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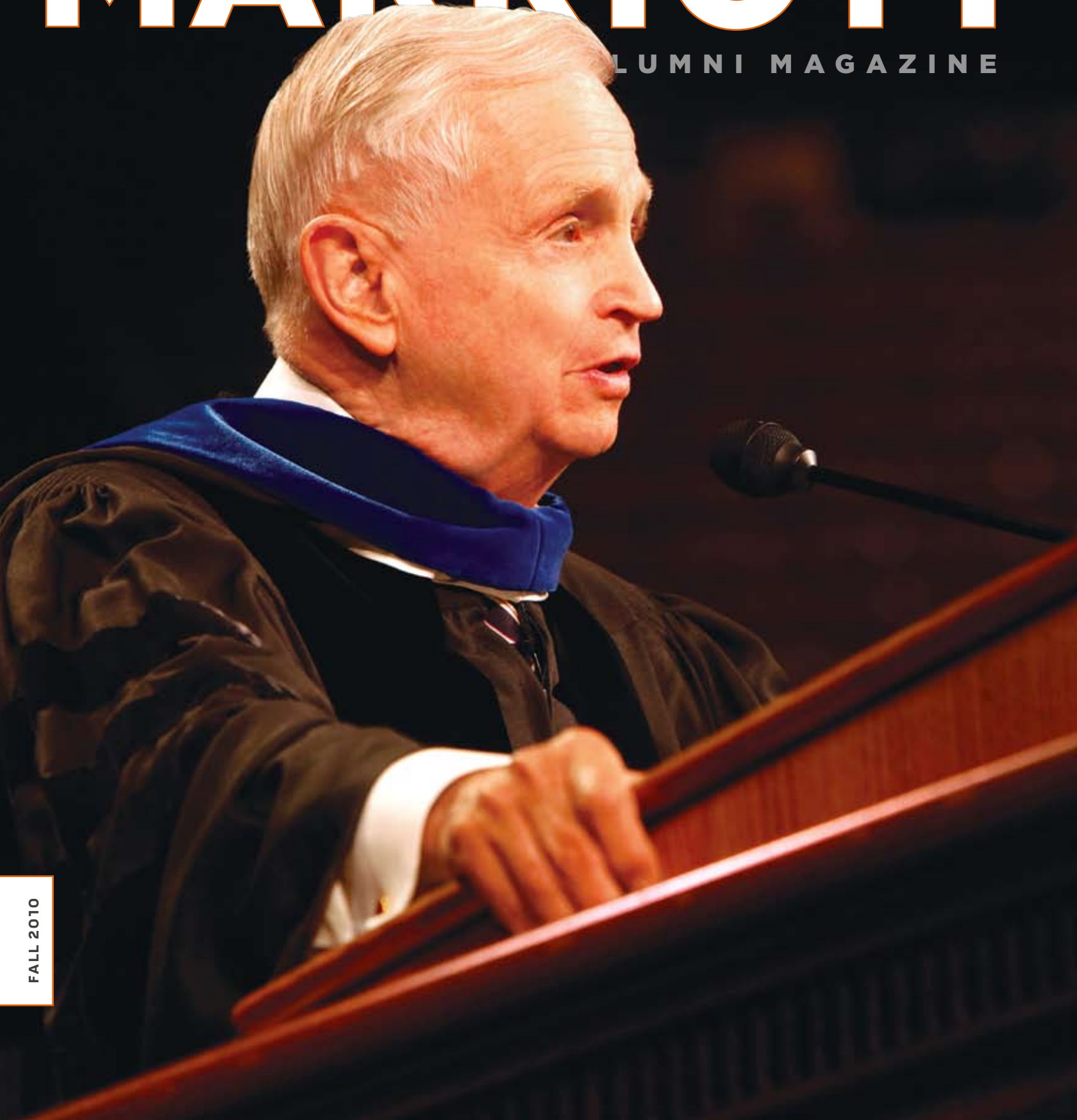
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MARRIOTT

ALUMNI MAGAZINE



FALL 2010





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◀ STUDENTS IN THE 2010 GLOBAL MARKETING STUDY
ABROAD PROGRAM EXPLORE CHINA'S GREAT WALL.

**OVERHEARD
IN THE
TANNER**

How was California? It was great. . . . **I proposed to her on the beach.** REALLY? Congratulations! Yeah, that's what I was trying to show you in the picture. I was trying to zoom in on her ring, but you didn't get it. Oh man, I was expecting you to zoom up on your faces, but you stayed on her hand and I didn't get it! Oh my gosh, that's so exciting. Did she know it was coming? Her family was all in on it, but she had no idea. Oh, the ring is so pretty. Yeah, I really love the ring—**if I was a girl, I would want that ring.** • I eat lunch with people outside of my company. I call it putting coins in the good karma box. I see an article that is pertinent to people I know in my network. I email it to them, and it's **a little deposit in the good karma box.** Then when you need some help with something, they'll be more willing to lend a hand. • Greece is in major economic turmoil. They have too many government employees that they can't pay. So they are trying to pay them with bonds, but they are worth nothing. **I'm not getting any Greek bonds.** Plus there's a moral dilemma: if Greece is bailed out, then why not every country that is economically struggling? Greece is part of the Eurozone; if they default on their loans, it decreases the value of the Euro as a whole. • Were you here for "splits day"? My boss came down and asked if any of us could do the splits. Seriously? Yeah, we were all doing the splits! Which is **dangerous considering the tightness of dress pants.** Ouch. • Actually I'm in Provo. Did I tell you I've gone back to school? **In the middle of my midlife crisis,** I've decided to get an MBA. I don't know if it's good or not, but I'm enjoying it so far. But don't worry. I'll be back in the office on Friday. • I think **they really underestimated the projected costs** for international students to live here. Well, maybe if you didn't go to movies, have a car, a phone, health insurance, or food—all you did was school and sleep. Yeah, then it would probably be about right. • It's so hard coming back from the mission. I know! I'm still in the missionary mind-set. People have asked me, "How much school do you have left?" I respond, **"Oh, I have two more transfers."** • It's really effective to have people get to know each other in an environment like this. During orientation you don't see anyone sitting on the side. **Everyone is involved** and making friends. It's really great. • This is the business building, the Tanner Building. **Wow, it looks so much bigger on the inside than on the outside.** • I went to find my car, and I was wandering up and down the parking lot with no luck. Some were suggesting where I should look, **but I couldn't find it.** Then I remembered my car was in the shop and I got dropped off.



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Cover photo by Jed Wells





THE
International
Scent
OF
Business



BY TODD HOLLINGSHEAD ILLUSTRATIONS BY TIM ZELTNER

You know you're in Hong Kong when you smell it.

First, it's flowery-sweet, popcorn-esque jasmine rice.

Next, it's incense from the factories that line the coast just to the north.

Then, all at once, it's stinky tofu, raw seafood, and freshly chopped vegetables in a wok. Then again, it also smells like steamed buns filled with barbeque pork and fresh meats simmering in hot oil—chicken, beef, and so many types of fish. Hong Kong smells like a blend of all these things. And garlic. And ginger. And salt water.

Frankly, Hong Kong's distinct aroma is complicated and difficult to describe. The only way to understand how Hong Kong lives up to its smelly moniker (the English translation is "fragrant harbor") is to go there.

"All over Asia, each city has its own unique smell, but nothing—nothing—smells like Hong Kong," says Chad Little of the Marriott School External Relations office. "You really can't replicate it."

To fully appreciate the city's sensory onslaught, one must live and work among the 7 million regulars who make Hong Kong one of the most densely populated and modern metropolises in the world—a place where some surmise at any given time 15 percent of the buildings are being demolished, rebuilt, renovated, or restructured.

Within its famous and fragrant skyline, Hong Kong is home to one of the most thriving and unique business environments on earth.

But, just like experiencing the city's aroma, to really understand the ins and outs of Hong Kong's elite white-collar activity, you've got to see it firsthand. You've got to sit at the table with executives from Coca-Cola and apply your slim understanding of Chinese culture to figure out how they just said no to a deal five times without ever actually saying no.

You've got to go to DHL's Hong Kong operation center on a smoggy day and navigate the accelerated way in which the shipping company stays fast in one of the fastest cities on the planet.

Sure, you can learn the basics about global supply chain and marketing in Hong Kong by

reading a few chapters out of a textbook. But if you really want to see how fragrant harbor business is done, get yourself there with a Marriott School study abroad program.

"You go in and see companies that you are so familiar with back home, and you observe how much those companies need to adapt to a foreign market," says Sarah Mabey, who visited Hong Kong on a 2009 marketing trip. "I have traveled significantly with my family to countries all over the world, but this study abroad allowed me to view the people more in depth and in a different framework. I learned how diverse people's preferences and tastes can be. This was vital to my future

in the world around them," says GMC executive director Lee Radebaugh. "You can read about it, you can see it in a TV show or in a movie, but it's not the same as going there."

And, one might add, it's not the same as going there and getting into factories, sitting in on board meetings, and visiting executive offices to speak face-to-face with the international stars of global businesses.

"Nations can be pretty perplexing places," says study abroad veteran Bruce Money, a professor of marketing and international business. "But we're commanded to study all things; it is a spiritual mandate to get out and study abroad."

experience. It's no longer a luxury—it's a requirement.

Take Amy Hansen for example. The senior from San Diego went on the 2009 Asia Business Study Abroad tour of Singapore, Malaysia, China, and Japan, and came away with the realization that (a) the Far East is bursting with fierce business competition and, (b) the United States is not in business isolation.

"These people are hungry; they are ready to compete for the dollars out there," Hansen says. "I now know that you have to understand how to interact with people culturally if you want to stay competitive."



"Nations can be pretty perplexing places."



career in marketing because it made me realize that my tastes and preferences do not translate to everyone else's."

If tastes and preferences don't translate across borders, certainly the smells of Hong Kong don't either. And just as Hong Kong doesn't smell the same as Beijing, Tokyo, or Shanghai, business in Hong Kong runs differently than in Beijing, Tokyo, or Shanghai. Thus it makes perfect sense then that if you truly want to understand international business, you better internationalize yourself as much as possible.

And that's where the Marriott School's Global Management Center comes into play with its annual spring and summer short-term business study abroad programs. The center runs anywhere from eight to ten programs each year, with a variety of destinations available to both undergraduate and graduate students.

A HEALTHY DOSE OF CULTURE

Be it Dubai, Hong Kong, London, or Geneva, the GMC business study abroad programs are providing the type of hands-on fiscal and cultural experience that forever changes students' perspectives on international business.

"It opens their minds to what's going on

But make no mistake: the Marriott School's study abroad programs are not mini missions. The focus of the two- to five-week trips is mainly business, with an appropriate serving of culture on the side.

At the end of these excursions, students come away with a greater appreciation for the lands they visit, but more important, they come away with a deeper perspective on how greatly business operations fluctuate in each location and culture.

The intense focus on learning how to do business effectively, respectfully, and ethically in diverse cultures is what separates Marriott School study abroad programs from traditional study abroad offerings, says program coordinator Sherstin Creamer.

"We go in with a business mindset," says Creamer, who is tasked with spreading the word about the GMC's programs through recruiting efforts. "We want students to understand different cultures and traditions, but our focus is on business and what makes markets tick."

Students explain their reasons for participating like this: The world today truly is flat (thank you, Thomas Friedman). If I want to be able to compete in any business venture, I'm going to have to have international

Hansen has a particularly acute vantage point on this issue, having traveled to China ten years prior to her study abroad trip. She says the China she visited a decade ago no longer exists.

"When I went to Beijing it was like night and day," she recalls. "Everything had changed. Everything had become so metropolitan, so developed. It was an awakening to me and helped me realize the playing field is being leveled."

Hansen plans to run an online clothing business with employees in Shanghai developing and making clothes, so her trip couldn't have been more pivotal to her future career.

TRIP ITINERARIES

There is a formula for giving students like Hansen the greatest international business experience possible.

By design, each GMC program is focused on one global region (such as Asia or Europe) or one curricular emphasis (like accounting or marketing).

Students start their international experience in Provo, spending several weeks in pretrip primer-courses on the economic, political, and cultural backgrounds of countries they are to visit.

Then once the groups land on foreign soil, they immediately start touring factories, sitting in on board meetings, and visiting corporate offices to, for instance, get firsthand tastes of how a GM shop in Shanghai is worlds apart from a Toyota factory outside Tokyo.

Forget about other university programs where students are holed up in hotels for twelve hours a day meeting with execs in small conference rooms.

"We may get in fewer business visits a day, but the quality is much higher," Radebaugh says.

Adds Money: "If you want to know something about international business, there is no substitute for getting on the ground in a foreign country, talking to people, and getting in factories."

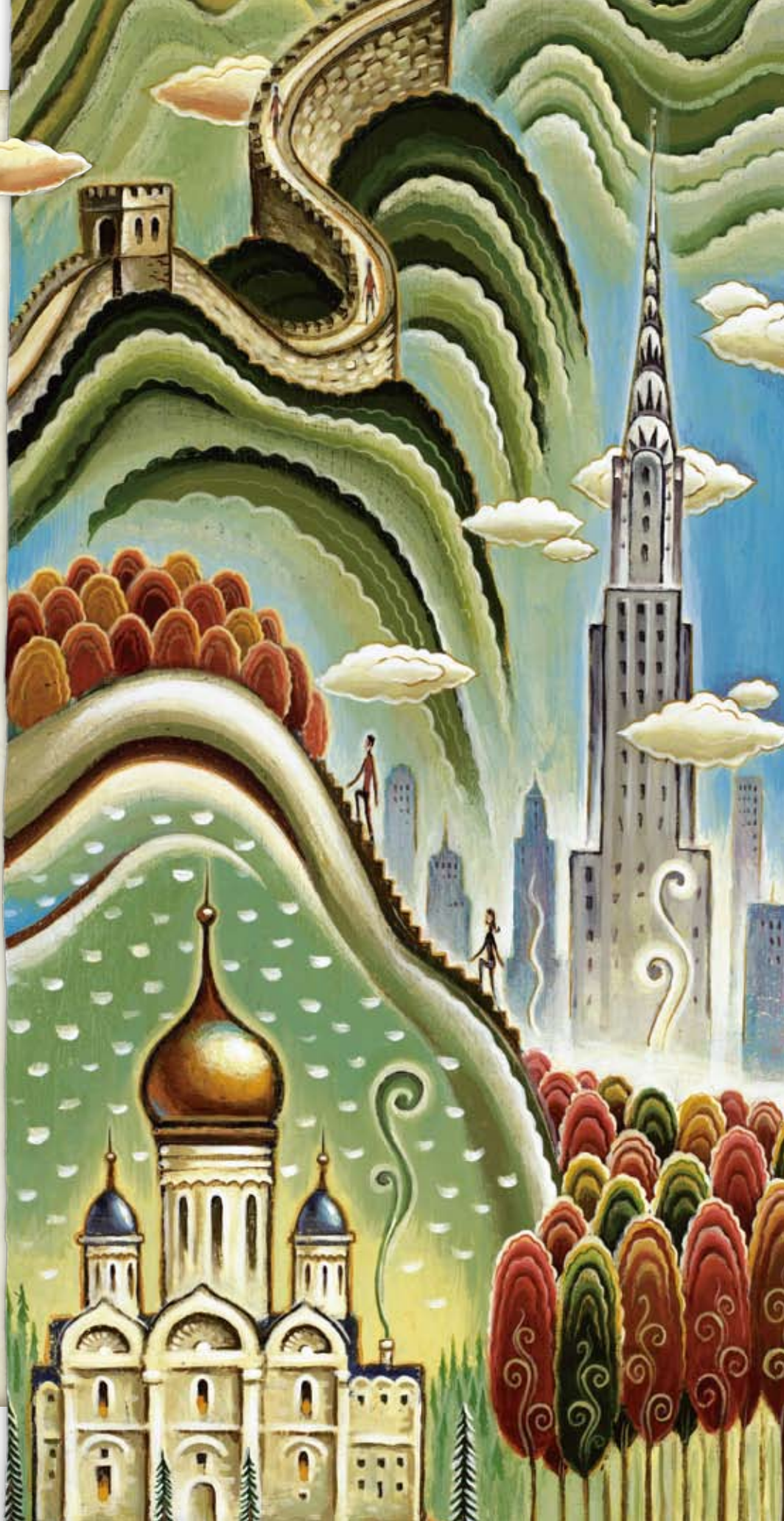
One such factory is the Power Ranger factory in Guangzhou (aka Canton), China. Here, hundreds of workers intensely labor to piece together Mighty Morphin Power Ranger toys.

