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Ghraib Prison P 4

Twelve Steps to
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Strong Families,
Strong Economies P 30

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**OVERHEARD
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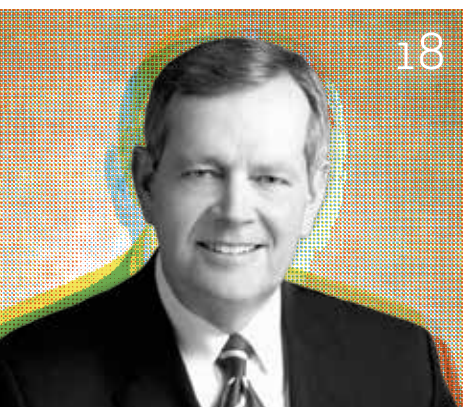
If you've never finger-painted, I highly recommend it. It's so much fun! • I know I'm late, but I'm going to do my survey questions quickly right now. How? I'm going to give out candy. Oh, well, that should be quick then. Yeah, students will do anything for candy. • I spend money on groceries, gas, and clothes. I could always spend more money on clothes. • His face is on the wall because he's a successful person who graduated from here. I want to be a successful person who graduated from here. • Let's start a business. You don't like my ideas. That's because they stink. Whatever. Trifocals are a winner. • When are you taking your finals? Either tomorrow night or once my fear of failing classes outweighs my desire to procrastinate. Whichever comes first. • I moved out of my parents' house, and the first time that I went back, they had filled my room with boxes. I'm just boxes to them now! • I ran up five flights of stairs to get my assignment in on time last night. Why didn't you just take the elevator? Hm. That might have been easier. • Why use a double stroller when you can just stuff both babies into one? I might do that if I were going for the Worst Parent of the Year award. • So those tennis balls each represent an hour of service? Yep. Wow, there must be thousands of them. • Do you know Photoshop well? Yeah, I do. Can you help me with a project? Well, I'd actually give myself a five out of ten. • Dodgeball: marketing versus advertisers. It's going to be extreme. • Who's spelling these things? Mountian? Please. • I get wary anytime I have to take something more than 4,000 milligrams. What are you taking, elephant tranquilizers? • Hey, I just saw the Facebook post—you got a job in New York? Sweet! • Accounting may be the language of business, but French is the language of more dates. • This looks great! We hired a student to do it. Sweet deal; let's hire students from now on. • We've got it on tape. Like VHS? Yeah. Old school, man. • I'll miss you guys a lot. We can still hang out outside of class . . . right? • I'm afraid I'll be like you. Thanks. No, that's not what I meant! • I get good ideas in the bathroom. The shower, the curling iron—something just sparks ideas. • Thanks for calling me, professor. You made my day. • What's your favorite ice cream? I like all ice creams. I scream for ice cream! • Thanks for all of your help. I'll definitely give you a call if the business takes off.



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On 10 September 2001 Curtis Bedont arrived at Honolulu's Schofield Barracks to begin his service as an army dentist. Everything was perfect. The following day's tragic events, however, changed the military forever, and the 1997 business management grad soon found himself on a path that eventually led to a ten-by-ten cell in Iraq's most notorious prison.

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Getting the thumbs-up at work takes more than basic job competency. Likability, it turns out, is the key to getting hired, gathering resources, and moving up. Learn how to improve your popularity score—whether you're a break-room regular or an office grouch—with this twelve-step guide.

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COLLABORATIVE LEADERSHIP

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Cover illustration by Jonathan Bartlett

RAHOK & FILE

||| BY MEGAN BINGHAM HENDRICKSON |||
||| PHOTOGRAPHY BY BRADLEY SLADE |||

Curtis Bedont thought he knew what it meant to be in the military.

Though he spent his formative years on bases in foreign outposts, his fighter-pilot father never faced deployment. “In the twenty-two years he was in the Air Force, nothing ever seemed to happen,” Bedont recalls.

So when dental-school costs piled up, Bedont opted to enlist, imagining his time in the service would mirror his father’s. After completing basic officer training, he relocated his family to Schofield Barracks in Honolulu. The morning after they arrived, Bedont picked up the remote and clicked on the news.

The date: 11 September 2001.



Curtis Bedont
BS MANAGEMENT, 1997

LEADING
ALUMNI

"I woke up and the military had changed forever," Bedont says, his voice catching.

Although Bedont was nearly five thousand miles away from the wreckage of the World Trade Center, the day's tragic events would take him across the world to treat detainees in Iraq's most notorious prison. Nine years of military service, however, taught the 1997 business management alum lessons that continue to guide his Portland-based orthodontics practice.

ROOTS

Much of Bedont's childhood was spent moving from base to base, but his family was stationed in Sumter, South Carolina, during his high school years. At the urging of his track coach, Bedont took up pole vaulting during his sophomore year. After breaking school records, his parents enrolled him in a week-long pole-vaulting summer camp.

On the first day the camp coaches had him use a larger pole than he was used to, and to give him momentum, they pushed his pole into the box. Then, on one attempt, they didn't. "I freaked out," Bedont says. "I let go of the pole midway through the vault and ended up going head first into the box."

The fall broke one of his wrists and sprained the other. Along with two casts, Bedont took home a new motto: "Always hold on," he jokes.

After high school Bedont was accepted to the United States Air Force Academy in Colorado Springs, where he completed basic training. The plan was to become a pilot like his father. The competition and physical challenge appealed to him, but the academy's obstacle course—particularly the long, shrinking tunnels cadets had to crawl through—became a hurdle to his progress. "It was terrifying for me," he recalls. "Every time we did the obstacle course, all I could think about were those tunnels getting smaller and smaller. The claustrophobia would overwhelm me."

It only took a couple of months for Bedont to realize he would not be happy at the academy. Since cadets start training in June, he was able to switch schools just in time to begin fall semester at BYU.

Following his first year in Provo, Bedont served an LDS mission in Florida. After returning to BYU, he pole vaulted on the track and field team and later met and married Jody Cutler. The couple will celebrate their twentieth anniversary this December.

The most difficult part of Bedont's undergraduate years came when he was choosing a major. He considered computer science and electrical engineering before deciding on

a career in dentistry. The obvious choice was to major in biology, but Bedont took a different route via the Marriott School.

"As a dentist I knew I would run my own business," Bedont says. "What better thing could I study than understanding how businesses work and applying that to my own practice?"

DRILLS

One of the first things new patients learn when entering one of Bedont's three offices is how to pronounce the doctor's Italian surname. For the record, it's *bee-don't*. Amid the office décor are framed degrees and a certificate of parole—a darkly humorous reminder of Bedont's two months living in a jail cell in Abu Ghraib. "It wasn't a big room, but I had it all to myself," he says.

The prison made headlines in late 2003 when reports of egregious human rights violations committed by coalition forces began circulating. In 2004 photos detailing the heinous acts were broadcast on *60 Minutes*. More than ten years on, the scandal is still drawing breath.

Deployed to Iraq in 2004, more than a year after the crimes at Abu Ghraib had been committed, Bedont first arrived at Camp Victory, a part of the large military complex near

Baghdad International Airport. He recalls how one detainee was brought to his trailer blindfolded and handcuffed; Bedont was told the blindfold was there for his protection. Although the guards disagreed, he insisted his patient needed to see him. They allowed Bedont to remove the blindfold, and he completed the procedure.

"Highly valued prisoners were held at Camp Victory," Bedont explains. "I remember thinking, 'Is this what it's going to be like at Abu Ghraib?'"

A few months later he was able to answer that question. One morning following his transfer to the infamous prison, he awoke to the sound of rapid-fire Arabic outside his cell. With his senses in overdrive, he crept cautiously to the door. To his relief, it was a group of Iraqi soldiers being trained in the quad. The marines in his block hadn't notified him beforehand.

Little by little, though, the clamor of war faded. "We had mortars coming in almost every day," Bedont says. "It's freaky to begin with. You know you're hearing explosions, but you get used to it."

Abu Ghraib was different than he had anticipated. Patients were escorted to his chair unshackled and sans blindfolds. A translator was always present. "I made them





SERVING OUR COUNTRY BY SUPPORTING THE SOLDIERS THAT NEEDED HELP WAS A GREAT EXPERIENCE. I'M REALLY PROUD OF MY SERVICE.

comfortable as best as I could,” Bedont says. “I always explained everything I was doing.”

Bedont’s and other officers’ efforts to improve prison life, however, were overshadowed by past events. While he was there, CNN interviewed the prison’s hospital commander about the comprehensive medical care detainees were receiving. “A day or two later CNN aired the piece,” Bedont remembers. “It was all negative and focused on the past. That was disappointing.”

Unable to escape its harrowing image, Abu Ghraib was eventually disbanded, and many detainees and soldiers were sent to Camp Bucca, where Bedont finished his tour of duty. The new facility was an about-face from the dark days of its predecessor. Detainees were allowed to organize their own classes in literacy and religion. Cigarettes, tea, and other supplies were used as incentives for good behavior. And some detainees were allowed family visits.

When you ask Bedont what he took away from his deployment in the Middle East, his answer is simple: the difficulty of being a good leader. “Being in charge of a lot of people is very difficult,” Bedont says. “I was never a commander, and I took it for granted until I started my own practice. That’s when I realized that leadership means making hard decisions.”

He also learned a little about following inspiration.

IMPRESSIONS

After earning his business management degree from the Marriott School in 1997, Bedont began dental school at Oregon Health and Science University. As an out-of-state student, his tuition was double that of his peers. He and Jody reviewed the debt their family would be facing by graduation and decided to explore other ways to finance his education. After weighing the options,

Bedont signed with the army and received the Armed Forces Health Professions Scholarship—a three-year, full-tuition deal.

It was after graduation that he found himself in Hawaii on the eve of 9/11 for his first military assignment. While at Schofield Barracks, Bedont was exposed to orthodontics. He became interested in specializing, but the army only accepted three dentists out of nearly fifty applicants into its orthodontics residency program each year.

To set himself apart, Bedont decided to earn the Expert Field Medical Badge (EFMB). With a 19 percent pass rate, the EFMB is one of the hardest army decorations to attain and encompasses a weeklong intensive field test and a timed twelve-mile march in full gear. Bedont got the badge on his first try and landed the residency.

The Bedont family began prepping for a move to San Antonio to begin the residency when the call came: Bedont had been selected for deployment. Although his obligation to the military was nearly finished, opting out of Iraq would mean giving up the residency he’d worked hard to secure.

His commander was firm. “You can go to Iraq or you can sign your resignation letter today. You have to make the decision now,” he said.

“Jody was adamant about me not going to war,” Bedont remembers.

“On my drive to the commander’s office, I had been praying about what to do. I received the most direct answer of my life. I knew everything was going to be okay.”

Before Bedont told his commander he would deploy, he called Jody to explain how he felt. To his surprise, she agreed with his decision.

“She has always supported me,” Bedont explains. “There have been times, especially during dental school and my residency, when I haven’t been home as much as I wanted to be. She has always been there to take care of our family.”

Just a few weeks after making that call, Bedont was on the ground in Baghdad. It’s a decision he has never regretted. “I shouldn’t have even had to think about going,” Bedont says. “Serving our country by supporting the soldiers that needed help was a great experience. I’m really proud of my service.”

FAMILY PRACTICE

Following deployment, Bedont completed his residency in Texas as planned and then spent three more years in the army as an orthodontist in North Carolina. By 2010 he had completed his obligation to the military and was at a crossroads: stay in the army for another eleven years to earn retirement or leave and start his own practice.

“It was a really hard decision,” Bedont says. “Jody and I looked at a lot of different options and areas. We kept coming back to the Portland area, near where I went to dental school, and we happened to find a practice for sale there.”

The practice came with two offices: one in Portland and one in Sandy, Oregon. It wasn’t the ideal situation—Bedont wanted a single office—but the practice was available at the right time and in the right place.

Two months later Bedont’s realtor called. There was an opportunity to get into a new property in Camas, Washington, just across the river from Portland. It was closer to home and gave Bedont the chance to design the space from the ground up. Securing financing was uncertain, but he signed the lease. Luckily construction took more time than expected. Since the building wasn’t completed until Bedont’s second year running his practice, banks were more willing to say yes to the venture.

But finding space hasn’t been the only challenge associated with civilian life. “One of the hardest parts of being a practice owner is that I see patients all day and then I’ve got to run the business too,” he says. “While a lot gets done after hours, there is definitely satisfaction

||| WHILE A LOT GETS DONE AFTER HOURS, THERE IS DEFINITELY SATISFACTION IN SEEING A PATIENT’S SMILE CHANGE AND IN KNOWING HOW THE WORK WE DO IS GOING TO CHANGE HIS OR HER LIFE.

in seeing a patient’s smile change and in knowing how the work we do is going to change his or her life.”

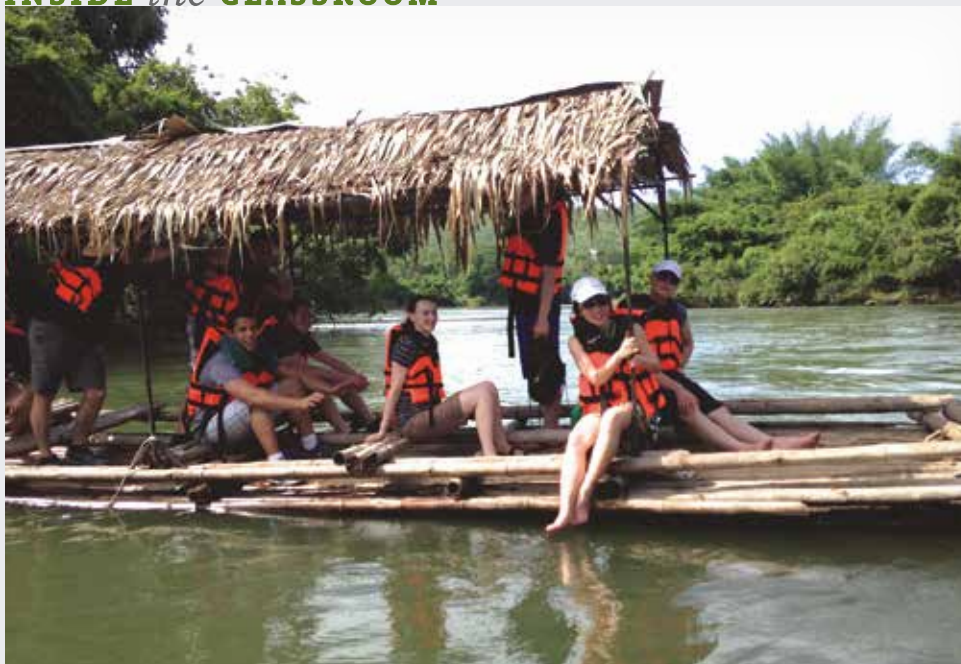
While Bedont’s workdays are long, the move to the Northwest was designed to give his three kids—Julia, Jacob, and Anna—something he wanted as a child: a place to call home. Since leaving the military, the Bedonts have lived in the same town for four years—a family best. “We’re on a new adventure now,” Bedont says of putting down roots.

Bedont is immensely proud of his children, and the feeling is mutual. While none of the kids is directly following in dad’s footsteps, they are taking cues from him.

His oldest daughter recently started her freshman year at BYU, and his son attended the university’s pole-vaulting camp this summer. Before Jacob left for the workshop, Bedont gave him one piece of advice: “Always hold on.”

“Hopefully he doesn’t have to learn the way I did,” he says. **M**





Finance Students Set Sail for Real-World Experience

KATALIN BOLLIGER'S FIRST TRIP outside of the United States was just the experience she wanted—eight thousand miles away from campus and surrounded by tigers and elephants. But despite the new locale, she felt at home while meeting with CFOs to value corporations during the spring 2014 International Investment Internship.

“Visiting companies and asking questions was just the next step from what we did every day in the Tanner Building,” says Bolliger, a June 2014 finance graduate.

One of the first of its kind in the nation, the four-week internship took sixteen students to Taiwan, Singapore, Hong Kong, South Korea, and Thailand and introduced them to the research that goes into investing in Asia.

Finance professor Bryan Sudweeks and adjunct faculty member Jim Seaberg organized the trip because this type of research is invaluable to investors, who often see only one side of the companies they are interested in.

