

MARRIOTT

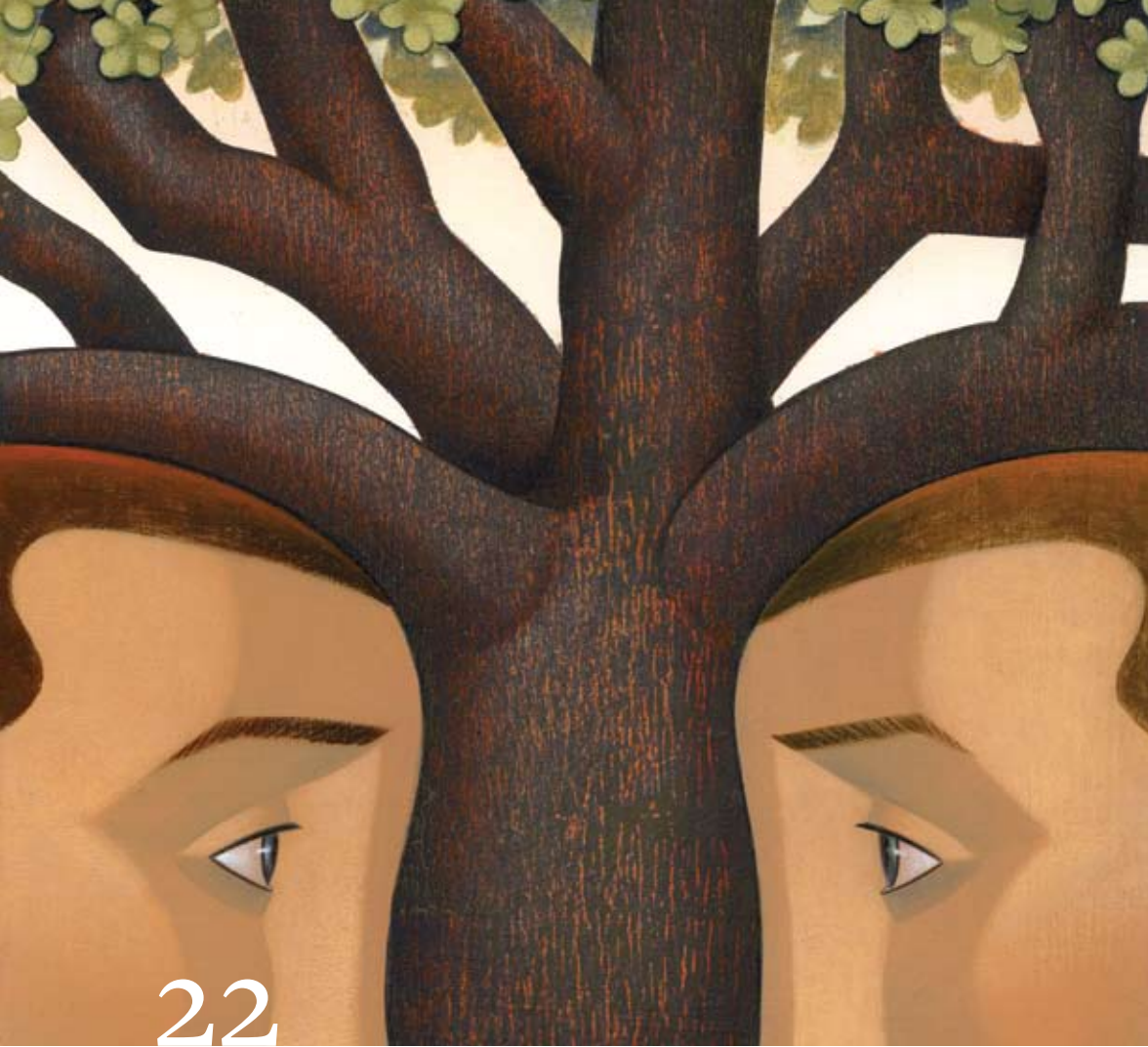
ALUMNI MAGAZINE

Goals that Stick

Scouting for Jobs

Face-to-Face Leadership





22

Contents

WINTER 2010

Features

- 4** **BUYING POWER**
By Lee Radebaugh
- 12** **LEADING ALUMNI**
By Megan Bingham
- 16** **GOALS THAT STICK**
By Bremen Leak
- 22** **FACE-TO-FACE LEADERSHIP**
By Curtis LeBaron
- 28** **SCOUTING FOR JOBS**
By Sara Elizabeth Payne

Also Inside

- 2** **DEAN'S MESSAGE**
New Year, New Opportunities
By Ron Seamons
- 3** **INSIDE THE CLASSROOM**
Marketing 2.0
- 10** **AROUND THE COOLER**
- 27** **BY THE NUMBERS**
- 33** **SCHOOL NEWS**
Get the latest information on Marriott School students, faculty,
and general news updates.
- 41** **ALUMNI NEWS**
Read about Management Society chapters, and catch up with
former classmates and friends.

4



12



Visit *Marriott Alumni Magazine* online at MARRIOTTMAG.BYU.EDU.

Cover photo by Alisia Packard

New Year, New Opportunities

BY RON SEAMONS



The start of each new calendar year prompts serious reflection upon the events of the past. Two-thousand and nine presented a host of monumental challenges for students, faculty, and programs at the Marriott School.

Students began fall 2009 understanding that our economy was under great pressure, families were struggling, and the prospect for academic scholarships or other much-needed financial support from the Marriott School was at its lowest level in years. Endowments that traditionally provided student support had lost significant principle and did not have earnings available for distribution. The number of students seeking help was truly heartrending.

Despite the tough economic news, students remained steadfast in pursuing their education. Many committed additional hours to part-time jobs in order to weather the storm.

Realizing the significant financial challenges at BYU, the Marriott School's National Advisory Council began planning ways to ease the situation—ensuring that 2010 will be the start of another season of growth and strong placement.

