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◀ THE CLASS OF 2015 WAS ALL SMILES AT APRIL'S CONVOCATION, CAPPING THEIR MARRIOTT SCHOOL STUDIES WITH POMP AND CIRCUMSTANCE. THE NEW GRADS WERE INSPIRED BY SPEAKER DEBBIE MARRIOTT HARRISON. FIND HER REMARKS ON PAGE 12. PHOTO BY BRADLEY SLADE.

You could fit two bodies in there. • As far as learning goes, I think you enjoy the grind. • You have to do something in life. • There's so much tribulation in politics. Like scandals and everything. • Three or four of the guys already know about us. • When I talked to the recruiter, he said there were three résumés. That significantly hurts us. • Divide the expense by long-term debt and interest. • Sports while in the business school is death unless you're a genius. I don't know how Christian Stewart does it. • How's life? Great. Still interning? Still interning. • Yeah, he has friends. He's talking about it all the time. • It's actually not watery. I love it. • I definitely got those right. I got a five out of five. • Are you going to go back up? No, I got the cold shoulder. • So far it's been really simple, but it's good to sharpen up. • Dump all their stuff. We don't want it. • It's all right to get free stuff. • Hot chocolate with this thing? Great! • Am I saying everything I need to? • She was so chill! We'd just go off on tangents and stuff. • We don't have a close relationship, but he opened up to us. • My mom invited me to some women's conference. I'm like, "Does she realize I'm a guy?" • Do you know anything about their health or dental? You need to understand their whole package. • It smells like seafood somewhere. • My buddy lives on the east side of San Francisco, and he's paying about \$5,000 for a one-bedroom apartment. • Let me put on some headphones. You're louder than the whole hallway. • I just really love Provo. • What'd you think about that fire escape? • Yeah, I can see you. Can you see me? • Everybody has self-defeating beliefs. • We were diagnosing each other. I know I was spot on. • We had a guest speaker come in and talk about how he just crushed it. • The food is great, and the people there are really nice. • We had a good group. Everyone was super intelligent. I need smart friends. • You just gotta do what fits you. • The best brains will win. • This kid knows 75 percent of the Marriott School. Really? More like 95 percent. He has connections. • Once you figure out the difference in costs, I'd like to determine their sales and how much it will take to recoup their costs. • Will this in any way affect the quality of the product? • Is that what you're looking for, or would you like me to extrapolate it? • Will you give me a few seconds? I'm trying to accomplish something. • You have to knock these grades out of the park. • I feel like I'm a personable person, so I can relate.

**OVERHEARD
IN THE
TANNER**



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Cover illustration by Tim Zeltner

CHALLENGE OF

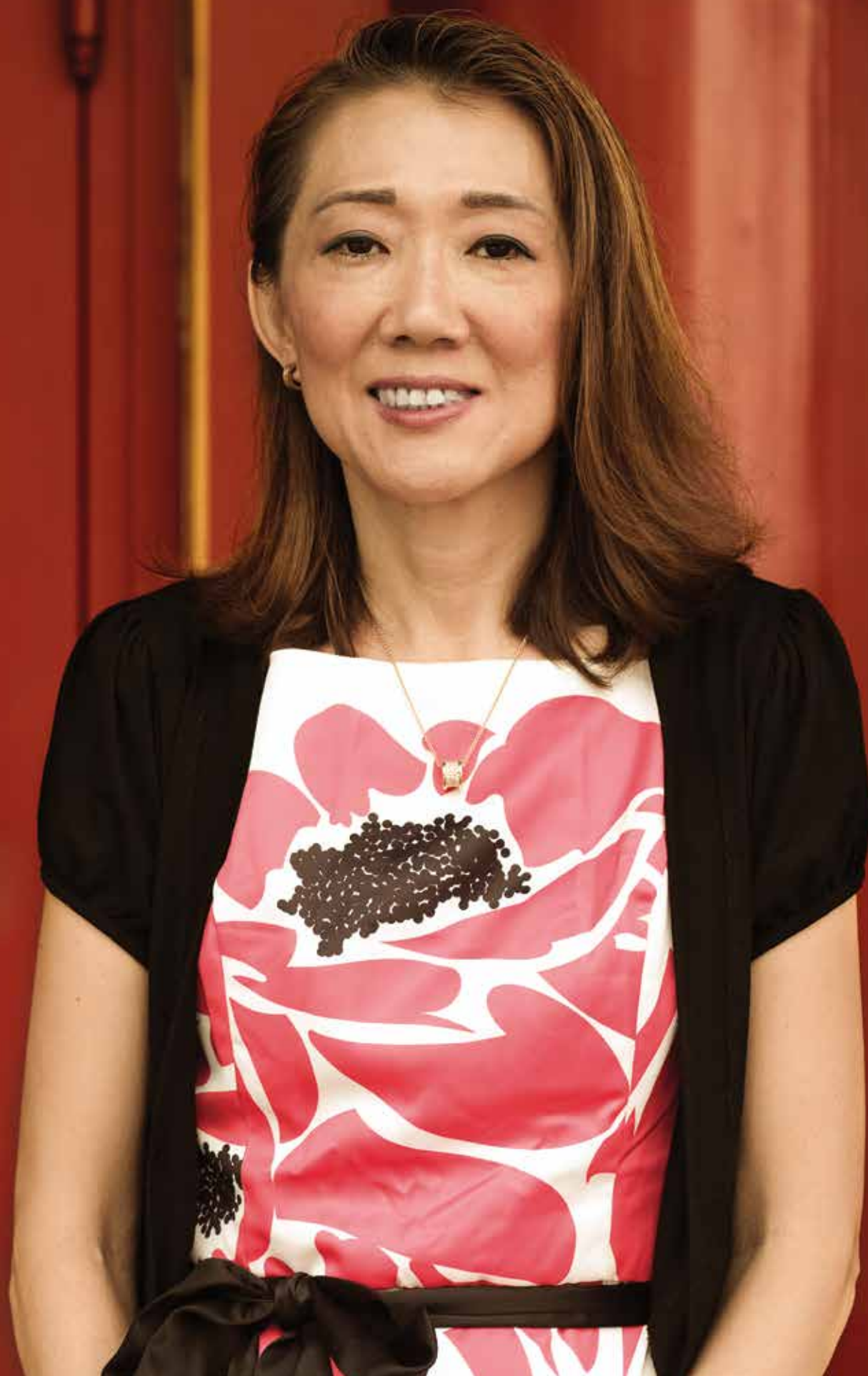
What if moving half-way around the world wasn't a grand departure into the unknown but, rather, a return to the familiar?

When Johnson & Johnson (J&J) executive and 1992 MBA grad Wendy Smith took her family to Singapore in 2012—relocating to an office twelve time zones ahead of her previous one at the company's global headquarters in New Brunswick, New Jersey—she certainly faced challenges and surprises. But she also experienced a homecoming of sorts.

BY BREMEN LEAK
PHOTOGRAPHY BY LOGAN HAVENS

ADDRESS

Wendy Smith
MBA, 1992



**"THERE WAS
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IN THE END,
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EXPERIENCES
THERE."**

"I'm Chinese," she explains, born in Taiwan and raised in Provo, arriving with her parents and brother at the age of twelve. "I've always wanted to come back to Asia."

As CFO and vice president of finance for consumer business in the Asia Pacific region, Smith oversees a portfolio of businesses with billions of dollars in annual sales. And while opportunities for professional growth abound, she says career development wasn't the only advantage of a new role overseas.

"For family reasons, I wanted my children to gain exposure to Asia to learn about that part of their heritage," she says.

Smith and her husband, Jeremy, have three young boys—Jordan, who is eight, and five-year-old twins, Walker and Connor. The family is quite at ease in Singapore, a bustling city-state that ranks among the world's largest financial centers. Like many expatriates (some say as many as half of the tiny island nation's residents are foreign workers), the Smiths enjoy comfortable living standards, top international schools, and quick and easy access to some of Asia's most popular tourist destinations. As a bonus, the boys now speak fluent Mandarin—the language of Smith's own childhood.

REMEMBERING THE PAST

As she describes her journey from Asia to America and back, Smith begins with a time of spiritual restlessness for her family—and a chance encounter with foreign missionaries.

"My mother was soul-searching," Smith says. "I was nine or ten at the time, and I remember going to all these churches with her. She was mostly looking to be a Christian, but I think she tried many different religions."

One day as they crossed the street in Taiwan, they saw two young men in a dispute with an elderly merchant who accused them of not paying for a meal, she remembers.

"My mother was an English professor, and she thought, 'Oh, these are Americans,' and quickly figured out that their Chinese wasn't so great. So she stopped and was able to help them resolve their dispute."

"These two guys were missionaries, of course," she continues. "They wanted to thank us, so they walked us home and later came to visit. My mother felt very strongly that theirs was the right church."

Wendy and her mother were baptized into The Church of Jesus Christ of Latter-day Saints a short time later. Though her brother followed suit, her father did not. A retired principal, he nonetheless moved his family to America when his wife found employment at BYU a year later.

Smith says attending BYU was an easy decision after growing up in Provo "and supporting all the sports teams." She earned a bachelor's degree in mathematics and enrolled in a PhD program in hopes of becoming a teacher like her parents.

"There was no hesitation for me to do my undergraduate work at BYU," she says, "but I considered other schools for my graduate work. In the end, it felt right to stay at BYU. I was really happy with my experiences there."

After the first semester, however, Smith realized she wasn't passionate enough about mathematics and discontinued the program. "At the time I thought, 'I'm still a very analytical person. How can I use these skills in a more practical manner?' That's why I decided to get my MBA," she says.

At the Marriott School, she discovered a love for corporate finance, combining mathematics with strategic thinking. "I really like looking at the big picture and making decisions that help the business grow," she says.

Her first job out of college was with Procter & Gamble in Cincinnati, where she met her husband, who also studied at BYU and later transferred to the University of Cincinnati. Today they are both senior executives at J&J.

FORGING THE FUTURE

Since joining the multinational in 2001, Smith has climbed her way to the top of one of three divisions in Asia Pacific: consumer products, which includes Band-Aid, Neutrogena, Aveeno, Listerine, and other well-known brands. J&J's other divisions are medical devices and pharmaceuticals. Smith has industry experience in all three.

In her current role, the corporate finance maven leads efforts to gain market share and achieve long-term growth in the region. “Opportunity-wise, Asia is the place to be,” she says from her office in Singapore, “especially the emerging markets.”

Need proof? It’s in the demographics, she says. Asia boasts 40 percent of the world’s new-borns, and that’s a huge opportunity for Johnson’s Baby, one of the company’s biggest brands. Asia also claims 40 percent of the world’s teenagers, a potential boon for Clean & Clear, a line of skin products for adolescents.

What’s more, as these populations mature, governments are exploring ways to lower health-care costs through over-the-counter treatments. That has allowed J&J—with its offering of medicines such as Tylenol, Sudafed, and Nicorette—to positively impact patients and consumers in Asia.

Helping others achieve healthy, vibrant lives, Smith says, is the best part about working at J&J. “It’s been great journey for me,” she says. “You can truly make a difference.”

Of course, no company succeeds without compliance—and that’s where Smith’s expert knowledge of the Sarbanes-Oxley Act and healthcare compliance comes in.

“It’s the one thing that can break the camel’s back,” she says. “You can work on all kinds of cool, sexy projects, but they mean nothing if you don’t have a strong culture of compliance across your organization.”

Beyond her fiduciary responsibilities, Smith tackles business partnering and strategic issues, such as recent acquisitions in India and China. She also manages close to 200 people, including top finance associates from nations as disparate as Australia, Indonesia, and Japan. Imagine coaching a World Cup soccer team with eleven nationalities instead of one—only Smith’s team has a much bigger roster.

“The cultural differences between markets are vast,” she says. “Even though we have a corporate culture at J&J, a basic set of standards and expectations, what also drives employees is their local culture and norms. Deciphering those cultural differences has been the greatest challenge for me and the biggest source of learning.”

On its website, J&J calls diversity one of its most important competitive advantages and a process for connecting with the health needs of people in communities worldwide.

Smith has met that diversity with a good deal of empathy and curiosity. “It really makes me appreciate what it means to read between the lines,” she says, “what it means to respect others’ opinions and to get others to speak up and share their opinions.”

RELISHING THE PRESENT

It helps that Smith often extends herself through frequent family travel, connecting with and learning about different cultures wherever she goes.

Having visited Thailand, Malaysia, Vietnam, China, Australia, Japan, New Zealand, and Indonesia, Smith says the family’s favorite destination has been Bali, where, aside from relaxing at the beach, they took a jungle trek, toured rice fields, and had afternoon tea and cookies with a local Indonesian family.



It was a teaching moment, Smith says. The family had a son whose only toys were a pail of water and some rocks. “My oldest son was really touched by that,” she remembers. “We were walking around—there were all these wild chickens—and he told me that he wanted to try to catch a chicken so the family could eat it for dinner, because he felt so bad that they didn’t have any money. It was quite sweet. He didn’t catch any chickens, of course.”

The Smiths bought some wares from the family and returned home with a renewed sense of gratitude. “It really makes you realize how blessed and fortunate you are when you’re from a developed country and you have a good job and a good family life,” Smith says.

As a working mother in Singapore, Smith says she is also blessed to have the support of her husband and a good live-in nanny, as well as a ward where “people welcome you with open arms and try to make your life easy.”

And she also raves about the local cuisine.

“Honestly it’s been paradise for me,” she says. “As regional CFO, I try to make myself available to our different offices at least once a quarter. And I have to say, in every single country I’ve visited, I’ve tremendously enjoyed the food. I feel very lucky. That will be the thing I miss most when I leave Asia—the food.”

Her favorite dish is soup dumplings. It’s her boys’ favorite too.

PUTTING OTHERS FIRST

Having found success, Smith enjoys empowering others through succession planning, mentoring, and executive sponsorships. “Working with people is a personal passion,” she says.

Two affinity groups that Smith supports are the Finance Women Leadership Initiative and the Women Leaders in Finance, including an Asia Pacific chapter that she founded early last year. J&J’s global CFO was in Singapore to help kick off the effort.

And though she mentors as many men as women, Smith says she feels well positioned to help women support and empower one another in the workplace.

“Women bring great assets to J&J,” she says. “For our consumer products company, women in most families and households make the day-to-day purchasing decisions, so they’re the most important consumers to our company.”

Every professional struggles for work-life balance, but Smith says working mothers face particular challenges. In her own experience, she has found success in establishing boundaries. She leaves the office by 5:30 p.m. in order to spend time with her children before their bedtime. If she needs to get back online after 8 p.m. or go to work early, she will. She also devotes weekends to family when she’s not traveling.

“If you know what your personal priorities are, then you can set expectations at work—because hopefully we all work for good companies with managers and partners who support our goals,” she says.

“Be true to yourself,” Smith adds, whether you’re male or female, married or single, raising children or supporting parents. “At the end of the day, a job is just a job. Your family stays with you.”

So what’s next for Wendy Smith? It’s too early to say, she says. Singapore feels like a good fit for now.

The only thing missing is more Marriott School alumni. **M**

ABOUT THE AUTHOR

Bremen Leak, a 2005 BYU graduate, has written for Marriott Alumni Magazine since 2006. He lives and works in New York City.

Want to work in Asia? Get Wendy Smith’s four tips for would-be expats at marriottmag.wordpress.com.



**"IT REALLY
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GOOD JOB
AND A GOOD
FAMILY
LIFE."**

BYU Takes On Big Data

AFTER A LONG DAY AT WORK you come home, put up your feet, and dish out your daily complaints on Twitter.

"I'm 138.2 percent sure that I need a new job. #workistheworst"

Your complaints and others' floating around the Web are having more of an impact than you think. Social-media chatter is key to research by MBA student Mike Cadena and his teammates, who are using Twitter data to rank companies in terms of employee experience. Through their analysis they hope to prove that engaged, happy employees can be just as essential to a company's bottom line as effective marketing.

"There are so many hidden nuggets of data that can improve profitability," says Cadena, who hails from Cali, Colombia. "Data analytics is not only exciting but also necessary for a company to be competitive."

Cadena is part of a Marriott School program that gives second-year MBA students hands-on experience learning how to leverage the digital mountains of data that drive business. The program is still in its inaugural year, but, with an exciting lineup of projects and plans for expansion, it's on its way to making BYU a hub for data analytics training.

"There's this emerging tech scene in Utah, and a lot of the jobs are data driven," says Jeff Dotson, associate professor of marketing and global supply chain and founder of the program. "We want to make BYU the place to find talented employees."

As managers rely less on intuition and more on numbers to help them make decisions, they are seeking hires who know how to take data from the mining stages to cleaning, manipulating, and, finally, analyzing the numbers to make actionable recommendations.

This year twenty-one students are learning how to navigate that process as they work on data-driven projects with companies such as Adobe, IBM, and Kohl's.

Venna Barrowes, an MBA student from Spanish Fork, Utah, is working on the Adobe project, creating a ranking of potential customers based on how likely they are to make a purchase.