“Seeing things on the ground makes all the difference in the world because you’re getting tangible, primary research about an investment

opportunity,” says Seaberg, who owns an investment firm. “You need to see that environment to know whether making the investment will be a good decision.”

Before packing their bags, students got experience managing an investment fund with a \$1.2 million portfolio in Finance 415. They also received a list of Asian companies to research from four Utah-based asset management companies. The students then

During the International Investment Internship, sixteen finance students traveled around Asia to gather data for Utah-based firms.

split into teams to scour industry and annual reports for background information on each company.

Once overseas, teams began their primary research by asking each company’s management about earnings, margins, competitors, products, and anything else that needed clarification. As they talked with employees and saw production lines in action, they noted any discrepancies between publicly available materials and what they saw on-site.

“The most beneficial part of the trip for students was the chance to interact with management,” Sudweeks says. “This is real-world stuff; it’s not just reading out of a book.”

After jetting home, teams reported their findings to the Utah firms. Kurt Brown, principal and partner at Alta Capital in Salt Lake City, says the presentations will help investors make informed decisions.

“We were genuinely impressed with the depth of information, the quality of the research they had done, and the insights they had on the companies they researched,” Brown says. “Their work is definitely on par with what a professional organization in our industry would do.”

For the students, Bolliger says, the study abroad continues to pay dividends.

“We got to work hard, gain experience, and hold the tail of a tiger,” she says. “It was exactly what I was looking for in an international experience.”

—ANGELA MARLER

Visiting companies and asking questions was just the next step from what we did every day in the Tanner Building.

—KATALIN BOLLIGER

POPULAR VOTE

Sam sits to your left, but you know him as “the doomsayer.” With each new project, he prophesies epic failure and marks every email urgent—including the one about not microwaving strong-smelling food in the break room. Mary, in the cube next door, loves to turn on the live feed of a falcon nest, sans headphones. The chirpings are intermittent, as are the judging looks she casts toward every soda can that gets trashed. You don’t like either of them.

This leaves you in the middle. With your aromatic lamb curry and an empty recycling bin, where do your quirks fall on the office likability scale: above grim guy or below bird lady?

BY KATIE PITTS OLSON ILLUSTRATIONS BY JONATHAN BARTLETT



We're all contestants in the popularity game, and getting the thumbs-up from coworkers can make you genuinely happier. "Likable people are more apt to be hired, get help at work, get useful information from others, and have mistakes forgiven," writes Sue Shellenbarger of the *Wall Street Journal*.

So how do you get those good vibes flowing? It takes more than basic job competency. Take our twelve-step challenge and up your likability score.

STEP 1: ASK AROUND

"Whether you believe you have a reputation or not, you've got one," says Eric Hansen, an organizational-development consultant and 1992 MOB alum. "People are talking about you over the water cooler all the time." Tapping into popular opinion can help you accomplish the first step of improving likability: developing self-awareness. No need to wiretap the office watering hole though. Start with a self-assessment, like the one offered by Tim Sanders, author of *The Likability Factor*.¹ Then reach out.

Katie Cherrington, an HR business partner with Hewlett-Packard, recommends asking a few people you trust to identify your unlikely quirks. Pool several opinions to find out what behaviors people are picking up on as irritating.

This step takes boldness, but it certainly pays off. "The people you see rise to the top in organizations are those who are constantly wanting to improve and asking for feedback," says Cherrington, a 2009 MPA alum.

Action item: Choose two coworkers you know well and get their honest assessments.

STEP 2: FACE THE FEEDBACK

Ignoring criticism will damage your office appeal—even if you're the cream of the crop. For example, Cherrington coached a vice president who came with all the right credentials—except a willingness to listen to feedback. "We've let go of really smart, talented, high-performing individuals because no one wanted to work with them. For those who are arrogant, their career prospects are very limited," she says.

Resist the temptation to shrug off unfavorable news. "Be honest about where you are and who you are," Hansen counsels. "Be able

to talk about the shortcomings you have and invite others to help you with those."

Action item: Consider what others might experience when they're around you in the office.

STEP 3: PUT SOME HEART IN IT

All you need is love: likable people take a genuine interest in others.

Sunnie Giles, an executive-communication coach, recommends meeting others' needs proactively, with no strings attached. Notice a colleague working through lunch? Offer to grab an extra sandwich on your way. Does your cube neighbor need a second set of eyes on an upcoming report? Make yourself available.

Keep examining your motivations though. If you're only in it for popularity or praise, no number of steps will help. A study of CEOs by Northumbria University found that successful leaders are authentic people, which allows them to win coworkers over and create change.

"The people who are liked a lot at work are not the people who develop relations with an agenda," says Giles, a 1992 accounting grad. "They are willing to do favors just because."

Action item: Help someone with a task and get to know him or her better while you do.

STEP 4: TAKE TIME FOR TALK

Do you avoid the break room or shun office activities? Everyone needs alone time, but the corporate world already has plenty. Trade confinement for colloquy.

"At the heart of likability is conversation," says David Sturt, executive vice president of O.C. Tanner and 1992 MBA alum. "It's in how you talk to people, how you interact, and what you talk about."

Create—and attend—opportunities for talk both in and out of the office. Weekly informal gatherings with something to munch on set the stage for interaction. The occasional larger activity also yields likability. Sturt took his team go-karting: "I saw things come out of people that I'd never imagined. Often we only see a single dimension in a work setting. If you can get to know people outside of that you see other dimensions. Friendships begin to emerge in ways that you

can't do living entirely within the formalities of business transactions."

Action item: Spend ten minutes of your workday talking with someone.

STEP 5: CLOCK FACE TIME

Once you start talking more, you might notice a decrease in email. Don't panic; you're on your way to higher likability.

To be liked, be embodied, says Curtis LeBaron, a Marriott School professor who researches nonverbal behaviors. "Face-to-face encounters deepen people's commitment and involvement and increase their energy and their discretionary effort," he says. "When a leader reaches out and connects with someone in a likable and a meaningful way, people give more of themselves to their work and are happier at the same time."

This means skipping the send button to handle concerns in person. If you must address a problem via email, previously banked face time can prevent misunderstanding.

Telecommuters must take care to establish some in-person encounters. "From time to time it's wise—maybe even necessary—to make a deeper connection with people," LeBaron says.

Action item: Next time someone turns in top-grade work, visit his or her cube to give in-person praise.

STEP 6: MAKE A MATCH

Flattery might actually get you somewhere: casually imitating the posture and gestures of whomever you're talking with can signal likability. According to LeBaron, "People who are very good at connecting with others tend to match the behaviors of the people they're with. Matching is one of the ways we subtly and unconsciously say, 'We're not just together; we're like each other, and we like each other.'"

Though mirroring behavior usually happens unconsciously, you can do it intentionally in small doses, particularly during job interviews. But beware of overdoing it; mimicking a few subtle gestures is enough. Parrotting is just as annoying as it was in elementary school—and a tad creepier as an adult.

Action item: Give matching a try in your next hallway conversation.



People who are very good at connecting with others tend to match the behaviors of the people they're with. Matching is one of the ways we subtly and unconsciously say, "We're not just together; we're like each other, and we like each other." —CURTIS LEBARON

STEP 7: AVOID HOVERING

You've got enough on your plate, and no one likes a micromanager. In a 2002 survey by FranklinCovey, workers listed micromanaging as one of the most significant barriers to completing their most important tasks.

Keith Murnighan, author of *Do Nothing! How to Stop Overmanaging and Become a Great Leader*, warned against creating this barrier. "It's obvious that you should hire trustworthy people who have skills," he writes. "Then it pays to let them do what they can do and trust them to do it well. Leaders have two choices: to trust people or to micromanage them. The first one beats the second by a mile."

If you find yourself checking in on employees multiple times a day, evaluate whether you've slipped into the hover habit or if more training is needed.

Action item: Identify individuals who feel oversupervised and work with them to create a new management strategy.

STEP 8: FIND FRIENDS

Love web comics or obscure indie rock? Your office could be full of fellow fans.

To discover similar souls, Sanders suggests the FiveByFive exercise: Write down five of your passions and hobbies and five of your frequent work contacts. Then try to fill in hobbies and passions for those people. Though you see these people often, you may have no idea what to put down, so ask around. In Sanders's test group, almost three out of four people found a connection between their hobbies and those of their frequent contacts.

"If you start to match passions, you will build an important layer of shock and stress absorption into your business relationships," Sanders says. "When people are connected at the passion level, they are connected at the emotional level too."

Action item: Connect outside the cube through the FiveByFive challenge.²

STEP 9: NIX NEGATIVITY

A good complaining session is a great way to bond, but no one wants to hear about how bad things are all the time. If you find yourself feeling grumpy, try identifying what's going right. Another approach is to couple your problem-identifying skills with good problem solving.

Cherrington used this technique in coaching a coworker whose teammates saw him as too negative. "He was constantly bringing up where the problems were, which was great because we needed to identify those," she says. "But the second step is developing solutions." Once he was given this feedback, he became a problem solver. His teammates' perception of him changed, and his happiness on the job increased.

Action item: When you comment on a problem, also offer a solution.



On the likability scale there's room for all kinds. The Sheldons and Gonzos of the world often prove to be the most lovable. No one needs to crush their love of falcons to be liked (just temper the volume, please).

STEP 10: ABOUT-FACE

Tuning into others might mean realigning your spine—just a bit. By orienting your body toward people, you not only make yourself open to interaction but also make them the focus of your attention.

A study LeBaron helped conduct found that when doctors put down their paperwork and turn toward patients, likability goes up. “They seemed focused on patients rather than artifacts,” he says. “We orient toward the things that matter to us, and that includes people.”

When a coworker comes to pass along a document, turning away from your keyboard can transform a brief encounter into a likability session. Once you’ve opened up and detached from the screen, real conversation can happen.

Action item: Practice the drop-and-turn in conversations at home.

STEP 11: DON’T BE IN IT TO WIN IT

You can’t please everyone, nor should you try. In fact, attempting to get everyone on your fan list might decrease your likability.

Instead start from a grounded place and work on what matters most to you. Remember your initial feedback and go with what seems most broadly applicable.

“The standards of likability change depending on who you talk to,” Giles counsels. “When you’re adapting to every situation, it’s a never-ending battle. You’re going to be completely exhausted if you keep dancing to different tunes.”

To strike a balance, Hansen suggests being forthcoming when you can’t make everyone happy. “You’re always going to disappoint some people. But if you can manage expectations up-front by giving people a heads-up, business relationships can survive and thrive long-term.”

Action item: Accept that not everyone will like you.

STEP 12: BE YOURSELF

On the likability scale there’s room for all kinds. The Sheldons and Gonzos of the world often prove to be the most lovable. No one needs to crush their love of falcons to be liked (just temper the volume, please).

“Everybody has a unique combination of traits and values that if they just play at who they are and be thoughtful around the beneficiaries of their work, they will be liked,” Sturt says.

Even shy people can stay true to themselves by simply being friends with the coworkers they feel the most comfortable around. “Likable people say hello at the office,” says Cherrington. “They are willing to share their resources and networks to help people be successful. They are good team players. And it doesn’t mean they have to be extroverts.”

No matter what degree of eccentricity you possess, likability includes liking yourself. “Most of the time, when you’re confident in yourself that becomes an influence to improving your likability,” Giles says.

Action item: Choose the quirks you’d like to keep and embrace your inner oddball—lamb curry and all. **M**

NOTES

1. Get the link at marriottmag.wordpress.com.
2. Template available at marriottmag.wordpress.com.

SPLITTING *the* DIFFERENCE

David Sturt, a 1992 MBA alum, is well versed in finding well-liked people. As executive vice president of O.C. Tanner, Sturt conducted the largest study to date of award-winning work. His *New York Times* best seller, *Great Work: How to Make a Difference People Love*, examines the similarities among people who bring home awards. He spoke with us on how these people, whom he calls *difference makers*, tap into likability.

Q You found that difference makers are mindful of the effects of their work on other people. Did this make them likable?

A They want to do something that other people will love. That sets someone up nicely for becoming and being more likable—you’re not just engrossed in yourself and thinking about what you could do to benefit yourself or your own workspace.

Q You found that difference makers push hard until they’ve delivered a great product. How does being liked make that possible?

A What makes somebody work until midnight and still like their boss? If they like the boss,

they won’t want to let him or her down. It’s a trade on the relationship and the likability of that boss. If people hate the boss, you think they’re going to stay late? No way.

Q Difference makers often find inspiration by talking with people outside of their inner social circles. How can likability increase the frequency of these outer-circle encounters?

A Outer-circle conversations are those that facilitate fresh thinking and new ideas. The further you can get in the outer circle, the more varied and valued the perspectives are. For those who are more likable, those outer-circle conversations are easier to

find. If you think about an unlikable person trying to strike up a conversation, that’s a lot tougher to pull off.

Q Difference makers often do their best work under less-than-ideal circumstances. Where does likability come into play?

A If you’re trying to make a change, you need to rally support. The people who end up moving and shaking are the people who have found a way to build relationships—that’s another way to say likability. You don’t have an unlimited budget. You don’t have all the tools in the world. You may not have all the IQ you need. But you can rally other people.

BY MIKE CARPENTER

by the NUMBERS

Excursion App-roved

Suit, socks, and, of course, a toothbrush—you've loaded your carry-on, but what about your smartphone? Travel apps can get you off the beaten path, keep you on budget, and deflect boredom in Terminal 2. We road tested the internet's best, whittling the list to six must-downloads that stow neatly in the palm of your hand.



\$5.3 TRILLION

THE AVERAGE AMOUNT TRADED IN FOREIGN EXCHANGE MARKETS PER DAY.

Purchasing souvenirs is sure to help you remember your trip. When you need to exchange dollars for dinars, check out XE Currency. The app offers live rates for more than 180 currencies. Better still, it stores data so you can convert currencies sans Wi-Fi. Available on iTunes and Google Play.

Source: Bank for International Settlements



7,106

THE NUMBER OF KNOWN LIVING LANGUAGES.

Signs and directions mean almost nothing if you don't read or speak the local language. World Lens uses seemingly out-of-the-future technology to translate images using your smartphone's camera. For help speaking a foreign language, try Fast Talk, which comes with hundreds of useful phrases in five languages for tourists. And adventure travelers, take heart: both apps work off the Wi-Fi grid. Available on iTunes and Google Play.

Source: Ethnologue



50 LBS

THE MAXIMUM WEIGHT ALLOWANCE FOR CHECKED LUGGAGE ON MOST INTERNATIONAL FLIGHTS.

Few things rival the frustration of arriving in a foreign country to find you packed only one pair of socks. Keep a handle on packing with TripList, a digital inventory that helps you put the right stuff into your suitcase. The app also features a to-do list to keep you on top of trip-related tasks. *Available on iTunes.*

Source: USA Today



4,922,343



THE NUMBER OF DELAYED FLIGHTS WORLDWIDE IN 2013.

If you arrive at the airport two hours early, the words *flight delayed* will make you cringe. TripAdvisor's GateGuru app keeps you productive during holdups by providing flight status updates and airport information, such as amenities, maps, and rental availability. And you can always swipe through *Marriott Alumni Magazine's* iPad app while you wait. *GateGuru* available on iTunes and Google Play; *Marriott Alumni Magazine* available on iTunes.

Source: FlightStats



79%

THE DROP IN ALERTNESS AFTER LOSING 1½ HOURS OF SLEEP.