As a professional school, we have long recognized the need to close the loop on a student's education by helping him or her find a job. We know that the first job a student takes will in large measure set the course of his or her career.

Soon you will be hearing from Dean Gary Cornia and NAC chair Sterling Jenson about an exciting initiative we are calling the "opportunity campaign," designed to secure the future for our students.

The campaign is a two-pronged initiative intended to cover immediate priorities and to meet long-term needs. Given the plethora of challenges today, we are focusing our energies and directing alumni and advisor support to areas we feel will have the greatest impact.

With the events of the past, we cannot approach the seriousness of our planning with paltry answers from tea leaves but must

engage in sound principles of calculated planning. The recession has profoundly changed the academic landscape, including current endowments, operating budgets, and a host of other critical factors. These changes will affect the school for the next several years. Now is truly a time to leverage our strengths, to engage our internal and external constituencies, and to firmly align our strategic relationships.

This is a perfect time for refreshment and renewal of our commitment. We look forward to sharing more information with you in the next few months. As you are a valued stakeholder in the BYU Marriott School, your thoughts and suggestions are welcome. Please feel free to contact us at marriottalumni@byu.edu.

On behalf of the Marriott School, we send our best wishes to you for a successful and rewarding new year.

Sincerely,

A handwritten signature in black ink that reads "Ronald Seamons".

Ron Seamons
Assistant Dean

Marriott Alumni Magazine | Winter 2010

Gary C. Cornia, *Publisher*
Joseph D. Ogden, *Managing Editor*
Emily Smurthwaite, *Editor*
Jon G. Woidka, *Art Director*
Jenifer Greenwood, *Copy Editor*
Nina Whitehead, *Contributing Editor and Photographer*

Assistant Editors, *Sara Payne, Megan Bingham*
Contributing Writers, Editors, Designers,
and Photographers, *Amy Brennan, Dustin Cammack,*
Christine Frandsen, Robert Gardner, Todd Hollingshead, Brad Jeppson, Chadwick Little,
Kelly Nield, Holly Munson, Michael Smart
Magazine Design, *Stephen Hales Creative, Inc.*

All communication should be sent to:
MARRIOTT ALUMNI MAGAZINE
490 Tanner Building
Brigham Young University
Provo, Utah 84602-3187
Phone: 801-422-5083 Fax: 801-422-0501
Email: marriottmag@byu.edu

Marketing 2.0

THIS CLASS DOESN'T HAVE A TEXTBOOK. In fact, some of the required reading comes from Wikipedia, a taboo for just about any other class on campus. But the syllabus states it bluntly: "Text: none; it would be outdated anyway."

Welcome to internet marketing, the Marriott School's newest class. Created by Jeff Larson, an assistant professor of marketing, with adjunct professor Bryant Hoopes, the class prepares students for the online business world. Instead of a traditional textbook, students read various online articles, which the professors believe are more up-to-date and informative—not to mention free.

In addition to its unconventional reading assignments, the class provides students with valuable opportunities to apply their knowledge.

Everyone knows that getting your web site listed as a top search result on Google is exciting. To help students understand how to obtain that coveted spot—and to provide résumé-worthy experience—student groups are assigned to consult with an organization and implement a marketing campaign that includes email marketing, search engine marketing, and search engine optimization. This semester, the students' clients include Thrift Books, the Utah Donor Registry, and the Idaho Potato Commission.

"The consulting engagement is the best experience a student can put on a résumé," Hoopes says. "Through this, they demonstrate their ability to understand a business' goals and objectives, develop a



pictures, so the search bots can't read it," says Chad Williams, a senior majoring in entrepreneurship from Frisco, Texas. "We should take the text out of the main picture and make it the header."

Later, Danielle Tuttle, a senior marketing major from Seattle, suggests, "I think 'potato recipes' is the main phrase that needs to be optimized—that's one of the areas of opportunity I'm seeing."

Tuttle says that although the consulting project can be intimidating, Larson and Hoopes are a great resource. "They are very good at making sure we understand everything," she says.

Each professor drew from his own expertise to develop the curriculum. Larson provides a theoretical background; he teaches the class about various internet business models—how they generate revenue, drive traffic, and create a competitive advantage.

Hoopes, a marketing professional of seven years, also has insights to offer.

He was hired by Omniture as a BYU undergraduate and worked with high-tech, high-profile clients such as Samsung, Hewlett-Packard, Microsoft, and Adobe. He is currently a consultant for VML, a marketing agency.

Catherine Williams, a senior marketing major from Santaquin, Utah, says the skills she is learning in the class, particularly with the consulting project, will be beneficial as she enters the workplace.

"I am interviewing right now for jobs," she says, "and because of this class, my options have been opened to include a whole new aspect of marketing—a growing one."



Students' clients include Thrift Books, the Utah Donor Registry, and the Idaho Potato Commission.

marketing plan, and measure the results of their efforts."

Most of the students in the group consulting for the Idaho Potato Commission were unfamiliar with internet marketing before the class—and all of them were unfamiliar with the spud-promoting commission—but now they discuss both topics with ease.

In a study area of the Tanner Building, you'll find the students working on their project. In one group meeting, they delve into matters of pay-per-click ads, meta tags, landing pages, and keyword density.

"It looks like most of the text on this page is embedded into





BUYING POWER

By Lee Radebaugh

How Exchange Rates Affect Business and You

Recently, a headline on page one of the *Wall Street Journal* read, “U.S. Stands By as Dollar Falls.” In that same issue, there was an editorial entitled “The Dollar Adrift.” However, the headline for an article in *BusinessWeek* less than a year earlier stated, “What’s Driving Up the Dollar.” So is the dollar going up or going down? What difference does it make anyway? And how will the venerable U.S. dollar fare in the future?

