

MARRIOTT

A L U M N I M A G A Z I N E

The Great Escape:
7 Summer Reads
2009 Annual Report

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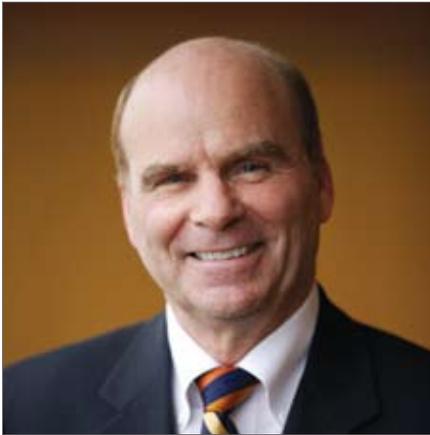


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Cover photo by Jed Wells

Generation Y

BY MICHAEL P. THOMPSON



While watching televised highlights from the Olympic Games in Vancouver, I heard a memorable line from an insurance firm's commercial: "Will this be known as the great recession or the recession that made us great?" This is good marketing copy and also a profound question. We are, indeed, looking out on a wintry economic landscape, and we are deeply concerned about our students and many others who are struggling to make headway with employment.

A sobering article in *The Atlantic* reports that a recent survey showed 44 percent of American families "have experienced a job loss, a reduction in hours, or a pay cut in the past year." The U.S. Bureau of Labor reports

that for every "open" job in the country, six people are actively looking for work.

Many social scientists who have studied the current cohort of college students and recent graduates do not provide encouragement. The experts say that Generation Y or the Millennial Generation, those born between 1980 and 2001, is at a double disadvantage because it not only faces a difficult economic climate but is also emotionally and socially ill-prepared for adversity. These young adults are described as entitled and coddled "trophy kids" with overblown expectations. *The Atlantic* also reports:

"By 1999, according to one survey, 91 percent of teens described themselves as responsible, 74 percent as physically attractive, and 79 percent as very intelligent. (More than 40 percent of teens also expected that they would be earning \$75,000 a year or more by age 30; [though] the median salary made by a 30-year-old was \$27,000 that year)."

The article cites another study of eighteen- to twenty-eight-year-olds, half of whom had moderate to high "superiority" beliefs about themselves. This was measured by responses to statements such as "I deserve favors from others" and "I know that I have more natural talents than most." Another scholarly observer of this generation says that "self-esteem without basis encourages laziness rather than hard work"

and that "the ability to persevere and keep going" is "a much better predictor of life outcomes than self-esteem."

We who have raised this generation as parents, mentors, and teachers can take some of the blame if we have emphasized self-esteem over self-control and perseverance. This generation may, in fact, pay a heavy price for being fussed over too much, but I believe many of these "privileged kids" will startle us with what they achieve and become. I am especially confident that our students, and LDS students across our society, will be well represented among the most productive and courageous in the workplace and in their communities.

At the Marriott School we see in our students less of the narcissism described in *The Atlantic* and more determination. With all the sobering news of adversity faced by our students and our alumni, we also hear about progress, growth, and miracles. These good young people can't succeed entirely on their own—no generation ever has. With their dedication and faith and our help, I believe they can become the greatest generation.

Sincerely,

A handwritten signature in black ink that reads "Michael P. Thompson". The signature is fluid and cursive, written over a white background.

Michael P. Thompson
Associate Dean

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Tinkering Around

BRUCE HYMAS AND HIS TEAMMATES had sixteen connectors, fifty-four sticks, and three minutes. The task: build a tower that holds up a golf ball—and make the tower taller than everyone else’s.

As part of their strategy implementation class, a capstone course for business management majors, Hyman and his classmates were challenged to apply the principles they had learned throughout the semester to successfully build a tower.

The scenario is fairly simple. Groups of five or six students are given a building set, usually Tinkertoys. The teams begin with fifteen minutes to plan their designs. Then a randomly selected team is given three minutes to assemble the tower in front of the class. After the time is up, the tower is measured and disassembled. The next team goes and so on, until all teams have gone.

The exercise, which is commonly used in the fields of organizational behavior and strategy, can be used to teach a variety of principles. Most often, it is used to illustrate the principle of second-mover advantage, says Lee Perry, professor of organizational leadership and strategy, who has been using the tower-building exercise for more than a decade. In many cases, he says, there is a first-mover advantage, which means that the first entrant into a market can gain market share and control of resources. Sometimes, however, a second mover can benefit by following the already-blazed trail, improving on the first mover’s developments



Hyman and his colleagues realized that publishing and photo-editing software for funeral directors was anything but user-friendly, and they capitalized on the opportunity to improve. Experiences like the tower-building exercise helped him think outside of the box, Hyman says, and appreciate the value of second-mover advantage.

“We have been building our ‘tower’ against companies with decades of experience and millions of dollars,” he says. “Now we have some of the largest companies in our industry interested in what we’re doing.”

Many students who major or minor in strategy go on to start their own companies as Hyman did, says Paul Godfrey, professor of strategy. But there are plenty who are recruited to join the corporate world as well; in fact, in 2009 the Marriott School’s strategy program had 75 percent placement within three months of graduation.

“The feedback we get from graduates is very good,” Godfrey says. “And consulting firms are realizing that BYU is a great place to find exceptional talent.”

Mike Hendron, assistant professor of organizational leadership and strategy, says it’s often difficult to teach how to translate theories and plans into action, but the toy-turned-teaching-tool helps students make that connection.

“The activity creates learning opportunities you just can’t plan for,” Hendron says. “I think every possible mistake gets made—which is a good thing, because it gives us a lot to talk about. It’s a more meaningful experience than a typical lecture, so the lesson really sticks.”

and potentially capturing greater market share.

In his classes, Perry says, the teams that build later almost always perform better.

“If you can watch somebody else do it, you’re probably going to learn something,” he notes.

Hyman, who graduated from the Marriott School with a BS in entrepreneurship in 2009, says he has been able to directly apply what he learned in his strategic management class to his current work as CEO and co-founder of Zachary Douglass, a software development company.

“The feedback we get from graduates is very good. And consulting firms are realizing that BYU is a great place to find exceptional talent.”



“The feedback we get from graduates is very good. And consulting firms are realizing that BYU is a great place to find exceptional talent.”



LEADING
ALUMNI

Christian Vuissa
EMPA, CLASS OF 2008

THE LEADING MAN

WRITTEN BY MEGAN BINGHAM PORTRAITS BY JED WELLS

MARRIOTT ALUMNI MAGAZINE PRESENTS A LEADING ALUMNI PRODUCTION STARRING CHRISTIAN VUISSA AS "THE LEADING MAN"
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BYU

MARRIOTT
ALUMNI MAGAZINE

StephenHales  Creative

It's 9:58 P.M. in a small, dark theater. The audience members, an eclectic mix of fashionistas and film fanatics, sit whispering, their faces washed in the green glow of the theater's exit signs.

A man, clad in a black suit, enters stage left, drawing silence from the crowd. With his silver beard and a few buttons undone on his white collared shirt, he is the everyman version of George Clooney.

Leaning into the microphone, Christian Vuissa welcomes the crowd to the 2010 LDS Film Festival's award ceremony, and the room erupts into applause.

As president of the festival, an event that draws crowds upwards of 7,000 each January, and director of three hit LDS films, Christian Vuissa has a lot on his plate. The 2008 Executive MPA graduate operates the film fest as a nonprofit while simultaneously running his production company, Mirror Films. His mission: to accurately reflect the culture around him and to encourage other filmmakers to do the same. This goal has often placed Vuissa center stage, doing what others never dreamed possible.

FEATURE PRESENTATION

Unlike many directors who spend years in Hollywood waiting to get their chance behind the camera, Vuissa launched his career mere months after graduating from BYU with a film degree. He was hired to adapt the book *Baptists at Our Barbecue* to the big screen.

The film provided Vuissa with the experience he needed to found his own production company in 2003—a step inspired by the work other local filmmakers were churning out. “Because of those early LDS films,” Vuissa says, “a lot more young filmmakers had the guts to just try.”

Vuissa was one of them. He penned, produced, and directed *The Errand of Angels* in 2008, a story about a sister missionary in Austria, Vuissa's homeland.

His most recent offering, *One Good Man*, opened last fall to praise for its quality photography, editing, and performances—something you don't often find in low-budget fare. The film tells the story of Aaron Young, an LDS dad who makes good choices—even under difficult circumstances.

Like the fictional Young, Vuissa is a family man, and it's clear that his wife, Kirsten, and three children always trump work. “I do feel inspired and guided in what I do, but at the same time, the family we are trying to build is really what counts,” Vuissa explains.

Usually his films are a family affair; Vuissa's wife and children have had cameos in most of his movies. In *One Good Man* his daughter, Anika, played the role of a sick girl. After filming she asked, “Dad, why is this movie about the bishop? Let's make it more about the little girl!”

OPENING CREDITS

A flashback to Vuissa's childhood opens with a shot of beautiful mountain vistas in western Austria. Born and raised in Bregenz, a picturesque city on the shores of Lake Constance, Vuissa's early years were steeped in traditional values and Austrian sensibility.

Despite the beauty of his surroundings, Vuissa's youth was turbulent. His parents' separation and eventual divorce, coupled with his older brother's death, took a heavy toll. At age sixteen he dropped out of school and started his own publishing business. Through his late teens Vuissa searched for direction and found it in an unexpected place—his past.

When Vuissa was a small child, two sister missionaries from The Church of Jesus Christ of Latter-day Saints knocked on his family's door. His mother invited them in. She was touched by the message and was baptized, but Vuissa's father insisted his children remain Catholic. The schism of faith left Vuissa with doubts, and he abandoned religion altogether.

“I stopped going to church when I was fourteen,” Vuissa says. “But my mom kept talking about it, and when I was older I rediscovered my faith.”

That discovery began when Vuissa decided to read and analyze the Bible. The exercise in analysis soon became more though, as the biblical accounts powerfully touched Vuissa's heart. “It was a call to come back,” he says.

Vuissa quietly began to change his life. He stopped working on Sundays and began paying tithing.

Five months—and several missionary

discussions—later, Vuissa joined the LDS Church in his home branch. He put his newfound faith to use two years later—accepting a call to the Germany Leipzig Mission. That faith would serve as Vuissa's guiding force throughout his mission and career.

EMOTIONAL CLIMAX

These days Vuissa doesn't share his convictions door-to-door or on crowded street corners; he uses movie theaters. Via camera lens, Vuissa reflects the life of Latter-day Saints to a wider audience.

And because film is a medium with high emotional impact, Vuissa believes his films will help others understand church members for decades.

“You emotionally relate to a character from a different culture and have more compassion for that group,” Vuissa explains. “That's the magic of narrative film.”

In fact, Vuissa still remembers his first experience with an impactful film—Disney's *Bambi*. As a five-year-old he was overwhelmed by the forest fire and the death of the fawn's mother. “I couldn't stop crying,” he admits.

Luckily for viewers, Vuissa tries to elicit a different emotion with his films: happiness. One of the most powerful examples comes from a home movie he made of his children, Anika and Henry. In the film Anika helps Henry find a lost toy.

“It's a simple story, but when I showed it to them, Henry became so delighted when he saw himself get the toy back,” Vuissa says. “I've never seen a happier expression. Each time he watched it, his face would radiate.”

PREPRODUCTION

Although Vuissa's voracious passion for film was harnessed at BYU, his teenage rebellion almost held him back from higher education.

During a tour of the United States after his mission, Vuissa stopped in Provo to inquire at the BYU admissions office. He was told that without a high school diploma he wasn't eligible, but he could take courses at then-UVSC and transfer.

Vuissa jumped at the opportunity. The day before he left Utah, Vuissa picked up the UVSC application forms and took the English proficiency test, which he barely passed.



WHILE CHALLENGES ARE AN EVERYDAY PART OF FILMMAKING, VUISSA ADMITS, "THERE IS ALWAYS A SOLUTION."

Vuissa was admitted and after two semesters transferred to BYU. He earned an academic scholarship and spent late nights polishing his English. His hard work paid off when Vuissa graduated magna cum laude from BYU in 2002.

PRODUCTION CODE

But film training wasn't all Vuissa wanted. For years he mulled around the idea of earning an MBA, but his goals shifted when he ran into a former mission companion who had recently graduated from the Marriott School with an MPA.

"I didn't even know that existed, but the more information I got, the more interested I became," Vuissa says.

The program appealed to Vuissa, who had been running the LDS Film Festival since 2001 and dreamed about opening a school for the arts.

In the EMPA program Vuissa felt like a fish out of water. The other students had

administrative jobs, working for the LDS Church or various government entities. Vuissa, on the other hand, was wrapping up a production project and drafting the script for *The Errand of Angels*.

But he made the program work with his interests. His statistics class evaluated how well *The Errand of Angels* performed in test screenings. And for a group project Vuissa and his teammates analyzed whether film incentives in Utah were economically sound. The projects helped him create his own production model to evaluate risks and plan out his upcoming productions.

A ROUGH CUT

Making films using Vuissa's production model isn't necessarily easy. According to the Motion Picture Association of America, producing and marketing the average Hollywood film costs \$92.6 million. Vuissa does it for just \$200,000.

"That has become an art form in itself,"

he says. "It's a challenge to keep the quality up. But regardless of what people say about my films, they usually are impressed with the quality in comparison to the budget."

Since the explosion of LDS films in the early 2000s, the funding has "dried up," Vuissa says. The small market makes it difficult to support several films a year. While other LDS directors gave up, Vuissa searched for a solution. His answer was to plan well and film quickly. He shoots his feature films in fifteen days with a small crew of twelve.

"Even though it's a lot of work to get all of the footage so quickly, preparation for production already determines 80 percent of the final outcome, because the script, all the actors, locations, and crew are selected by the time production begins," Vuissa says.

But making those decisions before the cameras roll isn't as easy as it seems. In *One Good Man*, for example, its family-centric plot required many actors and the story was stuck in mundane, everyday settings—a completely different scenario than *The Errand of Angels*, which was filmed on location in Austria.

"I had to pay attention to how I made *One Good Man* visually compelling," Vuissa explains. "I had huge concerns about finding the right locations and the right actors."

While challenges are an everyday part of filmmaking, Vuissa admits, "There is always a solution."

THAT'S A WRAP

For many of Hollywood's elite, the final snap of the clapper board signals the beginning of a new project. It's no different for Vuissa, but his future currently holds more than production meetings and movie premieres.

His family is moving to Dornbirn, Austria, this year. While it is a return to his homeland, the move is about more than just fond memories. He's already working on several stories to film there, and then there's that idea for an arts school.

Until then, Vuissa is focusing on finishing his next film, a biography of Joseph Smith, set to be in theaters later this year.

According to Vuissa, all things, including great films, begin with one simple thing—a good idea. But those who have worked with Vuissa know his formula for success includes one more variable—a leading man. **M**

around the
COOLER

BY ROBERT G. GARDNER



Who Moved My Chi?

The word *stress* was coined only eighty years ago, yet it is a feeling most people experience every day. The prescription: slow down, take some personal time, and smell those beautiful roses. Chances are you are the one responsible for your misplaced chi. So when your energy and concentration wane, you may need to find a few hours or a few days to de-stress and revive your inner strength. Here are a few recommendations.



← *Knead away tension*

What could be better than having someone smooth away your stress? A good massage therapist can do wonders for an aching back, calves, shoulders, and more. There are many **different massage techniques**, from Swedish massage (the one you're thinking of) to Japanese Shiatsu to Watsu® (which involves being floated and stretched in water). Block an hour and a half out of your busy schedule, check out the menu at a day spa, and order up a massage treatment that strikes your fancy.

Remember your Z's →

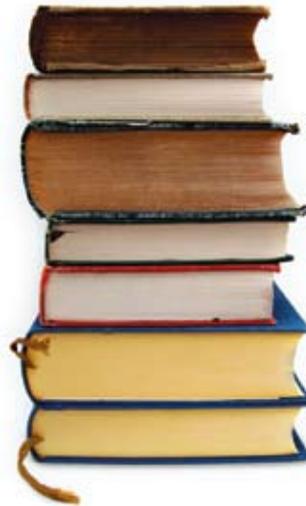
Catching less than the recommended seven to nine hours of sleep could be stressing your body. A National Sleep Foundation poll found that 39 percent of American adults get less than seven hours of sleep each weeknight, and 37 percent are so sleepy during the day that tiredness interferes with daily activities. Tips for nocturnal serenity include avoiding caffeine close to bedtime, exercising regularly (but not within three hours of climbing between the sheets), and **keeping your bedroom dark**, quiet, cool, and comfortable.