"If those dolls were made in Canton, Ohio, instead of Canton, China, they would be about \$87 apiece," Money says. "Students in international business have to come to terms with these issues: issues of outsourcing, global supply chain, and marketing. The various aspects of international business really come to life when students go abroad and tour these facilities."

The Marriott School's focus on international experience is nothing new, but the intensity has certainly picked up in recent years.

Knowing that economies no longer operate in isolation and knowing that the world is shrinking daily as technology bridges continents, the GMC has added several new locales to its study abroad lineup.

A London accounting program kicked off two years ago, a global marketing program launched in 2009, and just this year Radebaugh and Burke Jackson took the first group of Executive MBA students to the Middle East for a whirlwind tour of the booming business cultures of Morocco, Egypt, Turkey, and United Arab Emirates. Radebaugh hopes to make the Middle East trip an annual program as well.



The GMC is considering other programs as well, including the possibility of a Spanish and Portuguese study abroad where students would visit countries in Latin America and Europe.

"The mission of the Global Management Center is to provide international experiences for both students and faculty," Radebaugh says. "To understand international business, you've got to understand the world and not just one particular area. If you don't understand the dynamics of the global marketplace, you're going to struggle."

Based on where some of Radebaugh's former students are now, it's clear that the GMC programs are teaching Marriott School students those dynamics.

Many are in China or Japan, while others are in places like Chile or Saudi Arabia. Others are stateside but working with a Rolodex full of international clients.

"I had no idea there were so many cultures, so many opportunities, and so many ways for me to use my degree," says recent grad Jonathan Wing, who joined Mabey on the 2009 Global Marketing Study Abroad excursion. "A lot of us, unfortunately, keep ourselves in a box."

In Wing's case, the global marketing tour gave him a taste for the major differences in marketing approaches in places like New York, London, Geneva, Paris, Hong Kong, and Tokyo.

Most of the GMC programs bounce students across borders (and sometimes continents), while others stay in one place. The global marketing students go around the world, the general business trips of Europe and Asia hit countries within those continents, and the accounting program camps in London to provide an experience with the International Accounting Standards Board.

Number wise, the groups are kept to twenty-five or so students to maximize their face time with executives and to increase their chance of landing coveted internships.

"We want to create critical thinkers and people who are effective and knowledgeable in cross-cultural settings," Creamer says. "Why? Because we know that's what they're going to face no matter where they land in the business world."



DELVING IN

Compared to Hong Kong, the streets of London don't smell, unless you're passing a pungent pub or fragrant fish shop. The on-again, off-again rain tends to wipe away whatever cultural fragrances lurk in the city's corners.

The lack of a signature scent is pretty easy to understand, but you still need to go to London if you want to know what it doesn't smell like.

Accounting professor Erv Black could give you an idea; he's been taking study abroad groups out since 2004 and has headed up the London accounting program since it was started in 2008.

He's learned the hard way to never leave your London flat without a jacket, an umbrella, and something to read. He's learned how you can count on sunburn-inducing heat turning to body-soaking rain and cold on just about any given day. Of course, the reading materials are for the Tube, London's subway system and the best way to get around—also the fastest way to reach the offices of the International Accounting Standards Board (IASB).

The IASB, which is tasked with setting

reporting standards," says Quinn, now at Deloitte's advisory practice in San Francisco. "The United States is on the brink of a huge crossover to international standards, and this trip showed me the effects those changes will have on the accounting profession domestically."

Quinn, like other alums of the Marriott School's study abroad programs, came home not only with invaluable knowledge and experience, but he also earned his Global Management Certificate. The certificate, administered by the GMC, allows students to distinguish themselves from their peers in an increasingly competitive job hunt.

"The Global Management Certificate has been the perfect way to showcase the international experience that added so much value to my Marriott School experience," Quinn says. "I was far ahead of students from other schools on my internship because of my understanding of international reporting standards. This will be a great differentiating point for me in the workplace."

PASSPORT TO PERSPECTIVE

Money says study abroad experiences can be life-altering not only on a business and per-

sonal level but also on a spiritual level.

describe the Marriott School's study abroad programs. Whether it be the fragrant streets of Hong Kong or the muggy, rain-soaked alleys of London, the global knowledge earned on these trips can't be gleaned any other way.

"You'll have wider perspectives and greater understanding than those who haven't left the country," Creamer says. "I genuinely believe having international experiences will make you a better person for the rest of your life, regardless of what you do."

So go ahead and read about Shanghai and Tokyo and Paris. Look at a few pictures of Dubai and London.

But if you really want to know what they feel and smell like, you better pack your bags. **M**

ABOUT THE AUTHOR

Todd Hollingshead is a media relations manager for BYU's University Communications. He graduated from BYU in 2004 with a BA in communications and worked as a journalist for the Salt Lake Tribune before returning to BYU. He and his wife, Natalie, live in Orem with their two children.

"I saw students' lives change before my eyes."

international accounting standards, is the main reason the Marriott School's relatively new accounting study abroad program is set in London.

"We meet with and observe the board members; we interact with them," Black says. "The students really get a better understanding of the international accounting standards and the process used to adopt them."

The significance of this personal experience with the IASB is paramount, says Nathan Quinn, a recent grad who went to London last year.

"It opened my eyes to the international issues that are pressing the accounting profession, especially the international

sonal level but also on a spiritual level.

For example, attending sacrament meeting in Rome or Paris or Amsterdam gives students an appreciation of how different and challenging it can be as a member of the LDS Church abroad. But it also allows students to focus on what makes them similar to their fellow members across the pond.

"I saw students' lives change before my eyes," Money says. "There were insights into spiritual things that hadn't been there before. One student decided on the spot to get her life totally in harmony with the church and go on a mission. As a director, I realize those moments are priceless."

Priceless is a pretty accurate way to



around the
COOLER

BY JOSEPH D. OGDEN,
ROBERT G. GARDNER, &
BRENT WILSON



Unscrambling Financial Acronyms

So you went to business school. But it's been a few years . . . And perhaps some of the recent economic news has left you a little befuddled. We've unscrambled some particularly tricky terms that will put you back at the head of the class.

LBO (*Leveraged Buyout*)—buying another company with a significant amount of **borrowed money**. Often the assets of the company being purchased are used as collateral for the loan. LBOs allow companies to make acquisitions without having to commit a lot of capital.

WHY IMPORTANT? As the economy rebounds, mergers and acquisitions are coming back. This is evidenced in the battle between Hewlett-Packard and Dell to purchase 3Par.

S&P Case-Shiller Index—

a measure of single-family **home prices**.

It compares the sale price of the same properties over time. Index data is distributed by Standard & Poor's on the last Tuesday of each month.

WHY IMPORTANT? If you're looking at buying a home, you'll want to watch price trends. If the index shows prices rising, you may want to speed up your home purchase. Generally home prices are an indicator of the overall economy.



FNMA (*Fannie Mae or Federal National Mortgage Association*) —————>

—a publicly traded company sponsored by the U.S. government that purchases and **guarantees mortgages**, creating mortgage-backed securities (a type of CDO). Pension funds, insurance companies, and foreign governments are among those investing in Fannie Mae's CDOs.

WHY IMPORTANT? The U.S. housing crisis nearly caused a collapse of Fannie Mae in 2008. As a result, the federal government has taken temporary ownership of it. If Fannie goes under, tax payers could be asked to cover billions of dollars in bad debt.

Sources: Investopedia.com, Yahoo Finance, Wikipedia.com, George Mason University's History News Network



CDS (*Credit Default Swap*)—a contract that **acts like insurance**. One party in the contract sells the credit risk of a debt obligation to another party.

For example, you own a \$10 million bond issued by a real estate corporation, and you want to insure against the risk that the corporation will default. You find someone to sell you \$10 million worth of “insurance” (a CDS with a par value of \$10 million), and you regularly pay a premium (called a spread). If the bond never goes into default, the seller pockets the premium. If the bond does default, the seller pays \$10 million. The higher the risk of default, the greater the spread.

WHY IMPORTANT? Between 2003 and 2007 the market for CDSs exploded, but during the financial meltdown CDSs have been maligned for their ability to shift credit risk to parties not directly tied to the assets. AIG was a victim of overexposure to CDSs when the housing market crashed.

CDO (*Collateralized Debt Obligation*)—a security that **packages the debt of individual companies** and sells the expected cash flows (interest and principal payments) to investors. CDOs come in many different flavors, based on the type of assets backing the debts, and are split into multiple tranches associated with different risks.

WHY IMPORTANT? Because of the complexity of CDO structures, buyers don't always understand the risk they are assuming when purchasing. To complicate matters, CDOs can be backed by credit default swaps rather than by the originating assets.



Count US Out?

ILLUSTRATIONS
BY CURTIS PARKER

How the French Put U.S. Adoption of International Accounting Standards on the Rocks. **BY EARL K. STICE & JAMES D. STICE**

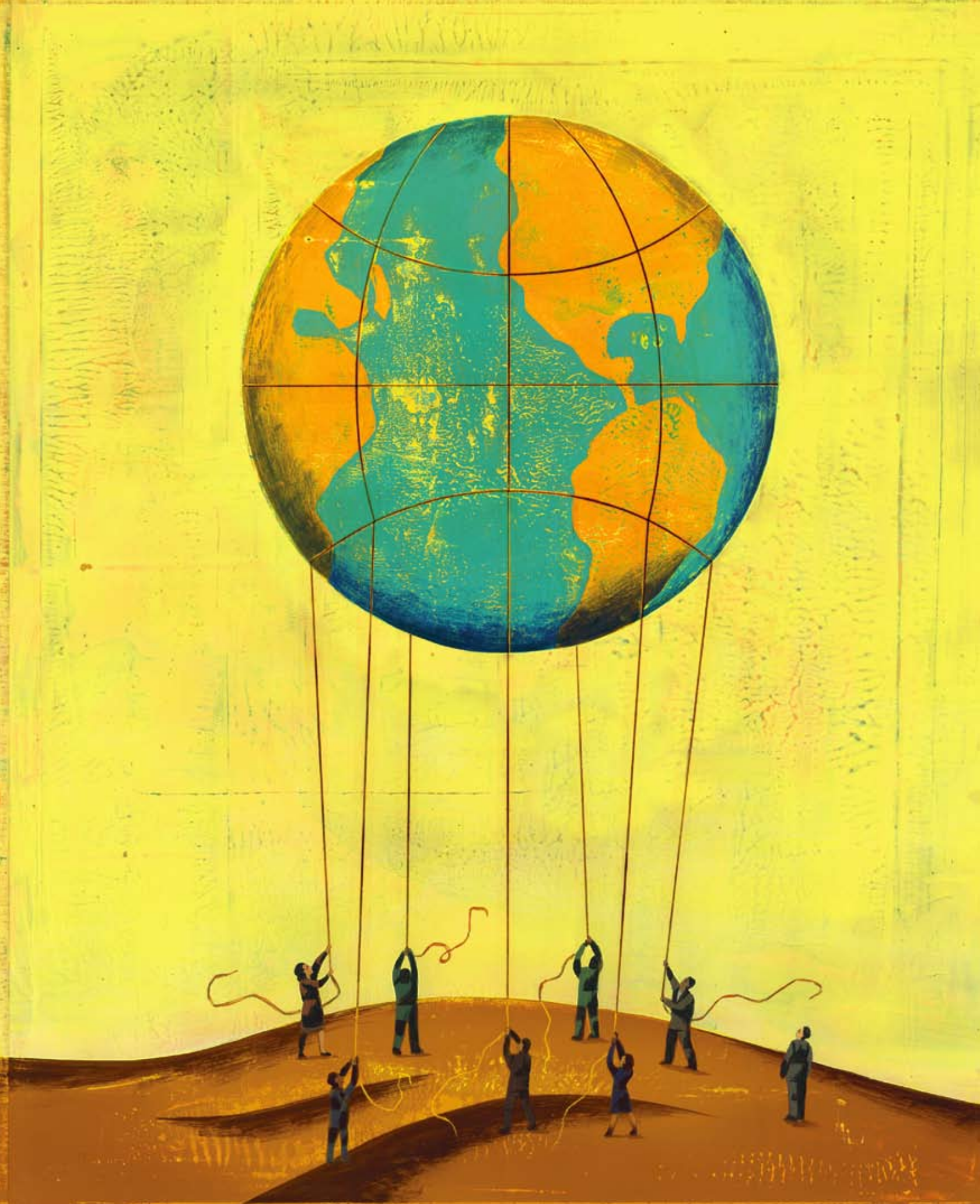
It all started with a French accountant named René Ricol.

In mid-2008 Ricol was commissioned by French president Nicolas Sarkozy to write a report on the impact of the worldwide financial crisis of 2007 and 2008.¹ This 148-page report covered

a variety of topics, including the origins of the crisis, the ongoing response by governments and businesses, and thirty detailed recommendations for additional actions.

On page 53 Ricol wrote something that has had explosive consequences: “At present, it is important to ensure that . . . a level playing field between European and U.S. [accounting] rules is achieved.” By implication, according to Ricol, one reason that European banks were having such severe difficulties in the third quarter of 2008 was that U.S. accounting rules were giving an advantage to U.S. banks.

President Sarkozy passed Ricol’s report along to the assembled European Union’s finance ministers, who happened to be meeting in Paris. These ministers were shocked to learn that U.S. accounting rules were creating an “uneven playing field.” The finance ministers issued a communiqué on 7 October 2008 calling for: “[T]he necessity of avoiding any distortion of treatment between U.S.



and European banks due to differences in accounting rules. . . . We also consider that the issue of asset reclassification must be resolved quickly. . . . We expect this issue to be solved by the end of the month, with the objective to implement as of the third quarter.”²

To whom was the call to arms addressed? To the International Accounting Standards Board (IASB), based in London and designated by the European Union as the approved source of accounting standards for all EU nations. IASB standards, collectively known as International Financial Reporting Standards (IFRS), are also recognized as the source of generally accepted accounting principles in every sizeable economy in the world—except one, the United States.

Let’s turn our attention to Sir David Tweedie, chair of the IASB. Tweedie was told that the IASB had three days to revise IFRS. Three days? The due process requirements of both the IASB and its U.S. counterpart, the FASB, typically result in proposed accounting standards being circulated and discussed for years. However, Tweedie was told that without an immediate rule change, the EU would go around the IASB and unilaterally change the accounting rules for companies in its constituent countries.

It is reported that Tweedie considered resigning; however, he succumbed to the EU pressure and rushed through the accounting change.³

■ FAIR VALUE ACCOUNTING

What was this accounting rule that was viewed as threatening the very survival of European banks? The accountants call it “fair value accounting”; the business press often calls it “mark-to-market accounting.” For companies, such as banks, that actively trade stocks and bonds, the mark-to-market rule says that the investments must be reported on the company’s books at current market value, with any paper gains or losses (called “unrealized” gains or losses by accountants) being reported in the company’s income statement.

From July 2008 through September 2008 there were huge paper losses for banks and other investors all over the world. These

losses reduced the recorded capital of banks and threatened to put many banks in violation of their regulatory capital requirements. You can see why banks were particularly upset at mark-to-market accounting. (Although no one complained much about mark-to-market accounting when the market was up.)

Back to Ricol. He claimed to have found a provision in the U.S. accounting rules that allowed U.S. banks to reclassify their investment securities into a category that accountants call “held to maturity.” The important thing about held-to-maturity securities is that they are reported in the balance sheet at their original cost, not their current market value, with any changes in value being ignored (as long as a company has the ability and intent to hold that security until its maturity date). Thus, this appears to be a loophole that U.S. banks could use to sidestep the harsh impact of mark-to-market accounting. At least that is the way this U.S. rule was explained to the EU finance ministers.

What the finance ministers were not told is that this reclassification is so rare and the rules so restrictive that no one can think of an example of a U.S. company ever actually doing it. In addition, the U.S. rule requires the reclassification of “held-to-maturity” be done at the prevailing market value on the date of the reclassification, so any paper gains or losses must be recorded in full on that day—not much of a loophole. But remember, the EU finance ministers probably weren’t given a full briefing on all the aspects of the rule; they were told only that this U.S. loophole allowed U.S. banks to avoid mark-to-market accounting, thus appearing to create

an unlevel international playing field with European banks losing out.

■ ROLLING BACK THE CLOCK

Now the story gets really interesting. In drafting the hasty revision to its rules, someone in the IASB (no one is saying who) allowed the European banks to roll back the clock to 1 July 2008 and, with the benefit of hindsight, designate some investments to be accounted for using mark-to-market accounting (probably the investments they knew went up during the third quarter) and some investments to be reclassified as “held to maturity” at the existing value on 1 July (probably the investments they knew went down during the third quarter). Very clever.