"Our project will save the company time because, out of the thousands of sales leads they get, the sales people will be able to focus only on the

By tackling real-world tech projects, MBAs are helping companies translate data into actionable solutions.



highest priorities," she says. "And ultimately the amount of sales that they close will increase."

Dotson hopes that this first round of projects will inspire an increasing number of companies to form partnerships with the school, allowing both sides to benefit. In the meantime, some teams are building databases and systems that could prove useful for a variety of corporations.

For example, Tori Dumke, an MBA student from Salt Lake City, and her teammates are making their own customer-dissatisfaction scale based on tweets about airline companies.

"Right now companies understand that social media exists, but we want to show that negative consumer comments actually affect their bottom line," Dumke says. "It will also be fun to see how the airlines all stack up against each other."

Dumke and her fellow students aren't the only ones excited to see how their projects turn out. *Forbes* magazine is set to write about Cadena and his teammates' findings on employee engagement and satisfaction this summer.

Now that's something to tweet about.

—ANGELA MARLER

"There are so many hidden nuggets of data that can improve profitability. Data analytics is not only exciting, but it's also necessary for a company to be competitive."

—MIKE CADENA

PITCHING CAMP

BY SARA D. SMITH

MARRIOTT SCHOOL RESEARCH SHOWS CAMP JOBS
TEACH ESSENTIAL WORKFORCE SKILLS



BOOK SMARTS alone can't guarantee graduates success on the job these days. Employers—and even new grads themselves—report that many young adults aren't leaving school with the twenty-first-century work skills they need, says recreation management assistant professor Mat Duerden.

"Employers are putting high value on applied skills, like communication skills, leadership, and conflict management," says Duerden, who studies how out-of-school activities supplement the "necessary but not sufficient" knowledge-based skills of the classroom.

His suggestion for parents looking to better prepare young adults for the workforce? Send them off to summer camp—as counselors.



Teaming up with researchers at Texas A&M and the American Camp Association, Duerden interviewed former counselors about what they gained while leading campfire songs and chasing kids through the woods. The results, published in the *Journal of Park and Recreation Administration*, suggest that counselors come home with more than a collection of friendship bracelets. They get better at leading, empathizing, problem solving, listening, and so on—the same types of skills researchers claim the emerging workforce is lacking.

“Young people are looking for real-world experience,” says Deb Bialeschki, director of research at the American Camp Association and a coauthor on the study. “Those skill sets transfer over into a lot of different occupations and create contributing and valuable members in any kind of work team.”

Camp gives young adults space to learn and practice these skills because it puts counselors on the front line, says Duerden: they supervise activities, monitor safety, and sort out inter-camper drama. More than that, he says, “serving the kids really teaches them to extend themselves when they are tired or stressed, putting other people’s needs before their own.”

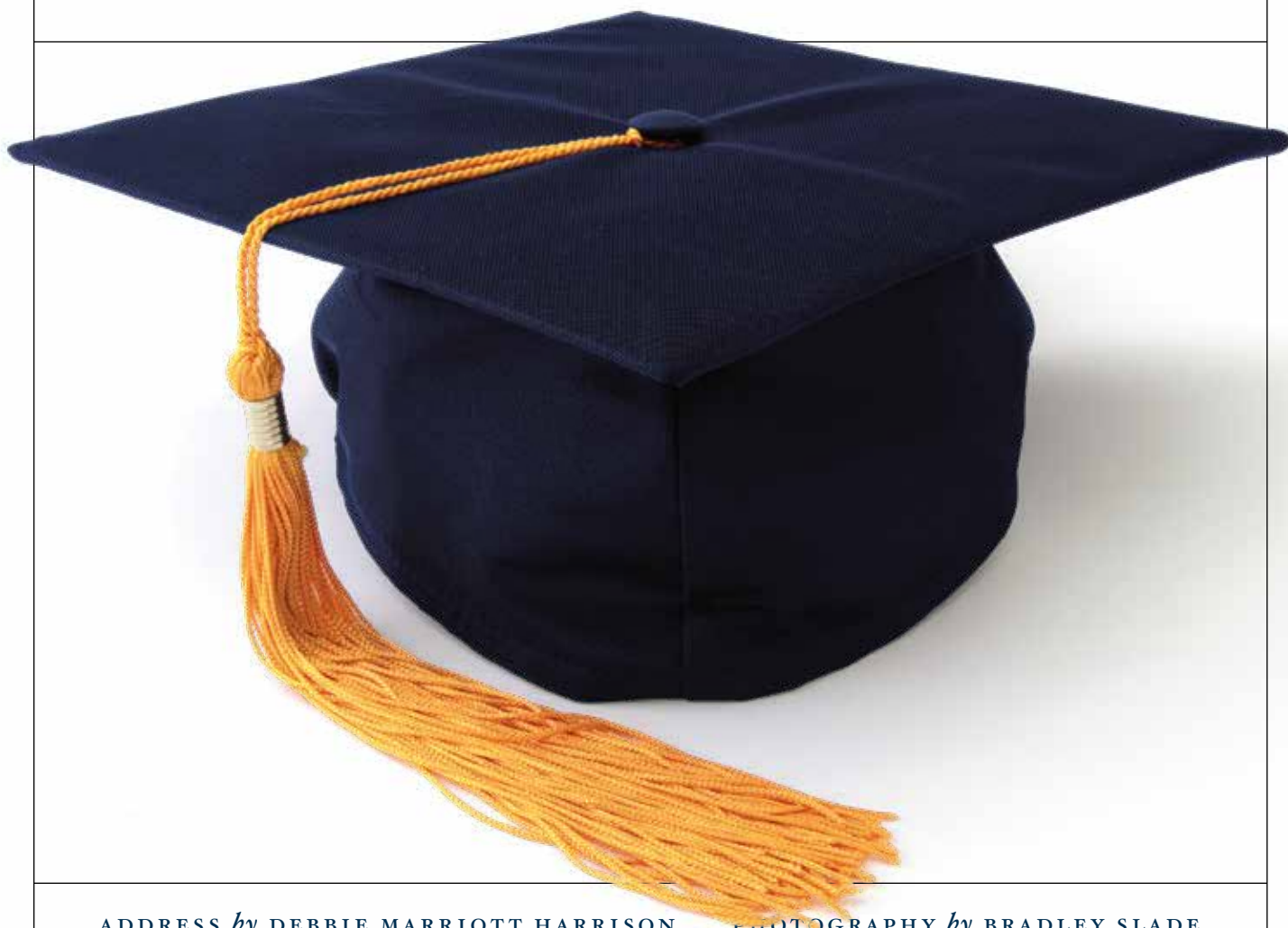
Participants in Duerden’s study rarely mentioned money as a motivator—in fact, some took a financial hit. But “at camp they directly see the impact that they have,” Duerden says. “That’s really motivating. It’s important to help them understand that there’s motivation beyond money.”

Camp is, of course, not the only place to develop empathy, problem-solving know-how, and other workplace skills. Duerden suggests young adults apply the principles that make working as camp staff a good experience—leaving their comfort zone, finding purpose and community, working hard for others—to better leverage opportunities like volunteering, traditional internships, or even fast-food jobs.

“Regardless of what type of employment,” he says, “it behooves parents to intentionally help their kids think about what their work means and what they can gain from it.” **M**



GIVEN THE RIGHT OPPORTUNITIES



ADDRESS *by* DEBBIE MARRIOTT HARRISON PHOTOGRAPHY *by* BRADLEY SLADE

T

en years ago I was a stay-at-home mom raising five children. As they grew up and left the nest, I wondered how I would spend my time. I had always been busy supporting my husband's career, living overseas, volunteering, and serving in the Church, but I had never worked in a paid position while raising my children. Nine years ago I was offered the incredible opportunity to be in charge of Marriott's government affairs office.

I have always loved politics and policy, but I had no résumé to speak of and was terrified to go back to work in a big corporate office. One of my friends said to me, "If you don't try it, you will always wonder, 'What if?'"

I took her advice. It was the bravest decision I have ever made and one of the best ones, outside of marrying my fabulous husband and having my wonderful children. It proved to me that you can reinvent yourself, given the right opportunities.

It can be overwhelming to wonder what you are going to do next with your life or how you will make a difference in the world. Today I hope I can help you break it down with some practical advice from my short career at Marriott.

HIRING FRIENDLY

Two months ago my husband and I had the opportunity to visit Haiti for the opening of our new 175-room Marriott hotel in Port-au-Prince. After an hour-long drive through congested roads, we arrived at the gorgeous hotel.

We were greeted by a young man named Lucardo, the front-desk clerk. He had a blinding smile and was so friendly—the perfect person to greet our guests. He accompanied us to our room, and it wasn't until Lucardo had set down the bags and

was turning to leave that we noticed he had only one arm. We found out later that he had lost his limb in an accident when he was six years old. His mother couldn't take care of him, so he was brought up in an orphanage. I asked Lucardo how he liked working at the hotel. He teared up and said, "This is more than a family to me. I will never leave!"

Providing opportunities and putting people first is at the top of Marriott's core values. It has been handed down over the years from my grandfather to my father to general managers like Peter Antinoph, who runs the new Haiti hotel.

Peter has been with Marriott for more than thirty years. He has been the general manager in several of our hotels around the world, most recently the Champs-Élysées Marriott in Paris. Peter volunteered to leave Paris and move to Haiti, where he hand-picked all 232 associates. Lucardo was his first hire. Peter purposefully went to orphanages, churches, and refugee camps to find the friendliest, most outgoing, and neediest people who would make good employees. At Marriott we believe in hiring friendly and training technical.

Each new hire had his or her own tragic story. Many of them actually bore the physical scars of being buried in the rubble from the 2010 earthquake. It was clear that the staff loved Peter and that he had a deep affection for them. We watched as he cleared dishes, brought out food from the kitchen, and worked alongside each member of his young staff. Peter is a true servant-leader, and he is making a difference in the lives of these young people.

Peter proudly told me that this was the best staff he had ever had in his thirty years at Marriott. When I asked why, he said, "Because they are so happy to have a job and

so eager to work!" He told me how pleased he was to be able to provide a salary, a hot meal, and health insurance for these young people. But mostly he was proud to provide hope for a better life.

THE HAITI PRINCIPLE

Haiti is the poorest country in the Western Hemisphere; 25 percent of its population lives on \$1.25 a day, and half of the population is illiterate. Most of the people who interviewed for a job at the hotel had not eaten for two days.

When the 2010 earthquake hit Haiti, more than 200,000 people lost their lives. My parents were staying at the Harbor Beach Marriott in Fort Lauderdale, Florida, at the time. Most of the staff at the hotel came from Haiti. They were distraught and grieving. My parents wanted to help, so they established a relief fund. Then my dad, working with his Marriott team, had a great idea: "Let's put a hotel in Haiti."

Haiti's problems may seem overwhelming unless you break them down into human terms. Helping a nation starts with helping one person—or, in the case of our Port-au-Prince hotel, 232 people. Because of their new jobs at the hotel, these associates can build exciting lives for themselves, their families, and their communities. I call this multiplier effect the Haiti Principle.

As I was leaving the hotel, I saw our company culture in action. We may never make much money in this beautiful hotel, but the jobs and opportunities it provides are life changing.

So I asked myself, how did the Marriott family, for which this school is named, develop and create a culture that encourages going into an impoverished nation such as Haiti? It all started with humble beginnings.



ROOT BEER & TAMALES

My grandfather J. Willard Marriott was born in 1900 just outside of Ogden, Utah, to a very poor sheepherder. My grandpa was the oldest of eight children, and he had the responsibility of taking the sheep up to the mountains in the summertime to graze. Because of this, he didn't get more than a seventh-grade education. He worked hard and was so responsible that at the age of fifteen he was entrusted by his father to take all of their sheep on a train by himself to market in San Francisco.

When he was nineteen he went on a

mission to New England. On his way home he stopped in Washington, DC, and was so impressed that he vowed to return. He also saw how hot and humid the city was in the summer.

When he returned home to Utah, he had \$4 in his pocket and knew he needed an education. One of his teachers, Aron Tracey, had become the new president of Weber Academy, the precursor to Weber State University. Aron saw potential in my grandpa, helping him make up his school work and giving him a job on campus.

After a couple of years Grandpa Bill

transferred to the University of Utah, where he met my grandma Alice Sheets. The day after graduation they got married and jumped into their Ford Model T and started their eleven-day journey to Washington, DC. There were no highways back then—only dirt roads. With a marriage license and a franchise agreement in hand, they opened a nine-stool A&W root-beer stand in the spring of 1927. Each frosty mug of root beer cost one nickel, and business was brisk in the hot DC summer.

When the weather got cold, my grandparents worried they would go out of business

unless they put hot food items on the menu. My grandmother had majored in Spanish at the University of Utah, so she knocked on the Mexican embassy's door and charmed the chef. He taught her how to make hot tamales and chili, which she put on the menu. There wasn't a kitchen in that first stand, so my grandma cooked the food in her apartment and walked it over every day. I'm still trying to figure out how root beer, chili, and tamales went together.

Eventually hot dogs and hamburgers were added to the menu, and a new restaurant, called the Hot Shoppes, was born. My

grandma was the first cook and the first accountant. She collected the nickels in a paper bag, walked them back to her apartment, and recorded them in her ledger every night.

CORE VALUES

My grandparents built their restaurant business one sticky nickel at a time—and on the precipice of the Great Depression. They worked hard and were resilient, innovative, and positive. They put their trust in the Lord and took care of their employees.

My grandfather hung a sign over the kitchen door in each restaurant that said, "If you take good care of the employees, they will take good care of the customers, and the customers will come back again and again."

Grandpa believed in taking such good care of his people that he hired a doctor and a surgeon to be on staff long before there was employer health insurance.

Because they had grown up in such humble circumstances, my grandparents believed in giving back to the community and ignited a "spirit to serve" that is still alive today. During World War II my grandparents would



“ CHOOSE A PLACE TO WORK THAT HAS VALUES SIMILAR TO YOURS. YOU WILL BE A LEADER IN YOUR COMMUNITY, CHURCH, AND WORKPLACE. IF THERE IS NOT A POSITIVE CULTURE IN ANY OF THESE PLACES, LEAD THE WAY AND CREATE ONE. ”

open up their commissary trucks to feed the soldiers and the poor who were coming to DC. Because he was given an opportunity by his teacher, Grandpa wanted to give his employees opportunities to better their lives and the community.

Allie and Bill passed down to my father and his brother, Dick, these virtues of hard work, perseverance, and doing good. The values of putting people first, acting with integrity, serving our world, embracing change, and pursuing excellence are the five core values of our company culture. We believe that our culture gives us our competitive advantage.

We opened our first hotel in 1957—thirty years after that first root-beer stand was established. Now we have 4,100 hotels in more than eighty countries. Culture varies in every country, but our core values are at the foundation of our company culture. They should never change.

SERVANT-LEADERS

My grandfather was the entrepreneur, but my dad grew the company into what it is today. All along the way the most important values were about giving people opportunities to grow and progress. My dad believes that our people, not the buildings, are our most

important assets. My father is now eighty-three years old and still visits 200 hotels a year, holds monthly staff meetings, and works fifty to sixty hours a week. He calls this retirement.

When I ask him what keeps him going and what makes him passionate about the business, he says it is all about giving people opportunities and watching them improve their lives.

As true servant-leaders, my grandparents and father have been able to build a business and culture that truly cares about each associate. Now there are 350,000 people around the world wearing a Marriott name badge every day. About half of them work for franchise companies and the other half work for our managed properties. From the housekeeper to the CEO, each is made to feel like a part of the Marriott family.

When you go out into the world, look for places to work that will give you an opportunity. Sometimes you have to seize or make your own. Choose a place to work that has values similar to yours. You will be a leader in your community, church, and workplace. If there is not a positive culture in any of these places, lead the way and create one.

Find opportunities to excel and make a difference wherever you are. If you choose, as

I did, to stay home and raise a family, stay active in the community with meaningful projects and church callings. I underestimated what an important training ground church activities can be. My callings helped prepare me for every aspect of my job.

Most important, give someone else an opportunity. As you go out into the world, remember the Haiti Principle and follow the examples of our general manager Peter, my grandparents, and my father. You will be able to lift your family, your community, and your workplace with an attitude of seizing and giving opportunities. **M**

ABOUT THE SPEAKER

Deborah Marriott Harrison is the global officer of culture and business councils at Marriott International. In this role she oversees strategy for the company's seventy-six worldwide business councils and works with associates, owners, and franchisees to protect Marriott's culture and legacy. Previously she was the senior vice president of government affairs for the company. A BYU graduate, Harrison serves on the boards of the Marriott Foundation for People with Disabilities, the J. Willard and Alice S. Marriott Foundation, and the DC College Access Program. This text is taken from remarks she gave at convocation on 24 April 2015.

around the COOLER

BY JORDAN CHRISTIANSEN

1. PETROL ANTAGO- NIST

Hybrid and electric cars are well known, but fuel-cell automobiles are a newer environmentally friendly alternative to gasoline counterparts. Toyota's Mirai (Japanese for *future*) will be the first hydrogen-powered vehicle available commercially when it goes on sale later this year. "We've heard about them in theory, but fuel-cell cars are now a reality," says **Chetan Zawar**.

toyota.com/fuelcell



CES Show-Stoppers

Aside from highlighting innovation, the international Consumer Electronics Show (CES) does one thing really well: draw crowds. Last January 170,000 visitors, including fifty-six students from BYU's MBA Tech Society, convened in Las Vegas to see the latest in intelligent goods. Eight MBAs share their top picks from tech's greatest spectacle.