Do a digital detox

Aside from your watch, is your cell phone the accessory you wear most? Is losing your internet connection as disabling to you as having the water shut off? If so, you need a twenty-four hour digital media fast.

Try an experiment on your next vacation day—leave your phone charging in the bathroom and the **computer turned off**. You may experience a couple of withdrawal symptoms: phantom vibrations in your pocket or the paranoia that you're missing something critical—or worse, being reported missing. But on the other side of the digital detox, you'll enjoy the peace of a real wireless day.



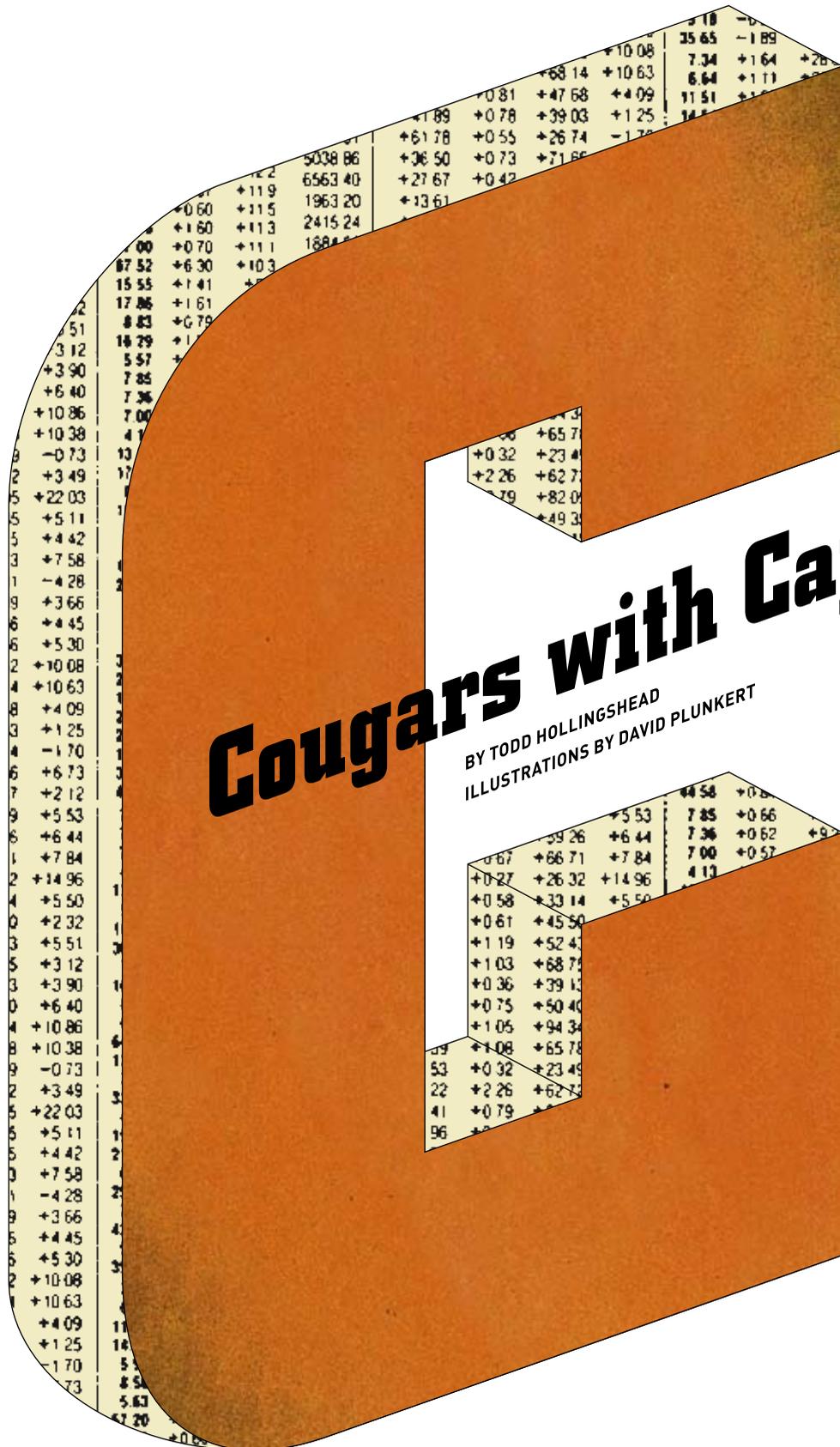
← *Find an escape*

Taking your mind on a vacation for a few hours can do wonders. Go on a mental journey by finding an amazing **book to read** (see examples on pages 16–23), movie to watch, or play to attend. Getting outside your own head and into an imaginary world can be a nice mental relief.

Why not yoga? →

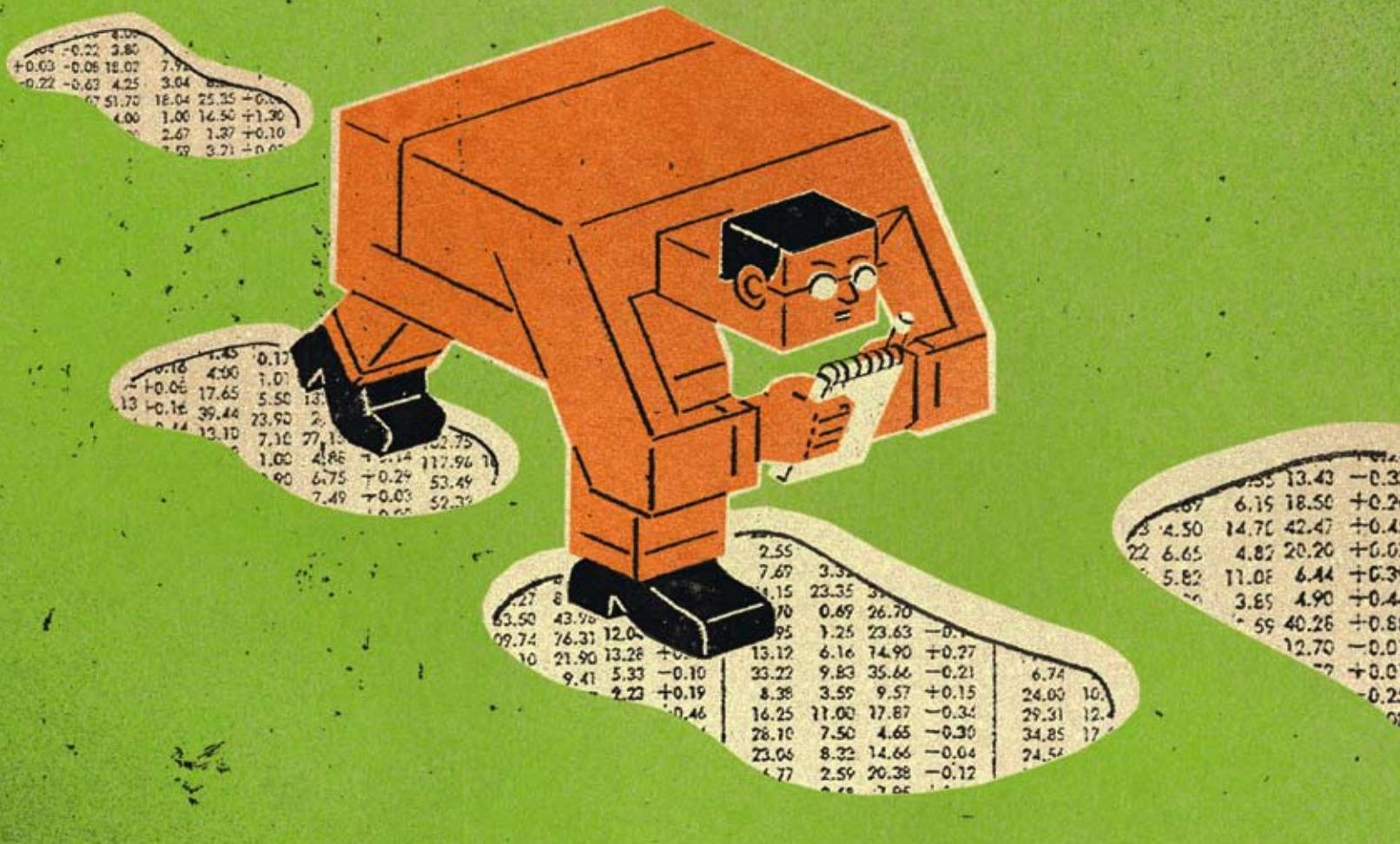
Sure, it's become trendy, but folks have been **practicing yoga** for hundreds of years in order to relieve stress. Don't worry if you can't touch your toes; yoga isn't really about being a human pretzel but more about breathing and creating balance. Put on some comfortable clothes and find a local studio or gym that will let you visit a class and see if it's for you. Who knows, wheatgrass juice may be next.





Cougars with Capital

BY TODD HOLLINGSHEAD
ILLUSTRATIONS BY DAVID PLUNKERT



Give Gary Williams ten minutes to explain Cougar Capital, and you'll be sold. Give him an hour, and you'll not only want to invest, but you'll wonder why more universities aren't doing the same thing with their business programs. And if you give him two years as an MBA student at the Marriott School, you'll develop such a diverse portfolio of knowledge and skills in venture capital and private equity you might just make a career of it.

"Cougar Capital opened my eyes to a whole new world and ultimately changed my career path," says BYU MBA grad Rachael Hawkins Walker. "It was one of the best experiences of my education."

CASH IN THE CLASSROOM

Founded in 2005, Cougar Capital is a venture capital/private equity fund run entirely by a team of Marriott School MBA students.

During their two years in the program, MBA students learn how to analyze and execute investments in live deals.

In year one, MBA students study the ways of the VC/PE investing world with a rigorous primer course. In year two, those who make their mark in the first class join the elite student team that uses donated funds to invest carefully alongside real industry partners.

And, if all goes well, they make \$262,405 in returns on their initial \$45,000 investment. That just happened to be the exit result in 2007, when Riverbed Technologies, the first company funded by Cougar Capital, made its initial public offering.

"We run Cougar Capital like a real firm," says Williams, faculty advisor and the group's founder. "Someone has to run the finance side; someone has to run the legal

side, the engineering, the marketing, the communications—everything.”

Even though Cougar Capital is a student experience set largely in the classroom, every deal is a bona fide investment using real cash. The aforementioned Riverbed IPO proceeds were not paid in Monopoly money but in genuine greenbacks that replenished Cougar Capital coffers. A subsequent liquidation from the merger of Ribbit Corporation resulted in \$96,189 in proceeds from Cougar Capital’s initial \$25,000 investment.

Students don’t pocket any of the cash earned on successful investments, and neither do donors, faculty, or any other involved individuals. Instead, the liquidation returns go into an evergreen fund made available for future student funding opportunities.

The weight of legal tender forces students to perform at the highest level, says Jared Crocker, a recent MBA grad and former Cougar Capital member.

“Risk stares you right in the face; you don’t have to try to envision it,” Crocker describes. “We felt plenty of pressure to perform, but it was always clear that both students and capital contributors were building BYU and the Marriott School.”

The revolving evergreen fund is one aspect that differentiates Cougar Capital from the few other institutions ambitious enough to run classroom VC/PE programs. (At international competitions, Cougar Capital has gone head-to-head and placed well against teams from Harvard, INSEAD, Columbia, MIT, Wharton, Stanford, UCLA, Michigan, Cornell, and Duke.) Some programs return money to donors or earn cash for a partnering firm, but rarely do they use a fund that pools for future investments.

With a self-sustaining system and such initial success, Cougar Capital has already expanded the number of investments in their portfolio. The 2009 team funded five companies: Solera Networks, IDC Westinghouse, M-Factor, Allegiance, and Fusion-io. The five investments, which totaled \$217,400, are the most ever made by a single Cougar Capital class. Another three companies and a follow on financing were added to the portfolio by the 2010 team.

And all of this has been executed while the economy writhes in one of the most miserable financial stretches of recent history.

“We will not invest unless we have a supermajority approval of the deal by the student team,” Williams says. “It’s real money, and it’s money that the students treat just as seriously as if they were investing \$5 million.”

SEARCH AND RESEARCH

There are a few key components to Cougar Capital’s year-in and year-out success: expert advice and direction from Williams and other advisors, excellent industry VC/PE partners with proven track records, and, perhaps most important, the carefully assembled team of MBA students.

Following the first-year industry primer, students intern during the summer at industry firms, many of which partner with the program.

Around the same time they’re getting workplace experience, students apply for the privilege of being a part of Cougar Capital. Faculty members narrow the list

and eventually extend an offer to ten to twelve students. Since Cougar Capital is run like a real-world VC/PE firm, each student is chosen for a specific position.

“The MBA experience for most is to seek education,” says student Kyle Lemmon, Cougar Capital’s 2010 associate director of external affairs. “Cougar Capital goes beyond knowing; it focuses on doing and becoming.”

Once the team is in place, the members start the search in earnest for investing opportunities. But they don’t look for deals on their own. Rather, Cougar Capital joins with “lead partners,” outside VC/PE firms with demonstrated success and, usually, connections to BYU.

The student team’s primary value to the industry partner comes from due diligence: Cougar Capital dedicates its varied and relevant backgrounds to researching any aspect of a deal needed by partners.

Due diligence requested by partners can include analysis on markets, competition,





e felt plenty of pressure to perform, but it was always clear that both students and capital contributors were building BYU and the Marriott School.

—JARED CROCKER

financial models, business models, legal issues, and management issues surrounding a potential deal with a company. Of course, the lead VC/PE firm does the lion's share of the due diligence, but the work Cougar Capital students are doing is a legitimate part of the research process. In return, the students receive professional mentoring and clinical learning opportunities.

"It is an incredible experience that is also very unique," says 2010 team member Julie Kellett. "Very few MBA programs provide their students with the opportunity to run their own venture fund."

When the time comes, the MBA students present their research to the firm and give a final ye or nay to an investment opportunity. Sometimes a nay from the students tips the vote just enough to persuade the firm not to invest. Sometimes they invest anyway. And sometimes, if everything looks good enough, Cougar Capital will choose to invest alongside that company.

In fall 2009 the student team looked at nine potential deals, voting yes on three from the group.

"Cougar Capital gives them a chance to invest like real-world investors," says Spencer Tall, managing director of Palo Alto, California, VC firm Allegis Capital. "There have been times when they've rejected an opportunity to invest alongside us. I don't view them as your typical finance students."

If after weeks of research the students decide it's a go, they then decide how much money they want to commit. Generally it is somewhere between \$25,000 and \$100,000—relative mouse crumbs in the VC/PE world but big enough for students to feel serious responsibility.

There is, however, one small but significant lightening of the yoke for students before they go in on a deal: everything must

get final approval from an advisory board of faculty and industry professionals.

"We act as a sounding board for Cougar Capital to help them think through things strategically on all deals," says board member Blake Modersitzki, managing director of VC firm UV Partners. "We have the fiduciary responsibility to approve all investments."

IT'S BONDING TIME

The process is grueling for students. "It's only a three-credit class, but often it feels like a nine-credit class," Lemmon says.

The intense work tends to bring the best out of the elite BYU MBA students, who often end up bonding both inside and outside the classroom.

The 2010 team, for example, spent an entire day last fall wakeboarding, waterskiing, picnicking, and wave running. Students also form intramural sports teams, share couches for BYU football games, and jam together on Rock Band.

Walker says her team was so close they finished one another's sentences.

"Once I was introducing myself in class to a guest speaker when one of my teammates interrupted and accurately completed my introduction," Walker recalls. "We started to laugh, but it didn't stop there. Someone else piped up on behalf of the next person."

QUALITY AND QUANTITY

Even before they complete their MBAs, the members of Cougar Capital boast impressive résumés, work experience, and sterling academic marks.