Ever flown a red-eye to catch a business meeting? You've probably suffered from circadian dysrhythmia, commonly known as jet lag. Reset your internal clock with JetLag Genie. The app gradually adjusts your nightly sleep schedule prior to your trip to align with the new time zone. It's a wish come true for tired business travelers. *Available on iTunes.*

Source: WebMD

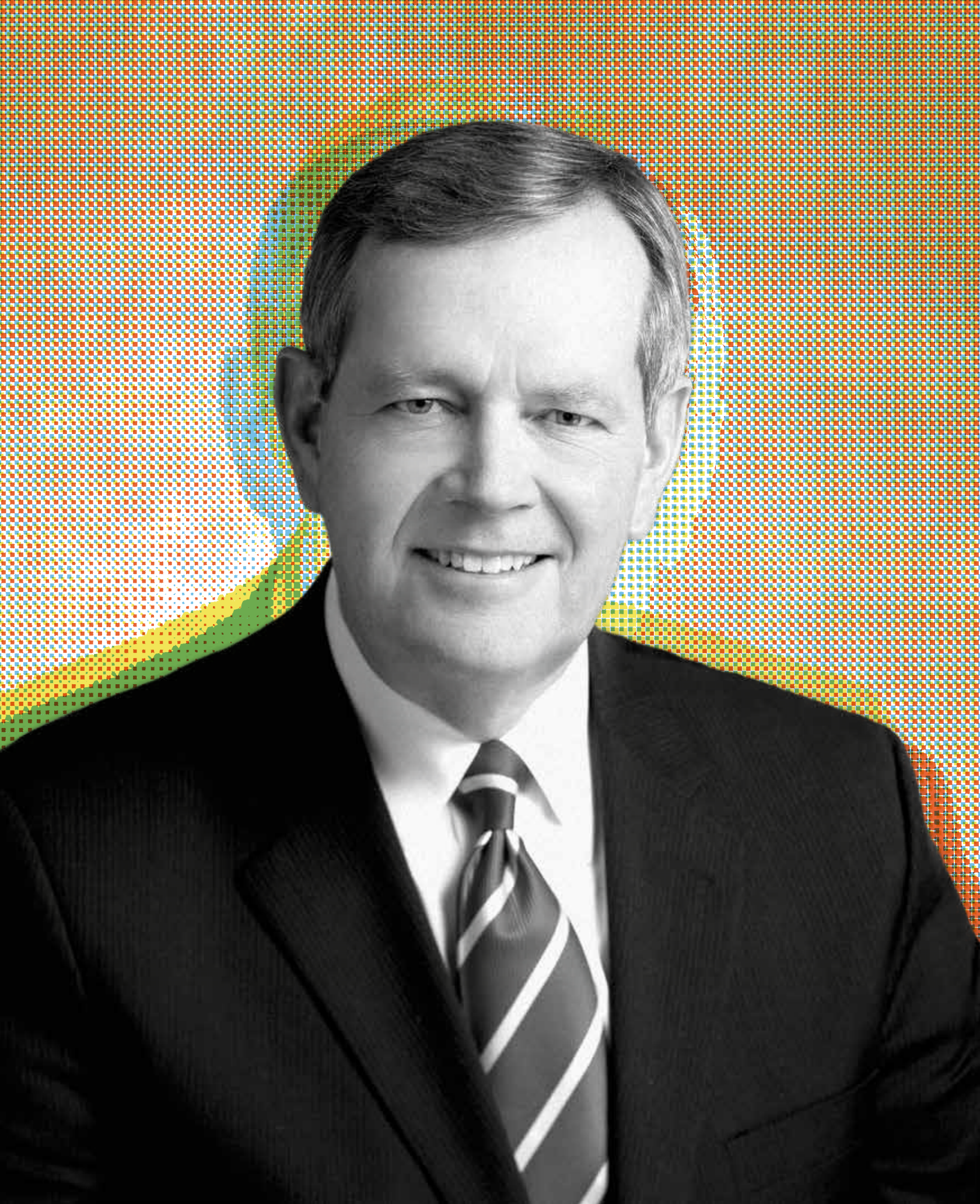


\$1.09 TRILLION

THE AMOUNT SPENT ON TOURISM WORLDWIDE IN 2012.

Flights, hotels, cabs, meals, admission tickets, and tips: globe-trotting costs add up quickly. Save money by keeping a travel budget. Trip Saver tracks your spending and features suggested baseline budgets in multiple travel categories depending on your destination. *Available on iTunes.*

Source: Forbes





We have a son who is studying at the Marriott School. When he was about three years old, our family was living in the Governor's Residence in Salt Lake City. One day I called home, and we had a conversation that went something like this:

"Hello?"
"Is this Weston? Is Mom there?"
"She's here, but she's busy."
"How about Anne Marie?"
"She's busy too."
"What are they busy doing?"
"Looking for me."

I want to speak to you on one thing that the world is looking for: collaborative leaders who have the power to convene. My focus is to challenge you to recognize who is convening as well as to recognize that we can all get better at this. It is, in fact, an essential skill of the twenty-first century.

■ MILITARY POST

As a young second lieutenant, I had been assigned to attend red-eye gunner school in Fort Worth, Texas, in the middle of the summer. I was housed in an empty officers' barracks. But on the second day, another soldier, who happened to be a brigadier general, was assigned to the same building. Now, second lieutenants and brigadier generals don't spend a lot of time hanging out together, but when you're the only two in the barracks and it's really hot outside, you begin to talk.

I began to learn about this brigadier general, who had been a management consultant for Firestone, which at the time was a very large holding company with more than five hundred different corporate entities. It was his job to analyze the management in each of them.

I said, "General, I am a young businessman. Tell me what you have learned in all of your experience that I can use to begin my career."

"I have one piece of advice for you," he said. "There is a limit to the amount that you can be paid for what you do by yourself. After that you must be paid for what you can do through other people. Learn to manage and to leverage yourself."

It's good advice.

In the several years since, I have learned that there is a corollary to that principle: there is a point when getting things done

through others must be modified so we are getting things done among others. This happens when there are obstacles that are outside our control or when there are necessary resources that we don't have.

Former Marriott School dean Gary Cornia was a member of the Utah Tax Commission for a long time. During his service there was a movement to make a very minor change that would make a big difference to a lot of people: to give car buyers a license plate when they bought the car rather than having them come back to the dealer six weeks later.

When we started analyzing the idea, we realized it was a good thing financially for everyone, but we did not have control of all the resources. Yes, the state had the Tax Commission, but there was a county assessor, and there were banks and car dealers involved. We had to work together in a collaborative way to solve the problem.

Collaboration skills have become, in my mind, a critical measure of leadership in this century. Why? It's because the world is beginning to organize itself intuitively into alliances and networks. I'm not talking just about the social kind. I'm talking about the way nations, societies, communities, and businesses organize themselves for financial survival.

■ STRONG NETWORKS

Something tells me I'm not the only one who took a Fortran class in college. Do you remember the deck of cards that we would have to keypunch in order to go to the computer center? We would sign up for the mainframe computer at two o'clock in the morning because it was the only time we could get work done. Then if we had stacked

those cards in just the right order, somewhere on the other side of the computer lab there would be a sound of cascading paper. That was the technology of the day.

But as time went on, we began to get our own personal computers. My first one was a TRS-80 Radio Shack with 256K memory. I could do very cool things with it, but the best part was that it was mine. I could use it when I wanted and didn't have to wait in line.

Soon we made the discovery that we could network these PCs together and form a powerful force, even though they were less powerful on their own than a mainframe. Networking PCs has not just reshaped the computer world, it has begun to reshape society.

For example, the European Union is an organization of mainframe governments who realized that they could be better if they began to operate collaboratively, like a group of networked PCs.

The US military has recently taken the traditionally siloed centers of power and authority—the army, the navy, the air force, the marines—and made them operate more like a network.

General Stanley McChrystal, who was commander of the forces in Afghanistan, told me that when he arrived, we were losing. We were the most powerful nation on earth militarily, but we were losing because we were up against a networked enemy who could move and adapt more quickly. General McChrystal's conclusion was, "You can't defeat a network without being a network."

And it's the same in business.

I was in New York City not long ago, flying home to Utah. I'd gone to Gate 17 at JFK expecting to get on a Delta Air Lines flight. When I got there the screen said "Air France."



CONVENER IS A PERSON WHO MUST DEFINE THE PROBLEM IN SIMPLE TERMS SO PEOPLE WILL UNDERSTAND WHY SOMETHING HAS TO BE DONE EVEN WHEN IT WOULD BE EASIER NOT TO DO ANYTHING.



I checked my ticket and looked up to see Alaska Air. I looked again, and it was Virgin Atlantic. Finally, the fourth time, it was Delta. It was an airline alliance—a group of airlines that realized they could operate more efficiently as networked PCs than they could on their own.

■ EXECUTIVE POWER

This new way of being able to find solutions did not occur magically. These alliances occurred through the hard work of orchestrating collaboration. While it is a twenty-first-century survival skill, it is not a new skill.

Perhaps one of the great collaborations in the history of Western society was the Constitutional Convention in 1787. The thirteen colonies had just won their independence with their blood. They were operating under a document known as the Articles of Confederation. It was a disastrous situation. There were no courts to sort out disputes, and there was no foreign policy and no standard currency. The colonies knew they had to come together.

They met in Annapolis, Maryland, to work out one problem: trade across boundaries. They could not do it. They realized they needed to have a national government, but these colonies were not at all interested in subjecting themselves to a powerful government after they had just extricated themselves from one.

Knowing that they had to do something, James Madison and Alexander Hamilton went to George Washington and pleaded for help. General Washington was the only person in the country respected enough that when he called a gathering, people would come. Although he sat in a chair in the front of the room and said very little during the convention, he had agreed to be what I have come to call a convener of stature.

A convener is a person who invites the right people to the table. A convener is a person who must define the problem in simple terms so people will understand why something has to be done even when it would be easier not to do anything. A convener is a person who brings accountability to the process through his or her stature. It is a person who establishes the culture by example. It is a person who rewards good behavior and, on occasion, takes someone out of the room



and responds to poor behavior. Collaboration requires conveners of stature.

■ DIPLOMATIC SKILLS

In the Governor's Mansion there is a ballroom on the top floor. I was to address a group of about eighty students there. My wife, Jacalyn, unfortunately had other responsibilities, and we couldn't find a babysitter. Finally I persuaded our ten-year-old son to watch the three-year-old for one hour in exchange for a trip to 7-Eleven, where he would receive a quart of chocolate milk that would be his and his alone.

Just at the rhetorical high point of my remarks, I heard two oak doors in the back of the room begin to rattle. My son poked his head into the room and said, as loud as he could, "It has been an hour! Your time is up!" I will finish today by recognizing that my time is finished, but a new part of your life is just beginning.

My challenge to you is that you begin to refine your collaborative leadership skills. Recognize that while we are not all out forming countries, airline alliances, or supply chains among large companies, we all have the capacity to develop a sphere of influence and to convene. If people have confidence



and trust in us, if we take care of relationships through networks, if we maintain a sense of objectivity, and if we refine and execute our diplomatic skills, we can become powerful conveners in big ways and in small ways.

You are entering a workforce in which change will happen rapidly, and there are only three ways for you to approach it: The first is that you can fight it and die; you will be overcome by events. You can accept it and have a chance. Or you can convene it, you can lead it, and you can prosper. May you do so. **M**

■ ABOUT THE SPEAKER

Michael O. Leavitt is the founder and chair of Leavitt Partners, a healthcare intelligence business. In 1993 he was elected governor of Utah and served three terms. Leavitt then joined the cabinet of President George W. Bush as administrator of the Environmental Protection Agency (2003–5) and as secretary of Health and Human Services (2005–9). Leavitt is a seasoned diplomat and has led US delegations to more than fifty countries. In 2013 he coauthored Finding Allies, Building Alliances, which chronicles his passion for collaboration. He and his wife, Jacalyn, have been married for more than forty years and have five children. This text is taken from remarks Leavitt gave at convocation on 25 April 2014.

SOCIALLY MINDED PROFIT-DRIVEN

*AROUND THE WORLD,
YOUNG SOCIAL ENTREPRENEURS
ARE LEADING THE WAY,
REWRITING THE RULES,
AND CHANGING THE WORLD.
IT PAYS TO DO GOOD.*

BY BREMEN LEAK

In the far-off climes of Madagascar, an African island-nation in the emerald waters of the Indian Ocean, a tidy row of houses gleams in the sunlight. Unlike the crumbling, crowded settlements that cram nearby cities, the new single-family properties boast lawns and flagstone driveways. The interiors are modern too: Instead of latrines, there are toilets and sinks. Instead of dirt floors, there is tile. Instead of candles, there

are electric lights and windows. Instead of squalor, there is order and respite.

This is not the latest manifestation of a widening gulf between rich and poor—southern Africa has some of the greatest income inequality in the world, according to the African Development Bank—but rather, it hints of progress for a nascent middle class. Priced for families earning \$400 to \$1,000 per month, the new homes sell to bus drivers

and chicken farmers, not to the wealthy elite.

Among the first of these residents is thirty-six-year-old Solofoniaina Andriatsim-iavona Tahiry, a driver for the senate. He and his wife, Nirry, swapped a one-bedroom rental apartment with no water or power for a new two-bedroom, one-bathroom home. Gone are the days of sharing a pit toilet with five other families.

“I am very happy,” Tahiry says.

5.95



15.35

"In our new home we have a quality life," Niry adds.

Who's driving this progress? Not an aid agency or government program but twenty-six-year-old BYU student Michael O'Day, who spends half of his time in Madagascar. O'Day founded his company, Trano Mirary, two years ago with seed money from the Marriott School's Ballard Center for Economic Self-Reliance. It's just one of dozens of social enterprises that have emerged from BYU to tackle poverty, disease, and other development issues around the world.

New Guard

"One of the most interesting stories in social change today is how much creative problem solving is emerging from citizens scattered far and wide who are taking it upon themselves to fix things and who, in many cases, are outperforming traditional organizations or making systems work better," writes David Bornstein, author of *How to Change the World*. His book cites examples of this phenomenon in education, health care, prison reform, and more.

Bornstein defines social entrepreneurs not as "businesspeople solving social ills but people spreading new approaches—through nonprofits and businesses or within government—to address problems more successfully than in the past." That sentiment is echoed by



Georges Ramiadamanana and Michael O'Day place the cornerstone of Trano Mirary's first house.

the Ballard Center. Crossing disciplines and locations, the center's student innovators "break patterns, solve problems, and change perspectives."

Social change is increasingly becoming a young person's game. Muhammad Yunus arguably inspired a generation of change-makers through his pioneering microfinance work, which provided small loans to the rural poor. Since he won the Nobel Peace Prize in 2006, at the age of sixty-six, many people half his age have grabbed headlines

for challenging the status quo in similar ways. Now *Forbes* highlights thirty social entrepreneurs under thirty each year. Other top publications have followed suit.

Participants in the Ballard Center's social entrepreneurship competitions have seen plenty of press themselves. Daniel Blake and Craig Martineau—who founded organic composting company EcoScraps in 2010—have been profiled by *Inc.*, *Forbes*, CNNMoney, *Bloomberg BusinessWeek*, and other outlets.

And why not?

"We've grown up during a time when social media has allowed us to connect with the world in an unprecedented way," says Blake, now twenty-seven. "We feel connected to social problems on a personal level. We also grew up with, to one degree or another, a sense that the world is ours for the taking. So if not me, then who? Why can't I be the one to solve the problem?"

Benchmarked Progress

For would-be problem solvers, there has never been a better time than now to set up shop. Not only are there more resources available to help—including the Ballard Center's Social Venture Academy competition, which currently offers prize money up to \$18,000—but there are also more young people equipped to solve complex problems, thanks to years of volunteerism and travel. In the words of

We've grown up during a time when social media has allowed us to connect with the world in an unprecedented way. We feel connected to social problems on a personal level.

—DANIEL BLAKE

one well-traveled prizewinner, “The world is becoming a much smaller place.”

Now in its tenth year, the Social Venture Academy was born out of a start-up competition at the Marriott School’s Rollins Center for Entrepreneurship, says Rob Tonks, a 2014 MBA grad who worked with faculty adviser Aaron Miller and others to refine the current format—a three-tiered curriculum with monetary prizes for students who pass certain benchmarks. “They’re not competing against one another,” Tonks says of the participants, “but gaining support and access to funding and mentoring.”

Often teams have an interdisciplinary background. The cofounders of 20:20 International, which provides low-cost vision treatment and eyewear in Ethiopia, will earn bachelor’s degrees in business strategy, public health, and ancient Near Eastern studies. The cofounders of Kuishi, which supports medical

supply chains in Uganda, will graduate in business management, economics, and sociology.

As for the young CEO in Madagascar, O’Day switched to biological science education after first trying out business and nursing. And like a flight to the Malagasy capital of Antananarivo—via Paris or Johannesburg—it has been a winding road.