In the next few pages, I'll discuss: (1) how the value of the dollar affects you, (2) what drives the value of the dollar and other currencies, (3) what the global financial crisis has taught us about the dollar and other currencies, and (4) where the dollar goes from here.

The Dollar and You

If you've ever traveled abroad after the U.S. dollar has fallen in value, you can immediately see the impact as your vacation is suddenly more expensive. Of course, that scenario assumes you are traveling from the United States to a foreign country. The opposite would be true if you are a European traveling to the United States. An exchange rate is nothing more than the price of a currency, just like any other asset. Foreign currency is any currency other than your own, and its value is usually based on supply and demand.

Let's say you're in London and are going to buy some chocolate. You either change money (cash, traveler's checks, or an ATM withdrawal), or you use your credit card and let the credit card company take care of the conversion from dollars to pounds. When you use your credit cards, you really don't know what the exchange rate will be until you get the credit card bill or go online to check out the exchange rate for the transaction.

Businesses have the same issue. If a U.S. company exports goods and services when the dollar is falling, it is likely to sell more products because it takes less foreign currency to get U.S. dollars to pay for the goods. That is why a weak dollar is good for exporters but horrible for importers. If a company imports a BMW from Germany when the dollar is weak, it takes more dollars to buy the euros to pay for the car, so the car is more expensive. If the prices rise fast enough and high enough, consumers might avoid buying

expensive imports. Of course, if a U.S. company imports parts and components from countries whose currency is rising against the dollar—something very likely in today's global supply chain—the imports are more expensive, so costs rise.

However, life is more complicated with U.S. companies that have foreign operations. Not only do they have to worry about exports and imports, but they also have to worry about earnings from foreign operations. When the dollar is falling, the earnings from their foreign operations are worth more, so the company looks like it's doing well. On the other hand, when the dollar is rising, their earnings from foreign operations are worth fewer dollars, so it looks like the company is doing poorly.

The same is true for multinational corporations worldwide. Sony, the Japanese consumer electronics company, illustrates how exchange rates can affect the bottom line. In 2008 when the Japanese yen was rising against the dollar, Sony generated 23.2 percent of its revenues in Japan, 25.1 percent in the United States, 26.2 percent in Europe, and 25.5 percent elsewhere.

During the global financial crisis, Sony was hurt in three ways. First, the slowdown in the global economy meant that demand fell dramatically, reducing revenues and profits.

Second, the strong Japanese yen made Sony's exports even more expensive, also reducing demand for exports, which caused sales and earnings to fall. Finally, earnings from Sony's U.S. and European operations were lower due to the weaker dollar and euro. Other Japanese firms had the same problem. In January 2009 Toyota estimated that every time the yen rises by one yen against the dollar, its annual operating profit is cut by 40 billion yen, about \$433 million.

A weak dollar can really complicate life for foreign exporters selling in the United States. For example, assume Sony wants to sell a new 54-inch plasma TV in the United States for about \$1,200, or 120,000 yen, when the exchange rate is 100 yen per dollar. Also assume that the export value of the TV from Japan to the United States is \$600 (60,000 yen at 100 yen per dollar). But if the yen rises to 90 yen per dollar, what are Sony's options? One option would be to pass on the rise in the exchange rate to the U.S. consumer. The new imported cost would be \$666.67 (60,000/90), so Sony could pass on the \$66.67 to the consumer and raise the price of the TV to \$1,266.67. But the higher price could reduce demand for the product. Another option would be to sell the TV at the targeted price of \$1,200 and accept a lower profit margin.

The U.S. dollar is one of many currencies, such as the euro and the yen, that is freely floating.

What Drives the Dollar

First, it is important to understand that the U.S. dollar is one of many currencies, such as the euro and the yen, that is freely floating. That means that a drop in supply or rise in demand for the dollar will cause the dollar to strengthen. The opposite happens with a rise in supply or drop in demand for the dollar. This happens through both the flow of trade and of capital. The key for a freely floating currency is that it is convertible into other currencies with few, if any, restrictions.

Many other currencies, however, are not freely floating and may not be freely convertible. An example of such a currency is the Chinese yuan. The Chinese government does not let the currency float but instead ties its value primarily, but not exclusively, to the U.S. dollar. Many experts believe that if the yuan floated freely, it would rise dramatically against the dollar and the euro, which would choke off China's exports and result in a significant slowdown in its economy.

Some countries whose currencies freely float, such as South Korea and Thailand, intervene in the markets to stabilize the value of their currencies. This is especially true when the dollar falls, because a relatively weak dollar would severely damage their export-driven economies. Thus their central banks go into the foreign exchange markets and use their foreign exchange reserves to sell their currencies and buy dollars to try to strengthen the dollar (by increasing demand for the dollar) and weaken their currencies (by increasing the supply of their currencies).

The problem is that about \$5 trillion in foreign currencies trade hands every day, and it is hard for a central bank to have that much influence in the market. But sometimes the signal from the central bank is enough to get traders to move in the direction the bank wants the market to go.

There are many factors that influence the value of currencies, some of which will be discussed in the context of the global financial crisis. But the fundamental, long-term value of a currency is based on inflation. Why is that the case? The exchange rate between two currencies is largely determined by changes in relative inflation between the countries.



If U.S. inflation, for example, is expected to rise relative to inflation in the European Union, the dollar will weaken against the euro. That happens because over time U.S. goods and services would be too expensive relative to their European counterparts, the demand for U.S. goods and services would fall, and the demand for European goods and services would rise, resulting in a drop in the value of the dollar versus the euro.