Read more about the MBA Tech Society's trip at marriottmag.wordpress.com.

2. DOODLE DIGITIZER

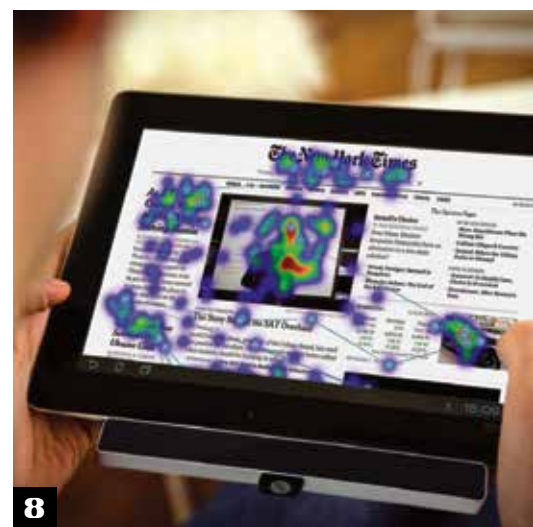
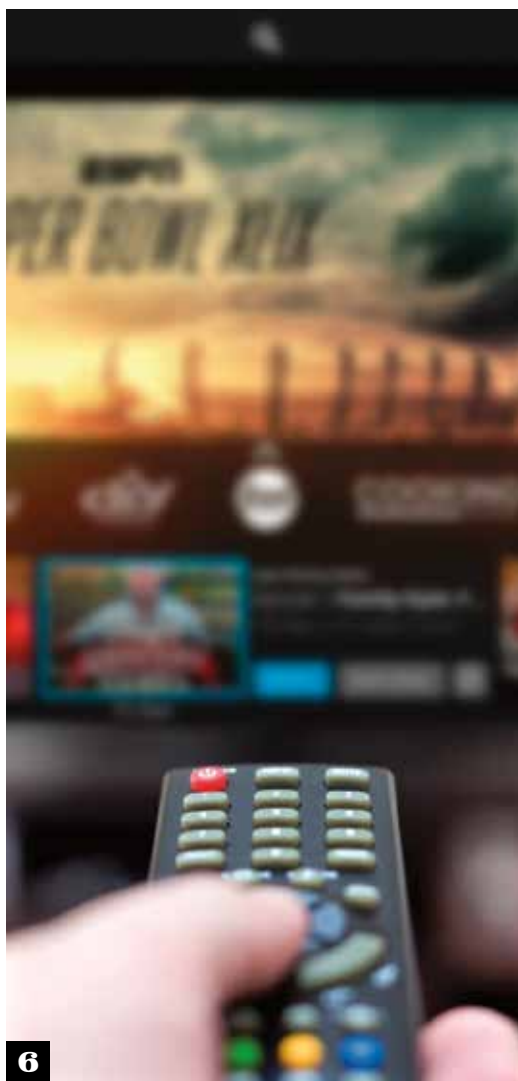
The Slate by iSketch-Note allows users to immediately digitize their handwritten sketches and notes. "As a designer, I am always looking for ways to make digital design and art-making more tactile," says **Julia Tian**. The Slate's slim size and long battery life also make for easy portability.

isketchnote.com

3. CURVES AHEAD

TV has come a long way since its black-and-white days, says **Brian Rigby**. His top product, an LG 4K OLED television, was "a stellar display that left everyone in awe." The model features a curved screen with a color display and image refresh rate that quadruples current HD quality.

lg.com/us/experience-tvs/oled-tv



4. CHAR-BROIL BOT

No more scrubbing a dirty barbeque after the burgers are cooked—the Grillbot can do the work for you. Similar to a Roomba, the Grillbot is an automated device that cleans your grill grates with a touch of a button. “It’s a unique product that addresses a real pain point for barbecue fanatics,” says **Shayla Barber**.

grillbots.com

5. REALITY CHECK

Virtual reality has long been in the margins, but **Joseph Murphy** believes Oculus Rift could make the technology mainstream. “They’ll revolutionize how we view entertainment, education, and telecommunication,” Murphy says. The Rift boasts stereoscopic 3-D and a 100-degree field of view.

oculus.com/rift

6. TV À LA CARTE

Sling TV has the most “disruption potential” of all the products at CES, says **Ryan Oaks**. The service allows consumers to watch top cable channels, including ESPN, live for \$20 a month. “It has the goal to capture the elusive twenty- to thirty-five-year-olds who usually don’t pay for cable,” Oaks says.

sling.com

7. DIGITAL DA VINCI

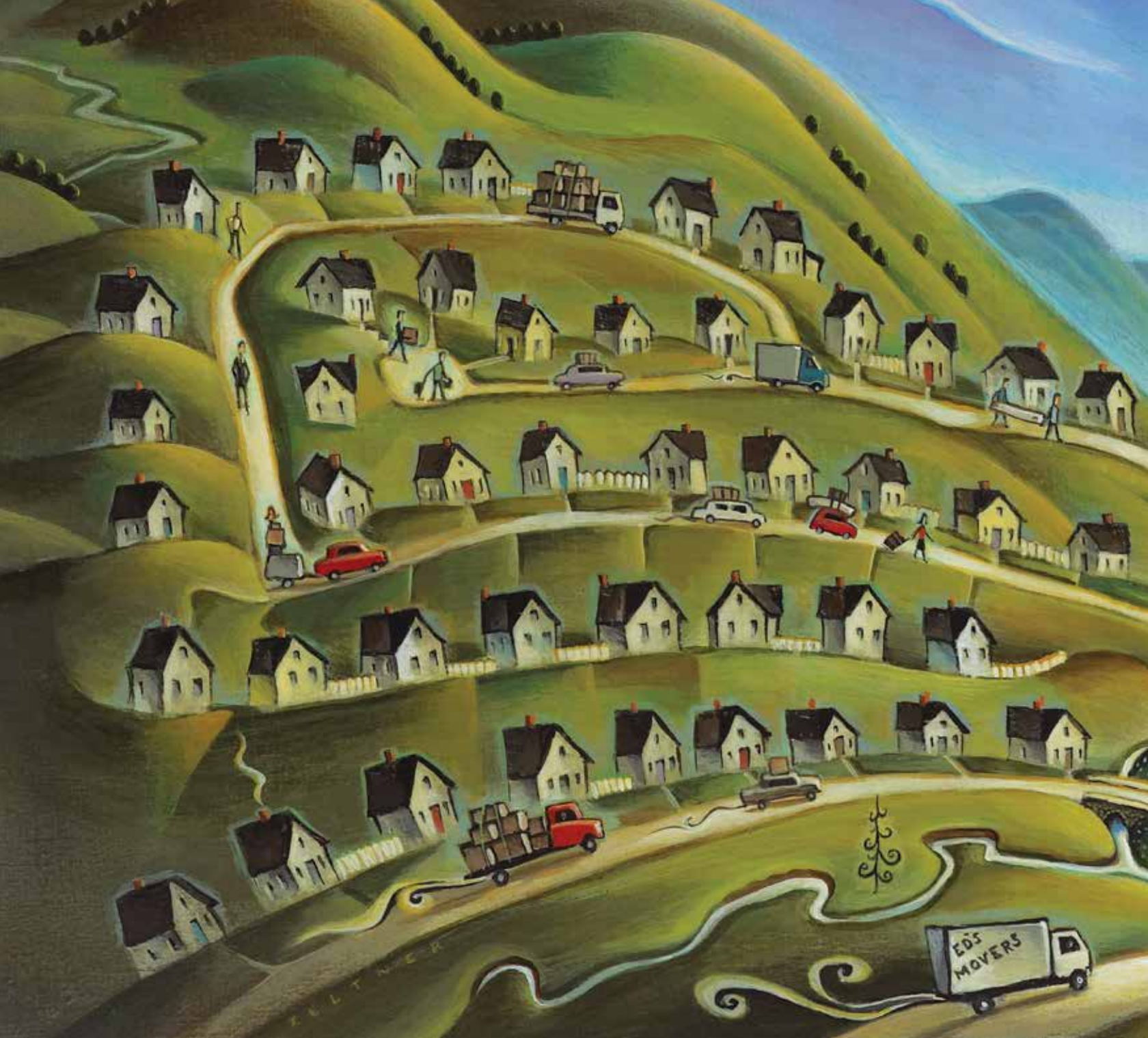
Janice Woolley initially needed practice on the Touch haptic 3-D stylus from 3D Systems, but the technology still won her over. Mimicking the feel of traditional sculpting, Touch allows users to feel texture and mold virtual materials in a way that connects the digital and physical worlds.

cubify.com/products/touch

8. RIGHT TRACK

With a background in marketing, **Brady Leavitt** tabbed Eye Tribe, a portable eye tracker, as his top device. Providing a cost-effective method to conduct user-experience tests while maintaining a high level of performance, the camera is \$99 and can be used in conjunction with computers, tablets, or smartphones.

theyetribe.com



Back to the CITY

BY HOLLY MUNSON ILLUSTRATION BY TIM ZELTNER



SUBURBS MAY HAVE VERDANT, PICKET-FENCED LAWNS, BUT FOR COMPANIES SEEKING TALENT AND INNOVATION, THE GRASS IS LOOKING GREENER IN THE CITY.

The year is 1985, and Marty McFly is on his skateboard, zipping through Hill Valley, which features a mall with a sprawling parking lot and not much else. When Marty is transported via DeLorean to Hill Valley

circa 1955, he's greeted with a different picture: a grassy plaza, a malt shop teeming with high schoolers, and people bustling among shops, offices, and houses.

These familiar scenes from the film *Back to the Future* happen to be a homework assignment for Christopher Leinberger's graduate students—he's a professor at George Washington University and author of *The Option*

of *Urbanism*. The film, he writes, “reflects most of the fundamental changes in how America has been built over the past sixty years.” It chronicles the shift from what Leinberger calls “walkable urbanism” to “drivable suburbanism.”

Many people today are aspiring to live in places more like the Hill Valley of 1955 than 1985—that is, walkable urban centers. And businesses—particularly startups, tech firms, and companies that rely on creative-type workers—are following suit.

Consider suburban Silicon Valley and its urban neighbor San Francisco: For nearly fifty years the home of high tech has been in the valley’s isolated corporate campuses—and earlier in suburban garages. But today San Francisco is outpacing the valley. More than half of the venture capital investment in the combined San Francisco–San Jose metro area went to either center cities or walkable suburbs.

Though the city can be lively and enjoyable, urban living comes with trade-offs, like higher rent for less space. So why are companies so eager to go to town? The answer has a little bit to do with the tastes of America’s millennials and a lot to do with the density, diversity, and resources—a fertile combination for cultivating innovation—found in cities.

THE CITY’S GOT TALENT

It may seem obvious that startups and tech firms would be attracted to cities. After all, cities have always been founded on commerce, springing up at the intersections of trade and transportation routes.

But over the past half century in the United States, various forces lured people away from the bustling metropolis. Following World War II, government subsidies ushered in the building of highways and cheap, new housing outside of the city, and car ownership became widespread. Alongside bedroom communities arose strip malls, office parks, and ample parking.

Enter the millennial generation. Generally defined as those born between 1981 and 1991, they are a major force in the back-to-the-city movement. They’re looking for areas that offer transit options and a walkable mix of shops, restaurants, and offices. Nearly a third of them currently live in urban areas—a higher rate than any previous generation. In a 2014 Nielsen poll, 40 percent said they would like to live in an urban area in the future.

“This doesn’t mean that millions of people are going to pack up and move their families into cities,” says Alan Ehrenhalt, author of *The Great Inversion and the Future of the American City*. “But even a modest increase in people living downtown can make a big difference.”

Some signs of that difference: For the first time since the 1920s, growth within US cities is greater than growth outside of them. In recent years, several large firms—Google, Microsoft, Amazon, Pinterest, Motorola, and Procter & Gamble, to name a few—have

PUT THE URBAN IN SUBURBAN

If you don’t see a lease on Market Street in your company’s future, you can still take cues from urban life to foster innovation.

JOIN A COWORKING SPACE. With a gym-like membership, coworking provides freelancers and entrepreneurs a patch of office space and an opportunity to interact with people doing similar things—or completely different things that just might spark a new idea.

DESIGN FOR COLLISIONS. Innovation requires the sort of serendipitous collisions that Jane Jacobs described happened on her street in Greenwich Village, and rows of cubicles are about as serendipitous as a cul-de-sac. You don’t have to decorate your office with beanbags and exposed brick to get the same benefits as a trendy urban loft. Convert a handful of cubicles into open-plan work areas or create a brainstorming lounge near the staff kitchen or other frequented spot.

OPEN AN URBAN SATELLITE OFFICE. You don’t need to move your entire operation to the nearest metro center. Companies like Yahoo and Coca-Cola still have home bases in the ‘burbs but have opened or expanded downtown satellite offices (in San Francisco and Atlanta, respectively) so they can recruit workers unwilling to take on a suburban commute.

GO FOR URBANIZED SUBURBS. Ready to relocate? Look beyond major cities and you’ll find many urbanized suburbs that have adapted to create higher density and a walkable mix of retail, residential, and office spaces, usually in a retrofitted mall or a new town center (think Salt Lake’s Gateway or City Creek).



“Businesses are concerned, or you might even say obsessed, with how to recruit the talent they need in the coming generation, and that is luring them to cities.”

relocated or opened key satellite offices in urban centers.

“Businesses are concerned, or you might even say obsessed, with how to recruit the talent they need in the coming generation, and that is luring them to cities,” Ehrenhalt says.

Some companies are skipping the suburbs altogether. Salesforce, the cloud computing giant, started in founder Marc Benioff’s apartment in San Francisco’s Telegraph Hill neighborhood. It’s grown to four thousand employees in the Bay Area alone. Earlier this year it signed for 1.4 million square feet of office space, the largest office lease in the city’s history.

Chris Nixon, who earned a MACC from the Marriott School in 2008, is a finance manager at Salesforce. Although he grew up in the suburbs of Texas, Nixon says he loves living in the City by the Bay, with never-ending possibilities of things to do, great weather, and an easy commute. “Being relatively close to where I work is important to me and always will be,” he says.

The shift toward urban centers isn’t unique to the Bay Area or big-name brands. Just one example: In 2007 Josh Goldblum started Bluecadet, a digital design agency, by working out of collaborative coworking spaces in downtown Philadelphia. To keep up with the agency’s growth, it recently moved its studio to an 8,400-square-foot warehouse in Philly’s Fishtown neighborhood. Goldblum says the city has been a natural fit for the firm’s employees and clients. “We generally find that the people who are really interested in the type of work we do would prefer to live in the city,” he says.



IN THE AIR

In 1890 economist Alfred Marshall wrote that in the city the ideas of industry are “in the air.” As businesses head downtown in search of hip, young hires, they also find an ideal environment for fostering innovation, with its combination of diversity, density, and resources.

“By its nature, the metropolis provides what otherwise could be given only by traveling; namely, the strange,” wrote Jane Jacobs in her influential 1961 work *The Death and Life of Great American Cities*.

In the book Jacobs described life on her block in New York City’s Greenwich Village. The street was lined with former tenement housing as well as rows of shops, including a deli, barber, hardware shop, and tavern. Jacobs characterized life in the village as an intricate dance, with a parade of people doing different things for different reasons throughout the day—children walking to school in the morning, workers stopping in for lunch, housewives zigzagging from store to store running errands, bar patrons singing their way home late at night.

One virtue of this diverse bustle is the exchange of knowledge. Passing through a busy city street means interacting (whether you want to or not) with people who are different from you. These encounters facilitate what has come to be known as “knowledge spillovers”: we



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can learn, consciously or not, from a casual collision. In her later work Jacobs argued that these spillovers between diverse people and industries in proximity to each other lead to innovation and growth.

Quantifying the effects of density where people work and live offers an enticing view of urban innovation. One study showed that doubling employment density increases productivity by 6 percent. And when theoretical physicists Geoffrey West and Luis Bettencourt sought to identify the mathematical “laws” of cities, they found that as a city’s population grows, both the productivity of its people and the efficiency of its resources accelerate (even faster than a direct, or linear, relation to its population would predict). That means a person living in a city of 800,000 will, on average, make 15 percent more money and produce 15 percent more patents than the same person living in a city of 400,000.

For Nixon, inspiration comes via daily interactions with people at work, at church, or even on his morning bus commute. “I feel like everyone I meet is doing something interesting; they are smart and ambitious and are exploring different problems and creating solutions,” he says. “It’s inspiring to see the amount of change that’s being driven by people innovating here.”