“I knew that I wanted to help the people of Madagascar, but I didn’t know how,” he says. It wasn’t until a favorite professor, Ronald Lindorf, encouraged a class of student entrepreneurs to learn by “getting out there and doing things” that O’Day started to grow wings, he says. He is now in Africa and planning to stay up to a year.

Construction Zone

Despite challenges to working in a remote corner of the globe, O’Day has committed most of his adult life to improving conditions for

the people of Madagascar, a nation of twenty-two million that is smaller than Texas but bigger than California. The Delaware native served a proselytizing mission on the island at age nineteen and later started a foundation to combat poverty—an issue he sees as both cause and effect of poor housing.

“Demand is huge, and supply is next to nothing. And the problem keeps getting worse and worse and worse,” he says.

Marriott School students are taught early to identify three Ps in a business plan—pain, product, and process. *Pain* refers to the problem that must be solved. In O’Day’s case, that pain was a shortage of two million housing units in Madagascar, where the average

3.80

Four home models are available in Trano Mirary’s first development.

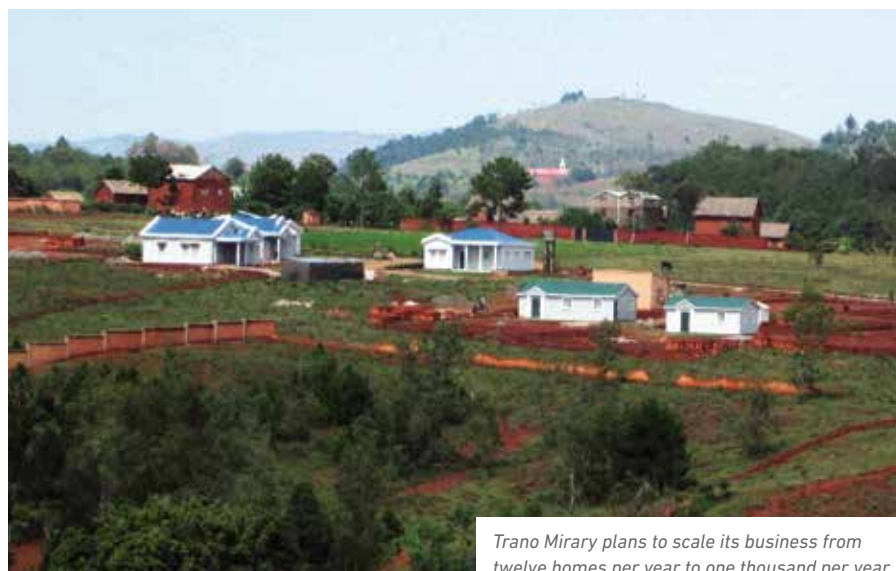


worker spends half of his or her income on rent, while prices increase 5 to 10 percent per year because of inflation. Tougher still, approximately 93 percent of the urban population lives in informal settlements with little or no access to basic services, according to government data.

And yet O'Day says he learned through his volunteer efforts that a modern home costs as little as \$10,000 to build—an attainable sum, but one still out of reach for his foundation, at least on a grand scale. “We realized that in order to make a difference, we needed to start a for-profit company that could actually attract capital,” he says.

So O'Day—who speaks Malagasy and French, the country's two official languages—assembled a team of local experts to help him devise a business plan that was scalable, replicable, and impactful. But they soon hit another snag—prohibitive home financing costs. “Madagascar's prime lending rate is 44 percent, whereas in the United States, it's 3.5 percent,” he says. “So you have people who can build the houses and people who want to buy the houses but lack financing.”

His team—an experienced real estate developer, an appraiser, a banker, and an architect—partnered directly with Bank of



Trano Mirary plans to scale its business from twelve homes per year to one thousand per year.

Africa to offer ten- to fifteen-year loans at 15 percent (they later negotiated a twenty-year mortgage at 12 percent). Then they innovated strategies for land acquisition, housing design, community development, and partnerships to offer a price point that made it possible for people renting a house to purchase one instead. The company aimed to capture 5 percent of what it calls an “unserved and uncontested market.”

With that plan in place, O'Day entered the 2012 Social Venture Academy competition, drawing on completed coursework in entrepreneurship, international development, and nonprofit management. He was stunned when he won first place. “I couldn't be more excited,” he told the *Deseret News*.

Trano Mirary, which markets itself as a “socially minded, profit-driven company,” received \$13,000 in funding and a promise

SCHOOL OF THOUGHT

Paraguay is a land of haves and have-nots. Though its economy grew faster than any other Latin American country last year, a quarter of its people still live in poverty—down from almost half in 2006, according to the World Bank.

Jeremi Brewer, a Peery Fellow at the Ballard Center for Economic Self-Reliance, has seen this kind of income inequality not only in Paraguay, where he has lived with his wife and two daughters since June of this year, but also in Mexico and Brazil, where he studied what he calls “necessity entrepreneurs” as a doctoral student at Texas A&M University.

Across the continent, “the economic opportunity is the same,” he says. “There are tens of millions of people who have started a small business because they have no other viable option to provide for their families.” He adds that most of these countries enforce policies that make it very hard for individuals to grow small enterprises.

Brewer, age twenty-nine, has already founded the Ballard Center's Microenterprise Education Initiative, as well as schools in Mexico City and Texas. Now he has relocated to the Paraguayan capital of Asunción in the heart of South America to launch a business education center that aims to impact 7,200 people in its first year and tens of thousands after that.

The for-profit company, Elevate Global, offers courses in entrepreneurship and English as a second language. But the courses aren't free as a matter of principle.

“It forces individuals to sacrifice so that it means more to them,” Brewer says of his students, who hail from low-income and lower-middle-income families.

The new, privately financed initiative owes its early success to many stakeholders, including Fundación Paraguaya, the Ballard Center's marquee partner in Asunción. Brewer's business partner, Jeff Brownlow, a 2009 management grad and a Stanford University MBA candidate, runs the company's US operations from Palo Alto, California, while some thirty employees in Paraguay are already hard at work. And researchers from five schools—BYU, Harvard, and Stanford among them—are further feeding into the program's strategies and directives. “We'll have four to six schools open by Christmas,” Brewer says.

Paraguay's staggering inequality might seem like a formidable foe for many, but not for Brewer. As a boy he watched his own family escape poverty when his middle-aged father returned to college, inspired by a church leader. Anyone can do the same with help, he says. “It takes one person to step in and give knowledge.”



The question is, how do we find, elicit, nurture, and harness the talents of millions of potential changemakers for the greatest good?

—DAVID BORNSTEIN

of \$12,000 more if it implemented its plan and didn't fold in its first year. Its first house sold six months later, and eight more have sold since, each yielding a 30 percent profit. O'Day says he hopes to scale the business from twelve homes per year to one thousand per year for the next fifteen years.

"They tell you in business school that the sooner you ask for money, the more of your company you have to give away," he says. "I didn't want to have investors in it just to make money. So I waited until we'd proven our model before I decided to start seeking funding."

"I'm socially motivated for this project," he adds.

Model Choice

For-profit or not-for-profit—it doesn't matter. Ballard Center prizewinners have used both forms of social ventures, and even hybrids, to achieve their objectives.

This year the Social Venture Academy worked with thirty-two student teams, most of which were for-profits. Megan Baer Murff, a former student director for the academy, heads one of them.

"When you get a job, the majority of your waking hours are spent working," says Murff, a twenty-nine-year-old Utah native who earned her MBA in April. "I'd way rather work at a cause I feel passionate about than just make money. Ideally, I can do both."

After earning a bachelor's from BYU, she moved to Washington, DC, to settle into the nonprofit world but ultimately turned down a job offer from a large homeless shelter to pursue other opportunities, including graduate school.

"There are a lot of great nonprofits, but they are sometimes limited by their fundraising efforts," she said of her East Coast experience. "That's when I started thinking, 'I want to feel like I'm improving lives in the work I'm doing, but I also want to do it more efficiently.' That's when I started learning about social enterprise."

Today, with the help of her financial analyst husband and a tireless crew of exercise wellness interns, Murff offers mom-and-baby fitness classes that she hopes will strengthen mothers and, in turn, families—a cause she supports wholeheartedly. In its infancy, her for-profit venture, Cahoots, sold thirty family memberships, and Murff continues to grow the Utah-based business even as she tends to her own baby, born just three months after her start-up opened its doors. The company name implies togetherness in purpose—as in, *We're in cahoots*—says Murff.

For other Ballard Center students, self-reliance may be best achieved through the not-for-profit model, backed by solid business principles. Social Venture Academy 2014 prizewinner Melissa Sevy says Musana, the Uganda-based jewelry company she

cofounded in 2009, could gross as much as \$90,000 this year, which would make it sustainable for the first time. "As we've started to be more business-minded, we're getting bigger sales," she says. "We're actually able to have a better impact."

The firm's thirty-year-old Ugandan manager, Tina Kyambadde, adds that Musana also teaches its twenty-one artisans—mostly single mothers—skills in entrepreneurship, health, English, and literacy. "We want women to start their own businesses and become independent," she says via Skype from her home east of Kampala. "Most are developing small businesses."

For current and future social entrepreneurs, especially those who will pass through the Ballard Center while studying at BYU, the question isn't one about for-profit models versus not-for-profit models.

"The question is, how do we find, elicit, nurture, and harness the talents of millions of potential changemakers for the greatest good?" Bornstein asks. "It's not just a question for would-be social entrepreneurs. It's relevant for policy makers, managers, educators, parents—and ourselves. Many of us have little idea of our own change-making potential. We may be in for a surprise." **M**

About the Author

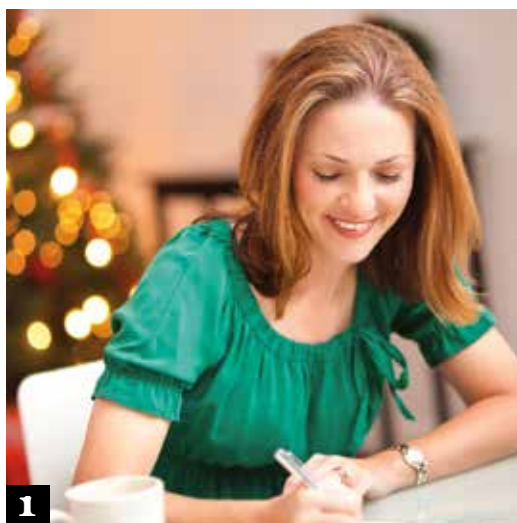
Bremen Leak studied journalism at BYU. He now lives and works in New York City.

around the COOLER

BY MEGAN BINGHAM HENDRICKSON

1. CHECKED TWICE

Make a list of all obligations, parties, and family events between Thanksgiving and New Year's Day. Sort the list into events you'd like to attend and those you'd rather miss. Remember it's okay to opt out. For conflicting activities, divide and conquer. One spouse can take the kids to the neighborhood social while the other networks at the office party. Before embarking, manage expectations by deciding together how long you'll stay at each event.



All Is Calm

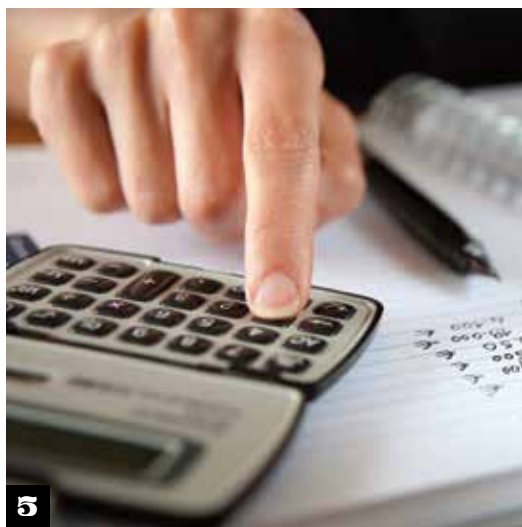
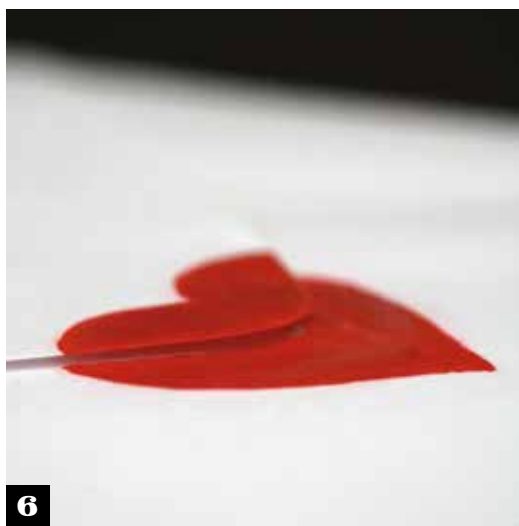
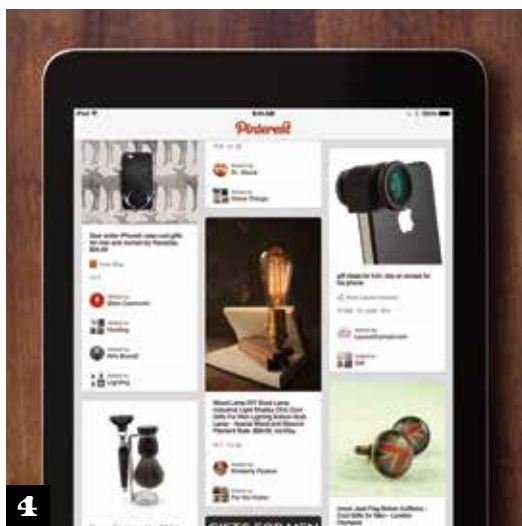
It's supposed to be the most wonderful time of the year, but multiplying invites, conflicting schedules, and lengthy family visits can make the holidays more hectic than happy. There's no need to get buried in the end-of-year rush though. You can keep things merry and bright—and live to tell the tale—with these eight stress-relieving strategies.

2. HEALTHY & JOLLY

New Year's resolutions get all the fanfare, but setting a goal to eat reasonably during the holidays could be your salvation come 1 January. You can still enjoy traditional favorites—pumpkin pie, eggnog, and turkey—just keep the portions sensible, add some lighter options to the menu, and remember to exercise. You'll thank yourself in 2015.

3. TRUMP CARD

Gift cards were once the hallmark of procrastinators, but in 2012 nearly 60 percent of receivers wanted plastic in their stockings. That can lighten your load—especially if you're traveling for the holidays. Giftcardgranny.com keeps a tally of the most-asked-for cards, and the front-runners might surprise you: Walmart, Target, and Amazon.



4. PIN CUSHION

Instead of wandering around the mall, put Pinterest's secret boards to good use by gathering gift ideas for family and friends throughout the year. In fact, the earlier you shop, the less you're likely to spend, according to the American Research Group. Late-in-the-season shoppers usually drop \$250 more on gifts than the early birds.

5. NUMBER CRUNCH

Last year the average American planned to spend about \$700 on Christmas gifts. This January, prevent a spending hangover by setting up a weekly automatic transfer of \$15 from your checking account into your savings. After twelve months you'll have \$780—enough for a very merry celebration or a generous charitable donation.

6. LOVE NOTE

Preparing and sending greeting cards to Aunt Gigi, your former coworkers, and everyone else in the address book requires precious time during the holidays. This year convert the Christmas cards into heartwarming valentines. Your affectionate message will stand out since recipients won't have mantels crowded with other cards.

2. PREGAME PREP

You wouldn't go into a big meeting cold, so why head to the office's annual bash without a quick review? Brush up on coworkers' names, their families' interests, and current events before the party. It'll be easier to keep conversation flowing without relying on shoptalk. To really get into the spirit of things, toss on an ugly Christmas sweater.

8. SILENT NIGHT

Amid the twinkling lights, remember to ponder. "Our celebration . . . should be a reflection of the love and selflessness taught by the Savior," said President Thomas S. Monson at the 2013 LDS Christmas Devotional. "To catch the real . . . spirit of Christmas, we need only drop the last syllable, and it becomes the Spirit of Christ."