A humorous illustration of this concept is the Big Mac Index, or the “hamburger standard,” published every year by *The Economist*. On 30 January 2009 when the exchange rate between the U.S. dollar and the Chinese yuan was ¥6.84 per dollar, a Big Mac was selling in the United States for \$3.54 and in China for

¥12.5 (or about \$1.83). If you divide the price of the Big Mac in yuan by the price in dollars ($12.5/3.54$), the exchange rate should be ¥3.53, meaning that the yuan was undervalued by 48 percent. Of course, the Big Mac index uses only one product to illustrate purchasing power differences, but the expectation is that long-term a country cannot sustain a relatively high rate of inflation compared to its trading partners without seeing its currency lose value.

Interest rates can also influence exchange rates. The interest rate you see quoted by banks is known as the nominal rate, and we know that the nominal interest rate is influenced by inflation, especially inflationary expectations. On a short-term basis, interest

rates are important drivers of exchange rates. A country's central bank is responsible for interest rate policy, and two important central banks are the Federal Reserve in the United States and the European Central Bank in the European Union. Both are responsible for monetary policy in their respective areas and closely watch inflation and unemployment as key indicators for setting policy. In addition, they examine each

other's interest rate policies and those in the rest of the world.

For example, if the European Central Bank were more concerned about inflationary expectations than unemployment, it would establish a restrictive monetary policy, which would drive up interest rates. If the Federal Reserve were more concerned about unemployment, it would pursue an expansionary monetary policy, which would

drive down interest rates. Thus if interest rates went up in Europe and down in the United States, investors would be inclined to invest in Europe in the short-term, where they could generate higher returns than in the United States. This increased demand for euros would cause the euro to rise in value against the dollar.


A good example of this occurred in October 2009 when nominal interest rates around the world were very low due to the global financial crisis. The Australian Central Bank was more concerned about inflationary expectations than economic growth since Australia had not been affected by the global financial crisis as much as the United States and Europe. So it decided to increase interest rates before the central banks of other major countries. As a result, the Australian dollar soared in value against the euro and the U.S. dollar.

Long-term interest rates, however, are often good indicators of the future direction of exchange rates. The nominal interest rate is the real interest rate plus inflationary expectations. If inflation was zero, the nominal and real interest rates would be the same. As inflation is introduced, however, the nominal interest rate rises so that it reflects the real interest rate plus inflation. For example, if the real interest rate were 2 percent and the rate of inflation 5 percent, the nominal interest rate would be 7 percent. If you were to compare interest rates around the world, you might assume that the countries with the highest long-term interest rates would also have the highest inflationary expectations. However, countries with the highest inflation will eventually find their exports dropping and their imports rising, which will cause their exchange rates to fall in value.

It is not easy to predict exchange rates, especially in the short-term. Markets not only react to economic fundamentals such as inflation but also to news releases. When the announcement came in December 2009 that state-controlled investment firm Dubai World wanted to reschedule payments on around \$26 billion in debt, the U.S. dollar initially jumped against the euro since most experts felt that European financial institutions were more exposed.

Even something as simple as the release





What is clear is that as the global economy continues to recover, the dollar is likely to remain weak.

of earnings reports by U.S. companies can affect the value of the dollar. In the fourth quarter of 2009, many analysts were expecting good earnings reports by U.S. companies, which put downward pressure on the dollar. Why? Because that was a sign that the global economy was recovering and that investors were more willing to put money into the stock market instead of investing in dollars.

The Financial Crisis and the Dollar

The collapse of the housing market in the United States created a crisis in confidence in the global economy. After Lehman Brothers filed for bankruptcy on 15 September 2008, the global financial markets came unglued. The Dow Jones Industrial Average dropped by 500 points, followed by an even bigger drop on 29 September. Stock markets around the world went into a free fall. How did that affect the dollar?

Even though the crisis began in the United States, which seemed to shoulder the blame for the crisis worldwide, the dollar actually rose against every other major currency except the Japanese yen—even against the euro. As the crisis unfolded, the dollar became a safe-haven currency. That has happened before during global political crises, and now it happened during an economic crisis. Investors were fleeing to safety, and that meant U.S. Treasury bonds. Money came in from all over the world.

Investors pulled money out of the emerging markets, even though they didn't seem to have the same housing and credit problems as the United States. The euro fell, as did the Brazilian real, the Russian ruble,

and the Indian rupee. The Japanese yen was the one major exception, rising against the dollar due to what is called “carry trade.” Japanese investors who had put their money into emerging markets pulled the money back home, raising the value of the yen.

As long as the global economy was in question, the dollar remained strong. But 2009 was an up and down year. When the global economy began to recover, investors cautiously left the safety of the dollar and regained their appetite for risk. Risk meant emerging markets and stock markets. As the U.S. stock market began to recover, so did the euro. We learned an interesting lesson in the process. The euro, which is one of the most traded currencies in the world, is not considered to be a safe-haven currency but one that responds to risk. The recovery of the global economy and the stock market also saw capital flowing back into the emerging markets.

Brazil is flying high again, and their currency, the real, rose 25 percent against the dollar in 2009, the largest rise of any major currency in the world. In fact, one is hard pressed to find any major currency that has fallen against the dollar. The Chinese yuan has remained unchanged against the dollar, in spite of having the largest foreign exchange reserves in the world, strong economic growth, and a massive trade surplus.

What's Next?

It is clear that the dollar is in trouble, but as with most economic questions, it's hard to predict the future. What is clear is that as the global economy continues to recover, the dollar is likely to remain weak. High

unemployment means that interest rates will stay low relative to those in Europe and some other areas, so there will be no incentive to buy dollars given their relatively anemic return. Money will flow into the stock market, which is good for the U.S. economy.

However, looming on the horizon is inflation, driving the fear about the future of the dollar. The massive federal stimulus package and potential future impact on the U.S. budget deficit and federal debt could lead to significantly higher inflation, which could weaken the dollar. As the U.S. Federal Reserve shifts its focus from stimulus to inflation fighting, interest rates will rise, and the dollar will regain some of its allure.

