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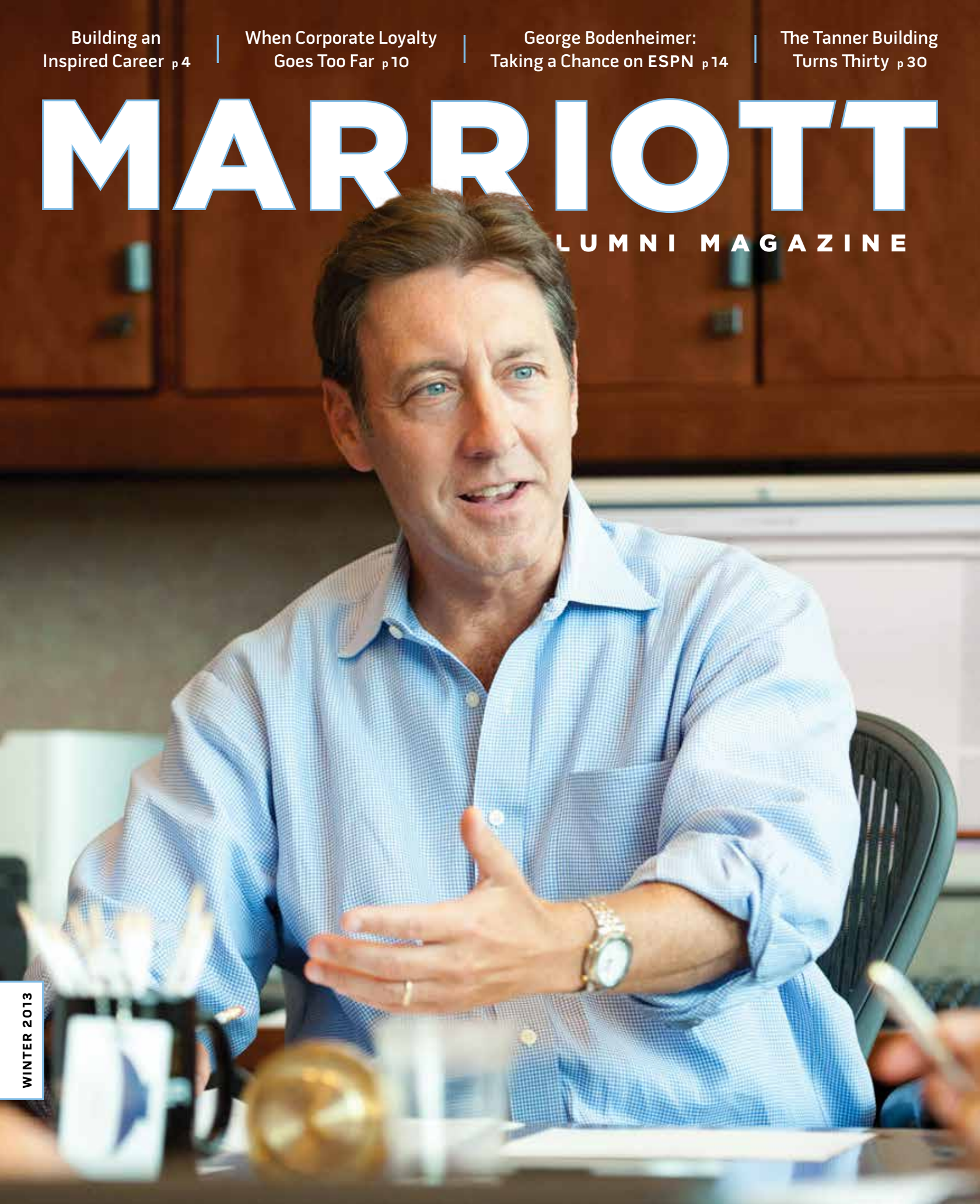
# MARRIOTT

## LUMNI MAGAZINE



WINTER 2013

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◀ SNOWCAPPED MOUNTAINS FORM A WINTRY BACKDROP FOR THE CAMPUS. PHOTO BY MARK A. PHILBRICK.

## OVERHEARD IN THE TANNER

Dude, is she older than you? Yeah, but she has the most amazing résumé. Maybe someday I'll be as lucky as you. • Get outside yourself. Don't be a programmer, be a real person. • These slides are copyrighted, but I give you permission to use them in family home evening or in sacrament meeting. • Look, it's more than looking smart. You really have to communicate and show them you have the skills to be a good employee. • Sorry, I almost ran you over. I forgot to look both ways before crossing the hallway. • Getting your calculator out is like slipping a gun from a holster. • Any student who graduates from BYU and doesn't take Accounting 310 wastes their money. • Your Learning Suite is not working because you've done something wrong in the past and now you're being punished; it's nothing less than you deserve. • As my brother would say if he were here, "If you get confused, say it slowly." • I don't even know what job to apply for! How am I supposed to know where I want to live after graduation? • Have you heard of strawberry Fanta? Yeah, it's good. I just heard about it. It's amazing. • He's going in the wrong room. That's gonna be awkward. • This is my young friend. I am not young! I am twenty-two years old! I have nylons older than you. Yeah, that's gross. • You don't want to go there. Have you *seen* the people on the first floor? • It is best to do it right in the first place—that's why companies should only hire BYU students. • When I was little, since I was the youngest, no one would play with me. I always thought it would be fun to have a buddy. • I said that with such confidence you believed me. . . Girl, you crazy. • Read the *Wall Street Journal;* it's the daily diary of the American Dream. • Algebra is fine in moderation. • We should make chocolate cake. Or just get some Little Debbies. Yeah, I'll call her. Dear Debbie, come party with us. • ADD is not a disability, it's a superpower! Well, you tend to use it as a super excuse! • I love school. I think I'm really going to miss it. I can't tell if you're being sarcastic or not. • Excel is like your own personal-information slave. • Be respectful. We have the tallest member of the Marriott School faculty with us today. It's an honor. • Hold the elevator. Thank you for risking your hand so I could ride up four floors. No problem. It was my left hand. • What, are you stalking me now? I know where you live. That's because we're neighbors. • I want to be in the ISys core. I know it will be tough, but I think it's worth it. And who needs a social life for a year anyway? • You're an econ major? Why in the world are you in the Tanner Building? What? I love it here! I guess we can accept all walks of business life.

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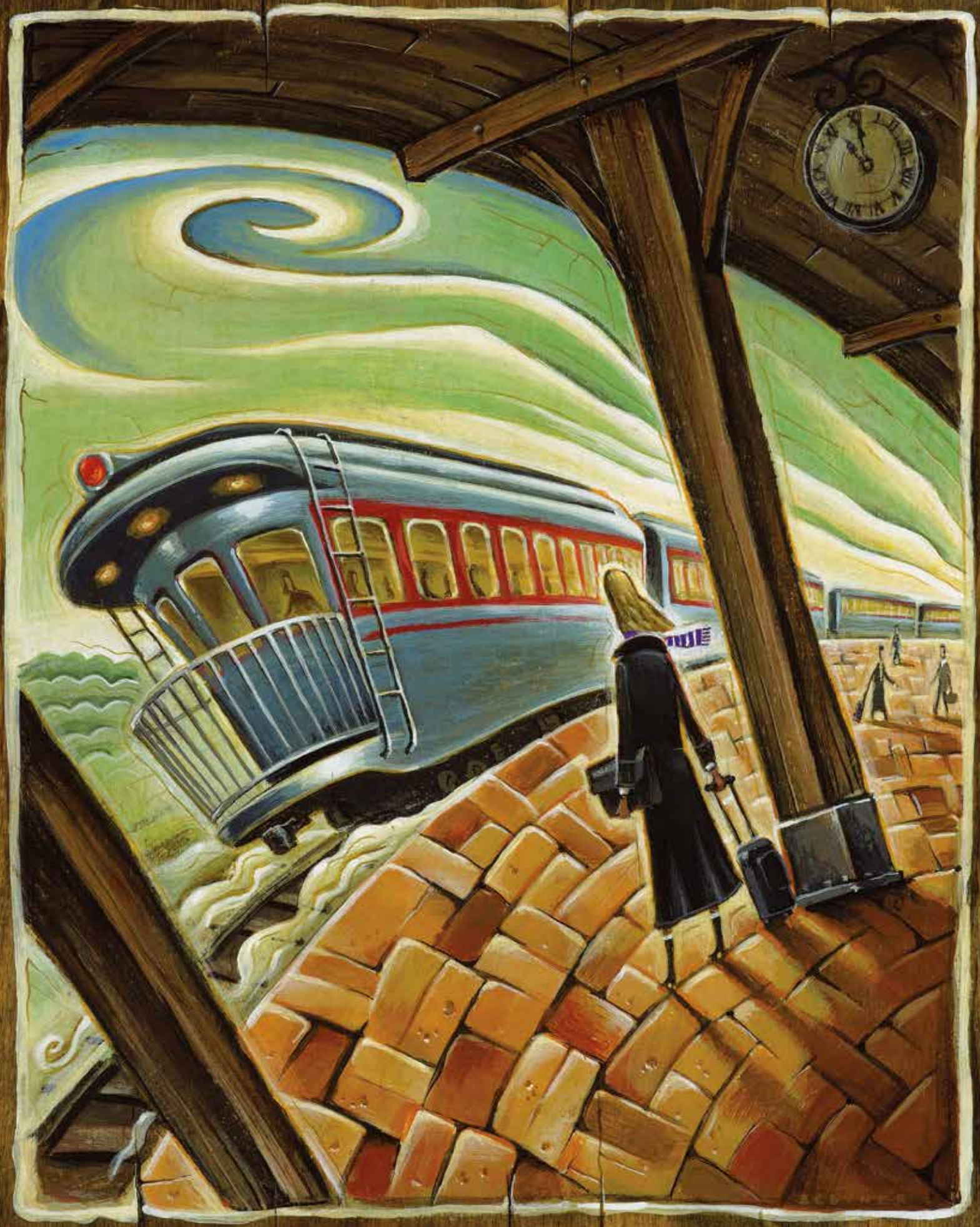
*Cover photo courtesy of ESPN Images*



Last August I was at a landfill site in São Paulo, Brazil. It had been a dump where people sorted through garbage looking for valuable items so they could put food on their tables.

Through a grant from the Walmart Foundation, that dump was transformed into a recycling center. Items are sorted and recycled by the same people—only now they're employed.

I talked with them, and many said they feel they have meaning in their lives because they're helping save the planet by recycling these materials. They are helping the whole planet. Their stories were inspirational to me.

As I reflected on that experience, I've thought about inspiration and how important it's been for me to receive in my life.

When you look up *inspiration* in the dictionary, it says to fill with an animating, quickening, or exalting influence. That's an academic description, and it doesn't do justice to what we know, from the scriptures, *inspiration* really means.

Doctrine and Covenants 11:13 reads, "Verily, verily, I say unto you, I will impart unto you of my Spirit, which shall enlighten your mind, which shall fill your soul with joy."

Inspiration causes us to think or do something we wouldn't otherwise do, and being inspired is different from receiving inspiration.

We can be so much more than we ever imagined if we allow ourselves to be an instrument in the hands of the Lord. He wants us to be successful, and He gives us inspiration that causes us to do things we wouldn't have imagined for ourselves.

I'd like to share some lessons from my life when inspiration has led me down a path different than I ever imagined.

I was raised in Salt Lake City, the second of six kids, in an LDS family. I had a happy, easy childhood. I didn't really make any big plans for the future because I didn't think about the future.

I can remember a summer night around 2 a.m. My sister and I set off the smoke alarm frying donuts because, well, we felt like donuts. My mom came in, and rather than yelling, she joined us, and we had a lovely donut-making party in the middle of the night. Growing up

in that creative, unstructured environment gave me a high tolerance for ambiguity. I've found I don't need a ton of structure in my life.

It took me a while to come to that conclusion. I'm supposed to have a plan, right? I found I didn't need that structure. What I needed was a support network.

### LESSON ONE: Surround yourself with people who encourage you.

My husband and I first met working for an airline while we were students at the University of Utah. We dated for two years because I had a drive to finish college. I told him, "I love you, but you're not going to mess up my ability to graduate."

We got married the day after he graduated, but I still had six months to go. He worked full-time until I finished, and then I worked full-time while he attended grad school.

When he had earned his MPA from the University of Utah, he said, "Okay, now it's your turn."

It hadn't occurred to me that in his mind, that was the fair thing. I did all that work for him to attend school, and now he wanted to do the same for me.

So I came to BYU, went to my first MBA class, and was very intimidated. Because I wasn't a business undergrad, I had never taken a business course before. I thought I was the stupidest person there.

I'll never forget coming home that first week and telling my husband I was totally in over my head. I didn't know if I could be successful. But that night I committed that every single day I would know I'd done everything I could do. "And then if it doesn't work out for me," I thought, "I will know I've tried my hardest and won't have any regrets."

### LESSON TWO: You might be surprised what you can accomplish when you do your best.

The first semester I thought I was flunking out. At the end of the semester, I called to get my grades: six As and one A-. I actually thought they were wrong—it seemed like there was no way I could have done that well. But it was true!

I'd never pushed myself like that before. If I would have believed what I was telling myself at the beginning of the semester, I might not have stuck with it. I gained so much confidence from that experience. I knew if I worked hard I could accomplish things I didn't even know were possible.

When it came time to figure out what I wanted to do going forward, I didn't have a master plan. Marketing seemed interesting, and PepsiCo was a great company that hired one marketing student every year. I decided I was going to get that job.

One of the other students—and I'm sure he didn't mean it personally—asked how I could consider taking a job away from a man who needed one?

He and many others thought I was just getting an MBA for fun, entertaining myself until I was going to do what I was supposed to do. That affected me. I thought, "I'm going to show them I deserve this job and that I deserve to work."

My husband was very supportive. When I landed the PepsiCo job, he followed me to Pizza Hut headquarters in Wichita, Kansas. And two years later, when Pizza Hut operations moved to Dallas, he quit his job again to support me.

There were a lot of struggles early on because people were telling us how things were supposed to be. When you had kids, you were supposed to stay at home. You were not supposed to send your kids to day care.

Then I had an epiphany. As my husband and I were taking a walk with our two little girls, I realized that when I went in for my temple recommend interview, they didn't ask me if I worked or sent my kids to day care. That gave me permission to do things a little differently.

### LESSON THREE: Don't get too specific—there might be something bigger waiting for you.

After five years at Pizza Hut, I transferred to Frito-Lay. My dream was to get into brand management, but I went through the restaurant division to get there.

Before I changed positions, I had to sit down with the CEO and tell him why I was quitting, which was a very intimidating experience. I told him I wanted to do five years in a restaurant and then move to consumer-packaged goods to give me a good foundation.

After listening to me, he said, "You're overthinking your career. Career management is like waiting at a train station. A train stops and you decide whether to get on or not. If you don't get on, you wait for the next train."

