When it comes to handling conflict, siblings are often quick to speak up whenever they feel slighted. But new roommates tend to have the opposite problem; they're afraid of making waves, so if something bothers them, they avoid discussing it—and resentment builds. The key is to get comfortable with the uncomfortable, writes Harlan Cohen in *The Naked Roommate: And 107 Other Issues You Might Run Into in College*.

Cohen encourages college students to institute an “Uncomfortable Rule” early on with their roommates. Here's how your teen could start the conversation with their roommate: “Obviously I want us to get along while we live here. I heard about this idea called the ‘Uncomfortable Rule.’ If I do something that makes you uncomfortable, or you do something that makes me uncomfortable, the person who is bothered has to bring up the issue within forty-eight hours or never bring it up again. That way it's easier to just talk about it and not let it become a huge problem. Sound good?”

ABOUT THE AUTHOR

Holly Munson is a freelance writer and editor. She graduated from BYU with a degree in journalism and lives in Philadelphia with her family.

EXPERT TIPS

Don't interfere. If your student calls with roommate woes, listen and advise—but don't interfere. If a conflict is really roiling the relationship, encourage your student to seek help from the RA or campus counseling services (at BYU, visit ccr.byu.edu).

Set expectations. “Roommates are not automatic friends,” writes Cohen. “Friendship is a bonus. Living with someone is about saving money and making college life affordable.” If a roommate turns out to be nice but not a kindred spirit, encourage your student to be open-minded and patient as they get to know people through classes, clubs, service, and other activities. **M**

BY JENN WILKS

by the NUMBERS

Out of the Office

Have you ever found yourself suiting up for the office but wishing you could stay home to finish a report in your pajamas instead? You might be in luck. By some estimates, telecommuting has increased by 80 percent over the past decade. But who are these stay-at-home workers, and are they actually taking care of business?



1 THE NUMBER OF DAYS PER WEEK THE AVERAGE TELECOMMUTER WORKS FROM HOME.

Working from home isn't an all-or-nothing arrangement. In reality, most telecommuters split their time between home and office. About 17 percent of employees in the United States telecommute at least some of the time.

Source: usnews.com

50%

THE PERCENTAGE OF TELECOMMUTERS WHO WANTED TO GO BACK TO THE OFFICE.

A Chinese travel website gave its employees the option to work

from home for a study about productivity among telecommuters. Of those who volunteered to work from home, only half chose to continue telecommuting when the study was over. One reported reason so many employees wanted to return to the office: they missed the camaraderie of their coworkers.

Source: hbr.org



10%

**THE DECREASE IN
PRODUCTIVITY WHEN
AT-HOME JOBS INVOLVE
REPETITIVE TASKS.**

Studies have shown that productivity goes down when telecommuters are bored. On the other hand, efficiency goes up by 20 percent when at-home employees get to do some creative thinking. Variations in personalities and work habits can also affect how much work an employee gets done. If you struggle to stay on task at work, it can be even harder to keep focused at home.

Source: flexjobs.com



600,000

**THE NUMBER OF
AMERICANS WITH
“MEGACOMMUTES”
OF 90-PLUS
MINUTES EACH WAY.**

49

THE AGE OF THE TYPICAL TELECOMMUTER.

Picture the stereotypical at-home worker, and you might conjure up a working mom or a millennial millionaire—but the numbers say otherwise. The typical telecommuter is actually a middle-aged college grad earning about \$58,000 a year. Nearly equal numbers of men and women telecommute, with some studies suggesting that men are more likely to be found in a home office.

Sources: nytimes.com, flexjobs.com



The average commuter spends forty-five minutes and about ten dollars a day getting to the office, making telecommuting a real budget saver. Employers get to cut costs too—around \$10,000 a year per employee due to higher retention rates, reduced facility costs, and lowered absenteeism, according to one study.

Sources: money.cnn.com, blog.credit.com, forbes.com



25%

**THE AMOUNT OF STRESS
REDUCTION REPORTED BY
WORK-AT-HOME EMPLOYEES.**

People who work from home tend to eat better, maintain a better work-life balance, spend more time with their families, and generally feel happier than their office-bound peers, according to one recent study. They also enjoy a more flexible work environment, with the freedom to break away from the laptop for errands or a midday stroll.

Source: monster.com

School News

Walmart Executives Blitz Tanner Building



On any given day, the Tanner Building is abuzz with top recruiters interviewing students and hosting information sessions. The goal: to attract the interest of in-demand future Marriott School graduates.

"Our students work hard to develop knowledge and skills that make them very effective in the workforce," says **Mike Roberts**, director of the Marriott

School Business Career Center. "Many of the best companies in the United States know this and are working hard to get the attention of our students."

Walmart, the world's largest private employer, is one of those recruiters. Last fall six company executives and other employees converged on the Tanner Building for two days of Walmart-hosted events.

"We have a lot of BYU grads who do great work throughout our organization," says **Andrea Thomas**, Walmart US senior vice president of marketing and a Marriott School graduate. "Where you have success is where you want to focus, so that's why we are making such a concerted effort at the Marriott School."

During the two-day blitz, students from numerous Marriott School programs and clubs had opportunities to converse with

executives over breakfast, in classrooms, and during interviews. The visit culminated with more than 150 students attending a Q and A panel in which Walmart executives offered career advice and described career opportunities at Walmart in response to student questions.

Sam Dunn, Walmart Leverage Services senior vice president of strategy and business planning, says he believes the events helped highlight the commonalities between the Marriott School and Walmart.

"A strong cultural fit is a good way to describe our relationship with BYU," he says. "Walmart has a culture where we respect others, have great service to customers, and try to be the best we can be. Those qualities dovetail very nicely with the aims of a BYU education."

BYU Holds Business Language Competition



Preston Swasey, a member of BYU's Spanish team, presents to the judges.

Vocabulary much more complex than *ni hao* and *hola* impressed the judges at BYU's ninth International Business Language Case Competition.

The annual competition, sponsored by the Whitmore Global Management Center, is an opportunity for college students from across the country to demonstrate their abilities in both business and language. Competitors were given two weeks to begin preparing a case on an international issue to be presented entirely in either Chinese or Spanish. A new case was

written for the competition this year that centered on Blendtec, a high-end blender company. For the first time, the event was extended to a two-day experience that allowed teams the opportunity to visit the company's Utah headquarters.

"It was a great opportunity not only to participate in the case competition, which is like sports for business students, but also to have the chance to actually see the company in person," says Laura Lueken, a competitor from Indiana University studying business economics and public policy. "It made for a really great two-day adventure."

Students were tasked with creating a viable strategy for Blendtec to take its product to an international market. The judges looked for mastery of the language, quality of presentation, and soundness of each team's business plan. The University of Washington took first place in the Chinese division followed by BYU in second and Indiana University in third. In the Spanish category, Babson College placed first, BYU received second place, and the University of Washington took third. A total of \$7,000 in cash prizes was awarded, and the first-place teams also received Blendtec blenders.

The Whitmore Center looks forward to the future growth of the competition and to continuing to help students prepare for careers in an international business world.

"It's more than a case competition now. It's become a complete international business learning experience," says **Jonathon Wood**, associate director of the center. "If you're not training to be a part of global business, you're going to be left behind. Speaking a second language at a high enough level to use business terms will open doors."

Romney Institute Names 2015 Alumnus of the Year



Romney Institute director Jeff Thompson (left) and 2015 Alumnus of the Year Bryce Baker (right) pose with a painting by Dale Wright.

The Romney Institute of Public Management named **Bryce Baker**, a senior advisor in the United States Office of Personnel Management (OPM), the 2015 N. Dale Wright Alumnus of the Year for his outstanding service in the federal government.

"Bryce's career has been exemplary," says **Rex Facer**, associate professor of finance and public management and cochair of the awards committee. "He has been involved in significant policy issues, including everything from medical leave to managing major compensation systems, while also being recognized by his colleagues as an outstanding team member."

Baker, who received his MPA from BYU in 1983, has worked in multiple capacities in his more than thirty years with OPM, currently advising the deputy assistant director for pay and leave in the employee services component. In this position Baker has a lead role in reviewing and drafting legislation, developing OPM regulations, and designing pay systems and programs, among other duties. He says he enjoys the challenge of working in an ever-changing environment and the ability to draft policies that help millions of federal employees.

"Being a public servant is rewarding," Baker says. "You're working to make a difference on a mission that matters."

Baker and his wife, Carol, live in northern Virginia and are the parents of five daughters. He and several family members attended a luncheon in November in which Baker was presented a painting by **Dale Wright**, the award's namesake. Wright presents a painting to each year's honoree, a Romney Institute alum who has demonstrated extraordinary service in the public sector and in the community.

Rollins Center Holds Entrepreneurship Week

BYU students from across campus expanded and demonstrated their innovative talents during the Rollins Center for Entrepreneurship and Technology's fourth annual Entrepreneurship Week.

Students celebrated the spirit of innovation through activities, workshops, and competitions during the weeklong event geared toward showcasing the entrepreneurial resources BYU offers.

"Our role at the Rollins Center is to help students at BYU make their entrepreneurial endeavors a reality," says **Jeff Brown**, the center's assistant director. "That's why we do Entrepreneurship Week. We want to reach out across campus to find students we can inspire, inform, and support."

Sponsored by the Rollins Center, E-Week began with nearly one thousand students gathering to hear entrepreneurial insights from Nathan Hale, CEO of Sawgrass Technologies. He surprised the crowd by riding onto the stage on an electric scooter board before reminding students to work hard in their future careers while always staying true to their values.

"Work like nobody else will," Hale advised. "With discipline and effort, you can achieve your dreams, but it does take discipline."

Students put some of the practices Hale taught to the test at the Big Idea Pitch by presenting their best entrepreneurial ideas in ninety seconds or less with \$2,000 at stake. Latitude, an app that allows tour guides to offer their services digitally through GPS routes and audio recordings, took first place. **Kyle Taylor**, a first-year MBA student from Dallas, and **Brody Horton**, a second-year MBA student from Layton, Utah, cofounded and pitched the company.

Other E-Week festivities included networking opportunities, mentoring sessions, and seminars that brought established entrepreneurs and students from all corners of campus together to share ideas.

"We recognize that entrepreneurs and innovators exist inside and outside the Marriott School," Brown says. "The biggest success of Entrepreneurship Week was the opportunity for students from

different disciplines and backgrounds to meet each other. Entrepreneurship is a lot about networking and building connections that will pay dividends now and in the future."