Family Matters

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Why Strong Families Make Strong Economies

BY W. GIBB DYER

Over the past three decades I have spent my professional life studying entrepreneurs who want to create and grow successful businesses. In the course of doing research and consulting in this field, two facts have become clear to me:

1. Entrepreneurship is critical to the economic growth of any society. New businesses create important goods and services, wealth, jobs, and opportunities that serve as the economic growth engine for a society.
2. The families of entrepreneurs often play a crucial role in providing the resources—human, social, and financial—necessary for fledgling businesses to succeed. In order for a society to encourage entrepreneurship, strong families must be encouraged to flourish.

Despite this critical link between strong families and entrepreneurship, disturbing trends, both in the United States and around the world, are undermining family capital—the resources families provide to their members. Fortunately, there are ways to strengthen families and, in turn, support entrepreneurship.

• • Types of Family Capital • •

Family capital refers to the human, social, and financial resources that are available to individuals or groups as a result of family affiliation.

Human capital is built as families provide skills and knowledge to family members. Parents can teach their children how to be successful and, in cases where a family business exists, how to run a business. This knowledge encourages family members to become entrepreneurs and provides a road map for success. Research has shown that children of self-employed parents are three times more likely to become self-employed.

Those who learn how to run a business from family members also do better once they start their enterprises. One study noted: “Business outcomes are 15 to 27 percent better if the owner worked in a family business prior to starting his or her own business.”⁷¹ By imparting important knowledge, families provide potential entrepreneurs with a key resource.

Moreover, family members can become employees or partners of the entrepreneur’s new firm. Family members working together are often more successful since family members are highly motivated to see the business succeed.

Social capital, the connection between an entrepreneur’s family and key stakeholders, is crucial to the success of a new enterprise. Families have unique advantages in developing social capital—members may have close, long-standing relationships with people who can help them launch a business.

For example, Bill Gates was able to get his disk operating system into IBM personal computers because his mother sat on the board of a foundation with IBM’s CEO. As a result of this connection, Gates was able to convince IBM to bundle Microsoft’s software with its computers.

Financial capital, such as family real estate, vehicles, phones, computers, or money, can help start new ventures. Sam Walton, the founder of Walmart, borrowed start-up funds from his wealthy father-in-law to launch his business.

• • Advantages of Family Capital • •

Family capital allows entrepreneurs to compete successfully since such capital is difficult for competitors to imitate, can be mobilized quickly, and generally costs less to obtain than capital from other sources.

Take the hypothetical case of a son who wants to start a new enterprise; he needs advice, labor, connections, and capital. His father has his own business, but the son is also friends with the president of the town’s largest bank. To whom should he go for help?

If he meets with his father, the son can get advice and help quickly. His father might let him know that he has a cousin who could help at little or no cost. He might also introduce his son to contacts who could help him launch the new business. And, assuming he has the resources, the father can immediately write a check for seed money or identify who in the family could help the son financially.

If the son were to approach the bank president, he would likely need to set up an appointment. Once in the president’s office, he would get some advice, but obtaining seed money would require time and collateral. Informal agreements are less likely in this case; significant paperwork would need to be completed, and a formal review might be required before any funds could be released. Moreover, the bank president would be unable to transfer his social capital quickly and easily to the entrepreneur.

In this scenario, the son would likely turn to his father, who could supply him with family capital to start his business quickly. Although not all families have relationships that encourage the sharing of human, social, and financial capital—and clearly some nonfamilial relations can act in a family-like manner—this example highlights how family ties can effectively facilitate obtaining resources.

• • Family Patterns • •

Through my consulting work I have found that family capital is strengthened in several ways. Human capital is built as family members work and learn together, particularly in a family-owned

<i>Age at First Marriage in the United States</i>			
	1970	1988	2009
WOMEN	20.5	23.7	26.5
MEN	22.5	25.5	28.4

Source: The National Marriage Project

enterprise. Social capital is bolstered by the size of an entrepreneur’s nuclear and extended family and by opportunities to interact within this network. Financial capital is developed as the family builds wealth and shares it across generations. These factors, however, have been weakened dramatically by societal trends.

MARRIAGE RATES

Marriage provides a potential entrepreneur with several direct sources of family capital. A spouse can help the entrepreneur with both labor and ideas to grow a new business. As in Sam Walton’s case, social connections through one’s spouse are also helpful in starting a new business. In fact, firms founded by married entrepreneurs are more likely to have staying power than those founded by single entrepreneurs. This is likely due to the financial and psychological support that a spouse can provide to someone starting a risky venture. One study of Asian and Latino immigrants in the United States found that “being married and living with the spouse increases the odds of self-employment for each ethnic group,”⁷² and another study reported that being married increases one’s chance for self-employment by

20 percent. Marriage seems to influence not only start-up rates but business success as well. One study concluded that married business owners have the best business outcomes, while never-married owners have the worst.

Recent demographic trends in the United States, however, point to a societal shift. The age at first marriage in the United States has increased for both men and women over time. Today individuals are older before gaining access to the family capital acquired through marriage (see *Age at First Marriage* chart).

In addition, overall marriage rates in the United States have decreased from 76.5 marriages per one thousand unmarried women in 1970 to 36 in 2009. With the decline in marriage rates, many individuals will never have the emotional, social, and financial support of a spouse if they attempt to start a business.

COHABITATION RATES

Cohabitation is often seen as a stepping stone or an alternative to marriage, but research suggests that it undermines family capital. Cohabiting couples tend to have poorer relationships with their

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Family members working together are often more successful since family members are highly motivated to see the business succeed.

• • • • •



parents, are not as connected to the larger community, and are less likely to pool their resources, acting more as individuals than as a pair. Compared to their married peers, cohabiting couples have less family capital to draw upon.

Cohabitation rates in the United States have increased dramatically in recent years—more than 450 percent between 1977 and 1997. Recent estimates from the National Survey of Family Growth indicate that the share of women who have ever cohabited increased from 45 to 54 percent between 1995 and 2002.³ Cohabitors marry only 60 percent of the time and, when they do marry, are 46 percent more likely to divorce than those who did not live together before they were married. This instability further undermines family capital.

DIVORCE RATES

Divorce generally disrupts the ties between parents and children, making it more difficult to transfer family capital. Divorce may also make it more difficult for children to work with parents or family members, particularly if parents live significant distances from one another. One study reported that “having only one parent at home limits potential exposure to family business, particularly if the absent parent is the father.”⁴

The number of divorces per 1,000 married women in 1960 was 9.2. The divorce rate rose sharply to 14.9 in 1970 and peaked at 22.6 in 1980; it leveled out at 16.4 in 2009. When divorce occurs, a family is less likely to sustain the social bonds and connections needed to start a business. Additionally, family financial capital is also diluted since assets are usually divided up between divorced spouses and cannot be pooled to start a business.

BIRTHRATES

Research has reported that family size can affect a person’s decision to start a business. One study found that 25 percent of sampled firms employed family members at the time of start-up. The more available family members, the larger the network in which to gain resources. In the Amish community, for example, it is not uncommon for couples to have ten children. The average Amish person has ninety first cousins (180 if you count the spouse’s first cousins), “each of whom is available as a potential lender,”⁵ according to a 2008 study.

But finding family members to work in one’s business or to provide loans may prove more difficult in the future. Total fertility rates in the United States plummeted from 3.65 children per woman in 1960 to 1.84 in 1980 and have since risen slightly to about 2 children per woman today.

Birthrates

SINGAPORE

0.078

TAIWAN

1.1

CZECH REPUBLIC

1.27

UKRAINE

1.29

ITALY

1.4

CHINA

1.55

CANADA

1.59

RUSSIA

1.61

AUSTRALIA

1.77

CHILE

1.87

UNITED KINGDOM

1.91

FRANCE

2.08

UNITED STATES

2.09

Source:
The World Factbook, 2012

OUT-OF-WEDLOCK BIRTHS

Out-of-wedlock births also have a negative impact on family capital. The Fragile Families Study found that children born to unwed parents often grow up in poverty, have more anxiety and depression, show more behavioral problems, and perform worse in school than peers with two married parents. While there are certainly exceptions, children nurtured by only one parent tend to have fewer family resources to enable them to meet the demands of an entrepreneurial career. The percentage of out-of-wedlock births in the United States has skyrocketed in the past several decades, increasing from 5 percent of live births in the 1960s to 41 percent in 2009.

• • Worldwide Trends • •

The marriage, cohabitation, fertility, and divorce trends seen in the United States mirror much of the world. Despite recent declines, however, the United States generally leads the world in marriages—9.8 per 1,000 people per year. Other selected countries’ marriage rates per 1,000 are as follows: Russia, 8.9; Portugal, 7.3; Israel, 7; New Zealand, 7; Australia, 6.9; Denmark, 6.1; Greece, 5.8; Japan, 5.8; Italy, 5.4; France, 5.1; Finland, 4.8; and Sweden, 4.7.

Birthrates are also declining globally. A population’s replacement rate is 2.10. At current rates many countries will see precipitous declines in the future (see *Birthrates table*). For instance, there will be 20 to 100 million fewer people in Europe by 2050 if current trends remain steady.

Other studies have reported that due to selective abortions—mostly in India and China—there are more than 100 million fewer women than men in Asia. In this environment, many young people will not be able to find a spouse who can help them found and perpetuate a business by supplying family capital.

One of the more significant changes in families around the world has been the increase in out-of-wedlock births. Much like fertility rates, the rates out-of-wedlock birth vary by country (see *Out-of-Wedlock Birthrates table*). In Japan and Korea only about 2 percent of all births occur out of wedlock. But other countries—particularly in Europe—have rates that are significantly higher. For example, in 1980 the out-of-wedlock birthrate in the Netherlands was 4 percent, but it had increased to 40 percent by 2007.

These trends indicate that families in Asia are generally stronger than those in the West, but small families and fewer women have also had an adverse impact on family capital in that part of the world. In North America, Europe, and Australia, shrinking family size, disadvantageous marriage and divorce rates, and an increased number of out-of-wedlock births are

likely to undermine the family capital that encourages entrepreneurship. The picture is less clear in Africa and South America. Birthrates on those continents are relatively high, but the number of out-of-wedlock births, the high incidence of divorce, and the low marriage rates are likely to pose a problem for economic development.

Global studies indicate that entrepreneurial activity is connected to strong families. Statistics from the Global Entrepreneurship Monitor (GEM) suggest a connection between these family demographics and entrepreneurial activity. In 2011 GEM researchers interviewed more than 140,000 adults regarding their intentions toward entrepreneurship. The countries with the highest entrepreneurial intentions were Colombia (55 percent), Chile (46 percent), China (42 percent), and Algeria (41 percent). European countries, in general, had the lowest percentage of those who intended to start a new business (Russia, 3.6 percent; Germany, 5.5 percent; and Ireland, 5.8 percent).

The GEM survey also captured the percentage of people who had engaged in what is called “early-stage start-up activity.”⁶ On this dimension, China ranked first (24 percent), with Chile (23.7 percent) and Peru (22.9 percent) close behind. People in European countries exhibited significantly lower rates of entrepreneurial activity (Slovenia, 3.7 percent; Russia and Denmark, 4.6 percent; and Germany, 5.6 percent). The data suggest that Europe has entered a period of declining family capital, while countries like China, despite its low birthrate, have increasing family capital. Of course industrialization and other factors affect entrepreneurship, but the link between family capital and entrepreneurial activity on the global stage cannot be ignored.

• • Encouraging Family Capital • •

The demographic trends I have described do not paint an optimistic future for the family capital that is needed to launch a business. And there are no easy solutions to the problem, although many governments are attempting to encourage start-up activity. Still, without strong families, economic growth and stability will weaken. To counteract the trend of declining family capital, I offer a few general suggestions:

1. Governments should foster conditions that discourage divorce and encourage marriage and child-rearing within the bonds of marriage. Whether through tax incentives, assistance programs, or other means, governments must do what they can to strengthen families. In the long run, this investment will pay off handsomely with increased economic growth through entrepreneurial activity and a decline in individuals who may have to rely on government agencies for help or support.

Out-of-Wedlock Birthrates

KOREA

2%

JAPAN

2%

ITALY

21%

SPAIN

28%

IRELAND

33%

NETHERLANDS

40%

SWEDEN

55%

ICELAND

66%

Sources:

USA Today, New York Times

2. Cultural values need to shift to encourage stronger families. This will be difficult since many opinion leaders and cultural icons denigrate marriage and parenting and see divorce or cohabitation as reasonable options. However, we need to recognize the costs associated with such values. From an economic standpoint, the outcome of undermining traditional family bonds is clearly negative. It is crucial that government, religious, and societal leaders emphasize the value of maintaining strong families.

3. Families should recognize, develop, and utilize the family capital they have. When I consult with family businesses, I encourage them to take an inventory of the family's assets, such as skills and contacts, and to develop a strategy that uses those assets to create opportunities. Families need to make a conscious effort to strengthen their human, social, and financial capital, which can then be passed on to future generations.

Family capital is critically important to societies that want to encourage entrepreneurship. Given the societal trends we see today, family capital will likely continue to be in short supply. Thus, it is important for those who are interested in creating strong economies to encourage and strengthen families. **M**

• • About the Author • •

W. Gibb Dyer is the O. Leslie Stone Professor of Entrepreneurship at the Marriott School and the academic director of the Ballard Center for Economic Self-Reliance. He is a recognized authority on family business and entrepreneurship and has been quoted in publications such as *Fortune*, the *Wall Street Journal*, and the *New York Times*. He was recently ranked one of the top ten researchers in the world in the field of family business. This text is adapted from Dyer's article "Toward a Theory of Family Capital and Entrepreneurship: Antecedents and Outcomes," which was published in the *Journal of Small Business Management* earlier this year.

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ART CREDIT

The Fishmonger (page 30-31) and *The Sports Shop* (page 33) from *The Book of Shops*, 1899 ©Francis Donkin Bedford / Private Collection The Stapleton Collection / Bridgeman Images

School News

Miller NVC Final Reveals BYU's Top Entrepreneurs

Marriott School student **Derek Johnson** raised the winning trophy after securing the Founders Choice award and the overall win at the Miller New Venture Challenge (NVC) final. His company, Cowboy Kolaches, designed a machine that mass produces a frozen version of a popular central-European pastry—a kolach. Nine other companies also walked away with \$205,000 in cash and in-kind prizes, making this the biggest year in the competition's history.

"I'm excited to take the winnings and launch my business," says Johnson, a second-year MBA student from Rock Springs, Wyoming. "I hope others will

also take advantage of all the resources and opportunities BYU has to offer."

In addition to Cowboy Kolaches, finalist teams included Broad Analytics, DevMountain, Genius Security, KiBand, Lunch Box, Pampered, Provistic, Run-Form, and VolleyMetrics.

These teams had the chance to participate in this summer's launchpad program, worth more than \$40,000 in in-kind services, and they also each received a \$15,000 prize for making it to the finals to fight for the Founders Choice, Global Business, and Crowd Choice awards. Each additional award gave recipients another \$5,000 in prize money.

KiBand, a company that makes GPS tracking bracelets for children, took home



Cowboy Kolaches owner Derek Johnson proudly raises the NVC first-place trophy with his daughter, Kylee Jo.

BYU's MBA and Law Programs Translate High Marks to High Rankings

After another year of impressive student achievements, BYU's graduate business and law programs have once again received high marks from *U.S. News & World Report*.

BYU's MBA program is ranked No. 27 in the 2015 edition of *U.S. News's* Best Graduate Schools, while the J. Reuben Clark Law School came in at No. 36 among top law schools.

Both schools moved up in the rankings, with the MBA program jumping three spots from last year and the law school jumping a remarkable eight spots.

"We are honored to be ranked among the top business schools in the world," says **Lee Perry**, dean of the Marriott School. "This recognition is particularly gratifying to those of us who work and study at the Marriott School, but it is also a tribute to the support we receive from alumni, advisers, and donors."

Graduates from BYU's MBA program enjoy one of the highest placement rates among MBA grads nationwide, with 95 percent of graduates employed within three months. Last year MBA grads had an average starting salary and bonus of \$110,000, landing jobs at Adobe, Procter & Gamble, ExxonMobil, and Amazon, among dozens of other major companies.

Meanwhile, more than 93 percent of BYU law grads from the last three graduating classes are employed, with the majority of those jobs being in law firms, business positions, or judicial clerkships. In fact, the number of BYU grads landing prestigious clerkships is on the rise.



the Crowd Choice award. Broad Analytics received the Global Business award for their analytics software that tracks museum patron movement.