Tall, from Allegis Capital, hired one of the Cougar Capital MBA students as an intern last summer even though his firm wasn't structured to support one. He was so impressed with the intern he hired him for an extra two projects after the student

went back to school. Now Tall is planning on bringing in another intern this summer.

"The caliber of students at the Y is high and the eagerness to learn is even higher," says Tall, a BYU alum. "Overall the BYU program compares very well with the elite schools in the nation. I appreciate the students because they're making my original degree more valuable every day."

Adds Modersitzki: "BYU students have got intellectual horsepower; they're intelligent, and they're a joy to have around. We continue to go back to the well because of the experience we've had with the students."

Count Fraser Bullock, Sorenson Capital managing director, as another industry professional impressed with the crew.

Bullock was the first donor to help start Cougar Capital in 2005, and now his private equity firm regularly partners with the program for due diligence.

"We've hired three MBA graduates from BYU over time, and all three of them have worked with Cougar Capital," Bullock says. "Cougar Capital is a wonderful opportunity to train business school students for the private equity industry. It's an excellent career, and this gives students a leg up in entering the industry."

Industry professionals, such as Bullock, Tall, and Modersitzki, have different reasons for praising Cougar Capital than former students such as Crocker and Walker. But one thing they all acknowledge: Williams deserves the credit for making the program what it is today.

For Williams, he's just trying to make good on a promise to churn out industry-ready graduates.

"Great CEOs learn how to synthesize data and information and utilize critical thinking skills to make good decisions and then execute those decisions," Williams says. "I fully believe Cougar Capital has been able to deliver on that promise." **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.

Getting Out the Door

If you are like most people, getting up and out the door on time can be nothing short of a miracle. Here are some common watch stoppers to be aware of and a few time-savers to speed you on your journey.



10-20

The number of minutes spent by the average person preparing and eating breakfast.



TIP: Breakfast—grab it and go.
TIME SAVED: 10-20 minutes

Students and employees have been shown to perform better after eating a morning meal. Don't be one of the 45.5 percent who skip it. Quick foods like cereal, oatmeal, yogurt, and fruit can be set out or prepared the night before to make them easy to grab and go. Sources: ABC News, MrBreakfast.com

48

The number of pieces of new clothing the average American buys each year, making the what-to-wear decision sometimes difficult.



TIP: Lay out your clothes before you lie down.
TIME SAVED: 10 minutes

Choosing what you are going to wear the night before helps eliminate the morning dance of picking out the right look from hundreds of combinations. This also increases the chances of having on clothes that match before going out the door. Source: National Geographic





8

The number of minutes the average adult spends in the shower.



TIP: Use a shower timer to avoid dawdling.
TIME SAVED: 5 minutes

To avoid falling prey to Father Time, keep track of how long your water is running. The more activities in your routine, the more time will be needed.

Sources: NPR, Moen Plumbing Supply

1,250

The number of dollars that can be saved by bringing lunch each day for a year.



TIP: Make your lunch after dinner.
TIME SAVED: 10 minutes

Before closing the kitchen, pull out that mustard and start spreading. Making your own lunch not only fattens your wallet, but it may also slim your waistline. It also helps save time and fuel. Calculate your expected lunch savings at bankrate.com.



113

The number of minutes the average woman spends each week washing, drying, and styling her hair.

TIP: Towel, protect, then dry.



TIME SAVED: 5-10 minutes

Before turning on the blow-dryer, use a towel to strip away moisture. Adding a heat protective product will help shield hair follicles and reduce drying time by almost half. Wait until hair is about 80 percent dry before styling with a brush.

Sources: TRESemme, HOTS

3,500

The number of hours the average American male will spend shaving in his lifetime.



TIP: Shave in the shower.
TIME SAVED: 4 minutes

Streamline your morning by adding a blade to your shower routine. The steam helps soften follicles and allows for a smoother and quicker shave. To ensure your blade doesn't dull from the hot water, try keeping a cup of cold water in your shower to rinse your razor after each stroke. Source: *The Body Mechanic*





The Great Escape

..... 7 SUMMER READS

*A*vid readers are always looking for their next tome. But even if you don't consider yourself a bibliophile, here's your chance to find a great read and get lost in its pages. Some of our Marriott School faculty, staff, and students share their favorite books. No more excuses . . .

it's time to read.

.....
PHOTOGRAPHY BY JED WELLS

NAME: *Emily Smurthwaite*

OCCUPATION: *Marriott Alumni Magazine editor*

BOOK/AUTHOR: *The Guernsey Literary and Potato Peel Pie Society, Mary Ann Shaffer and Annie Barrows*

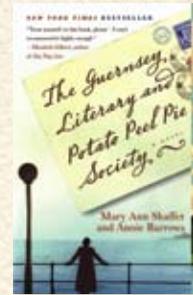
1. SYNOPSIS: *A writer in London unexpectedly becomes pen pals with a farmer and his friends on the island of Guernsey. Through their correspondence she learns about the people's struggles during the WWII German occupation—and how literature and potato-peel pies (the only dessert available) kept their hopes alive.*

2. CHARACTER I'D LIKE TO HAVE LUNCH WITH: *Juliet, the heroine—but I'd probably pass on dessert.*

3. NUMBER OF TIMES I'VE READ THIS BOOK: *Zero. I listened to it during my commute. I do own a hard copy and plan to read it this summer.*

4. THIS BOOK IS PERFECT FOR: *Anyone who wants a highly entertaining story that's also an interesting piece of historical fiction—with a pinch of romance.*

5. WHAT MAKES THE BOOK UNIQUE: *Its format is a charming exchange of written correspondence between the characters.*



NAME: *Eva Witesman* OCCUPATION: *Public management assistant professor*

BOOK/AUTHOR: *From Poverty to Power, Duncan Green*

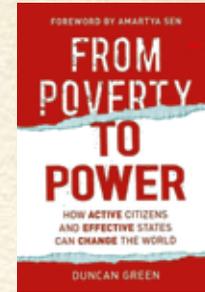
1. SYNOPSIS: *How active, empowered citizens and effective government can change the world.*

2. HOW I FOUND THIS BOOK: *I was asked to review it for a journal. I had no idea what an impact it would have on my worldview.*

3. MY FAVORITE PLACE TO READ: *The couch in my living room with my kids piled on top of me.*

4. THIS BOOK IS PERFECT FOR: *Being grateful for the freedoms we have and being inspired to make the world a better place.*

5. BIGGEST TAKEAWAY: *Agency is central to our individual and societal freedoms. We have to choose to see ourselves as powerful beings and bring about our own change. We can't rescue other people; we can only help them learn how to rescue themselves and how to level the playing field so they can.*





Glenn Christensen

Marketing associate professor

NAME: OCCUPATION:

How Customers Think, Gerald Zaltman

BOOK/AUTHOR:

1. SYNOPSIS: *This book explains how much of our thinking is unconscious and driven by deep metaphors that organize and frame the way we experience the world.*

2. NUMBER OF TIMES I'VE READ THIS BOOK: *I own two copies, and I don't know how many times I've read it. I go back to chapters in it every semester.*

3. IS THIS BOOK A LAUGH, CRY, SUSPENSE, OR SHIVER? *It's an enlightener, chock-full of aha moments.*

4. FAVORITE CHAPTER: *Nine, "Memory, Metaphor, and Stories."*

5. GOOD QUOTE: *"Memory is another source of fiction."—Paul John Eakin.*

6. THIS BOOK IS PERFECT FOR: *Anyone who wants to understand consumers. And I think that's everyone.*

7. WHAT MAKES THE AUTHOR UNIQUE: *He is one of the brightest minds in consumer behavior research and a personal hero.*



NAME: *Heather Archibald* OCCUPATION: *MBA student*

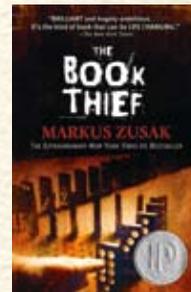
BOOK/AUTHOR: *The Book Thief, Markus Zusak*

1. SYNOPSIS: *A little German girl, Liesel, learns she can't resist books and steals them despite not knowing how to read. Her foster father helps her learn the power of words while she faces the challenges of growing up in WWII Germany.*

2. HOW I FOUND THIS BOOK: *Like most books I discover, my sister-in-law told me about it.*

3. BIGGEST TAKEAWAY: *Words are powerful. They can persuade countries to follow leaders who are gifted in the way they use words. Words can give some an outlet for expressing what they cannot share out loud. Words allow us to learn. And words can feed the soul.*

4. WHAT MAKES THE AUTHOR UNIQUE: *In this book the author writes from the perspective of death. The interesting narrative voice adds a new dimension to the story.*



NAME: *Jun Song* OCCUPATION: *Undergraduate finance student*

BOOK/AUTHOR: *Einstein: His Life and Universe, Walter Isaacson*

1. SYNOPSIS: *This comprehensive biography of Albert Einstein portrays his accomplishments in the scientific field and also his life as a husband, father, and friend.*

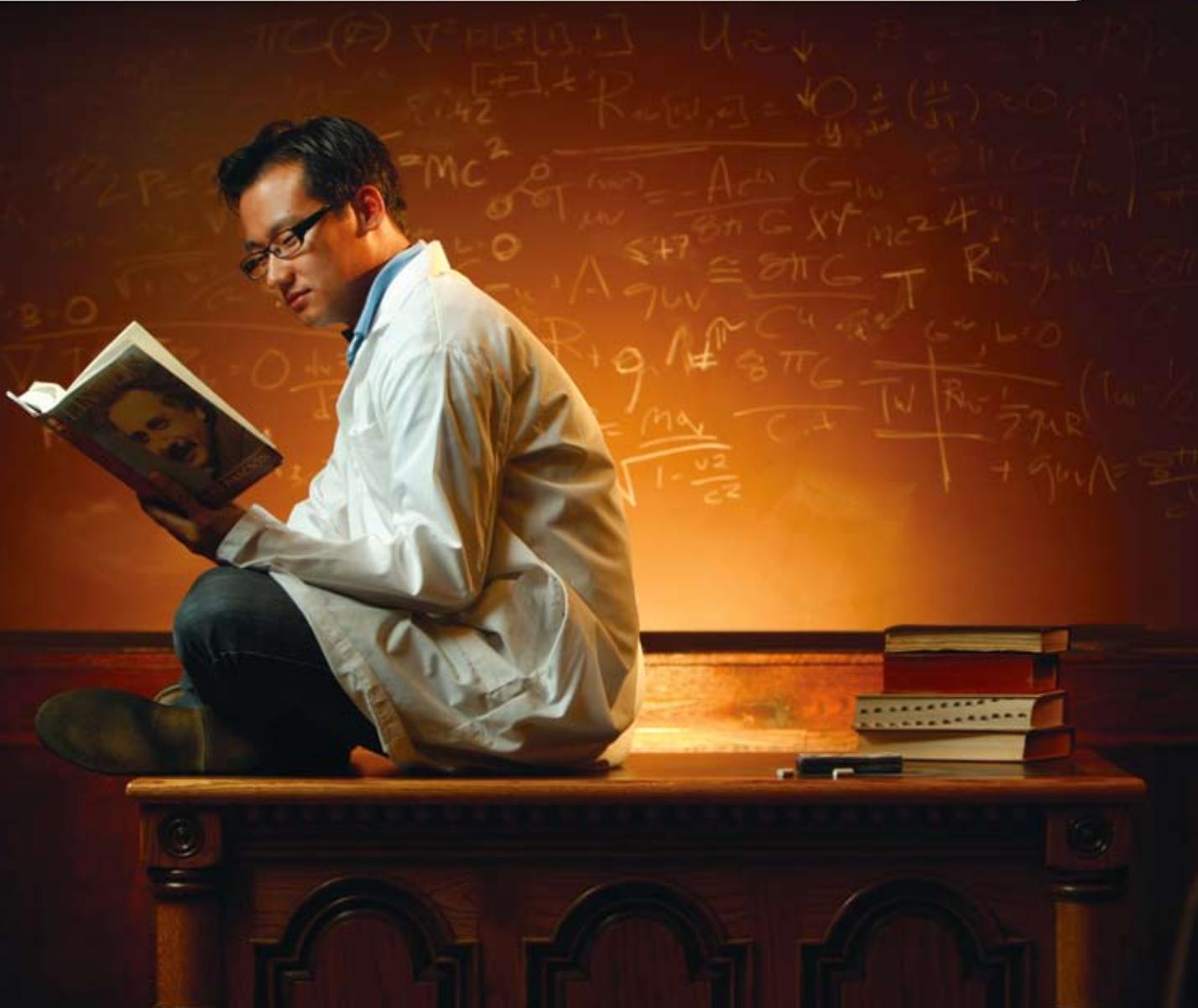
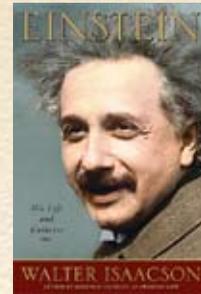
2. HOW I FOUND THIS BOOK: *I saw this book listed online as one of the best-selling books.*

3. BEST LINE OR QUOTE: *"For a scientist, altering your doctrines when the facts change is not a sign of weakness."*

4. THIS BOOK IS PERFECT FOR: *Anyone who enjoys being intellectually challenged and reading bios of unique figures.*

5. BIGGEST TAKEAWAY: *In order to succeed, we have to be strong willed and embrace our differences.*

6. WHAT MAKES THE AUTHOR UNIQUE: *Walter Isaacson, a former chair of CNN, uses an investigative journalistic style to integrate the scientific aspect of Einstein's life with his personal life.*



NAME: *Monte Swain* OCCUPATION: *Accountancy professor* BOOK/AUTHOR: *Peace like a River, Leif Enger*

1. SYNOPSIS: *A classic journey story about a young boy with asthma, his younger savant sister, and a faithful father who performs miracles.*

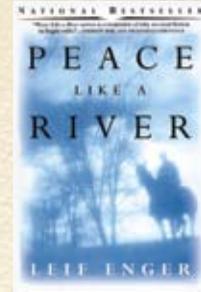
2. CHARACTER I'D LIKE TO HAVE LUNCH WITH: *Jeremiah Land, the main character's father.*

3. NUMBER OF TIMES I'VE READ THIS BOOK: *Twice, though I've probably read the last chapter a dozen times. The whole book sets up the last chapter. It is hauntingly beautiful.*

4. IS THIS BOOK A LAUGH, CRY, SUSPENSE, OR SHIVER? *A laugh and a cry.*

5. MY FAVORITE PLACE TO READ: *Big leather chair in my den—or on the beach in Maui!*

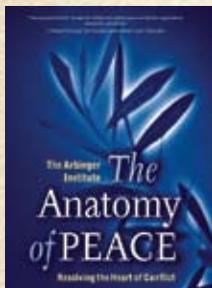
6. BIGGEST TAKEAWAY: *There is beauty and balance in every aspect of our lives if we will just see it.*





NAME: *JaLee Clarke* OCCUPATION: *Dean's administrative assistant*

BOOK/AUTHOR: *The Anatomy of Peace: Resolving the Heart of Conflict, The Arbinger Institute*



1. SYNOPSIS: *Discovering the root cause of conflict; how we unwittingly perpetuate it and how to trade conflict for peace.*

2. HOW I FOUND THIS BOOK: *Through one friend's praise of the book for healing a severely fractured relationship and another friend's gift to me.*

3. THIS BOOK IS PERFECT FOR: *Those who aren't afraid to confront themselves, who like the challenge of rethinking habits, and who long for relationships, individually and collectively, that perpetuate peace.*

4. BIGGEST TAKEAWAY: *In moments of decision, I should first check my heart: am I seeing those involved, including myself, out of the box and with a heart at peace? If my thoughts are in the box, I now have the tools to make the shift, to see people correctly, and to make better decisions.*

SCHOOL NEWS

2010 Bateman Awards Honor Outstanding Students, Faculty



Two students and two faculty members from the Marriott School were presented with the 2010 Merrill J. Bateman Awards, the only schoolwide awards selected entirely by students.

The Merrill J. Bateman Awards are given annually to students who serve and lead within the school and community and to faculty, staff, or administrators who demonstrate outstanding efforts to enhance students' experiences.