The IASB rule was approved on 13 October 2008, two weeks after the end of the fiscal third quarter of the year.⁴



Across the Atlantic, U.S. regulators and the U.S. business community could only stand back and watch this political power play with a mixture of amazement and disgust.

This IASB rule revision, which was intended to level the international playing field, substantially tilted it in favor of those European banks that chose to use it. Some European banks, like BNP Paribas, quickly backed away from this blatant manipulation.

On the other hand, Deutsche Bank gratefully used the retroactive provision to turn a loss into a profit. Without the retroactive reclassifications, Deutsche Bank would have reported a pretax loss of €732 million for the third quarter. With the reclassifications, Deutsche Bank was able to report a pretax profit of €93 million, which it proudly hailed in its third quarter report.⁵

■ U.S. RESPONSE

There are certainly historical examples of U.S. politicians putting pressure on the FASB to revise its rules (such as with stock compensation rules). But in the United States the FASB is somewhat shielded from these pressures by the SEC. Internationally, there is no global SEC, so the IASB was left on its own to experience the full force of the European Union's political pressure. When faced with an EU ultimatum, the IASB buckled.

Across the Atlantic, U.S. regulators and the U.S. business community could only stand back and watch this political power play with a mixture of amazement and disgust. As of October 2008 the SEC had proposed a "timeline" for shifting all U.S. accounting rule-making responsibility to the IASB by 2014. This proposal stemmed from two seemingly incontrovertible facts: (1) global capital markets demand a uniform set of accounting rules, and (2) the world will never accept "Yankee" control of this one-world standard.

The SEC had the choice of either watching the international harmonization parade go by or getting in line under the IASB banner. However, the October 2008 IASB

rule change caused both the SEC and the U.S. business community to reevaluate the benefits of ceding standard-setting power to the IASB, an organization that had now revealed itself as being subject to powers more focused on the well-being of European banks than global accounting harmony.

SEC chair Mary Shapiro was never as enthusiastic about international accounting convergence as was her predecessor, Christopher Cox. She was fearful of "convergence" really being a "race to the bottom" in terms of degradation in the quality of the U.S. financial reporting environment. During 2009 Shapiro said cautiously that the "timeline" was on hold until the SEC determined exactly how it wanted to proceed.

The SEC's new international accounting convergence "work plan" was announced on 24 February 2010.⁶ The SEC is still convinced that "a single set of high-quality globally accepted accounting standards would benefit U.S. investors." However, the SEC has expressed concern about both the quality of the international standards and the process by which those standards are set. Specifically, before ceding standard-making authority to the IASB (or any other international body), the SEC wants to ensure that "accounting standards are set by an independent standard-setter and for the benefit of investors." The implication is that the SEC wants to be convinced that the IASB won't again cave to EU pressure. The SEC's "work plan" also states that the SEC will not switch over to IFRS until 2015 at the earliest.

The IASB has since attempted to create a barrier between itself and the political pressure aimed at it—a Monitoring Board that includes representation from a number of important international regulators, including SEC chair Shapiro. It isn't clear yet whether this Monitoring Board has or can serve as a

shield between the IASB and international political pressure. Time will tell.

Remember that report written by René Ricol? The primary result has been to bring home, dramatically, the remaining barriers to international convergence in financial reporting. The U.S. business community was forced to face the reality that it really doesn't want its reporting rules set by a London-based group heavily influenced by the European Union.

In addition, all interested parties, both in the United States and overseas, have seen that the IASB differs from the FASB in one extremely important way—the pronouncements of the FASB have the force of law because the regulatory power of the SEC is behind them. But who will enforce the pronouncements of the IASB? Who will ensure that the provisions are applied in a consistent way in each country around the world? Will it ever really be possible to have one truly global set of accounting standards, uniformly interpreted, implemented, and audited? For now, it looks like the answer may be no. ■

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■ ABOUT THE AUTHORS

Kay Stice and Jim Stice are both accounting professors in the Marriott School. Yes, they are brothers.

Improving Your Vitals

Getting fit may be more about numbers than you ever thought. But don't worry. Work these facts and figures into your health regimen, and you'll be making a sound investment.



37



**THE NUMBER OF INCHES AROUND
THE AVERAGE AMERICAN WOMAN'S WAIST.**

TIP: Begin to trim.

Experts agree that a spare tire around the middle can lead to type 2 diabetes, high blood pressure, and heart disease. If you need to lose inches to meet the Center for Disease Control's guidelines (fewer than thirty-five inches for women and forty for men), create your own tummy trimming program at mypyramid.gov.

Sources: CDC.gov, MSN Health

25

**THE PERCENTAGE OF AMERICANS
WHO SKIP VACATIONING.**

TIP: Take a break.

Making time off a priority can be difficult, but experts say that frequent vacationers (people who take two trips a year) are less likely to be depressed and more likely to be satisfied with their marriages. If cash is tight, check out tripbase.com to sort destinations based on your interests and budget.

Sources: Monster.com, MSN Health, Occupational Medicine



**THE NUMBER OF AMERICANS NAPPING
IN TANNING BEDS EACH YEAR.**

30 million

TIP: Just say no to harmful rays.

Sun-kissed skin may be in, but fake baking should be out—a recent study found that frequent tanning-bed usage triples your risk for melanoma, the deadliest skin cancer. Instead, warm up your skin tone with a sunless tanning product, and just think about the wrinkles you're avoiding.

Sources: CNN Health, New York Times, Skincancer.org



9

**THE NUMBER OF
CALORIES IN A LARGE
STALK OF CELERY.**

TIP: Munch on celery for the fiber, not to burn extra calories.

Packing your diet with fiber-filled veggies can do wonders for your waist-line. Aim for twenty-five to thirty-five grams of dietary fiber daily to prevent spikes in blood sugar and to feel fuller longer. And choose low-fat ranch if you're gonna dunk your produce.

Sources: FamilyEducation.com, MyFitnessPal.com, Time Magazine



47

**THE PERCENTAGE OF ADULTS
WHO ARE STRESSED OUT.**

TIP: Put on a foam finger.

According to scientists, avid sports fans release pent up stress, get a shot of self-esteem, and feel socially connected when they're watching a big game. In fact, one study found that men experience a 20 percent rise in testosterone levels after cheering their team on to victory. Go, Cougs!

Sources: Stress.org, American Psychological Association, CNN Health



150

**THE NUMBER OF MINUTES THE
AVERAGE ADULT SHOULD SPEND
EXERCISING EACH WEEK.**

TIP: Go to the mall.

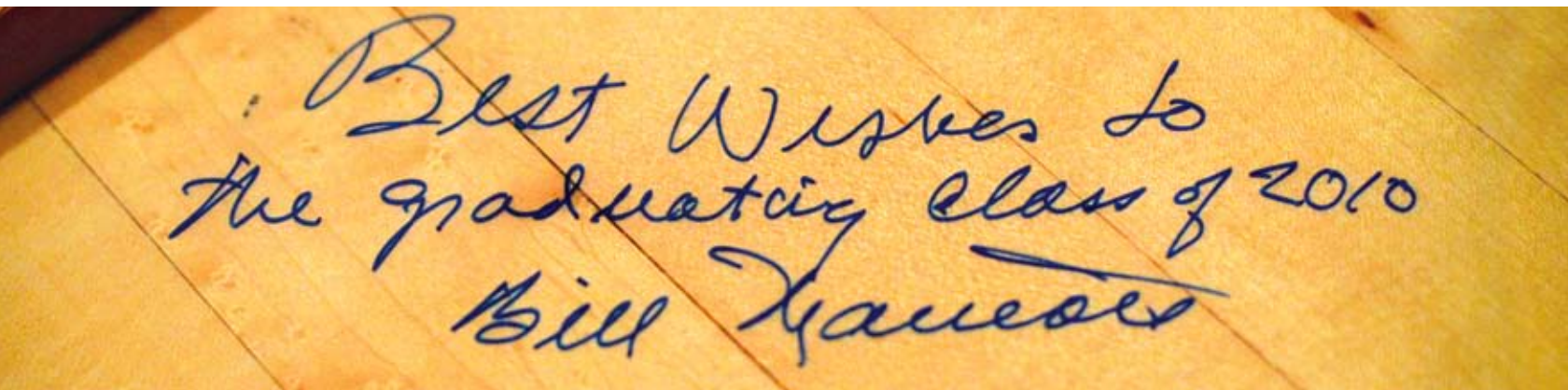
Whatever your current activity level, start increasing your energy output in ten minute increments until you reach 150 minutes each week. Moderate intensity exercise doesn't have to be drudgery either. Gardening, biking, ballroom dancing, and playing baseball all count toward your exercise goal. Even shopping burns 177 calories per hour—as long as it's not online.

Sources: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention



The Blessings of

DETER MIN NATION



By J. Willard Marriott Jr. Photography by Jed Wells



In my fifty-four years in business I have studied leadership and have been anxious to learn why people are successful. I believe strongly that everyone who wants to be successful will be. So why are some more successful than others? I have concluded that the difference is setting high goals, having perseverance, and working with unyielding determination.

HIGH GOALS

I want to begin by telling you about the man for whom your school is named: J. Willard Marriott, my father. Born in Ogden, Utah, 17 September 1900, he was the second oldest son in a family of eight. He grew up on a little farm where his pioneer grandfather, John Marriott, had settled in 1855.

Dad grew up herding sheep and when he





As part of a renovation to BYU's Marriott Center, the floor where athletes shoot hoops and leaders give devotionals was replaced. A piece of the original floorboard bearing the Marriott name was bequeathed to the Marriott School. To mark the graduation of the school's largest class and Bill Marriott's speech on this occasion, he and the graduating students signed the 12'x4' piece of hardwood flooring. The autographed board now resides in the Tanner Building.

was nineteen was called to serve a mission in the eastern states. When he came back from his mission, he found that his father had borrowed a lot of money from the bank to finance his sheep herd. The value of the sheep had declined by 80 percent, and my grandfather was broke. My father knew that the family would be working for the bank forever and realized his only way out was an education.

He knew he couldn't compete in the marketplace without a college education and the money to pay for it. He had neither! He'd come home from his mission with \$4 in his pocket. He had no high school credits as he had to leave school every year to help on the farm or herd his father's sheep.

At that time Aaron Tracy was an English professor at Weber Academy in Ogden. He liked my dad and had watched him work hard as a young boy. He ignored my father's lack of high school education and allowed him to make up his book work as he went along. Each day my father would arise at 4 a.m. to study and then would ride his horse five miles to attend school at Weber. He had a lot of jobs, and when the day was over he worked in the bookstore until it closed. He was elected student body president and was one of three returned missionaries Weber hired to teach theology. After two years he graduated from Weber and transferred to the

University of Utah, where he met my mother.

He worked summers selling woolen goods to loggers in the Sierra Nevada Mountains and finally graduated from the U. When my mom graduated in 1927, they were married and drove to Washington, D.C., in a Model T Ford. It took them eleven days on dirt roads to make the trip. When they got to Washington they opened a nine-stool A&W Root Beer stand. They sold a lot of ice-cold root beer in the hot summer of 1927, but when the weather changed, people stopped drinking root beer, so my parents added hot dogs, chili, and hot tamales to the menu and called their little place the Hot Shoppe.

In 1930 they opened the first drive-in restaurant east of the Mississippi River and continued expanding their restaurants until they opened their first Marriott hotel in 1957 in Washington.

My father's story is one of very hard work. All of his life he set goals and never gave up until he met them.

PERSEVERANCE

In 1924 my grandfather bought three thousand Merino sheep and sent my dad to eastern Nevada—250 miles southwest of Salt Lake City—to drive the sheep back home.

He began his journey in October and arrived back in Ogden in May. During the

winter nights he slept in a sheep camp, which was an enclosed horse-drawn wagon he shared with two Basque shepherders. Each night he continued his studies. He loved to read Emerson. From this great poet he learned the importance of growing strong and developing self-reliance. He came to understand that the tougher the obstacles, the stronger he would become and the greater the opportunity he would have to succeed.

That long winter he learned it was important to respect the obstacle and know that it might beat you the first time or the second or the third. He determined that nothing was going to prevent him from returning home, graduating from the university, and crossing the Wasatch Mountains to the bright, busy, and exciting world he had discovered while serving his mission on the East Coast.

His sheep drive turned out to be an almost impossible venture. The sheep were attacked by wild animals. They would wander off, drink from bad water, and die. When the herd was about to starve, my dad got on his horse and rode for five lonely days and nights searching for greener pastures. He became lost on many occasions and almost froze to death. But he persevered, found an area fit for grazing, and saved his sheep.

The next summer as he was selling woolen goods to the loggers in the Sierras, he

noticed that some trees grew tall and strong while others were small and scrubby. He later found a poem that expressed his feelings:

*The tree that never had to fight
For sun and sky and air and light
But stood out in the open plain
And always got its share of rain,
Never became a forest king
But lived and died a scrubby thing.
The man who never had to toil
To gain and farm his patch of soil,
Who never had to win his share
Of sun and sky and light and air,
Never became a manly man
But lived and died as he began.
Good timber does not grow with ease,
The stronger the wind, the stronger the trees.*

This poem guided him through life as he strived to turn his little root beer stand into what the Marriott corporation is today.

UNYIELDING DETERMINATION

As you have studied and learned how to compete in business, I promise you that your determination will make all the difference. Your success in business can be truly spectacular if you are willing to sacrifice and never give up. You worked hard to gain your degrees and you sacrificed much. You have learned something of determination and learned how to deal with discouragement.

You have learned a lot in the Marriott School, but you have more than book learning to help you succeed. You have the gift of the Holy Ghost—the spiritual fuel that will help you as you make your way.

In a recent general conference talk, Elder L. Tom Perry discussed spiritual fuel. He said: “The Lord has given us a beautiful plan about how we can return to Him, but the completion of our mortal journey requires spiritual fuel. . . . We must acquire knowledge of God’s eternal plan and our role in it, and then by living righteously, surrendering our

will to the will of the Lord, we will receive promised blessings.”

Then he quoted Elder William R. Bradford, who said: “In righteousness there is great simplicity. In every case that confronts us in life there is either a right way or a wrong way to proceed. If we choose the right way, we are sustained in our actions by the principles of righteousness, in which there is power from the heavens. If we choose the wrong way and act on that choice, there is no such heavenly promise or power, and we are alone and destined to fail.”

My dad’s success was greatly inspired by the faith and perseverance of his grandmother Elizabeth Stewart. Elizabeth Stewart joined The Church of Jesus Christ of Latter-day Saints in England in 1848. She was a seventeen-year-old orphan who was working as a housekeeper in Northampton. When she was nineteen she boarded a ship and sailed to America. When she reached the Gulf of Mexico, the ship hit a terrible hurricane, lost its rigging, and almost sank.

Elizabeth finally arrived in New Orleans and went up the river on a paddleboat to St. Louis. There she worked in a store to earn enough to join a wagon train bound for Utah Territory. One day as she was working in the store, she was carrying a kerosene lamp that exploded. She suffered second- and third-degree burns on most of her body. Yet three months later, still suffering from burns, she joined a wagon train and walked across the plains to Salt Lake City.

Elizabeth wrote in her journal that when she arrived it was a desolate-looking place. She had no money and went door-to-door begging for work. Finally a family hired her to care for their children and cook. Six months later she met my great-grandfather

John Marriott. They were married and spent the first year living in a wagon bed. Then they built a sod house. She had nine children. John Marriott’s first wife had passed away, leaving eight children; my great-grandmother raised seventeen children. She was president of the Primary and the Relief Society at the same time, but when she was seventy-five she had to give up her Primary calling because she could not keep up with the little kids anymore.

Your success in business can be truly
SPECTACULAR
if you are willing to sacrifice.

Her final journal entry read: “Though I was very poor, I was not discouraged when I arrived in Utah because I knew I had come to Zion to raise a family. I told my children never to find fault with the teachings of the church for they are all true.”

You are all destined to greatness. You have an excellent education and a strong work ethic and the blessings of the gospel. I encourage you future leaders to work with your team to persevere with you. Your success will depend on how well your people share your determination.

May you go forth with great strength and determination to succeed. Once you’ve met your goals, set some new ones and make them even higher. Keep on working, learning, and growing, and never give up. May the Lord bless you in your efforts. May you continue to have the Holy Ghost beside you, to guide you and bless your lives continually. **M**

ABOUT THE SPEAKER

J. Willard Marriott Jr. is chairman and CEO of Marriott International Inc. This text is adapted from a speech he gave at the Marriott School convocation on 23 April 2010.