“The NVC is a nice way to drive the top teams to continue to improve their company,” says **Mark Nielson**, MBA student director of the Miller NVC. “The final awards serve as a carrot for teams to work toward.”

Start-ups entered the competition by submitting their executive summaries and video pitches for judges to review. The top twenty then moved on to a live-pitch round, cutting the number of competitors down by half. In the past only eight teams moved on to the finals, but competition this year was so fierce that the judges determined ten teams were deserving.

Entries were evaluated based on each company’s solution to a pain in the market, evidence of traction they have gained, strong execution, and investability.

“My overall experience in the NVC has been one of lots of learning, both from mistakes and successes,” Johnson says. “I feel extremely blessed to have the chance to be here at BYU, where the school does everything it can to foster the entrepreneurial spirit of its students.”

Marriott School Students Select 2014 Bateman Award Winners

The Marriott School honored the winners of the 2014 Bateman Awards, the only school-wide awards selected exclusively by students.

This year’s winners were **Erika Nash**, a marketing senior from Salt Lake City, as the Outstanding Undergraduate Student; **Tahna Black**, a first-year MISM student from St. George, Utah, as the Outstanding Graduate Student; **Greg Anderson**, a professor of information systems, as the Student Choice Award winner; and the BYU Association for Information Systems (AIS) as the Outstanding Student Organization.

“The recipients of the Bateman Awards are the best and brightest service-minded people we have in the school,” says Marriott School dean **Lee Perry**. “This year we are celebrating twenty-five years as the Marriott School by encouraging students, faculty, and alumni to serve others, so this is a special time to receive this award.”

Two students are presented annually



Associate dean Michael Thompson, Greg Anderson, Cameron Hill, Merrill J. Bateman, Sean Fisher, Ian Jones (standing in for Tahna Black), Dallin Hyer, Erika Nash, Elizabeth Hilton, and associate dean Steve Glover at the award ceremony.

with the Outstanding Undergraduate and Graduate Student Awards for serving within the Marriott School and the community. Nash received the Undergraduate Student Award for her work with numerous clubs and organizations, including Women in Business, the Business Strategy Club, the Management Consulting Club, the MBA Academy, and the Marketing Association. Nash also serves as BYU’s student body executive vice president. Black was honored for her leadership and involvement in the school. She is copresident of the AIS club, a member of the Marriott School Student Council, and a teaching assistant for the information systems junior core program.

The Student Choice Award honors a member of the faculty, staff, or administration who demonstrates exceptional efforts to enhance students’ experiences. Anderson, who teaches upper-level information systems classes, received the award for his example of charity, hard work, and professionalism. He earned a doctorate in technology management from Indiana State University in 2010 and has been teaching at BYU since 2012.

Created in 2011, the Student Organization Award recognizes a successful student club or organization. AIS garnered the award by providing club members with numerous recruitment opportunities through activities, information sessions, and professional development. It also contributed to the Marriott School’s service goal by teaching local seventh and eighth graders how to code.

The Bateman Awards were created in 2002 in honor of **Merrill J. Bateman**, who served as president of BYU from 1996 to 2003 and as dean of the BYU School of Management from 1975 to 1979. He has held several prominent positions

in The Church of Jesus Christ of Latter-day Saints, including member of the Presidency of the Seventy and president of the Provo Utah Temple.

During the keynote address at the award ceremony, **Jim Quigley**, former CEO of Deloitte and a member of the Marriott School’s National Advisory Council, spoke to the students in attendance about making the most of the opportunities that come their way.

“I challenge you to go with confidence,” Quigley said. “I want to persuade you that you have a beautiful launchpad for your career. The world is yours. Go and enjoy the journey.”

STUDENT NEWS

MBA Students Take First in Regional Venture Capital Investment Competition

A team of BYU MBA students proved their investment savvy as they won first place in the regional Venture Capital Investment Competition. They then moved on to participate in the competition’s Global Finals last month, receiving Entrepreneur’s Choice for their ability to evaluate businesses and make investment deals.

“We were in elite company, and it was an honor to be there,” says **Gary Williams**, the team’s faculty adviser. “BYU’s performance validates the quality not only of the students but also of the education they receive at the Marriott School. It’s great brand recognition for BYU.”

In the regional competition, the Marriott School’s team competed against six other teams to evaluate two start-ups, decide which one to invest in, and work out a mock investment deal. Following two days of research, students squared off at the University of Texas at Austin.

Globally Focused MBA Students Named 2014 Eccles Scholars



The Kay and Yvonne Whitmore Global Management Center at BYU recently honored fourteen first-year MBA candidates as Eccles Scholars and awarded each recipient \$9,000 to aid with schooling costs, international projects, and global career exploration.

"We hope these students will be ambassadors for both BYU and the Marriott School," says **Ervin Black**, former Whitmore Center director.

"This award gives them opportunities

to see what international business is like and will help them jump-start their international careers."

The 2014 Eccles Scholars are **Joshua Baker**, from Stevensville, Montana; **Boubacar Barry**, from Conakry, Guinea; **Minting "Christine" Chen**, from Guangzhou, China; **Stephanie Conran**, from Half Moon Bay, California; **Landon Davis**, from Highland, Utah; **Ryan Hanson**, from Shelley, Idaho; **Daniel Hass**, from Renton, Washington; **Candace Jones**, from Kingwood, Texas; **Alex Bang-Jian Liu**, from Taichung, Taiwan; **Nathan Mortenson**, from Tempe, Arizona; **James Pace**, from Manila, Philippines; **John Peterson**, from Draper, Utah; **Chetan Prasad**, from Chennai, India; and **Travis Sabin**, from Highlands Ranch, Colorado.

A committee of faculty members interviewed forty-nine applicants and selected the top fourteen candidates. The award winners were chosen based on their international business expertise and experience, second-language fluency, GPA, GMAT score, and desire to further their careers in international business ventures.

The Eccles Scholars Award is funded by the George S. and Dolores Doré Eccles Foundation. The foundation was created in 1960 to ensure that the family's philanthropic work would continue beyond their lifetimes. The foundation supports many projects and programs, particularly in education, at nearly every college and university campus throughout the state of Utah.

"It means so much to BYU, the MBA program, and the Global Management Center to have the support of the Eccles Foundation," Black says. "This award helps to develop students who will be active participants in global business."

Within just a few hours they heard pitches, made decisions, and closed deals. BYU came out as the winner after facing a panel of judges for a Q&A session.

The global competition, held 10–12 April at the University of North Carolina at Chapel Hill, followed a similar format but raised the stakes by requiring teams to evaluate four start-ups. BYU competed against ten of the world's best business schools to snag the award, coming in behind Columbia University, the University of Colorado Boulder, and the University of North Carolina at Chapel Hill.

"The level of competition was intense," says team member **Cheryl Anderson**. "To be competing against these top-tier

schools was exciting, and we were happy to do so well."

The Marriott School's team of second-year MBA students consisted of **Anderson**, from Portland, Oregon; **Ben Brown**, from Pendleton, Oregon; **Daren Mann**, from Visalia, California; **Derek Pando**, from Round Rock, Texas; and first-year MBA student **Cason Green**, from Mission Viejo, California.

Team members say their ability to work together and their work with Cougar Capital, the Marriott School's student-run venture capital fund, helped them succeed.

"Our preparation in class and in Cougar Capital paid dividends," Mann says. "We couldn't be happier with how we did."

BYU Team Wins ACG Cup Competition

A team of BYU MBA students bested competitors from across Utah to win first place and \$5,000 in the Association for Corporate Growth (ACG) Cup Competition. This is the third consecutive year BYU captured the top spot at the annual event, held in Salt Lake City.

"The preparation we received from the MBA program allowed us to quickly stand out among our peers," says

Abigail Curran, a member of BYU's winning team. "We worked very hard and had fun doing it."

The ACG Cup gives MBA students the opportunity to create and present strategic financial advice to local professionals in the ACG community. Teams first compete in preliminary rounds held at each school and then advance as finalists to pitch their analysis and defend their recommendations during an in-depth Q&A session with the judges.

"It was our technical analysis and investigation of alternatives that set us apart," says team member **Dave Toronto**. "We presented the judges with both a thorough analysis of our ultimate recommendations and also the benefits and risks of other alternatives."

The competition was sponsored by the Utah chapter of the Association for Corporate Growth, an organization of local business executives who meet regularly to network and engage in professional training opportunities. ACG Utah awarded \$8,000 to universities in the case study competition, including first-place money to BYU and \$1,000 each to the other three finalists: the University of Utah, Utah State University, and Westminster College.

BYU's team consisted of second-year MBA students **Ben Dailey** and **John Holbrook**, both from Salt Lake City, and first-year MBA students **Curran**, from St. George, Utah, and **Toronto**, from Ann Arbor, Michigan.

"Our team had great chemistry while preparing and presenting," Dailey says. "The fact that we got along so well made the long days of prep work much more enjoyable. There was a general sense that nobody wanted to let the others on the team down."

BYU Team Places Third in Social Responsibility Case Competition



Team members Jake Hunsaker, Samuel Belgique, Greg Kline, and Jared Maxfield placed third in the competition.

Bold strategy and detailed recommendations helped four Marriott School undergraduates take third in the Milgard Invitational Case Competition on Social Responsibility. This was BYU's first appearance at the competition, held at the University of Washington Tacoma, in which teams develop strategies to help a company positively impact society.

"Some of our team's recommendations will be used in the future, and that was great to see," says **Jeff Thompson**, professor of public management and team adviser. "The students were able to make a real difference."

Teams from ten universities created recommendations for Outerwall, a company that produces machines, including the Redbox and Coinstar kiosks. Outerwall's ecoATM, a kiosk that exchanges money for old electronic devices, was facing criticism for encouraging cell phone theft.

Students had only three days to prepare their strategies before flying to Washington to present to a panel of judges. The BYU team recommended that Outerwall rebrand the entire product and introduce new security features to show consumers that the company values their safety.

"Instead of addressing the symptoms, we tried to address the problem itself," says team member **Jake Hunsaker**. "I learned that corporate social responsibility is not just an afterthought. It needs to be tied to a company's strategy."

The Marriott School's team was composed of seniors **Samuel Belgique**, a finance major from Salt Lake City; **Hunsaker**, a management major from Ogden, Utah; **Greg Kline**, a management major from Arlington, Texas; and **Jared Maxfield**, a management major from Midvale, Utah.

"Our students had a strong presentation and did great for their first time competing in this case competition," Thompson

says. "It gave the students a chance to understand the challenges of operating a business that is both socially responsible and profitable."

The University of Washington and University of Washington Tacoma teams won first and second place, respectively. Other participants included the University of Southern California, the University of Texas at Austin, and the University of Arizona.

BYU MBA Student Takes Fashion Skills to Vegas

Most MBA students go on to work for major corporations or gain additional training to take back to their employers, but one second-year MBA student, **Julia Perry**, has other plans in mind—launching her own fashion line.

For a long time Perry dreamed of starting her own clothing line, and now she may be the only BYU MBA student ever to start a fashion-design company and show her threads at Las Vegas Fashion Week. And her BYU education has given her the tools necessary to pursue her dream.

"BYU has so many resources available to students who want to start their own company," she says. "Coming to business school has taught me a lot of things I can apply to my fashion experience. The MBA program has given me the perfect timing to start my own line."

Some valuable skills Perry has learned through her coursework include how to implement effective social media strategies and how to create a trademark for her brand. She says the MBA professors are experts in their fields and have helped her advance her business plans.

Jeff Howlett, director of venture mentoring services at the Rollins Center, says the center helps students like Perry research and validate their ideas before putting them into action.

"One of the greatest resources we offer students is the opportunity to receive mentoring in their specific areas of business," Howlett explains.

Perry's journey began when she was eight years old learning to sew in a 4-H club. The Provo native took every sewing class Provo High School offered and worked as an alterations tailor until graduation, which helped shape her design aesthetic today.

Perry decided after high school to pursue fashion as a career, and although she comes from a long line of BYU alumni, she went to the Fashion Institute of Technology in New York City for her bachelor's degree.

Right out of college Perry started working for designers, including Isaac Mizrahi, Ralph Lauren, and Elie Tahari. Learning from these designers gave her a range of skills that has been useful in helping her launch her own business.

"Any creative artist wants complete creative control," Perry says. "I've enjoyed designing for other people, but I wanted to do my own thing and design for myself."

After spending a decade in New York, she had a feeling one evening that she should apply to BYU's MBA program and started filling out the application almost immediately. Since coming to BYU Perry says she has had many opportunities that she might have otherwise missed.

Her collection focuses on contemporary career apparel for women, and each ready-to-wear garment has clean lines and earth tones. Perry's clothing line, **POINT&HUE**, debuted on the runway in Las Vegas last February alongside collections from other emerging designers.



MBA student Julia Perry recently launched her own fashion line.



BYU Team Wins Security Track at AIS Competition



AIS Student Competition winners, from left: Ian Jones, Zach Ennis, Brittany Coon, and Anna Masimkina.

Challenging coursework and diligent study helped a team of BYU students take first place at the Association for Information Systems (AIS) Student Competition for the third year running.

The team of four information systems students came out on top in the IT security track of this year's competition for their case to improve an organization's business controls and processes. Team members credit their education in the school's information systems program for the big win.

"Lessons from class and the AIS club prepared us to create our case proposal and refine our presentation for the judges," says **Zach Ennis**, one of the winning students. "All that hard work paid off, and we were able to represent the school well."

The Marriott School team consisted of information systems juniors **Brittany Coon**, from Meridian, Idaho; **Ennis**, from Springfield, Oregon; **Ian Jones**, from Pleasant Grove, Utah; and **Anna Masimkina**, from Yekaterinburg, Russia. Working together after classes, the students completed their case in two weeks.

Tom Meservy, a BYU professor of information systems, believes the team's consistent effort facilitated their first-place finish.

"The initiative of this group of students in and out of classes has paid real dividends," Meservy says. "The discipline and dedication required for the information systems program at BYU helps our students do well in endeavors across the board, from competitions to job placement."

Faculty and industry judges selected the team to be one of four finalists, along with groups from Bentley University, Utah State University, and Arizona State University. The four teams then refined their work before presenting at the final competition in Tempe, Arizona, where BYU took first place.

"I was nervous when we found out we were finalists since BYU teams had already won two years in a row," Coon says. "Several students said to us, 'You've got to keep the tradition going!' With lots of training, we were able to do that."

MBA Finance Students Receive Stoddard Prize



George Stoddard with his wife, Elma. The Stoddard Prize was established in 1985 to honor outstanding MBA finance students.

This year twenty-three BYU MBA finance students were awarded the George E. Stoddard Award in recognition of their excellent academic performance and dedication to service. The award comes with a \$3,000 cash prize.

"The recipients are the type of students that make BYU unique," says **Grant McQueen**, a finance professor who helped select the winners. "They build and serve others, and their careers will positively impact the world, reflecting favorably on BYU and the finance major."

The 2014 MBA Stoddard Scholars are second-year MBA students **Cheryl Anderson**, from Portland, Oregon; **Jeremy Averett**, from Springville, Utah; **Ryan Borelo**, from Houston; **John Brunt**, from Plano, Texas; **Ben Dailey**, from Provo; **Aurora Ebert**, from Darien, Illinois; **Patrick Flynn**, from Grand Terrace, California; **Tom Graham**, from Salt Lake City; **Karnika Gurung**, from

Kathmandu, Nepal; **John Holbrook**, from Salt Lake City; **Carlos Suberville**, from Salt Lake City; **Bryan Workman**, from Phoenix; and **Dan Young**, from Salt Lake City.

The first-year MBA student recipients are **Cason Green**, from Mission Viejo, California; **David Heywood**, from Heber City, Utah; **Bart Jepsen**, from Roswell, New Mexico; **Jacob Morris**, from Ashland, Oregon; **Josh Mortensen**, from Phoenix; **Joseph Palmer**, from Logan, Utah; **Taylor Remington**, from San Ramon, California; **Matt Robinson**, from Alpine, Utah; **Gustavo Lopez Villalobos**, from Puebla, Mexico; and **Eric Williams**, from Gilbert, Arizona.