For the Student Choice Award, the vote was tied and two professors were honored—**Monte Swain**, professor of accountancy, and **John Bingham**, assistant professor of organizational leadership and strategy.

"Both faculty recipients were student oriented, and in addition to being excellent student mentors, they were well respected in their individual disciplines," says **Merrill J. Bateman**, who delivered a keynote address at the 18 March awards ceremony.

The Outstanding Undergraduate Student Award was given to **P.J. Anderson**, a senior marketing major from Danville, California. **Lindsay Johnson**, a second-year MPA student from Fountain Valley, California, was awarded the Outstanding Graduate Student Award.

As president of the BYU Marketing Association, Anderson led an effort to revamp the club and offer more valuable activities for students, such as online marketing workshops and several case competitions. Thanks to his efforts, club membership went from about thirty students to 150.

Johnson has also been actively involved in service. She served as vice president of the MPA Association; currently acts as co-president of Net Impact, a graduate student organization that focuses on socially responsible business;

and serves as a member of the board of directors for Grantwell, a philanthropic organization affiliated with the Marriott School.

BYU Accounting Grads Help Set National Standards

Most accountants spend their days ensuring that company financial records are up to standards. But for a handful of BYU master of accountancy graduates, going to work means helping set those standards.

During the last decade, BYU MACC graduates have consistently been placed as post-graduate technical assistants (PTA) with the Financial Accounting Standards Board (FASB), the body recognized by the Securities and Exchange Commission and the American Institute of Certified Public Accountants as the authority on financial standards in the United States.

"For BYU to have someone coming out of the MACC program placed as a PTA every year for the last five years—occasionally two in the same year—is pretty remarkable," says associate professor of accountancy **Jeff Wilks**, who oversees students accepted into the FASB and who also worked for the board for two years.

While at the yearlong position, recent graduates help prepare documents for board members, answer specific questions from accountants, and work on projects as needed. With the board taking only six recent graduates from across the country every six months, it is a rare opportunity.

Candace Jones, a 2009 MACC graduate who currently works as a PTA, says the experience has broadened her perspective on the standard-setting process. "People complain about the complexity of accounting standards, but when you have to balance the perspectives of financial statement preparers and users operating in multiple industries, the task to present information that is relevant and faithfully represents the company's operations becomes very complicated," Jones says.



Angel Tree Spreads Christmas Cheer



It took a chorus of happy Whos to help Mr. Grinch find the true spirit of Christmas. But at the Marriott School, all it took was a festive tree and an invitation to give. In partnership with the United Way, the school's annual Angel Tree service project gave students, faculty, and staff the opportunity to provide Christmas for needy children in Utah County.

"It's often hard as a student or professor to find the Christmas spirit because it gets so busy at the end of the semester," says **Chrissie Broadbent**, a second-year MPA student who led the project. "The Angel Tree is a big way to lose yourself in service and do something for someone in need. It doesn't take too much time or effort to buy a gift and give someone a great Christmas."

Beginning in early December, students and staff pledged a donation of time, money, or gifts at the holiday tree on the first floor of the Tanner Building. In less than a week, all the assignments were doled out and donations began pouring in. By the delivery date, seven hundred gifts were collected to sponsor 140 children selected by the United Way. Each child was provided with two articles of clothing, two toys, and a book.

This is the thirteenth year the Marriott School and the United Way have collaborated to make Christmas dreams come true.

STUDENT NEWS

BYU Takes Top Portuguese Honors at Business Language Case Competition

Two BYU undergraduate teams won first and second place in the Portuguese division of the BYU Business Language Case Competition—a

Medical Device Company Wins 2010 BPC

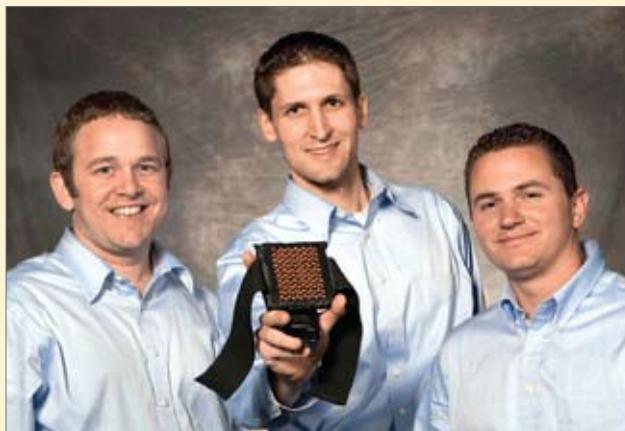
Restless leg syndrome (RLS) affects nearly 30 million Americans, but three BYU students hope to provide relief and build a business in the process. The students' innovative product and solid plans gave their company, TranquilMed, a first-place finish at the 2010 BYU Business Plan Competition.

The business, which was founded by **Tim Lovell**, a second-year MBA from Rexburg, Idaho; **Ryan Allred**, a second-year MBA from Salt Lake City; and Jared Edgel, a master of engineering student from Las Vegas, won \$50,000 in cash and in-kind prizes in the annual competition on 2 April. TranquilMed produces RestEasy, a device that uses infrared light to treat the underlying cause of RLS. A study that will be published in *Physiotherapy Theory and Practice* showed a 52 percent reduction in symptoms when the device is applied, with no known side effects.

Second place and \$30,000 went to Bazari, a platform to allow cell phone users without an internet connection to participate in an online marketplace, similar to eBay or Amazon, through text messaging. In some developing countries, cell phones and text messaging are ubiquitous while internet connectivity is frequently inaccessible.

Taking third and \$20,000 was FanFare, a fan-driven, live concert marketplace that connects fans with artists, allowing the artists to take their acts to locations with high demand for their shows. In a social networking style web platform, fans commit to purchase tickets if their favorite bands come to their town, and if enough fans commit, the artist will play a concert in their city.

After two rounds of preliminary judging, the field of competitors was narrowed down from more than twenty teams to three. A group of judges, made up of entrepreneurial founders of the Rollins Center



From left: Jared Edgel, Tim Lovell, and Ryan Allred show off the RestEasy device.

for Entrepreneurship and Technology, then chose the winners.

In addition to the finalists, winners were selected in other categories. Vinylize It, a producer of vinyl decals that can be sold for school and club sports fund-raisers, won the home-based business category and a \$5,000 prize.

The Whitmore Global Management Center awarded \$5,000 for best global business to Marere Pure Water. The company produces clean water for packaging and distribution in small plastic bags, which are cheaper than water bottles and safer than the refilled bottles frequently sold on the streets of many developing countries.

Besides winning second place in the main competition, Bazari won an additional \$6,000 in the web business category.

competition that highlights language and cultural skills in an effort to prepare students for international business experiences.

For this year's case, teams presented an international business strategy for Wal-Mart. The teams, which consisted of three students each, were required to present entirely in Spanish or Portuguese and were judged on language ability, depth of analysis, and effective delivery. Competition winners received a trophy and cash prize from BYU's Kay and Yvonne Whitmore Global Management Center, which hosted the event.

The winning Portuguese team members met in a business Portuguese class and were looking for opportunities to continue refining their language skills.

The first-place Portuguese team consisted of Justin Bray, a junior Latin American studies major from New Canaan, Connecticut; Cameron Barr, a senior Latin American studies major from Sanford, Colorado; and David Braudt, a junior economics major from Gilbert,



From left: Justin Bray, Cameron Barr, and David Braudt.

Arizona. The second-place Portuguese team consisted of **Mike Bready**, a senior accounting major from Bountiful, Utah; **Cory Christensen**, a senior business management major from Ogden, Utah; and **Jordan Weber**, a senior accounting major from Houston. BYU-Idaho took third place in the Portuguese division.

In the competition's Spanish portion, Utah State University was awarded first place, Indiana University took second place, and the University of Washington landed third.

Social Entrepreneurship Interns Dangle Carrots to Do Good

Conventional wisdom sets forth two ways to make a donkey walk forward: hit its backside with a stick or dangle a carrot in front of it. Consumer activists tend to use sticks, such as lawsuits, protests, and boycotts, to persuade companies to be socially responsible. But as part of a new internship program, five BYU students decided to experiment with carrots—mobs of them.

The students were participating in the Students for Social Entrepreneurship internship program, which was launched last September. Throughout fall semester they worked with an organization called Carrotmob, which promotes a positive approach to consumer activism.

The idea is simple: Carrotmob organizers advertise a special event to draw in a "mob" of customers to a participating business. In turn, the business commits to use a percentage of profits from the event to make its operations more sustainable. Everybody wins: businesses

BYU or Bust: Executive Students Willing to Travel



Brett Sampson and Amy Labaugh know not to schedule many appointments on Tuesdays. On that day, all they can think about is boarding a shuttle from Rexburg, Idaho, to Salt Lake City. While the 234-mile trip may not be your average commute, students are increasingly willing to traverse mountains, airports, and state lines to earn a graduate degree from the Marriott School.

“People often tell Amy and me that what we are doing is crazy,”

says Sampson, who is currently pursuing a master’s in public administration. “But everyone in the executive program has made some kind of a sacrifice to pursue an education at the Marriott School.”

The Marriott School is joining a long list of business schools with students commuting for executive programs. According to a 2008 *Wall Street Journal* survey, 64 percent of executive MBA students travel up to fifty miles to attend school—nearly 22 percent travel at least two hundred miles. At the Marriott School the distance traveled is made up for by the rigorous programs that allow working professionals to attend classes a few days every month and still learn the necessary skills for upper-level management.

The EMBA Class of 2010 was the first to see Marriott School students travel cross-country. This has a lot to do with the launch of a new EMBA option, where students attend classes in Salt Lake City every other weekend. This new weekend option has only intensified interest in the school’s executive programs.

“The number of our students who travel will grow over time simply through word of mouth—the best recruiting tool,” says **Tad Brinkerhoff**, EMBA program director.

That was the case with Labaugh and Sampson, both third-year EMBA students from Rexburg, Idaho. Labaugh’s enthusiasm for the program eventually spread to Sampson, who knew he wanted to get an MPA, but he wasn’t convinced until representatives from the Romney Institute introduced him to the EMBA’s schedule and curriculum.

The Marriott School was the right choice for **Mark Taylor** as well—despite the distance from his home in Reno, Nevada. Taylor had originally enrolled in MBA classes at other universities but found the commute and costs prohibitive. But when he spotted an advertisement in *Marriott Alumni Magazine*, Taylor, who earned a marketing degree from BYU in 1985, saw a great opportunity.

“The main reason I picked BYU was the great value for the degree that you get,” says Taylor, now a second-year EMBA student. “And sharing similar qualities and values with people in the program, networking with them, and reconnecting to a university that I loved twenty-five years ago is exciting.”

get their carrots—customers willing to spend money—and customers get their donkey to move forward with more sustainable operations.

“Carrotmob is successful because you’re not really changing consumer behavior; you’re just organizing it,” explains **Blake Nuttall**, a senior entrepreneurship major from Yorba Linda, California, who recently completed his

internship with Carrotmob. “We’re not asking people to buy solar panels; we’re taking something they’d buy anyway and asking them to buy it from a business that is socially responsible.”

Nuttall and his fellow interns approached about two dozen local restaurants, asking them to bid on what percentage of profits they would commit, with the winning bid coming from

Pastorero Taco Grill. Pastorero offered to use 59 percent of its profits to make a variety of changes, such as switching to biodegradable utensils.

The interns ensured that the community was aware of the event by working with local media and social networking sites, offering a lineup of local bands and, of course, telling their friends.

Their efforts paid off; according to Nuttall, the event brought in about three hundred people to the small restaurant and produced a 40 percent increase in revenue. The restaurant has not yet calculated a long-term change in revenue, as only a few months have passed since the event, but Nuttall says the Carrotmob definitely had a positive impact.

Sales Management Students Trained to Sell with Integrity



Ross Johnson accepts an award from Sterling Bone.

Everyone knows the stereotype—the pushy, obnoxious, and deceptive salesperson. But a new curriculum taught in a BYU sales management class shows students that sales and integrity aren’t mutually exclusive and that salespeople can be just as good at listening as they are at making the pitch.

“Selling with integrity can be challenging because it means you have to focus on more than simply closing the sale,” says **Ross Johnson**, a marketing major from Chino Hills, California. “This class has taught me how to do that. I’ve learned how to identify a buyer’s needs and how to show a buyer that my product or service can meet those needs. In the end, I can feel good about making a sale, but I can also feel good about truly helping a client.”

Sterling Bone, a marketing professor who teaches the sales management class, says that too few sales classes emphasize the importance of integrity in selling. Bone believes the word “integrity” has a dual meaning; it implies morality as well as completeness, both of which are encompassed by this new

curriculum. The key, he notes, is listening.

“Many sales practices are what we call stimulus-response techniques, where you follow a certain script, show certain pictures, or give certain demonstrations to get a response,” Bone says. “An often overlooked but essential part of sales is listening, analyzing, and understanding the needs of the customer.”

The sales management curriculum is based on a training program developed by Utah-based company Griffin Hill, called the Integrity Sales System, which provides students with a playbook for the sales process, outlining the essential steps to a successful sale, from “case open” to “fulfillment and follow-up.”

Johnson says one of the most useful aspects of the class was the Sales Idol competition, an in-class activity that gave students the opportunity to put their selling skills to the test. Rounds were sponsored by various companies, including Kraft Foods, Breg Medical, Ecolab, and At Task. For each round, a company sent a representative to role-play with students. In the Breg Medical round, for example, students were asked to sell a knee brace to the potential

“buyer,” who came outfitted in scrubs.

“What’s fun about the Sales Idol competition is that it teaches students to adapt to different personality styles,” Bone says. “The students have to use verbal and nonverbal cues to identify the buyer’s style—be it analytical, amiable, expressive, or driver—and then adjust accordingly.”

Marriott School Internship Competition and Fair Prepare Students for Internships

Four BYU students walked away with distinguished internships after competing in the fourth annual MUSA Internship Competition. New to this year’s competition was an internship fair and a series of workshops to help students seek employment and improve their professional skills.

At the competition’s final event, sponsored by the Marriott Undergraduate Student Association, seven finalists presented a thirty-second elevator pitch to a crowd of more than two hundred and a panel of judges. Judges provided feedback on the students’ presentations



and emphasized the importance of using a friendly, casual opener and ending in a way that leaves the listener wanting to know more.

Following the finalists’ presentations, representatives from the three participating companies announced their selections. The Buckner Company offered its summer marketing internship to **Tyler Beck**, a senior marketing major from Cincinnati.

“We wish we could hire all of you,” declared Ron Gardner, vice president of sales at The Buckner Company and a member of the BYU Management Society Steering Committee. “We’re very grateful for the quality of people who are coming out of this university.”

BYU Students Win North and South America Investment Competition



At the height of March Madness, a team of three MBAs and two undergraduates from the Marriott School won the Americas Investment Research Challenge, sponsored by the CFA Institute. The team also represented the Americas region at the Global Investment Research Challenge in Hong Kong on 17 April.

“[The CFA competition] is the college ball of academic finance,” said Tom Keene, radio host and a past judge for the CFA competition, in an interview with the winning BYU team on Bloomberg Radio.

The BYU team prevailed against colleges and universities from throughout North and South America, including MIT, the University

of Pennsylvania, and last year’s winning school, Fundação Getulio Vargas of São Paulo. BYU’s accomplishment is unique in that it is the only team to win in its first year participating.

The BYU team consisted of **Michael Esselman**, a second-year MBA from Mooresville, North Carolina; **Jeremy Kearley**, a second-year MBA from Oak Park, Illinois; **Cromwell Wong**, a second-year MBA from the Philippines; **Kurt Barton**, a senior finance major from Salt Lake City; and **Scott Crockett**, a senior finance major from Los Angeles.

Jim Engebretsen, faculty advisor for the BYU team, says many at the competition were impressed with the students’ success, especially considering it was BYU’s first year at the competition.

“The students really won over the judges with their confidence, familiarity with the company, and ability to answer the judges’ questions in a succinct and insightful manner,” Engebretsen says. “These students have demonstrated their ability to work hard and have showcased the excellent training they get at BYU.”