DOWNTOWN’S DOWNSIDES

One concern about the urban hype is obvious: Isn’t the rent too darn high?

“There are a lot of great things that come with living in a big city,” says Nixon, who shares an apartment near San Francisco’s Golden Gate Park with his wife and one-year-old. “But there are some things you have to put up with, like higher rent and traffic, and things you have to go without, like more space and a backyard. It’s a scale I’m constantly weighing in my mind—there’s always a trade-off.”

Whether it’s a family or a business, the challenge of affordability requires careful consideration of priorities—which means the big city won’t be the right answer for everyone.

“If you have a knowledge-based workforce where you’re depending on the creative class, moving to the city is a very viable option,” Ehrenhalt says. “Other kinds of businesses don’t need to do that.”

One of the most challenging urban dilemmas, however, is gentrification. When a

neighborhood attracts wealthier residents, it often heralds new investments, reduced crime, and increased property values and rents, but poorer residents may be priced out or feel marginalized.

In San Francisco, both derided and celebrated as a hotbed of corporate-fueled gentrification, tensions are palpable. Some residents have staged sit-ins at managers' homes and protested Google's private shuttle buses. The residents resent high-paid tech workers for driving up rents and tech companies for negotiating plum tax breaks while the city struggles with budget shortfalls.

Perhaps Google could look to the City of Brotherly Love for ideas. Goldblum says Bluecadet's hometown pride means finding ways to enhance the city while staying true to its character. For example, he has been involved for several years with Philly's renowned Mural Arts program. When the director of Mural Arts mentioned she was in talks with artist Shepard Fairey (of Obama "Hope" poster fame) to create a new mural, Goldblum put her in touch with a developer he knew in the neighborhood. This summer the mural was unveiled four blocks from Bluecadet's studio. Goldblum sees it as a virtuous cycle that helps the agency as well as the community. "Now our neighborhood's that much cooler," he says.

If you find yourself in the role of gentrifier, you probably don't want to be the bad guy—you want to be a good neighbor. There are plenty of ways to do that: Say hi and get to know the people around you. Shop and dine at local establishments when you can. If you have trouble with neighbors, like loud music, always try talking it out before calling the authorities. Consider getting involved with community organizations—just make sure to listen before you jump in with your ideas.

Being a thoughtful neighbor isn't the cure-all for the negative side of gentrification or for the far broader problem of high-poverty neighborhoods. But just because you can't solve everything on your own doesn't mean you shouldn't reach out to the folks next door.

PRESENT TENSE

Let's get back to Marty McFly: In *Back to the Future II*, things start to get impressively prescient with the scene set in 2015. "The film nailed the downtown walkable urban

redevelopment trends we have witnessed across the country," Leinberger writes. "Downtown Hill Valley is once again the center of town life, with increased density, vibrant retail, and lots of people on the streets." One of the details the film gets wrong, he notes, is the use of flying cars.

But who knows? As urban areas draw in more people who exchange knowledge and ideas, perhaps someone will finally manage to perfect flying-car (or time-travel) technology. Perhaps urban-inspired innovation will fulfill Marty's words: "History is gonna change." **M**

ABOUT THE AUTHOR

Holly Munson is a freelance writer and editor. She was raised in the suburbs of California, fell in love with big-city life in Philadelphia, and currently lives in an urbanized suburb of Washington, DC, with her husband and toddler.

ARE YOU MORE CITY SLICKER THAN SUBURBANITE? FIND YOUR IDEAL HABITAT AT MARRIOTTMAG.WORDPRESS.COM.

ENTER TO LEARN, GO FORTH TO DALLAS

Though many students enjoy BYU's alpine setting, the location can pose a challenge for job placement. While the average top business school is only forty miles from a major employment center, BYU is more than six hundred miles from one.

To address this challenge, in 2013 the Marriott School launched the Geographic Placement Initiative, aimed at increasing job opportunities for students in specific locations around the world.

Michael Roberts, director of the Marriott School's Business Career Center, says he focuses on building relationships with firms that will recruit students, and on preparing students for interviews and helping them assess the value of different opportunities.

"We want to open up opportunities for students in areas they might not think about," he says.

The initiative is currently focused on the Dallas–Fort Worth area. Dallas is a great place to start, Roberts says, because it has thousands of corporate headquarters and the Marriott School has a strong network in place. Though it doesn't fit the urban mold of, say, New York City or San Francisco, the affordable cost of living makes it an appealing option for many graduates.

The Business Career Center has hosted informational sessions and interview training and sent students on trips to Dallas for networking and interviews. The local network, which includes three BYU Management Society chapters and a dozen of the school's National Advisory Council members, have also helped the initiative along. Last year fifty-three students were placed in Dallas.

"As we learn what is most effective," Roberts says, "we are working on how to replicate this in other locations."

BY MADISON NIELD

by the NUMBERS

Mistaken Identity

Locking your doors and windows isn't enough: modern criminals are more likely to lurk in the shadowy corners of cyberspace than in your backyard. Make safeguarding your data as big of a priority as securing your home. It only takes a little work up front to protect your information from would-be identity thieves.



70 MILLION

THE NUMBER OF PEOPLE POTENTIALLY AFFECTED BY TARGET'S DATA BREACH.

Black Friday puts many people's budgets in the red, but Target shoppers saw scarlet for a different reason during the 2013 holiday season. Hackers broke into Target's data bank of customer information, exposing up to 70 million customer names and credit-card numbers, which led to a spike in identity-related fraud. If you shop somewhere that experiences a security breach, take immediate action: see if the store offers free credit-monitoring services, keep a close watch on your account activity, and change your PIN.



8

THE NUMBER OF CHARACTERS THAT MAKE UP A STRONG PASSWORD.

The ideal password should include a combination of capital and lowercase letters as well as numbers and characters. Don't use common passwords like birthdays, a pet's name, or any other personal information. Security-software giant Symantec recommends changing important passwords every three to four months.



\$3,034

THE AVERAGE TAX REFUND IN 2014.

Studies show that most Americans use their tax refund to pay off debt. Some save or invest it, and others reward themselves with a shopping spree. Whatever your choice, if identity thieves get their hands on your social security number, they can file your tax return before you do and run off with it. Never carry your social security card in your wallet, and give out the number only when it's required—think financial transactions, employment records, and tax returns.

50%

THE INCREASE IN IDENTITY-THEFT FRAUD IN THE UNITED STATES FROM 2005 TO 2010.

While the crime is growing exponentially—with 13.1 million estimated victims in 2013—it's been around for years. BYU finance professor Andrew Holmes had his checkbook stolen in the late '90s. The thief began writing checks in his name for thousands of dollars, and Holmes had to deal with angry banks for months before the criminal dropped his identity and moved on. Holmes's best advice for avoiding a similar experience? "Don't ever give out personal information to an incoming solicitation," he says. "If you get a call or email from what you think is your bank, look up the bank's phone number and call them back to verify the situation."



\$2-\$200

THE AMOUNT CRIMINALS CHARGE ON THE BLACK MARKET FOR STOLEN CREDIT-CARD INFORMATION.

There's a growing underground market for credit- and



debit-card numbers, with digits going for dirt cheap and complete account information and good credit scores attracting more. Information stolen from hospitals or even Twitter accounts can fetch higher prices because of their greater yield potential. Keep a tight leash on your personal information by visiting consumer.ftc.gov for an easy-to-digest explanation of your rights.

1998

THE YEAR CONGRESS MADE IDENTITY THEFT A FEDERAL OFFENSE.

The case that prompted the legislation involved a convicted felon who incurred \$100,000 of credit-card debt, obtained loans and guns, and even called to taunt his victim. Because there was no law, he paid no restitution and could only be charged with providing a false statement to procure a firearm.



School News

Ruth Ann Jefferies Honored as 2014 Wright Distinguished Alumnus



The BYU Romney Institute of Public Management named Ruth Ann Jefferies, a property tax specialist at the Utah State Tax Commission, the 2014 N. Dale Wright Alumnus of the Year. The award is presented annually to an alumnus who has demonstrated extraordinary service professionally and in the community.

"It was very easy for us to recognize Ruth Ann, both in terms of her successful career and her outstanding character,"

says **Rex Facer**, associate professor of public finance and management. "I hope students can learn from her passion and her commitment to doing good."

Jefferies, who received her MPA from BYU in 1971, was voted this year's winner by the Romney Institute Awards Committee in recognition for her work in the public sector dealing with taxes and federal funds. Jefferies has worked for the Utah State Tax Commission for more than twenty years, and for the past fifteen years she has specialized in property tax. During that time she has managed the staff that set the property-tax rate and worked with the state legislature to amend and improve property-tax statutes. Throughout her career her goal has been to protect taxpayers by creating fair policies and increasing transparency.

"Property tax is complicated, and there's a lot involved," she says. "I work with the legislature to clarify various aspects of the tax so people can

understand. It's rewarding to explain complex things in a simple manner."

Dale Wright, the namesake of the award and one of Jefferies's BYU professors, presented Jefferies with a painting at a luncheon held in her honor. He congratulated her for her career success and thanked her for her example.

"One of the best things about teaching is to see someone like Ruth Ann accomplish so much and turn out to be such a good person who makes a difference in others' lives," Wright says.

Jefferies received her bachelor's degree in political science, business, and history from BYU. She began her career in the public sector at the United States Agency for International Development. Jefferies enrolled in the BYU MPA program in 1969 and was the first woman to receive an MPA from BYU. After receiving her degree she was the associate state planning coordinator in the Utah governor's office, where she directed the

New Exhibit Tells George W. Romney's Story

This year the Marriott School's Romney Institute of Public Management is celebrating fifty years of the BYU MPA program with a new exhibit on the institute's namesake, George W. Romney. Located on the seventh floor of the Tanner Building, the display features a selection of items, including personal photos and documents, that were recently acquired by the Harold B. Lee Library Special Collections.

More than forty boxes of historical documents, including photos that haven't been in the public domain, were donated earlier this year by two of Romney's children, Lynn Romney Keenan and Scott Romney. The collection will help faculty and students learn more about Romney both professionally and personally.

MPA program coordinator Heather Chewning says one of her favorite pieces is a letter written by Romney to his wife. "It highlighted his personality," Chewning says. "He was very humble."

Other gems include photos of Romney with Walt Disney and correspondence with LDS Church and political leaders.

The Tanner Building display was designed by MPA student Kip Smith and was constructed by MPA students.

"George was a great role model, and he exemplifies the program," says Jeffery Thompson, Romney Institute director. "We hope his legacy will help students envision where the MPA program can take them."



Utah State Federal Assistance Management Program.

"I was astounded when I found out I would receive the award," Jefferies says. "I'm at the end of my public service career, and this was the frosting on the cake."

Marriott School Clubs Prepare Students for Internships



A top internship can jump-start a career, and the Marriott School's clubs are putting students on track to land the jobs they want by providing training in networking, interviewing, and résumé writing.

One such club is the Finance Society's Underclassmen Academy, sponsored in conjunction with the finance department. The six-week-long program is aimed at freshmen and sophomores interested in careers in finance.

"Finance internships tend to be extremely competitive, so the academy maximizes students' opportunities," says **Sam Andersen**, copresident of the Finance Society. "Sophomores who participate expect to gain the technical and social knowledge necessary to leverage their summer months into successful internships in their junior year."

Last year about 180 students participated in the academy, which begins with a general session about careers in finance and then splits into different sections focusing on fields such as investment banking, corporate finance, and markets. Classes are held weekly and are taught by finance juniors who have found success after going through the academy.

Adam O'Brien, a finance senior from Holladay, Utah, participated in the academy and taught the class on investment banking last year. He says the classes help students know how to be competitive in the job market.

"The most important thing I learned was the amount of work it takes to break into investment banking," says O'Brien,

who will take a position at Lazard after graduation. "Once I understood what I would have to do, it was easy to get the help I needed with my résumé, interview preparation, and networking. Students who put in the work and follow the advice will be so much better prepared to get a critical internship."

Colbrin Wright, associate chair of the finance department, says the program's teachers are well informed and do all they can to help students succeed.

"It's the best preparation to have you ready to go at the beginning of your junior year, both for internships and for the finance program itself," he says.

EY Awards \$500,000 to BYU School of Accountancy

In an ever-expanding world of global business, the BYU School of Accountancy is taking steps to become more globally minded with help from a \$500,000 grant from EY.

"It represents the confidence EY has in our faculty and students," says **Jeff Wilks**, School of Accountancy director. "EY has hired thousands of our students over the past few decades. This grant acknowledges how much our alumni have contributed to their success and how eager EY is to invest in BYU's future."

Accounting professors **Greg Burton** and **Steve Albrecht**, who both have extensive international experience, were tasked with writing a proposal for the grant.

"Having a global focus will help us distinguish our program even more from others," Burton says. "Students with these skills signal to the market that they have international understanding and can work in a world that has different ways of doing business."

The school will implement the grant in various ways throughout the next five years. To help students stay more in touch with the pulse of current events in international business, money from the grant will fund subscriptions to *The Economist*, a weekly magazine from which professors will test students' knowledge of business news and practices.

The grant will help expand international opportunities for both students and faculty. Faculty will be encouraged to participate in experiences that range from teaching exchanges at other universities to



in-country service experiences in underdeveloped regions. Students will be able to participate in study abroad programs as well as international business trips and conferences with faculty advisers.

"It's so rewarding to see students' eyes opened up to opportunities that are not only accounting focused but also business focused," says Burton, who has led study abroad programs for eight years. "When they understand global supply chain, joint ventures, and how to develop relationships with banks, our students enter the workforce with skills that are valuable to the world."

The grant will also fund various types of inclusiveness experiences and training to assist faculty and students in gaining a better understanding of and sensitivity toward issues they may encounter in the workplace.

"Thanks to this grant, our teaching cases and projects will be more representative of the cultures and diversity our students will encounter in their careers," Wilks says. "They will become more culturally rich and more appreciative of the differences that can make a better world."

Ballard Center Launches New CSR-Focused Internships

Thanks in part to the efforts of BYU students, diamonds are on their way to becoming the corporate social responsibility world's best friend.

EY Chairman and CEO Mark Weinberger presents a check to BYU President Kevin J. Worthen to promote global initiatives within the School of Accountancy.



As part of the Ballard Center for Economic Self-Reliance's internship initiatives, students are partnering with companies, such as diamond manufacturing giant US Synthetic, to improve the world through business.

"The Ballard Center focuses on social innovation, but often students think social innovation is limited to nonprofits or entrepreneurship," says **Alicia Becker**, Ballard Center partner relationship manager. "Corporate social responsibility (CSR) is a different angle to see social innovation in action and show students that no matter what career they choose, there is a way to create lasting impact."

Working with new partners US Synthetic and doTERRA International, along with existing partner Google, the Ballard Center is teaming up with companies that incorporate CSR into their business models. The additions are providing students the opportunity to see the varied ways they can support any company in its efforts to help solve social and environmental concerns.

"It has been inspiring to work with a company that is interested in building itself in ways other than monetary means," says Matthew Bare, a mechanical engineering senior from Kennewick, Washington, and the student team lead for the US Synthetic team. "US Synthetic can show it is valuable not just because the company can make diamond products but also because it can change the world for the better."

The Ballard Center's Social Innovation Projects (SIP), a for-credit, on-campus program, gives students mentored experience to find ways to make a difference through social innovation.

"I think it's rare that students will dedicate their entire lives to social innovation," says Ted Jackson, an economics senior from Gainesville, Virginia, and the SIP student program director. "CSR is a

great way for students to both work at a company and achieve the same goals as social innovation by helping to improve the world in sustainable ways."

Mobile App Competition Showcases Student Talent

BYU students won a total of \$15,800 in cash prizes at the Mobile App Competition, hosted by the Rollins Center for Entrepreneurship and Technology (CET).

"We want students to create and monetize their apps," says CET academic director **Stephen Liddle** of the purpose of the competition. "This year's business quality is among the best we've seen."

The apps were evaluated by judges based on various subjective criteria, including quality of the user experience and interface design, quality of the implementation, quality of the business opportunity, and usefulness.

VME Chat was the big winner, walking away with \$4,750. In addition, Stack Challenge was presented \$4,000, Countdown Social took home \$3,500, Garden Guardian was awarded \$1,200, Pocket Game Developer received \$1,000, and PumpPal won \$800. Checkitapp and Appartment also won \$400 and \$150, respectively.

"I was really excited to see what young talent could come up with," says judge Kevin Wunder, Moki Mobility marketing director. "I was impressed with the range of apps the students created."

A favorite of the judges and the crowd, VME Chat took home the grand prize of \$3,750 in addition to the \$1,000 Audience Choice Award. Comparable to Snapchat, the app enables mobile users

to share their thoughts and feelings through simple video clips from an online database of more than two thousand videos shared by users.

Participating in the competition has proven valuable for VME Chat as the team moves forward, says economics senior and VME Chat founder Jake Ferrin of Thousand Oaks, California.

"Through the competition we were looking to network and get our name out there," says Ferrin. "It was a great opportunity to learn how to better present our product."