THE FIVE WS (²AND ONE H)

²OF EFFECTIVE
MISSION
STATEMENTS

BY JENNIFER MATHIS ILLUSTRATIONS BY THE HEADS OF STATE



It's not all about touchdowns for BYU's football team, though you'd never know it judging by last year's knockout season—or the past four seasons, for that matter. During the past four years, the Cougars have won forty-three and lost nine, a record surpassed by only four other schools in the country.¹

What most people don't know is that head coach Bronco Mendenhall attributes much of the team's success—both on and off the field—to the creation and implementation of a mission statement, a creed that emerged shortly after he started coaching at BYU.

"So many people were interested in which direction the program was going to move," Mendenhall says. "It became clear there was going to have to be one statement to encompass the principles and ideals our team would have."

Mendenhall and his staff set out to develop a mission statement. After a three-hour brainstorming session, the following statement emerged: *"To be the flag bearer of Brigham Young University through football excellence, embracing truth, tradition, virtue and honor as a beacon to the world."*

Notice there's no mention of winning. "Winning to me is not the most important part," Mendenhall concedes. "What I believe is a measure of whether we're succeeding is: are the men reaching their potential?"

And he believes they are. Since the mission statement's implementation in 2005, Mendenhall has had many reasons to smile. For starters, he's seen more than two-hundred players leave to serve full-time missions for The Church of Jesus Christ of Latter-day Saints. He's watched players become excellent husbands and fathers—more than one hundred have tied the knot, and more than twenty of those have become fathers. Scholastically, the Cougars have the highest grade point average among NCAA Division I Football Bowl Subdivision schools that participated in an informal survey.

Even though the players love the game, Mendenhall says, the mission statement has helped them develop a sense of purpose for what they do on a daily basis. "It gives them a deeper motive. It's a cause, not a job. It's a purpose, not an activity. When you really believe in a cause or a purpose, you're willing to try and do a lot more." Clearly a winning strategy for the BYU football team.

WHY MISSION STATEMENTS?

The presence of a mission statement alone may not promise the level of success the Cougars have achieved, nor will the lack of a mission statement guarantee failure.² But research suggests there are innumerable benefits when companies and organizations have such a creed. Here are just a few:

- Increases organizational effectiveness
- Doubles the chances that employees will follow guidelines
- Increases return on certain financial measures
- Motivates staff
- Improves leadership
- Results in wiser use of resources
- Establishes a common vision^{3,4,5}

Haley Rushing, co-founder of The Purpose Institute in Austin, Texas, helps companies identify and articulate their purposes. She firmly believes that once an organization has a solid vision in place and lives it, success will follow. "We love profit. That's the byproduct of putting your talent and energy toward something that matters," she says. "The more purpose-driven you are, the more profit-driven you are. There is no trade-off."

WHO NEEDS A MISSION STATEMENT?

Mission statements are the most widely used management tool; the cost is small and the dividends are high. A recent survey by Boston-based consultants Bain & Company revealed that nine out of ten Fortune 500 firms use them.⁶ More and more profit and nonprofit organizations are adopting strategic management activities into their day-to-day operations with mission statements being an essential first step in the strategic management process.⁷

Rushing believes that companies big and small need to define their purpose, and she's seen what having that focus can do for a company's performance. "If you want a great brand, you have to stand for something, and you have to commit to making a difference," she says. "Organizations with a purpose and core values are built to last."

Jon Ladle, president and chief operating officer of Advanous, a pricing and margin analytics firm in Richmond, Virginia, has experienced the far-reaching benefits

of implementing a mission statement. His company's mantra guides every decision: *"Employees are number one, and we are going to provide amazing customer service."*

Recently Advanous considered outsourcing some of its key software development activities. "As we looked at that decision, we had to understand how that would affect our employees," says Ladle, who earned his MBA from the Marriott School in 2000. With fewer than twenty-five employees, he says, it's critical that they feel valued, challenged, and an integral part of the company's strategic plans.

CRAFTING A FAMILY MISSION STATEMENT

Christy and Jerry Fiala, who each earned their MBAs from the Marriott School, applied their fresh business knowledge to their first venture together: marriage.

When the couple married in 1990, they did what seemed fit when striving to build a successful organization—they created a mission statement.

"When it comes to sharing a vision, marriage is a little like starting a business," says Jerry, who earned his MBA in 1991. "You'd rather have the partners get together right at the start of it to decide what their values are."

Nine children later, the family mission statement penned twenty years ago holds true today. "It's still relevant. We aligned ourselves and nothing's changed," says Christy, who earned her MBA in 1990.

The Fiala mission statement begins: Our ultimate goal is to gain eternal life as a family. It is followed by a paragraph of explanation, followed by focus areas, such as career, education, physical development, and spirituality.

At the start of each year, the family sets goals and marks its calendar with activities like family home evenings, outings, and temple trips—all in support of the family mission statement. "Everything else that comes up during the year needs to fit in the remaining slots," Christy says. "As the year progresses we sometimes have to move those initial dates around, but we don't move them unless we can find other dates."

The Fiala family mission statement resides in a simple notebook in their Glen Allen, Virginia, home.

IT'S CRITICAL THAT EMPLOYEES FEEL VALUED, CHALLENGED, AND AN INTEGRAL PART OF THE COMPANY'S STRATEGIC PLANS.

In referring back to the company objectives, leaders at the company decided against using an external company because it could potentially deprioritize the employees' value to the company.

Implementing the company mantra, which also emphasizes delivering amazing customer service, has helped Advanous to achieve a retention rate of more than 80 percent of its production customers during the past six years. "Our customers have consistently told us that we have far exceeded their expectations and that's the reason why they stay with us," Ladle says.

WHAT ARE EFFECTIVE MISSION STATEMENTS?

Rushing has also co-authored the book *It's Not What You Sell, It's What You Stand For* with Roy Spence. Spence is chair and CEO of GSD&M Idea City. The premise of their book was born out of working with some of the most-recognized companies in the country—Walmart and BMW, to name a couple—who were outperforming competitors fifteen to one.

Rushing and Spence looked at these top-notch businesses and asked, "What's at the heart of these companies?" They discovered two common denominators: purpose and values. Essentially, Rushing says, the companies that are succeeding aren't just profit-driven; they've put values before earnings.

Rushing isn't alone in her thinking. A research study on mission statements was conducted with a sample of 136 large Canadian organizations.⁸ Results showed that companies whose mission statements contained quantitative financial goals had significantly lower organizational performance. Why? The authors suggest it may be because the real purpose of such statements gets lost in the presence of financial goals. As such, the authors conclude that high-

performing firms are leaving financial goals out of their mission statements.

On the contrary, those firms whose mission statements contained organizational values, purposes, or goals enjoyed significantly higher firm performance. Here's an example: "*Our purpose is to meet and exceed customer needs and expectations.*"⁹

Purpose is about people—not just money. "Purpose should feel like a lofty and noble goal that you're putting your life's work into," Rushing says. "Nobody wants to make his or her life's purpose to be increasing quarterly earnings."

WHEN IS IT TIME TO ESTABLISH A MISSION STATEMENT?

Ladle's team at Advanous wrote its mantra on day one. "It is absolutely critical to establish the rules for how you're going to run a company," he says.

And if a company that's been in existence for some time doesn't have a mission statement in place, the time to write one is now.

If the business is becoming a global player, it may be time to revisit a mission statement, advises Dee Allsop, CEO and managing partner at Heart and Mind Strategies in Washington, D.C. Additionally, says Allsop, a BYU grad, "If your business is leveling off, you need to find an expanded scope on the mission, or greater relevance, so you can keep on an upward trajectory."

WHERE SHOULD MISSION STATEMENTS APPEAR?

A mission statement doesn't have to be chiseled into the architecture of an office building to be impactful. Many corporations tailor their mission statements toward stockholders and potential investors by including the statements in annual reports and other investment literature.¹⁰ Other mission statements appear in brochures, booklets, and



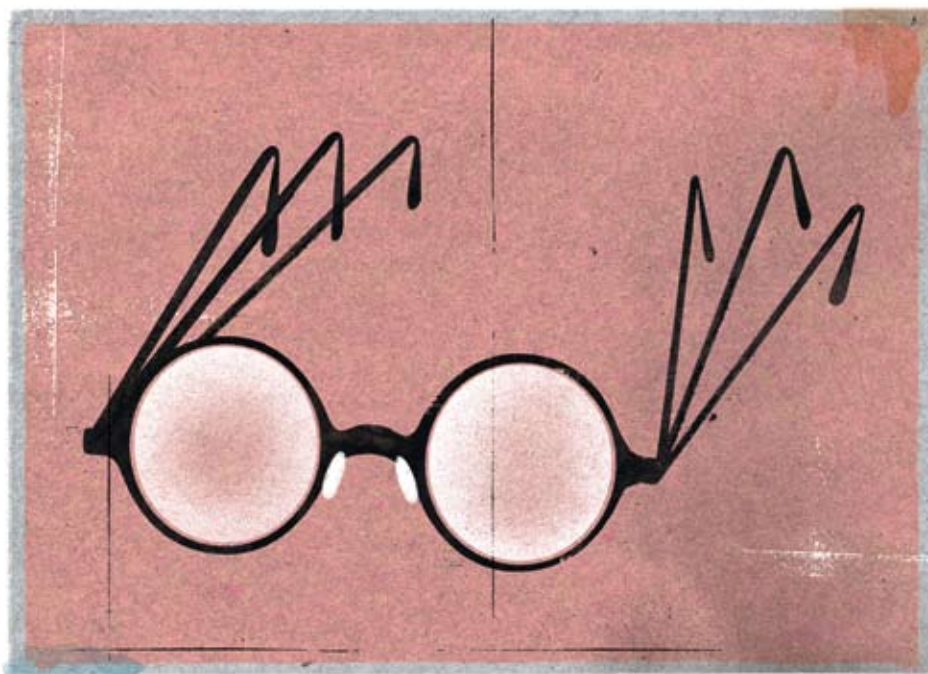
handbooks. Some companies frame and display mission statements in high traffic areas; others reproduce them in wallet-size formats for ease of distribution to employees and other interested parties.

Some mission statements are even wearable. Players on BYU's football team wear a coin around their necks with a flag bearer on the front and the mission statement on the back. Coach Mendenhall says the football team's mission statement also appears in the school agreement all athletes must review and sign.

HOW DO I KNOW IF WHAT I HAVE IS GOOD—OR HOW DO I START?

Rushing says an organization may want to rethink its mission statement if one of the following two scenarios is true:

- You get ten company employees in a room, ask them what the company mission statement is, and you get ten different answers.
- If it's more than a paragraph long, it's



POWERFUL STATEMENTS HAVE A SINGLE-MINDED FOCUS.

Organizations may not have huddles between each play as the Cougars do, but with a mission statement in place, they can have a unified purpose and strategy. Whether the end result is a touchdown or a business acquisition, a mission statement is clearly a winning strategy for *any* team. **M**

probably not effective. Nobody will ever remember it.

Crafting an exceptional mission statement requires brainstorming, researching, and perhaps some soul-searching. A quality mission statement expresses an entity's aim, conveys the organization's identity, and considers the organization's strategic direction.¹¹

Here are some tips for creating lasting mission statements.

DISCOVER THE PURPOSE.

For it to be effective, Rushing and Spence suggest crafting the mission statement in the context of a purpose. "Purpose is a definitive statement about the difference you are trying to make in the world," they say. "That is the hinge that everything else hangs upon."¹² They suggest to start by asking, "Why do we do what we do?" and "Why is it important to the people we serve?"¹³

STAY FOCUSED.

Powerful statements have a single-minded focus.¹⁴ "Focus on what you are trying to accomplish because how you will accomplish it will probably change and evolve over time," say authors Rushing and Spence.¹⁵

KEEP IT SIMPLE.

A child should be able to easily digest a

mission statement. Walmart's initial purpose statement, crafted by Rushing and Spence at The Purpose Institute, was: "Improving the quality of life by lowering the cost of living." Greg Chandler, director of reputation marketing at Walmart and a 1996 Marriott School MBA grad, insisted the purpose be rewritten so any of his six children could understand it. That's how "to save people money so they can live better" came about.

AIM HIGH.

A mission statement should be something to which people can aspire. "You may not always deliver, but if that's why the organization ultimately exists, then put it on a pedestal and preach it," Rushing says.

IMPLEMENT, IMPLEMENT, IMPLEMENT.

Once the mission statement is in place, it's time to roll it into action. "The leadership of the organization needs to believe in it and start operating with it as their north star. If it's not genuine, it won't ever take root in a way that leads to performance," Rushing says. "They have to live it and make it real."

And that's when the great trickle-down effect comes into play. Leadership embraces the mission, employees are inspired and follow, and the outside world feels it and witnesses it.

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ABOUT THE AUTHOR

Jennifer Mathis is a freelance writer based near Richmond, Virginia. In the midst of writing this article, she suggested to her husband that they create a family mission statement. Without hesitation, he supplied a single word he thought would be appropriate: Simplify.

When Was the Last Time You Gave a Prezi?

It's hard for many students to remember the days before iPods, Hulu, Twitter, and Skype. If you were to stroll across campus, odds are you could find all of these and many more technologies in use—they have become central to university life. And the Marriott School is no exception.

Through the use of these technologies, students are simplifying their tasks and enhancing their learning experiences. Here are a few ways students are using the latest and greatest.

THE NEXT BIG THING IN PRESENTATION CREATION

One of the technologies students have discovered is a presentation creation tool called Prezi. It differs from PowerPoint in its ability to zoom in and out of videos, photos, text, and other icons embedded on a single canvas.

Brandon Osmond, a senior pre-communications student and management minor from Provo, started using Prezi after hearing students buzz about the program's interactivity.

In one of Osmond's group presentations, the class gave an audible



Not only do students have apps to check their bank accounts, grades, and emails, but they can also access news articles, dictionaries, and financial calculators.

gasp seeing their first Prezi presentation. At its conclusion the first questions were "What did you just use?" and "Where did you get it?"

CAPTURE TEXT, IMAGES, VIDEO, AND AUDIO IN YOUR NOTES

Any student can tell you what a burden note taking can be, but Microsoft OneNote was designed to lighten the load.

"Microsoft OneNote makes taking notes much quicker," says Adam Cuppett, an MBA student from Wilmington, California. "A student can use the program to annotate PowerPoint slides provided by a professor, record the professor's voice, and link it for later playback."

The program also allows for screen shots of a web page to be taken and inserted into notes.



APPS, APPS, AND MORE APPS

Sometimes a mental note to stop by the grocery store doesn't always work when managing your long list of to-dos. This is why mobile apps such as Remember the Milk are popular among students organizing their schedules.

Not only do students have apps to check their bank accounts, grades, and emails, but they can also access news articles, dictionaries, and financial calculators. With a simple touch of a screen, students can search for competitive textbook prices with an app called Book\$Price. If there isn't an app for it yet, it's probably under development—maybe even at BYU.

"We live in a world that is increasingly connected and mobilized," says Stephen Liddle, an information systems professor who teaches a class on mobile platform development and analytics. "This is an exciting space to be involved in because there is a tremendous amount of innovation occurring right now."

NOT YOUR TYPICAL CLASSROOM

Lee Radebaugh's international business course is different from most. His students include not only those sitting in the Tanner Building but also some in Europe and South

America who join electronically. Students in the class interact with their international counterparts through videoconferencing and online resources.

Radebaugh says the students started out using a chat function on the course web site, but quickly switched to Skype and Facebook as more effective ways to communicate. They also tapped Google Docs to share files for their final project.

"This was a good way for the students to see what it's like to work in cross-national teams using technology," Radebaugh explains. At the end of the semester students make suggestions as to what technologies ought to be integrated in the future, keeping the class as up-to-date as a smart phone.



THE PERKS AND QUIRKS OF OFFICE FRIENDSHIPS

By Emily Smurthwaite
Illustrations by Wesley Bedrosian

PLAYING FAVORITES

QUICK: name your parents' favorite child.

How about your high school teacher's pet?

Now who's your boss' favorite employee?

There's a good chance that your co-workers are whom you interact with most and an even better chance that a few of them—maybe even your boss—will become close friends. And those relationships affect communication and confidence in the workplace, even if you're not BFF with your boss.

Michael Hendron, assistant professor of organizational leadership and strategy at the Marriott School, was part of a team that recently published "Playing Favorites: The Influence of Leaders' Inner Circle on Group Processes and Performance" in the *Personality and Social Psychology Bulletin*, which analyzed these dynamics.