This year, more than seventy-five CFA Instituted member societies hosted local competitions with about 1,500 students from more than 425 universities worldwide participating.

CFA Institute is the global association of investment professionals. It administers the CFA and CIPM curriculum and exam programs worldwide; publishes research; conducts professional development programs; and sets voluntary, ethics-based professional and performance-reporting standards for the investment industry.

In addition, Excend Capital Group awarded its private equity internship to Matt Morrell, a senior economics major from Higley, Arizona. Air Liquide chose to offer two internships in acquisitions and assets management to **Steven Marcum**, a junior majoring in accounting from Salt Lake City, and **Ben Fletcher**, a senior accounting major from Salt Lake City.

Taking Time to Serve: Students Find Ways to Reach Out

Many students in the Marriott School of Management are busy juggling packed schedules filled with rigorous coursework and extracurriculars—but that doesn't stop them from setting the books aside to lend a helping hand. Here's a glance at service activities performed Winter

Semester 2009 by three student groups: the Marriott Undergraduate Student Association, Rotaract, and Marriott On-Board.

Students from the Marriott School Undergraduate Association proved that the perfect service opportunity may be as close as the next desk over.

MUSA officers were aware that many students entering business school find the experience intimidating, sometimes even overwhelming. To give new students a leg up, they launched a program in October 2009 called Inspired Mentoring. In its first semester the program enlisted forty senior management students to mentor Marriott School newcomers. Mentors meet regularly with their partners to give them advice on classes, careers, and everything in between, sharing what

they wish they had known when they began their Marriott School experience.

BYU Rotaract, the collegiate division of philanthropic organization Rotary International, also provided opportunities to serve. And in October, the group headed to an unconventional service scene—the local cemetery.

On Halloween morning, about one hundred students gathered at the Provo Cemetery to rake twenty acres of leaf-covered land. **Graceann Jacobson**, vice president of community service for Rotaract, says she wasn't sure whether students would be interested in such a spooky service project, but the response was enthusiastic.

"It helps that this project was unique, so it got people's attention," Jacobson remarks. "Everybody that I've talked to really liked the

Innovators Practice Five Skills the Rest of Us Don't, Study Says

The most innovative CEOs spend 50 percent more time practicing five specific innovation skills than do their less creative counterparts, according to a six-year study by three prominent business scholars.

These five practical steps surfaced during interviews with the likes of Amazon's Jeff Bezos, eBay's Pierre Omidyar, and Dell's Michael Dell and are reported in the December 2009 issue of the *Harvard Business Review*.

"Most executives view creativity and innovation as a 'black box' or something other people are good at, but they don't know how to do it themselves," says **Jeffrey H. Dyer**, lead author on the study and BYU Marriott School professor. "We're opening up the box to see what behaviors will trigger those new ideas."

Dyer and his co-authors, **Hal B. Gregersen** of INSEAD and Clayton M. Christensen of Harvard Business School, began asking famous and not-so-famous innovators how they came up with their best insights.

The researchers folded those patterns in to their survey of more than three thousand executives and five hundred individuals who had started innovative companies or invented new products.

Here are the five "discovery skills" that emerged:

Questioning: "It became clear early on that these folks asked a lot more questions than your typical executive," Dyer says, "especially questions that challenge the status quo."

Write ten questions each day that challenge assumptions in your company or industry. Asking *why*, *why not*, and *what if* spurs creative thinking. Embrace constraints. For example, ask, "If we were legally barred from doing things the way we do them now, what would we do?"

Observing: "If you just sit in your room and question all day, you are not going to start an innovative business," says Dyer, who chairs the Marriott School's Department of Organizational Leadership and Strategy. "There's an action-oriented attitude that is captured in observing and in these other skills."



Watch people, especially potential customers. Watch how customers experience a product or service in their natural environment. Focus on what's different than you expected.

Experimenting: Seek training outside your expertise. Take apart a product or process just to see how it works.

Networking: "Rather than network to gain access to resources or to market yourself, connect with others simply to find and test new ideas. This will widen your perspective," Dyer says.

Contact the five most creative people you know, and ask them to share what they do to stimulate creative thinking. Go to conferences that include people from outside your industry.

Associating: Connecting seemingly unrelated questions and ideas is the skill that brings all the others together, Dyer explains. But associating is triggered by new knowledge that is acquired through questioning, observing, experimenting, and networking.

activity, and a lot of people asked if we could make it a club tradition.”

While some students made a difference by wielding a rake at the cemetery, others opted to serve by toting a briefcase to the boardroom, thanks to Marriott On-Board, a program sponsored by the BYU chapter of Net Impact that gives Marriott School graduate students the opportunity to join local nonprofits’ boards of directors.

Chance Basinger, a first-year MPA student from Fruitland, New Mexico, drives from Provo to Salt Lake City once a week to work with the Make-A-Wish Foundation of Utah. In addition to attending board meetings, he reviews the organization’s financial statements and wish submissions and helps plan fund-raising events.

“Because of my experience working with the board members,” he says, “I’ve realized there is always value in making an effort to serve.”

FACULTY NEWS

Professor Honored with Drucker Award at Claremont



Claremont Graduate University honored **Warner P. Woodworth**, professor of organizational leadership and strategy at BYU, as the first Peter F. Drucker

Centennial Global Entrepreneur in Residence.

The Drucker School awarded Woodworth the honorary teaching position as part of its yearlong, centennial celebration of the late management guru Peter F. Drucker. Drucker rose to prominence for his insights into the world of big business, while still promoting the social sector. Woodworth was selected for his embodiment of those same ideals.

“We were blown away by his passion, his authenticity, his range and depth of understanding, and his leadership,” says Ira Jackson, Drucker School dean. “He is a leader of innovation, and he has so much potential to address the daunting issues that are facing our society.”

In addition to Woodworth’s academic accomplishments, his experience outside the classroom sets him apart from others in the field, says **Jeffrey H. Dyer**, head of the department of organizational leadership and strategy.

“Dr. Woodworth speaks from experience,

having established NGOs that have raised millions of dollars to support entrepreneurial activities in emerging markets,” Dyer says.

As a distinguished fellow, Woodworth will teach an intensive one-month course this spring.

Like Buying a Lottery Ticket: BYU Research Identifies High-Risk, Low-Reward Stocks

Everybody knows the investing mantra that you should expect to earn higher returns on riskier investments. But investors looking to hit it big in 2010 may want to consider a new study by three BYU finance professors, who found that some risky stocks have historically paid investors low average returns—and we’re not talking just about the 2008 market crash.

It turns out that for some risky stocks—newer, smaller, and with a wider variation in price—the future price carries a large lottery component: a very small chance the future price will explode and provide immense returns. Investors attracted to this lottery feature demand the stock and drive up the current price. Because the lottery rarely pays off, however, these overpriced stocks on average earn lower returns than stocks with similar total risk—an average of 12 percent a year lower.

“We know that lottery tickets on average lose money, but people who know this still buy lottery tickets because there’s a chance that they’ll get a huge payoff,” says study co-author **Todd Mitton**, a Richard E. Cook Associate Professor of Finance. “We wanted to know if those same preferences influence stock prices. Do investors pay relatively higher prices for stocks with lottery-like payoffs? It looks like they do.”

On the flip side, sophisticated investors can short-sell stocks with large upside potential. In this way, a sophisticated investor can be like someone who sells lottery tickets instead of buying them. Then they earn higher returns than from other investments with similar risk.

Identifying the characteristics of stocks that have lottery features is the key to acting



on the research findings. For their study, these researchers tried to build a predictive model to determine these characteristics using information that would have been available to an investor at given points of time in the past. They analyzed millions of pieces of financial information, looking at daily data for nearly every publicly traded stock since 1929.

The other co-authors are **Brian Boyer**, the H. Taylor Peery Assistant Professor of Finance, and **Keith Vorkink**, a Richard E. Cook Associate Professor of Finance.

New Book Defines “Super Laws” for Entrepreneurial Success



Entrepreneurs blaze their own trails, but lessons learned from those who have gone before can increase a start-up’s chances. That’s the message of a new book about entrepreneurial marketing written by

three BYU business professors.

Boom Start, the new guide authored by Marriott School marketing professors **Gary Rhoads**, **Michael Swenson**, and **David Whitlark**, outlines a series of “super laws” for successful entrepreneurs. Rhoads says their goal in writing the book was to give aspiring business owners practical marketing skills without bogging the book down with excessive theory.

“It’s the kind of thing you can read over the weekend and put into practice on Monday morning,” he says.

The book’s super laws, which include ideas like “riding horses” (making the most of the success of others) and “playing big” (acting like a large company despite limited resources), come from ten years of research and the authors’ observations of students who have set out to start their own companies. By observing what successful start-ups do and what unsuccessful start-ups don’t do, Rhoads, Swenson, and Whitlark came up with a series of best practices that can immediately improve a small business’s marketing efforts.

“A philosophical discussion on trends and market segmentation is fine when you have the time and resources or are in a scholarly setting,” Rhoads says, “but for someone who is spending so much time just trying to sell a product, you need something more practical.”

ALUMNI NEWS

MANAGEMENT SOCIETY

Greater Teton Chapter Awards Granite Pillar



Arthur Rammell presents award to Doug Andrus.

The Greater Teton Chapter of the BYU Management Society awarded business owner **Doug Andrus** the first annual Granite Pillar Award on 8 January in Idaho Falls, Idaho. More than seventy people attended the dinner where Andrus was honored for his moral and ethical leadership.

“Doug has demonstrated a commitment to live moral and ethical standards in both his personal life as well as in his business associations,” says **Arthur Rammell**, chapter president. “He is the kind of leader this society is seeking to build.”

Andrus is a native of Idaho Falls. After graduating from BYU with a degree in business management in 1967, Andrus and his brother, Heber, purchased the family trucking business and have since grown it into several businesses that have supported nearly 350 families in southeastern Idaho.

In addition to his business ventures, Andrus has also been involved in service activities, providing equipment to transport sandbags during the Teton Dam disaster and loads of food, clothing, and other supplies to victims of Hurricane Katrina. Andrus received the Humanitarian Service Award from BYU-Idaho in 2001 and was recognized by the Utah Motor Carriers Association as the Idaho Carrier for Humanitarian Service in 2006.

Andrus and his wife, Deanna, have thirteen children, fifty-three grandchildren, and one great-grandchild.

During the award ceremony Andrus credited

his father for teaching him ten ways to ensure moral and ethical leadership: trust others, work hard, keep your word, have compassion, honor your name, serve others, remember the people in your business, pray daily, express appreciation, and keep your priorities straight.

“I was honored to even be considered to receive the Granite Pillar Award,” Andrus says. “There are so many others who have done so much more than I have done. I can say only that I will continue to work hard to help the underprivileged and will strive to live the virtues and principles my father taught me.”

The Greater Teton Chapter was established in 2007 and covers southeastern Idaho and western Wyoming.

Silicon Valley Chapter Presents Service Award, Raises Scholarship Funds

Last November the Silicon Valley chapters of the BYU Management Society and the J. Reuben Clark Law Society hosted a dinner to raise funds for scholarships and to honor the recipients of the Distinguished Public Service Awards, which they present once a year.

The honorees were Rob Davis, chief of police for the City of San Jose, California, and Russell Hancock, president and CEO of Joint Venture: Silicon Valley Network. In past years, the Distinguished Public Service Award has been given to such leaders as Richard King, former president of Rotary International; **Sheri Dew**, CEO of Deseret Book; and **Thomas S. Monson**, president of The Church of Jesus Christ of Latter-day Saints.

The theme for the evening was “Rising to the Challenge,” which encouraged people to overcome difficulties amid the economic downturn. At the request of the two honorees and the board of directors, the event was held at a free facility in San Jose rather than the typical hotel ballroom, allowing more funds to be used for scholarships. The recipients will be students living in the Bay Area who have demonstrated financial need and exemplified high moral standards.

Joel Deceuster, chair-elect of the Management Society International Steering Committee and program director of the Silicon Valley Chapter, says both honorees are excellent examples of rising to challenges.

Deceuster says Chief Davis’ leadership and service in the community have been major factors in San Jose’s ranking as the safest large city in America. Davis spends much of his spare time on community outreach, particularly working on antigang initiatives. He also spends two weeks of vacation time each year in Honduras and El Salvador, where he works with local police departments to prevent crime.

Since 1987 Davis has been an instructor at the Evergreen Valley College Police Academy, where he mentors thousands of recruits. He also serves on the board of the YWCA of Silicon Valley and as president of the Major Cities Chiefs Association.

“The people in the city adore him,” Deceuster says. “It was unanimous in the nominating committee that he should be awarded.”

Hancock is also a respected community contributor; in 2008 *Silicon Valley Business Journal* named him in its annual list of the valley’s most influential players.

“He’s an unbelievable guy,” Deceuster says of Hancock. “You mention his name and everyone smiles.”

In his current position as CEO of Joint Venture, which he has held since 2003, Hancock has worked to connect government, business, and nonprofit leaders to create innovative solutions for regional issues.

Before joining Joint Venture, Hancock helped establish the Silicon Valley Index, a document



From left: Russell Hancock and Rob Davis.

that provides indicators in categories such as employment, education, environment, and civic engagement. The index is currently being used as a model for a national indicators project of the U.S. Government Accounting Office.

As vice president of the Bay Area Council, Hancock also led a campaign to extend BART (Bay Area Rapid Transit) to the San Francisco Airport and directed the effort to create the Bay Area Water Transit Authority.

“These men are great examples,” Deceuster says. “They have really helped establish the image of the LDS Church in the area.”

In addition to Davis and Hancock, **Chet Harmer**, BYU Management Society Silicon

Valley Chapter president, and his wife, **Marilyn**, a board member, received the Chapter Service Award for years of leadership and service.

All of the ticket revenue from the event, totaling \$5,000, went directly to the scholarship fund. In 2009 the BYU Management Society raised about \$400,000 worldwide to support students at BYU and other universities.

Father-Daughter Team Helps Portland Chapter Thrive

The president of the Management Society’s Portland, Oregon, Chapter is closer to the chapter’s membership coordinator than most. In fact, they share DNA.

Chapter president **Mark Christensen** and his daughter, membership chair **Birgitte Christensen**, say it’s a pleasure working together on networking activities and volunteer opportunities.

Birgitte first became involved with Management Society between her junior and senior year of college. Knowing she wanted to pursue event management, she decided to help organize the chapter’s annual golf tournament.

Later, while finishing her degree in hospitality and tourism management at BYU–Hawaii, Birgitte was encouraged by a professor to get involved with the Management Society’s BYU–Hawaii student chapter and to continue

Alum Plays Real-Life Spy Games



CIA officials knew they had a mole in their midst—they just couldn’t prove it. The FBI was called in to gather evidence until they finally nabbed Harold James Nicholson, the highest-ranking CIA agent to ever be convicted of espionage. It sounds like a scene ripped from the pages of a Tom Clancy novel, but for

Marriott School alum **John McClurg**, it wasn’t fiction.

McClurg was part of the team that identified Nicholson and built the criminal case against him. Nicholson’s arrest was just one episode in McClurg’s career of catching criminals, terrorists, and spies, which has spanned decades, several government agencies, and two corporations. He was even voted one of America’s top twenty-five most influential security professionals and received a CSO Compass Award in 2008 for leadership in the field of corporate security.

While his career has taken on a special emphasis on cybercrime, McClurg’s foray into that specialization was accidental. One day McClurg heard his supervisor call for a volunteer who knew about *eunuchs*. Because McClurg had lived in Libya as a child, where eunuchs were not unheard of, he figured he knew as much about the topic as the next guy and raised his hand.

But upon opening the case file, he discovered the matter involved computer hackers and phone systems. Instead of eunuchs, he found multiple and frequent references to *UNIX*, a computer operating system.

“I suddenly found myself in the middle of a critical investigation and had to come up to speed quickly on both an unfamiliar operating system and an entirely new community,” McClurg recalls. “After

working that case for almost three years, I was dubbed an expert by virtue of the fact that I’d weathered the experience.”

Having earned a master of organizational behavior from BYU in 1986 in addition to a BA in philosophy and a JD, McClurg has an education that may seem like an odd mix. However, he says his understanding of business, law, and the way people reason has proven an invaluable asset in his career.