STUDENT NEWS

BYU Accounting Wins Again at PwC Competition



Another year equaled yet another win for a team from BYU at the national PwC Tax Challenge Competition.

Competing in Washington, DC, students from the School of Accountancy presented recommendations for a case that involved creating a national tax policy for virtual currency, such as Bitcoin.

"This year's team worked phenomenally hard, creatively applied data to the solution, and impressed the judges during the question-and-answer phase," says **John Barrick**, associate professor and team adviser.

Citing the team's sound analysis and cohesion, the judges awarded the first-place prize of \$10,000 to BYU over fellow finalists Penn State, Texas A&M, Binghamton, and Bryant.

The team ultimately proposed that virtual currency should be treated more as property than currency and created an app to aid in the regulation and security of exchange transactions between virtual currencies and their traditional paper-and-coin counterparts.

"One of the biggest things that the judges noticed was how unified our team was," says **Corbin Stott**, a senior from Alpine, Utah. "Everyone understood the



MBA Student Wins Disney Data Analytics Competition



Mickey Mouse might bring in the cash for The Walt Disney Company, but Stephanie Conran is helping to save that money.

Conran, a BYU MBA global supply chain student, won Disney's enterprise-wide data analytics competition for her work as an intern on a project called "We Spend How Much?" The competition process included analyzing approximately 250 agreements and constructing a model to help identify trends and areas that warrant further analysis.

"With her skills learned in the MBA program combined with her background in engineering, Stephanie is able to look at things differently and bring a unique lens for analysis," says Derek Johnson, vice president of sourcing and procurement at Disney and a member of BYU's Global Supply Chain Advisory Board. "She knows how to look at situations and pull conclusions from areas that normally don't make sense."

Conran and her team took the top spot over thirty other projects by demonstrating how the collection and analysis of data could simplify Disney's professional services and save the company money.

"I had free rein on this project to do whatever I could think of to provide some kind of value," Conran says. "It was a lot of fun that they trusted me to come up with something out of basically nothing, but at the same time they gave me a lot of guidance and answered my ques-

tions when I had them. It gave me the chance to flex my brain muscle to come up with something good."

The team's model has since been adopted by Disney and is helping the company make more informed choices and smarter investments. The success of Conran's project led the company to form a new Professional Services Center of Excellence within Disney's strategic sourcing and procurement organization.

"This competition gave an opportunity for an unlikely group of back-office teammates from strategic sourcing and procurement to be considered alongside some of the most talented people in the entertainment industry," Johnson says. "Stephanie's team demonstrated that creativity and the ability to create lasting, measurable value for The Walt Disney Company is not limited to those who build theme parks, make movies, or market consumer products."

proposals, and everyone was willing to answer any questions. The BYU accounting program played a huge part in that. Because we had been on so many teams before at school, we gelled right off the bat for this competition."

Stott's teammates included accounting juniors **McKell Anderson**, from Burley, Idaho; **Hayden Holbrook**, from Park City, Utah; and **Adam Mahas**, from Holladay, Utah; along with senior **Ben Green**, from Dallas, Oregon.

The win was BYU's fourth overall at PwC's annual competition, the most titles of any university in the country. BYU has also been a finalist more often than any other school.

"We were very happy to represent BYU," says Anderson. "Knowing we had

people backing us up and that BYU has a great tradition really encouraged us to put our best foot forward."

Accounting Students Take Top Prize at Deloitte FanTAXtic Competition

A team of BYU accounting students renewed the school's tradition of success by taking home first place and \$20,000 in winnings at the national Deloitte FanTAXtic Case Study Competition.

"Although BYU had nine first-place finishes in the past fourteen years, we hadn't won since the competition was changed in 2011," says **Matthew Gregson**, a second-year MAcc student from Portland, Oregon. "It was awesome to be able to break through and help reestablish BYU's name there."

More than one hundred schools were invited to compete regionally, and winners advanced to the national competition held at the Deloitte campus in Westlake, Texas. Finalists were asked to tackle two issues-based case studies that required teams to engage in simulation exercises advising a hypothetical company. Teams then made presentations to Deloitte professionals recommending solutions based on their knowledge of tax laws and practices.

"Teamwork is what helped this group succeed," says **Robert Gardner**, BYU accounting professor and the team's adviser. "Their communication skills were outstanding—they knew how to simplify very technical tax topics, just like they will have to do for future clients."



From left: Deloitte tax director Jason Hakerem, Professor Robert Gardner; students Matthew Gregson, Alexia Jentgen, Michelle Barnett, Amy Daines, and Tiffany Yeates; and Kathy Shoztic, Deloitte Foundation director.

In addition to Gregson, the team included accounting seniors **Amy Daines**, from Rexburg, Idaho, and **Tiffany Yeates**, from Quincy, Washington, as well as sophomores **Alexia Jentgen**, from Vacaville, California, and **Michelle Barnett**, from Cypress, Texas. Each student won \$2,000, and another \$10,000 was awarded to the School of Accountancy.

“What’s more important than the prize money is that students recognize tax accounting isn’t just bookkeeping or

filling out tax returns,” Gardner says. “It’s about developing necessary skills such as communication and critical thinking. This competition does a very good job of helping the students recognize that what they’re really doing is helping clients, and they’re doing it in an ethical way.”

Accounting Team Wins EY Beam Abroad Case Competition



From left: Janelle Knight, Stephen Anderson, Jingni Zhang, Carlos Escamilla, and Lydia Sheffield.

Five School of Accountancy students will be traveling to the Land of the Rising Sun as part of the grand prize for winning the fourth annual EY Beam Abroad Case Competition.

“I was shocked,” says **Stephen Anderson**, a junior from St. George, Utah, who will be traveling to Japan as a member of the winning team. “When they announced our team name, it didn’t register right away that we had won the competition.”

The winners will expand their networking opportunities as they visit Tokyo, Hiroshima, Osaka, and Kyoto with EY partners and managers.

“BYU students are well known and highly sought after in the accounting world,” says Jennifer Garrard, an EY recruiter at the Salt Lake office. “EY hosted this competition to help students use the principles they learn in the classroom and continue to improve themselves through a real-world exercise.”

Fifteen teams made up of BYU accounting students strove to answer the case prompt, which asked each team to decide whether or not Japanese banks should continue implementing generally accepted accounting principles adopted by the Securities and Exchange Commission or switch to international financial reporting standards. Each team received a copy of the case a week in advance before presenting their conclusions.

The winning team, called Cloak and Dagger, proposed that Japanese banks

Dynamic Road Signs Drawing Attention

When a car traveling relatively fast needs to come to an immediate stop, milliseconds matter. Sometimes only a few feet can be the difference between life and death.

Researchers from the University of Michigan and BYU have discovered a way to provide a little extra cushion when it comes to near accidents. Their new study, published in the *Journal of Consumer Research*, finds that people react significantly faster to warning signs that depict greater movement.

“A sign that evokes more perceived movement increases the observer’s perception of risk, which in turn brings about earlier attention and earlier stopping,” said study coauthor and Marriott School professor **Ryan Elder**. “If you want to grab attention, you need signs that are more dynamic.”

Elder and lead authors Luca Cian and Aradhna Krishna of the University of Michigan pursued the research to explore how static imagery that implies motion can impact behavior. Using driving simulations, click-data heat maps, surveys, reaction-time exercises, and eye tracking, the trio found that signs conveying a higher perception of movement lead to quicker action from observers.

In one study experiment, researchers found that participants in a driving simulation reacted an average of fifty milliseconds faster to warning signs with higher dynamism. For a car going sixty miles an hour, that translates into an extra 4.4 feet of distance—which can make a difference in close shaves.

In a second experiment, the team used eye-tracking technology to measure how long it takes a person’s eyes to notice a traffic sign. The results showed that signs with higher perceived movement attracted and maintained significantly earlier attention than static signs.

Elder and his fellow researchers hope the study can ultimately influence policy leading to changes that will help reduce accident-related injuries and deaths.

More than thirty-seven thousand people are killed every year in the United States due to car accidents, with another 2.35 million injured or disabled. The researchers believe that increasing the number of dynamic warning signs will help raise the effectiveness of those signs and ultimately lead to fewer deaths.



Ryan Elder, assistant professor of marketing, published research that found people react significantly faster to warning signs that depict greater movement.

should discontinue using generally accepted accounting principles and use international financial reporting standards. Cloak and Dagger was composed of junior accounting students **Janelle Knight** of Roosevelt, Utah; **Jingni Zhang** of Guizhou, China; **Lydia Sheffield** of Highland, Utah; **Carlos Escamilla** of Hicksville, New York; and Anderson. In addition to the trip in May, the team received a \$2,500 cash award.

Zhang noted that their lessons in the classroom, their confidence, and their preparation paid off, especially as they answered challenging questions from the EY partners following their presentation.

Cloak and Dagger spent roughly fifteen hours working on the case before giving a ten-minute presentation to EY partners.

"I learned the importance of being prepared when answering clients," Anderson says. "Most of all I learned the importance of having a good team."

Finance Students Place in Duff & Phelps Competition



BYU students Erik Paustenbaugh, Matthew Sanchez, and Tailor Ford were selected as runners-up in the Duff & Phelps YOUNiversity Deal Challenge.

A team of BYU undergraduates recently made the cut as runners-up in the Duff & Phelps YOUNiversity Deal Challenge competition. The students' valuation of companies earned them a trip to New York City and \$2,000 each.

"Their success is confirmation of the high quality of BYU's students," says finance professor **Hal Heaton**, the team's adviser. "They competed with great schools from around the nation and came out as one of the top teams."

The BYU team was one of three selected from more than one hundred teams to present in the final round of the competition held in January at Duff & Phelps's New York office. The squad consisted of finance juniors **Tailor Ford**, from San Diego; **Erik Paustenbaugh**, from Stillwater, Oklahoma; and **Matthew Sanchez**, from Denver.

Now in its fifth year, the competition presented students with the real-life task of valuing PayPal and eBay in anticipation of their upcoming split. The BYU students each spent about one hundred hours over the course of a month preparing their solutions.

The long hours paid off in the form of possible internship opportunities, including with Duff & Phelps, and team members are looking forward to using what they have learned in their finance careers.

"We put in a lot of hard work, so it felt awesome when my team made it to the finals," Ford says. "I gained a lot of valuable experience for my future."

BYU Sweeps Business Language Case Competition

Two BYU teams showcased their Spanish and Chinese prowess by claiming top prizes at the eighth annual BYU Business Language Case Competition.

Facing eight of the top universities in the country, the BYU teams continued a history of strong performances at the competition.

"Going in we knew BYU had won the Chinese category the past three years, so there was an expectation for how we should perform," says Kindall Palmer, an economics sophomore from Mapleton, Utah, who competed in Chinese. "It was nerve-racking because we didn't want to let anybody down, but it also gave us confidence that we could win."

Before the competition, students had two weeks to prepare a recommendation based on a case study 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.

The \$2,000 first-place prize in the Chinese competition was shared by Palmer and teammates Seth Ferguson, a Chinese and economics junior from Orem, Utah, and Travis Stevens, a junior from Lakewood, Colorado, also majoring in Chinese and economics.

The top-placing Spanish team was comprised of Travis Glock, an art history senior from Sutter Creek, California; Grey Lund, a Latin American studies senior from American Fork, Utah; and **Jerald Long**, a business strategy and international relations junior from Lindon, Utah.

Their win gave BYU its second first-place finish in the Spanish category in the last three years after taking second to the University of Indiana in 2013.

"I became good friends with the team from Indiana this year and saw the quality of their presentation," Long says. "I was honestly expecting them to repeat, so winning was quite a feat. I was happy we could show the strength of the Marriott School on a national stage."

The BYU Business Language Case Competition is hosted by the Kay and Yvonne Whitmore Global Management Center and is sponsored by the US Translation Company. Universities participating this year included American, Bryant, BYU, Emory, Indiana, Rhode Island, UNLV, and Washington. The event is a highlight of the Marriott School's commitment to preparing students for international business.

"Every student is looking for more relevant experience to better prepare for life after graduation," Ferguson says. "This competition was a great chance for me to gain that experience while improving my business language skills."

Below, top: Kindall Palmer, Seth Ferguson and Travis Stevens won first place in the Chinese category. Below, bottom: Travis Glock, Jerald Long, and Grey Lund won first place in the Spanish category.



BYU Places Second in International MBA Case Competition



From left: Brock Burrows, Steve Mineer, and Jorge Montalva.

A team of MBA students claimed the second-place prize in *The Economist's* first International MBA Case Competition, which featured twenty-three business schools from around the world.

"We felt honored to have the chance to represent BYU on an international stage," says **Jorge Montalva**, a first-year MBA from Viña del Mar, Chile. "*The Economist* is a universally well-known and well-respected publication, so we knew that this was an exceptional opportunity to solidify BYU's global standing by competing against top schools."

Competing teams were tasked with evaluating Zillow's \$3.5 million acquisition of Trulia, a rival real-estate website, and submitting a fifteen-minute proposal video. This case was unique because it is a current market question, which made the team responsible for gathering and analyzing real-time data of a stock-only transaction.

"None of us are experts on the stock market," says **Brock Burrows**, a first-year MBA from Apple Valley, Minnesota. "This was a chance for us to leverage BYU resources and the amazing knowledge base we have here at the school and bring all that influence together into one presentation."

Proposals were judged on their ability to tackle the entire case head-on and to anticipate counterarguments. BYU was awarded the second-place prize of \$5,000 and the honor of being recognized by *The Economist* in an international setting.

"It is encouraging and satisfying to me that the students always see case competitions as an opportunity to learn, to represent BYU in a favorable light, and to work with their classmates in an environment that you simply can't simulate," says **John Bingham**, MBA program director. "These three students exemplify the

BYU MBA brand and all the great things our students are doing here."

After an internal round in which student hopefuls presented a similar case to Marriott School faculty, **Steve Mineer**, a first-year MBA from Scottsdale, Arizona, was selected alongside Montalva and Burrows as the official BYU team.

"It was really exciting to participate," Burrows says. "We definitely wanted to win first place, but, at the end of the day, we were really proud of our ability to represent the school in such a public forum."

FACULTY NEWS

Don't Get Hacked! Study Shows People Ignore Online Warnings



Say you ignored one of those "this website is not trusted" warnings, and it led to your computer being hacked. How would you react? Would you:

- A. Quickly shut down your computer?
- B. Yank out the cables?
- C. Scream in cyber terror?

For a group of college students participating in a research experiment, all of the above were true. These gut reactions (and more) happened when a trio of BYU researchers simulated hacking into study participants' personal laptops.

"A lot of them freaked out—you could hear them audibly make noises from our observation rooms," said **Anthony Vance**, assistant professor of information systems. "Several rushed in to say something bad had happened."

Fortunately for the students, nothing bad had really happened. What they saw—a message from an Algerian hacker, a ten-second countdown timer, and the words "Say goodbye to your computer"—wasn't real. What was real was that all of the participants got the message by ignoring web-security warnings.

Vance and BYU colleagues **Bonnie Anderson** and Brock Kirwan carried out

the experiment to better understand how people deal with online security risks such as malware. They found that people say they care about keeping their computers secure but behave otherwise. In this case, they plowed through malware warnings.

"We see these messages so much that we stop thinking about them," Vance said. "In a sense, we don't even see them anymore, and so we often ignore them and proceed anyway."

For the study, researchers first asked participants how they felt about online security. Then, in a seemingly unrelated task, participants were told to use their own laptops to log on to a website to categorize pictures of Batman as animated or photographed. Students were told that their image classification project was being used to check the accuracy of a computer algorithm to do the same task.

As participants clicked through the image pages, warning signs would randomly pop up indicating malware issues with the site they were accessing. If they ignored the message enough times, they were "hacked."

"A lot of people don't realize that they are the weakest link in their computer security," said Kirwan, assistant professor of psychology and neuroscience at BYU.

Using his expertise in neuroscience, Kirwan carried out an additional experiment on subjects using EEG machines to measure brain responses to risk.

While results showed that people say they care about web security but behave like they don't, they do behave in-line with what their brains say. In other words, people's brainwaves better predict how risky they are with online security.

"We learned that brain data is a better predictor of security behavior than a person's own response," Vance said. "With neuroscience, we're trying to understand this weakest link and how we can fortify it."

The folks at the National Science Foundation also agree. Anderson, Kirwan, and Vance recently earned a \$300,000 grant from the NSF for continued research of security behavior. The current study was recently published in the *Journal of the Association for Information Systems*.

David Eargle, a former graduate student at BYU and now a PhD student at the University of Pittsburgh, served as a coauthor on the paper.

Alumni News

MANAGEMENT SOCIETY

Management Society Breaks Ground with New Chapters



The BYU Management Society's expansive influence now includes nine new chapters, bringing the total to more than ninety chapters across thirty countries. Four domestic chapters—Indiana, Central Indiana; Florida, Miami; Arizona, Phoenix West; and Oregon, Eugene—were formed in the last eighteen months. International chapters sprouted in India, Ivory Coast, and Liberia. Rounding out the list, South Africa introduced chapters in Johannesburg and Durbin.