One advantage of a weak dollar is that U.S. exporters should see a greater demand for U.S. goods, which should reduce the trade deficit and help create U.S. jobs. The weak dollar should also make imports more expensive. Although most imported commodities are priced in dollars, their prices could rise as the global economy recovers and demand for commodities rises as well.

Whether you're shopping abroad, purchasing a television made in Japan, or waiting in line to buy a burger, you're affected by the mix of variables that results in the dollar's strength. And with inflation looming in the future, the dollar's stability may further fluctuate. Being aware of these factors can help you make wise consumer decisions no matter where you are. **M**

About the Author

Lee Radebaugh is a Marriott School accounting professor and director of the Whitmore Global Management Center/CIBER.

around the
COOLER

BY ROBERT GARDNER



My Neighbor Just Lost His Job

What do you do when your neighbor or friend is out of work? It can be difficult to bring up the subject because there's often a great deal of stress and emotion attached to the issue. But with the U.S. unemployment rate above 10 percent, odds are there are people in your circle of friends who could use your help.

It's unlikely you'll have a spare job available for them, but there are other significant ways to help. Here are a few suggestions.

Talk about It

Don't ignore the problem. Reach out to your friends and **offer aid**. Expressing your confidence in them and your willingness to assist makes it much easier for them to ask for the help they need.



Give a Leg Up →

When your unemployed friends secure **interviews** with firms, consider whom you might know inside those organizations. Connecting them before the application and interview can give them an edge during the process.



Unemployment Rate the Past Five Years



Source: Bureau of Labor Statistics

Lift Their Spirits

It's easy for those out of work to get down, and they'll need you to help them stay positive. In a study on the effects of unemployment on mental and physical health, the unemployed reported spending almost five times the number of days in bed, **visiting the doctor** five times more often, and taking twice as many medications as those who were employed. One of the most interesting findings was how positive support by family and friends correlated with the subject's self-esteem. Those who received more social support had higher self-esteem and made fewer doctor visits. ("Effects of Unemployment on Mental and Physical Health," *American Journal of Public Health*, May 1985.)

If your friends are keeping themselves physically, mentally, emotionally, and spiritually healthy, they will be far more impressive to potential employers when interviewing.



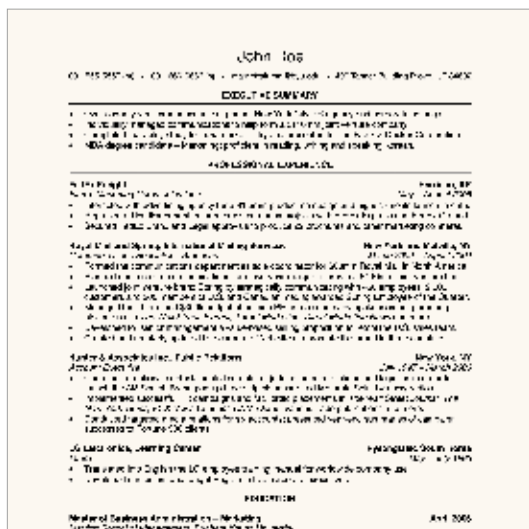
Do unto Others . . .

Be creative and consider their personal situation when helping them stay "up." If they need to keep busy, find a place for them to volunteer to keep their skills sharp. If they need a break, offer to babysit and give them a **gift certificate** for dinner out. Apply the golden rule as you reach out to your friends and help them stay on their feet during their uncertain circumstances.

← Find Opportunities

The ultimate goal is to see those friends and neighbors find meaningful employment. To be most effective in helping them land new jobs, you first need to understand their skills and work interests. Find out what their professional goals are, and ask for a **résumé** to review and share with others.

Once you have a sense of what they're looking for and their skills, reach out to your network. Ask about job openings, for leads, for job shadowing opportunities, and if you can pass a résumé along. The more places you help your friends look, the more likely they are to find that elusive job.



Carine Clark ▸
Executive MBA
Class of 1993



corporate rock star

BY MEGAN BINGHAM | PHOTOGRAPHY BY JED WELLS

“One, two, three, four!”

Underneath glittering stage lights the bass player and keyboardist pound out a melody. The lead singer sidles up to the microphone and belts out “American Idiot” with enough angst to fool anyone into believing he’s a member of a teenage garage band.

But this summer festival is no Woodstock.

It’s the Cul-de-Sac of Fire, an annual neighborhood block party, complete with face-painting, cotton candy, and grandpas lounging in lawn chairs. The band is ManageThis, a group of executives from Symantec, the Fortune 500 company responsible for Norton AntiVirus. And the woman behind the keyboard is Carine Clark, the senior vice president and CMO for the global corporation and the group’s most reluctant star.

“I am a more behind-the-scenes kind of girl,” Clark explains. “I like to be the one backstage pulling the strings.”

While Clark likes to quietly call the shots, her remarkable career has thrust her into the spotlight. During the past twenty years, the Marriott School EMBA graduate has consistently led major companies like Novell and Altiris to success. Now working for Symantec, Clark is responsible for global campaigns, field marketing, branding, and communications.

But Clark’s interests don’t end in the corporate jungle. She’s a wife, mother of two, world traveler, avid cross-stitcher, and of course, a rock star. Her life is like a track pieced together by Freddie Mercury: exciting, fast-paced, and very complex.

Bohemian Rhapsody

Clark’s journey began in the Bavarian Alps. The oldest child in a military family, Clark spent her formative years in Germany while her father served two tours of duty as a combat-heavy brigade commander in the corps of engineers, eventually retiring as a colonel.

“My father knew he wanted to go to college and the only way to afford it was to join the military,” Clark says.

Her father’s determination to be well-informed rubbed off on Clark who received an excellent real-world education in Germany. She learned a second language, embraced a new culture, and earned a high school diploma.

Interestingly enough, Clark’s maiden name, Strom, has German roots; it means electricity. Nothing could better describe the woman whose brilliant tenacity helped her climb the corporate ladder.