“At the time I joined the FBI, it was focusing increasingly on economic espionage—the way in which the intellectual property of corporate America was being targeted and stolen away,” he says. “Understanding business was critical.”

McClurg currently serves as vice president of global security for Honeywell International in Morristown, New Jersey, and was previously vice president and director of global security at Lucent Technologies–Bell Laboratories. While at Bell Labs he developed a program to protect the company from threats by integrating security measures from both the electronic and physical worlds, using insights and skills he garnered during his decade-long FBI career.

“I started suggesting that companies converge their security strategies,” McClurg says, “but few companies had the skills to implement those strategies, so I was invited to Bell Labs to implement some of those strategies myself.”

In fact, McClurg says he has actually been involved in more counter-espionage as a corporate security officer than he was at the FBI, where he investigated two separate instances of actual espionage. During his tenure in the private sector, he’s exceeded that number, including an instance at Bell Labs in which McClurg helped uncover two engineers who were stealing the source code of an important product.

When he’s not traveling the globe helping secure a corporation from some outside threat, McClurg likes to spend time relaxing at home with his wife, Jennifer, and their three children in Hampton, New Jersey. But even after all the excitement of his career, McClurg says he’s still figuring out what to do with the rest of his life.

“I tell my kids that I still don’t know what I want to be when I grow up,” he laughs, “but I trust that my old friend serendipity will present even more exciting opportunities.”



after graduation; so after returning to Portland, she did just that.

Both father and daughter say their mix of a personal and professional relationship presents both challenges and opportunities. Although Birgitte reports to the chapter's president-elect, their family bond does allow for some convenience.

"It's nice to know that I have someone I can easily go to with questions or concerns—even late at night," says Birgitte, who is currently living with her parents in Portland.

Together with other Portland Management Society members, Birgitte and Mark have worked to make their chapter a place where people can comfortably connect with other professionals. One part of that effort has been a focus on women in the chapter. The chapter recently created a group specifically for women.

Birgitte says the women's group serves two purposes. First, the group makes it easier for women to participate in events because they are planned with women's busy schedules and home responsibilities in mind. Second, women have different concerns and feel more comfortable addressing them with each other.

"Women often feel more comfortable in a group of women," she observes. "They say what they feel, and it's easier to relate to each other."

The Portland chapter's other pursuits, such as frequent networking luncheons and efforts to fund scholarships for local youth, helped it earn a Dean's Chapter of Excellence Award in 2009.

"It was an honor to receive that award," Mark says, "and it simply reflects the hard work everyone has put in to constantly improve what we're doing."

While they are thrilled to work with an organization with strong ties to BYU, neither Mark nor Birgitte graduated from the university's Provo campus. Mark, who is an information technology manager for Nike, earned his undergraduate degree from Weber State and MBA from Portland State University.

New Management Society Chapters

CANADA, LONDON, ONTARIO

Darryl Dabrowski
877-853-5153
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NEBRASKA, OMAHA

Mark Applegarth
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"People frequently have the misconception that you have to be a BYU grad to be involved in Management Society," Mark says. "I'm living proof that you don't have to be."

Through all Mark and Birgitte have accomplished together, Mark says their involvement in the society has strengthened their relationship.

"Our mutual involvement gives us plenty to talk about besides how her day was at work and if she's done the dishes," he jokes. "Besides, I have plenty of chances to show Birgitte that I trust her and value her talents in a professional setting."

was appointed to fill the unexpired term of the county clerk.

As county clerk Alba serves as the independent record keeper for the board of county commissioners and various other county boards. She also serves as the commissioner of civil marriages for the county, authorizing ministers and others to perform marriage ceremonies. Alba also issues all marriage licenses in Clark County, home to Las Vegas, the marriage capital of the world, where more than 95,000 marriage licenses were issued last year.

1980



Raymond M. Brown joined the Marine Corp after graduating from high school in Murray, Utah, serving in Vietnam and in other parts of the world. Brown returned

from his tour of duty and earned a BS from the University of Utah. After working for Alta Peruvian Ski Lodge and Robinson Hill & Co. for a number of years, Brown enrolled at BYU, where he earned a master's degree in accountancy. After graduation Brown joined Touche Ross & Co., and in 1987 he left the company to become the tax manager for Dayton Walter Corporation. Two years later he returned to Touche Ross as a senior tax manager. In 2000 he joined Crown Equipment Corporation.

Brown has been active in Scouting for many years and enjoys woodworking in his free time.

CLASS NOTES

1973



County clerk **Diana Kaye Bishop Alba** knows how to take care of business. Alba earned an associate degree in secretarial technology from BYU in 1973. After graduation she moved to Las Vegas to work as a legal secretary. Shortly after arriving she met John Alba, and the couple married six months later. The next six years were spent raising four children in Chicago and northern Ohio. In 1984 the family returned to Las Vegas, where Alba accepted a position as a district court clerk in the Clark County Clerk's Office. In 2000 Alba was appointed to be assistant county clerk, a position she held for nine years. Last year she

Brown and his wife, Sue, have two children and eight grandchildren. The couple resides in Sidney, Ohio.

1981



Stephen Hopkins has more than twenty-five years of experience in managing private, public, and nonprofit organizations. Since earning an MPA from BYU in 1981, Hopkins has worked in a variety of fields including hospital management, finance, sales, customer service, IT management, and consulting. He is currently the consulting and operations director for HCL Axon, where he manages the consulting group to meet revenue requirements and attract professional consulting personnel. Hopkins has been listed in the top ten most influential people in Australia and New Zealand for two consecutive years in SAP.

Hopkins is also active in sports and community service. He is a board member for Sports Climbing Australia. In January he and his wife, Margot, were the directing couple for the first EFY session ever held in Sydney, Australia. Hopkins and his wife have three daughters. The family has lived in Sydney since 1991.

1984



Phillip M. Allred is chief information officer at Brooklyn Law School, a private law school in New York City that consistently ranks among the nation's top sixty-five law schools according to *U.S. News & World Report's* rankings. Allred is responsible for the school's information technology office.

Before moving to New York, Allred was vice president of technology at South Texas College of Law in Houston. He also worked at Novell's WordPerfect division as director of engineering services. Allred earned a BS in finance from BYU in 1984 and a JD from the J. Reuben Clark Law School in 1988.

Allred has been involved in Scouting for twenty-five years. He also accompanies the New Rochelle High School orchestra on the harpsichord. Allred and his wife, Julie, have ten children. They live in New Rochelle, New York.

1989

Kip Twitchell earned a MAcc in 1989 from the Marriott School and began his career at



PricewaterhouseCoopers as a staff auditor in Salt Lake City in 1990. Two years later Twitchell transferred to the Chicago office. The company later transitioned to

PricewaterhouseCoopers, and then in 2002 the consulting arm was sold to IBM. Twitchell became an associate partner in IBM Global Business Services in 2006. Recently promoted to partner, Twitchell has responsibilities that include selling and delivering reporting systems to large financial service firms. Twitchell has also consulted and constructed reporting systems for numerous Fortune 100 companies in the United States. He is currently authoring a book on reporting systems.

Volunteer work is important to Twitchell. He has served as Scoutmaster, Varsity Scout Coach, and Venture Advisor. He currently serves as council commissioner for LDS Relations for Rainbow Council for the Boy Scouts. Additionally, Twitchell has founded a small charity, Staff of Life Storehouse, which provides a week of food for one hundred needy families at Christmastime.

Twitchell and his wife, Kari, live in suburban Chicago with their four children.

1990



Douglas S. Maughan accepted an offer at KPMG in Las Vegas after graduating from the Marriott School with a MAcc and MBA in 1990. He spent a year at KPMG before moving to Bradshaw Smith & Co. in 1992. In 1993 Maughan became a CPA and moved from Las Vegas to Pahrump, Nevada, to Wulfenstein Construction, where he was a controller of a group of private companies that included asphalt construction, real estate development, motels, RV parks, office buildings, billboards, car washes, and a Laundromat. He was recently promoted to treasurer. Maughan also operated a commercial salmon fishing business with his partners until 2004. The business operated for five weeks each summer during the Cook Inlet sockeye salmon run.

Maughan enjoys participating in roller hockey, beginning as a defenseman on a team that went on to become Las Vegas league champions in 2008. Maughan says the sport keeps him in shape because he "has to work really hard" to keep up with the younger players.

Maughan and his wife, **Judith**, who graduated from the Marriott School in 1990 with a marketing degree, live in Pahrump, Nevada. They have four children.

1991



Ritch N. Wood earned a master of accountancy, with a taxation emphasis, from the Marriott School in 1991 after completing an internship at Nu Skin Enterprises.

Following graduation Wood worked as a certified accountant for Grant Thornton, an international accounting firm, before returning to Nu Skin's tax department in 1993. From 1995 to 1997 Wood focused on opening new markets in Europe for Nu Skin as part of an expatriate assignment. Following his time in Europe, Wood served as director of finance of new market development, where he helped promote growth in several Asian markets, including Malaysia, Singapore, and China. In 2001 Wood became vice president of new market development. The next year Wood was promoted to CFO of Nu Skin.

Wood is a member of the Marriott School's Global Management Center Advisory Board. He enjoys giving back to the school by sharing his international business experience with students.

Wood and his wife, Rebecca, live in Provo with their six children. They love attending BYU sporting events and traveling as a family.

1993



David J. Glew is an associate professor of management at the University of North Carolina, Wilmington. He teaches undergraduate and MBA courses in organiza-

tional behavior, managerial effectiveness, and negotiation. His research has been published in leading academic journals such as *Academy of Management Review*, *Journal of Management*, and *Small Group Research* and in trade journals such as *Industrial Engineer* and *Industrial Management*.

Glew earned a BS in human resources in 1991 and an MOB in 1993 from the Marriott School, followed by a PhD in 1999 from Texas A&M University. Before joining UNCW he taught at the business school at the University of Tulsa.

Glew and his wife, Nancy, are the parents of four daughters and live minutes from the beach in Wilmington, North Carolina.

1995



Sarah Marie Cookson Ricks earned an MPA from the Marriott School in 1995 after graduating magna cum laude in communication studies from BYU in 1993. She then worked as area director for the American Cancer Society in more than thirteen counties in southeastern Idaho until she changed careers and became a stay-at-home mom.

Ricks' degree comes in handy when she's teaching her five children—number six is already on the way—and when she's serving in the community. She currently helps with marketing, web site design, and administration for the Snoqualmie Strings, a children's symphony program she helped organize. Ricks and her husband, Nathan, also traveled to Nicaragua in February to provide medical and dental care to thirty-eight villages. Their three oldest children accompanied them.

Ricks and her family live in Snoqualmie, Washington.



Since earning an MBA from the Marriott School in 1995, **Jeff Morrin** has held a variety of management positions in Missouri, Michigan, Arizona, New Jersey, California, and Utah. Morrin is currently CFO at DirectPointe, a Utah-based IT service provider that offers a full suite of IT services to businesses and individuals. Before accepting the position, Morrin was CFO at APX Alarm Security Solutions Inc.

Morrin is an active community volunteer, coaching basketball, soccer, and track and refereeing soccer games. He is also active in Scouting and volunteers at the Training Resource Center at the MTC. Additionally, he participates in the mentoring program at the Marriott School.

Morrin enjoys spending time with his family, skiing, mountain biking, running, playing basketball, reading, camping, and traveling. He and his wife, Laura, have six children. The family lives in Alpine, Utah.

1997

Combining business acumen with law savvy, **Shawn Lindsay** has established himself as an intellectual property, e-commerce, and business attorney in Hillsboro, Oregon. Lindsay graduated from BYU in 1997 in international relations



with a minor in business. After graduating, Lindsay earned a JD at Washburn University Law School in 2001. He now works as general counsel to international software consortia negotiating, drafting, and overseeing enforcement of domestic and international software licenses and managing IP litigation. His experience includes representing clients with a wide variety of intellectual property needs.

Volunteer work is also essential to Lindsay, who has served on the Hillsboro School District curriculum committee and is currently a member of the Oregon State Bar House of Delegates. On a pro bono basis, he serves as general counsel to Special Olympics Oregon.

Lindsay loves to camp with his family and is an avid skier. He and his wife, Amanda, have been married for twelve years and are the parents of three children.

1998



Claudio Daniel Salerno earned an MBA from the Marriott School in 1998. Following graduation, he returned to Argentina to work at Kodak Professional as marketing manager for Argentina, Chile, Peru, Uruguay, Paraguay, and Bolivia. In 2004 Salerno moved to UniFarma, the number one pharmaceutical drug wholesaler in Argentina, as its commercial and operations director. Salerno had worked there for just one year when he was offered a position with the LDS Church to work for its distribution services division as the marketing and retail manager for South America. In this role Salerno is responsible for distributing and selling all church-approved materials in Venezuela, Colombia, Ecuador, Peru, Bolivia, Chile, Argentina, Uruguay, Brazil, and Paraguay.

Salerno is an active member of the Argentine Marketing Association and the Argentina Chapter of the Management Society, having served as chapter vice president and president. Salerno is also involved in recruitment for the Cardon International Sponsorship program. Additionally, he is a part of the Marriott School's mentoring program.

Salerno and his wife, Rosana, live in Ramos Mejía, a suburb of Buenos Aires, Argentina. Their daughter, Leslie, was recently married and lives nearby.

2003



Since earning his MISM from the Marriott School in 2003, **Bryce Hemingway Peterson** has stayed busy. Peterson began his career at KPMG as an advisory manager.

In 2008 he became the senior manager of internal audit services at Universal Technical Institute, a provider of technical training in automotive and mechanical fields. Peterson has also authored four articles with Marriott School professors since 2004. In 2006 one of the articles, "How Secure Is Your Wireless Network?" received the John B. Thurston Award for best article from the Institute of Internal Auditors. Peterson also serves as co-chair of the IT Strategic Committee for the Arizona Children's Association.

Peterson and his wife, **Jaclyn**, who graduated from the Marriott School in 2003 in accounting, have two sons. The family lives in Chandler, Arizona.

2005



Andrew K. Jackson earned a bachelor's and master's degree in geography from BYU in 1989 and 1991. After graduation he worked for three years as a county planner in Clark

County, Nevada. He later moved to Lindon, Utah, where he worked as city planning director.

Since then Jackson has been at Mountainland Association of Governments (MAG), an area agency that provides services to Summit, Utah, and Wasatch Counties. He was promoted to executive director in January, after more than thirteen years at MAG. Jackson earned an MPA from the Marriott School in 2005, which he has used on the job and as a part-time teacher at the Marriott School for the past four years. He has also taught in BYU's geography department for fifteen years.

Jackson and his wife, JoLyn, live in Orem with their four children.



Remember the Alamo—and the budget. Since earning an MPA from the Marriott School in 2005, **Tad Gregory Wille** has wrangled the budget for the City of San Antonio,

Texas. He joined the city as a budget and management analyst five years ago. Now as

the budget program analysis manager, Wille is responsible for creating the city's budget with appropriations of nearly \$2.3 billion and leading budget teams to increase efficiency and savings. He also manages all general fund revenue budgets from more than 1,000 individual revenue sources.

In addition to balancing the books, Wille enjoys working out at the gym and participating in triathlons. He likes traveling to new places with his family and making new friends.

Wille and his wife, Jessica, have two children. The family lives in San Antonio.



David Roy Olsen graduated from the MISM program in April 2005. Following graduation, he worked for Ernst & Young's Technology, Security, and Risk Services practice in

San Jose, California, while working on a master of accountancy from the University of Virginia via distance learning courses. He graduated in 2006 and quickly obtained CPA certification. In 2007 he was offered the CFO position at Aquatherm Inc., a start-up company in Cardston, Alberta, his home town.

Since 2008 Olsen has been the CFO and COO of Kodiak Mountain Stone. The company has a factory in Springville, Utah, and a distribution warehouse in southern Alberta. One of the company's first large projects was Provo's Alpine Village, an upscale apartment complex for students.

Olsen serves on Cardston's community services board and on the board of the local high school's alumni association. He provides free business consulting for small businesses in addition to writing a personal finance column for the local newspaper.

Olsen and his wife, Jacki, have three children.