"These professionals want to be a part of the Management Society because they want to help others," explains **Rixa Oman**, Management Society executive director. "They see a need and feel like they can fill it."

While the desire to give back persuades many leaders to get involved with the organization's employment workshops, mentoring, and community service, it takes a special type of person to launch a new chapter.

After connecting with Oman, would-be chapter members must decide on a focus and choose leadership, then make other logistical decisions such as basic rules and price of membership. Forms are filled out and the group is assigned a regional director. The tricky part, Miami chapter president **Karin Alfaro** says, is finding the workforce necessary to help the chapter get going.

Business on the Bucket List

"Deciding to be a full-time mom over working full-time is the hardest decision I've ever had to make," says **Marie Nielson Canaday**. In fact, it's a decision she still struggles with. While tending to two active boys keeps her very busy, Canaday is nurturing both her sons and her thriving love of all things business.

At age sixteen, Canaday scribbled "get an MBA" on her bucket list. When she came across that list ten years later, she knew it was time to cross off that goal. She returned to school and received her MBA from Weber State University in April 2014, furthering the education she received in the Marriott School as a 2010 business management grad.

"It was a great experience and very fulfilling," she says. "I loved being able to study and learn more—with hopes of owning my own successful business someday."

That day may not be too far off. Canaday has already set off on several small ventures. While living in Ogden, Utah, she began a small garden. Finding herself with, as she says, "peppers and tomatoes coming out of my ears," she began selling fresh salsa and produce at the local farmer's market. Her special recipe? Cherry tomatoes for texture and fresh-squeezed lime juice.

Canaday's husband, James, is in the air force, so



the family recently relocated to the Los Angeles area. Though her garden has drastically downsized, her proximity to the ocean has opened up another business opportunity: last winter she started an Etsy shop, Oceanwood Creation, selling home décor fashioned from driftwood.

"I love trying to find the perfect thing to make out of each unique piece," she says. "It works great from a business perspective because of the very little material cost. It's fun experimenting with different ways to build a microbusiness with little to lose if it fails."

As for the rest of her bucket list, she's not quite through yet. "Fortunately," she jokes, "most things left on my bucket list aren't so expensive and time consuming."

"Look for people who are passionate about the idea and have the time to commit to the group," she says. "It takes patience and dedication to build something that will last, and the out-of-pocket costs are your own sweat and effort."

Alfaro says the new Miami chapter will benefit the region's business environment, a dual-focused culture of entrepreneurship and international trade involved with many foreign investors.

"We want to bring together those in the international business community who value ethics and are interested in forming trusted connections worldwide, especially in Latin America," she says. "We hope to rely on our association's chapters for connections and partner with local business groups for growth. In doing so, we want to represent the good that comes from a great university such as BYU."

CLASS NOTES

1965



Although **Geri Bartholomew** prepared herself for a nine-to-five, the young mother never imagined she'd have to use her 1965

business degree. But when she suddenly found herself a single parent and the sole support for five children, she was glad she had that degree. Bartholomew served for seventeen years as executive assistant in the Public Affairs and Guest Relations department at BYU and spent six years at consulting firm Wirthlin Worldwide. Currently she works as a project manager at Certification Management Services, where she hires and manages subject-matter experts in writing and reviewing certified exams. Bartholomew has fifteen grandchildren and lives in Saratoga Springs, Utah, where she edits her community's newsletter and serves as HOA secretary.

1970



Though **Larry Winzeler** had a good career in accounting, he wanted more control over his future and that of his young

family. Channeling an entrepreneurial spirit he didn't know he had, he bought an AlphaGraphics Quick Print franchise in Provo and became a business owner. More than twenty years later, his growing franchise has achieved Gold Circle status for being in the top 10 percent of revenue earners in the system. In 2007 it won AlphaGraphics's coveted Franny award for best international franchise. After earning his BS in accounting in 1970, Winzeler worked as an auditor with Arthur Andersen and then with branches of the Weyerhaeuser Company in Washington, Texas, and Colorado. He later served as the CFO of West Marine Products in Santa Cruz, California, before taking the plunge into franchise ownership. An active cyclist, Winzeler completed his tenth 206-mile LOTOJA race last year at age 69. He and his wife, Cheri, have nine children and sixteen grandchildren.

1973



While **Doug Macdonald** spends his free time perfecting headstands on a yoga mat, his working hours are dedicated to regional

economics and taxation issues in Utah. He was recently appointed to the Utah Economic Council and, with a group of tax experts, he spearheaded the creation of *UtahTaxPolicy.org*, a blog dedicated to fair taxation in Utah. Macdonald is currently the president of Econowest Associates, a regional economic consulting firm. Prior to that he was the executive director of Utah Issues and was the chief economist for the Utah Tax Commission for twenty-seven years. He is an adjunct professor in economics at the University of Utah, where he received his MS in economics in 1978. He earned his MPA at BYU in 1973, which drove his interest in state budgeting and revenue forecasting. His wife, Vickie, is a school psychologist in Davis County. The couple has four children and seven grandchildren.

1985



Bonnie Geldmacher became a librarian mostly by accident. While finishing her degree in finance at

BYU, she applied for an on-campus job as an accounting clerk, only to learn at the interview that the posting had been mislabeled and was actually for an *acquisitions* clerk in the Howard W. Hunter Law Library at BYU's law school. She interviewed and took the job anyway—and loved it. After finishing her BS in 1985, Geldmacher graduated with a master's degree in library science from BYU in 1990 and today works as the law library's acquisitions librarian. She is responsible for ordering new books and materials and managing the library's collection. She won the BYU President's Appreciation Award in 2011 and last year was named president of the Western Pacific Chapter of the American Association of Law Libraries. A true Cougar, Geldmacher is a big fan of BYU football. She also enjoys going to plays, traveling, crocheting afghans, and, of course, reading.

1996



Troy Skableund has found his place in the picture business. Last summer he was appointed CFO and executive producer

at Starburns Industries, an animation studio that produces shorts, series, and films for major TV networks, new media platforms, ad agencies, and theatrical distributors. Prior to this position, he helped support Disney's storytelling magic as a financial executive for twelve years, finishing his tenure at the company as vice president of finance for Disney Interactive. He also volunteers his time with Partners for Potential, which serves individuals with developmental disabilities in southern California, and with the US Basketball University. Skableund, who in 1996 earned his Macc from the Marriott School, remains an avid fan of BYU volleyball—and looks forward to cheering wildly when his son Tanner joins the team next season. He and his wife, Natalie, have three children and live in Stevenson Ranch, California.

1998



BuyAutoParts.com has found its new CFO in **Chris Struemppler**. Since last September, Struemppler has been

leading financial operations and strategy for this international e-commerce and wholesale distribution company. He brings more than sixteen years of experience in online sales to this new position. Previously, he was senior finance director of e-commerce for JC Penney and senior finance manager of merchant services for Amazon.com. He also worked for nine years at Procter & Gamble. At the Marriott School, Struemppler received his BS in business management with a finance emphasis in 1994 and his MBA in 1998. He and his wife, Laura, have three children and live in San Diego, where Struemppler enjoys running, camping, and spending time on the beach.

2003

The job of **Jacynthia Voorheis Bristol** is about as tough as they come. A stay-at-home mom to four children, she describes



her work as controlled and productive chaos contained in one dwelling. Bristol graduated from the Marriott School with her BS in

accounting in 2000 and with her Macc in 2003. In addition to motherhood, she holds several volunteer positions in her community of La Sal, Utah. She is serving her second year of a four-year term on the La Sal Recreation Board, is the local librarian, and is a member of the Utah Online School Community Council. She enjoys writing and reading in her spare time, and she often helps file a few extra tax returns on the side, always signing her own with the job title “domestic goddess.” Along with her husband, Todd, and her family, Bristol enjoys farming and raises pigs, cows, and chickens. Last fall they harvested and sold more than 550 pounds of organic winter squash. According to old-timers, the family is also the first to successfully grow watermelons in the area.



While working as an IT auditor for EY, **Adam Wright** built a reputation within the company for his understanding of the

technical aspects of data security and his ability to translate what technical risks mean for business processes and compliance requirements. When EY relaunched its advisory consulting practice in 2009, Wright was asked to join that practice to focus primarily on data security and data privacy. Now as a senior manager, he helps clients address their data security risks by identifying what their intellectual property is, where it resides in their network, and how to protect it. Currently Wright represents EY on the Information Systems Advisory Board and serves as the board’s president. He is also a member of Arizona State University’s Executive Advisory Board. He graduated from the Marriott School in 2003 with an MISM.

Wright and his wife, Natalie, welcomed their first baby in March and reside in Gilbert, Arizona.

2004



For **Jason Canlas** the highlight of 2014 was surfing in Sydney, Australia. His job as global IT internal audit manager for CEVA Logistics

takes him to some exotic locales, but it’s not all play. Canlas conducts audits and risk assessments to ensure major IT systems function correctly. He has been with the company since 2008 and previously worked for PricewaterhouseCoopers. Canlas graduated from the Marriott School in 2004 with an MISM. He and his wife, Karen, live with their two sons in Houston. When he’s close to home, Canlas participates in the Junior Achievement program, which delivers lessons on financial literacy, work readiness, and entrepreneurship to young students.

Tales of a Touchdown Triumph



In 1980 finance alum **Ryan Tibbitts** was one year away from graduating, but it wasn’t the textbooks he was hitting hard. Tibbitts was gearing up, along with the rest of the BYU football team, to take on Southern Methodist University—a showdown now immortalized in Tibbitts’s new book, *Hail Mary: The Inside Story of BYU’s 1980 Miracle Bowl Comeback*.

“It really was a miraculous finish,” says Tibbitts, who played sixth receiver on the team. “We were losing 45–25 with less than four minutes to go in the game, and we came back to beat them 46–45.”

The 1980 Miracle Bowl is legendary—and not just among BYU fans. In fact, it’s ranked as one of the top ten bowl games in the history of football. Thirty-five years after the clock stopped, leaving BYU the unexpected victor, footage of the game is still receiving airtime.

In his book, Tibbitts offers much more than an ESPN rerun of the historic game. His account gives unparalleled access to the events of the season, both on and off the field, with a personal touch.

“I’m not necessarily a writer, and I don’t know that I’ll write anything else,” he explains. “It was a labor of love for me to reconnect

with all my old teammates and coaches and hear what they had to say and what they could remember.”

Looking back, the moment Tibbitts remembers most is the Hail Mary pass that tied the game as the clock ran out.

“Nothing can top that as far as excitement and drama,” he says. “It has been voted several times as the most important play in BYU history—above anything in the national championship season.”

Following his football days, Tibbitts received his BS in 1981 and entered the BYU Law School, graduating in 1984. He has been practicing law in Utah, specializing in litigation management, and is currently working as in-house counsel for Qualtrics International. He and his wife, Nan, live in Park City, Utah, with their five children.

2008



After living and working on three different continents—North and South America and Europe—**Alex Cavallini** looks at the world from a different perspective. Cavallini received his bachelor's degree in manufacturing engineering from BYU in 2006,

followed by dual master's degrees in technology and business administration in 2008. As senior product manager at FamilySearch International, he now helps develop business and product plans for the software industry. In the past he has worked with Cricut, Whirlpool, George Group Consulting, Flowserve, and Nestlé. Cavallini and his wife, Adriane, live in Provo with their four children. He enjoys

playing soccer and tutoring local high schools students in science, engineering, technology, and math.



When he's off the clock, **Marc de Schweinitz** enjoys catching waves. On the clock, he's changing the way people surf the web.

Schweinitz earned an MBA from BYU in 2008, which propelled him to a position at Google. There he is responsible for partnering with business-to-business manufacturing and e-commerce companies on digital advertising strategies. Prior to joining the Internet giant, he was digital marketing manager with Dow Chemical. In addition to hanging ten, his other hobbies include producing community TV shows, serving as president of the local Toastmasters Club, and playing with his four kids on Saturday mornings. Schweinitz and his wife, Fernanda, live with their family in Ann Arbor, Michigan.

To the City of Brotherly Love



When **Terisa Poulsen Gabrielsen** finished her business management degree, the year was 1982 and the economy was bleak. Though she was determined to enter the business world, her best offer was a job teaching accounting at Salt Lake Community College. There, Gabrielsen discovered an unexpected love for teaching that kept her at the school for the next twenty-five years. Despite that love, she realized she had a job rather than a career. That realization became a turning point that would take her to the University of Utah, then to the streets of Philadelphia, and back to a BYU classroom.

Her new journey began because of her love for the autistic people she has met throughout her life. Experiences with these individuals eventually led her to the field of school psychology: "I accidentally tripped over it and found exactly what I wanted," she says. "And once I found it, I never turned back"—even when her new career required a big move. As she wrapped up her PhD in educational psychology at the University of Utah, she was offered an internship

with the Children's Hospital of Philadelphia (CHOP), one of the top children's hospitals in the country.

"The advice I got was go out of state. So I did," she says. "We left our house, my husband left his job, and we went to Philadelphia, where we lived like students for two years."

Her time as an intern and then as a post-doc fellow at the hospital's Center for Autism Research became her best two years and her toughest.

"The intensity of training that I got in Philadelphia across a wide range of areas will benefit me for the rest of my career," she says of CHOP's interdisciplinary program. "When you are working with people at the top of their field, you just have to match their pace. They can teach you more in fifteen minutes than you could get in an entire semester."

Her time at CHOP was just one part of her learning. The rest came from being immersed in a low-income community. "These Philly kids had never been in a swimming pool, never seen a cow, never seen the stars," she says. "Some of them had never been out of the city."

So when it came time to plan the local Halloween carnival, Gabrielsen was determined to create a quality experience. She invested in professional grade face paints and began studying up on creating complex princess and dragon masks—and had great success.

"I wanted to do it well," she says. "It was insane to tackle but wildly popular. They sat patiently waiting in line for about an hour to have their turn. They got to have this really cool experience that other kids might take for granted."

After completing her time at CHOP in 2013, Gabrielsen left Philly for Provo. She is now an assistant professor in the BYU school psychology program, where she combines her love of teaching with studying autism in teenagers and toddlers. She and her husband, Evan, live in Riverton, Utah. They have two children and five grandchildren—who all now benefit from her face-painting skills.

2012



As a consultant with Chatham Financial, accounting grad **Aaron Jacob** advises clients on hefty topics such as foreign exchange, com-

modity risk management, and derivative valuations. But outside of work, he turns his focus to matters of the heart. Jacob and his wife, April, founded an organization called Nurturing Marriage. Through their website they seek to motivate and educate readers on achieving happily ever after by being intentional about their marriages. Jacob received his MACC in 2012 from the Marriott School. Following graduation he was a postgraduate technical assistant at the Financial Accounting Standards Board. Jacob enjoys watching sports, eating frozen yogurt, and spending time with his family. He and April have two boys and live in Castle Rock, Colorado.

The year after **Oliver Crane** finished his MPA was rough, to say the least. He was unemployed longer than he anticipated; opportunities disappeared and offer after offer fell through. But when he was hired by the city of Monticello, Utah, he felt like his luck had finally turned. In his new

All Fun and Games—and a Lot of Hard Work

Model rockets, toys, and board games. This isn't a child's wish list; it's **Myles Christensen's** résumé. The 2001 MBA grad and design engineer recently added one more fun item to his line-up—electric bikes. He's connecting customers with electric bicycles and making many people happy in the process.

When Christensen first encountered electric bikes, he thought by bringing the price down the bikes could benefit more people. In December 2012 he began retrofitting regular bikes with motors and selling them out of his garage at home. In May 2014 he opened the JigaWatt Cycles store in Provo. Since opening he's had happy customers of all sorts.

The feedback Christensen loves best? "This has changed everything." One satisfied buyer was an ER doctor until his vision deteriorated to the point that he had to give up his profession as well as his driver's license. Once Christensen outfitted him with a bike, he went from waiting for rides to having his freedom back. This past winter Christensen ordered the man a special snow bike so that not even the worst weather can stop him.

In addition to running his shop, Christensen works as a freelance design engineer. He consults clients on consumer products, typically those created from injection-molded plastics—including the occasional toy. Hailing from a game-playing family, Christensen has two licensed kid's games out on the market: Toss Your Cookies and Order's Up. He sums up his gaming style with the word *mayhem*. "Everyone grabs for pieces all at the same time, and there are scratched hands and elbows thrown," he says of his creations. "My family gives me a hard time about that."

Prior to becoming a consultant eight years ago, Christensen worked for Estes Model Rockets in Colorado and



Graco Children's Products in Pennsylvania. In addition to his Marriott School MBA, he holds bachelor's and master's degrees in mechanical engineering from BYU. He currently teaches in the mechanical engineering department as an adjunct professor.