Working Nine to Five

Although Clark had originally planned to become a librarian, she decided to pursue her love of technology after graduating from BYU. When a position in international marketing became available at Novell, Clark snatched it up.

She spent fourteen years at Novell, working through different levels of marketing and gaining valuable experience.

In the middle of a difficult pregnancy, Clark ended her time at Novell. Just when she was prepared to take some well-deserved time off, Altiris came calling. The company was going public and wanted Clark to build a marketing team.

Clark politely declined, saying, “I need to be a crossing guard. They work outside with children, get a groovy uniform, and have good hours.”

But Altiris wasn’t giving up. They offered her a three-month position and said she could decide if she wanted to come back following her pregnancy. She couldn’t resist.

Clark built a campaign for the fledgling company and then took time off to have her youngest son. Throughout her maternity leave Altiris courted Clark with cards and flowers. “They were very, very smart,” Clark laughs.

Eventually Clark returned to Altiris to head up the marketing team. It was one of the best career moves she ever made.

In just four years, Clark’s leadership helped cement the company as a technology powerhouse and grow revenues by more than \$168 million. It seemed like nothing could go wrong.

But when Altiris was acquired by Symantec three years ago, Clark thought her days were numbered.

Then the phone rang.

“They asked me to run marketing for the whole company,” Clark says. “I was so surprised. Symantec could get anyone they wanted.”

Before Clark accepted the position, she asked for a final stipulation: she wanted to live in Utah—something Clark never thought she’d say after growing up abroad.



True to Your School

When Clark finished high school in Germany, she flirted with the idea of attending schools like Columbia, West Point, or the Colorado Institute of Art. Her parents had other ideas.

One day her father, who she lovingly calls the colonel, told her that while she could go anywhere she wanted, her parents would prefer she attend BYU.

That was enough for Clark. She registered for classes even though she’d never been to Utah.

“When I got off the plane, I said, ‘This is the place? I don’t think so.’”

The transition was a difficult one. Clark felt out of touch with the American way of life, not to mention Utah’s own brand of culture. But after a command from the colonel to “stick it out,” things improved. She earned a bachelor’s degree in organizational communication, married her college sweetheart, and made Utah her home.

Takin’ Care of Business

While Clark’s home base is now Utah, company headquarters are in California, leading to a near-weekly commute. It takes her only an hour and a half to get there, but Clark admits she’s not likely to do it forever. Despite logging more than 1.6 million air miles, Clark hates to fly but loves the experiences she has when she steps off the plane.

On a trip with her husband to Cape Town, South Africa, Clark gained new insight into her role as a leader when visiting the shanty towns surrounding the city.

“The people haven’t had opportunities or education,” Clark says. “They don’t even have a common language. We have so much to do to make sure that people have their basic needs met. I was changed by that trip.”

Clark brought home those lessons from South Africa and strives to apply them every day as she makes decisions for her team.

“When I look at my responsibilities for

Clark's maiden name, Strom, has German roots; it means electricity. Nothing could better describe the woman whose brilliant tenacity helped her climb the corporate ladder.

Symantec, it weighs heavily on me,” Clark says. “If I have to cut employment, I understand that means someone will not have soccer lessons or hearing aids for elderly parents. I am very aware of the impact those decisions have on other people.”

With a drive for success, Clark finds her greatest challenge is dealing with people who operate with a scarcity mentality: the belief that resources are too limited to share.

“They don’t want to win big enough to give up anything,” Clark explains. “These people who aren’t willing to dream about what could happen are crippling to a company.”

The opposite approach, an abundance mentality, is Clark’s sole mode of operation. The mantra: make a sacrifice now and gain a bigger payout later.

Clark’s ideology was tested when the company was integrating a new platform that would simplify products for customers. While the company believed in the project, not one of the fifteen execs sitting around the boardroom table was willing to give up man-hours to make it a reality. Clark stepped up, offering a headcount to the project.

“No one could believe that I wanted it badly enough to give up something right now to have something better later,” Clark says.

The rewards for Clark’s abundance mentality came pouring in. The project quickly advanced and put Symantec ahead of its competition.

Mamma Mia

With the weight of a corporation on her shoulders, it’s easy to wonder how Clark manages all her responsibilities, especially as a working mom.

She’s highly organized, preparing a weekly family calendar, coordinating carpools, and

making sure her work doesn’t interfere with family life.

For example, Clark always takes the last flight of the day during her weekly visits to California, and she keeps her luggage out of sight to give the family a sense of stability.

“I tuck my kids in, make sure the lunches are made for the next day, and then leave for the airport. I get in late, but it’s all good because the little dudes are happy. I come back on the flight the next evening so it seems like I just had a long workday.”

When she’s in California she gives wake-up calls via her cell, and she’s been known to send a text message from underneath the boardroom table every now and then—“Do you have your backpack?” or “Good luck in debate today!”

Still Clark admits that she couldn’t do it alone. She gives much of the credit to her husband, Bryan, who is very involved. The family has also had the same nanny for nearly sixteen years.

“I’m sensitive to the fact that there are working moms who don’t have the resources that I have to make things easier,” Clark says. “People say, ‘You have it all.’ But it’s not all it’s cracked up to be. I would rather spend more time with my husband and my sons, but since I have to work, I’m driven to give them an awesome life.”

Old Time Rock and Roll

That drive carries over to Clark’s personal interests. An avid music fan, Clark has an iPod overflowing with tunes representing all genres: classical, pop, folk. But Clark’s real love is rock and roll.

When a group of employees approached Clark with the idea to form a corporate band five years ago, she offered her keyboard to the venture. But the four bandmates wanted

more than just her instrument. They wanted her on stage.

Clark resisted at first. She’d taken only classical piano lessons. But the group did not give up, eventually roping Clark in at a company party performance.