BYU MBA Program Holds No. 27 Ranking

BYU's MBA program recently earned the No. 27 spot from *Bloomberg Businessweek*, placing well among the 177 business school programs included in the magazine's 2015 full-time MBA rankings.

"We've always felt gratified to be seen as a high-quality, high-value educational institution and to be considered among the ranks of a prestigious group of peer schools," says **John Bingham**, BYU MBA program director. "This is a tribute to our students and a by-product of the investments we've made."

This year *Bloomberg Businessweek* adjusted its methodology for ranking full-time MBA programs, aiming to reflect how well business schools lead graduates into jobs. The rankings are now compiled based on five major factors: a survey of employers who hire graduates (which accounts for 35 percent of the ranking), an alumni survey (30



Entrepreneurship Program Rises in Ranking



BYU's undergraduate and graduate programs ranked No. 2 and No. 7, respectively, in The Princeton Review's recent annual survey of top schools for entrepreneurship for *Entrepreneur* magazine.

BYU joined Babson College to become the only two schools in the country that have had both their graduate and undergraduate programs place in the top ten each of the last six years. This highlights the Rollins Center for Entrepreneurship and Technology's effort to prepare BYU students to become successful entrepreneurs.

"We recognize the Rollins Center's administrators and staff and the entrepreneurship faculty for their roles in receiving the highest undergraduate ranking in the history of our entrepreneurship program," says **Lee Perry**, Marriott School dean. "We also note that this accomplishment would not be possible without the innovative spirit and drive of all of BYU's incredible student entrepreneurs."

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

percent), a student survey (15 percent), the school's job-placement rate (10 percent), and graduates' starting salaries (the remaining 10 percent).

The Marriott School placed No. 21 on the student survey ranking and No. 23 for job placement. BYU also received a No. 31 placement on the employer survey ranking, moving up several spots from 2014.

For those at the Marriott School, the rankings are seen as evidence of the effort from students, faculty, and staff. "Everyone associated with the program works very hard, and it is rewarding to see the fruits of that labor reflected in an external ranking like this," Bingham says.

STUDENT NEWS

BYU's AIS Chapter Named Chapter of the Year

They're not just the best in Utah or the best in the West; BYU's Association for Information Systems (AIS) chapter has been recognized as the best in the world. The chapter was recently named the 2014-15 Student Chapter of the Year, the highest honor given to student chapters of the professional organization.

"We're extremely happy to be recognized," says **Travis Selland**, a second-year MISM student and AIS copresident. "We have fantastic students and faculty that have worked together to make our chapter successful."

The award is given to the chapter that demonstrates an exceptional, well-rounded, and organized program. The award is based on each chapter's annual report judged by a worldwide committee. Chapters report statistics in areas such as professional development, community service, fundraising, membership, and communication.

BYU's AIS chapter maintains a historically strong showing in the professional development category—approximately half of students who are placed at full-time jobs go to one of the chapter's sponsoring companies. And according to BYU's report, enrollment of new members in the chapter jumped 117 percent last year. **Tom Meservy**, the faculty advisor to the chapter, attributes this growth to a few factors:

"One thing we've done is promote information systems earlier," Meservy says. "That includes reaching out to some of the

lower-level classes. We've also focused on recruiting women, and we're really excited about the diversity and talent coming in. Not only are our numbers up as far as chapter membership, but also the quality of students we're getting is excellent."

BYU Students Take First in International Business Competition



Marriott School undergraduate students Zach Hansen, Adam Richardson, Alexis Cooper, and Jenica Sedgwick won the CUIBE International Business Case Competition.

Months of preparation came down to two twenty-five-minute presentations for a group of Marriott School students at the International Business Case Competition. Thanks to some last-minute adjustments, their work resulted in a first-place finish at Northeastern University.

Sponsored by the Consortium for Undergraduate International Business Education (CUIBE), the four-member team from BYU traveled to Boston to compete against schools from across the country, including the University of San Diego and Villanova University.

"Winning this case competition is significant because it distinguishes us from other schools that also teach international business," says **Bruce Money**, director of the Whitmore Global Management Center. "We're running with a fast crowd, and winning garners respect for BYU's international program."

Each group was expected to present a sound business plan on an international topic. This year teams were given thirty hours to construct a reasonable model for Amazon's international expansion. However, eighteen hours into the competition, the BYU students recognized a flaw in their plan. They pulled an all-nighter, readjusting and tightening their case in order to be ready by the 6 a.m. deadline.

"Each one of us had a job trying to poke holes in one another's arguments," explains team member **Zack Hansen**, a

Students Create Bluetooth Radio for Extreme Athletes

A group of BYU students has devised an innovative device to keep outdoor enthusiasts in touch: a tiny two-way radio that connects to your phone or headphones via Bluetooth.

Wavio is a voice-activated update to the walkie-talkie. The idea landed BYU student **Dallin Anderson** and his team \$2,000 at the recent Student Innovator of the Year (SIOY) Competition. The group also won the Crowd Favorite and Most Innovative designations.

"The idea actually came from my dad while we were out rock climbing," Anderson says. "You would be surprised, but pretty often even 100 feet away you can't hear each other. When your hands are tied up and you have no cell signal, it's hard to communicate."

Anderson, who had just started the BYU MBA program, decided to share his new technology idea with other students through BYU-sponsored entrepreneurship events.

After positive reviews at Ideathon and a top-ten finish at the Big Idea Pitch, Anderson formed a team with undergraduate business students **Jeremy Rios** and **Zach Edwards**, along with electrical engineering grad student Jonathan Spencer.

Their device will allow athletes to communicate one-on-one or with a group of people. With its Bluetooth connection, Wavio will also provide a seamless transition between listening to music and talking over the radio. With a working prototype on the way, Anderson and his team are aiming to ship products by Christmas.



"People have responded really well to our concept," Anderson says. "They want to use it wakeboarding. They want to use it longboarding. They want to use it hunting or fly-fishing. Even an event planner wants to use it."

The SIOY competition is a joint venture between the Ira A. Fulton College of Engineering and Technology and the Marriott School, enabling students to turn creative ideas into products ready for market.

finance senior from Cary, North Carolina. "This helped us get ready for the judges with the most concrete, robust argument possible. No matter how good your content is, you have to be able to persuade people with confidence and how you present."

The BYU students were able to do just that, impressing the judges with their delivery to earn the win. Hansen's teammates included **Jenica Sedgwick**, a strategy senior from Stratford, Connecticut; **Adam Richardson**, a finance senior from Camas, Washington; and **Alexis Cooper**, a finance senior from Queen Creek, Arizona.

MBA Marketing Shines in Lincoln Challenge

If Matthew McConaughey can't get you to buy a Lincoln, maybe BYU MBA students can.



Competing in the first-ever Lincoln MBA Challenge, four Marriott School students combined their efforts to place second and claim a \$4,000 prize for the school's MBA Marketing Association (MBAMA).

"The team members worked incredibly hard on their submission, including countless hours spent conducting test

drives, administering interviews, and developing a marketing strategy," says **Glenn Christensen**, associate professor of marketing. "The students' success is a testament to both their diligent work and the level of training given at the Marriott School."

The group of first-year MBA students was tasked with making the Lincoln brand relevant to local lawyers and law students. The challenge was divided into two parts: first, utilizing methodology provided by Lincoln to encourage law school students and lawyers to test drive Lincoln vehicles and complete surveys on the experience; and second, to develop and submit a marketing strategy plan.

"I'm confident our success was largely attributed to utilizing several of the frameworks that we learned in

our marketing class last semester,” says **Woodrow Arrington** from Idaho Falls, Idaho. “Our professors helped us focus our analysis, strategy, and final recommendations in a way that was realistic and implementable.”

Arrington and teammates **Dain Berrett** from Sterling, Virginia; **Kavya Chandrashekhar** from Mysore, India; and **Alex Erickson** from Cottonwood Heights, Utah, bested thirteen other teams from graduate business programs at Yale, Wharton, UC Berkeley, and Michigan. BYU came in second, just behind the University of Miami.

The prize money will go to the MBAMA for networking events this semester and to support other club initiatives, including building relationships among students and recruiters.

FACULTY NEWS

Researchers Measure Emotion with Your Mouse



Most people can tell if you're angry based on the way you're acting. Professor **Jeffrey Jenkins** can tell if you're angry by the way you move a computer mouse.

The BYU information systems expert says people experiencing anger (and other negative emotions, such as frustration, confusion, or sadness) become less precise in their mouse movements and move the cursor at different speeds.

Thanks to advances in technology, Jenkins can now gather and process enough data points from your cursor movement to measure those deviations and indicate your emotional state.

“Using this technology, websites will no longer be dumb,” he says. “Websites can go beyond just presenting information; they can sense you. They can understand not just what you're providing but what you're feeling.”

According to his research, when users are upset or confused, the mouse no longer follows a straight or gently curving path. Instead, movements become jagged and sudden. Additionally, someone exhibiting negative emotions moves a mouse slower.

“It's counterintuitive; people might think, ‘When I'm frustrated, I start moving the mouse faster,’” Jenkins says. “Well, no, you actually start moving slower.”

Jenkins believes the greatest application of his research (and resulting technology that measures mouse movement) is that web developers will be able to adapt or fix sore points in websites that bring out negative emotions.

In other words, now the folks running the online ticket website that drives you bonkers will know exactly when you throw up your hands and scream.

“Traditionally it has been very difficult to pinpoint when a user becomes frustrated, leading them to not come back to a site,” Jenkins says. “By being able to sense a negative emotional response, we can adjust the website experience to eliminate stress or offer help.”

Jenkins's technology has been patented and spun off to a local startup company that holds the license. Now he's in the process of refining it, with details of his latest research appearing in top information systems academic journal *MIS Quarterly*.

Jenkins says the concept can also be applied to mobile devices, where swipes and taps replace mouse movement. Although he is still in the early stages of looking at mobile devices, he is encouraged by the massive amounts of data that phones and tablets are providing.

Gaskin Receives AIS Early Career Award

Marriott School information systems professor **James Gaskin** was recognized for his innovative approach to research by receiving one of the first-ever Association for Information Systems (AIS) Early Career Awards.



The award honors individuals within seven years of receiving their PhD who have already made outstanding research,

teaching, or service contributions to the field of information systems. According to the AIS, nominees should be global contributors to the discipline as well as local contributors in the context of their country and region.

“I'm honored to be one of the inaugural recipients of this award,” Gaskin says. “There were many academics who were eligible, so it's great to be recognized.”