Ethan Burris, the lead author, says it's natural for supervisors to have a better relationship with some of their employees than others. Burris, an assistant professor of management at the University of Texas at Austin, believes that having a strong relationship with your boss can be one of the most important influences for your career. It can ultimately put you in the best position to propel your career, he says, because of your supervisor's control over raises, assignments to attractive projects, or scheduling the most-desired shifts.

And while office relationships don't always spill into the friendship category, recognizing who has them, what their advantages are, and how to level the playing field can be the best way to ensure your voice is heard.

Forming Friendships

Whether you share a love for hole-in-the-wall Mexican restaurants or an addiction to *American Idol*, office friendships, Hendron says, develop the same way other friendships do: “People find common interests, or common personality traits, that allow them to get along well with each other.”

These friendships can be particularly strong if there was a connection before the people became co-workers, especially in cases when an employee refers someone for a job.

Because of the forty hours each week spent together, it’s no wonder many people consider their co-workers some of their closest friends. “There are norms that certainly prevent romantic relationships from developing in the workplace, and those are there for good reasons,” Hendron says, “but friendships can still develop within the bounds of what’s OK and professional.”

For Hendron’s part of the “Playing Favorites” research, he surveyed groups of supervisors and subordinates in the U.S. Forest Service—from rangers to helicopter pilots—and asked them how much they liked each other, if they had a social relationship with each other, and then had them rate who was most influential. The researchers, including Marriott School graduate Jim Oldroyd, an assistant professor at SKK Graduate School of Business, were able to match friends and evaluate how important they were to the organization’s success.

The result: people who were friends were more willing to speak up, more prone to share information, and labeled more successful than those who hadn’t formed close ties.

Feeling Psychologically Safe

When people are comfortable enough to say something different from what is generally accepted, they are exhibiting psychological safety. It’s a trait employees typically have when they are friends with their supervisors and part of the in group. As a consequence, these subordinates have more of their ideas implemented and are viewed as more valuable.

“Friendship creates a greater sense of psychological safety,” Hendron says. “It is a result of a reinforcing process.”

As the subordinate feels more comfort-

WHAT CO-WORKERS THINK:

69%

believe that workplace friendships increase teamwork

59%

believe that office friendships improve morale

44%

believe that having workplace friends feeds gossip

38%

have colleagues they consider friends and interact with outside the office

32%

discuss personal matters with their office friends

31%

of Baby Boomers feel that workplace friendships can make others feel uncomfortable

SOURCE: Randstad.com

ARTICLE CITATION: Burris, Ethan R., Rodgers, Matthew S., Mannix, Elizabeth A., Hendron, Michael G., Oldroyd, James B. “Playing Favorites: The Influence of Leaders’ Inner Circle on Group Processes and Performance,” *Personality and Social Psychology Bulletin*. Volume 35, Issue 9, Pages 1244–1257.

able speaking up, Hendron continues, he will feel like he’s being listened to and will be more likely to engage. On the leader’s side, she is more likely to listen and to agree with the subordinate’s ideas if they are friends.

“If employees don’t feel safe in their work environment, there will be less innovation and improvement,” Burris says. “When people feel safe it opens the door for more honest conversations, and employees aren’t worried about ticking off a supervisor.”

But this security blanket can have a few negatives too. “The downside is that sometimes friends will sugarcoat or withhold things; they have something at stake beyond the working relationship,” Hendron says. “This is where it gets tricky.”

Too much connectivity in a group could lead to everyone going along with the status quo. “It can lead to groupthink,” Hendron says.

Or if everyone feels secure, leaders can be faced with a team throwing out ideas left and right. “It can be a delicate balance,” Burris warns. “Leaders at some point need to say, ‘We’ve heard your ideas and weighed the options. This is the direction we’re going to go, and we expect everyone to get on board.’”

On the Outside Looking In

So you’re obviously not part of the in group of your office—you don’t ski, you don’t have kids, and there’s no way you’re going to start watching films with subtitles in order to fit in. What do you do to ensure you’re not overlooked?

“Being on the outside raises the bar,” Hendron acknowledges. “You have to put more energy into your communication—be more persistent, be direct, and use clear reasoning and logic to win your supervisor over. It’s a choice the employee makes to speak up and be heard or to blend into the background.”

Putting in the effort to be on the same page as your supervisor can also do wonders. “Every leader is going to look for different things in the people they lead,” Burris says. “It takes emotional intelligence to decipher what your boss wants out of you. Talk with him or her about what you can do to accomplish those expectations.”

Another strategy is building alliances and getting resources from other places so

you can go around the boss—although that’s a riskier option.

“You probably have friends elsewhere in the organization, so you don’t necessarily have to rely on your direct supervisor for all your resources,” Hendron says. “Many people now have cross-reporting relationships. If you are in a setting where you can develop relationships beyond just your direct boss, then you can use these to your advantage.”

Or you can always stick to the adage: if you can’t fight ’em, join ’em. “If you build a friendship with the boss for a self-serving purpose, then that’s probably going to come

across as a ploy,” Hendron points out. “You can’t fake friendship very well.”

Burris adds, “If your intentions are at the cost of hurting other people or the organization, that’s disingenuous. But if it’s to be respected and friendly, those behaviors aren’t bad. It depends on a person’s goals.”

Creating the Ideal Environment

Let’s say you’re the boss. It’s easier for you to interact with Jared who’s responsive, funny, and also likes your favorite basketball team. Then there’s Janna who gets her work done but also spends a lot of time talking

about her favorite band and picking at her split ends.

How do you keep the playing field level and treat them fairly?

Acknowledging the situation is the first step. Putting in extra effort is the second.

Burris suggests making a list of employees you want to connect with on a regular basis and soliciting their insights on certain issues. “You can say you have an open-door policy, but you should take a more active position of leadership,” he remarks. “Pull up a chair next to them, and make it easier for your employees to contribute their insights.”

Positive interactions, Hendron says, build a sense of trust and interpersonal rapport that will help people feel more comfortable approaching their boss.

Burris mentions a credit union in Texas where the president taps his members for improvement ideas. He regularly invites four patrons out to lunch—the kicker is they each have to come with a suggestion to better the credit union. If they bring an idea, lunch is on him. If not, they pay.

“If you’re trying to pick up the next game-changing idea, you don’t know where that’s going to come from,” Burris says. “Cast a wide net; talk with as many people as possible, and be an active solicitor.”

Seeking advice and information from all employees helps level the playing field—but there needs to be follow-up on the feedback solicited. “If a suggestion is not acted on, be sure to say, ‘That’s a great idea; let’s investigate the possibilities,’” Hendron says. “Don’t let people feel like they’re shot down.”

At the End of the Day

So maybe you aren’t the go-to guy for your boss. Or maybe you are the boss and feeling a little guilty. No matter the role you’re in, assess where you stand and what you’re going to do if you want to make some changes.

And if you happen to be one of the employees who doesn’t really care, remember this: “Speaking up is discretionary. If it’s not part of your formal job requirements and you don’t care about improving the place, then keep your head down, collect your paycheck, and go home,” Burris laughs.

Just don’t expect to be an influencer anytime soon. **M**



“BEING ON THE OUTSIDE RAISES THE BAR. YOU HAVE TO PUT MORE ENERGY INTO YOUR COMMUNICATION—BE MORE PERSISTENT, BE DIRECT, AND USE CLEAR REASONING AND LOGIC TO WIN YOUR SUPERVISOR OVER.”

LEADING
ALUMNI

Daniel Burleigh
MBA, CLASS OF 2007





Great Expectations

BY MEGAN BINGHAM
PHOTOGRAPHY BY JED WELLS

Born on a pair of Levi's in a small trailer and circumcised by a doctor whose surname was Butcher, Daniel Burleigh's entrance into the world seems like the beginning of a modern-day Charles Dickens tale.

In many ways, Burleigh's life has mirrored some of literature's most beloved protagonists with his formative years scarred by abuse and peppered with interesting characters. While such challenges could have held him back, Burleigh, like Dickens' precocious Pip, turned them into a quest for improvement.

The 2007 Marriott School MBA graduate now works at Microsoft and runs an organization dedicated to improving the foster care system. His personal mission is to help young people reach their full potential. It's no small goal, but then Burleigh has always had great expectations.

Ambitions Realized

As an eleven-year-old, Burleigh dreamed of becoming an industrial psychologist, someone who helps businesses create ways for their employees to be successful.

“I knew it was an elite job and would take expertise,” Burleigh laughs, “but I didn’t really know what it was.”

After years of life lessons, his dream materialized when Microsoft recruited him three years ago. Burleigh joined the HR team as part of an accelerated career rotational program.

The fast-paced company has proved a good fit for Burleigh, whose passion for creativity has amplified his varying responsibilities in HR analytics, organizational development, and staffing. There’s one role, however, he likes best: change agent. It’s an idea he got from Kerry Patterson, one of his favorite MBA professors.

“Dr. Patterson talked about becoming ambulatory psychologists, where we explore the company, find critical uncertainties, and jump in to tackle those issues,” Burleigh says. “In each of my roles I’ve tried to approach things in that way regardless of my title.”

It may seem that Burleigh was always destined for a corporate career, but the early chapters of his life pointed him in a far different direction.

Hard Times

Burleigh was the second son born to young parents struggling to survive. The couple had eloped in college, dropping out just short of graduating. His father took a job as a house painter, and the growing family was forced into a transient lifestyle, moving wherever there was work.

“My parents never really settled down,” Burleigh says. “The one core piece of stability came from being members of the LDS Church.”

Even with their roots in faith, poverty and the constant moving took a toll. Burleigh’s father began spending more time away, and his mother’s frustration grew.

Burleigh remembers hiding in the closet as a small child, watching his mother hit and slap his older brother. “My brother took the brunt of my mother’s physical abuse,” Burleigh says. “He became my protector, and I became his comforter.”

When Burleigh turned twelve, his parents separated. His mom took the three younger children to the East Coast to be with her family, while Burleigh and his older brother stayed with their dad in Utah.

Burleigh’s father had adopted the teachings of a Native American shaman and was living in a tepee in American Fork, Utah, when the boys joined him. It was a hot summer, and they lived without electricity or running water. To make matters worse, their father’s unsteady income provided a diet of raw noodles and hot dogs. “It was a terrible time,” Burleigh remembers.

Life initially seemed to improve when the boys and their father moved to Payson Canyon that fall. Their father had arranged for them to tend goats in return for a plot of land to live on. But when his older brother ran away, thirteen-year-old Burleigh found himself alone with just his cocker spaniel, Chelsea, for company. When his

“They were a happy, loving family that really accepted me. That eventually helped soften me. It was life changing.”

father did return from work, his moods were dark. Burleigh knew things needed to change.

Rising Action

One morning after he and his father spent the night in an unlocked Orem business after finishing a painting job, the pair walked to Provo’s Pioneer Park. Sitting on a picnic bench, Burleigh watched his father lie down to rest. Very slowly his father pulled out his pocket-knife, unsheathing the blade. He brought the steel edge up to his head and, in one swift movement, chopped off his long ponytail.

“I could tell he was giving up,” Burleigh says. “Right then I knew I had to get away from him.”

Burleigh started walking and found himself at the Department of Child and Family Services (DCFS). He was soon taken into custody as a foster child.

Plot Twist

When Burleigh arrived at his first foster home, his new foster parents seemed welcoming, but he soon found things weren’t so rosy. He and the other foster kids were relegated to the basement and harshly punished for normal behavior.

“The foster parents were good people, but they didn’t have the patience to deal with children who’d been through traumatic experiences,” Burleigh says.

Although the foster home wasn’t all he’d hoped for, Burleigh was blindsided when he saw his caseworker waiting for him after school one day. He was told that his foster family didn’t want to care for him anymore and had stuffed all his belongings into two black garbage bags, leaving them on the front porch.

“I was rejected at such a deep level,” Burleigh explains. “I thought, ‘Is this what it means to be a foster kid?’”

Pivotal Point

With the long ride back to DCFS behind him, Burleigh stared at his caseworker’s desk. Piled high with crumpled papers and files, the desk bore all the signs of an overworked employee. Burleigh’s caseworker looked up and met Burleigh’s gaze.

“Daniel, I have a large caseload,” he said, “but out of all the young people I know, you have the most legitimate excuse to fail in life—if you were to go to prison, be homeless, and ruin your life, I don’t think society could blame you.”

With Burleigh’s eyes fixed on his, he continued, “That said, in the end it’s your choice. You have the ability to be successful regardless.”

“Those words hit me to the core, and I knew they were true,” Burleigh recalls. “At that moment I recognized that I could overcome my past.”

A Fresh Page

Unfortunately, Burleigh still faced immense challenges in his next foster home, where he was exposed to illegal substances and immoral behavior.

The feeling was immediately different, however, when he walked into his third and final foster home. The couple was only ten years older than Burleigh and had three young children of their own. They welcomed him, explaining their values and expectations. Then something happened that Burleigh had never experienced. The foster mom smiled at him and asked, “Would you like to be part of our family?”

Burleigh’s answer was an emphatic, “Yes!”

Burleigh flourished in his new home. He went from barely passing to the top of his class, excelling in English and Japanese. His anger slowly slipped away, and he even started therapy with his birth mother to rekindle a relationship.

“They were a happy, loving family that really accepted me,” Burleigh says. “That eventually helped soften me. It was life changing.”

Those changes soon trickled into Burleigh’s spiritual life. He started attending church again and added a new goal—to serve a mission.

Trial of Faith

Called to serve in Okayama, Japan, Burleigh slipped into the role of missionary with ease. His service even brought his family together, and for the first time in his life, Burleigh’s birth mother did something consistent—she wrote to him each week. Everything seemed to be going well until the news came.

It was Father’s Day when the mission president called Burleigh into his office. He proceeded to explain there had been a car accident—Burleigh’s birth parents and niece had been killed in the crash, and his sister, the sole survivor, faced a lifetime disability.

In one tragic moment, Burleigh’s life was upended. Though the following weeks were overwhelming, the experience helped Burleigh forge connections with the people he taught. “I knew my testimony was unique and had a way of impacting people,” Burleigh says. “Sharing it with others helped me to heal.”

The Next Chapter

Despite the hardships he faced in the field, Burleigh successfully completed his mission and returned home ready to tackle his childhood dream. He enrolled at UVSC, studying psychology, and took a job at Nature’s Sunshine working in international marketing.

Burleigh wondered how

he could combine his increasing business acumen with a degree in psychology. When he stumbled upon the BYU Master of Organizational Behavior web site, he knew he had found the answer.

“The MOB program electrified me,” Burleigh smiles. “It was exactly what I wanted.”

When the MOB was rolled into the MBA program in 2002, admission standards rose even higher. Burleigh put all his effort into preparing for the program. In what Burleigh describes as a miracle, his GMAT score was exactly what he needed to be competitive, and he was soon accepted.

Character Development

Though Burleigh appreciates what he has accomplished, his unique life path has given him a larger sense of purpose.

“The foster care system fails to help young people transition successfully,” Burleigh explains, noting that his success is the exception. According to a recent study, only 2.5 percent of the children raised in foster care ever complete a four-year degree. “They aren’t set up for success, and we want to change that,” he says.

His organization, Social Enterprises, is aiming to create partnerships with businesses and other groups to improve the foster care system. The nonprofit is based on a framework created by Dr. Muhammad Yunus, a Nobel Peace Prize laureate. While the organization is in its infancy, several individuals have already become involved at the organization’s web site, socialenterprises.org, sharing their experiences.

Storybook Ending

While many of Dickens’ characters faced devastating tragedies and complex challenges in the pursuit of their destinies, a common theme bound them together—it is the ability to love and be loved that leads to a happy ending.

“I count my marriage to my wife, Brittany, as my greatest success,” Burleigh says. “All the good that I have in my life has come because of that blessing.”

Married for twelve years, the couple now has three children. For Burleigh, his happy family is what he’s always wanted.

“I have my own family, and I can pass on to my son and daughters the good things in my life,” he says. With many chapters still to be written, Burleigh knows he can face life’s challenges with the irrefutable determination he’s found within himself since landing on that pair of Levi’s. **M**



School News

Center for Economic Self-Reliance Named for Melvin J. Ballard

BYU president Cecil O. Samuelson announced the naming of the Melvin J. Ballard Center for Economic Self-Reliance, which is housed at the Marriott School. The naming recognizes Ballard's contributions to the welfare system of The Church of Jesus Christ of Latter-day Saints.

The Ballard Center aims to use professional, business, and academic skills to help alleviate poverty and solve social problems. The self-funded academic center oversees the university's ongoing initiatives to help people become economically self-reliant and to support social innovators in their local and international efforts.