“I think they needed a girl and some keys,” Clark admits. “But it’s really the boys who are unbelievably talented.”

The band now plays a gig a month and has nearly sixty songs in its set, mostly cover tunes. ManageThis has played in venues ranging from Clark’s son’s high school prom to Las Vegas—they even played a gig in Malta.

And last October ManageThis took its show to the Rock and Roll Hall of Fame in Cleveland, Ohio, where the band competed in the Battle of the Corporate Bands. While they didn’t take home the grand prize, Clark and her bandmates had a blast jamming with some of the best bands in the country.

With all of Clark’s other responsibilities, the band might have become just another thing on the to-do list, but ManageThis is actually a family affair. Clark’s husband serves as official band roadie, hoisting equipment and cheering the band on at its gigs. Clark’s sons even jam with the band.

When Clark’s youngest son told her, “You are so much cooler than the other moms,” Clark answered in true rocker fashion, “I know, dude. I know.”

While Clark is a mix tape of varying experiences, her life has been bound together by a common thread: determination. Whether she’s pounding out power chords with the band or hammering down policy in the office, Clark doesn’t stop until she gets the job right.

Her experience brings to mind the words of rockers AC/DC: “It’s a long way to the top if you wanna rock and roll.” **M**



Goals that Stick

by
Bremen Leak
photography by
Alicia Packard

henry ford famously said, “Whether you think you can or you can’t, you are right.” His profound statement may explain the fantastically varied results of millions of New Year’s resolutions that Americans make each January. By summertime many of us have achieved our goals. Others have given up. And still a few of us muscle onward, clinging courageously to goals we have set but not yet met.

Jared Larrabee falls into the last category. Inspired by his younger brother, a cancer survivor who ran a 100-mile ultramarathon,

Larrabee signed up last year for a 100-mile bike race in Houston, where he works as a management consultant for Deloitte. For months, the thirty-four-year-old father of two juggled early-morning workouts on top of a busy schedule, raised funds for charity, and solicited encouragement from friends

and family to help him achieve his goal. By the book, he had done everything right leading up to race day.

Then Mother Nature interfered.

“When it got rained out, I emailed everyone who had donated and committed that I would find a different race,” Larrabee says.

Like Larrabee, those of us who make New Year's resolutions never know what obstacles we may encounter on January 2. Thankfully, there are a host of resources to help us navigate unseen hurdles, from social networking sites and email reminders to life coaches and self-help books. Of course, experts agree that a few simple strategies are all one needs to keep that resolution made in January—all the way to the finish line.

Clinical psychologist John Norcross, a Distinguished University Fellow at the University of Scranton, says that 40 to 50 percent of adults in the United States participate in the age-old tradition of making New Year's resolutions. Surprisingly, some 40 to 46 percent of the total are successful at six months, according to his research.

For starters, just making a resolution can improve your odds tenfold, he says. Studies have shown that New Year's resolvers are

In an essay called “The Resolution Solution,” Norcross offers a wealth of research-based tips for goal-setting and achievement, including the following preparatory steps:

- Once you've made your resolutions (or improved upon existing ones), begin cultivating social support, tracking your progress, and rewarding your successes. Norcross notes that most goals are health-related, such as losing weight, so it's important to avoid high-risk environments, like candy shops.

“Think of resolutions as marathons, not 100-yard dashes,” Norcross writes. “Prepare for the long haul of a changed lifestyle.” That

And that's just the tip of the internet iceberg. For making and keeping resolutions of all types, the online communities at LifeTango and Twitter provide active forums. For learning new skills (such as solving the Rubik's Cube or dropping the word "like" from your vocabulary), wikiHow and eHow offer useful open-source and video tutorials. And for staying on track, resolutionsreminders.com sends monthly emails to registered members. Even the U.S. government boasts some helpful content. By typing "resolutions" into the search field at USA.gov, patrons can access links to resources for popular New Year's resolutions such as managing debt or volunteering to help others.

in one study, nearly three in four participants said their first slip had actually strengthened their efforts.



looking long-term

Whatever they may be, our properly pursued goals can give us purpose and direction for the rest of our lives—if we simply start by writing them down. Just ask Aaron Shamy, whose eclectic to-do list helped him set a world record in speed climbing at the X Games in San Francisco. That list, which he created as a teenager, has grown from fifteen items to 222. It now hangs in his home office where he reviews it daily. “When I die, I’ll still have things in my in-box,” says the twenty-eight-year-old Utah native, “but the point is that there will always be things to push me to reach new levels.”

Beyond his gold medal at the X Games, Shamy has climbed the Matterhorn on the Swiss-Italian border, performed with Cirque du Soleil at Caesars Palace in Las Vegas, and visited thirty-four countries. He has even appeared on the Showcase Showdown with Bob Barker on the game show *The Price Is Right*. On a more modest level, he has knit a scarf, sung a solo, and built a web site (which chronicles his four-year-old son’s battle with leukemia). To date, he has checked off half of the items on the list.

To inspire others to create their own lists, this entrepreneur and teacher shares his five-step formula:

1. Decide what you want to achieve.
2. Write it down. (That’s where most of us fail, he says.)
3. Do it. Take action.
4. Adjust as you go.
5. Never give up.

Miles to Go

It has often been said that a journey of a thousand miles begins with a single step. For 245-time marathon finisher John Bozung, a thousand miles was just the beginning.

To date, the fifty-six-year-old window installer from Orem has completed marathons on every continent and in every state. He has run a marathon every month for more than fourteen years. And four years ago at age fifty-two, he ran fifty-two marathons in a year, roughly one per week. “It might not be pretty,” he says of his slow-and-steady approach, “but I know I’ll get there if I just keep putting one foot in front of the other.”