Along with teaching introductory classes in the information systems department, Gaskin is involved in many different fields of research, including human-computer interaction, wearable technologies, organizational genetics, and trust and ethics. One of Gaskin's current focuses is revolutionizing the way scientific findings are presented, including a recommendation to publish through video in a recent paper that was accepted into the *Journal of the Association for Information Systems*.

Gaskin is often invited to participate in studies due to his expertise in statistics and is an authority on statistical advice for doctoral students and professors across many countries and disciplines. On his own time, he also runs a YouTube channel currently boasting nearly 2 million views, where he posts statistics and structural equation modeling (SEM) video tutorials.

“Beyond all of his professional accomplishments, James is just a tremendous person,” says information systems chair **Marshall Romney**. “He never hesitates to serve and is extremely innovative in his teaching approach—if it can be improved, he finds a way.”

Gaskin received the award at AIS's International Conference on Information Systems in Fort Worth, Texas. The conference is the most prestigious gathering of academics and practitioners in the discipline and provides a forum for networking and sharing of the latest research ideas. Each year more than one thousand professionals from around the world participate.

"I'm proud to represent the Marriott School," Gaskin says. "To some extent, the award recognizes that the quality and quantity of research taking place at BYU is on par with some of the top researching universities in the world."

Department Chair Named Journal Editor



Earning recognition for his contributions to quality management research, BYU marketing and global supply chain depart-

ment chair **Tom Foster** was chosen as the new editor of the *Quality Management Journal*, one of the top journals of its kind in the world.

"Tom has repeatedly shown himself to be an excellent academic," says **Keith Vorkink**, associate dean of the Marriott School. "This new position demonstrates the respect he has earned from his peers and is a credit to Tom's contributions in his field."

Foster's extensive research experience has led to publishing more than eighty articles as well as a textbook, *Managing Quality: Integrating the Supply Chain*, which is used for course instruction.

"I am excited to work with great researchers around the world and to help them publish great research in quality management," Foster says.

Foster earned his bachelor's degree in operations and systems analysis from BYU in 1984 then attended the University of Missouri, where he earned his MBA and PhD. He began teaching at BYU in 2005 and has been serving as the marketing and global supply chain chair since July 2014. In order to follow in the footsteps of the academics he admired as a young researcher, Foster hopes to make important contributions in his new position.

"Early in my career I would have never believed that one day I would be asked to do this," Foster says. "While editing a journal is a lot of work, when you become a senior contributor in a particular field of research, you feel a responsibility to move the field forward. It provides me an outstanding opportunity to make a significant contribution."

Airlines Aren't Learning Enough from Near Misses



When it comes to flight safety, US airlines are pretty good at learning from accidents. But new research shows airlines should be learning more from accidents that never happen.

A new study led by BYU organizational behavior professor **Peter Madsen** finds that airlines are flying past an opportunity to increase safety by ignoring too many near misses.

"Studies show pilots or crew members make at least one potentially hazardous error on 68 percent of commercial airline flights, but very few of these errors lead to an accident," Madsen says. "Airlines need to institute policies that encourage learning from these seemingly innocuous near misses."

To be clear, Madsen is not talking about the near misses you see on the news. He and researchers from Georgetown University's McDonough School of Business pored over the safety data of sixty-four US commercial airlines from 1990 to 2007 to determine where less obvious near-miss incidents were being ignored.

As expected, their study (published in *Risk Analysis*) found airlines improve their safety performance in response to their own accidents and accidents experienced by other airlines. However, airlines only learn from near misses when there are obvious signs of risk.

Specifically, airlines pay attention to near misses that have led to accidents in the past (e.g., fire on the plane, ice buildup on wings) but don't look closely at near misses that have yet to cause an accident (e.g., airplane rolling on the runway when it should be stopped).

"We're not saying airlines aren't doing a good job—they are paying attention to near misses more than any other industry in the world," Madsen says. "That said, near misses that are considered benign might be slipping through the cracks."

The researchers suggest airlines take two steps to improve: continue successful data-collection efforts while expanding which near misses are reported, and remain vigilant toward deviations from normal and uncover root causes of the deviations.

Madsen says one way airline personnel can improve is by focusing on events the industry once considered unacceptable but now occur so often that they've come to be accepted as normal.

"It can be hard to learn from near misses because we're wired to ignore them," Madsen says. "But the difference between a near miss and a larger failure may only be good fortune."

Funding for the study came in part from the US Department of Homeland Security's Center for Risk and Economic Analysis of Terrorism Events.

Alumni News

MANAGEMENT SOCIETY

Management Society Serves Around the World



The BYU Management Society may be a premier network for business professionals, but a service-oriented mission ensures its influence reaches far more than the boardroom. With programs that fund scholarships, assist local Scouts, and develop young professionals, the following chapters are a small sampling of the community building the Management Society supports across the globe.

Washington, Spokane Chapter

In February the Washington, Spokane Chapter organized a fundraising concert with Vocal Point, BYU's nine-man a cappella group. Spokane's INB Performing Arts Center was packed with 1,800 fans, raising about \$20,000. The chapter plans to use the proceeds to award twenty-four traditional college scholarships and five scholarships for Pathway, a low-cost online education program sponsored by BYU-Idaho.

In addition to fundraising, the chapter arranged a second Vocal Point concert for the Slavic Baptist Church. Two Russian-speaking members of the singing group were able to connect with the congregation. "This community outreach event gave Vocal Point a chance to share their talents with a group of people who

would have never even known about the concert," says Shaun Brown, the events committee chair for the Spokane Chapter.

Arkansas, Northwest Chapter

Every spring the Arkansas, Northwest Chapter partners with the Westark Area Council of the Boy Scouts of America to sponsor a merit badge summit. Volunteers spend, on average, nearly one thousand hours helping teens earn nearly a thousand merit badges. The proceeds from the summit are split equally between the Boy Scouts of America and the Management Society's scholarship fund.

"The opportunities I've had to directly impact others through my volunteer work with the Management Society are phenomenal," says April McClure, the chapter's treasurer. "I not only get the privilege of helping boys gain the skills and knowledge they need to progress in Scouting, but the folks I've met along the way are the icing on the cake."

Taiwan, Taipei Chapter

When the Taiwan, Taipei Chapter was formed, one of its main goals was to work with Self-Reliance Services (SRS) through the LDS Church. "Our desire to begin the chapter came from a growing need to support and strengthen young returned missionaries who were just beginning their careers," says Ross Chiles, Taiwan chapter president and a member of the society's Steering Committee.

In conjunction with SRS, the group also started a successful leader symposium, which developed into a full course to help people with their careers, leadership skills, and entrepreneurship.

"Ultimately after all the networking and functions that we do, service is the thing that will keep people interested in being involved," says **Leighton Bascom**, a Steering Committee member. "I see the BYU Management Society as a unique support for SRS initiatives and a bridge between the church and the community."

To learn more about the Management Society or find a chapter near you, visit byums.org.

CLASS NOTES

1978



Retirement didn't last long for **Mark R. Palesh**. A military man and former local government administrator, Palesh retired in 2011

as a lieutenant colonel from the Air Force Reserve and National Guard. But last year he was happy to return to work when he was selected as city manager of West Jordan, Utah. He previously managed six cities across the nation, including Lindon, Utah; Juneau, Alaska; and Auburn, New York. His interest in public service was sparked when he was stationed with the Air Force in North Dakota; there he rubbed shoulders with a professor of city management and enrolled in his course, enjoying it from first day to final exam. He headed to BYU, earning his MPA in 1978 while flying for the National Guard. He has served as a managing member and CEO of the Magellan Group, a Salt Lake City land-development consulting group, since 1995. His twenty-five years in the military included two flying tours in Vietnam. Palesh, who counts flying airplanes and riding motorcycles as his hobbies, is the proud father of five and grandfather of two.

1984



After only three years at BYU, **Terry L. Weathers** graduated *summa cum laude* with a BS in accounting in 1984. But that was just the begin-

ning of her success. She got a job right away in public accounting, then moved to healthcare auditing as senior manager at KPMG for ten years. She spent the next nine years working as vice president of CHAN Healthcare Auditors. After a short time at Children's Mercy Hospital and Applebee's, she moved over to Centene, a Fortune 500 healthcare enterprise, where she has been the senior vice president of finance for the past eight years. Weathers

lives with her husband, Brian, in Shawnee, Kansas. She has three daughters and enjoys traveling, reading, and gardening. She also volunteers as board member and treasurer of the Visiting Nurse Association of Kansas City and on the membership committee of the Healthcare Financial Management Association.

1991



Over the years **Tamara Sheffield** has worked hard to develop outpatient clinics, advocate for the cessation of tobacco use, and

develop an immunization registry, as well as many other professional and volunteer

efforts with Intermountain Healthcare, the Centers for Disease Control and Prevention, and the US Department of Health and Human Services. After graduating with a bachelor's degree in chemistry from BYU in 1985, Sheffield went to medical school at the University of Utah and earned her MD in 1989. She started an internal medicine residency but took a break to move to Provo and help a parent with health concerns. That's when she decided to return to BYU and obtain some business skills, which she planned to use to run a medical practice. During her time at BYU she decided to pursue a career in healthcare administration, so she obtained an administrative fellowship with Cecil O. Samuelson, who was then

senior vice president at Intermountain Healthcare. She received her MPA in 1991. A few years later she transitioned to the position of medical director, a position she has served in since 1995. During that time she also obtained a master of public health from the Medical College of Wisconsin in 1998. Sheffield enjoys attending BYU games with her husband, Richard. They have seven children and thirteen grandchildren.

1995

John Reagh's career is flying high: he was listed among this year's Utah Business SAMY Award honorees. The award recognizes Utah's top sales and marketing talent. As senior vice president of sales at

Entrepreneurship Is a Romp



As a busy neuroscience graduate student and teacher of undergrad psychology courses at Duke University, **Stephanie Santistevan-Swett** needed a versatile outfit to get her through busy days. Rompers—loose, one-piece garments combining a shirt and pants or shorts—were the perfect mix of comfy and cute, but she was having a hard time finding any with sleeves. So she took her love of fashion and her 2009 BYU marketing degree, patched together with some imagination and passion, and stitched together her own company, Eva Jo, to

design, manufacture, and sell comfortable and fashionable clothing.

With zero experience in the fashion industry, Santistevan-Swett taught herself how to sketch designs, find a manufacturer, and navigate the clothing world. She started by watching YouTube videos to learn how to draw fashion sketches well enough to communicate what she wanted.