The center has been helping students find opportunities to effect social change since 2003, but the center was renamed for Ballard to honor his life as a social innovator and advocate for the poor. Elder M. Russell Ballard, a member of the LDS Church's Quorum of the Twelve Apostles and Melvin J. Ballard's grandson, spoke of his grandfather's legacy at an event to mark the occasion.

"I'm grateful that his name has come back into view as having something to do with teaching self-reliance," Elder Ballard said. "Generally, when we hear about welfare, it's not often that you hear about Melvin J. Ballard, but he wore his life out putting into place a system that was centered on how people can develop personal and family self-reliance."

As a member of the Quorum of the Twelve Apostles during the Great Depression, Melvin J. Ballard directed the implementation of the Church Welfare Program, then named the Security Program. The welfare program focused on giving those affected by the Depression a way to provide for their

own families with long-term, sustainable efforts without making the individual simply a recipient of a handout.

Entrepreneur and The Princeton Review List BYU Finance in Top Fifteen

The Princeton Review's Student Opinion Honors rated the Marriott School's MBA finance program among the top fifteen in the nation. The school has received this honor for two consecutive years.

The Princeton Review compiled its honors list from a national survey of 19,000 MBA students attending schools profiled in its book *Best 301 Business Schools: 2010 Edition*. Through an eighty-question survey, students reported on classroom and campus experiences and rated how well their MBA programs prepared them to succeed in six categories: accounting, finance, general management, global management, marketing, and operations. The Student Opinion Honors, which were published in the April 2010 issue of *Entrepreneur*, lists schools alphabetically and does not rank them one to fifteen.

Second-year MBA student **Craig Anderson** says he appreciates the competitive yet collaborative environment of the MBA finance major.

"To have such healthy competition without animosity is impressive, and I give credit for that to the quality of people—both students and faculty—who decide to be part of this program," he says. "The combination of meaningful peer relationships, academic rigor, leadership opportunities, spiritual growth, and career opportunities has not left me wanting."



Professor of Organizational Leadership and Strategy Receives Outstanding Faculty Award



Jeffrey H. Dyer, professor of organizational leadership and strategy, received the 2010 Outstanding Faculty Award, the highest distinction from the Marriott School at the annual Marriott School Awards Night on 31 March. Another fifteen faculty, staff, and administrators were also honored at the event.

Dyer, who is also the chair of the Department of Organizational Behavior, has focused his research on innovation, organizational change, and strategic alliances. He is the only strategy scholar in the world to be published five times in both *Strategic Management Journal* and *Harvard Business Review*.

Dyer is the third member of his family to receive the award. His brother, **Gibb**, a professor of entrepreneurship, received the award in 2008 and his father, **Bill**, former Marriott School dean, received the award in 1974.

The school also introduced the N. Eldon Tanner Award, given to **Joseph Ogden**, assistant dean, external relations and technology. The new honor recognizes a staff or administrative employee who exemplifies the attributes and character traits of the late N. Eldon Tanner—integrity, humble service, leadership, and a sacred regard for resources.

The Teaching Excellence Award for outstanding instruction was given to **William Baker**, professor of organizational leadership and strategy, and **Gary Palmer**, teaching professor of recreation management and youth leadership.

Jeffery Thompson, associate professor of public management, received the Scholarly Excellence Award for



Elder Melvin J. Ballard directed the implementation of the Church Welfare Program, then named the Security Program.

outstanding research and publishing.

The Citizenship Award, which recognizes the commitment of faculty in giving administrative and developmental service to students, faculty, and programs, was given to **William Sawaya**, associate professor of global supply chain management, and **Brent Wilson**, professor of finance.

James Engebretsen, assistant dean, corporate development and career services, and finance teaching professor **Gary Williams** were given the Marriott Award for outstanding contributions to the Marriott School spirit.

Amy Beck, corporate relations assistant for career services, and **Rachel Christensen**, program director at the Rollins Center for Entrepreneurship and Technology, each received the Excellence Award, which is given to staff or administrative personnel who demonstrate excellence in management, professionalism, character, and initiative.

The school also recognized retiring and departing faculty and administrators **Bill Price**, managing director of the Rollins Center; **Philip Bryson**, professor of finance; **Capt. Bradley Vargo**, assistant professor of aerospace studies; **Lt. Col. Theodore Leblow**, chair of military science; and **Lt. Col. Russell Hopkinson**, assistant chair of aerospace studies.

BYU Hosts First High School Business Language Competition



First-place team members from West High School with Lee Radebaugh, director of the Whitmore Global Management Center.

Eight Utah high school teams comprised of heritage and nonheritage Spanish speakers gathered at Brigham Young University to compete in the nation's first High School Business Language Competition.

"The competition's purpose is twofold," explains **Cynthia Halliday**, competition director. "First, we want the students to develop language skills in a business setting, and second, we want to encourage multicultural interactions. This is a unique opportunity for high school students to benefit from one another."

The competition provided high school students an opportunity to develop important business, language, and presentation skills in a unique setting outside the classroom. Students also gained insight into the dynamics of a multicultural team

as they learned how to overcome common challenges.

"It was a very enriching opportunity to work on such a creative and challenging project with teammates from different backgrounds," says Thania Godinez, a junior from West High School. "This experience helped cement my feelings about what I truly desire in life: to pursue a career in international business."

BYU Awarded \$1.55 Million Grant for International Business Education

The U.S. Department of Education awarded BYU a four-year, \$1.55 million grant to continue as a Center for International Business Education and Research school. The grant provides funding for BYU to work with students, faculty, the community, and thirty-two other CIBER schools across the country to improve international business acumen.

"It's an honor we were recognized and chosen to receive this grant," says **Lee Radebaugh**, executive director of the Kay and Yvonne Whitmore Global Management Center. "It opens the door for students and faculty to have international experiences."

BYU has been a CIBER school since 1990, when the university first applied

2010 Hawes Scholars Announced



From left: Emily Tanner, Stephen Jones, Chloe Andersen, Craig Anderson, Brian Henderson, Ronell Hugh, David Liddicoat, and Oliver Christensen.

The Marriott School has announced eight MBA students as its 2010 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

The 2010 Hawes Scholars are **David Liddicoat**, from Perth, Australia; **Oliver Christensen**, from Oak Hill, Virginia; **Ronell Hugh**, from Knightdale, North Carolina; **Chloe Andersen**, from Walnut Creek, California; **Craig Anderson**, from Rutland, Vermont; **Stephen Jones**, from Hermiston, Oregon; **Emily Tanner**, from Carlsbad, California; and **Brian Henderson**, from Salt Lake City.

Students and faculty nominate and vote on each year's Hawes Scholar recipients. Final selection is made by the Hawes Scholar Committee and is based on academic performance, leadership maturity, and a commitment to high ethical standards.

Named for successful corporate executive **Rodney A. Hawes Jr.** and his wife, **Beverly**, the award was created in 1998 to recognize the accomplishments of graduating MBA students. The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth and enhancement of the Marriott School's nationally ranked MBA program.

EMBA Students Explore Global Business Like Never Before



This spring twenty-five EMBA students put their jobs on hold in the Western United States to participate in the first-ever EMBA foreign business excursion to the Middle East. They returned with a broader perspective of global business and some new stamps in their passports.

Just a few months before graduation, all EMBA students simultaneously take part in a fifteen-day foreign business excursion. While the largest group of the sixty-four students went to the Middle East, twenty-two went to Asia and seventeen went on the Europe business excursion. During all excursions students visit with small to multinational businesses in addition to learning about and touring cultural and historical sites.

Will Parco, an EMBA student who works for Layton Construction, was one of the twenty-five who made the groundbreaking journey to the Middle East.

"It was a once-in-a-lifetime opportunity," Parco says. "I wanted to see how they do business in a part of the world I'd never see otherwise."

For Parco it was interesting to note the differences and similarities of construction operations in the United States versus Dubai, United Arab Emirates, by visiting Al Habtoor Leighton Group, one of the Middle East's leading construction management firms.

"They deal with very intricate architectural designs; however, some of the technology is a few years behind what we use. Consequently, greater care needs to be taken to reduce the frequency of having something built wrong in the Middle East," Parco says. "But management-wise they're the same principles: managing quality and scope, controlling costs, and doing it safely."

Although the foreign business excursion has been a consistent part of the EMBA program for almost twenty years, the destinations change in sync with the areas of increasing development in global business.

"The excursions have evolved with the times," says **Tad Brinkerhoff**, director of the EMBA program. "The excursions are more diverse and innovative to fit what students should be exposed to in the current global environment."

In addition to taking away a better understanding of cutting-edge global business, another objective of the EMBA excursions is for the students to form stronger connections to their peers.

"When you travel through the Middle East with a group for two weeks, you create a special bond," Brinkerhoff says. "This perpetuates the goal of having students leave the program with a strong network."

EMBA students returned to the Beehive state with a greater understanding of global awareness and how to embrace similarities and differences.

"It was a tremendous complement to all that we've learned in the classroom during the past two years," says **Steve Klingler**, senior vice president of direct sales for Basic Research and an EMBA student who participated in the Asia foreign business excursion. "I felt like I was learning all the time. Even during free time there were constant new observations."

for the grant. CIBER funds have been paramount for the development of international business education at BYU by supplying the support and resources for hundreds of international programs, courses, and activities, as well as faculty research and training.

STUDENT NEWS

Students Launch into Mobile App Development

Ready. Aim. Launch hippopotamus.

Hippo Blast, a game for iPhones in which the player shoots a cartoon hippo from a cannon to see how far it will go, won first place and \$10,000 at the second annual Omniture iPhone App Competition, hosted by the Rollins Center

for Entrepreneurship and Technology.

The app, created by **Reed Olsen**, a second-year master of information systems student from Weston, Massachusetts, and Christopher Martin, a senior studying psychology from Moreno Valley, California, garnered more downloads and views than the other twelve student-created apps in the competition.

"We wanted to make a simple, fun game that could be played over and over again," Olsen says. "Most important, we wanted to keep people coming back. Lots of our users keep playing because they are anxious to beat their friends' scores."

Teams of one to three students started preparing their apps in February and posted them on the internet in March. Using Omniture software, the popularity



of each app was tracked by the number of downloads and how often each user viewed the app. The number of daily unique users determined the winner of the competition. New to this year's competition were apps created for the Android platform in addition to those made for the iPhone and iPod touch.

Rounding out the top competition apps were SkiFree; Pizza Promo

Codes—"Dinner & a Movie"; and MicroKart Evolved, winning \$5,000, \$2,500, and \$1,000, respectively. The Tipping Bucket took home the audience choice award.

BYU Triumphs in Global Information Systems Competition

At one of the most elite and grueling information systems competitions in the world, a group of three BYU undergraduates won first place at the APEX Global Business IT Case Challenge in Singapore. As newcomers to the competition, the team went up against twenty-four of the world's top ISys programs.

"This win represents what our ISys program is designed to produce—students who are bilingual in business and technology," says **Paul Benjamin Lowry**, assistant professor of information systems and the team's coach. "There's no question that the information systems curriculum at the Marriott School prepares our students to compete with the best."

Besides winning the top prize at the five-day competition, the BYU team also received the Coach's Choice Award, which was based on votes from the team coaches.

The BYU team, InnoTech, consisted of senior information systems students **Braden Molyneux**, from Salt Lake City; **Britton Kowalk**, from Sandy, Utah; and **Matt Ehle**, from Pottstown, Pennsylvania. Kowalk also received the award for best case presenter.

Also shining under interrogation from the judges, Singapore Management University took home second place, and Texas A&M University placed third.

Companies Tap MBAs in Field Studies Program

In a study room more than twelve hundred miles away from Dell's Austin, Texas, headquarters, a group of MBA students talk about the effects an acquisition could have within the company.

This isn't just a case study discussion about the computer giant. These students are researching current problems faced by the company and developing their findings into insightful observations and solutions.

Dell is not the only company picking the brains of BYU students. This past

winter semester, twenty projects were completed as part of the Marriott School Field Studies program for U.S. companies with a worldwide presence. Eighty MBA students earned three credits for producing professional, actionable recommendations for their clients—and most of them did not even set foot on an airplane.

The sixteen-week projects are sponsored by companies looking to outsource work they do not have the resources, time, or expertise to address. Sponsorship also allows companies a chance to share their cultures with students while evaluating the students' strengths as they look for potential employees.

Phil Shorten, an MBA student from Seattle, helped Dell determine the areas where it was weakest in discovering and integrating the human capital of potential acquisitions. Shorten says each week his team provided Dell with a status update of the project and received clarification and direction.

"We helped them figure out the mistakes they've made in the past from a culture perspective and how to avoid these same mistakes in the future," Shorten says.

The companies are not the only beneficiaries since the students gain insight by consulting with business professionals on a weekly basis. Participation in a Field Study also has the potential for students to land a summer internship or full-time job with the company.

"I heard about the program from second-year MBA students who spoke highly of their projects during their summer internships," Shorten says. "During my Field Study I got to know faculty members much better than I otherwise would have by tapping their expertise about mergers and acquisitions. This was one of the greatest and most unexpected benefits of the project."

The students typically work in teams of three to six, under the direction of two advisors—one faculty mentor and one business executive. The teams are handpicked by the advisors according to the business discipline and skills needed by each client. Teams spend an average of six to nine hours a week outside of class on the projects.

The students' experience in the course is comparable to professional consulting

projects. When it comes time for job interviews, students are able to talk about the valuable skills they learned from their Field Study experience.

"Having a Fortune 500 company on my résumé helped my job interviews," says **Kyle Pulley**, a recent MBA graduate from Salt Lake City who completed a Field Study with Boston Scientific. "Employers value that real-world experience."

Roger McCarty, director of experiential learning in the Marriott School, says there are usually four or five students each year who have accepted internships or full-time jobs from the companies they did their Field Study for.

"The key thing we are trying to do is provide meaningful opportunities for students to gain experience in a working environment in their area of study," McCarty says. "Many students find that the success they have in their new job or internship is directly attributable to the experience they gained from the Field Study."

MBA students who participate in Field Studies consult national companies without leaving Provo.



Team Wins Duff & Phelps National Valuation Competition

A team of undergraduate students came home with the first-place title from the inaugural Duff & Phelps National Case Study Competition in New York. This new competition focused on the complex finance skills used in business valuations.

Forty-six teams first submitted written case studies to enter the competition. BYU and two other teams were chosen as finalists to receive an all-expense-paid trip to compete for the title at Duff & Phelps' New York headquarters. The event culminated in a final round of oral presentations to a panel of judges comprised of nationally recognized valuation

experts, academics, and Duff & Phelps professionals.

The BYU team consisted of three juniors: **Doug Rowe**, an accounting student from Camarillo, California; **Leonce Arceneaux**, an accounting student from Hemet, California; and **Marc Dedrick**, a finance student from Yorba Linda, California. Marriott School professor **Hal Heaton** advised the team.

The BYU team won the top prize of \$15,000 in scholarship funds. The University of Southern California accepted a second place scholarship award of \$7,500, and George Mason University was awarded a third place scholarship of \$3,000.

Six MBAs Become 2010 Stoddard Scholars



From left: Jason Sundberg, Jeremy Kearley, Steffan Freckleton, Brent Walker, Jenn Larson, and Michael Esselman.

Six BYU MBA finance students earned dividends on their education by being named Stoddard Scholars and receiving \$5,000 scholarships.

Stoddard scholarships are awarded annually to second-year MBA students who perform well academically, build the finance program, and complete the finance major requirements. Selection is made by a faculty committee.

The 2010 Stoddard Scholars are **Michael Esselman** from Mooresville, North Carolina; **Steffan Freckleton** from Sandy, Utah; **Jeremy Kearley** from Oak Park, Illinois; **Jenn Larson** from Firth, Idaho; **Jason Sundberg** from Orem; and **Brent Walker** from Antioch, California.

Student-Run Grant Program Matches Donors with Causes

The country's first student-led program that connects philanthropic donors with

deserving nonprofit organizations is up and running at BYU.

"It's like match.com for nonprofits," says **Raymon Burton**, a recent MPA graduate from Heber, Utah.

Established in 2008 Grantwell is a student-run organization that gives MPA students in the Romney Institute unparalleled experience working with grants and nonprofits. Grantwell researches nonprofits and the assistance they provide to the community. After analyzing this information, Grantwell helps match donors with the nonprofits that best fit the donors' interests. After the charitable contributions have been used, students measure and analyze the donations' effectiveness. But the nonprofits aren't the only ones who benefit from Grantwell's services. The program also provides unprecedented experiential learning.

BYU students find that placing Grantwell on their résumés gives them a competitive advantage, particularly in an industry that requires years of work experience. This allows BYU MPA graduates to compete with seasoned professionals.