I thought he was being a little cavalier, but he had a lot more experience than I did at the time. He got me thinking, though.

At the time, I honestly had exceeded my expectations for my life. I decided I needed to open myself up for inspiration of what I should be doing and not stick with my own agenda. And that was the last time I had a plan, frankly.

In order to get that first job in brand management, someone had to take a chance on me. I didn't have that type of experience and was nervous about how well I would perform. I remember I'd just been promoted to director when I got an email from an employee who was asking a question. Wanting to make sure I was following protocol, I wrote a long email asking my boss what he would like me to do.

Luckily, before I hit send, I stopped and thought, "That's what he hired me for. In fact, I can make all these decisions."

### LESSON FOUR: You don't need to get permission for as much as you think you do.

Fortunately, that realization became a hallmark of my career. In fact, I launched Tostitos Scoops! when I was nine months pregnant—my son loves that he's the same age as Tostitos Scoops!

We shot an ad with a bunch of basketball players—Kareem Abdul-Jabbar, Bill Walton, and Dominique Wilkins—and they were uncomfortable watching this enormous pregnant woman sitting there with her feet up. But I didn't need permission to shoot that ad. It was my product, and I was going to be there.

I actually got promoted to vice president while I was on maternity leave. That just doesn't happen, right? But it can. I learned it's all about delivering the results—even if you get things done a little differently than they expect.

The first day back from maternity leave with my third child, I

"CAREER MANAGEMENT IS LIKE WAITING AT A TRAIN STATION. A TRAIN STOPS AND YOU DECIDE WHETHER TO GET ON OR NOT. IF YOU DON'T GET ON, YOU WAIT FOR THE NEXT TRAIN."

had to go out of town for a week. While I was gone, my husband slipped a disc in his back. He needed surgery and had to spend time at home recovering.

One day during that period, I came home from work and he said, "I want to stay home with the kids." That was something I could never ask him to do, but it seemed natural for us.

He's been a stay-at-home dad now for eleven years, and he loves it—most of his friends wish they could get the same gig.

Sometimes I get the Primary president running over when they teach the Proclamation on the Family lesson, saying, "Your child raised his hand, and I don't think he understands." And I say, "Oh, he understands."

### LESSON FIVE: The Lord will guide you.

Truthfully, I don't know what I'm being prepared for now, but I know that is why I've been given these opportunities.

At work, I sit near an amazing woman. She has worked in high levels of government and has traveled the world rubbing shoulders with influential people.

One evening she called me out of the blue looking for help: she and her husband weren't happy with their nanny.

"This is someone who is influencing our children," she said. "We decided we want somebody like you, Andrea. Can you find us a Mormon girl to be our nanny?"

The fact that this woman, whose world is enormous, wants an LDS girl to nurture her children is proof of the influence we can have when the Lord is leading us.

My advice to you as you're making big decisions is to be open to inspiration about what you need to do and where the Lord wants you to serve.

Doctrine and Covenants 78:18 reads: "Ye cannot bear all things now; nevertheless, be of good cheer, for I will lead you along. The kingdom is yours and the blessings thereof are yours, and the riches of eternity are yours."

Inspiration is there to help you get through challenges, make big decisions, and deal with feelings of discouragement—like those I felt the entire first semester of grad school.

We need to be prepared to follow the inspiration the Lord gives us. In return, He promises that doing so will give us true happiness and joy in our hearts. He has a plan for each of us. And if we're in the right place to receive inspiration and are willing to make the sacrifices, we can do what He asks. M

### ABOUT THE AUTHOR

*Andrea Thomas is senior vice president of sustainability at Walmart. She previously served as vice president of global chocolate for Hershey Foods Corp., vice president of retail marketing and promotions for Frito-Lay, and director of new-product marketing with Pizza Hut. In 2006* BusinessWeek *named her one of the Top 25 Global Champions of Innovation. Andrea earned her bachelor's degree from the University of Utah and her MBA from BYU. She lives in Bentonville, Arkansas, with her husband and three children. Her kids are active in sports, so you will often find her taking pictures at softball, baseball, or football tournaments and at cheerleading competitions.*

*around the* **COOLER**

BY EMILY SMURTHWAITE EDMONDS

1

3

**RULE 1:**

## CALL EARLY

Thanks to texts and Facebook posts, birthdays have become a time when people remember friends but don't really celebrate them. This year call your pals the day before they are bombarded with messages. By wishing them a happy birthday eve, you'll get the chance to have an actual conversation; plus you'll seem on top of it.

2

# High Resolution

*With each new year comes the inherent round of goal setting. But sometimes our aspirations turn from motivating to frustrating, stifling our desire to act. We all want to create positive changes in our lives, but what makes a goal more than wishful thinking? The key is to start with manageable and measurable rules—things that will help you long-term but are easy to implement. Here are seven rules to make 2013 a year of progress.*

**RULE 2:**

## WALK MORE

We all have places we drive to when we really could walk—whether it's a delivery at work, a trip to the post office, or a visiting teaching appointment. Apply this rule: if an errand is less than a five-minute drive, ditch the wheels and use your legs. Your heart will thank you, and the fresh air will clear your mind.

4

5

6

7

**RULE 3:**

## EAT IN

Dining out can be pricey, but sometimes you have a craving or need a break from the kitchen. The good news is most restaurants offer their food to go. Next time you have a hankering for your favorite dish, call in your order. By not tipping waiters or sipping $3 sodas, you'll save up to 25 percent.

**RULE 4:**

## SAVE MONEY

Experts agree you should have at least six months' worth of living expenses on hand. Try this: dedicate your tax return to your emergency fund. To keep it growing, add 10 percent of each month's income. Think of it as a bill to pay. This will stock your fund, and the rest can be stored for a rainy day.

**RULE 5:**

## SERVE DAILY

Set a reminder on your phone to go off at 5 p.m. If you haven't done a good deed yet, drop what you're working on and reach out. Whether it's a quick note to a friend or holding the door for a stranger, serving others will boost your mood and make someone else's day a little better.

**RULE 6:**

## WORK WEEKENDS

Winter is the perfect time to take on home projects. Make a list of tasks and pick the top three. Set aside the first Saturday of each month for these projects and recruit family members to help. Spring cleaning will be all the more satisfying with these items crossed off your to-do list.

**RULE 7:**

## KEEP LEARNING

Didn't take an economics or cooking class at BYU? Don't live in the past. Many community colleges offer low-cost options; their continuing ed classes focus on everything from landscaping to languages to martial arts. If you want to see what BYU has to offer, visit *ce.byu.edu*.

When corporate loyalty goes too far

By Celia Shatzman
Illustrations by Jonathan Bartlett

# RISKY BUSINESS

Cameras flashed as reporters jostled for position. This was the biggest story of the year: Kenneth Lay was surrendering to the FBI. Slapped with a slew of charges alleging he falsified statements to hide billions in losses, Lay's arrest marked the end of Enron's empire.

But that's not the whole story.

"We always imagine people doing unethical things for self-interested reasons," says John Bingham, a Marriott School organizational leadership and strategy professor. "But at Enron, mid-level managers were willing to jeopardize their standing in the organization by shredding documents to preserve someone else's name."

Why did good people—moms, dads, and Sunday school teachers—lie for others when they had nothing to gain? How did they get to that point? And was it a long road from honest employee to shady accomplice? Intrigued by these questions, Bingham and Elizabeth Umphress, a management professor at the University of Washington, decided to study the motivations behind such actions. The results were striking.

Employee of the
MONTH
MARCH
JUNE
Employee of the
MONTH
JANUARY
2012
OF EXCELLENCE
CLASSI

Employees in a variety of industries were willing to do dishonest things for their organization, especially when they felt they had a positive relationship, attachment, or loyalty to their workplace. And those who claimed a strong moral code in their personal lives didn't fare much better. But it's not all doom and gloom for office loyalty, Bingham says. By building a good corporate culture, rewarding the right behaviors, and tightening company guidelines, organizations can offer their employees a guilt-free guarantee.

## When Good People Go Bad

Corruption can happen anywhere: at church, in the office, and even at 30,000 feet. A 2003 study found that airline employees often resorted to what Bingham and Umphress have termed unethical pro-organizational behavior.

If passengers complained about the food, flight attendants would say the services had been contracted out—anything to protect the image of the company—even if it wasn't true.

"An employee who feels a strong connection to her organization thinks complaints reflect negatively on her," Bingham says. "They say, 'I'm not that type of person—I care about high-quality food and service.'"

And this behavioral phenomenon isn't restricted to the skies. A study of more than 2,000 executive assistants in the United States and Canada found that 10 percent had destroyed damaging information, 6 percent had written documents with false or misleading information, and 5 percent had falsified expense accounts on the job.

Though it's harder to track how often top-ranking executives break the rules, the lack of data doesn't mean ethical breaches can't also originate in corner offices.

"At Enron it trickled down from the top, and no one ever questioned it," Bingham adds. "Eventually the company was altogether criminal in its intentions and outcomes."

Although no workplace sets out to define itself as unethical, organizations may set themselves up for failure if they don't identify and encourage the right behaviors. Enron's culture of high expectations led to a slippery slope, where nearly any action could be justified by the desired end result. Unchecked white lies eventually transformed into more egregious behaviors, culminating in the loss of thousands of jobs.

## Strong Morals Aren't a Shield

*Criminal*. That's not the first word you'd think of when describing a churchgoing businessman, but it could be accurate. Even people who are extremely conscientious about moral values at home can rationalize dodgy behavior in the office.

Data gathered by Bingham and Umphress found that morally grounded individuals often identify strongly with their organization and therefore have an increased likelihood of committing unscrupulous acts. The simple explanation: committed employees don't want to let anyone down.

But there could be more at play.

Consider the recent fungal meningitis outbreak. More than 600 people in nineteen states contracted the disease after receiving epidural injections produced by a small pharmaceutical company. Employees reportedly knew safety practices were being violated but still rationalized the sale of tainted drugs—a decision that would lead to nearly forty deaths.

This self-justification is called neutralization—the process where moral imperatives associated with an act are masked, overlooked, or dismissed. And research suggests it's the gateway to corrupt behavior.

According to Bingham, workplace neutralization occurs in two scenarios:

1. When employees are more focused on their role than the ethicality of a deed. "The company needs this sale, and it's my job to make it happen."
2. When employees feel obligated to reciprocate good treatment. "My boss helped me last quarter—I owe him."

This allows normally upright people to couch bad behavior in a positive light—"I did it to help the company"—rather than suffer the guilt that comes from admitting

their actions deviated from personal or societal standards.

But the most dangerous part of neutralization isn't that it enables one bad choice. It's that it makes successive offenses that much easier.

## How to Stop Corrupt Conduct

Luckily, preventing tragedies caused by unethical behavior is possible. While Bingham's research points to intense loyalty as a potential trigger, healthy ties to the workplace can be the first defense against improper conduct.

"Employee loyalty has powerful implications for a company's survival," Bingham clarifies. "If you have a strong culture, employees are willing to sacrifice, share more ideas, and go above and beyond prescriptive job duties."

Especially in this economy, when companies need employees to do more with less, loyalty benefits the organization. Dedicated employees often work long hours and do whatever it takes to pitch in.

"Most organizations attempt to create these connections with their employees," explains Brad Agle, a public management professor at the Marriott School. "However, almost every virtue can become a vice if taken to excess." Agle recommends finding the golden mean—where employers can cash in on the benefits of employee loyalty without incurring unethical pro-organizational behavior.

Establishing guidelines is the first step. "If organizations don't set clear expectations about the way to meet objectives, employees will come up with their own creative solutions and not necessarily ethical ones," Bingham says.

Publicly traded companies with high expectations for earning projections and sales companies with monthly quotas should proceed with extra caution. The pressure to meet goals or cater to shareholders makes those organizations particularly susceptible to dirty dealing. According to Bingham, it's up to managers to ensure this doesn't happen.

"If managers aren't aware of what's going on, employees learn they can take shortcuts," he warns. "The signals managers send matter."

[redacted] "If organizations don't set clear expectations about the way to meet objectives, employees will come up with their own creative solutions and not necessarily ethical ones," [redacted]

## Rewarding the Right Behavior

Another powerful tool against unethical practices is to offer incentives to employees who meet goals without stooping to less-than-savory methods. But fair warning: this isn't a silver bullet.

Without fully thinking through the reward system, managers can unintentionally draw the wrong behavior from employees.

In another BYU-led study, Jeffery Thompson, a Marriott School public management professor, found that zookeepers are paid significantly less than they deserve because employers take advantage of their passion for the animals.

In order to avoid the wage hit, some employees tried to hide their love of the job from management, even though passion was what landed them the position in the first place. And most managers weren't even aware of these actions since they seemed to happen on a subconscious level.

In the end, zookeepers with a higher sense of calling took home smaller paychecks than employees who were less engaged—the exact opposite of how a reward system should operate.

"Most people can relate to the zookeepers," Thompson says. "They have that sense of dedication to the job and resonate with the idea that passion shouldn't come cheap."

In order to avoid this law-of-the-jungle scenario, managers should evaluate on a regular basis how they reward individuals. By consistently rethinking the system, it will be easier to quickly identify solutions that motivate employees.

## Tying Down Amoral Practices

Managers should also lead by example, demonstrating the behavior they expect from employees. Agle, who has a strong background in business ethics, explains that managers are more likely to gain employees' respect by modeling appropriate conduct—and by encouraging frank dialogue—than by demanding it.

"Managers should talk about the importance of doing things the right way and make that concrete by identifying specific issues in their office," he says. "It's also imperative to create an environment in which employees feel encouraged to bring up such issues."

For companies looking for more ways to prevent unethical pro-organizational behavior, Agle points to guidelines developed by the U.S. Sentencing Commission. They suggest managers set up codes of conduct, host regular training meetings, and appoint a leader to be in charge of ethics. To guarantee these ideals are being executed, the company should enforce standards consistently, modify programs as necessary, perform ethics risk analyses, train high-level leaders in appropriate laws, and give compliance officers authority and budget to do their jobs.

These measures might seem steep, but the time and cost accrued are small when compared to the damage one unethical act—even if it is well intentioned—can cause. By keeping a watchful eye for unethical pro-organizational behavior, managers can sidestep the dangers of risky business. M

## About the Author

*Celia Shatzman lives and writes in Brooklyn, New York. A graduate of the Medill School of Journalism at Northwestern University, her work has appeared in* Time Out New York, Teen Vogue, New York, USA Today, *and* Family Circle, *among others. When she's not writing, Celia enjoys traveling, learning to play tennis, and playing with her rescue dog, Olive.*

# GROWING UP WITH ESPN

BY GEORGE BODENHEIMER
EXECUTIVE CHAIRMAN, ESPN

ATHLETICS MEAN SO MUCH TO US IN AMERICA. Thirty-three years ago this passion gave birth to a novel idea: a TV network devoted solely to sports. I was fortunate to land there about thirty-two years ago when the prospects for the network were uncertain at best.