Not sure exactly where to go from there, she reached out to others who had started their own clothing lines, including Athelia LeSueur of Shabby Apple, an online fashion retailer. LeSueur's advice: head over to Los Angeles and consult with people in the business. So Santistevan-Swett flew out west, spending a couple of days wandering through the fashion district and, as LeSueur advised, talking to manufacturers, showroom representatives, and wholesalers—everyone she could find who might be able to help.

"It was really challenging to learn how that world works because it's so different from what I'm used to," Santistevan-Swett says.

Eva Jo's designs feature several styles of rompers for women in a variety of solids and florals. They're short sleeved with a long pant and a drawstring waist, designed for comfort and versatility, some with shoulder snaps to make them easier to wear. "They can be loose and flowing without looking oversized or messy," she says.

With her designs finally produced and a retailing website launched, Santistevan-Swett opened a Kickstarter in 2015 to get the business off the ground—and it was a resounding success. It turns out she wasn't the only one looking for a new kind of day wear. Eva Jo raised half the money it needed in the first three days and hit its fundraising goal a week before the Kickstarter ended.

"As soon as it funded, I was able to take a step back and kind of realize the magnitude of what we had done," Santistevan-Swett says. "I was so happy and overwhelmed with gratitude."

With classes to teach, a dissertation to write, and a personal life to stay on top of, Santistevan-Swett has to work hard to keep her life balanced. Her days are better when she can fit in even a short morning jog. She enjoys exploring Durham, North Carolina, with her husband, Keaton Swett, on the weekends. Taking care of their Leonberger puppy, Fezzik, also helps her stay balanced. And she has help from her first employee, Haley Santistevan—her sister and a BYU alum who is handling the social media and marketing work.

Over the next few years, Santistevan-Swett plans to grow the company and expand Eva Jo's line of rompers to include plus sizes and designs for children.

Running against the trend of ever skinnier pants, Santistevan-Swett hasn't worn a pair of jeans in more than two years. "I just got tired of them being so tight," she explains. "I don't do tight." She hopes the growth of Eva Jo will bring comfort and style to other women, combating the myth that beauty is pain. "Beauty can be a little bit of work, but I don't think it should be painful," she says. "Fashion is really just about finding what works for you."



Experticity, Reagh has applied a systemic hierarchy of sales resources and a specialization of roles among his employees, as well as

implemented a core sales methodology that has helped lead to his team's success. Reagh graduated from Ricks College in 1991 with an associate's degree in business management, then went on to earn his BS with an emphasis in finance from BYU in 1995. His career really got off the ground as he worked in various management and sales jobs, including at Siebel Systems and Infopia, before joining Experticity in 2009. As a young man, Reagh planned

on becoming a pilot like his father; he received his pilot's license twelve years ago. He loves the challenge, adventure, and fun that flying has provided. Reagh lives in Riverton, Utah. He and his wife, Stacy, have four children.



After more than seven years as vice president at Payless ShoeSource, **Todd Averett** left to start his own company last year. He now

coaches others about business as the president of Leading People Partners. Averett graduated with an associate's degree in 1990 from Ventura College before

going on to BYU, where he earned a BS in psychology in 1992 and an MOB in 1995. From there he worked at Payless as an organization development analyst. More than twenty years of working in leadership—most of that in various positions at Payless and a year as director of Collective Brands—has given him the skills and the confidence he needed to more effectively lead the people side of business. Averett and his wife, Teresa, have three sons and live in Topeka, Kansas. Averett enjoys photography and serves on the board of directors for the Helping Hands Humane Society. He also loves to travel, visiting China extensively, and he greatly appreciates the cultures of Asia.

Hot off the Press

Kim Borup knows a good investment when she sees one.

The skills that the 1992 Marriott School business grad earned during years of experience in the field are currently bearing fruit in Paper Bandit Press, the letterpress printing company that Kim began with her husband, Brett, more than two years ago.

"I've used my degree wherever I had a business," she says. "I always worked in business in some way." Her background includes marketing, business teaching—and now, printing.

From their renovated basement studio, the couple develops, prints, packages, markets, and sells unique and, as they say, "snarky" handmade letterpress cards for all occasions. They sell the cards individually on their website and wholesale to retailers across the world.

Theirs is an underdog story of success; starting with a mere thirteen cards, Borup and her husband have expanded their business and beat out large greeting card companies in national competitions. In the short time they've been doing business, their cards have earned two LOUIE Awards from the Greeting Card Association, which recognize outstanding cards, invitations, and announcements marketed in the United States. Paper Bandit Press was also a finalist in the 2015 Martha Stewart American Made competition.

"It just seemed like it all worked out—that this is what we were supposed to do," Borup says. "We didn't want to do anything that we couldn't walk away from. We didn't want to go into debt at all. So that was our main goal, and we've been able to do that."

Borup handles the day-to-day business operations of the company, including managing the books, finding reps to sell their products, and shipping out orders.

"We have customers all over the world," Borup says. "To keep track of them all, and market to them, is a challenge, and we do it all ourselves."

But the couple isn't left without help. Paper Bandit Press is a family affair and as such, has expanded to include the work of different members of the Borup family, including daughters who help with design and photography and even grandchildren who suggest card ideas. Utilizing their collective talents, the Paper Bandit Press team has overcome many of the challenges of working in a niche market.

"It's been a lot of learning. There are so many little details. You just don't think about all that when you start," Borup says.

The Borups enjoy working with family and other artists on collaborative projects, but they also work to help the community: a full 20 percent of profits made through Paper Bandit Press are donated to various charities and organizations.

"One of our goals of having the business is to give back," Borup says. "We're not here to try to take over the world or anything, but we want to be really good at what we do."



1999



Emily Eyre's career came full circle when a job offer brought her back to BYU four years ago as the assistant department chair and

budget analyst for the health science department. After graduating with her bachelor's degree in business management in 1997, she worked for the city of Provo for a short time before earning an MPA in 1999. Eyre worked for the Utah State Office of Education for the next eleven years, where she learned about public sector finance, the legislative process, and herself. But she felt like she needed a break from the public sector and thought returning to work at BYU would be the perfect fit—and she was right. Eyre is proud of the life she has built as a single adult despite challenges that have come along the way. She enjoyed volunteering at the speed-skating oval built for the 2002 Winter Olympics in Salt Lake City. She lives in West Jordan, Utah, and enjoys reading, traveling, teaching herself how to do home-improvement projects, and spoiling her nieces and nephews every chance she gets.

2003



Shaun Halbert shatters any stereotypes of “dull finance managers,” busting out the air guitar during his daily commute and rocking

out to the radio. Halbert worked as office manager at Quik Check Financial while completing his bachelor's degree in business management at BYU. After graduating in 2003, he was promoted to regional manager. He also worked as an analyst at Harry and David and at Johns Manville while earning his MBA from the University of Arizona, graduating in 2007. He now works at Arrow Electronics, where he is responsible for financial planning and analysis for the \$15 billion global business. Halbert lives in Parker, Colorado, with his wife, Brittney; they have three children. He plays the guitar and enjoys sports, camping, and other outdoor activities—especially when water is involved.

2004



As a manager in cyber risk at Deloitte, **Mithin Jay Chintaram** helps clients minimize risk and maximize enterprise value. He

has a knack for strategically aligning the use of information technology with business goals. He graduated in 2004 with an MISM. Working eight years in Silicon Valley as a consultant has taught him to be forward thinking—taking increasing globalization, rapidly evolving technology, and other concerns into account. In his current position he helps organizations look to the future as well, advising them in pursuing new opportunities and gaining a competitive advantage. Chintaram, who loves to play badminton, soccer, and tennis, lives in Eagan, Minnesota, with his wife, Marie, and their three children. Chintaram volunteers for nonprofits Feed My Starving Children and the Red Cross.



After graduating from BYU with a BA in film in 1998 and an MBA in 2004, **Hondo Louis** went on to start two companies, Wayfinder

Media and Saltboy Films. His companies specialize in graphic design, communication and marketing strategy, and film and video production. Louis's background in film and business was perfectly suited to the aims of Navajo Technical University's new media program, and the university recruited him to head up the program in 2011. Louis lives in Crystal, New Mexico, and enjoys cycling and music. He continues to run his businesses with the help of a small team of graphic designers, videographers, and editors while teaching courses at the university and working toward completing an MFA from the Academy of Art University, where he anticipates graduating in the spring of 2017.

2006

When he codesigned an algorithm for Raytheon in 2011, **Nicholas Barrett** got to cross an item off his career bucket list, receive an award, and enjoy a fun vacation all at once. He and his coworkers were issued a US patent and were



awarded the company's highest technical award for excellence in Washington, DC. Barrett has been with Raytheon, which

specializes in defense, aerospace, and security markets around the world, since 2009 and was recently promoted from lead developer to solution architect. Ever since he started working with databases, websites, and publications as a student in the L. Tom Perry Special Collections at BYU in 2002, Barrett has loved building information systems and the creative process of providing organizations with amazing tools through technology. Barrett graduated with his MISM from BYU in 2006 and now lives with his wife, Melanie, and their three children in Oro Valley, Arizona, where he coaches little league, plays sports, and enjoys photography and family history research.

2008



Since graduation, raising children has been **Liz Euler Gillins's** full-time work. She has two children, and she and her husband,

Mike—a dentist with the US Army—are actively trying to adopt more. She graduated from BYU with a BS in geography in 2006 and an MPA in 2008. While she hasn't used her degree in a full-time office setting, the experience and education she gained from those two years in the program have been tremendously useful on a daily basis at home, at church, and in her volunteer work. She has served in various volunteer positions, including as national student representative on the Council of Government Affairs of the Alliance of the American Dental Association and as a member of the Army Dental Spouse Group at Fort Gordon, Georgia. She also worked on the production committee for the musical *This Is Kirtland!* She currently lives in Martinez, Georgia, but will be relocating this year to a new base.

2011

As student body president of the Marriott Undergraduate Student Association, **Dallin Bills** helped other BYU undergrads land internships and jobs. In that

The Business of Show Business



The white letters of the Hollywood Sign are framed in **Rick Johnson's** office window, along with a city street lined with palm trees. Down one block is the *Jimmy Kimmel Live!* headquarters, where Johnson once hoisted his nine-year-old daughter atop his shoulders to watch a free Taylor Swift concert hosted by the studio. As a vice president and general manager at Ticketmaster, Johnson thrives as he lives and works in the vibrant live-entertainment industry at the heart of Los Angeles.