"After graduation our students can say, 'I have hands-on experience; I've filtered through fifty recipients to help at-risk youth or consulted with Orem City on \$1.3 million in grants,'" says **Aaron Miller**, Grantwell faculty director. "It's more than just saying you took a class."

In the two years since its inception, Grantwell has experienced explosive growth. Grantwell started out with one client and one \$5,000 grant. It has grown to ten clients, and with thirty returning students and twenty volunteers, Grantwell is poised to take on additional accounts.

BYU Air Force ROTC Exhibits Discipline and Teamwork

While trophies and bragging rights may be reasons the BYU Air Force ROTC drill team competes each year in the Southern California Invitational Drill Meet, an Air Force general says learning discipline and teamwork are key.

"It is discipline and teamwork that make an organization successful and work well," says Brig. Gen. Steven J. DePalmer, a one-star U.S. Air Force general who addressed the teams.

As teams took to the field, BYU's team placed first in the twelve-man exhibition, second in the regulation phase, and second overall at the annual competition, held on 9 March in Anaheim, California. For the past five years BYU's Air Force drill team has consistently placed within the top three at the event, which has been sponsored by the University of Southern California's Air Force ROTC for the past forty-five years.

"To place among the nation's elite military academies is a great honor," says **Capt. Brent Roper**, commandant of cadets at BYU. "We don't take the responsibility of training future military leaders lightly. Our country deserves nothing less than this kind of hard work and dedication."

Each year, the cadets from BYU voluntarily give up their early mornings for nearly two semesters to practice marching and spinning demilitarized M-1 rifles in cadence under the supervision of a drill commander. By practicing three hundred hours spread over six months' time, the cadets are put under stress and experience pressure in preparation for their military careers.

Info Systems Students Dominate National Competition

Competing against sixty-eight other colleges and universities, six BYU information systems students brought home eight awards this spring at the National Collegiate Conference for the Association for Information Technology Professionals held in St. Louis. The BYU teams continued their winning tradition from previous years, leaving with the most awards per student entrant.

The two-man teams garnered first and second place in the systems analysis and design competition; first and second place in the business intelligence competition; first place in the visual studio



application development competition; second and third place in the Java competition; and honorable mention in the database design competition.

“Our success is due to our bright students and their great work ethic,” says **Craig Lindstrom**, assistant professor of information systems and advisor for the competition. “They created a winning strategy early in the competition and then were able to execute that strategy based on the principles they’ve learned in the program; it carried them to the top.”

The BYU student competitors were

Benjamin Bytheway, a senior from South Jordan, Utah; **Eric Christensen**, a junior from Provo; **Bryce Clark**, a senior from Calgary, Alberta; **Nathanael Eborn**, a senior from Boise, Idaho; **Spencer Robinson**, a senior from Columbia, South Carolina; and **Tyler Seader**, a junior from Normal, Illinois.

BYU students competed in six of the nine competitions at the AITP conference and placed in five. Each competition lasted three to five hours, but students say they were able to tackle the grueling schedule thanks to preparation from their classes.



From left: Spencer Robinson, Tyler Seader, Eric Christensen, Nathanael Eborn, Benjamin Bytheway, and Bryce Clark.

Five Globally Minded MBAs Awarded Eccles Scholarships



From left: Daniel Ryan Myers, Thamina Sbai, Caio Pergamo Penteado Correa, Jasmine Jacqueline Palmer, and Aaron Oyler. Photo by BYU Photo.

The Kay and Yvonne Whitmore Global Management Center named five MBA students as the 2010 George S. and Dolores Dore Eccles Scholars. Each student received \$10,000 to continue his or her Marriott School education and to prepare for a career in international business.

“The Eccles Scholar award sends a signal to recruiters that these students have a strong interest in international business,” says **Lee Radebaugh**, director of the Global Management Center. “They understand the global economy and want to make it part of their educations, internships, and future careers.”

This year’s Eccles Scholars are first-year MBA students: **Caio Correa** from São Paulo; **Daniel Myers** from Salem, Oregon; **Aaron Oyler** from Boise, Idaho; **Jasmine Palmer** from Austin, Texas; and **Thamina Sbai** from Casablanca, Morocco.

Seven faculty members aided Radebaugh in the selection process by interviewing each of the thirty-four applicants. The scholars were selected based on international experience, career goals, GMAT score, GPA, and faculty recommendations.

FACULTY NEWS

Study Reports the Best Way to Harvest Entrepreneurial Ventures

Zappos founder Tony Hsieh, who sold his fast-growing shoe and apparel company to Amazon for \$1.2 billion, recently revealed that he would have preferred to take the company public instead. But board members had other ideas and thought selling the company was a better way to harvest their investments.

A BYU study published in the new issue of the *Journal of Business Venturing* shows that Hsieh—and any entrepreneur looking for the best return on investment—might be better served by a combination of the two strategies.

It’s well accepted that the fastest way to get the equity from your company is to get another firm to acquire it—a sell out. But because you are avoiding the risks that would accompany selling shares directly to the public, you generally accept a discounted return.

Lead author **Jim Brau**, associate professor of finance in the Marriott School, and his co-authors wanted to identify strategies to minimize that discount. They examined 679 takeovers during a ten-year period, combing regulatory filings and press accounts to categorize the various approaches used.

The researchers thought the best results would come from a combination of two general strategies, known as a “dual-track sell out.” One “track” is court-ing interest in the mergers and acquisitions market at the same time you’re pursuing the other “track” by filing for an IPO. This increases the number of potential buyers and gives the entrepreneurs



"Entrepreneurs need not go through the hassle to take their company public," Brau says.

more options, driving up the sale price.

For example, the private equity firm that owned Bird's Eye Foods filed for an IPO in October 2009, then announced in November it was instead selling the company to Pinnacle Foods for \$1.3 billion.

And sure enough, the study showed that dual-track sell outs earned a 22 to 26 percent higher premium than those companies that were sold without also filing for a public offering. But the surprise, Brau says, was yet to come.

Conventional wisdom and business theory would predict that the best results would come from taking a company all the way through an IPO and then selling out shortly thereafter. This means that owners take all the risk of taking a company public and proving its value under intense scrutiny. They generally expect to receive a premium for their troubles. But the analysis of what happens in the real world found that these types of sell outs—when a company is sold within twelve months of going public—earned only an 18 to 21 percent premium over single-track sell outs.

"Entrepreneurs need not go through the hassle to take their company public," Brau says. "They can employ this strategy of increasing potential buyers and options and then earn just as much, if not more, than if they sold after going public."

Intrigued, the researchers looked at the types of companies most likely to use this dual-track approach. They were more likely to be larger, venture backed, and working with prestigious investment banks.

"The smart money already knows to do this," Brau explains. "We've now been able to provide evidence with the numbers."

Brau boiled down the new study to this recommendation: "If I were an

entrepreneur looking to maximize the sell out harvest of my company, I would try to engage an investment bank to become a target in both the mergers and acquisitions market and the IPO market, which would hopefully earn a higher premium. And if I got a competitive bid prior to the IPO, I would take it—that's the surprise in our findings."

The study was co-authored by Ninon K. Sutton of the University of South Florida and **Nile Hatch**, a Marriott School associate professor of entrepreneurship.

BYU Researchers in Top Five for Organizational Behavior and Strategy

Organizational behavior and strategy faculty at BYU were ranked fourth in the nation for their 2009 publications in the top academic journals of their field, according to a list published by the University of Texas at Dallas.

The faculty group has been in the top twenty-five in previous years and was ranked twenty-third overall for 2000 to 2009, but this is the first time the group has broken into the top five.

"We've come a long way, and we've done so pretty quickly," says department chair **Jeff Dyer**, who joined the Marriott School in 1999. "We have hired people from some of the best schools in the country, and we've looked for people who are not only great teachers but great scholars as well."

Dyer says the growth in publishing is significant because of the quality as well as

the quantity. In 2009 department faculty published more than two dozen scholarly articles in some of the most-cited journals.

The Marriott School was joined in the top five by the University of Pennsylvania, the University of Illinois at Urbana-Champaign, the University of Michigan at Ann Arbor, and Duke University.

Professor Joins National Board



A Marriott School professor will be helping recognize businesses that demonstrate excellence in quality and performance

after being selected to serve on the Board of Overseers for the Malcolm Baldrige National Quality Award.

Tom Foster, professor and group leader of the global supply chain management program, was invited by secretary of commerce Gary Locke to serve as one of eleven members, and the only educator, on the national board.

"Through the Baldrige Award program, winning companies stand as role models for other organizations. Their methods and practices are shared with others, and this perpetuates an increase of quality in American businesses," Foster says. "I appreciate the opportunity to serve."

The Baldrige Awards, established by Congress in 1987, are given by the president of the United States. The selection process for the award recipients begins with companies sending a self-assessment of procedures and practices to the National Institute of Standards and Technology. These assessments are evaluated and reviewed by an examiner and award recipients are chosen. The entire application and review process is managed by the Board of Overseers.

Foster is familiar with the Baldrige Award program, having served as a Baldrige Award examiner from 1996 to 1997. He has worked as a professor at the Marriott School for five years. He also authored the second-highest-selling quality management book in the world, which is used in more than three hundred schools.



Alumni News

MPA Alumna Helps City Go Green



Janene Eller-Smith gets green. Whether it's obtaining the green to fund the renovation of multiple buildings or

assisting in the city's plans to make a more eco-friendly Ogden, Utah, she's the go-to gal.

Eller-Smith, a 1990 JD/MPA graduate, works as a policy analyst for the Ogden City Council. One of her prime responsibilities is to research and prepare briefs for city council members concerning the initiatives to be discussed in their weekly council meeting.

"It's always interesting to educate yourself on topics, then turn around and give people the information objectively so they can reach their own conclusions," Eller-Smith says.

Many of these initiatives Eller-Smith researches are centered on creating a greener Ogden. Although it is still early in the process, Ogden has already made strides to be more eco-friendly.

In May 2010 the city council made the transition to paperless briefing packets. The number of pages for these packets varies from twenty-five to four hundred. Eller-Smith and the city council have already saved hundreds of sheets of paper.

"Working toward a greener Ogden gets back to our stewardship of the environment—doing the best we can with what we have and taking care of it," Eller-Smith says.

In addition to becoming greener with its resources, Ogden is seeking to enhance its natural environment. A river restoration project is in place as well as continued improvements to the trail system curving through scenic Ogden.

Before working for Ogden City Council, Eller-Smith worked for Ogden's mayor from 1996 to 2009. While there, she worked on a public relations plan to pass

bonds to construct a new public safety center and public works building and to renovate the historic Ogden City municipal building. After all the bonds passed she served as the building coordinator for the projects until their completion.

"Through that experience I learned the importance of the public process in governmental policies," she says. "It was a very open process. We hired pollsters to visit with the people and determine their level of support and how large of a bond we could pass. Learning the process and getting input from the public was great."

When Eller-Smith isn't incorporating a greener way of doing things at work, she can be found campaigning for eco-friendly initiatives at home. Her latest movement is to turn off unused lights, fans, and computer equipment at home. She and her late husband, Franklin Eller, have four children. She lives in Layton, Utah, with her youngest son and her husband, Christopher Smith. Eller-Smith also enjoys quilting, crocheting, and working on embroidery projects.

The Creative Connection

Melinda Brimhall always strives to incorporate her creative touch into her management style. And unifying the thirteen departments she manages as the Grand County council administrator in Moab, Utah, into a cohesive masterpiece isn't always an easy task.

"I hope to create an atmosphere of trust, friendship, and leadership within the organization and have that spill over into the community," says Brimhall, a 2002 MPA graduate.

In September 2009 Brimhall was appointed by a seven-member county council to her current position. Overseeing everything from emergency medical services and the road department to community development and building inspections requires ingenuity to ensure a strong, cohesive county council.

To interlace her office with unity and to benefit the community, Brimhall organized a friendly food drive competition between the Grand County council

office and the Moab City office for Martin Luther King Day. The county office worked enthusiastically to win the competition and help the local food bank. The county raised 97 percent more food than the previous year and brought almost 75 percent more food than the city office.

"It boosted camaraderie, and a lot of people became involved who hadn't previously been involved in internal activities," Brimhall recalls.

But her touch for creativity doesn't disappear when she leaves the office, it only takes on a different form.

Brimhall has been making jewelry since high school, but for the last seven years it's taken a more active role in her life. While working in Arizona for the City of Chandler as a management assistant and for the City of Casa Grande as a management analyst, she started buying beads from across the world. Tucson, Arizona, has a yearly gem show where vendors from all over the globe come to sell beads, gems, stones, pearls, and precious metals.

Although she greatly enjoys trans-



Melinda Brimhall, Grand County council administrator.

forming individual beads to jewelry, her greatest joy is seeing people connect with her jewelry.

"To take different pieces and create something that is beautiful or whimsical and see someone fall in love with it is extremely rewarding," says Brimhall, whose jewelry has been featured in *Bead*

Trends magazine, in its May/June 2008 and January 2009 editions.

Brimhall has also found a new love in mountain biking, an activity synonymous with the Moab lifestyle. Her bike rides to work and on the trails feed her need for warmth and sunshine. Her new favorite trail is Intrepid Trail at Dead Horse Point because of its amazing views.

Three Decades of Crossing the Pacific

According to the Bureau of Labor and Statistics, employees stay at their jobs for an average of 4.1 years. Like most people, **Dennis Malloy** never expected to stay at his first auditing firm for more than a few years, let alone thirty, but he found his niche at KPMG and never left.

Malloy's forte as a KPMG tax partner



is centered on serving Japanese companies in Japan and in the United States. He primarily advises Japanese companies with a presence in the United States and travels to Japan about three times a year.

The first stepping stone for Malloy's career in Japanese tax was his service in the Japan Kobe Mission from 1974 to 1976. After returning from his mission he earned his undergraduate degree in accountancy from BYU in 1978. Two years later he earned his MBA from UCLA and

began working for KPMG in Seattle.

"The most rewarding aspect of my job is having the ability to use my talents and abilities from Heavenly Father and my mission experience to provide valuable services to our clients and to help other people," Malloy says.

Although the KPMG logo has always appeared on his professional letterhead, his address hasn't always been so stationary. His work has taken him to offices in Seattle, Tokyo, Dallas, and Los Angeles, where he has been working for the last eighteen years.

In addition to having a position as tax partner, Malloy also serves as the lead recruiting partner for KPMG at BYU.

"It's gratifying to see students coming out of college who have a superb educational background and significant cultural

Management Society Helps Students Earn College Diplomas

The Management Society knows how to make a good investment. Last year the organization put its trust in education and raised more than \$300,000 in scholarships for college students across the world.

"That kind of money for students has enormous impact, especially in today's economy," says **Rixa Oman**, Management Society executive director. "Many of the students' parents may be struggling because of the economy, so these scholarships really do make a vast difference in the students' lives."

Some chapters have been granting scholarships to students for several years, while other chapters are just getting started on their programs. Scholarship money is raised in a variety of ways. Some simply solicit monetary donations, while others hold fund-raising events. An annual golf tournament is one popular approach.

"We operate a program called the LDS Scramble for Scholarships, a golf tournament held in conjunction with the BYU Alumni Association," says **Justin Park**, past president of the Management Society's Seattle Chapter. "This year we raised approximately \$114,000. Typically about 70 percent of the scholarship money goes to high school seniors, but we also give scholarships to continuing students and adults who are going back to school."

Scholarship applications are often distributed through bishops and require the applicant to have an ecclesiastical endorsement. Once the applications are submitted, the scholarship recipients are often determined by a combination of the student's merit and need.

"The candidates complete essays and provide information about their leadership, extracurricular activities, and examples of their integrity," says **Peter Harris**, president of the Dallas-Fort Worth Chapter.

The different chapters create their own guidelines as to where the scholarship money can be used. Some chapter scholarships can be used at any



accredited university, while others limit them to schools within the state or even to BYU.

"In the Seattle Chapter we are building leaders, not just alumni," Park says. "This is the number one way we fulfill the vision of the Management Society of growing moral and ethical leadership around the world."

No matter what school the recipients attend, the scholarships give students the support to become great leaders and serve people throughout the world.

"Not only does your generous award provide important financial support for my education, but it also represents your confidence and investment in me," says a scholarship recipient from the Arizona Chapter in a thank-you letter. "Because of this investment, I feel a deep desire to make the most of my education and to use it to bless the lives of others."

experiences,” he says. “I love seeing these students join the firm and grow and develop much like I did thirty years ago.”

To help the BYU accounting program continue to excel, Malloy has served on the School of Accountancy Advisory Board for several years and as chair for the last two years.