I was offered a job in the mail room, and I didn't know whether I should take it. I drove sixty miles back from Bristol, Connecticut, to my home after the interview, thinking, "What am I going to tell my dad?"

I didn't tell him the interview lasted about three minutes—I'm not sure the interviewer ever looked up at me. But nevertheless I asked my dad what he thought I should do if I got an offer. He gave me the best advice I'd ever received: "If sports television is a business that you want to be in, then you should absolutely accept the job if offered. Forget the salary, immediate duties, and all that."

Fortunately, I accepted his advice to make a career decision, not a money decision, and about a week later I was delivering the mail at ESPN, moving boxes, and shuttling Dick Vitale to the airport and back.

Eighteen months later I was transferred to our three-person sales office in Arlington, Texas. My job was to travel throughout Texas, Arkansas, Oklahoma, Louisiana, and Mississippi, calling on mom-and-pop cable operators and trying to sell them this new idea of a twenty-four-hour sports station. The motels that I stayed in during those days had many benefits. Among them, you rarely needed a reservation. You also could keep an eye on your car at night because it was parked just a few feet from the room where you were sleeping. I remember vividly checking into one hotel with a big sign behind the front desk that said, "No pheasant cleaning in the rooms."

ESPN was indeed a start-up in those days, and we operated on a very tight expense budget. Our programming budget was also extremely tight. Our staples in those days were boxing, softball, college hockey, racing, and karate, but tape-delay college football was our number-one product.

Despite the audience size, which was truly miniscule, we were starting to reach fans. After a few years our company began to grow. Most representative of the growth was the quality of the hotels where we stayed. I knew that the company had made it when I was allowed to check in at a Marriott.

In those days I learned something that was extremely valuable to ESPN. I learned that every town in this country considers

"TODAY WE ARE DEFINED BY THE EFFORTS OF THOUSANDS OF DEDICATED AND CREATIVE EMPLOYEES—GOOD PEOPLE WHO WORK TIRELESSLY TO FULFILL OUR MISSION OF SERVING SPORTS FANS."

—GEORGE BODENHEIMER

itself a sports town. Sports play an integral role in all of our communities. Athletics and its popularity enabled ESPN to grow worldwide. We've worked very hard to build our company the past three decades, and we're extremely proud of it.

I see a number of connections between ESPN and BYU, and I'd like to single out three of them. Probably the most important is the focus on integrity. I know how important it is to you. We feel the same way at ESPN, and I can assure you that, in the last thirteen years as president, nothing—no win, no loss, no contract, no sales report—was more important to me than running a company known for integrity. Leaders are faced with many difficult decisions, and the best leaders do what is right versus what is expedient.

Next I see a similarity in our giving back—obviously through the work you do here and all your church does in giving back. ESPN also is committed to giving back. We have a thriving ESPN corporate outreach department that encourages our employees to work on whatever charity they feel strongly about. We support them and give them time off work. We've also raised $100 million since 1993 along with the V Foundation for Cancer Research.

Last is the importance of family. ESPN is run like a family company. People often say, "You've got a company with seven thousand people. What does that really mean?" We run a 24/7 company; it's a difficult thing. We work hard to schedule our people so they can attend their children's athletics events or church events. Whatever's important to them, we make important to us. We can't do it all the time for everybody, but they know that our company and our management stand for trying to do that. When somebody is sick or has an accident, our company offers support to the best of its ability and fellow employees come out of the woodwork to help. In essence, we take care of one another, just like a family. It's ingrained in our culture, and it continues to serve us well.

The values of integrity, the spirit of giving back, and the importance of family are universal and everlasting. It's organizations like the NAC, the Marriott School, and BYU that help make up the fabric of this great country. M

### ABOUT THE SPEAKER

*George Bodenheimer is executive chairman for ESPN. This text is taken from remarks he gave when receiving the Marriott School's International Executive of the Year award on 27 September 2012.*

## TRANSFORMING ESPN

**From when Bodenheimer took over as president in 1998 until he became executive chairman in 2012, ESPN added:**

- **5,100** employees worldwide
- **130** ESPN Radio affiliates nationwide
- **63** million households for ESPN and ESPN2
- **28** international television networks
- **17** web sites
- **13** international *SportsCenter* editions
- **12** HD services
- **4** domestic television networks
- **1** 3-D network

# A DOSE OF HEALTHY ADVICE

**AS HE LISTENED** to Britt Berrett speak on the first day of class, Joseph Mount had the distinct impression he was looking at his future employer. Berrett's passion for health care was unmistakable, and Mount wanted to be a part of it.

The next summer Mount interned for Berrett, president of Texas Health Presbyterian Hospital. That opportunity and the chance to pay it forward by sharing essential connections in the health care industry were possible thanks to the Executive Health Care Lecture Series.

Well into its second year, the half-credit course hosts a prominent health care executive each week. Visiting speakers talk to students about the rapidly changing industry and their varied work experiences. Perhaps most remarkable, they all participate on their own dime.

*"Nothing is more important than alumni reaching out to would-be professionals. Layer that with the greater purpose of health care and imagine how powerful it could be."*

The motivation for the series originated with Berrett twenty-five years ago. As a BYU student he decided to pursue a health care career after hearing a lecture given by Mark Howard, then CEO of Utah Valley Regional Medical Center.

Now president of a 900-bed hospital, Berrett felt inspired to start an industry-focused lecture series at his alma mater.

"Nothing is more important than alumni reaching out to would-be professionals," Berrett says. "Layer that with the greater purpose of health care and imagine how powerful it could be."

Berrett kicks off the series each semester and is followed by a number of prominent administrators, including Rulon Stacey, chairman of the American College of Healthcare Executives and CEO of University of Colorado Health (formerly Poudre); Gary Newsome, CEO of Health Management Associates Inc.; and David Clark, CEO of Mercy Health System in Pennsylvania.

The class usually consists of forty students. Several majors are represented, including Russian, business, and neuroscience. Despite the variety in experience, the students have one thing in common—an interest in health care administration.

Brett Lee, who graduated in 2012, is one of the students who benefited from the program.

"I learned about different sectors of the industry and got a better idea of where I could contribute," says Lee, who is now pursuing a master's degree in health administration at the University of Washington. "The class also gave me the single biggest expansion of my network."

Mount, who wrapped up his internship with Berrett in August, couldn't agree more. By participating in the class, he built a professional network even before continuing his education in health services administration at George Washington University.

"I know many CEOs I can call for career mentoring," Mount says. "I came out of my undergraduate schooling with more connections than many who have graduate degrees."

The lecture series, while still in its infancy, has led to many successes. Berrett says the series has exceeded his expectations, and he hopes students will continue the tradition.

# RECREATION & The Things THAT MATTER MOST

BY PATTI FREEMAN

**THROUGHOUT MY LIFE** I've spent countless summer weekends at my parents' cabin in the Uinta Mountains, where in the early days there was no electricity or indoor plumbing and almost every evening was spent playing games around the kitchen table until the generator would run out of gas. Although there is now electricity and running water, there is no cell phone or internet service. I treasure the haven of peace and beauty it is.

Growing up, I loved to backpack, fish, camp, ski, and ride bikes. I met Eric, my husband, near the end of my first year of teaching at the University of Utah, almost ten years after graduating from BYU. When after three months of dating Eric said, "Marry me and ski for free," I knew I'd found the right match!

Eric and I adopted our four boys from Ghana. Our oldest boys are twins, adopted when they were twenty months old; they are now eleven. About two years ago Eric and I realized we needed and wanted to add more children to our family. In April 2012 we adopted our two youngest boys; they are also biological brothers and are seven and four. None of our boys are true orphans, so we feel blessed to have seen their birth homes and villages, met some of their family, and learned about their culture.

"The Family: A Proclamation to the World" says that wholesome recreation is one of the principles upon which strong families are built. I also believe it is a principle upon which strong individuals are built. My involvement with recreation and the outdoors, coupled with my professional and academic background as well as the experiences we've had in Ghana, has shaped how I view recreation and what matters most.

## THINGS THAT MATTER MOST

As I think about what matters most, it is relationships with others—my family, my Father in Heaven, my friends, myself—and my well-being. I want to focus on the importance of intentionally creating and protecting space and time for recreation that can strengthen relationships with those who matter most. Being intentional suggests we are purposeful, proactive, or mindful. It implies acting rather than being acted upon.

Recreation is wholesome by definition and has power for good. To me, the modifier *wholesome* in front of *recreation* is not really needed, but it does imply certain behaviors. If we aren't engaged in healthy or moral action or thought during our unobligated time, then it likely isn't recreation. We may just be killing time, passing the time, or worse—none of which are recreation.

To better understand this, let's look at one definition of recreation:

*Recreation is an emotional condition within an individual human being that flows from a feeling of well-being and self-satisfaction. It is characterized by feelings of mastery, achievement, exhilaration, acceptance, success, personal worth, and pleasure. It reinforces a positive self-image. Recreation is a response to aesthetic experience, achievement of personal goals, or positive feedback from others. It is independent of activity, leisure, or social acceptance.*[1]

To further illustrate, let me quote from an essay by John Tanner, former BYU academic vice president:

*I like the term* recreation *as opposed to, say,* vacation. *Vacation implies an empty, vacant time—a period of loafing, of hanging out, of passing the time.* Recreation, *by contrast, reminds us, etymologically, that periods of time-out can serve the serious purpose of renewal. At its best, recreation allows us to re-create ourselves in order to return to ordinary life renewed, refreshed, and reinvigorated. The highest function of play is re-creation.*

*. . . Let us not only remember the Sabbath to keep it holy. Let us make time in a hectic, harried 24/7-world for re-creation.*[2]

These quotes explain what recreation should be: an experience leaving us better off than when we started. If we view recreation as good, powerful, and even spiritual, we may think about our individual and family recreation differently.

There are many reasons play and recreation matter, but I will share three.

## 1

## PLAY IS ESSENTIAL TO HEALTHY PHYSICAL AND EMOTIONAL DEVELOPMENT

When Eric and I traveled to Ghana to receive our new boys, we stayed at housing by the Accra temple.

The thirty hours we had with them prior to returning home were challenging. The oldest was inconsolable much of the time; he was scared, anxious, and sad. On top of that, language was a barrier and food a challenge. That first afternoon and evening the oldest would wear himself out from crying and fall asleep for short respites. My husband had to stand in front of the door so the boys wouldn't escape.

That evening Sister Heid from San Diego stopped by our room to see how things were going. The oldest was asleep at that moment, and we didn't say much, other than it was a struggle. As she was leaving she said, almost as an afterthought, "Don't forget, you can always give them a priesthood blessing tonight while they are sleeping."

Sister Heid was inspired. I don't think I would have thought for Eric to give them a blessing while they slept. Later Eric gave them a blessing. It wasn't a blessing for them to hear, but it was a blessing for their spirits to hear and for us, as their new parents, to hear.

I remember only a few specifics from each blessing, but two statements in the oldest boy's penetrated my soul. First, he was blessed that he would very quickly feel comfortable with us. Second, he was blessed that he would "learn what it feels like to be a child and to play." Hearing those words

confirmed not only that the placement was correct but also that Heavenly Father values play and family fun.

No doubt our new boys played in Ghana. But I suspect the oldest's play was overshadowed by work and a feeling of responsibility to help provide for his family. I've felt that often it wasn't free play but burdened play he experienced. I am grateful he knows about work. Without question, work is good for individuals and unites families. But the immediate and critical task for us as parents was to ensure he knew childlike joy and had ample opportunities for unfettered play.

On our first morning home our older boys got out some bicycles, and within a few hours our new boys felt the excitement of mastery. Not long after, I saw genuine smiles, heard laughter, and witnessed excitement; I knew the salve of play was helping to soothe sadness, assuage fears, create bonds, and develop trust.

According to Peter Gray, a psychology professor and contemporary expert on play, "Free play is essential for normal emotional development." He writes:

*Children love to play in emotionally exciting ways. Little ones delight in being tossed into the air or swung around by adults. . . . Somewhat older children enjoy somersaulting, . . . cartwheeling, and other forms of spinning around; . . . swinging high . . . ; climbing trees . . . ; leaping from heights onto water or snowbanks; and zipping around. . . . Children of all ages seem to have a sense of their limits in such play. . . . They take risks in moderation. The joy of play combined with a modicum of fear is the exquisite sensation we all identify as* thrill. . . .

*. . . In such play, children dose themselves with just the level of fear that they can tolerate, a level just below the threshold of what might cause them to freeze up. In this way, they learn how to manage fear, how to prevent it from incapacitating them. They learn that fear is normal and healthy, something they can control and overcome through their own efforts. It is practice such as this that allows them to grow up able to manage fear rather than succumb to it.*[3]

## 2

## PLAY AND RECREATION ENGENDER PERSISTENCE

*Persistence* is defined as "voluntary continuation of a goal-directed action in spite of obstacles, difficulties, or discouragement."[4] It is one of twenty-four character strengths identified by psychologists related to an authentically happy life. Persistence helps us become our best selves.

We learn persistence quite logically by doing hard things; without challenge, perseverance isn't needed. The act of much play and the demands of many recreational pursuits naturally include elements of challenge, problem solving, and complexity. Play and recreation also provide the

element of choice—continue on or call it quits. Hard work, focused concentration, and diligence are often required when a toddler stacks blocks to build a tower or a child learns to ride a bike.

I hope my boys are starting to realize if they can do hard things while at play and when they recreate, they can transfer those skills to school and life.

## 3

## FAMILY RECREATION CAN HELP SHAPE HOW MOTHERS AND WOMEN ARE VIEWED

Consider your mother or other women and the influence they've had on you. My mother skied on Utah State's ski team. My mother taught my father to ski. Together they taught six children to ski. My mother taught me to fish. My mother reads every day. She studies scriptures and other doctrinal texts. My mother earned her bachelor's degree in 1948 from what was then Utah State Agricultural College.

My mother created simple traditions and experiences that still draw us home. She supported our interests and encouraged us to pursue adventures. My mother hiked with us. Growing up, these things helped me to view her as a woman of competence and confidence. Because of what I saw my mother do and be, I saw what I could do and be. I wasn't taught fear from my mother. I was taught the world was a place to which I could and should go. Indeed, she prepared me to go and be.

Gaining some competence in various outdoor recreation activities as well as other areas of my life has helped me to feel the truthfulness of 2 Timothy 1:7: "For God hath not given us the spirit of fear; but of power, and of love, and of a sound mind." Through our involvement as mothers with our families, specifically in outdoor or other challenging activities, our children will come to see that we are women without the spirit of fear.