The award is given annually to MBA finance students based on a review by a faculty panel. The students were selected for their dedication to learning and service. Recipients say they are grateful for the award and will continue to serve those they work with.

"Winning this prize has refueled my commitment to do my very best while in the MBA program and to give back by helping others succeed," Villalobos says.

The Stoddard Prize was established in 1985 by 1937 BYU alum George E. Stoddard. His numerous credentials include acting as senior managing director of W. P. Carey & Co., a leading global real estate investment firm in New York. He was a pioneer in the use of real estate transactions known as sale-and-leasebacks to provide financing to companies struggling to gain access to traditional sources of capital. Before joining W. P. Carey & Co., Stoddard was also head of the multibillion-dollar Direct Placement Department of the Equitable Life Assurance Society of the United States.

Information Systems Students Shine at AITP Competition

After competing with nearly five hundred students from more than fifty colleges and universities, six BYU students took home a record number of awards from the Association for Information Technology Professionals (AITP) Competition in Atlanta.

The BYU students finished with eight trophies—five more than any other school—earning three first-place finishes, three second-place finishes, and two

third-place finishes. Judges also awarded the students two honorable mentions.

"These students are problem solvers: they know how to get the job done and do it with quality," says **Greg Anderson**, the team's adviser and a BYU professor of information systems. "Our students presented themselves with class and professionalism to the community, and others were so impressed that they asked if they could take pictures of our students with all of BYU's trophies."

Each student won at least two awards, earning BYU not only the most awards per school but also per entrant. The BYU team included information systems senior **Porter Hoskins**, from Loveland, Colorado, and first-year MIS students **Brent Anderson**, from Logan, Utah; **Tahna Black**, from St. George, Utah; **Laura Cutler**, from Albuquerque, New Mexico; **Sean Fisher**, from Hurricane, Utah; and **Brock Walters**, from Newdale, Idaho.

"The information systems program is very team oriented, so I've learned how to balance my strengths with those of my teammates," Cutler says. "Those lessons have proven invaluable in this competition, my internships, and interpersonal relationships."

Out of the eight categories they competed in, the students placed or earned honorable mentions in seven. Judges awarded the students for skill in mobile app development, database management, business analytics, Java development, and systems analysis. Students earned honorable mentions in Microsoft Office solutions and network design.

The competition, hosted by the AITP's National Collegiate Conference, also provides many networking opportunities with industry thought leaders and other talented students across the nation. BYU students have been participating in the competition for eleven years, and they have consistently received recognition for their quick thinking under pressure, highly technical solutions, and professional presentations.

"The information systems program has prepared us to handle real-world challenges of various shapes and sizes," Anderson says. "We receive significant hands-on training in a wide variety of technologies and business solutions through classes, club meetings, and workshops."

BYU's Top Entrepreneurs Contend in SEOY Final



Garrett Aida, second-place winner, discusses the benefits of his product with the SEOY audience.

Aida, a mechanical engineering senior from Kobe, Japan, for Dark Energy, a portable charging reservoir. **Derek Johnson**, a first-year MBA student from Rock Springs, Wyoming, was awarded the \$2,500 third-place prize for Cowboy Kolaches.

"SEYO teaches you how to ensure your manufacturing is done correctly, how to build an effective sales network, how to partner with the right people, and how to pitch to investors," Rowley says. "FiberFix has been refined and changed because of the Rollins Center."

Contestants had eight minutes to present to a panel of judges, who evaluated them on their presentation skills, the company's financial performance, and the investability of their business to determine who got the bulk of the nearly \$15,000 in prize money.

"Without the skills that I've been taught at the Rollins Center, there is no way I would have been able to put FiberFix in eight thousand retail locations," Rowley says. "My company wouldn't be where it is if I hadn't participated in SEYO."

BYU's best entrepreneurs went head-to-head at this year's Student Entrepreneur of the Year (SEYO) competition, hosted by the BYU Rollins Center for Entrepreneurship and Technology. Three students were chosen out of forty applicants to compete in the finals.

"This year has been particularly competitive and is the first time in history where the winners started their businesses during the competition cycle and scaled quickly enough to have sufficient revenues to win in the same year," says **Scott Petersen**, director of the Rollins Center. "The difficulty of such an achievement can hardly be overstated."

The competition welcomes participants whose companies are fewer than five years old and were started while their founders were enrolled full-time at BYU.

This year **Derek Rowley**, an economics senior from Santaquin, Utah, took first place and \$7,500 for his repair-tape company, FiberFix.

Second place and \$4,500 went to **Garrett**

BYU Student Company FiberFix Wins No. 1 at Utah Student 25

After receiving funding through ABC's *Shark Tank* and selling out of product on QVC, FiberFix is making headlines closer to home. Cofounded by BYU student Spencer Quinn, FiberFix recently took the top spot at the Utah Student 25—the premier recognition program for student entrepreneurs in Utah.

"Winning the Utah Student 25 validated our business model and helped us make some great connections with

retailers and investors," says Quinn, a genetics and biotechnology major from Chandler, Arizona. "We started the company just before last year's competition, so we are proud to have come this far so quickly."

Along with FiberFix, BYU student-run companies accounted for fifteen of the twenty-five awards given to teams from colleges and universities across Utah. Applicants were required to own a significant percentage of the company, be in a management position within the company,

be a full-time student, and have the company's financials up to date. Winners were selected based on business revenue and profit and awarded at a black-tie awards gala in the VIP room of the EnergySolutions Arena in Salt Lake City.

Other BYU student companies awarded at the gala included Dark Energy, Sales Rabbit, H. M. Cole, Cowboy Kolaches, AppRaptors, Discovery Simulations, Hampson Health, Audaz, Dig It! Volleyball Club, Saints Sports, Splash Marketing, Nature's Fusions, Utah Announcements, and SABEK Outerwear.

Prior to applying, the entrants from BYU received mentoring through the Marriott School's Rollins Center for Entrepreneurship and Technology. The mentors—faculty, alumni, and other entrepreneurs—used their experiences to help the contestants grow and scale their businesses.

“Our faculty and mentors start very early in the year teaching lean start-up and business model canvas principles,” says **Jeff Howlett**, director of venture mentoring services at the Rollins Center. “Our focus on the importance of early customer validation, pivots, and presentation preparation helps our students launch successful companies.”

Quinn says he can't think of a better time than college to start a business.

“The education I have received at BYU has served as a catalyst to help FiberFix launch,” Quinn says. “My professors have proven to be the best mentors to help me navigate the complexities of scaling our business.”



Spencer Quinn speaks to the crowd after accepting the first-place award at the Utah Student 25 awards gala.

FACULTY NEWS

Money Named Director of Global Management Center



The Marriott School appointed **Bruce Money** as the director of the Whitmore Global Management Center, succeeding **Ervin Black**

after his yearlong tenure. Money assumed his new position in July.

“Bruce is a wonderful administrator, and he will bring a discipline and a work ethic to the center that will drive its progress in the next few years,” says **Lee Perry**, Marriott School dean. “We are thrilled for him to be the new director of the Whitmore Global Management Center.”

Money, who was previously serving as chair of the business management department, has been at the Marriott School since 2004. He is the Fred Meyer Professor of Marketing and International Business and researches international marketing and the effects and measurement of national culture. Money has received two outstanding professor awards while at BYU and serves on the editorial boards of several international business journals. As a marketing professor he stays involved with international business by taking students on study abroad trips every year.

“I never get tired of seeing students discover the world,” Money says. “I’m quite enthusiastic about international issues, so I am excited to be part of the Whitmore Center.”

Money’s predecessor, Black, recently took a position as chair of the accounting department at the University of Oklahoma. Black’s leadership helped the center establish its first discipline-based study abroad in partnership with the accounting program, inspiring more trips that focus on emphases of study rather than on regions of the world. He also spearheaded the development of the global business and literacy minor, which gives students a background in business and a foreign culture.

Perry says he appreciates the work each director has contributed to build up

the Whitmore Center and looks forward to seeing it continue to grow and develop.

“Ervin and the previous director, **Lee Radebaugh**, were visionary in their goals,” Perry says. “The work they did provides a solid base for Bruce to build upon as he takes leadership of the center.”

Foster Named Business Management Chair



The Marriott School appointed **Tom Foster**, a global supply chain management professor, as the new chair of the BYU

Department of Business Management. Foster succeeded **Bruce Money** on 1 July.

“Tom brings a wonderful set of abilities and experience as a former department chair at Boise State to this new assignment,” says **Lee Perry**, Marriott School dean. “He specializes in total quality management, and we expect that under his leadership the total quality of the department will increase dramatically.”

Foster, who joined BYU in 2005, is currently the Donald L. Staheli Professor and area leader of global supply chain management at the Marriott School. As area leader he has strengthened BYU’s supply chain program and earned the Marriott School Outstanding Scholar Award for his extensive research in quality management in 2013. Prior to teaching at BYU he was chair of the networking, operations, and information systems department at Boise State University.

“Tom leads by example because he is an excellent researcher as well as a great teacher,” Money says. “The whole department will benefit from his expertise and administrative experience.”

In July Money left his position as chair of the business management department, where he served for five years, to head the Marriott School’s Whitmore Global Management Center. As chair of the business management department, Money facilitated the department’s continued progress to keep up with the changing world of business. He hired seven new faculty members and streamlined the department to focus on marketing and global supply chain.

Alumni News

MANAGEMENT SOCIETY

Management Society Hosts Latin America Leadership Conference

The BYU Management Society strengthened leaders in Latin America with a regional conference in Santiago, Chile, last May. Chapter members from Brazil, Chile, Mexico, and Panama attended the event, which focused on ethical leadership.

“By addressing local issues and exchanging ideas during the conference, the attendees became very excited about the solutions working for other chapters,” says **Cynthia Halliday**, event organizer and managing director at BYU’s Whitmore Global Management Center. “At the end

of the day, they left very committed to going back to their countries and implementing the ideas to strengthen their chapters. Their enthusiasm was inspiring.”

During the day session, attendees and organizers discussed membership, networking, and other challenges to strengthening their chapters. “Every country has challenges but each also has its own leadership stars that rise to maintain their principles,” Halliday says. “The event helped members appreciate that they can always act ethically.”

During the evening the BYU Management Society hosted a public panel discussion about regional challenges pertaining to ethical leadership. The panel consisted of the CEO of a start-up

company in Chile, the governor of Santiago, the dean of a business college in Chile, and a representative from the Self-Reliance Center of the LDS Church. Attendees left the discussion with ideas for integrating ethical behaviors into their organizations.

“This conference definitely demonstrated that our international chapters are growing in numbers and in strength,” says **Rixa Oman**, Management Society executive director. “These great chapter leaders are doing so much to be examples of moral and ethical leadership, as well as support the mission of the society and help individuals grow professionally.”

The BYU Management Society links together managers, executives, lawyers,

Making Waves in Family Fun

Fifty-six years and 1.3 million birthday parties may seem impossible, but it sums up **John Huish’s** career. He’s had a hand in facilitating cake-and-candle celebrations across five states and has provided jobs for more than one hundred thousand people.

Huish is the president of Huish Family Fun Centers, a company he started with his twin brother, Jim, in 1958. The company got its start when three energetic BYU students sat in a Provo basement tossing around ideas for something to do. When the idea of starting a miniature golf course came up, the Huish brothers jumped on the idea. The resulting putting green—situated around the corner from campus—was a social hotspot. The two ran the course until they graduated in 1960—Huish in business management and Jim in industrial education.

With this powerful combo of expertise, they moved operations to San Diego, where Huish and his wife, Kathy, still live. As the company’s family fun centers expanded across the West, the brothers added batting cages, go-karts, and bumper boats in addition to miniature golf. After Jim passed away in 1984, John continued to head up the business.

Last year the two brothers were given hall-of-fame status by the International Association of Amusement Parks and Attractions (IAAPA). This makes them the second set of brothers to be inducted together by IAAPA, the first being Roy and Walt Disney, whom Huish excitedly refers to as “pretty good company.” The Huish business still runs in the family: three of Huish’s ten children are currently involved.

Huish is now facilitating birthday parties at Cowabunga Bay, the company’s first water park, in Draper, Utah. Its second debuted in Henderson, Nevada, this past summer. Complete with lazy rivers and wave pools, it’s just Huish’s latest way of making a splash.



Photo credit: IAAPA

Back to Business School



As soon as **Thaylene Lowe Rogers** made her decision to return to school for an Executive MBA, she hit the GMAT prep books. During a trip to Newport Beach, California, vacation time turned into study time as she and her son began plowing through the math section. After a year of brushing up, she was in. By 2015 she'll be sporting a new Marriott School degree on her office wall.

This isn't her first go-around, though. Thirty-three years ago Rogers received her bachelor's degree in accounting from BYU. She is a lifelong learner, and going back to school has been a great fit for her, despite the sacrifices required in what she calls "a two-dimensional life": her evenings are dedicated to the classroom after a day's work as the business manager and accountant for two BYU fine arts departments.

The 1981 accounting grad entered the accounting program at a time when women were sparse in the field. After being recruited for the program, she changed her course

from English and law school to numbers. Just as it did with the EMBA program, she feels one door kept leading to another. "It all fell into place," she says. "I couldn't even really tell you why or how."

After receiving her bachelor's degree, Rogers did tax work for Arthur Andersen and a CPA firm and later worked for NuSkin before beginning her employment with BYU. In her current position Rogers enjoys seeing art, theater, and film projects go from a list of purchases to the finished product.

"We have such complementary skills," she says of her association with the arts. "The people I work with are so grateful to hand over the stuff they don't care to deal with, and I totally appreciate what they do because it's not something in my skill set. We really have a mutual appreciation of one another."

As far as her career after graduation, Rogers is very happy where she is. "My only objective is to have more to offer," she says. She and her husband, Mark, will be happy, however, to return more fully to their favorite hobby—traveling. Since she started the EMBA program, their usual itineraries have been reduced to short weekend trips, often involving visits to their four children and three grandchildren. Even with her busy schedule, Rogers makes time for her daily therapy session: an eight-mile run. She and Mark live in Lindon, Utah.

accountants, bankers, investors, and other professionals. With more than ninety chapters in twenty-five countries, the organization is committed to growing moral and ethical leadership around the world in addition to supporting BYU and promoting lifelong learning, service, and networking opportunities.

CLASS NOTES

1967

The satisfaction of helping build his own home led to a career for alum **Cont Jones**. After graduating from BYU with his BS in political science in 1965 and his MPA in 1967, Jones was working for US Steel when he began learning about construction as he completed much of the



work on a new home in Pleasant Grove, Utah. After licensing and training he went on to create several companies related to land purchase and investment, land development, residential construction, and real estate sales. The businesses became a family affair as Jones worked alongside his brother and later his son. Jones passed off his know-how over the years, and his son bought him out in 2000. This switch allowed Jones and his wife, Boni, to serve several missions for the LDS Church, and they are preparing to serve another. They have seven children, thirty-six grandchildren, and, now, their first great-grandchild. Beyond advising

his grandchildren, Jones gives back as a volunteer for the American Cancer Fund. His hobbies include family history, golf, camping, and traveling throughout Utah and around the world.

1980



If his status as a six-time chief of police isn't enough to intimidate you, his fifth-degree black belt in karate should do the trick.

MPA grad **Louis Fetherolf** has certainly taken out more than his share of bad guys. He retired in 2011 from the Salinas, California, police department, where he was chief, completing a forty-three-year law enforcement career that began with the Los Angeles Police Department.

He has led police departments in California, Utah, and Nevada and has also worked in several sheriff departments. In 2012 he was recognized for his service by the US Senate and also received the Distinguished Leadership and Service Award from the FBI. He has also been honored by the California State Legislature, the US Navy, and several city organizations. Fetherolf received a bachelor's in chemistry and mathematics from Southern Utah University in 1977 and an MPA from BYU in 1980; he graduated from the FBI National Academy in 1983. He enjoys bluegrass and plays the mandolin, guitar, and five-string banjo. He and his wife, Christine, live in Winchester, California.