“Dennis is one of those rare individuals who does it all,” says **Kevin Stocks**, School of Accountancy director. “He is insightful, hardworking, effective, and fun to be with. Dennis has spent a great deal of time and effort in making a significant contribution to the school.”

Malloy integrates work and play by riding his motorcycle to the downtown L.A. KPMG office daily. He also goes scuba diving in the Cayman Islands each year the week before an annual KPMG meeting in Florida. Malloy and his wife, Corene, have homeschooled all of their ten children and live in Valencia, California.

To Infinity and Beyond



While many business leaders strive to expand their organization’s reach globally, one Marriott School grad oversees projects that

have a more vertical approach—out of this atmosphere, actually.

Ralph Beaty is an analyst for four programs within the Planetary Science Division of the Science Mission Directorate at NASA headquarters in Washington, D.C.

“I love my job,” he says. “I love the people I work with; they’re professionals and we all work as a team. Everyone is dedicated to our mission of exploration and discovery.”

Beaty oversees four planetary programs and their \$550 million in annual resources. His responsibilities include the Cassini spacecraft currently orbiting Saturn and the New Horizons spacecraft nearly halfway to its rendezvous destination of Pluto. He is also deeply involved with upcoming missions, such as the Juno flight mission, scheduled to launch in August 2011 and to orbit Jupiter.

As much as he loves his job, Beaty is the first to tell you that working for NASA was never part of his plans as a BYU student. After earning his bachelor’s degree in finance and international business in 1987 and his MPA three years later, Beaty planned on going into city management. Just before graduation he was chosen for the prestigious Presidential Management Fellowship (previously known as the Presidential Management Internship). It was through the fellowship he was given the opportunity to take his career to a whole new world.

Beaty rotated through four federal government positions to fulfill his fellowship and even worked with the Senate Banking Committee on Capitol Hill for a year. But during the last few months of his fellowship Beaty worked with NASA on the Space Station Freedom project and was converted.

“Working with team managers and scientists is fascinating, and I enjoy contributing to various goals and scientific plans,” Beaty says. “It’s very rewarding working hard and adding value to the missions and making a difference in national space policy and research.”

Beaty, his wife, Lisa, and their two sons, Andrew and Ryan, live in Manassas, Virginia. When time allows Beaty enjoys working with tools and is a handyman around the house. He also likes to travel and is an avid reader during his almost hour-long train commute.

CLASS NOTES

1968



In 2002 **Glen Richardson** opened his own Money Concepts Financial Planning Centre in El Dorado Hills, California. He is a regional director with Money Concepts and since 2008 has operated his financial planning centers from Southlake, Texas, and Highlands Ranch, Colorado.

Richardson graduated from BYU in 1968 with a BS in industrial management. He began his career with Bucyrus Erie, now Bucyrus International, where he became the national field sales manager of the construction machinery division. He also spent sixteen years at Shearson

Lehman, Morgan Stanley, and Wells Fargo Van Kasper. While at Morgan Stanley he was appointed associate vice president of investments.

Richardson has been involved in a variety of community activities, including serving as treasurer of the Lions Club in El Dorado Hills and as president of the BYU Management Society Sacramento, California, Chapter. He has also raised funds for Leukemia Society, American Heart Association, Romney presidential campaign, and BYU scholarships.

Richardson has three sons. He and his wife, Heather, spend the winter in Southlake, Texas, and the summer months in Highlands Ranch, Colorado.

1981



Since earning his MBA from BYU in 1981, **Derek Preece** has worked in health care management consulting for the last twenty-

three years. He is currently principal and senior consultant at BSM Consulting, where he is in charge of the firm’s work in Europe and Canada. He also provides consulting services to clients across the United States. Preece owned his own consulting firm for twenty years and three years ago merged it with a larger company. He has written and lectured extensively on health care management topics.

Preece and his wife, Rita, have five children and are the grandparents of twelve. He and all of his family live in Utah County.

1984



Ross David Baron graduated from BYU in 1984 with a BS in finance. From 1986 to 1993 Baron was chief financial officer

and chief acquisitions officer of Dason Financial Group, a private equity firm. Baron then worked in the Church Educational System as an institute director and coordinator while continuing his education at the University of Southern California, earning an MA in 1997 and a PhD in 2004, both in religion and social ethics. Since 2005 he has been a professor at Brigham Young University–Idaho.

He and his wife, Kathleen, have seven children and live in Rexburg, Idaho.

1987



Russ Warner graduated from BYU with an MBA in 1987 and a BS in zoology in 1985. He currently serves as president and CEO of

ContentWatch Inc., a provider of internet management software and services. He is responsible for all aspects of the company and its business management, along with thirty-eight full-time employees.

Prior to joining ContentWatch, Warner worked at SageCreek Partners as a managing director, where he helped start-up companies expand their market reach through channel and strategic alliance development and fund-raising.

Warner has completed coursework at Babson College and speaks Spanish and Portuguese. He also previously taught international marketing for the University of Phoenix online. He and his wife, Teresa, have four children and live in Springville, Utah.

1988



Jeffrey F. Hughes graduated from the Marriott School in 1988 with a BS in marketing. He is currently director of global

marketing at Lumension Inc., a leading enterprise software vendor that provides protection against internet attacks and data breaches from employees.

Hughes is also an avid writer and has published eleven books on marketing and technical subjects. His latest book, *iPhone and iPad Apps Marketing: Secrets to Selling Your iPhone and iPad Apps*, teaches developers how to sell and market their apps on Apple's iTunes store. He is also the co-founder of Xcelme.com, an iPhone app training company, and gives lectures across the United States and Canada. Hughes continues to write magazine articles and other papers on technology marketing topics.

He and his wife, Wendy, have two children and reside in Scottsdale, Arizona.

Thomas Kirby Brown Jr. earned his MBA from the Marriott School in 1988



after earning his BA in international relations from BYU in 1986. He has worked for twenty-two years in institutional investment

roles. He recently became president and CEO of Beneficial Financial Group, a life insurance and annuity company, where he previously worked as the chief investment officer. Before working at Beneficial Financial Group, Brown worked for more than thirteen years at ING Investment Management.

Throughout his career, he and his family have lived in a number of places, including Toronto, Canada; The Hague, Netherlands; and in six different locations in the United States. Brown and his wife, Kristen, have two daughters and a son and currently live in Park City, Utah.

1990



Randall James

Bradford has worked with Merck & Co. Inc., the world's largest medical technology company and maker

of medical devices, since he earned his MOB from the Marriott School in 1990. He spent three years after graduation working on the East Coast, but for the past sixteen years he has had international HR roles working in many different countries, such as Norway, France, and Germany. He is currently vice president of human resources—international, and he is responsible for leading the human resources function for Medtronic International, which covers all geography outside the United States.

Bradford and his wife, Melissa, who also graduated from BYU with an MA in comparative literature, are the parents of four children. The couple and their two youngest children live in Singapore after recently relocating from Munich, Germany, this past summer.

Sandy Ashby Wight earned her BS and MAcc degrees in accountancy from the Marriott School in 1990. Focusing on individual and expatriate tax, she has provided international tax services to multinational companies during the past twenty years. Wight leads Ernst &



Young LLP's expatriate tax practices in Salt Lake City, Seattle, and Portland, Oregon. She has helped clients with their international tax

responsibilities related to their cross-border employees and has traveled throughout Japan, Hong Kong, and India to assist Ernst & Young LLP Human Capital teams. Wight was recently promoted to partner from senior manager.

She is a certified public accountant licensed to practice in Utah and is a member of the American Institute of Certified Public Accountants and of the Utah Association of Certified Public Accountants. Wight is currently a member of the BYU School of Accountancy Advisory Board.

She and her husband, Mitchell, have three children and live in Draper, Utah.

1995



Kristan Lyn Miller

earned an MBA from the Marriott School in 1995 after completing her BS in business management in 1993.

She was recruited by Pizza Hut her last year of the MBA program and enjoyed a twelve-year career there, earning a number of awards. When Miller left Pizza Hut, she was vice president of brand communications, responsible for all advertising, media, public relations, and digital marketing.

In 2007 Miller left corporate America to have a more flexible schedule for the benefit of her four children. Since then she has been consulting with start-ups, nonprofit organizations, agencies, and large corporations. Last year Miller joined with two of her colleagues as owners of Flight3 Marketing, a marketing consulting firm. They have done work for Walmart, Frito-Lay, Pizza Hut, T.G.I. Friday's, and Brinker International, the parent company of Chili's.

Kristan and her husband, Darren, live in Frisco, Texas, with their four children.

1999

Hugh Donald McCutcheon graduated from the Marriott School with his EMBA in 1999 after earning an MS in physical



education in 1998 and a BS in PE sports teaching in 1993 from BYU. He is currently head coach for the USA Women's National

Volleyball Team, where he is responsible for all aspects of coaching, teaching, and administering the program. USA Volleyball is the national governing body for the sport of volleyball in America. McCutcheon was previously head coach of the USA Men's National Volleyball Team that took home a gold medal at the Beijing Summer Olympic Games in 2008. His goal is to achieve the same feat with the women's team in 2012 at the games in London.

McCutcheon is actively involved with a nonprofit organization called Human Options, helping victims of domestic violence and educating men on the cycle of destructive and dysfunctional relationships.

He and his wife, Elisabeth, just welcomed their first child this past spring. They live in Tustin Ranch, California.

2003



Robert G. Pedersen II graduated from the Marriott School's EMBA program in 2003. Pedersen has more than twenty years of

experience in executive management, sales, marketing, and communications. Since 1998 Pedersen has been co-owner and executive manager of Del Sol LLC, a Utah-based international specialty retailer of apparel and accessories. Del Sol now has more than one hundred stores worldwide. In 2002 Pedersen founded PayTeck Inc., an internet-based payment processing service, which was sold to Zions Bank three years later. In 2006 Pedersen co-founded ZAGG Inc., serving as CEO and the company's largest shareholder. In 2009 he was an Ernst & Young Entrepreneur of the Year finalist.

Pedersen loves spending time with his wife, Kim, and their six children. The family loves traveling, golfing, and skiing. They live in Holladay, Utah.

Shersti Lynn Minetto Booth earned a BS in business with an emphasis in financial services in 2003. From 2003 to



2008 she worked at Payless ShoeSource Inc. She started out as a merchandise distribution analyst and was then promoted

to international distribution planner, where she was in charge of distributing children's shoes to stores in Central and

South America. Part of her responsibilities involved traveling to these areas to better understand their cultures and fashion needs. Booth was then promoted to merchandise planner in the women's department where she planned and forecasted the sales and markdowns for the fiscal year.

While working at Payless she

Management Society Coaches Young Professionals



Focusing their efforts on the upcoming generation of professionals, many BYU Management Society chapters have started young professional groups and activities to help coach today's business rookies into tomorrow's MVPs. "Building moral and ethical leaders around the globe is a worthy task for the Management Society," says **Jussi Kempainen**, president

of the Finland Chapter. "We do many things in our communities, but recent years have shown that we need to focus more on the next generation."

Kempainen says that after meeting with many young adults in Utah and California, he realized his Management Society chapter needed to do something to help them make a smooth transition from college to their professions. He heard that the Silicon Valley chapter had begun a young professionals group, so he went to work on creating the same type of program in Finland.

"The purpose of the program is to empower young professionals to lead principled lives and careers through lectures, peer support, and mentoring," says Ami Kempainen, who runs the young professional group in Finland. "Experienced Management Society members listen to and advise the younger members on careers and life plans; the young professionals get invaluable advice and support."

The Oklahoma City Chapter did just that when they held their first-ever rookie/veteran dinner last spring. Although the chapter currently does not have a young professionals program, this event provided opportunities for seasoned professionals to mentor college students and recent graduates on finding jobs or switching careers.

"For most members, this service opportunity was something they felt like they couldn't pass up," says Christopher Lee, programs director for the Oklahoma City Chapter. "We wanted to get more people involved in the society and serve the young adults in our area."

Kevin Graves, strategic executive for Quest Diagnostics, spoke to the group of forty-five people at the event about the importance of mentors. The veterans then answered questions and shared stories and ideas with the young professionals on how to be successful.

While the goal was to serve rookies, the event had even more dividends. Three of the veterans, in addition to most of the young professionals, joined the Management Society, ensuring that another group of recent graduates will have a fan club to cheer them on throughout their careers.

volunteered at the Special Olympics, for Therapeutic Horse Riding Instruction of Lawrence, Kansas, and as a weekly reader to elementary school children as part of the Big Brother/Big Sister program.

Soon after having her son, Booth stopped working at Payless to stay home with him. She and her husband, Matt, are now raising their son in Dayton, Ohio, where her husband is currently employed with the U.S. Air Force.



After earning her MISM from the Marriott School in 2003, **Janene Spelts Smith** worked as a project manager in the IS&T department

at Novell Inc. In 2004 she moved to Ohio so her husband, Daniel, could attend dental school, and she continued to work as an independent consultant for Novell from home.

Smith is currently project manager of three little boys and assists her husband with their pediatric dental practice. Besides being a mother, Smith enjoys helping people with their computers, running, volunteering at the elementary school, reading, and spending time outdoors. The Smith family currently lives in Temecula, California.

2004



Spencer Huber Harrison graduated from the Marriott School in 2004 with an MBA and then completed a PhD

in management from Arizona State University. After graduation in spring 2009 he accepted a position as an assistant professor in the organizational studies department at Boston College. His dissertation explored the influence of curiosity on daily work behaviors and showed how these behaviors influence worker efficiency and creativity.

In summer 2009 Harrison and his wife, Christina, were able to enjoy a fellowship at the Institute for Work Psychology in Sheffield, England. While there they were able to sample the world-renowned grit stone climbing. The couple has two sons, and the family currently lives in Chestnut Hill, Massachusetts.



Joseph John Olsen is information manager at Clyde Companies Inc. and is a certified information systems auditor. He recently presented

at the National Association General Contractors 2010 Annual Convention about the online portal ClydeLink, which his company uses to standardize business processes and facilitate team and cross-company collaboration.

Olsen graduated from the Marriott School with a BS in information systems in April 2004 and began working at Ernst & Young LLP. While there, he specialized in IT risk management and systems process improvement.

Olsen volunteers at a local youth disability center and at an assisted living facility. He also enjoys helping coach his kids' soccer teams. He and his wife, Holly, are expecting their fourth child in October 2010 and live in Pleasant Grove, Utah.

2006



Anthony Coppel is a purchasing manager for Rolex, a Swiss company manufacturing luxury wristwatches. He is responsible for

buying watch components, including diamonds, glass, and dials. Along with buying, his responsibilities include sourcing new suppliers, developing strategies, and improving performance.

Coppel earned his MBA from the Marriott School in 2006 after completing his BA in international relations at the University of Geneva Switzerland in 1997. Coppel was formerly a consultant at a Swiss PR firm, Graner Teuber Agency, and a freelance journalist for *Entreprise Romande*, a Swiss business newspaper. He also serves as a member of the organizing committee of the 2010 Annual Conference for French-Speaking Young Adults.

Coppel and his wife, Rebekka, have five boys and a girl. They live in France near Geneva, Switzerland.

2007

Tony Sampson graduated from BYU in 2007 with a BS in accountancy and a BA in Chinese. He is currently working as an accountant at Consolidated Edison



in New York City. He researches technical accounting topics and writes corporate accounting policy. He is also assisting the

company with its efforts to convert to and implement international financial reporting standards.

Sampson also volunteers with a program where Latter-day Saint professionals tutor students and inspire the youth to achieve academic success.

This past February Sampson traveled to Africa and successfully climbed Mount Kilimanjaro in Tanzania. He and his wife, Mitzi, currently live in New York City.



Zsuzsanna Somodi Bajó graduated as an international student from the Marriott School with an MPA in 2007 and with a BS in

marriage, family, and human development from BYU in 2004. After completing her MPA she landed her first job working as an academic advisor for Walden University in Arizona. In 2008 she returned home to Hungary, where she is now the PhD coordinator of the history department at the Central European University in Budapest—an American-accredited graduate school. Bajó also assists faculty and students in an array of academic administration-related issues.

Bajó and her husband, Gábor, were married last September and are raising his four children and just had their first baby together. They live in Dunakeszi, Hungary.

2008



Hamilton Scott Asay graduated with a MACC degree in 2008 after earning a BS in accountancy from the Marriott School

in 2007. He is currently pursuing a doctoral degree in accountancy at Cornell University. Asay's research interests include judgment and decision making, financial reporting, and standard setting. After completing his PhD he plans to pursue a career in academia.

Asay and his wife, Trina, have three daughters and live in Ithaca, New York.



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