Through active participation in family recreation, we influence the way daughters see and value themselves as adult women, future wives, and mothers and the way sons see and value women as their future wives or co-workers. We can teach our children how to treat women and how to be treated as a woman: respecting and seeing others' potential as well as viewing a woman as a capable partner who can solve problems, persevere, excel, and meet challenges.

## INTENTIONALLY CREATING AND PROTECTING SPACE AND TIME FOR RECREATION

Recognizing recreation's power for good has set the stage for us to consider four ways we can more intentionally create and protect recreation.

First, to make recreation, play, or family fun a priority, we have to believe it matters as much or more than whatever else we may choose to do with our "free time." Simply put, we need to make it a priority and protect time for it. If we believe it matters, we will do it.

Second, we can create space and time for recreation by minimizing distractions from media and technology. Often they fill time that could be used for more meaningful interactions.

It is easy to use TV and movies as a crutch when children need something to do. For example, movies while riding in vehicles provide the illusion that we all love traveling together in the car. But movies—or earbuds—replace real communication requiring listening and responding, the opportunity for ingenuity, and the chance to learn to get along.

In early May we were getting ready to go to my parents' home in Ogden. A few months earlier we'd bought a portable two-screen DVD player for occasional use, and Eric asked me if I was interested in bringing a movie for the drive.

Without hesitation I said, "No." He quickly replied, "Good, neither am I." Right after that, the oldest of our new boys came upstairs and asked me if I would write for him. We were hurrying to leave, so I told him to get a pencil and paper and I would write for him in the car. When we got in the car he passed up the paper and pencil to me. During the next twenty minutes he'd tell me something to write, stop and think, and then share another thought. His English was limited. As his thoughts emerged, I felt immediate gratitude that we hadn't defaulted to a movie. This list was the first window into his heart and mind we'd really had as he told me what he liked about his new life in America. Thankfully we had created the space to allow that interaction to occur.

Due to their pervasiveness, personal technology devices pose a much greater source for potential distraction to quality time with others than TV or movies do. We owe it to ourselves and our spouses, children, and friends to honestly evaluate our use of personal technology and communication devices and make changes as needed.

Third, by thinking of recreation not only as activity but also as a state of mind allows us to seek and value the rejuvenating power of brief moments of freely chosen experiences. Due to work, school, church, and family, we truly may not have much unobligated time. Often on days when I get home and am still feeling a bit stressed, before going into the house I walk down our driveway to look out at the Wallsburg valley and rub our horses. I take a few deep breaths, often express thanks to my Father in Heaven for this beautiful world, and truly feel rejuvenated by those short moments.

Fourth, a simplified life allows more opportunities to be intentional with our time to pursue things that matter most. The time we've spent in Ghana as well as in villages in Samoa and Fiji has shaped our view of life—specifically how we view "stuff." For example, at church in Ghana I noticed the children didn't have a bag from which they could pick several toys or a small buffet of snacks. Yet somehow they got through church.

I was also struck by the many children I saw running along with a stick hitting a rock or playing soccer with a threadbare ball on a rough, uneven dirt field without real goalposts. Their energy and zest signaled happiness to me. Recently I listened to the tender words spoken by Elder Jeffrey R. Holland describing a trip to West Africa. He said:

> *These people do not believe you have to have a lot of material goods to be happy. They seem to have been able to separate in their mind that those things, goods and acquisitions, don't have anything to do with being happy. It is an element of their faith that we would do well to copy and remember and teach. They are very happy people without much.*

A simpler, less hectic, less material-based life will not leave us feeling less happy or less fulfilled. As we simplify, there will be more time and more money for things that matter most.

## CONCLUSION

In June I took our boys for a short trip to my parents' cabin; my sister joined us for the two-night trip. While there we took a short hike to a creek. At one point the oldest of our new boys found some downed dead trees to walk on like a balance beam. They were piled higher and higher on top of each other in a U shape. At one point, when he was about five feet off the ground, limbs from a pine tree impeded his path, high enough for him to question his course. He stopped, glanced at me, and looked at the needled limbs. I was about to suggest he turn around when he squared his shoulders and sang out with conviction, "I will go! I will do!" and proceeded to step over the limbs and reach the top of the logs.

He had a simple goal, experienced an obstacle, stopped to consider his options, and found his conviction. I hope we will intentionally use our recreation time in such a way that we enhance those relationships and aspects of our lives that matter most. I hope when distractions and challenges of technology and time, priorities and professions, media and minutia get in the path of our intentional recreation, we will stay the course to leverage the good in recreation to its full potential in our lives. M

## ABOUT THE SPEAKER

*Patti Freeman is chair of the Marriott School's Recreation Management Department. This text is adapted from her BYU forum address given 17 July 2012.*

## NOTES

1. David E. Gray, "Exploring Inner Space," *Parks and Recreation*, December 1972, 19.
2. John S. Tanner, "Labor and Rest"; http://avp.byu.edu/wp-content/documents/notes/labor-and-rest.pdf.
3. Peter Gray, "Free Play Is Essential for Normal Emotional Development," Freedom to Learn, 21 June 2012; www.psychologytoday.com/blog/freedom-learn/201206/free-play-is-essential-normal-emotional-development.
4. Christopher Peterson and Martin E. P. Seligman, *Character Strengths and Virtues: A Handbook and Classification* (Washington, DC: American Psychological Association, 2004), 229.

## ART CREDITS

Pages 18–19: Asher Brown Durand (1796–1886), *Landscape*, 1866, oil on canvas, 15 1/4 x 25 inches. Brigham Young University Museum of Art, 1964.

Page 21: Homer Dodge Martin (1836–1897), *Adirondacks*, 1879, oil on canvas, 27 x 40 inches. Brigham Young University Museum of Art, gift of R. H. Burton in memory of his father, Edward L. Burton, 1963.

Page 22: Alfred Thompson Bricher (1837–1908), *Sunset in the Catskills*, 1862, oil on canvas, 29 15/16 x 46 inches. Brigham Young University Museum of Art, gift of Lee Carson, 1980.

# Family Style

By Emily Smurthwaite Edmonds

With wet eyelashes, Reachel walked out of her bedroom and found a stranger sitting in her apartment. The guy casually resting his elbow on the couch was Andrew, a friend of her roommates.

Reachel, clad in sweatpants and a t-shirt, had just ended a difficult phone call—and a relationship. "I was in church and felt the strongest prompting to break up with my boyfriend. I mustered my courage, rushed home, and made the call," she says.

Her introduction to Andrew, although a surprise, wasn't happenstance. "My roommates had told him, 'You've got to come over and meet our new roommate,'" Reachel recalls. "It was pretty well orchestrated."

The two hit it off and that conversation turned into an example of one door closing and another opening. "My immediate thought was, 'This is why I had that prompting,'" she says.

Andrew left the apartment equally enamored, calling his mom on the drive home to announce that he had just met her future daughter-in-law. "For someone who takes months to decide which pair of church shoes to buy, that was significant," Reachel says of her husband.

This was a pivotal time for Reachel: she was one week away from starting the BYU MBA program and, unbeknownst to her, five months away from marrying the man on the couch.

In the decade since, Reachel Bagley has navigated the ins and outs of the business world and constructed a styling career focused on making people feel prettier. And as she and Andrew struggled with infertility, Reachel learned that building a family—like any other worthwhile goal—takes time, balance, and a dose of determination.

• *Photography by Bradley Slade* •

## Reachel Bagley

MBA, 2006

## Fashioning A Family

In the years following her Marriott School education, Reachel split her time between Mesa, Arizona, where Andrew was working in advertising, and Orem, where she was vice president of interactive marketing for Agilix, a small educational-software company. But racking up the frequent-flyer miles was taking its toll.

After struggling to start a family for five years, Reachel shifted her attention. "I realized if I didn't make having a family a priority, the adoption paperwork wasn't going to get filled out, our children were never going to be found, and I was going to be empty," she recalls.

Reachel and Andrew decided she would retire from the business world so they could focus on searching for their kids. In June 2009 they crafted an adoption profile for LDS Family Services, explaining they'd set aside thirteen of their wedding invitations for their future kids and mentioning other ways they'd prepared and hoped for children.

Less than three months later they were selected.

The trip to California for the birth of their daughter was full of jitters and excitement. "When we met Coco, we were immediately enamored; she was so perfect and little," Reachel says.

Three days after exiting the hospital with a daughter in her arms, Reachel found herself back in the hospital—this time as a patient. At first she was diagnosed with bird flu, but after a day of tests the doctors realized Reachel was suffering from an ectopic pregnancy and miscarriage. A baby had been growing in her fallopian tube until it burst, causing severe internal bleeding.

"You have fifteen minutes to get into surgery," the doctor ordered.

Reachel starting panicking. "My main concern was that I hadn't been sealed to my baby," she recalls. "I needed to get home alive so that Andrew and I could take Coco to the temple."

The surgery was successful, leaving Reachel with a six-inch scar and the determination to make her family permanent.

Two years later, after wading through legal issues with the adoption, the Bagleys were dressed in white.

"The sealer said that before we came to earth there was an affinity between certain spirits, and a child may choose a family as a result. The affinity is the same whether someone is sent to your family biologically or through adoption," she says. "Coco is absolutely my daughter—there's no doubt in my mind."

Not long after returning from California, Reachel and Andrew were adjusting to life with five-month-old Coco.

One morning, out of habit, Reachel took a pregnancy test. "This one is broken," she said to Andrew as she showed him the positive stripes.

Andrew, who had just returned from a ward outing with a stomach bug, examined the test. "I think you're pregnant," he said. "And I'm the one with morning sickness."

Nine months later Levi was born, and he and Coco became fast friends. The duo recently welcomed another sibling—Reachel gave birth to a boy at the end of January.

Relishing the recent growth of her family, Reachel says, "It's good to have situations where we have to be patient and humble and wait on the Lord. I would never want to go through the trial of infertility again, but I'm glad I had that experience. It helped me appreciate my blessings more; I'm able to take them in and absorb them."

## Constructing A Career

Reachel, who wore vintage dresses and carried a plastic briefcase to Brighton High School in Cottonwood Heights, Utah, focused her school years on academics. Her eye for aesthetics and her interest in business shaped her decision to study marketing at the University of Utah. Upon graduation she worked as a webmaster for a 3-D modeling company, which was followed by working as a marketing analyst at myfamily.com.

But after three years, Reachel felt restless. "Sometimes the tech industry can be formulaic and uncreative. I wanted the tools to do things more effectively and push the limits," she says. "We're always taught to be continually progressing; earning an MBA seemed like a natural step."

Reachel's time at BYU renewed her passion for marketing; she ate up the information in her pricing and promotion, brand management, and marketing research courses. "I could have spent all my tuition on those three classes, and it would have been worth it," she says.

After interning with GE in Salt Lake City, Reachel landed her Agilix job, where she oversaw a team of five people that was launching an interactive global platform.

"You can do a lot of work remotely, but

people don't get managed virtually very well, especially on projects that aren't well established," she says of her decision to split her time between Arizona and Utah.

In addition to her interstate commute, Reachel picked up a once-a-week shift at women's retailer Anthropologie in Phoenix. After leaving Agilix to start the Bagley baby hunt, Anthropologie offered her a full-time stylist position closer to home.

"It was a great education in consumer behavior—I loved it," she says. "Any job is what you put into it and what you're willing to glean."

In the three weeks before the semester started, Reachel wrote the curriculum and organized her sartorial course. "It's so fun," she says of her class, which is required to earn an image-consulting certificate. "At the end of the semester I tell my students, 'I want you to go out there, make me proud, and help people feel happy.'"

Reachel's goal as a stylist isn't to remove fashion faux pas from the world; instead she wants to help people feel confident as they walk out the door each day.

"Clothing is trivial; what's on the inside is most important," she explains. "At the same time, what we wear can show respect and is a way we make connections with others. So many times we don't have a chance to open our mouths, yet our clothing communicates."

> *"What we wear can show respect and is a way we make connections with others. So many times we don't have a chance to open our mouths, yet our clothing communicates."*

By the time Reachel left Anthropologie in 2011, she was armed with the experience to dive into her personal styling business, which she had started two years earlier. Her days now are consumed with writing her blog, cardiganempire.com, and consultations, which can include closet analyses, color draping, and helping clients identify their signature styles. At the base of her fashion endeavors is the goal to help the world feel prettier.

## Fabricating A Future

As Reachel was building her styling career, she stopped by Mesa Community College to talk with its retail and fashion department head about guest lecturing in exchange for sitting in on some classes.

The administrator stopped Reachel a few sentences into her pitch. "I don't want you to guest lecture," she said. "I've got a wardrobe strategies class I need you to teach."

Everyone deserves to feel confident and put together, she continues. "People shouldn't be tugging at their hemlines or worrying about back fat when they could be doing something important," she says. "I love styling little kids because they don't have any insecurities, and I wish women could get back to that point. Coco has so much fun dressing up and wearing sweaters. Levi's the opposite: if that kid could run around naked, he would."

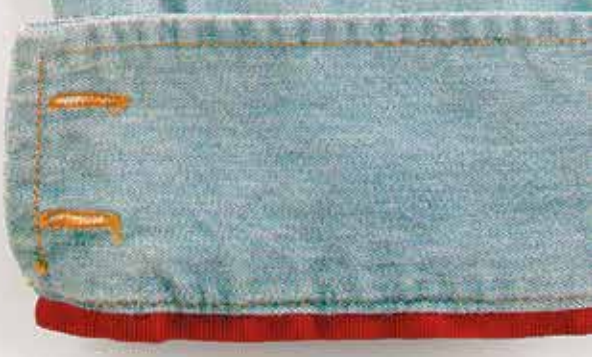
Whether Reachel is presenting to young women on modesty or sorting a pile of black sweaters in a client's closet, she draws upon her time at the Marriott School. "I love using marketing, accounting, and finance in my own way," she says. "I've felt very guided along my path."

Structured like a well-tailored jacket, Reachel's life is all about balancing her family, skills, and passion. And while getting it right requires creativity and flexibility, in the end, it's a perfect fit. M

## Reachel's Styling Tips

- The sales rack isn't where you meet your items; that's where you pick them up. You should have been flirting with these items for a long time so you know you really want them. You want something that's a good value, not only a good price.
- Identify your signature style and look for inspiration in others. If you have an inspiration board, you can narrow the scope of what you're shopping for—like filtering a spreadsheet—and you shop to fill the holes in your wardrobe.
- Dressing isn't about looking opulent or having a certain status. I don't like flaunting brands or emblems.
- Often people don't need to buy more clothes, they just need to use their clothes more efficiently.
- I want people to feel empowered and to know they're always good enough. Women spend a lot of time, especially in fitting rooms, telling themselves they're not good enough.
- Fashion gets much more textured and interesting when you're modest. Modesty saves you from a lot of fashion disasters; it's about being elegant and timeless.

For more of Reachel's tips, visit her blog: *cardiganempire.com*.