"I love the industry. I love working with sports teams and concert promoters and Broadway theaters—the whole gamut of live entertainment," Johnson says. "I like being in the middle of the action, and there's a lot going on here in LA."

A proud Marriott School alum, Johnson is grateful for the doors opened to him. He earned a BS in accounting and a MAcc in 2000, landing two internships at PwC in New York City as a student. "We had a ton of attention from the big accounting firms," he says. "Just the fact that I was able to get access to PwC in New York from a school in Utah was great."

Johnson worked in the transaction services group at PwC for eight years, living in both New York City and Sydney, Australia, before working as a strategy consultant in McKinsey's Cleveland office for two years. Work had him traveling about 80 percent of the time, which Johnson enjoyed, but with a young family he decided to look for something that kept him at home more.

Looking west to his wife's sunny hometown in Southern California, he soon landed a position with Live Nation, the only Fortune 500 company based in Beverly Hills, which had just merged with Ticketmaster. His first project was to lead out in negotiating a joint venture to develop a dynamic ticket-pricing tool.

"We had to build the product from nothing, working with people who weren't super familiar with the live-entertainment industry," Johnson explains. "We brought in several Ticketmaster clients to give us feedback about what they would want in this product. It ended up taking most of my time." A year later the product, Price Master, was ready. Johnson found he had carved a new position for himself: he was asked to be the general manager of the joint venture. He's been with the company now for five years, managing Price Master and pitching it to clients. He still gets to travel, though significantly less—and his trips involve more time in stadiums than conference rooms.

Johnson and his wife, Misty, have three children, who are excited that their dad got the family great seats for a Disney on Ice performance of *Frozen*. Johnson enjoys attending concerts and sporting events, especially basketball—his favorite team is the Kansas Jayhawks. Johnson also loves eating out in LA and finding great international cuisine: "I don't mind driving an hour downtown to get great Chinese food."



role, Bills learned valuable lessons and skills that are central to his work ethic today. After graduating with a degree in finance in

2011, he went on to work in management positions at Intuit and Lucid Software, where he started reaching out to growth equity shops to beef up his skills on the finance side of venture capital. Those casual conversations led to interviews, which then led to job offers. He now works as an investment professional for Battery Ventures, a global, technology-focused investment firm pursuing the most promising companies and

entrepreneurs. Bills enjoys running and road biking, and he currently lives in Boston with his wife, Kayla.

2012

Staying sane with a two-year-old at home and a husband in medical school, all while starting her own business, has been one of **Cecilia Yiu's** proudest



accomplishments. Yiu earned a bachelor's degree in psychology at BYU-Hawaii in 2006, later earning an MBA from BYU in 2012.

Today Yiu is founder and CEO of Fresh Start, which helps clients find financial freedom and eliminate debt by creating personalized financial plans. Before becoming an entrepreneur, Yiu was a senior consultant at PwC and a strategy intern at Walmart. Yiu credits her experience in these positions, along with the networking skills she honed at the Marriott School, with giving her the know-how and connections to start and run her business. She lives in Dallas with her husband, Nelson Chan, and their child. In her rare spare time, Yiu enjoys traveling, finding new hole-in-the-wall restaurants, volunteering, and playing the piano.

2014



School is still in session for **Shanna Lillywhite Scoresby**, who graduated from the Marriott School in 2014 with her MBA

and now works at LinkedIn as a learning consultant. Scoresby's job involves developing and motivating managers and employees at LinkedIn through engaging learning experiences. She managed and scaled a four-week online course now offered to all LinkedIn employees, and she was also a partner in the creation and rollout of a career development initiative, which gives employees tools to navigate their careers. After earning her undergraduate degree in business management and financial services from BYU in 2002, Scoresby worked as a financial planner during a decade of financial insecurity. In her MBA program Scoresby met her husband, Kade, who works at Intel. The couple now lives in Folsom, California, with their daughter, Sadie.

Tell us about yourself.

Email **MARRIOTTMAG@BYU.EDU**

to submit a Class Note.

2015 Annual Report

BYU MARRIOTT SCHOOL OF MANAGEMENT

SCHOOL REPORT

Our Mission

EDUCATION

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

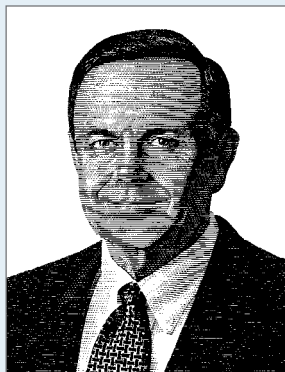
SCHOLARSHIP

Advance knowledge using strong conceptual and spiritual foundations to identify and solve management problems.

SERVICE

Serve in academic, professional, and civic organizations, extending the benefits of management education and scholarship to the university, to members of The Church of Jesus Christ of Latter-day Saints, and to the world.

National Rankings



Last year the BYU Marriott School granted degrees to 1,242 students who were prepared to make a difference in the world. I believe these individuals came to the school full of promise and that their experiences here, both in and out of the classroom, expanded and deepened their capabilities. In addition, the school helped facilitate for them an average

placement rate of 94 percent—setting them on a path for professional success. None of these things happen without the dedication of everyone in the BYU Marriott School community, including our alumni. Thank you for supporting the school's inspired mission.

Lee T. Perry, dean

RANK	PROGRAM	SOURCE
UNDERGRADUATE		
2nd	Entrepreneurship	The Princeton Review, 2015
3rd	Accounting	Public Accounting Report, 2015
3rd	Accounting	U.S. News & World Report, 2015
18th	Undergraduate Programs	Bloomberg Businessweek, 2016
19th	International Business	U.S. News & World Report, 2015
23rd	Entrepreneurship	U.S. News & World Report, 2015
34th	Undergraduate Programs	U.S. News & World Report, 2015
GRADUATE		
1st	MAcc	TaxTalent, 2015
3rd	MAcc	Public Accounting Report, 2015
7th	MBA (Entrepreneurship)	The Princeton Review, 2015
21st	MBA	Forbes, 2015
27th	MBA	Bloomberg Businessweek, 2015
56th	MPA	U.S. News & World Report, 2016

STUDENT ACHIEVEMENTS

Top Finishes



Rice Business Plan Competition

KiLife Tech emerged as the No. 1 startup company in the Rice Business Plan Competition, taking home more than \$700,000 in cash and prizes. Student-founded KiLife Tech bested forty-one other competitors from some of the world's top universities with its plan to develop a smartband that can track young children in crowded public spaces.



Information Systems Competition

Information systems students won first place in the Security Policy Competition and third place in the Women in Information Systems Video Competition at the Association for Information Systems (AIS) Student Leadership Conference. The BYU AIS chapter was also presented with a Distinguished Chapter award, one of three universities to receive the honor out of sixty-nine chapters nationwide.



Business Language Case Competition

BYU swept first place among eight universities in both the Spanish and Chinese categories at the Business Language Competition hosted by BYU's Whitmore Global Management Center. Teams presented a business plan regarding the launch of a credit-card business in Romania. Winners were selected based on their presentation to a panel of judges, analysis of the case, and mastery of the language.



Deloitte FanTAXtic Case Competition

BYU accounting students took home first place and \$20,000 in winnings at the Deloitte FanTAXtic Case Competition. More than seventy-seven teams from fifty-four colleges and universities began the competition at the regional level before BYU's presentations gave the Marriott School its tenth win at the event in the past fifteen years.

Unique Experiences



Grantwell

BYU graduate students have the unique opportunity to work for foundations and other large donors through Grantwell. The program is the country's first student-led initiative to research and consider grant proposals on behalf of clients in order to connect philanthropic donors with deserving nonprofit organizations.



RevenueHub.org

Launched in April 2015, this accounting blog features bite-size articles analyzing implications of new revenue recognition reporting standards. The articles are researched, written, and published exclusively by BYU MAcc students in an innovative project that is already building fruitful relationships among the program's students, alumni, and recruiters.



Big Data Analytics

Working with some of the top companies in the country, including Adobe, IBM, and Kohl's, MBA students gained firsthand experience reading and utilizing digital mountains of data to help businesses thrive. Projects included analyzing Twitter data to rank companies by level of customer satisfaction and prioritizing sales leads by how likely consumers are to buy a product.

STUDENT REPORT

Academic Year 2015–16

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of Fall 2015 applicants	420	76	90	285	1,804	2,675
Students entering Fall 2015	162	47	58	162	917	1,346
Female	19%	53%	5%	25%	24%	24%
International	22%	21%	2%	8%	6%	9%
Minority	6%	19%	5%	3%	5%	6%
Married	67%	45%	50%	49%	35%	42%
Returned missionaries	78%	71%	93%	81%	80%	81%
Bilingual	77%	85%	75%	69%	68%	71%
States represented	21	16	15	23	43	44
Countries represented	18	9	2	10	21	32
Undergraduate universities	41	17	3	3	n/a	61
Average age	30	29	25	25	24	25
Average entering GPA	3.54	3.70	3.67	3.74	3.68	3.69
Total number of students enrolled	318	93	114	317	1,856	2,698

* Does not include 137 Executive MBA and 132 Executive MPA students currently enrolled

CLASS OF 2015	MBA	MPA	MISM	MACC	UNDERGRAD†	TOTALS OR WEIGHTED AVG.
Average starting base salary	\$102,692	\$50,185	\$73,992	\$55,101	\$49,519	\$66,298
Placed at graduation	84%	64%	100%	95%	78%	84%
Placed by three months after graduation	92%	88%	100%	96%	92%	94%

† Does not include recreation management students

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of students receiving scholarships	269	93	44	164	275	845
Percent of students receiving scholarships	85%	100%	39%	52%	15%	31%
Average scholarship amount	\$6,889	\$7,298	\$2,908	\$2,188	\$1,977	\$4,252
Total scholarships	\$1,659,365	\$664,078	\$125,054	\$380,680	\$472,598	\$3,301,775

** Does not include university or federal aid

Yearly Graduate Tuition: Marriott School vs. top-50 US business schools

LDS: \$11,970 Non-LDS: \$23,940 // Average top 50: \$43,233
(out-of-state)