The support team for the bike shop consists of Christensen's wife, Jill, and their five kids. As for his own cycling needs, he gets his kicks aboard a blue recumbent tadpole trike—complete with a green JigaWatt Cycles flag waving proudly above him.



position Crane combined the foundation of a public-service career he loves with the management opportunities he dreamed of. As

assistant city manager and director of parks and recreation, he introduced a city swim team, a flag football program, and pickleball games. Crane also organized a triathlon and rebuilt the city's tourism website. He was recently promoted to Monticello's interim city manager, supervising municipal departments from accounting to zoning. Crane and his wife,

Dantzel, have a pet dog and are expecting their first child. Crane takes advantage of nearby outdoor adventures like camping, hiking, and biking. He also enjoys travel, woodworking, and mixed martial arts.

2014



Goldman Sachs and PricewaterhouseCoopers are only some of the impressive names on **Cameron Patch's** résumé. A 2007 graduate of the Marriott School's business management program, Patch returned to

BYU to earn an executive MBA in 2014. He is currently COO and CFO of Elevati, a social entrepreneurship company aimed at creating digital ventures in areas such as adoption, fertility, pregnancy, and foster care. Elevati's adoption arm, Adoptions.com, just announced a partnership with LDS Family Services. During Patch's time with Goldman Sachs, he managed teams in global locals, including London, Singapore, and India. Patch lives in Rexburg, Idaho, with his wife, Ester, and their two children. He enjoys sharing his expertise by teaching business as an adjunct professor at BYU-Idaho.

2014 Annual Report

B Y U M A R R I O T T S C H O O L O F M A N A G E M E N T

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.

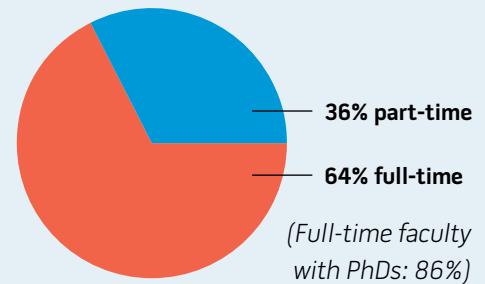
SERVICE

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

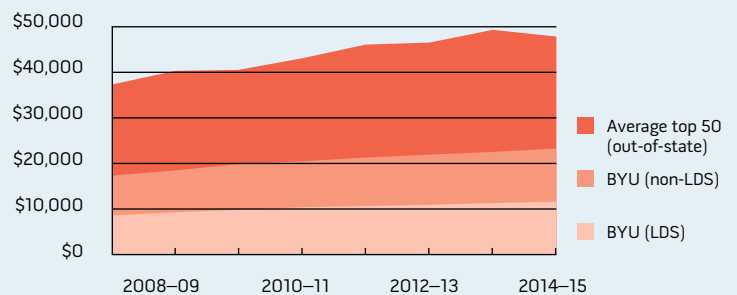
Faculty

Total faculty: 208



Graduate Tuition

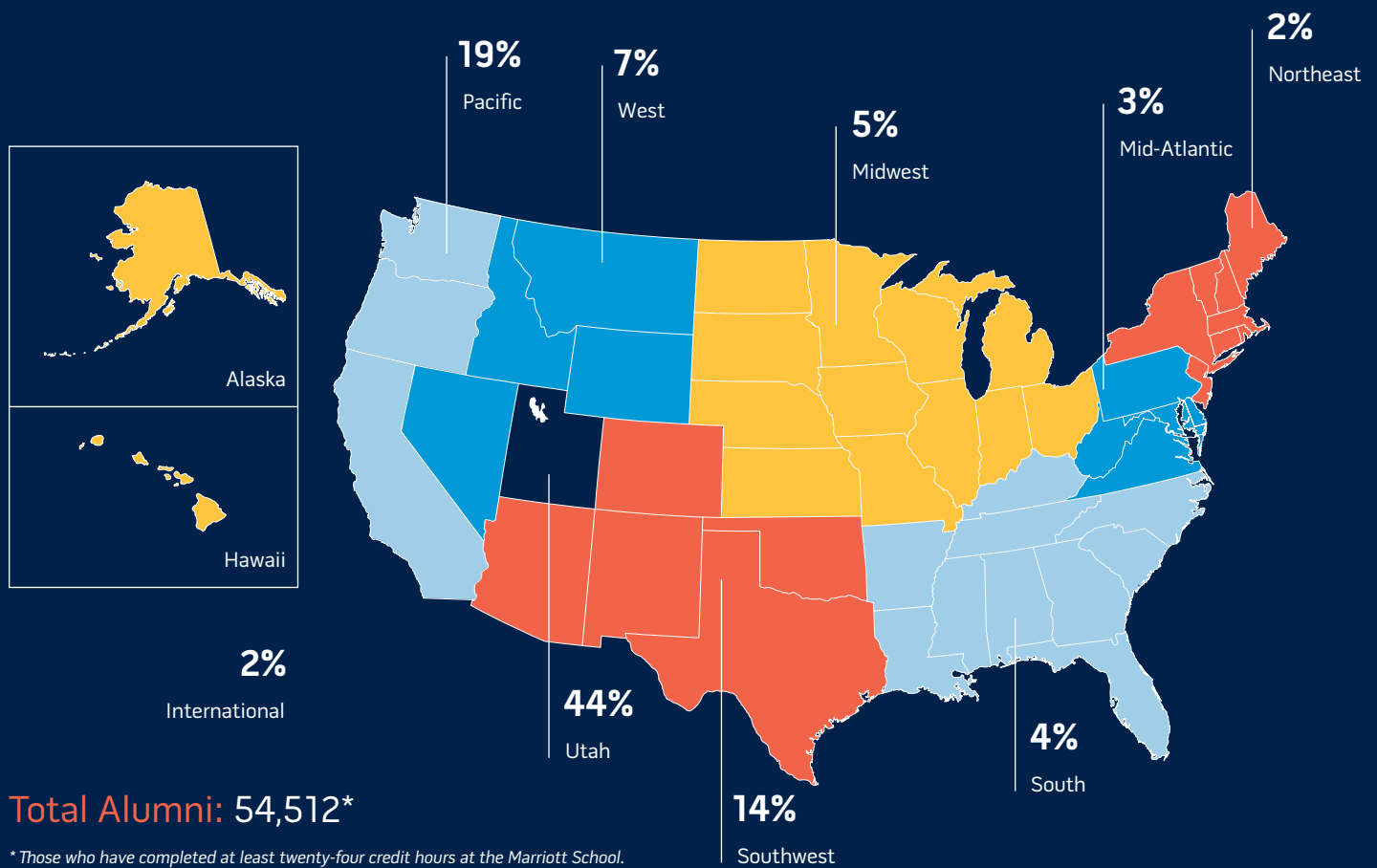
Marriott School vs. top 50 U.S. business schools
(Two semesters)



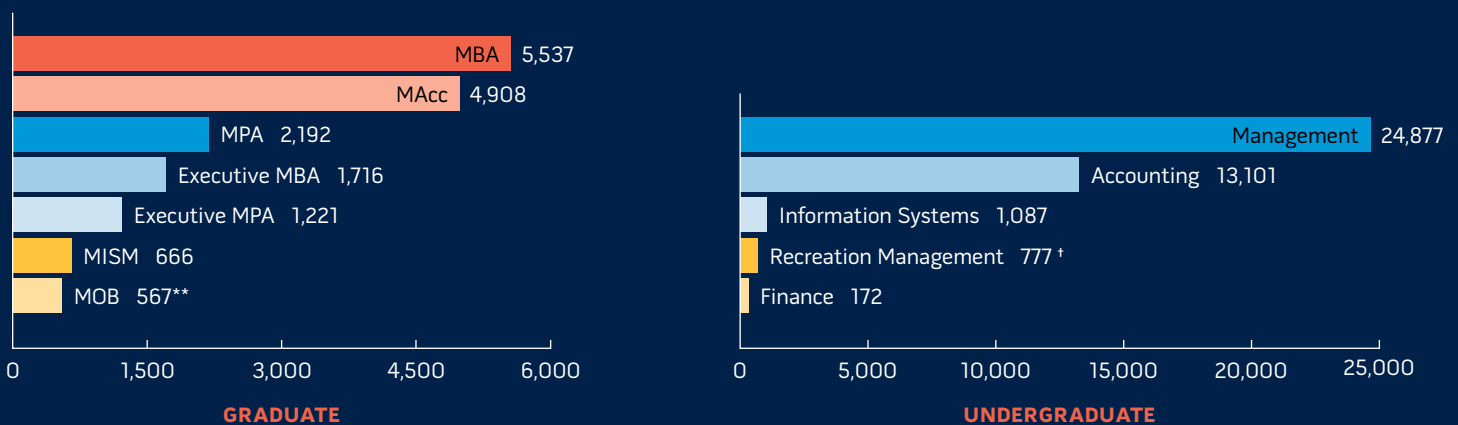
RANK	PROGRAM	SOURCE
UNDERGRADUATE		
3rd	Accounting	<i>Public Accounting Report</i> , 2014
4th	Entrepreneurship	<i>The Princeton Review</i> , 2014
6th	Global Supply Chain	<i>Gartner</i> , 2014
12th	International Business	<i>U.S. News and World Report</i> , 2014
13th	Undergraduate Programs	<i>Businessweek</i> , 2014
GRADUATE		
1st	MBA (family friendly)	<i>The Princeton Review</i> , 2013
3rd	MAcc	<i>Public Accounting Report</i> , 2014
6th	MBA (accounting)	<i>U.S. News and World Report</i> , 2015
9th	MBA (entrepreneurship)	<i>Entrepreneur</i> , 2014
14th	MBA (global supply chain)	<i>Gartner</i> , 2014
17th	MBA	<i>Forbes</i> , 2013
27th	MBA	<i>Businessweek</i> , 2014
33rd	MBA	<i>U.S. News and World Report</i> , 2015

ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2014



** 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.

STUDENT REPORT

Academic Year 2014–15

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of Fall 2014 applicants	392	86	90	276	1,528	2,372
Students entering Fall 2014	150	46	56	158	864	1,274
Female	19%	50%	20%	20%	25%	24%
International	18%	15%	13%	11%	6%	9%
Minority	7%	13%	9%	4%	6%	6%
Married	71%	37%	57%	44%	30%	38%
Returned missionaries	79%	57%	75%	85%	77%	77%
Bilingual	75%	59%	71%	64%	64%	65%
States represented	22	10	13	22	41	43
Countries represented	12	7	5	9	22	28
Undergraduate universities	36	15	6	2	n/a	59
Average age	29	26	24	24	23	24
Average entering GPA	3.50	3.58	3.65	3.71	3.60	3.60
Total number of students enrolled	300	98	101	312	1,977	2,788

* Does not include 142 Executive MBA and 133 Executive MPA students currently enrolled.

CLASS OF 2014	MBA	MPA	MISM	MACC	UNDERGRAD†	TOTALS OR WEIGHTED AVG.
Average starting base salary	\$96,673	\$52,406	\$71,921	\$54,610	\$51,476	\$60,750
Placed at graduation	81%	60%	91%	98%	83%	85%
Placed by 3 months after graduation	92%	89%	95%	99%	91%	93%

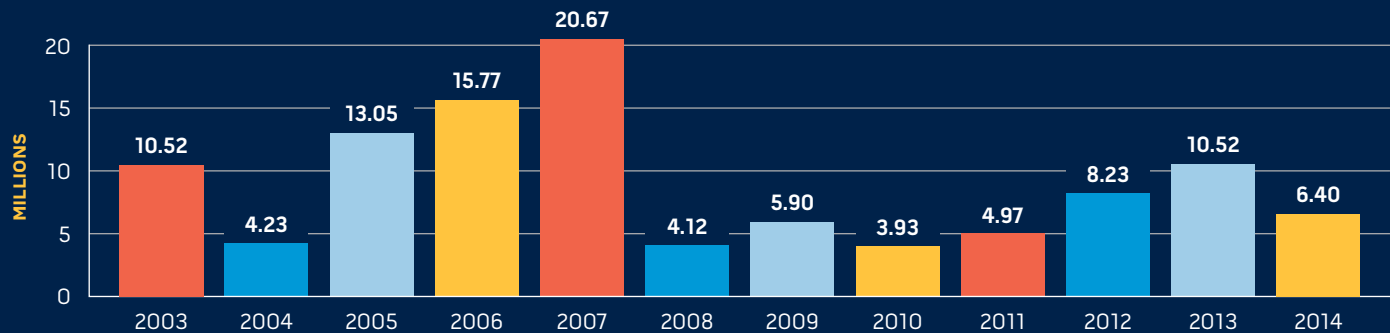
† Does not include Recreation Management students.

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of students receiving scholarships	233	94	30	183	247	787
Percent of students receiving scholarships	70%	96%	30%	59%	12%	28%
Average scholarship amount	\$5,698	\$7,362	\$3,712	\$2,389	\$1,799	\$4,192
Total scholarships	\$1,327,721	\$692,070	\$111,357	\$437,169	\$444,374	\$3,012,691
Number of students receiving loans	88	8	2	6	n/a	104
Percent of students receiving loans	26%	8%	2%	2%	n/a	10%
Average loan amount	\$6,681	\$6,340	\$8,500	\$8,249	n/a	\$6,780
Total loans	\$587,926	\$50,718	\$17,000	\$49,494	n/a	\$705,138

** Does not include university or federal aid.

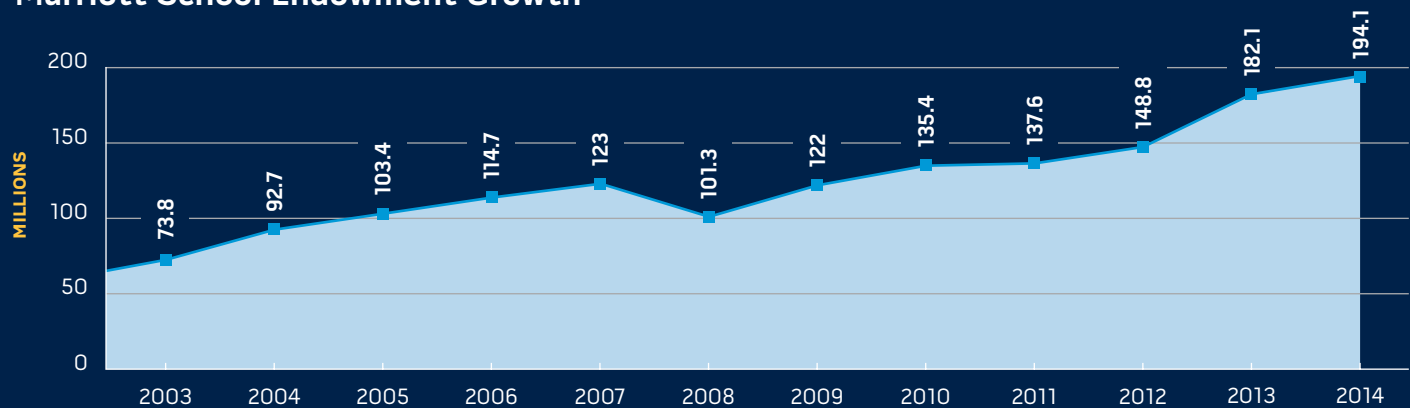
FUNDRAISING REPORT

Contributions from Alumni and Friends



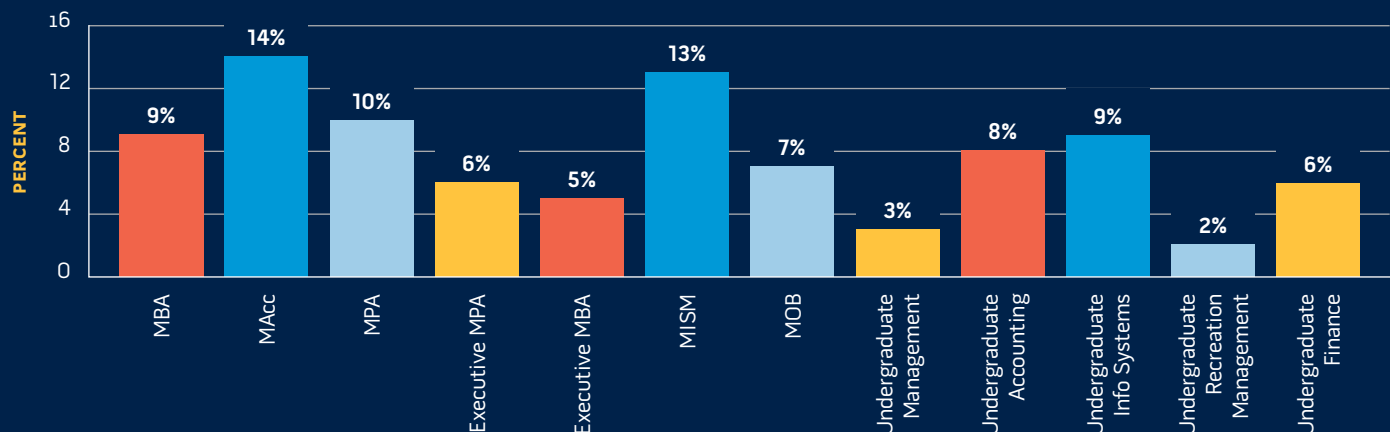
Note: The Tanner Building Addition campaign ran 2005–07.