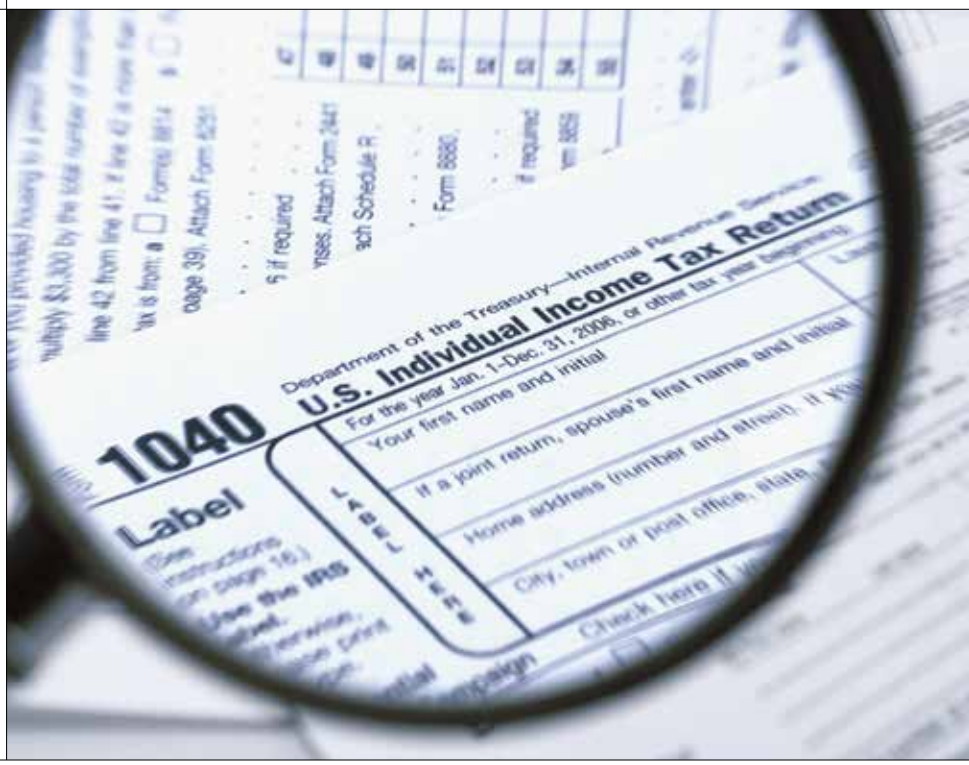


BY MEREDITH FRANCOM

*by the* NUMBERS

# *Tax Season Savings*

According to Albert Einstein, the hardest thing in the world to understand isn't relativity—it's income tax. And the genius has a point. Consider these numbers as you report your earnings to Uncle Sam.



## $500

**THE AMOUNT YOU CAN CLAIM WITH THE ENERGY EFFICIENCY TAX CREDIT.**

Outfitting your home with eco-friendly items can save you a bundle. Homeowners interested in reducing their carbon footprint can count 10 percent (up to $500) of qualifying materials—think energy-saving doors, windows, insulation, heating and air conditioning systems, and roofing materials. Labor and installation costs are not included in the credit.

Source: *turbotax.com*

## 7.5%

**THE PERCENTAGE OF ADJUSTED GROSS INCOME YOU MUST SPEND ON MEDICAL COSTS TO WRITE THEM OFF.**

You probably knew insurance premiums and co-pays can be written off, but many other costs associated with medical care qualify. Things like miles traveled, tolls, and parking are also deductible. Since these costs count when they are paid—not incurred—a little planning can go a long way. Get the most from this deduction by using a credit card so all fees are paid in the same calendar year.

Source: *forbes.com*

# 45 MILLION

**THE NUMBER OF PEOPLE WHO ITEMIZED THEIR 2011 TAX RETURN.**

When it comes to taxes, it's not who you know but what you know that matters. Every year millions of taxpayers overpay because of missed deductions. Organizations like the IRS and H&R Block offer loads of resources for confused filers. So if you have questions about charitable donations or student-loan interest, don't miss out on the deduction—ask an expert.

Source: *kiplinger.com*

# 55.5¢

**THE AMOUNT PER MILE YOU CAN DEDUCT DURING A JOB SEARCH IN 2012.**

Landing that dream job isn't the only benefit of polishing your résumé. Many expenses associated with a job change are deductible if you were employed during your search. Items like résumé development fees and miles driven for interviews count as long as you look for a job in your current industry. If you relocate more than fifty miles, moving expenses also qualify. Just make sure all these expenses add up to more than 2 percent of your adjusted gross income.

Source: *moneytalksnews.com*

# 19.3 MILLION

**THE NUMBER OF REFUND CHECKS AND LETTERS RETURNED TO THE IRS LAST YEAR.**

Thinking about moving? Whether you relocate around the corner or across the country, you need to pass on your new info to the IRS so your refund check doesn't get lost in the mail. Notifying the post office to forward your mail may not be enough. To ensure your refund check makes it to your new home, fill out Form 8822 and mail it to the IRS. Don't want to bother with forms? Another option is to write a letter including your full name, old and new addresses, and social security number. Don't forget to sign it.

Source: *treasury.gov*

# 1986

**THE YEAR THE KIDDIE TAX WAS CREATED.**

Most children don't have enough earned income to worry about paying taxes, but unearned income is a different story. The tax rate varies by the age of your child and the amount of interest, dividends, or capital gains paid out. Children under eighteen—or twenty-three if a full-time student—pay no taxes on income under $950. The next $950 is taxed at the child's tax rate. Anything over that is taxed at the parent's rate.

Source: *bankrate.com*

# THE TANNER'S COMING OF AGE

BY MEGAN BINGHAM

PHOTOGRAPHY BY
BRADLEY SLADE AND BYU PHOTO

**ASK ANYONE: TURNING THIRTY ISN'T EASY.**

April marks three decades since the N. Eldon Tanner Building opened its doors for students and faculty. Over the years the glass-and-granite façade has witnessed unprecedented change: economic uncertainty, technological advancements, and the return of boy bands, skinny jeans, and the Muppets.

Sure, there've been growth spurts—including a 76,000-square-foot addition—but this Gen-Y structure is standing strong. After all, thirty is the new twenty.

*"Granite seemed like the right material—it was the corporate equivalent of a gray flannel suit."*

—KEN LOUDER, CEO AT FFKR

## PREPARING THE WAY

By the early 1970s the expanding School of Management was desperately in need of more space. A committee of faculty and National Advisory Council (NAC) members began touring schools across the country to study the latest innovations in business education. Over the course of the next decade, the NAC played a vital role in raising $12 million for a new building—the first campus structure paid for with private donations.

## A NEW HOME

In March 1980 BYU president Dallin H. Oaks announced the construction of a management building to be named after N. Eldon Tanner, counselor to four presidents of The Church of Jesus Christ of Latter-day Saints and known in his native Canada as Mr. Integrity—a title wished on every Marriott School graduate.

*"You are our hope for the future. It is your privilege and responsibility to make a better world. I wish I could live long enough to see how much better you will make it."*

—N. ELDON TANNER, "THESE THINGS I HAVE LEARNED," MARCH 1971

## CONTEMPORARY SPACE

A site was chosen on the hillside north of the Richards Building, and architects at FFKR began mapping out the structure. The directive: create a state-of-the-art facility flooded with natural light. The atrium was an obvious choice. "People are attracted to great spaces," explains Ken Louder, one of the original architects and CEO at FFKR. "Whether it's a cathedral, Grand Central Station, or the Tanner Building's atrium, there's an inherent human reaction to being in a big room. It wraps around you in a different way."

## THE BIG BANG

The groundbreaking ceremony—presided over by President Spencer W. Kimball in November 1980—was unexpectedly memorable. "An explosive device was used to break the ground," recalls Marriott School dean Gary Cornia. "President Kimball pressed the button, and 'boom!'—we were showered with rocks. One young woman was actually knocked to the ground!" President Kimball was one of the first to her rescue. Luckily, she was fine.

*"We thank Thee for those who have given generously of their means to make this building possible. May they, over the years, derive satisfaction from the knowledge . . . that their contributions have become a rewarding investment which will yield generous dividends in the lives of men and women for generations yet to come."*

—PRESIDENT GORDON B. HINCKLEY, TANNER BUILDING DEDICATORY PRAYER

## MISSION ACCOMPLISHED

Nearly fourteen years after the building was originally envisioned, the last tile was laid and lightbulb installed. The dedication—complete with ribbon-cutting ceremony and Tanner-emblazoned scissors—was held on 5 April 1983. President Gordon B. Hinckley offered the dedicatory prayer.

*"This facility will significantly raise the quality of its students' experience; it will allow the school to serve even more talented and capable young people who will be future leaders."*

—RICHARD E. MARRIOTT,
ADDITION DEDICATION CEREMONY

## CHANGING TIMES

By the mid-2000s the Tanner Building was bursting at the seams—hundreds of students were turned away annually because there just wasn't room. In response to the growing demand, the board of trustees approved plans for a major addition to the Tanner Building. Ground was broken in April 2007—this time shovels were used.

## MONEY MATTERS

Funding for the $43 million addition and parking garage again came from private donations and included another campus first—a maintenance endowment to care for the structure after completion. Contributions began with a sizeable gift from the Marriott Family Foundation, a large gift from the N. Eldon Tanner Trust, and donations from NAC members, school administrators, faculty, staff, and alumni.

*"I remember walking through the building and seeing students reading in a janitor's closet. That hit home why we needed more group-study spaces."*

—MARK WILSON,
ARCHITECT AT FFKR

*"When I walk into the Tanner Building, I automatically feel I can make a difference in the world."*

—WHITNEY NYLAND, MANAGEMENT STUDENT

## WALK THIS WAY

Connecting the original building with the addition proved a unique challenge for FFKR architect Mark Wilson. He originally envisioned rope bridges spanning the gap. Eventually he struck a compromise between high design and usability: glass skybridges. "The two-bridge experience is surprisingly interesting—as you're walking on one, you can look to the other to get a full understanding of what you're standing on," he explains.

## INTO THE FUTURE

After less than two years of construction, the 76,000-square-foot addition was dedicated on 24 October 2008 by BYU MBA graduate President Thomas S. Monson: "Bless all students that they might recognize that they walk on hallowed ground when entering this building. May each one appreciate the past, contemplate the future, and work diligently in the present." M

# School News

## ESPN Executive Chairman Recognized with International Executive of the Year Award

The Marriott School honored George Bodenheimer, executive chairman of ESPN, with its 2012 International Executive of the Year (IEY) award at a special banquet held 27 September on the floor of the Marriott Center.

Brent Webb, BYU academic vice president, and Elder L. Tom Perry of the Quorum of the Twelve Apostles joined in presenting the award, given annually to recognize outstanding executives who demonstrate high moral standards and exceptional leadership.

After accepting the award, Bodenheimer explained three connections he felt to BYU. "The value of integrity, the spirit of giving back, and the importance of family are universal and everlasting," he said. "It's organizations like ESPN, the NAC, this school, and this university that help make up the fabric of this great country."

Bodenheimer was the company's longest serving president (1998–2011) and led a period of tremendous growth, expanding the company to eight domestic television networks, twelve high-definition services, forty-eight international television networks, and eighteen web sites. ESPN now has more than seven thousand employees and reaches 100 million households.

Bodenheimer is the thirty-fourth recipient of the IEY award. The award was created in 1974 and is sponsored by the school's National Advisory Council. Past recipients include Don Soderquist, former senior vice chairman of Walmart; Steven Reinemund, former CEO of PepsiCo and current dean of business

at Wake Forest University; and John E. Pepper Jr., former chairman and CEO of Procter & Gamble.

## New Peery Social Entrepreneurship Research Fellows Announced

The Ballard Center for Economic Self-Reliance has named BYU professors Chris Mattson and David Wiley research fellows in the Peery Social Entrepreneurship Program. As fellows, Mattson and Wiley will apply their expertise in research and innovations within the field of social entrepreneurship.

"Chris and David bring great rigor and innovative research to their respective fields," says **Todd Manwaring,** managing director of the Ballard Center. "We are excited for them to join our team."

Mattson, a mechanical engineering assistant professor, is creating methods that engineers can use to design low-cost products for individuals living in poverty. He is also faculty director of BYU's Design Exploration Research Group, where he leads initiatives to improve the impact of engineering design on the developing world. The partnership between the Ballard Center and Mattson will allow his method to expand beyond the engineering field.

Wiley is an associate professor of instructional psychology and technology and director of the Open Education Group, the McKay School of Education's research organization. Wiley's charge has been to harness technology to deliver free universal education to everyone. His work has molded educational reform by providing open content and educational resources for informal online learning communities.

## Marriott School Names Lee Perry New Associate Dean

Dean **Gary Cornia** of the Marriott School announced the appointment of professor **Lee Perry** as a new associate dean for the school. Perry, the Sorensen Family Professor of Organizational Leadership and Strategy, joins **Michael Thompson** and **Jim Stice** as a third associate dean.

The appointment came as a result of increasing administrative complexity within the school. Perry assumes administrative oversight for the research and development centers housed in the Marriott School as well as for the school's extensive placement efforts.

"Lee Perry has a unique ability to ask questions that lead to the articulation of clear organizational strategy," says Dean Cornia. "He is a natural leader, and many within the building have already expressed their desire to work with him."

Perry served as the associate dean over both graduate and undergraduate programs at the Marriott School from 1998 to 2005 prior to serving as president of the California Roseville Mission for The Church of Jesus Christ of Latter-day Saints. He holds a doctorate in administration sciences from Yale University and has nearly thirty years of experience as a professor, consultant, administrator, entrepreneur, and corporate board member.

"I feel honored to serve my friends and colleagues in the Marriott School. This is a great school, and I'm just happy to do my part," Perry says. "It really is an honor for all of us to work here and do what we can to strengthen this place."

## NSA Names BYU a Cybersecurity National Center of Excellence

BYU has been recognized as one of the nation's premier academic institutions in the area of cybersecurity education.

The National Security Agency (NSA) and the Department of Homeland Security have designated BYU as a National Center for Academic Excellence in Information Assurance Education, a designation that honors schools excelling in the development of professionals who help protect national security information systems.

Only seven schools nationwide were newly minted with this specific designation, and BYU is the first school in the state of Utah to receive the award, which goes from 2012 to 2017.

"We are honored to be named as one of these National Centers for Academic Excellence," said BYU cybersecurity expert Dale Rowe, a professor in the Ira A. Fulton College of Engineering and Technology. "Not only will this give BYU access to important funding but the recognition will open doors for collaboration with other universities in this field of study."

## Global Business and Literacy Minor Announced

In an effort to attract, develop, and place more men and women in the international business landscape, the Marriott School has joined with the BYU College of Humanities to announce the global business and literacy minor.