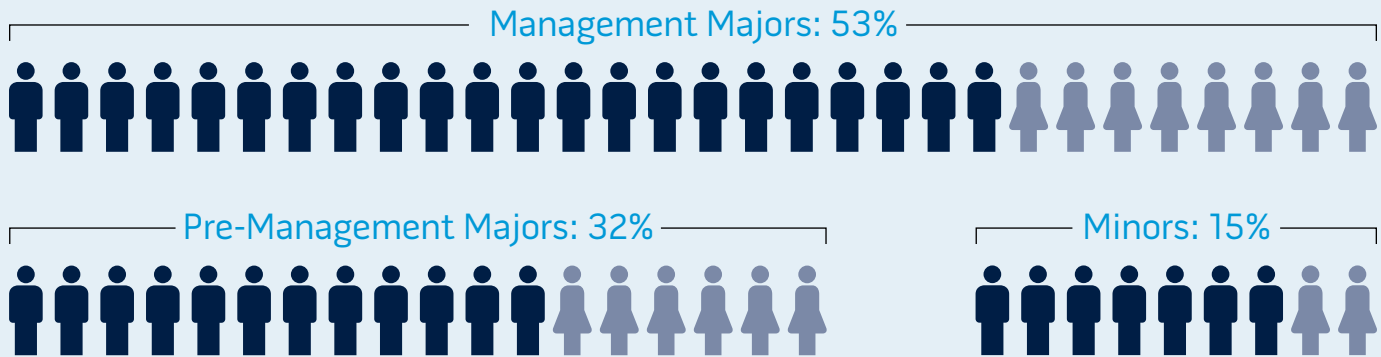
CAMPUS REACH

Total students who took a Marriott School course: 13,366 = 41% of BYU (32,615)

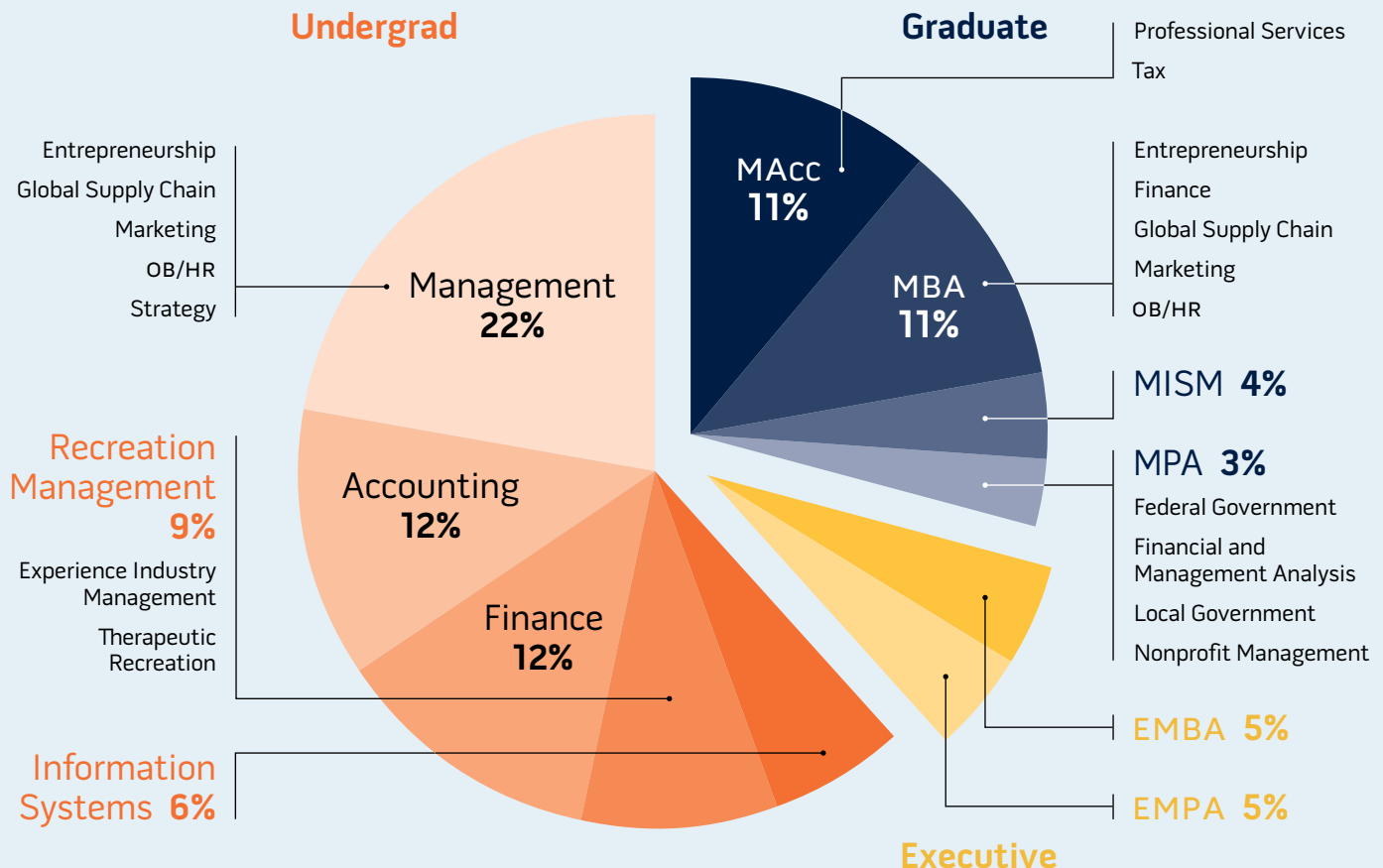
MARRIOTT SCHOOL ENROLLMENT

Total Enrolled Students: 5,620 = 17% of BYU

One  or  for every 100 students.

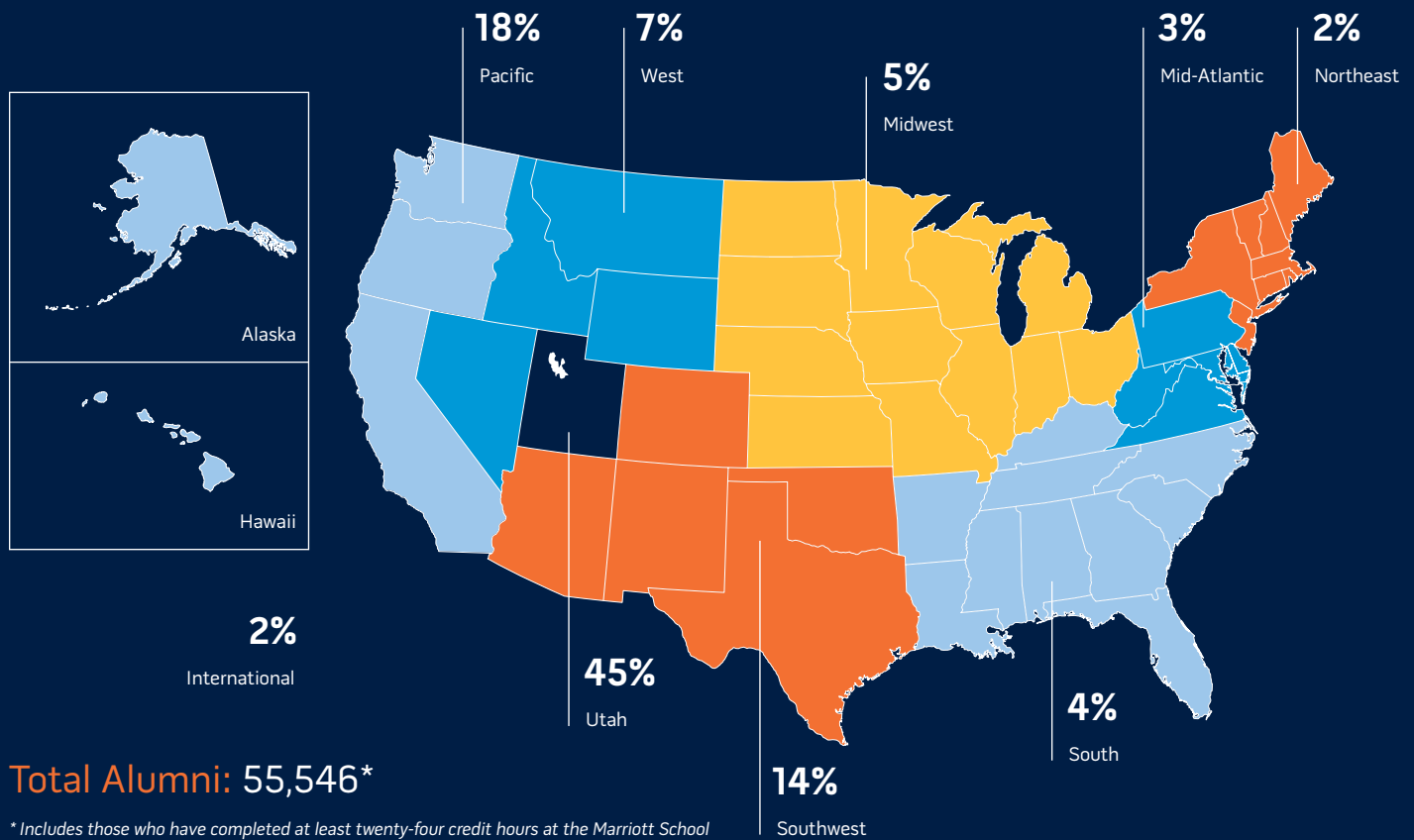


Enrollment by Major:

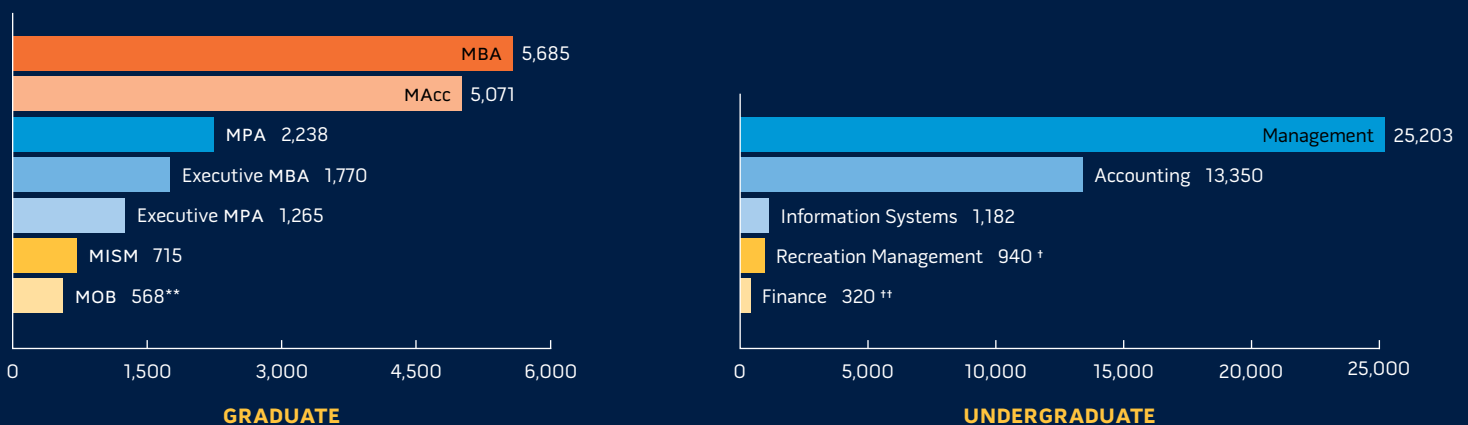


ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2015



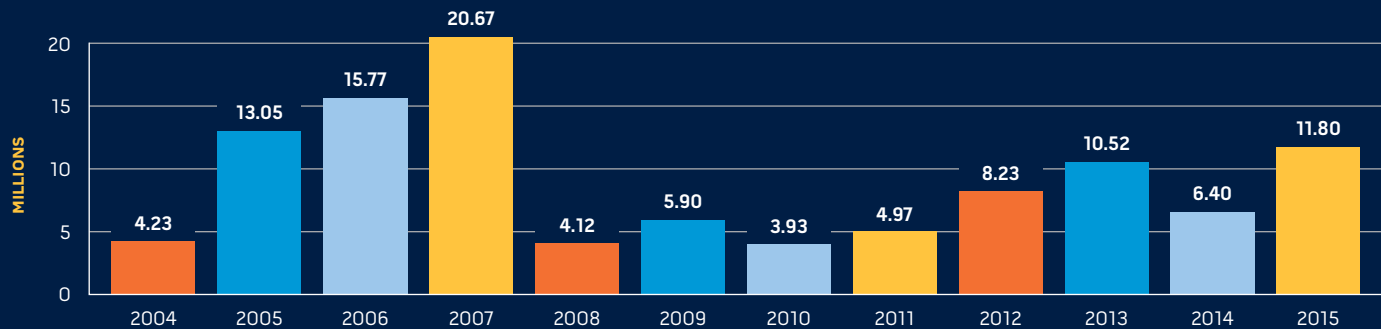
** The MOB degree is no longer offered. The MBA program now offers an OB/HR major. These charts are not a comprehensive list of all degrees that have been offered by BYU's business school.

† Does not include degrees awarded before the Recreation Management program joined the Marriott School in 2009

†† The finance degree was created in 2012.

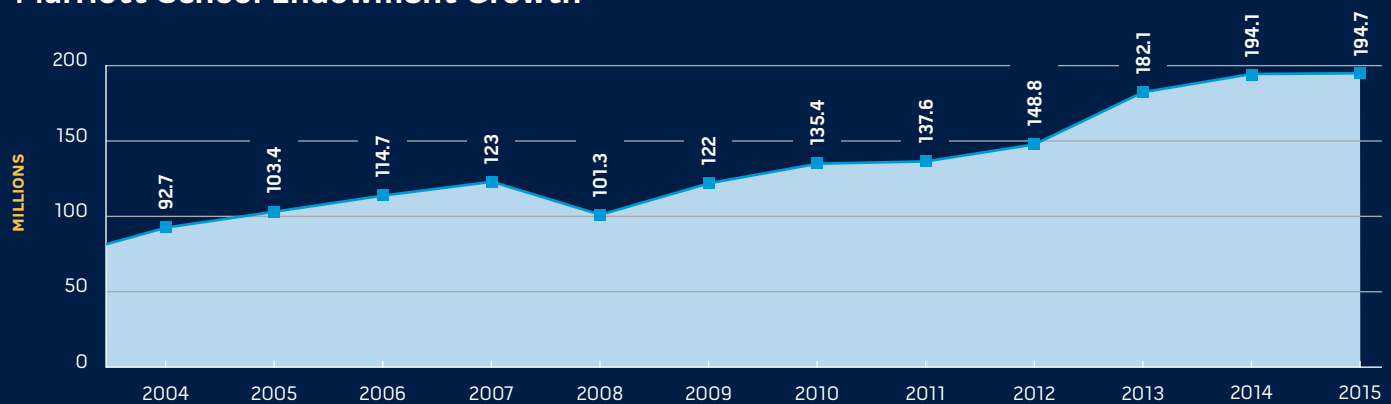
FUNDRAISING REPORT

Contributions from Alumni and Friends



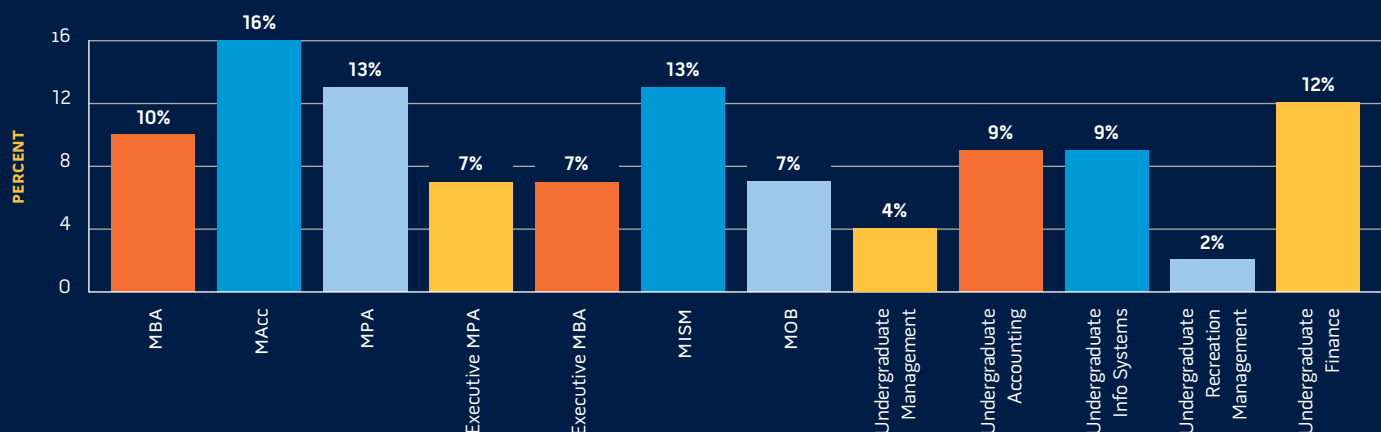
Note: The Tanner Building Addition campaign ran 2005–07.

Marriott School Endowment Growth



Alumni Giving to the Marriott School

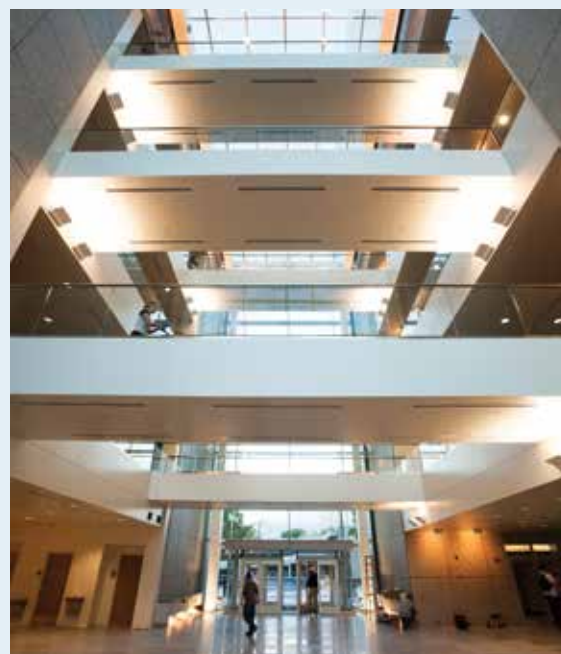
Median Alumni Gift: \$60 Average Alumni Gift: \$1,079 Total Alumni Giving: 6.4%