2006



Tara Haynie and her team are behind the recent changes on Wal-Mart's shelves. The 2006 MBA graduate has been instrumental as brand manager in unifying the company's signature brand, Great Value. Haynie's work has centered on creating brand recognition by outfitting products with new white packaging and conducting research with consumers. Haynie is also responsible for developing the dry grocery business and helping manage merchandising

and product development.

Before joining Wal-Mart, Haynie spent more than two years at Hewlett-Packard as marketing promotions manager and product

manager. In addition to earning her MBA, Haynie earned a BS in marketing from the Marriott School in 2003.

Haynie lives in Bentonville, Arkansas.

Biden Presents Baldrige Award to Marriott School Grad

While the health care debate continued on Capitol Hill, vice president Joe Biden recognized one Marriott School graduate and his Colorado-based health care organization for low-cost, expert care. **Rulon Stacey**, CEO of Poudre Valley Health System, accepted the Malcolm Baldrige National Quality Award on behalf of the system's physicians, staff, and volunteers at a ceremony in Washington, D.C., on 2 December 2009.

"Here we stand eager to tell a nation that is plagued by rising health care costs and limited access to health care how one locally owned, not-for-profit health system continues to hold costs below national and regional averages while achieving clinical outcomes, patient satisfaction, and financial performance in the national top 10 percent," said Stacey, who graduated from the Marriott School's Romney Institute of Public Management in 1985 with a master's degree in health administration.

The annual award recognizes performance excellence in American organizations and is the only formal recognition of organizational excellence awarded by the president. The Poudre Valley Health System began applying for the award in 1999 and incorporated the feedback they received each year into improving its system.

When Stacey joined the Poudre Valley Health System ten years ago, the company was far from top-notch. The organization experienced a high employee turnover rate, and the CEO turnover was even higher, with five CEOs in just four years. Stacey knew management needed to rethink its approach.

"We talked to the leaders of our organization and told them that we provide a service to our employees," Stacey explains. "If we're going to expect our employees to give the best possible service to our patients, they first have to feel like they've been treated better than at any other job."

This approach to leadership stems from Stacey's belief that the customer isn't always right. While customers are important to the business, they aren't necessarily more important than employees.

"We go overboard to meet the needs of our patients, but we value what our employees bring to the organization. We're going to do what we can to provide them with the best environment and protect their ability to be successful," Stacey says. "Successful organizations make a real commitment to make sure their employees are engaged in what they do."

By implementing employee-centered leadership, Stacey and his team turned the health system around and began a steady climb to better and better services.

Stacey credits his education with providing him the leadership skills necessary to make a difference.

"I could have never done the things that we've done at Poudre Valley Health System without the Marriott School or BYU," Stacey says. "The things I learned in the Tanner Building prepared me for this."

Stacey was also honored by the Romney Institute on 11 March 2010 with its Administrator of the Year Award.



Job Swap Gives Alumna New Perspective



It sounds like something straight out of reality television: a marketing manager for a consumer health care company in Philadelphia switches places with a manager at one of the nation's top tech companies in Seattle. For four months they work through the challenge of trading places and come away with new insights on marketing. While this premise could be television's next big hit, the marketing job swap was reality for one BYU alumna.

As part of a new externship program facilitated by her employer, **Whitney Seamons**, a 2004 Marriott School MBA graduate, left Philadelphia and a marketing position at Johnson & Johnson to spend the summer in Seattle working with Microsoft. The experience not only took her to the other side of the country but also helped her gain a fresh perspective on marketing.

"It was definitely a win-win situation," she says. "I was able to expand my knowledge of digital marketing, and I've been able to come back and apply what I learned to enhance Johnson & Johnson's marketing efforts."

While at Microsoft, Seamons was involved with several projects; she worked on a team to create custom content for web sites promoting some of Kellogg's new offerings and provided recommendations

on how to implement a new television advertising platform for Xbox Live.

She says it was interesting to see the contrast between Microsoft, which has been steadily increasing its use of digital marketing in the past several years, and Johnson & Johnson, a well-established company that tends to stick with more traditional marketing efforts.

"It was exciting to work at a company that is very forward thinking in terms of what they want to do in the digital media world," she says. "The people there are very passionate."

When she returned to Johnson & Johnson, Seamons delivered a series of recommendations on how the company could better spend its media dollars, and she resumed her position, with new responsibilities for Children's Zyrtec and Children's Benadryl. Although she enjoyed her previous positions as brand manager on Tylenol's Hispanic marketing and associate brand manager for Tylenol, Seamons says it was definitely a positive change.

"I'm responsible for everything from advertising and media to packaging and performance, so I have a lot to juggle," she explains. "There is never really a typical 'day in the life,' but that's why I like what I do—I have new challenges to work through every day."

Seamons has worked with Johnson & Johnson since 2004. She notes that she couldn't have accomplished what she has without her Marriott School education. It was an MBA marketing class that inspired her to pursue brand management, and the foundational knowledge she gained during school has proved invaluable, she says.

She also expresses appreciation for the support from her family—they were certainly on board when she chose to participate in the externship program with Microsoft. Her husband, Tyler, is no stranger to traveling; he has been a pilot for SkyWest Airlines for ten years. And for her two children, ages four and two, the summer in Seattle was simply an extended vacation.

And does life as a marketing manager and mom ever feel like a reality show?

"I have a lot going on, but it's fun," she smiles.

2009



Donna Ann Gibson Piereder didn't expect to end up at the Marriott School. Piereder originally studied elementary education and earned a bachelor's degree from BYU in 1983. She

married Andrew Piereder and spent the next two decades raising a family and working part time in the public school system. In 1998 Piereder and her husband started a distribution business for industrial automation products, and she worked as office manager. In 2003 she joined the staff at BYU in Benefits Services before transitioning to the Compensation Department.

Her office experience led Piereder to the Marriott School. After three years in the

intensive executive MPA program, she graduated in 2009. She credits her MPA experience with preparing her to serve the 165 sisters in her ward as Relief Society president.

Piereder and her husband live in Lehi, Utah, and have three children.



Nelson D. Zivic joined Dell in 2008 as an MBA intern where he was awarded the Thurmond Woodard UNCF Corporate Scholarship for outstanding project management performance. After earning his MBA from the Marriott School in 2009, Zivic returned to Dell as a full-time employee and became the first Latin American participant of the Dell HR

Leadership Rotation Program. Zivic is in his second of three rotations and is currently working as a human resources generalist.

Before coming to the Marriott School, Zivic earned a law degree from the University of Morón in Buenos Aires, Argentina, and spent more than six years working as a professional consultant at an accounting, auditing, and consulting firm in Argentina.

Zivic enjoys reading, serving in the church, and spending time with his family. He and his wife, Lorena, have three children and live in Round Rock, Texas. Although Zivic enjoys living in the United States, he looks forward to returning to Latin America to use his leadership experience in the community and in the LDS Church.

2009 Annual Report

BYU MARRIOTT SCHOOL OF MANAGEMENT

SCHOOL REPORT

Our Mission

EDUCATION

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

SCHOLARSHIP

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

SERVICE

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

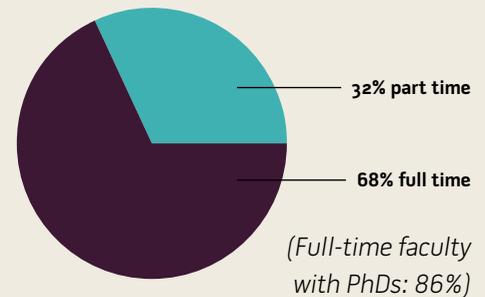
National Rankings

RANK	PROGRAM	SOURCE
GRADUATE		
1st	MBA (regional schools)	<i>The Wall Street Journal, 2007*</i>
1st	MBA (family friendly)	<i>The Princeton Review, 2009</i>
2nd	MBA (emphasis on ethics)	<i>The Wall Street Journal, 2007*</i>
3rd	MBAcc	<i>Public Accounting Report, 2009</i>
16th	MBA	<i>Forbes, 2009</i>
22nd	MBA	<i>BusinessWeek, 2008</i>
33rd	MBA	<i>U.S. News and World Report, 2010</i>
UNDERGRADUATE		
3rd	Accounting	<i>Public Accounting Report, 2009</i>
4th	Accounting	<i>U.S. News and World Report, 2008</i>
Top 10	Information Systems	<i>TechRepublic, 2008</i>
11th	Undergraduate Programs	<i>BusinessWeek, 2010</i>

*Most recent ranking.

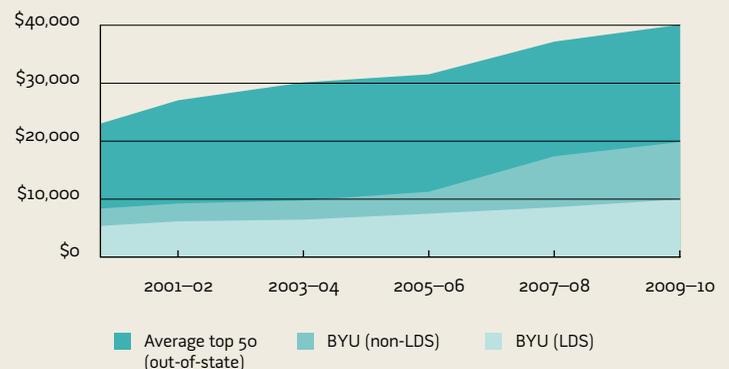
Faculty

Total faculty: 194



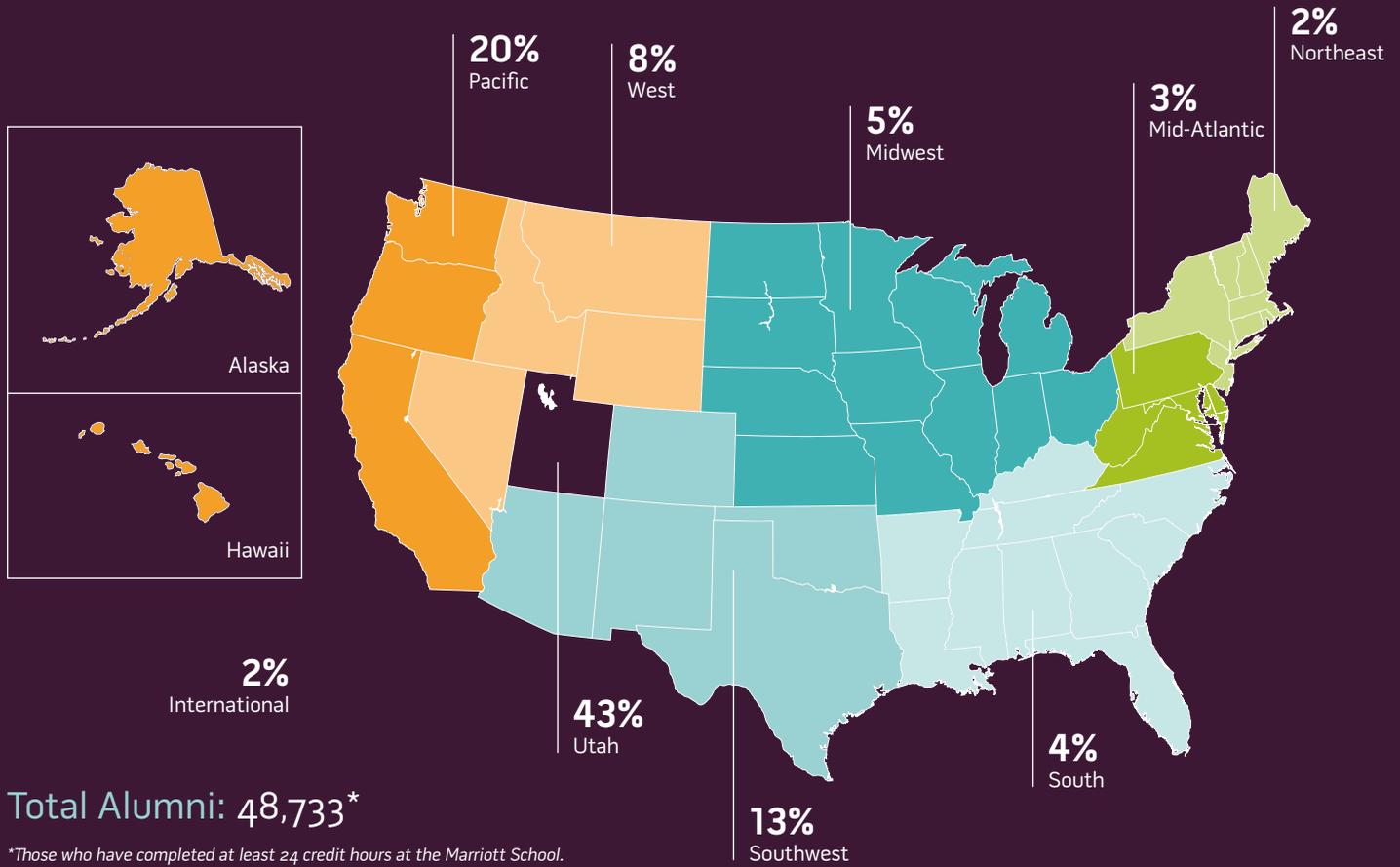
Graduate Tuition

Marriott School vs. top 50 U.S. business schools (2 semesters)

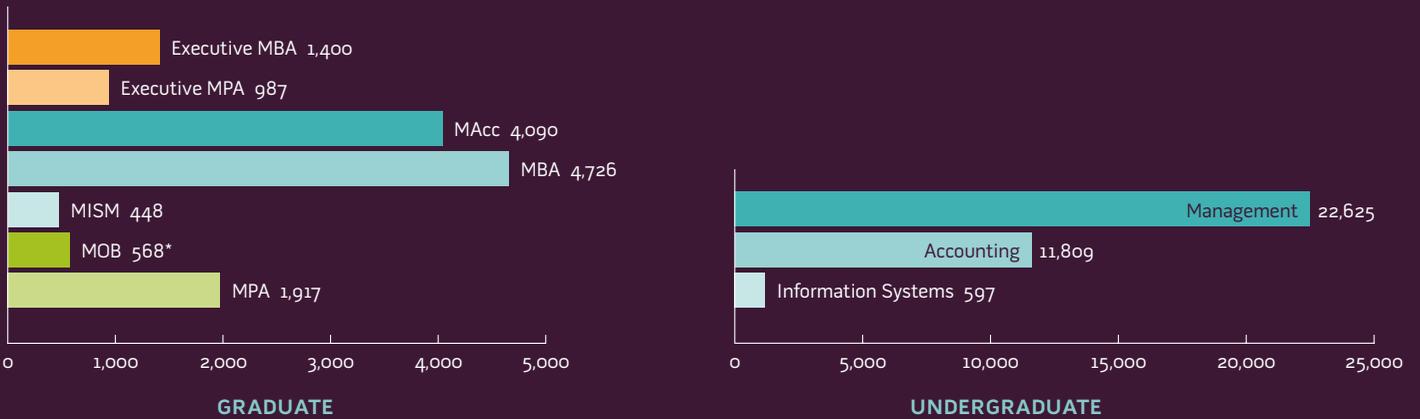


ALUMNI REPORT

Where Marriott School Alumni Reside



Degrees Granted from 1922 to 2009



*The MOB degree is no longer offered. The MBA program now offers an OB/HR major.

STUDENT REPORT

Academic Year 2009–10

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of applicants in 2009	478	141	81	256	1,122	2,078
Students entering in 2009	167	63	42	160	839	1,271
Female	13%	43%	5%	22%	19%	19%
International	16%	6%	2%	9%	11%	11%
Minority	7%	14%	12%	4%	14%	12%
Married	66%	43%	40%	45%	29%	37%
Returned missionaries	83%	71%	90%	75%	76%	77%
Bilingual	80%	73%	71%	64%	67%	69%
States represented	25	15	11	25	46	44
Countries represented	13	6	2	8	26	34
Undergraduate universities	22	15	1	3	na	29
Average age	29	26	24	23	23	24
Average GMAT score	672	na	646	na	na	667
Average entering GPA	3.54	3.60	3.66	3.74	3.66	3.65
Total number of students enrolled	316	132	90	332	1,537	2,407

*Does not include 131 Executive MBA and 136 Executive MPA students who are currently enrolled.