The twenty-one-credit minor is available to all nonbusiness students but is specifically designed to help humanities and language majors understand international business while applying their language skills.

"Both colleges have worked together for the past several years to develop this minor," says **Erv Black,** Whitmore Global Management Center faculty director. "We see this as another step in helping students leverage their international experiences and provide evidence of their global credentials."

The global business and literacy minor is expected to fit well on the university's internationally diverse campus, where more than 120 countries are represented and nearly 70 percent of students speak a second language. The minor will give students opportunities to reach beyond borders with international business classes coupled with civilization and literature classes designed to accommodate their global interests.

"The minor is targeted at students who desire to acquire some business skills and leverage their language talents," Black says.

## BYU Honored as Changemaker Campus

BYU has been designated a Changemaker Campus by Ashoka U. Ashoka U, a subset of the international nonprofit organization Ashoka, is an initiative set forth to promote social entrepreneurship at universities. BYU was named for its ability to produce influential students who make a difference on a local and global stage. Nineteen universities, including BYU, are honored with this status.

BYU received the Changemaker Campus title through the efforts of the Ballard Center for Economic Self-Reliance. The center incorporates the ideas of a Changemaker Campus by encouraging and teaching students to find innovative solutions to social problems.

## BYU Moves Up in Latest *U.S. News* Rankings

BYU continued its upward surge in the annual *U.S. News* Best Colleges rankings, jumping up another three spots to sixty-eighth among all national universities.

BYU moved up five spots to thirty-first in the "Best Undergraduate Business" category while holding steady at the No. 3 spot for "Best Accounting Programs."

The 2013 Best Colleges guidebook ranks more than 1,400 four-year accredited colleges and universities. BYU falls into the category of "national universities," which includes schools that offer a full range of undergraduate majors plus master's and doctorate degrees.

This year BYU also improved to fifth in the category of "Least Debt," which compares the average debt carried by departing graduates, and ranked fifteenth in the "Great Schools at Great Prices" category.

In specialty categories, the Marriott School ranked fifteenth in international business while also moving up five spots to sixteenth in entrepreneurship.

Harvard and Princeton tied for the top spot in the "national universities" category, followed by Yale, Columbia, and the University of Chicago.

*BYU jumped up three spots in the* U.S. News's *annual Best Colleges rankings.*

## Entrepreneurship Programs Highly Ranked by The Princeton Review

BYU's entrepreneurship students are among the most prepared for success in self-started businesses, reports The Princeton Review's survey for *Entrepreneur* magazine. BYU's Rollins Center for Entrepreneurship and Technology graduate and undergraduate programs came in at No. 3 and No. 6, respectively. This is the third-straight year both programs have made the top ten, with the undergraduate program moving up one spot.

The Princeton Review surveys two thousand institutions from across the United States to determine the nation's top programs. The rankings are based on a compilation of academic courses offered, entrepreneurial success of faculty and students, availability of experiential and cooperative learning

experiences, and outside activities like clubs and competitions.

**Scott Petersen,** managing director of the Rollins Center, asserts that the center's forward-thinking programs give BYU students an edge.

"We base our program around world-class curriculum, significant campus events, and networking opportunities," Petersen says. "The steps we've taken in building the infrastructure of our program have resulted in these rankings."

### Changes Come to the Recreation Management Program

After two years of discussions between faculty and administrators, changes were implemented this fall to align the recreation management program with the school's mission of creating leaders in a competitive business environment.

While the department is now functioning with a shortened title, undergraduates will also see modifications in the program name, emphases, and curriculum.

"We want students to come out of this department even better prepared than students have been before," says **Michael Thompson,** Marriott School associate dean. "We're entering different territory by having a recreation management program in a school of management, and it's exciting."

Formerly the recreation management and youth leadership department, now it is known as the recreation management department. Within the undergraduate program emphases, leisure services management changed to experience management while therapeutic recreation kept its original name.

The course list now echoes other Marriott School curriculum: all undergraduate students in the school are required to take the same prerequisite classes, such as accounting, business management, finance, marketing, and economics.

Recreation management students will take sixty-four credit hours from the school before graduating—thirty-one credit hours program-specific. **Patti Freeman,** recreation management department chair, says the adjustments create a great hybrid between business and recreation.

"Our roots have always been on the business side of creating and leading experiences," Freeman says. "We want to leverage the good that is in our program and blend it with the good that is already in the Marriott School."

## STUDENT NEWS

### BYU Teams Win Big External Business Competitions

BYU students know what it takes to create a successful company, and they have the results to prove it.

Student entrepreneur teams from BYU collected an impressive lineup of business competition wins in 2012. Altogether, seven student teams presented their businesses at ten invitational events across the country, with most making it to the semifinal and final rounds of the competitions.

One big winner was BYU student team AutoBid, which won first place at the California Dreamin' Business Plan Competition, hosted by Chapman University in Orange, California. In the competition, AutoBid competed against teams from seventeen western universities and walked away with $50,000.

"During the California Dreamin' BPC, I realized how well BYU had prepared us for these various competitions," says **Jordan Furniss,** AutoBid cofounder and a senior studying entrepreneurship from Idaho Falls, Idaho. "We were taught how to present as an actual operating company. One thing that set us apart was that we were more than just a plan on paper."

AutoBid provides insurance estimate software that transfers quote information from insurance companies to collision repair shops. The software eliminates time repair shops take to manually enter the information sent from insurance companies and saves each shop an average of 300 hours each year.

Another BYU team that excelled at competitions was Active Alarm. The team took first place at the Utah Entrepreneur Challenge at the University of Utah, where it won $50,000 in cash and in-kind prizes. Active Alarm also took third place at the Venture Challenge held at San Diego State University. The company developed a shut-off device linked to a smoke detector that prevents house fires by cutting power to the stove or oven.

"Competitions definitely provide us with exposure. We've had a lot of people coming up to us after, interested in investing and funding," says **Rhett Weller,** a recent MBA graduate from Eden, Utah, who manages the business operations for Active Alarm.

In addition to these top finishes, BYU teams FlexLeg and Bladepad took second and fourth place, respectively, at Wake Forest University's Elevator Competition. Students from schools across the globe tested their skills pitching their companies to venture capitalists. If the team generated sufficient interest, it advanced to the next round, where a formal boardroom presentation was made. FlexLeg also won the fan vote.

"At the competition people were commenting that BYU wins the fan vote every year because of its dynamic network," says **Seth Gonzalez,** FlexLeg partner and an MBA graduate from Pleasant Grove, Utah. "We have a unique network at BYU

*Chapman University professor Richard Sudek presents AutoBid team members Jordan Furniss and Taylor Moss with the first-place award at the California Dreamin' Competition.*

# MPA Student Interns in China for U.S. Department of State

Romney Institute students are willing to travel all over the world to gain valuable experience through internships. **Kate Baxter** spent her summer interning for the Utah-Qinghai EcoPartnership, a young organization in central China.

When Baxter arrived at the end of May, she immersed herself by speaking fluent Chinese. Her days as an intern included representing the organization, directing programs, and publishing research.

"My favorite part was working with the other people," says Baxter, an MPA candidate planning to graduate in April 2013. "It was exciting to watch them, work with them, and learn the Chinese way of doing things. It was very time intensive but fulfilling."

Baxter's internship organization is an extension of the U.S. Department of State, established to strengthen the partnership between Utah and the Chinese province of Qinghai. It aims to advance energy security, increase economic growth, sustain the environment, and build trust.

A major event during her internship was the Xining International Forum, where Baxter addressed all conference attendees. She says giving the speech to Xining and Qinghai government officials, along with officials from governments around the world, was a unique experience.

"Because I had prepared, I was confident in my message, and the officials were both welcoming and respectful," she says. "I felt no fear speaking to them."

Baxter applied what she has learned from her MPA classes to her internship, such as how local governments work and what kinds of problems leaders face.

"The knowledge I've gained in the program helped me in many ways," she says. "And my understanding from my economics, decision analysis, human resources, and statistical analysis classes increased my understanding, abilities, and adaptability required for the internship."

that allows us to accomplish some really incredible things."

In Texas, BYU teams PhoneSoap and Bladepad made it to the semifinal round of the Rice Business Plan Competition, one of the world's largest business plan competitions. PhoneSoap, maker of a UV light box to kill germs and recharge a cell phone, earned the award as the best overall presenter out of forty-two teams.

For the seven BYU teams that competed in competitions around the country, the time they dedicated paid off. In addition to hard work, professors and students alike think that the students' unique experiences at BYU contributed to their successes this year.

## Supply Chain Student Receives Richter Scholarship

Last spring **Chris Huntington,** a recent graduate from Littleton, Colorado, was named an R. Gene Richter Scholarship recipient, becoming the first BYU student to earn the most nationally recognized award in supply chain management.

"Chris is one of the most outstanding students in the program," says **Tom Foster,** BYU global supply chain professor. "His leadership in the Supply Chain Management Club has been terrific. This is a great recognition and opportunity for him and the global supply chain program here."

The Institute for Supply Management is the largest national scholarship program in its field and has continually recognized the nation's top students with the Richter Scholarship.

Each scholar receives $5,000 in tuition assistance and is mentored throughout the year by past winners and executives with supply chain expertise. Additionally, recipients participate in the ISM International Annual Conference and ISM Power Conference, where they take part in professional development

and training opportunities.

"As a Richter Scholar you become part of a family of past winners and executives who support the program," Huntington says. "I did not initially understand the breadth of opportunity that comes with winning the award, but I am looking forward to networking with all those I meet through the program and receiving great guidance and support as I build my supply chain career."

## ROTC Team Victorious at Regional Competition

Conquering physically and mentally demanding obstacles, BYU's Army ROTC team secured another win at the Apache Challenge–Utah competition—marking

twenty-nine wins in the past thirty-one years of competing.

The competition, previously known as the Ranger Challenge, was held at Camp Williams near Lehi, Utah. ROTC programs from around the country come to the showdown to be tested on small-unit leadership, basic soldier skills, and problem solving.

"We trained hard for this," says Olivia Hollister, an athletic training sophomore from Colorado Springs, Colorado. "We were exhausted during the race, but we kept each other strong."

BYU continued its winning tradition by beating its rivals from around the region by more than two hours. The team will go on to represent the region in the annual Sandhurst Competition in April—held at the United States Military Academy in West Point, New York.

In addition to Hollister, the winning ROTC team members include Jeffrey Andersen, an exercise science junior from Houston; **Cooper Boice,** finance senior from Carlsbad, California; **Dan Cox,** a management senior from Round Rock, Texas; Joshua Huston, a history freshman from Yuma, Arizona; Matthew Lisle, a history sophomore from Salem, Oregon; Kurt Meservy, a global studies junior from Corona, California; Travis Meservy, a civil engineering junior from Corona, California; and Bruce Richards, a geography senior from Falmouth, Maine.

## Students Square Off at Mobile App Competition

Cat herding, ninja fighting, or photo gaming—it could all be found at the Mobile App Competition hosted by the Rollins Center for Entrepreneurship and Technology.

"The purpose of this competition is to help students get more excited about mobile development," says **Josh Nicholls,** second-year MISM student from Seattle who helped organize the competition. "These competitors have built really cool apps, and I hope it will motivate others to do the same."

*Team Intuiplan votes by text for the Audience Choice Award.*

Apps were evaluated based on user experience, design implementation, business application, and number of downloads by a panel of judges that included Rollins Center academic director **Stephen Liddle** and MokiMobility executives Tom Karren and Jared Blake. Of the forty teams registered, twenty-five entries were presented at the competition, with the top eighteen moving on to the final round.

# Celebrating Social Innovation at BYU

It's now easier than ever to make a positive impact on the world, thanks to Changemaker Week—an event hosted by the Ballard Center for Economic Self-Reliance.

"The week was a chance for BYU students to see how they could make a difference both in their communities and around the world," says **Todd Manwaring**, Ballard Center director. "Students learned the steps to empower them to become changemakers."

The weeklong celebration was inspired by BYU's recent designation as a Changemaker Campus by Ashoka U, a subset of Ashoka, an international nonprofit organization that supports social entrepreneurs. Throughout the week the Ballard Center showcased students' work from the past year and upcoming opportunities for involvement.

Anchoring the week was the Peery Film Festival, a series of student-created documentaries for social organizations as a joint effort between the Ballard Center and the Department of Theatre and Media Arts. The short films premiered in the Tanner Building and were followed by a question-and-answer period with the films' creators.

Kristin Farrell, a recent communications graduate from Bloomsburg, Pennsylvania, produced a mini-documentary about an agriculture company that teaches Ghanaians to farm and sell rice. She says the experience with social entrepreneurs in Ghana enabled her to become a changemaker.

"Changemakers use their talents to better the world around them," Farrell says. "Film can be one of the most influential ways to spread ideas. The experience I had can be summed up in one word—empowering."

*Kelsie Moore, Kristin Farrell, and Jessica Cooper traveled to Ghana to produce a film they entered in the Peery Film Festival.*

During the festival students were able to discover internship and grant prospects at the Ballard Center Fair. Other events during the week included the Changemaker 101 Workshop and a chance for students to win up to $200 in the Changemaker Challenge.

"The Ballard Center's goal was to give students direction," Manwaring says. "During the week everyone had a chance to get inspired from the great work our students have been doing in the world of social innovation."

All semifinalists were awarded a piece of the $15,000 prize—each team taking anywhere from $250 to $3,000.

The grand prize went to Intuiplan's app for simplifying daily operations for franchisees. The second runner-up was the ARD Sales app for mobile field salespeople in industries like pest control and home security. The Space Jumps game app came in third, as well as being named crowd favorite.

"The competition is a great momentum builder," says **CJ Lewis,** Intuiplan team member and a senior accounting student from Gilbert, Arizona. "BYU does an excellent job of helping start-ups gain traction."

## Inaugural Competition Tests Student Career Preparedness

*Caleb Flint presents at the fall 2012 My Plan competition.*

A brainchild of the undergraduate office, the My Plan competition was created to help students in the Business Management 320 class prepare for obtaining internships and careers.

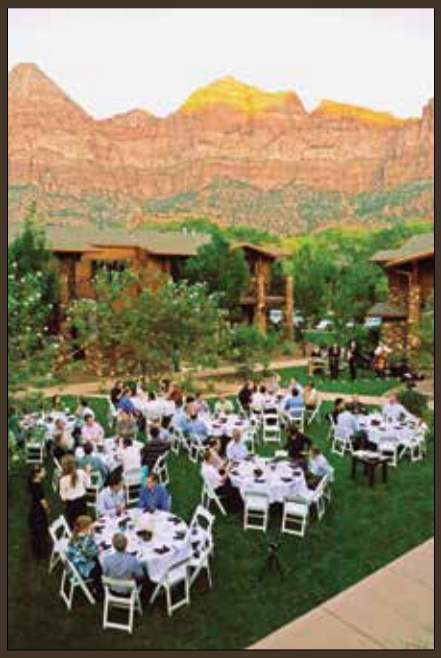
"Students really need to be more prepared for their careers, and this is a fun way to help them do it," says **Kristen McGregor,** managing director of undergraduate programs and creator of the competition.