Alum **Doug Turley** has his head in the finance game and his feet on the local basketball court. Turley is senior vice president at

Capital Group Private Client Services, a privately held investment management firm in Los Angeles, where he has worked since 1998. Turley has also held positions with First Interstate Bank, the law offices of Brentnall P. Turley, Intervision Mortgage Company, and el Banco Nacional de México. He founded the La Cañada Sports Association, a youth community basketball group, and served as its advisor. He is now an advisory board member for the nonprofit organization Operation Underground Railroad, which helps

rescue children from human trafficking, and a board member and past chair for the Boys and Girls Clubs of Pasadena, California. At BYU he received his BA in accounting in 1978 and MBA in 1980. Turley plays recreational and tournament five-on-five basketball and is into road cycling when he's off the court. He and his wife, Victoria, have five children and five grandchildren and live in La Cañada Flintridge, California.

1985



Since 2005 **Ken-neth Acker** has been making sure the finances of Standard Optical Company and Opticare of Utah are as crystal clear as their glasses. Acker is CFO for both Standard Optical, which has eighteen retail locations and one LASIK surgery center, and its sister company, Opticare of Utah, which provides limited health insurance plans for vision coverage. He has previously worked in varying accounting roles for Northwest Pipeline, Grand Valley Gas, Leucadia Film, and SandStar Entertainment. Acker holds three degrees: an associate's in prelaw from Ricks College in 1981, a bachelor's in accounting from BYU in 1985, and an MBA from Utah State University in 2003; he is also a CPA. He has served with the Utah Association of CPAs for eight years as a chairman and with the city of Taylorsville, Utah, for nine years on the budget committee and two years on the economic development committee. He and his wife, Gina, live in Taylorsville and have four children and two grandchildren. His hobbies include golf, cycling, soccer, football, reading, and travel.

1989



Managing paradise was once the job of **Albert M. Kanahele**. Now retired, Kanahele spent seventeen years with Hawaii Reserves, a land management subsidiary associated with the LDS Church. He was the director of property development and land-use planning and the principal real estate broker in Laie, Hawaii. Prior to that he was assistant director of economic development for

Provo City, vice president of Hawaii operations for Diamond Parking, and the co-owner of Island Contract Furnishings. Retirement finds Kanahele in a very different locale: the Mojave Desert. He and his wife, Susan, now make their home in Henderson, Nevada. His community service includes spending time as director of the Kamehameha Schools Alumni Association, serving as president of Hoopai Corporation, and completing a family history service mission. His interests include tennis, golf, travel, family history, and native Hawaiian issues. He is currently pursuing the development of a Native Hawaiian Cultural Center in Las Vegas, Nevada. He received his BA from Los Angeles State College of Applied Arts and Sciences in 1962 and his Executive MPA in 1989 from the Marriott School. The Kanaheles have three children and eight grandchildren.

1990



John Livingston's commitment to learning is written all over his résumé. He holds four degrees and has spent much of his career in the education sector. He is the CFO for the Luxemburg-Casco School District in Luxemburg, Wisconsin, overseeing a \$21 million annual operating budget as well as HR needs, accounting, procurement, and grant management. His past jobs include assistant superintendent for business operations in the Whiteriver School District and assistant superintendent and teacher in the Williams Unified School District, both in Arizona. Livingston received a degree in business management from the Florida Institute of Technology in 1987, an MPA from BYU in 1990, a BA in education from the University of British Columbia in 1997, and a master's of education from Southern Utah University in 2003. He is also a registered school business official through the International Association of

School Business Officials. He and his wife, Lisa, live in Luxemburg, Wisconsin, and have five children.

1992



For the third year running, **Jeff Roundy** has received national press for his finance savvy. In February 2014 he was again named one of America's top advisors by *Barron's* magazine. This annual state-by-state listing includes 1,200 of the best of the best in advising. Roundy is senior vice president of wealth management at Merrill Lynch and has been with the company nearly twenty years. He received his bachelor's degree in accounting from the Marriott School in 1992. Though work often finds him in the office, Roundy's hobbies take him outdoors; he enjoys competing in triathlons, trail running, and skiing and recently finished the Wasatch Front 100 Mile Endurance Run. Roundy and his wife, Cindy, have six children and live in North Salt Lake, Utah.

1994



To be the global leader in the science of heart valves and hemodynamic monitoring, Edwards Lifesciences needs the best talent it can find. As the company's director of global compensation, **Katherine Kettley Bonny** ensures their compensation programs are bringing—and keeping—that kind of talent. Bonny works with programs in more than forty-five countries and has been with the company since 2006. Prior to that she was senior manager for executive compensation and development at Fluor Corporation. She has served on the National Human Resources Association board of directors, is a three-time chair of the Human Resources Executive of the Year event,

Tell us about yourself.
Email **MARRIOTTMAG@BYU.EDU**
to submit a Class Note.

and is a current executive committee member of the BYU Management Society's South County, California, Chapter. Bonny graduated from the Marriott School with a BS in business management, finance emphasis, in 1994. She enjoys spending time with her husband, Kevin, and their three boys. The family lives in Mission Viejo, California.

1995



If you thought Marriott School information systems grads were all about data, **Shanna Preece Webb** defies the stereotype. Her business acumen comes with a talent for music. She received her bachelor's degree in business management with an emphasis in information systems in 1995. Now she's an independent piano instructor. She also volunteers as an accompanist for local choral and instrumental groups and sings with the Reston Chorale. Previously Webb worked for DHI Computing Services as a programmer analyst. She and her husband, Aaron, live in Reston, Virginia, and have four children. Her hobbies include cooking, visiting historical sites, and volunteering at a local elementary school.

2000



As an employee benefits consultant, **Scott Howell** protects the well-being of many. In his position with Arthur J. Gallagher & Co., he works with mid- to large-sized employers to design, implement, and manage employee benefit, health, and welfare plans. He received his BS in finance from the Marriott School in 2000 and is the past president of the BYU Management Society Boise, Idaho, Chapter. He and his wife, Karen, have seven children. They currently live in Eagle, Idaho, where Howell enjoys golf, gardening, and home improvement.

History runs deep in Delaware, and its law firms are no different. Alum **John D. Seraydarian** is a director at Richards, Layton & Finger, the state's largest law firm and one of its oldest. Seraydarian graduated magna cum laude from the



University of Richmond School of Law in 2003. In addition to his JD, he holds a BS in business management, finance emphasis, from the Marriott School in 2000. He is a member of the Philadelphia, Pennsylvania, Chapter of the BYU Management Society and also helped to found the Delaware Chapter of the J. Reuben Clark Law Society. He and his wife, Kristin, have four children and live in Mickleton, New Jersey.

2002



When General Electric acquired a new business, they brought in alum **Greg Dunn** to be the global senior controller for the \$700 million segment known as GE Oil & Gas Artificial Lift. Prior to his promotion in May 2013, he was working as assistant controller of GE Oil & Gas Measurement & Control in Reno, Nevada. He has been with GE since 2010. He previously worked for eBay and Ernst & Young. Dunn graduated from the Marriott School in 2002 with a BS in accounting. He and his wife, Alison, have four children and live in Oklahoma City. He enjoys cycling, competitive running, and basketball, spending most of his time on the court as a youth basketball coach.

2005



Alum **Joseph Hart** has been in a fair number of Wild West shootouts. As an actor and stuntman at Lagoon amusement park during his college days, he spent summers sporting chaps and falling off buildings. Since then, he's been engaged in a different kind of battle, seeking to change the digital cinema industry. Currently, he is the senior vice president of digital cinema services for Deluxe Entertainment Services, a leading provider in the worldwide entertainment industry. He played major roles in innovating the delivery method of digital trailers, allowing North American theaters to opt out of R-rated previews, standardizing how digital cinema is delivered to hard drives globally, and establishing the three largest digital cinema satellite delivery

networks for North America. Prior to joining Deluxe in 2011, he worked for Technicolor Digital Cinema, JetBlue, and STSN/iBahn. Hart received his EMBA from the Marriott School in 2005 and his BA in psychology and Spanish from Weber State in 1987. He and his wife, Debra, have three children and live in Alpine, Utah.

2006



Christopher Bailey is all about innovation, and his job title proves it. As an innovation catalyst at ExxonMobil, he works with IT to provide tools and techniques that develop and drive a culture of new ideas within the company. Bailey has been with ExxonMobil since 2006; prior to his current position, he worked as a project manager and Unix systems administrator for the company. He also teaches information systems courses as an adjunct at the University of Houston–Downtown. Bailey graduated from the Marriott School in 2006 with master's and bachelor's degrees in information systems. He completed an associate's degree in computer science at BYU–Idaho in 2002. He and his wife, Erin, live in Humble, Texas, with their three boys. Bailey enjoys collecting Legos, beta testing video games, and gardening.

2007



As a cross-country and telemark skier, **Jamie Morningstar** knows all about digging in and braving the elements. The 2007 EMBA grad lets her hobbies take her all over Utah's landscapes. In addition to skiing, she loves cycling, hiking, and camping. Her job as a principal product manager finds her in Utah Valley at Mozy, which provides cloud backup services. Her work there was recently recognized by *Utah Business Magazine*, which included her on their 2014 list of "30 Women to Watch." Previously she has worked for inContact, Move Networks, and Ancestry.com. Morningstar also holds a bachelor's degree in computer science from St. Mary's College of Maryland. She is chair of the trustee board for CenterPoint Church, a member of the organizing

committee for the National Council for Women and Information Technology's Aspirations in Computing award, and an organizer of an annual relief trip to the Hogar de Amor orphanage in Colima, Mexico. She and her husband, Stephen, have four children and call Orem, Utah, home. In addition to her outdoor hobbies, she counts playing the banjo and child wrangling among her pastimes.

2008



Alum **Janet Galeria's** smarts have taken her all the way to the Supreme Court. After completing her BS in business management from BYU in 2008 and her JD from UC Berkeley School of Law in 2011, she clerked for Judge Thomas B. Griffith

on the US Court of Appeals for the DC Circuit. From 2012 to 2013 she was a law clerk for Supreme Court Justice Clarence Thomas. Having completed her time in DC, Galeria returned to California to join Sullivan & Cromwell as an associate attorney. This international law firm is headquartered in New York and counts industrial and commercial companies; financial institutions; private funds;

Game, Tech, Match



Call it a cruel but fortunate twist of fate: **Dan Handy's** companies tend to undergo extreme growth when it comes time for him to hit the books. As an undergrad and a grad student at the Marriott School, the current CEO of Bluehost.com guided two internet start-ups to success, sometimes smashing against current trends with a Ping-Pong paddle.

In 1999 Handy had just three classes left to finish his BS in business management with an information systems emphasis. That's when Freeservers.com, a free web hosting site cofounded by Handy and other BYU students, took off in a big way. The company was a pioneer in its market; they were the first to offer subdomain hosting for free, shortening URLs to a few words instead of the long sequences offered by other hosting companies. Like the company's innovations, Handy also went against the grain.

"Many people were quitting just a semester or two away from finishing school because you didn't need a degree to be successful," Handy says of the dot-com boom. "But it was really important for me to finish off my last three classes, so I did that via independent study."

The company was sold to About.com later that year, securing a new job for Handy, who finished his BS in 2002. Three years later Handy decided to return to the

Marriott School, this time as an Executive MBA student. A few months into his program, Handy left his role as VP at About.com and joined Bluehost, a small webhosting company that employed twenty people at the time.

"It was really valuable and fun to be able to grow Bluehost while I was doing my MBA," says the 2007 grad. "I was able to apply what I was learning immediately. It wasn't just hypothetical."

Bluehost now has seven hundred employees in Utah. The company was sold to the Endurance International Group, which went public on the NASDAQ last year. Altogether, it's the largest web hosting company in the world, with about 3.5 million subscribers and ten million websites.

Bluehost owes part of its growth to bucking another trend. When it was popular for companies to outsource technical support to foreign countries, Handy and his team instead opted to hire employees from the local colleges, which gained the company a reputation for great technical support.

While scoring professionally, Handy has also been working his way up the national table tennis rankings. Though he mostly plays just for fun, he has become increasingly serious about the game ever since joining Bluehost. In fact, it was a conversation over a game with founder Matt Heaton that brought Handy onboard. His first day on the job, the two bought a table for the office.

"We got more and more into playing, and eventually Matt issued a challenge: 'If anybody in Utah can beat me, then I'll give them a free year of hosting,'" Handy says. "We ended up meeting the very best players in Utah and then realized how not good we were."

That led to more lessons and more games. Handy has worked his way to the fiftieth percentile of all nationally ranked players. He's most proud, though, of his employees, who have really taken the game to heart. The company boasts the top three players in Utah and a few others who are in the nation's top twenty-five.

Handy and his wife, Francisca, have two children and live in Orem, Utah. When he's away from his desk and the Ping-Pong table, he can be found fitting in a game of basketball or traveling with his family to visit Francisca's roots in Spain.

governments; and educational, charitable, and cultural institutions among its clients. Galeria lives in Los Angeles and enjoys reading and playing tennis.

2012



Natalie Anne Tucker Banta is a woman of many talents. Her hobbies cover just about anything and everything: playing the guitar and ukulele, biking, jewelry making, sewing, and traveling. Professionally, the 2012 business management grad shares her talents as an operations specialist with AtTask, a provider of cloud-based work-management solutions. She supports key operational areas, coordinates consulting engagements, and works with new hires and partners. Prior to joining AtTask, she worked as a client services associate at Gartner. She and her husband, Spencer, live in Lehi, Utah.

2013



Los Angeles, California, may have a lot of up-and-coming musicians, but alum **Steven Biringer's** daytime gig sets him apart. Before graduating from the Marriott School in 2013 with his BS in accounting, Biringer was a professional recording artist. Though he still enjoys writing and recording music, much of his time now is dedicated to his job as an associate at L.E.K. Consulting, an international generalist strategy and management consulting firm in L.A. Prior to working there he was employed with HireVue. He and his wife, Mackenzie, celebrated the birth of their first child this summer. In addition to making music, Biringer enjoys cycling, surfing, playing soccer, skiing, and traveling.



Amanda Affleck Monson's Marriott School degree is helping her give the gift of sight around the world. As development director for CharityVision International Foundation she works with fundraising, grant writing, events management, and public relations—all targeted at eradicating

Making Her Move



Growing up with a father in foreign services, **Reneta Bezerra** ventured far beyond her home country of Brazil. Now that she has a family of her own, she's still on the move.

As a kid Bezerra was accustomed to country hopping with her parents every few years—she lived in Mexico, Senegal, Taiwan, and Brazil before settling in the United States for schooling. After Bezerra finished her BS in business management at the Marriott School in 2006 and two years of Trust School with the Canon Financial Institute, changing economic tides prompted her to leave her job in

the US banking industry and return home to Brazil in 2010.

Despite plans to return to the United States for an MBA, Bezerra quickly found life had something else in mind. "I met my husband within a few months of my arrival, and the rest is history. Four years later I found myself with a husband, a child, and a fulfilling career," she says of the unexpected turn.

Her career path took her to Volvo Trucks in Brazil, working with process and risk management. Within a few weeks of being hired in 2011, Bezerra was put in charge not only of the Brazilian market but of all the Latin American markets. Her first year of work entailed even more travel, with seven international business trips that required her to stretch all of her language skills: "Quite often I would get Portuguese, English, and Spanish mixed up!" For about two years, Bezerra did risk management for a portfolio of more than twenty thousand Volvo contract agreements in Brazil before taking maternity leave for the birth of her son. Now she's back on the job in a new role, coordinating project deliveries for all Latin American markets.

Her new role at home is hard work but very rewarding. "I am thoroughly enjoying being a mom," she says. "My son has given my life a sense of purpose I never knew it lacked. My favorite part of the day is when I get to come home after a day's work and make my baby giggle so hard I get worried it may be bad for him!"

Even with the new addition, Bezerra and her husband, Gabriel Pereira, keep travel on the docket. "I have immediate family living on three different continents, so I am quite fond of traveling with my small family," she says. "At four months old my son already had a passport with a stamped visa on it!" When not abroad, they call Curitiba, Brazil, home.

blindness in developing countries. She was promoted to this position in March 2014 after working for the foundation as a grant writer. Monson is a certified nonprofit professional, credentialed by the Nonprofit Leadership Alliance, and

has received the President's Volunteer Service Award. She graduated with a BS in recreation management and youth leadership in 2013. She lives in Provo with her husband, Tyler, and enjoys writing, reading, hiking, and taking road trips.



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