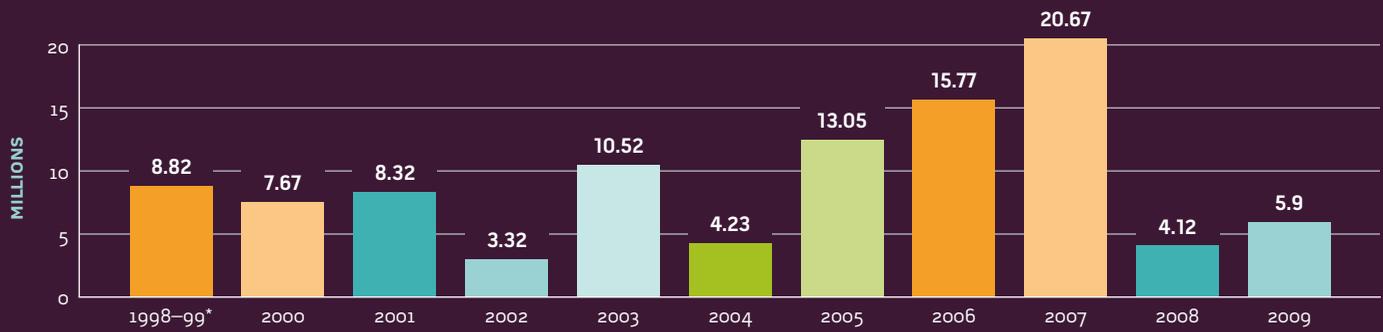
MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of students receiving scholarships	254	86	48	216	100	704
Percent of students receiving scholarships	80%	65%	53%	65%	6%	28%
Average scholarship amount	\$3,564	\$3,768	\$1,142	\$1,065	\$1,519	\$2,367
Total scholarships	\$905,355	\$324,033	\$54,798	\$229,976	\$151,886	\$1,666,048
Number of students receiving loans	156	43	6	20	na	225
Percent of students receiving loans	49%	33%	7%	6%	na	26%
Average loan amount	\$7,736	\$7,583	\$7,750	\$7,075	na	\$7,648
Total loans	\$1,206,769	\$326,074	\$46,500	\$141,500	na	\$1,720,843

**Does not include university or federal aid.

CLASS OF 2009 PLACEMENT	MBA	MPA	MISM	MACC	UNDERGRAD
Average starting base salary	\$87,574	\$44,146	\$59,338	\$53,820	\$49,591
Placed at graduation	67%	34%	89%	90%	82%
Placed by 3 months after graduation	78%	59%	100%	93%	86%

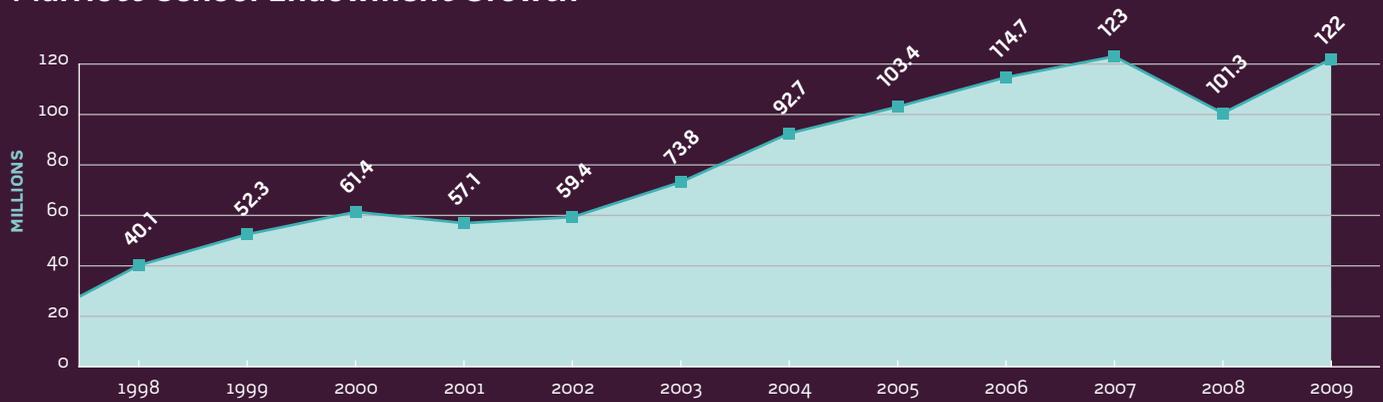
FUND-RAISING REPORT

Contributions from Alumni and Friends



*University financial reporting changed to calendar year—causing 1998-99 to account for 15 months.

Marriott School Endowment Growth



Alumni Giving to the Marriott School

Total Alumni Giving: 7% Average Alumni Gift: \$1,090 Median Alumni Gift: \$50



FINANCIAL REPORT

Endowment Report (in thousands)

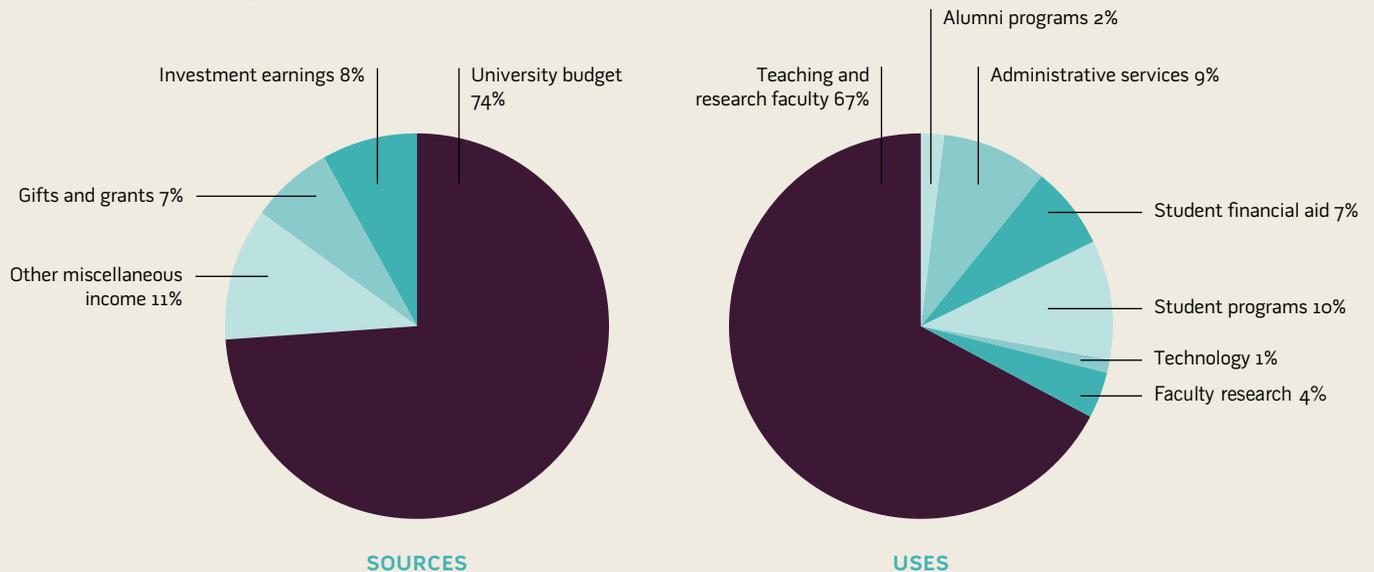
UNRESTRICTED ENDOWMENT	CURRENT FUNDING
College general	\$ 23,897
Academic departments	\$ 11,014
CENTERS AND INSTITUTES	
Rollins Center for Entrepreneurship & Technology	\$ 8,965
Whitmore Global Management Center	\$ 2,155
Center for Economic Self-Reliance	\$ 3,963
Peery Institute of Financial Services	\$ 5,175
FACULTY AND STUDENT SUPPORT	
Chairs, professorships, and fellowships	\$ 24,122
Faculty research	\$ 1,210
Scholarships and student loans	\$ 27,207
Business Career Center	\$ 2,829
Tanner Building Addition maintenance endowment	\$ 11,925
Total endowment	\$ 122,462

We gratefully acknowledge the generous support of the school's National Advisory Council, The Marriott Family Foundation, N. Eldon Tanner Trust, and many other donors who have contributed to the Tanner Building Addition and other programs at the Marriott School.



Jaren Wilkey/BYU Photo

Cash Flows for Operations



FACULTY REPORT

Publications

The following scholarly publications were written or edited by Marriott School faculty in 2009. Entries followed by an asterisk indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may call 801-422-5083 or email marriottmag@byu.edu.

Scholarly and other books

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Dyer, W. Gibb and Jeffrey H. Dyer. "Team Building and the Four Cs of Team Performance," *Practicing Organization Development*, third edition.

Facer II, Rex L. "The Fiscal Crisis and Cities in the West," *Navigating the Fiscal Crisis: Tested Strategies for Local Leaders*.

Felin, Teppo. *An Exchange of Ideas on Knowledge Governance: Seeking First Principles and Microfoundations.**

Foster Jr., S. Thomas. *Managing Quality: Integrating the Supply Chain*, fourth edition.

Freeman, Patti Ann and Ramon Zabriskie. "Divorce and Recreation: Nonresident Fathers' Leisure during Parenting Time with Their Children," *Fathering through Sport and Leisure.**

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Gardner, Robert L. *Prentice Hall's Federal Taxation: Comprehensive*, twenty-first edition.*

Gardner, Robert L. *Prentice Hall's Federal Taxation: Individual 2010*, twenty-fourth edition.*

Glover, Steven M. and Douglas Prawitt. *Auditing and Assurance Services: A Systematic Approach*, seventh edition.*

LeBaron, Curtis Dale and Michael P. Thompson. "Identity Work during Boundary Moments: Managing Positive Identities through Talk and Embodied Interaction," *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation.**

Liljenquist, Katie. "Moral Self-Regulation: Licensing and Compensation," *Psychological Perspectives on Ethical Behavior and Decision Making.**

Lowry, Paul Benjamin. "Issues, Limitations, and Opportunities in Cross-Cultural Research on Collaborative Software in Information Systems," *E-Collaboration: Concepts, Methodologies, Tools, and Applications.**

Lundberg, Neil R. and Mark Widmer. "Methods for Outcome Research in Therapeutic Recreation," *Professional Issues in Therapeutic Recreation: On Competence and Outcomes*, second edition.

Randall, Boyd C. *2010 Federal Taxation Comprehensive Volume.*

Randall, Boyd C. *2010 Taxation of Business Entities.*

Randall, Boyd C. *2010 West Federal Taxation: Individual Income Taxes.*

Rhoads, Gary K., Michael Swenson, and David Whitlark. *Boom Start: Super Laws of Successful Entrepreneurs.*

Romney, Marshall B. *Investment Fraud I.*

Romney, Marshall B. *Investment Fraud II.*

Slade, Barrett A. *Valuation of Office Properties: A Contemporary Perspective.*

Spilker, Brian C., Ron Worsham, and John Barrick. *McGraw-Hill's Taxation of Individuals and Business Entities, 2010*, first edition.*

Stice, Earl K., Steve Albrecht, James Stice, and Monte Swain. *Accounting: Concepts and Applications*, eleventh edition.

Stice, James D., Earl K. Stice, and K. Fred Skousen. *Intermediate Accounting*, seventeenth edition.

Sudweeks, Bryan Lorin. *Personal Finance Manuals.*

Summers, Scott L. *ISACA Model Curriculum for IS Audit and Control*, second edition.*

Whetten, David A. "Learning-Centered Course Design," *Sage Handbook of Management Learning, Education, and Development.**

Whetten, David A. "Modeling Theoretical Propositions," *Designing Research for Publication.*

Whetten, David A. "Organizational Comparative Analysis: Investigating Similarities and Differences Among Organizations," *Studying Differences between Organizations: Comparative Approaches to Organizational Research.*

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Zabriskie, Ramon B. "Accreditation: The Quest for Educational Quality," *Professional Issues in Therapeutic Recreation: On Competence and Outcomes*, second edition.*

Critically reviewed scholarly journal articles

Albrecht, Conan C. "Data-Driven Fraud Detection Using Detectlets," *Journal of Forensic and Investigative Accounting.**

Albrecht, Conan C. "International Ethics, Fraud, and Corruption: A Cross-Cultural Perspective," *Cross Cultural Management: An International Journal.**

Albrecht, Conan C., Marshall Romney, and Paul Benjamin Lowry. "The ISys Core: An Integration of the Core IS Courses," *Journal of Information Systems Education.*

Allred, Chad and R. Bruce Money. "An Exploratory Test of a Model of Social Networks, National Culture, and International Multilateral Negotiations," *Negotiation Journal.*

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Allred, Chad, Stanley E. Fawcett, and Jeff Ogden. "Benchmarking the Viability of SCM for Entrepreneurial Business Model Design," *Benchmarking: An International Journal.**

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- Bingham, John B.** "The Influence of Distributive Justice on Lying For and Stealing From a Supervisor," *Journal of Business Ethics*.*
- Bone, Sterling A.** "By-the-Book Decision-Making: How Service Employee Desire for Decision Latitude Influences Customer Selection Decisions," *Journal of Service Research*.*
- Brau, James C.** "An Empirical Analysis of Healthcare IPOs and CEOs," *Journal of Health Care Finance*.*
- Brau, James C.** "An Empirical Analysis of Mexican and U.S. Closed-End Mutual Fund IPOs," *Research in International Business and Finance*.*
- Brau, James C. and Peter Johnson.** "Earnings Management in IPOs: Post-Engagement Third-Party Mitigation or Issuer Signaling?" *Advances in Accounting*.
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- Cherrington, David J.** "The Executive Pay Drama: From Comedy to Tragedy," *Cornell HR Review*.
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- Christensen, Theodore (Ted) E.** "Response to FAF Exposure Draft, 'Proposed Changes to Oversight, Structure, and Operations of the FAF, FASB, and GASB,'" *Journal of Accounting and Public Policy*.*
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- Cornia, Gary C., Rex L. Facer, and Lawrence C. Walters.** "Alternative Financing Models for Transportation: A Case Study of Land Taxation in Utah," *Journal of Public Works Management and Policy*.*
- DeTienne, Kristen B.** "Job Candidate Selection Exercise: Equal Employment Opportunity and Affirmative Action," *Journal of Business and Training Education*.*
- DeTienne, Kristen B., Michael P. Thompson, and Robert Jensen.** "Engaging Information: Toward a Theory of Knowledge Transfer in Organizations," *Competitiveness Review*.
- Dyer, Jeffrey H.** "Entrepreneur Behaviors, Opportunity Recognition, and the Origins of New Ventures," *Strategic Entrepreneurship Journal*.*
- Dyer, Jeffrey H.** "The Innovator's DNA," *Harvard Business Review*.*
- Dyer, W. Gibb.** "Putting the Family into Family Business Research," *Family Business Review*.*
- Fawcett, Stanley E.** "An Update on the State of Supply Chain Education," *Supply Chain Management Review*.
- Fawcett, Stanley E.** "The Art of Supply Change Management," *Supply Chain Management Review*.*
- Fawcett, Stanley E.** "The Moderating Role of Barriers on the Relationship between Drivers to Supply Chain Integration and Firm Performance," *International Journal of Physical Distribution and Logistics Management*.*
- Fawcett, Stanley E., Cynthia Wallin, and Scott Webb.** "Art of War: Managing the Intricacies of Power and Trust," *Decision Sciences Journal of Innovative Education*.*
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- Felin, Teppo.** "The Knowledge Economy: Emerging Organizational Forms, Missing Micro-Foundations, and Key Considerations for Managing Human Capital," *Human Resource Management*.*
- Felin, Teppo.** "The Performativity of Theory, Arbitrary Conventions, and Possible Worlds: A Reality Check," *Organization Science*.*
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- Godfrey, Paul C.** "Corporate Social Responsibility and Sport: A Critical Introduction," *Journal of Sport Management*.
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Smith, Scott M., Phillip J. Bryson, and Gary C. Cornia. "A Survey of Perspectives on Intergovernmental Relations: A Comparative Analysis of the Czech and Slovak Republics," *Europe-Asia Studies*.

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