To participate, students drafted an elevator pitch to quickly and memorably introduce themselves. Students also created a career plan, outlining the route they would take to land their dream job.

More than 200 entries were submitted, from which four winners were selected by a panel of business executives from the Undergraduate Management Advisory Board. The victors collectively received more than $1,000 in awards.

Winners include **Harmony Receveur,** a senior studying business management from Kearns, Utah, in first place; **Brett Dillon,** a junior studying business management from Oro Valley, Arizona, in second; **Sam Benton,** a junior studying marketing from Layton, Utah, in third; and **Jarett Jacobsen,** a junior studying business management from Richmond, Virginia, in fourth.

# Inaugural BYU Finance Conference Hosted at Zion National Park



Surrounded by the beauty of southern Utah, top finance professors from around the country gathered to present research and discuss recent developments in financial markets following the economic downturn at BYU's inaugural Red Rock Finance Conference.

"This event is a chance for BYU to give back to the academic community," says **Keith Vorkink,** BYU finance professor and conference organizer. "We were delighted with the turnout, the quality of papers, and the engaging discussion."

Finance professors from top-tier universities, including UCLA, Harvard, and Dartmouth, attended the two-day event. The conference featured nine paper presentations with facilitated discussions, a keynote address, and free-time activities.

Presentations illustrated cutting-edge research in the beginning stages of the peer-review process. The top paper, chosen by conference attendees, was awarded to University of Chicago professor Amit Seru.

Seru and his coauthors presented their observations about the inconsistency of banking regulator ratings. The discussion that followed was facilitated by NYU's Philipp Schnabl and provided an opportunity for the attendees to engage with the speaker.

"Several issues came up that would help improve the paper," Seru says. "I found the subsequent discussion of the general audience very stimulating."

The conference concluded with a keynote address by Stanford professor Monika Piazzesi. Afterward conference attendees were invited to extend their stay an extra day to enjoy the activities available in Zion National Park.

"It was great to spend time with other researchers in such a beautiful setting," says Tyler Shumway, program committee member from the University of Michigan. "The free-time excursions gave us opportunities to get to know one another in a way we typically do not experience at other conferences."

Francis Longstaff, program chair of the event and finance professor at UCLA, says he was pleased with the event. "It went really well," he says. "We had a strong program with great papers being presented by some of the top researchers in finance."

Benton hopes many students will be able to participate in the program in the future. "I learned a lot from the pressure of preparing to present in front of business professionals," he says. "It forced me to consider what I had to offer a company and why they should hire me."

## FACULTY NEWS

### Professors and Staff Presented with BYU Awards

*From left: J. Michael Pinegar, Cassy Budd, Christine Roundy*

Three members of the Marriott School's faculty and staff were honored at BYU's annual university conference. The university's most prestigious faculty award was presented to finance professor **J. Michael Pinegar.** Associate accounting professor **Cassy Budd** and MBA program assistant **Christine Roundy** were also recognized.

The Karl G. Maeser Distinguished Faculty Lecturer Award is presented annually to professors who show superior community citizenship, research ability, and teaching skills.

"Mike is one of the most accomplished faculty members on BYU campus in terms of research content in his field," says **Gary Cornia**, Marriott School dean. "He is also an exceptional teacher who marries the real world with the academic world in his classes."

A BYU graduate, Pinegar earned his doctorate degree in finance at the University of Utah. He currently holds the Joel C. Peterson Professorship and has received several awards, including the Merrill J. Bateman Student Choice Award in 2008, the Marriott School Outstanding Researcher Award in 2003, and the Marriott School Outstanding Faculty Award in 1995.

Since 2005 Budd has been teaching for the School of Accountancy. Throughout her career Budd's dedication to teaching has resulted in several awards—most recently was BYU's Dean Fairbank Teaching and Learning Fellowship. This award acknowledges her resourcefulness as an instructor and highlights her dedication to her students' success.

"Cassy is an enthusiastic and innovative teacher," says **Steve Glover,** director of the School of Accountancy. "She is an excellent mentor, builds a trusting environment in her classroom, and is readily available to consult students outside class."

The President's Appreciation Award is given for exceptional service and competence of support staff. Roundy was nominated by the business management department for showing dedication during an extensive building-scheduling project.

"Christine is amazingly conscientious and competent," says **Scott Sampson,** global supply chain management professor. "She puts in extra effort to make sure no detail is missed."

### Professor Receives Prestigious Stevie Award

The best in film vie for the Oscars, and the best in television strive for an Emmy. But what do the world's best businesses compete for? The Stevie Awards.

Marriott School professor **Gary Rhoads** earned a Stevie Award for helping Zions Bank win first place as the top sales training practice. The award was presented to Zions Bank at a ceremony in Las Vegas in 2012.

The Stevie Awards promote excellence in the workplace, and they are becoming one of the most sought-after business sales and customer service recognitions in the world.

**Rob Jeppsen,** Marriott School alumnus and Zions Bank VP of commercial loan sales, asked Rhoads to help develop a training program to assist small- to medium-sized businesses succeed in sales.

"The goal is for companies to give their selling strategies a competitive advantage so they can succeed faster," Jeppsen says. "Our program is working across the board, and we wouldn't have been able to succeed without Gary's help."

Rhoads and his former student, Jeppsen, led a team to identify specific elements that can assure a business's success in sales when mastered. The Zions Bank training team teaches the six lessons to business owners and sales leaders and includes principles Rhoads teaches in his BYU classes.

The program has been delivered to nearly five hundred businesses throughout Utah and Idaho in the past year and a half. Of those businesses, several have seen a 200 to 300 percent increase in sales, which led to Zions entering the program for a Stevie Award.

Zions bested more than two hundred training regimens in the international competition to make it to the finals. Utah's first bank was chosen over companies such as The Brooks Company, iSpeak, and Imparta.

### Accountancy Professor Receives Two Research Grants

**Steven M. Glover,** professor and director of the School of Accountancy, recently received two independent academic research funding grants from the Center for Audit Quality to create academic research articles.

The grants are intended to encourage collaboration between top academic scholars and global network accounting firms to provide expert research on subjects CAQ deems important for enhancing the public trust in the capital markets. CAQ also encourages the scholars to publish their work supported by the grant in top-tier academic journals. The grants provide financial support and connections with professional firms that would be otherwise difficult to access.

Glover's two research proposals are "Field Evidence of Auditor's Views on Audit Quality and Earnings Quality," with the research team of **Brant Christensen,** Marjorie Shelley, and Thomas Omer of Texas A&M University, and "Learning More About Auditing Estimates Including Fair Value Measurements," with **Mark Taylor** and Yi-Jing Wu of Case Western Reserve University.

# Alumni News

## MANAGEMENT SOCIETY

### Management Society Hosts Annual Leadership Conference

Tucked among the autumn beauty of the Wasatch Mountains, Management Society chapter leaders gathered from all over the world at Aspen Grove for the society's Annual Leadership Conference. Held 4–5 October, the event aimed to fulfill the mission of the society: connecting individuals and creating community leaders.

Attendees spent the first day learning strategies for successful management and team building. At the luncheon session, several chapters were honored with the Dean's Chapter of Excellence Award. In addition, steering committee member **Chet Harmer** was given the Benson Award for lifelong service and commitment to the society and to Brigham Young University.

"Chet is a connector," says **Rixa Oman,** Management Society executive director. "He travels all over the world, and everywhere he goes he meets with people and says, 'I work with the Management Society. Are you interested in finding out more?' He's a missionary for the organization."

The momentum continued on the second day with attendees traveling to BYU's campus for additional keynote addresses and workshops. **Adrian Selle,** a new member of the Utah Valley chapter,

attended Stephen M. R. Covey's presentation, "The Speed of Trust."

"The Management Society has provided me the opportunity to connect with innovative thinkers," Selle says. "These events are huge for professional development. I will absolutely use the things I learned today."

## Taking His Skills on the Road

It takes a special kind of person to compare his job to a high school field trip and enjoy it. Such is the case for 1997 masters of accounting graduate **Travis Nielsen,** whose consulting firm has him on the road every day—yellow school bus not included.

After seven years in public accounting, Nielsen and Marriott School classmate **Gordy Jacobsen** created The Cadence Group in 2004, filling a consulting void at a time when new legislation was changing the industry.

"When Sarbanes-Oxley came out there was a huge demand for people with that type of experience," Nielsen says. He notes that especially in the Salt Lake area, companies were struggling to implement the new legislation, which dictated top management must individually certify the accuracy of financial information and also strengthened punishment against inaccurate reporting.

The Cadence Group now has ten employees and has played a role in four of the last five large IPOs in Utah, including Omniture, Ancestry.com, Skullcandy, and Black Diamond. Nielsen's role at the firm is to oversee the financial advisory and accounting services practices. Any given day he is hitting the pavement to meet with clients and work with their finance and accounting departments. In fact, the company has yet to fully move into their office space because of the demanding road requirements, which Nielsen says are his favorite part of the job.

"The variety of people I meet and interact with is what I enjoy most," he says. "I can go from working with a gold company one day to a tech startup the next day."

And it turns out more than just his clients are pleased with his work. Nielsen was recently recognized in *Utah Business Magazine's* 40 Under 40 list, which highlights outstanding young professionals throughout the state for their business and community accomplishments.

Nielsen also takes time to use his passion and skills for accounting to help the community. Through a previous job he was introduced to the Special Olympics Utah and sat on the board of directors for a number of years. He is now a member of the finance committee, where he works to write policies and create budgets.

"Special Olympics is a wonderful organization—there is a great feeling at these events—and I enjoy helping where I can," he says.

Nielsen also hits the road to share his expertise in the act that started it all—Sarbanes-Oxley. As a guest lecturer for the SEC Institute, he travels the country teaching compliance seminars to Fortune 500 companies.

For someone whose job has him constantly on the go, Nielsen enjoys spending time at home and has lived within the same square mile in Cottonwood Heights, Utah, for nearly his entire life. He and his wife, Lisa, have three children and enjoy outdoor activities such as skiing and hiking.

# Marketing Grad's Life on the Go

**Natalie Cann** is used to good things coming in pairs. After taking time off when her twins were born, the 1998 marketing graduate was approached by two different clients with consulting projects—an opportunity too good to pass up.

Cann started her career in technology marketing, working first as an online marketing manager for Register.com and then as a product marketing senior manager at American Express. Although she loved the environment and opportunity, she starting thinking about work flexibility—something the full-time marketing world couldn't offer her—after her first child was born.

"I started getting requests from past colleagues, friends, and family, and I realized I could make a switch to independent, project-based work," she says, noting she wanted to maintain her skillset and career. Cann slowly began taking small projects. After taking time off to care for the twins, Cann's biggest consulting opportunity arrived when she was approached by her current clients—Blue Shield of California and smartphone app Hotskoop.

"My consulting business has evolved over the past three years, and I got lucky with my current clients," Cann says. "One came from a recruiter and the other from a former co-worker. They each work out to twenty hours a week."

Cann's days are full of caring for her children and balancing social media reports, competitive intelligence, and conference calls. Luckily, she has been blessed with a great support system to take care of her kids as she travels to her client's offices a few times a week. And for all the creative juggling and stress, Cann says it pays off when she can see the results of her work.

"Last fall we launched our iPhone app," she explains. "It was great to see something go from an idea to an actual product that had all the features we were looking to achieve from the outset."

Aside from the uncertainty of consulting work, Cann is grateful for the opportunity to still be involved in the industry.

"It is nice be able to use my skills and education and, at the same time, achieve the things I want in my personal life," she says.

Cann and her husband, Peter, enjoy hiking, entertaining, and snowboarding. They have three children and live in Mill Valley, California.

Connecting with forward thinkers isn't the only benefit—the society also strives to create strong leaders. **Jed McNeil,** member of the Silicon Valley and Monterey, California, chapters, says the society provides tools members can use to make a positive difference in their communities.

"At this conference I have met several chapter presidents from across the globe," McNeil says. "It is great to see outstanding leaders doing the same thing everywhere—and it started right here at BYU."

Additionally, the conference enables business people from diverse industries to connect and share ideas. Las Vegas chapter president **Doug Waggoner** appreciates the flow of information.

"The conference helps our chapter generate ideas," Waggoner says. "Often we find things we didn't recognize as a problem before. Getting to hear what others are doing is a great benefit."

## CLASS NOTES

### 1971

After graduating with her MPA in 1971, **Suzanne Vause** began her government service as planning director of an Illinois state agency. When her first child was born nine years later, Vause put her government career on hold to be a stay-at-home mom. She eventually began work again as a teacher, earning her master's in education and counseling in 2000. Vause recently retired after spending the last ten years as a counselor at various schools in Connecticut.

Vause and her husband, Rande, live in Orange, Connecticut, where she enjoys life as a retiree.

### 1973

After earning her degree in accounting from BYU in 1973, **Roslin Mann** returned to her native Australia to work as a certified practicing accountant. She has spent the last twenty years as an accountant at Deane & Associates, where she oversees client accounts and taxation returns. She also spent time at accounting firm Horwath & Horwath.

Mann lives in Adelaide, Australia, where she enjoys serving in the church, swimming, attending the theater, and playing with her cat, Charlie. She enjoys taking walks and exploring her Walkerville neighborhood and is proud of its heritage and beauty.

### 1978

Turning a career in financial services into a successful book venture, 1978 MBA graduate **Charles Kraut** is determined to

spread financial awareness and knowledge. After a thirty-year career, Kraut published his first book, *Moneywise: Your Guide to Keeping Ahead of Inflation, Taxes, and the Declining Dollar* to help the struggling middle class. He has since written books on restoring liberty to America. Kraut's most recent book, *What Will You Do When the Money's No Good?*, once again discusses financial planning in challenging times.

Kraut credits his MBA for providing the analytical tools used both in his financial and writing careers. He aims to discuss topics not as commonly covered by other authors.

Kraut and his wife, Gertrud, live in Lexington, Virginia. He is a regular speaker at political and financial seminars.

## 1980

Accounting graduate **David Carter** has spent the last fifteen years in education. After starting his career working as an accountant for various petroleum and manufacturing companies, Carter made the jump to the public education sector in 1987 to continue his accounting career. He recently retired as executive director of fiscal services at the Capistrano Unified School District.

Throughout his career he held numerous accounting positions in California school districts, including accountant for the San Bernardino County Office of Education, accounting supervisor for the Barstow Unified School District, and director of fiscal services for the Mono County Office of Education and the Adelanto School District. His most recent position allowed him to supervise all accounting and budgeting activities and staff in a district of fifty thousand students and fifty-three schools.