Marriott School Endowment Growth



Alumni Giving to the Marriott School

Median Alumni Gift: \$100 Average Alumni Gift: \$977 Total Alumni Giving: 5%



FINANCIAL REPORT

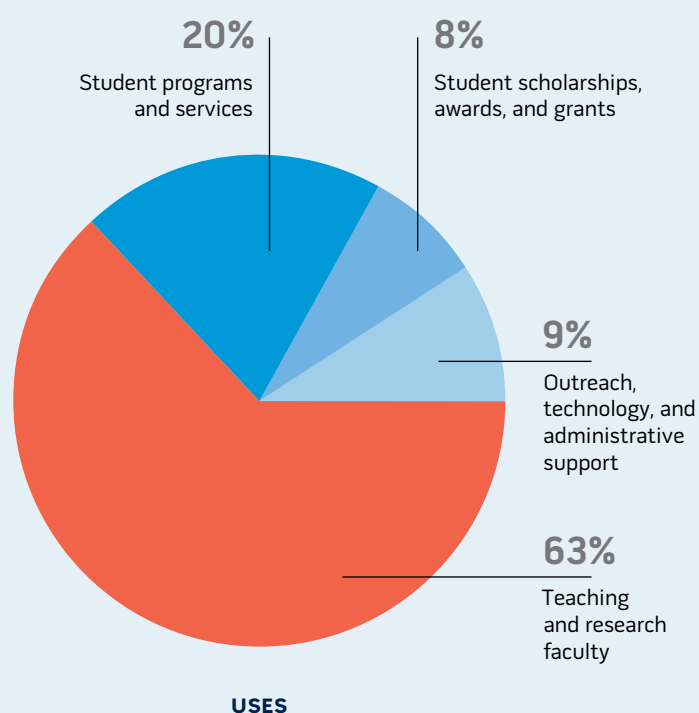
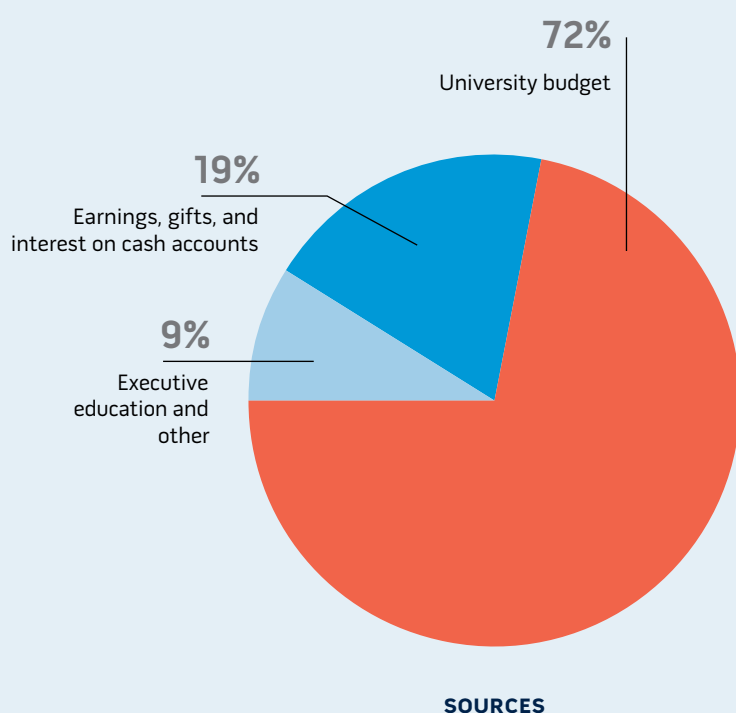
Endowment Report

COLLEGE AND ACADEMIC DEPARTMENTS	CURRENT FUNDING
College	\$ 49,197,677
Academic departments	\$ 24,578,152
CENTERS AND INSTITUTES	
Rollins Center for Entrepreneurship and Technology	\$ 20,665,895
Whitmore Global Management Center	\$ 3,970,479
Ballard Center for Economic Self-Reliance	\$ 11,227,903
White Business Career Center	\$ 7,621,560
FACULTY AND STUDENT SUPPORT	
Professorships, fellowships, and research support	\$ 33,660,229
Scholarships and student loans	\$ 43,234,409
Total endowment	\$ 194,156,305



Braden Duncan

Cash Flows for Operations



FACULTY AWARDS

Professorships

PROFESSORSHIP	2014–15 RECIPIENT
<i>Albrecht, W. Steve</i>	Jim Stice
<i>Alumni</i>	David Whetten
<i>Andersen Foundation</i>	W. Steve Albrecht
<i>Ardis, Glenn D.</i>	Doug Prawitt
<i>Beesley, Horace Pratt</i>	Jeff Dyer
<i>Brown, Denny & Jerri</i>	Hal Heaton
<i>Covey, Stephen Mack</i>	Gary Rhoads
<i>Deloitte</i>	Monte Swain
<i>Distinguished Faculty</i>	Ted Christensen
<i>Driggs, Douglas & Effie</i>	Keith Vorkink
<i>Edwards, William F.</i>	Grant McQueen
<i>EY</i>	Jeff Wilks
<i>Ford</i>	Greg Burton
<i>Fred Meyer</i>	R. Bruce Money
<i>Grow, Stewart L.</i>	Larry Walters
<i>Gunnell, Ronald C. & Kaye</i>	Stephen Liddle
<i>Hardy, John W. & Nancy S.</i>	Marshall Romney
<i>Hill, Ned C.</i>	Todd Mitton
<i>JC Penney</i>	David Whitlark

PROFESSORSHIP	2014–15 RECIPIENT
<i>Jones, Alice Belle</i>	Kristen DeTienne
<i>KPMG</i>	Kevin Stocks
<i>Low, William</i>	Paul Godfrey
<i>Marriott</i>	Lee T. Perry
<i>Martin, Rachel</i>	Dave Stewart
<i>Mary & Ellis</i>	Mark Zimbelman
<i>NAC</i>	Ned C. Hill
<i>Passey, James M.</i>	Barrett Slade
<i>Peery, H. Taylor</i>	Jim Brau
<i>Peterson, Joel C.</i>	Steven Thorley
<i>PricewaterhouseCoopers</i>	Kay Stice
<i>Romney, George W.</i>	Brad Agle
<i>Second Mile</i>	Craig Merrill
<i>Skousen, K. Fred</i>	Steve Glover
<i>Smith, Robert J.</i>	Robert Gardner
<i>Staheli, Donald L.</i>	Tom Foster
<i>Stone, O. Leslie</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott Sampson

Fellowships

FELLOWSHIP	2014–15 RECIPIENT
<i>Albrecht, LeAnn</i>	Bonnie Anderson
<i>Boyer, Selvoy J.</i>	Anthony Vance
<i>Christensen, Don</i>	Jeff Dotson
<i>David & Knight</i>	Doug Dean
<i>Edwards, William F.</i>	Michael Thompson
<i>Farr, Loran</i>	Nile Hatch
<i>Garrett, J. Earl & Elaine</i>	Glen Christensen
<i>Garrett, J. Earl & Elaine</i>	Peter Madsen
<i>Goldman Sachs</i>	Taylor Nadauld
<i>Grant and David</i>	Gove Allen
<i>Johnson, J. Cyril</i>	Nathan Furr
<i>Jones, Warren F. & Alice</i>	Darron Billeter
<i>Jones, Warren F. & Alice</i>	Curtis LeBaron

FELLOWSHIP	2014–15 RECIPIENT
<i>NAC</i>	David Kryscynski
<i>Peery, H. Taylor</i>	Brian Boyer
<i>PricewaterhouseCoopers</i>	Michael Drake
<i>Staheli, Donald L.</i>	John Bingham
<i>Staheli, Donald L.</i>	Kristie Seawright
<i>Vest, Christine and Randy</i>	Steve Smith
<i>Warnick/Deloitte</i>	Bill Tayler
<i>White, Georgia</i>	Shad Morris
<i>White, Steven V.</i>	Jeffery Thompson
<i>Whitman, Robert A. & Wendy</i>	Robb 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 Marriott School faculty and published in 2014. 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

Agle, Bradley R., David W. Hart, and Jeffery A. Thompson. *Research Companion to Behavioral Ethics in Organizations: Constructs and Measures*.*

Albrecht, Conan C., and Douglas L. Dean. *Collaboration Systems: Technologies, Processes and Applications (Advances in Management Information Systems)*, vol. 19.*†

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

Albrecht, W. Steve, Conan C. Albrecht, and Mark F. Zimbelman. *Fraud Examination*, fifth edition.*

Bednar, Jeffrey S., and Paul C. Godfrey. *Advancing Research Methodology in the African Context: Techniques, Methods, and Designs (Research Methodology in Strategy and Management)*, vol. 10.*†

Bingham, John B. *Research Companion to Behavioral Ethics in Organizations: Constructs and Measures*.*†

Brau, James C. *Introduction to Modern Business: The Art and Science of Creating Customer Value*.*

Furr, Nathan R., and Jeffrey H. Dyer. *The Innovator's Method: Bringing the Lean Start-Up Inside Your Organization*.

Gardner, Robert L. *Prentice Hall's Federal Taxation 2015 Comprehensive*, twenty-eighth edition.*†

Gardner, Robert L. *Prentice Hall's Federal Taxation 2015 Individuals*, twenty-eighth edition.*†

Larson, Jeff S. *Internet Marketing Essentials*.*

Liddle, Steve W. *Towards the Multilingual Semantic Web: Principles, Methods, and Applications*.*†

Meservy, Thomas O. *Collaboration Systems: Technologies, Processes and Applications (Advances in Management Information Systems)*, vol. 19.*†

Miller, Aaron, and Kristen B. DeTienne. *Research Companion to Behavioral Ethics in Organizations: Constructs and Measures*.*†

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

Thorley, Steve R. *CFA Level II Reading*.†

Wadsworth, Lori L. *Research Companion to Behavioral Ethics in Organizations: Constructs and Measures*.*†

Whitlark, David B., Gary K. Rhoads, and Michael J. Swenson. *Startup Marketing Essentials*, first edition.

Widmer, Mark A. *Research Companion to Behavioral Ethics in Organizations: Constructs and Measures*.*†

Critically Reviewed Scholarly Journal Articles

Boyer, Brian H., and Keith P. Vorkink. "Stock Options as Lotteries," *Journal of Finance*.

Brau, James C. "Regulatory Reforms and Convergence of the Banking Sector: Evidence from China," *Managerial Finance*.*

Cherrington, David J. "Reducing Juvenile Delinquency with Automated Cell Phone Calls," *International Journal of Offender Therapy and Comparative Criminology*.*

Christensen, Glenn L. "Rejected, Shackled, and Alone: The Effect of Systemic Restricted Consumer Choice on Minority Consumers' Construction of Self," *Journal of Consumer Research*.*

Christensen, Theodore E. "The Quality of Street Cash Flow from Operations," *Review of Accounting Studies*.*

Christensen, Theodore E., and Michael S. Drake. "Optimistic Reporting and Pessimistic Investing: Do Pro Forma Earnings Disclosures Attract Short Sellers?" *Contemporary Accounting Research*.*

Dotson, Jeffrey P. "The Impact of Category Captainship on the Breadth and Appeal of a Retailer's Assortment," *Journal of Retailing*.*

Dotson, Jeffrey P. "A Structural Approach to Handling Endogeneity in Strategic Management: The Case of RBV," *European Management Review*.*

Drake, Michael S. "The Media and Mispricing: The Role of the Business Press in the Pricing of Accounting Information," *The Accounting Review*.*

Duerden, Mat D. "The Impact of Camp Employment on the Workforce Development of Emerging Adults," *Journal of Park and Recreation Administration*.*

Duerden, Mat D. "Youth Time Outside: A Comparison of Time Use Methodologies," *Journal of Leisure Research*.*

Dyer, W. Gibb. "Toward a Theory of Family Capital and Entrepreneurship," *Journal of Small Business Management*.*

Elder, Ryan S. "This Logo Moves Me: Dynamic Imagery from Static Images," *Journal of Marketing Research*.*

Foster, S. Thomas. "A Content Analysis of Research in Quality Management and a Proposed Agenda for Future Research," *Quality Management Journal*.*

Furr, Nathan R. "Complementarities and Competition: Unpacking the Drivers of Entrants' Technology Choices in the Solar Photovoltaic Industry," *Strategic Management Journal*.*

Gaskin, James E. "Toward a Generalizable Sociomaterial Inquiry: A Computational Approach for Zooming In and Out of Sociomaterial Routines," *MIS Quarterly*.*

Glover, Steven M. "Do Critical Audit Matter Paragraphs in the Audit Report Change Nonprofessional Investors' Decision to Invest?" *Auditing: A Journal of Practice and Theory*.*

Glover, Steven M. "Field Data on Accounting Error Rates and Audit Sampling," *Auditing: A Journal of Practice and Theory*.*

Godfrey, Paul C. "The Functions of the Executive at 75: An Invitation to Reconsider a Timeless Classic," *Journal of Management Inquiry*.*

Heaton, Hal B. "Adjusting Securities Data to Value Real Property: The Size Premium as a Minimum Illiquidity Adjustment," *Journal of Property Tax Assessment and Administration*.

Jenkins, Jeffrey L. "Implicit and Explicit Training in the Mitigation of Cognitive Bias Through the Use of a Serious Game," *Computers in Human Behavior*.*

Jenkins, Jeffrey L. "Proposing the Affect-Trust Infusion Model (ATIM) to Explain and Predict the Influence of High- and Low-Affect Infusion on Web-Vendor Trust," *Information and Management*.*

Larson, Jeffrey S., and Ryan S. Elder. "Satiation from Sensory Simulation: Evaluating Foods Decreases Enjoyment of Similar Foods," *Journal of Consumer Psychology*.*

Lewis, Ben W. "Difference in Degrees: CEO Characteristics and Firm Environmental Disclosure," *Strategic Management Journal*.*

Lundberg, Neil R., and Ramon B. Zabriskie. "Addressing Posttraumatic Stress Among Iraq and Afghanistan Veterans and Significant Others: An Intervention Utilizing Sport and Recreation," *Therapeutic Recreation Journal*.*

McGovern, Rachel A., Stacy Taniguchi, and Mark A. Widmer. "Fortifying Leisure: Adolescent Perspectives of Family Leisure in Uganda," *Journal of Adolescent Research*.*

Morris, Shad S. "A Microfoundations Approach to Transnational Capabilities: The Role of Knowledge Search in an Ever-Changing World," *Journal of International Business Studies*.*

Morris, Shad S. "Adaptions to Knowledge Templates in Base-of-the-Pyramid Markets: The Role of Social Interaction," *Strategic Entrepreneurship Journal*.*

Morris, Shad S. "Scaling Up Your Story: An Experiment in Global Knowledge Sharing at the World Bank," *Long Range Planning*.*

Morris, Shad S. "Scarce Human Capital in Managerial Labor Markets: Implications for Strategic Human Capital Scholarship," *Journal of Management*.*

Prawitt, David F. "Auditors' Reactions to Inconsistencies Between Financial and Nonfinancial Measures: The Interactive Effects of Fraud Risk Assessment and a Decision Prompt," *Behavioral Research in Accounting*.*

Prawitt, David F. "Trust and Financial Reporting Quality," *Journal of Accounting Research*.*

Schonlau, Robert J. "Do Outside Directors Face Labor Market Consequences? A Natural Experiment from the Financial Crisis," *Harvard Business Law Review*.*

Slade, Barrett A. "Housing Regulation, Externalities, and Residential Property Prices," *Real Estate Economics*.*

Smith, Steven D. "Management Credibility and Investment Risk: An Experimental Investigation of Lease Accounting Alternatives," *Behavioral Research in Accounting*.*

Summers, Scott L., and David A. Wood. "Accounting Education Research: Ranking Institutions and Individual Scholars," *Issues in Accounting Education*.*

Swenson, Michael J., Gary K. Rhoades, and David B. Whitlark. "Startup Marketing: Leveraging Leverage," *Journal of Applied Business and Economics*.

Taylor, William B. "Individual Characteristics and the Disposition Effect: The Opposing Effects of Confidence and Self-Regard," *Journal of Behavioral Finance*.*

Thorley, Steven R. "The Not-So-Well-Known Three-and-One-Half Factor Model," *Financial Analysts Journal*.*

Vance, Anthony O. "Guidelines for Improving the Contextual Relevance of Field Surveys: The Case of Information Security Policy Violations," *European Journal of Information Systems*.*

Vance, Anthony O. and Bonnie Anderson. "Using Measures of Risk Perception to Predict Information Security Behavior: Insights from Electroencephalography (EEG)," *Journal of the Association for Information Systems*.*

Wallin, Cynthia J. "Can Small Firms Gain Relational Advantage? Exploring Strategic Choice and Trustworthiness Signals in Supply Chain Relationships," *International Journal of Production Research*.*

Wallin, Cynthia J. "Outsourcing the Procurement Function: Do Actions and Results Align with Theory?" *Journal of Purchasing and Supply Management*.*

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