FINANCIAL REPORT

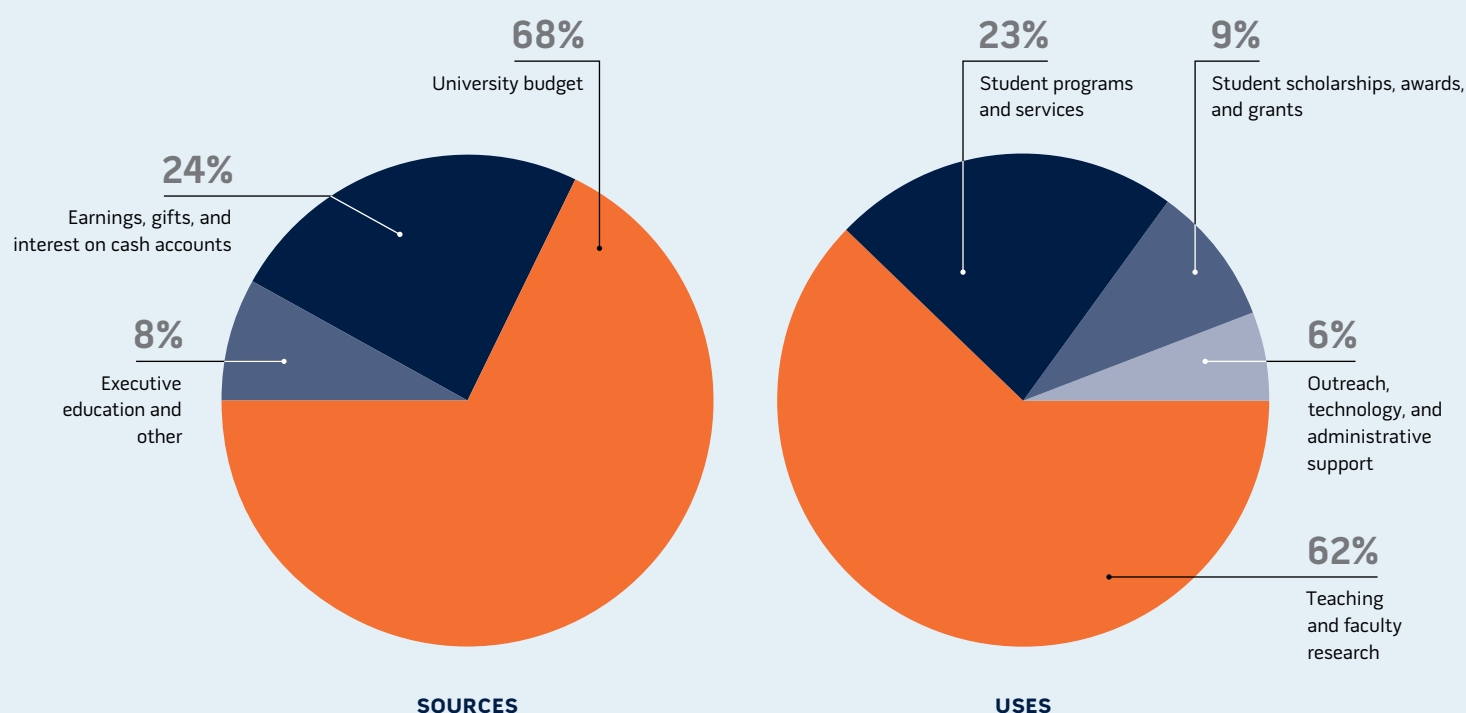
Endowment Report

COLLEGE AND ACADEMIC DEPARTMENTS	ENDOWMENT BALANCE
College	\$ 47,181,152
Academic departments	\$ 23,821,588
CENTERS	
Rollins Center for Entrepreneurship and Technology	\$ 17,432,661
Whitmore Global Management Center	\$ 3,924,038
Ballard Center for Economic Self-Reliance	\$ 11,266,761
Steven and Georgia White Business Career Center	\$ 7,607,165
FACULTY AND STUDENT SUPPORT	
Professorships, fellowships, and research support	\$ 34,186,504
Scholarships and student loans	\$ 49,274,311
Total endowment	\$ 194,694,180



Bradley Slade

Cash Flows for Operations



FACULTY AWARDS

Professorships

PROFESSORSHIP	2015–16 RECIPIENT
<i>Albrecht, W. Steve</i>	James D. Stice
<i>Andersen Foundation</i>	Scott L. Summers
<i>Ardis, Glenn D.</i>	Douglas F. Prawitt
<i>Beesley, Horace Pratt</i>	Jeffrey H. Dyer
<i>Brown, Denny L. & Jerri</i>	Hal B. Heaton
<i>Call/Deloitte</i>	Brian C. Spilker
<i>Cherrington, J. Owen</i>	Steve Liddle
<i>Christensen, Don M. & Arda Jean</i>	Michael J. Swenson
<i>Covey, Stephen Mack</i>	Gary K. Rhoads
<i>Deloitte</i>	Monte R. Swain
<i>Driggs, Douglas & Effie</i>	Keith Vorkink
<i>Edwards, William F.</i>	Grant R. McQueen
<i>EY</i>	T. Jeffrey Wilks
<i>Ford/Cook</i>	F. Greg Burton
<i>Gunnell, Ronald C. & Kaye</i>	W. Steve Albrecht
<i>Hardy, John W. & Nancy S.</i>	Marshall B. Romney
<i>Hill, Ned C.</i>	Todd Mitton
<i>JC Penney</i>	David B. Whitlark
<i>Jones, Alice Belle</i>	Kristen B. DeTienne

PROFESSORSHIP	2015–16 RECIPIENT
<i>KPMG</i>	Kevin D. Stocks
<i>Low, William & Roceil</i>	Paul C. Godfrey
<i>Marriott</i>	Lee T. Perry
<i>Martin, Rachel</i>	Dave N. Stewart
<i>Mary & Ellis</i>	Mark F. Zimbelman
<i>Meyer, Fred G.</i>	R. Bruce Money
<i>NAC</i>	Ned C. Hill
<i>Passey, James M.</i>	Barrett A. Slade
<i>Peery, H. Taylor</i>	Steven Thorley
<i>Peterson, Joel C.</i>	James C. Brau
<i>PwC</i>	Earl K. Stice
<i>Romney, George W.</i>	Bradley R. Agle
<i>Second Mile</i>	Craig Merrill
<i>Skousen, K. Fred</i>	Steven M. Glover
<i>Smith, Robert J.</i>	Robert L. Gardner
<i>Staheli, Donald L.</i>	Thomas S. Foster
<i>Stone, O. Leslie & Dorothy C.</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott E. Sampson

Fellowships

FELLOWSHIP	2015–16 RECIPIENT
<i>Albrecht, LeAnn</i>	Bonnie B. Anderson
<i>Alumni</i>	Ryan S. Elder
<i>Ardis, Glenn D.</i>	David A. Wood
<i>Boyer, Selvoy J.</i>	Anthony O. Vance
<i>Christensen, Don M. & Arda Jean</i>	Jeffrey P. Dotson
<i>David & Knight</i>	Douglas L. Dean
<i>Edwards, William F.</i>	Michael P. Thompson
<i>Farr, Loran</i>	Nile W. Hatch
<i>Garrett, J. Earl & Elaine</i>	Glenn L. Christensen
<i>Garrett, J. Earl & Elaine</i>	Peter M. Madsen
<i>Goldman Sachs</i>	Karl B. Diether
<i>Goldman Sachs</i>	Taylor D. Nadauld
<i>Grant & David</i>	Gove N. Allen
<i>Grow, Stewart L.</i>	Bradley P. Owens

FELLOWSHIP	2015–16 RECIPIENT
<i>Jones, Warren F. & Alice B.</i>	Darron M. Billeter
<i>Jones, Warren F. & Alice B.</i>	Curtis D. LeBaron
<i>NAC</i>	David G. Kryscynski
<i>Peery, H. Taylor</i>	Brian Boyer
<i>Perry, Lee Tom</i>	Daniel C. Snow
<i>PwC</i>	Michael S. Drake
<i>Staheli, Donald L.</i>	John B. Bingham
<i>Staheli, Donald L.</i>	Kristie Seawright
<i>Vest, Kristine V. & Randy J.</i>	Steven D. Smith
<i>Warnick/Deloitte</i>	William B. Tayler
<i>White, Georgia</i>	Shad Morris
<i>White, Steven V.</i>	Jeffery A. Thompson
<i>Whitman, Robert A. & Wendy</i>	Robert J. Jensen

We express our sincere thanks to the donors who made these opportunities possible.

FACULTY REPORT

Publications

The following publications were written or edited by full-time Marriott School faculty and published in 2015. Space constraints do not allow for full citations; interested parties may email marriottmag@byu.edu.

* Indicates collaborative work with authors outside the Marriott School.

† Indicates a chapter or section in a book.

SCHOLARLY AND OTHER BOOKS

Albrecht, W. Steve. *Integrity: The Key to Capacity.**

Bingham, John B. *Psychological Contracts. Oxford Bibliographies in Management.**†

Burton, F. Greg. *International Financial Reporting Standards: A Framework-Based Perspective.**

Christensen, Ted, David M. Cottrell, and Cassy J Budd. *Advanced Financial Accounting*, eleventh edition.

Duerden, Mat D. *Adventure Programming and Travel for the 21st Century.**†

Dyer, Jeffrey H., Paul C. Godfrey, Robert J. Jensen, and David J. Bryce. *Strategic Management: Concepts and Cases.*

Dyer, W. Gibb, and Jeffrey H. Dyer. *Practicing Organization Development: Leading Transformation and Change.*†

Elder, Ryan S. *The Psychology of Design: Creating Consumer Appeal.**†

Facer, Rex L. *Encyclopedia of Public Administration and Public Policy*, third edition.*†

Facer, Rex L., and Lori L. Wadsworth. *Public Human Resource Management: Problems and Prospects*, sixth edition.†

Foster, S. Thomas, Scott E. Sampson, Cynthia Wallin, and Scott W. Webb. *Managing Supply Chain and Operations: An Integrative Approach.*

Gardner, Robert L., Dave N. Stewart, and Ron G. Worsham. *Tax Research Techniques*, tenth edition.

Godfrey, Paul C. *Management, Society, and the Informal Economy.*

Godfrey, Paul C., and W. Gibb Dyer. *Management, Society, and the Informal Economy.**†

Godfrey, Paul C., and Robert J. Jensen. *Management, Society, and the Informal Economy.**†

Harris, Brad D. *A Parent's Guide to Raising Successful Missionaries.**

Lundberg, Neil R. *This Land Is Your Land: Toward a Better Understanding of Nature's Resiliency-Building and Restorative Power for Armed Forces Personnel, Veterans, and Their Families.**

Lundberg, Neil R., and Stacy T. Taniguchi. *This Land Is Your Land: Toward a Better Understanding of Nature's Resiliency-Building and Restorative Power for Armed Forces Personnel, Veterans, and Their Families.**†

Nielson, Troy R. *Contemporary Organizational Behavior: From Ideas to Action.**†

Romney, Marshall B. *Analytical Fraud Detection.*

Romney, Marshall B. *Auditor's Response to the Fraud Risk Assessment.*

Romney, Marshall B. *Fraud Auditing.*

Romney, Marshall B. *Fraud Auditing and Investigation.*

Romney, Marshall B. *Fraud Detection.*

Romney, Marshall B. *Fraud Prevention.*

Romney, Marshall B. *Fraud: Who Commits It and Why Does It Occur?*

Romney, Marshall B. *Introduction to Fraud Symptoms and Detection.*

Seawright, Kristie W. *The Business of Social and Environmental Innovation.**†

Silvia, Chris E. *Handbook of Public Administration*, third edition.*†

Spilker, Brian C., Ron G. Worsham, and John A. Barrick. *McGraw Hill's Taxation of Individuals and Business Entities*, 2015 edition.*

Sudweeks, Bryan L. *Personal Finance Series*, eighth edition.

Taniguchi, Stacy T. *Mountaineering Tourism.**†

Taniguchi, Stacy T. *Wilderness Adventure in Jon Krakauer's Into the Wild.*†

Walker, Sheli D. Sillito *The Social Dynamics of Organizational Justice.*†

CRITICALLY REVIEWED SCHOLARLY JOURNAL ARTICLES

Albrecht, W. Steve, and Conan C. Albrecht. "How Fraud Affects Corporate Strategy: The Case of General Motors and John McNamara," *Corporate Finance Review.**

Anderson, Bonnie B., Scott R. Jensen, and Anthony O. Vance. "Neural Correlates of Gender Differences and Color in Distinguishing Security Warnings and Legitimate Websites: A Neurosecurity Study," *Journal of Cybersecurity.**

Benson, David F., and James C. Brau. "Strategically Camouflaged Corporate Governance in IPOs: Entrepreneurial Masking and Impression Management," *Journal of Business Venturing.**

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