Carter is an active singer and has sung bass in a cappella and barbershop groups around the country, including his current involvement in the Chorus of the Comstock. Carter and his wife, Inge, have one son and recently moved to Carson City, Nevada. He enjoys reading, working on logic puzzles, and watching football.

## 1981

**Reid Nuttall,** a 1981 MBA graduate, has worked in the oil supply industry around the world, with positions in Singapore and Scotland. In 2006, he became chief

information officer at OGE Energy Group, a company that houses an electric utility and a gas pipeline. There he oversees the company's telecommunications and strives to improve energy efficiency and customer satisfaction. Nuttall was recently named CIO of the Year by Energy Central and was featured by *CIO Magazine* on its list of the top 100 CIOs.

Nuttall and his wife, Carolyn, have five children and live in Edmond, Oklahoma, where he enjoys biking and rowing.

## 1982

A well-known advocate in the Utah community, **Robin Riggs** is putting his joint JD/MPA to good use in multiple ventures. Aside from owning and operating his own lobbying firm, Riggs Consulting, he also works as a partner at Point West Ventures and Captus Global, as well as with the Salt Lake Chamber.

Acting as government relations coordinator and general counsel, each job puts him in a different advocacy role, such as working to establish nutritional standards for Chinese herbal supplements or trying to relocate the Utah State Prison. At the chamber Riggs runs the Utah Mobility Coalition, which works with transportation funding and infrastructure throughout the state.

Aside from his multiple work responsibilities, Riggs also serves on a number of boards, including the Romney Institute Advisory Board, the This is the Place Foundation, and the LDS Hospital Community Advisory Council.

Riggs and his wife, Patricia, have six children and live in Sandy, Utah. He enjoys reading, golfing, and traveling.

## 1984

**Sandy Dildine,** a 1984 marketing graduate, has taken her business skills from fashion to family. After graduation Dildine worked as an assistant manager at Fashion Corner and then Fashion Gal, where she managed all employees and coordinated store floor sets. Dildine transitioned to a stay-at-home mom when her first child was born, and she now enjoys using her management skills in organizing a household and running community service projects. She recently led an initiative to provide bags of supplies for foster children. Each bag included a quilt she designed and was full of school supplies collected from around the community.

Dildine and her husband, Jeff, have four children and live in Meridian, Idaho, where she enjoys quilting, gardening, and traveling. A recent trip across the Middle East fulfilled a lifelong dream.

## 1989

**Scott Clawson,** a 1989 finance graduate, recently joined Culligan International as president and CEO. In this role he oversees more than 5,500 employees at 800 water-quality locations around the world. He was previously president and CEO of GSI Group, the global leader in the manufacturing of grain storage and protein production systems. Clawson earned an MBA from Harvard and has held positions at Ryko Enterprises and Danaher Corporation.

Clawson and his wife, Gayla, have five children and live in Forsyth, Illinois. He is a member of the Marriott School's National Advisory Council and enjoys playing sports and spending time with family.

**Bruce Jackson,** a 1989 marketing graduate, currently works as a branch manager at 1st Choice Savings and Credit Union, where he oversees lending

## New BYU Management Society Chapters

- Brazil, Campinas
- Ghana, Accra
- Mexico Valley
- Mongolia
- New Zealand
- Shanghai
- United Kingdom

and administration for the Canadian credit union. Jackson previously worked as an account manager at ATB Financial.

Outside of the banking world, Jackson is very involved in the Magrath, Alberta, community. In the small town of 2,300 people, Jackson is a fixture at sporting and Scouting events and is a board member of the Magrath Chamber of Commerce. Jackson married his high school sweetheart, Gina. They have twelve children and enjoy the quaintness and community of rural Canada.

## 1990

**Larry Tietjen,** a 1990 finance graduate, recently joined Salesforce.com as area vice president of enterprise sales in the central-south region. There he oversees software sales in Texas, Oklahoma, Arkansas, and Louisiana. Tietjen previously worked at Ernst & Young as an executive director, where his responsibilities included expanding the systems analysis and program development practice by driving new business sales with large accounts. Tietjen started his career at PricewaterhouseCoopers and Camstar before joining business software company SAP America, advancing from client partner to national sales vice president.

Tietjen is involved with both Habitat for Humanity and the Food Pantry. He and his wife, Denell, have three children and live in Southlake, Texas, where he enjoys surfing and playing tennis.

## 1992

A 1992 finance graduate, **Kerri Kimball** is a woman on the go. She began her career by spending twelve years in global budget positions for major advertising and public relations organizations, including Burson-Marsteller and Young & Rubicam. In 2005 she switched roles to become a financial advisor. Kimball is currently vice president at wealth management firm Element Financial Group, where she oversees financial planning, investments, and insurance for numerous clients.

Kimball's career and travels have taken her around the world. She is also dedicated to inspiring girls and women, serving as co-chair of the Leadership Advisory Board of the Girl Scout Council of Greater New York and as a member of 100 Women in Hedge Funds and Executive Moms.

Kimball rarely even slows down in her spare time, enjoying cycling, hiking, and gardening. She and her husband, Jorge Bravo, have one child and live in Brooklyn, New York.

## 1995

From positions in engineering and sports, 1995 master of accounting graduate **Jason Proudfit's** career has taken a turn toward real estate. He is CEO of Rossmar & Graham, a leading community management firm in Arizona where he oversees the maintenance, resale, and financial reporting of 130,000 homes in nearly 400 communities. Before this role he spent nearly two years as the company's CFO.

Previously, Proudfit was CFO at equipment manufacturer Baden Sports and consulting firm Abacus Engineering Systems. He began his career in public accounting as an auditor at Arthur Andersen.

Proudfit and his wife, Cynthia, have three children and live in Scottsdale, Arizona.

From computer programming to spreadsheets, 1995 MAcc graduate **Kimberly Powers's** career now revolves around something completely different—books. Powers spent fifteen years in the accounting world, first as a business analyst at Pulte Mortgage and then ten years at American Management Systems, where she worked as a programmer analyst and business analyst consultant for Qwest and other clients. In 2010 she headed back to school at the University of Washington to earn her master's of library and information sciences. After graduating in 2012, Powers now works as a librarian at Arvada High School and Koelbel Public Library. At the high school she works with more than 500 students who come into the library each day, usually for information literacy instruction. Her work at the public library includes assisting patrons and running community literacy programs.

Powers and her husband, Derek, live in Lakewood, Colorado, where she enjoys reading, fishing, and ballet.

**Christopher Cooper's** 1995 degree in international business has been put to good use around the world. He began his career in Singapore as global head of sales and marketing for social network SiteTalk.com, where he coordinated marketing initiatives in China and eastern Europe. Cooper then moved back to his native Australia, where he is currently general manager at Jeunesse Global LLC. In this position he oversees the cosmetic products company's growth in Australia and New Zealand.

Cooper is very active in the Australia chapter of the Management Society. He lives in Queensland, Australia, where he enjoys spending time on nearby beaches.

## 1998

**Bonnie Spencer,** a 1998 finance graduate, has spent the last decade working her way through the ranks at Southwest Gas Corporation. She was initially hired as an inventory representative and later became an accounting analyst. For the last two years she has worked as a senior analyst in the accounting control department, where she performs system testing and troubleshooting for the human resources management system and other open-enrollment systems.

Spencer lives in Las Vegas, where she enjoys traveling, reading, spending time with friends and family, and serving in the church.

## 2004

A rising star in the accounting world, 2004 MAcc graduate **Paige Goepfert** is making her mark in the industry. After starting her career with Deloitte,

# Alum Earns Top Research Honors

On the cutting edge of research and education, **Jeff Jenkins** is leading the pack. A 2009 master of information systems graduate, Jenkins is now finishing up a doctoral program at the University of Arizona and is set to graduate this spring.

Jenkins credits the Marriott School's PhD prep track for preparing him for a demanding program.

"My Marriott School training put me two years ahead of anyone else in the program," he says. "I came into my PhD program with a paper accepted for publication, and I already knew how to do research. I didn't have the shock some of my classmates did."

Jenkins's inquisitive knack has helped him land prestigious research positions. He is a Science Foundation Arizona Fellow and a National Science Foundation Fellow—the latter of which is especially competitive, as Jenkins was chosen from top applicants around the country. He also has projects funded by the Department of Homeland Security and the U.S. Air Force.

His research focuses on two areas: cybersecurity and health care, both of which are particularly timely.

"If you look at the news, every day there is a story of a company being hacked or having a security breach," he says. "That influences their customers, from stolen information to financial and reputation losses." Jenkins hopes to eliminate security breaches by creating programs to train companies in employee security, detect insider threats, and create security strategies for organizations.

His health care work uses technology to encourage healthy habits. "We use things like iPad apps or games that are enjoyable but have an actual purpose to teach people."

Jenkins's next career goal is to earn an assistant professorship at a university, allowing him to teach and research.

"I love knowing I am looking at problems that have never been addressed before," he says. "That challenge really motivates me."

Aside from his coursework, Jenkins is also an adjunct online professor at BYU–Idaho. He and his wife, Amy, have two children and live in Tucson, Arizona, where they enjoy playing games and being outdoors.

Goepfert has worked for multiple accounting firms. She is currently a manager at McGladrey LLP, where she specializes in individual and fiduciary income taxation for ultra-high-net-worth families. She also has experience in exempt organizations, estate and gift planning, and investment partnerships.

Goepfert is a member of the Chicago Estate Planning Council and the Illinois CPA Society Estate, Gift, and Trust Committee. She is chair of the 2013 Estate, Gift, and Trust Conference Committee.

Goepfert and her husband, Michael, live in Munster, Indiana, with their young son. In her spare time Goepfert enjoys baking and playing the piano. Her Marriott School education has allowed her to stay employed during difficult economic times with her husband staying home to care for their son.

## 2005

**Chad Blodgett** is putting his Marriott School degree to good use with several promising businesses. The 2005 information systems graduate is currently a senior account executive with mediaFORGE, a dynamic display media company. The company has been recognized for its innovation and rapid growth and is currently ranked number fifty-five on the Inc. 500. Due to the company's quick expansion, Blodgett recently moved to San Francisco to open a new office in the Bay area.

Blodgett has started a number of other small businesses. Perhaps his tastiest is Boardwalk Ice Cream, which serves delicious, hand-dipped treats in southern California.

Blodgett and his wife, Julie, live in San Francisco with their young boys, where he enjoys golfing, playing basketball, and making short movies with his sons.

## 2007

**Enoch Golding** is a man of many talents. He graduated from BYU with a BS in mechanical engineering before earning an EMBA from the Marriott School in 2007. He now owns and operates multiple e-commerce websites, where his responsibilities range from web development to marketing for sites that sell products such as scrapbooking supplies and health supplements. He is in the process of starting a new company that provides marketing and customer retention services to small businesses.

Golding enjoys the flexibility his career gives him to work from home and spend time with his family.

Prior to his MBA, Golding was vice president of operations for the scrapbooking company QuicKutz. He also spent two years as president of Squires

Turbo Systems before starting his own companies.

Golding and his wife, Kelly, live in Orem, Utah, with their three children.

## 2008

After graduating from the Marriott School with his MPA in 2008, **Aaron Aisen** went on to earn a law degree from the University of Buffalo in 2011. He recently joined Goldberg Segalla as an associate in the global insurance services practice group. There his responsibilities include using his diverse background to counsel clients in licensing, inquiries, and other insurance regulation matters.

Aisen lives in Buffalo, New York, where he enjoys playing board games, reading, and visiting historical sites. He is involved with the Boy Scouts of America and volunteers with the Attorney of the Morning Program to represent low-income families facing eviction before the Buffalo City Court.

## 2009

For 2009 MPA graduate **Holly Hansen,** her dream job was discovered during her Marriott School career. While doing fund-raising work with Grantwell, she realized a museum would be a great combination of her passion for fund-raising and the arts.

After graduation Hansen interned at Phoenix's Musical Instrument Museum, where she was later hired on as community outreach coordinator.

A typical day provides her with a variety of assignments. She develops strategies for approaching the hospitality and tourism industries with unique events for employees and guests. She trains and manages volunteers who participate in outreach activities in the community. She also works with the marketing director and the tour coordinator to initiate creative programs that will drive museum attendance.

"What I enjoy most about the job is the flexibility," Hansen says. "Especially since the museum is new, I have the opportunity to create different things. I'm always reaching out to make new friends, brainstorming ideas, and putting it all together."

Hansen lives in Mesa, Arizona, where she enjoys traveling, hiking, and biking.

A 2009 MPA graduate, **Michael Speed** joined StableRiver Capital Management in 2011 as vice president of municipal fixed-income research. Currently vice president and municipal credit analyst, he tracks credit quality and presents recommendations to municipal bond portfolio managers. Speed began his career as a public finance rating analyst at Moody's Investors Service, working with the company's Southwest Regional Ratings Team.

Speed and his wife, Jessica, have five children and live in Orlando. He enjoys spending time with friends and family, serving in the church, and fishing.

# From an MPA to the EPA

Though Provo native **Bill Dalebout** attended BYU for his undergraduate degree, it wasn't until the economics student was in Washington, D.C., interning with microfinance organization FINCA International that he seriously considered BYU's MPA program.

Part of his internship involved researching MPA programs for FINCA. "I was intrigued by BYU's curriculum," Dalebout says. "And there was an added bonus too. I liked interning for FINCA, and that organization had an interest in BYU MPA graduates."

After starting the program in 2007 and subsequently returning to D.C. for an internship with the U.S. Environmental Protection Agency (EPA) a year later, Dalebout graduated from the program with a finance emphasis in 2009. He was later offered a job and returned to work in the same office at the EPA. Although his original goal to work at FINCA changed, he was excited to return to a great agency.

In his current role as planning, evaluation, and performance measures coordinator for the agency's Superfund Remediation program, Dalebout leads efforts to assure that performance metrics represent the program's outputs and outcomes in a transparent and effective manner. The program seeks to clean up more than 1,600 of the nation's largest hazardous waste sites.

The skills Dalebout developed in the MPA program have been instrumental to his success with the EPA. In 2012 Dalebout and a team of three other analysts were recognized at the annual Superfund awards banquet with the Teamwork Award for providing enhancement and innovation to the regional work planning process. He also recently received the Gold Medal for Exceptional Service for his contribution to the improvement of EPA land-remediation programs.

"When you're working hard, getting recognized for your work is appreciated," Dalebout says. "I attribute a lot of that award to skills I learned in the MPA program."

Dalebout recently celebrated his third anniversary with the EPA and feels like he has a bright future at the agency.

"This job has been great for me because I enjoy what I do and there's great growth potential," he says. "Being involved in something that matters is very rewarding. It's been all that I could ask for my first job out of the program."

Dalebout and his wife, **Amy,** a 2010 BYU MPA graduate, live in Arlington, Virginia, where they share a passion for public service.



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