Bozung, who grew up in Southern California, wasn’t always a long-distance runner. In high school he excelled in track but quit his cross-country team because he was opposed to the idea of having to run more than two miles. After he took a fifteen-year hiatus from running altogether, his brother-in-law challenged him to a six-mile race at a local Fourth of July celebration. Though he hadn’t run in years, he set a goal to finish in sixty minutes or less. He did it in fifty-six.

Buoyed by his accomplishment, Bozung then set his sights on the Los Angeles Marathon, which he ran in 1988, and completed seven other marathons in the five years that followed. When he turned forty in 1993, he ran all four major U.S. marathons—in Los Angeles, Boston, Chicago, and New York—plus the St. George Marathon for added measure. Before he knew it, he was running marathons every month, and he has kept that string alive for 179 months.

“If you keep your eye on the goal,” he says, “you’ll get there. The people who have trouble are the ones who put too many obstacles in front of themselves.” For Bozung that often means breaking down larger goals into smaller ones. “Sometimes it’s not getting to the next mile,” he says, “It’s getting to the next telephone pole and then to the next telephone pole after that.”

That’s what helped him finish the Top of Utah Marathon in 2008, after face-planting three minutes into the race. Digging deep, he reminded himself that in 227 marathons, he had never quit. He finished in four hours, twenty-five minutes—and then received thirty-four stitches at the local emergency room.

Bozung says his running goals have helped him control his weight and overall health, meet new friends, and see new places. They’ve even helped him spend more quality time with his wife, who is also a runner. Currently he is on track to complete an ultramarathon (which are usually fifty to one hundred miles) in every state. He’s finished forty-five ultramarathons to date.

Though bad days still happen, he doesn’t quit: “You work with it, you deal with it, you adjust,” he says. “The important thing is to finish. No matter what’s thrown at you, you’ve just got to keep going.”



At a Library near You...

A wealth of self-help books exist to assist goal-achievers. J. Wolsey Riggs, a Denver-based personal development counselor and the co-creator of the EASIER Method (*Envision, Assess, Strategize, Implement, Evaluate, Report*), offers the following list of titles for starters:

1. *A Theory of Goal Setting and Task Performance* by Edwin A. Locke and Gary P. Latham, Prentice Hall Professional Technical Reference, 1990
2. *Goals! How to Get Everything You Want—Faster Than You Ever Thought Possible* by Brian Tracy, Berrett-Koehler Publishers, 2004
3. *The Greatest Salesman in the World* by Og Mandino, Bantam Books, 1983
4. *Goal Setting: A Motivational Technique That Works!* by Edwin A. Locke and Gary P. Latham, Prentice Hall Trade, 1984
5. *StrengthsFinder 2.0: A New and Updated Edition of the Online Test from Gallup's Now, Discover Your Strengths* by Tom Rath, Publishers Group West, 2007

As the author Robert Kiyosaki put it, “Goals have to be clear, simple, and in writing. If they are not in writing and reviewed daily, they are not really goals. They are wishes.”

maximizing the process

To make goals more powerful, experts often use the SMART mnemonic to develop clear objectives. Janae Atencio, a management consultant with Booz Allen Hamilton in McLean, Virginia, says SMART stands for *specific, measurable, attainable, relevant* (or *realistic*), and *time-bound*. Atencio, who earned her MBA from the Marriott School in 2003, teaches the method to executives and government workers who want to improve their leadership skills and productivity, but the application is universal, she says. Providing dates, times, and other specific information can help us reach our short- and long-term goals more effectively. Abraham Lincoln may have said it best: “A goal properly set is halfway reached.”

To put the SMART mnemonic into practice, let's say Kate resolves to learn basic French before her next vacation to Paris, which is about six months away. With her long-term deadline firmly in place, she creates a list of short-term, actionable items she can accomplish daily, weekly, and monthly. She starts with a few preparatory goals, such as purchasing a multi-media language program and transferring the audio files to her mp3 player, enrolling in an introductory French class at the community college, and renting foreign films.

For her daily goal, Kate commits to ten minutes of audio practice in the car on the way to work and thirty minutes of study before bed. Weekly, she watches a French film with English subtitles. Monthly, she

dines with advanced or native speakers at a nearby bistro. A Parisian friend checks in with her regularly using Skype or another web-based international calling network, while her professors at the community college monitor her progress closer to home. Of course, a picture of the Eiffel Tower on her dresser (next to her written goal) reminds Kate to adjust her program as needed and to persevere no matter what.

While this example is fictional, it illustrates how ordinary people have achieved extraordinary feats in record time. The key is to focus on the end goal, using smaller goals as stepping stones.

For Aaron Brown, that process is almost second nature. The twenty-six-year-old from Seattle has dreamed of opening his own restaurant since he was just a teenager—and he is well on his way, thanks to his current role as the head pastry chef at Sugar Daddy's Bakery in Dubai, United Arab Emirates. There he prepares American-style cheesecakes, brownies, and cupcakes in the fashionable Jumeirah One neighborhood. He equates this goal to an umbrella with smaller goals inside of it.

To get started, Brown moved to New York City to enroll in the prestigious Institute of Culinary Education, renowned for its intensive, hands-on pastry program—a giant leap forward from the cinnamon rolls he often baked at home after skateboarding with friends all afternoon. “I wanted to spread my wings and stretch myself,” he says of the techniques of pastry art.

Though he excelled in school, the new graduate quickly found himself in over his head when he joined the kitchen staff at NYC's Gramercy Tavern, where he had hoped to learn advanced techniques and

master new equipment. “After my first week I went up to the roof of my apartment building and cried because I didn't think I could do it,” Brown recalls. “A friend told me, ‘Stay there and work as hard as you can until they fire you. If they don't fire you, you're not hopeless.’” Brown stayed true to himself and to his goal. In two years he had risen to the rank of head cook.

But soon Brown felt stifled and in need of a mentor, so he sought out famed chef Alain Ducasse, whose multimillion-dollar empire was opening a new restaurant at the St. Regis Hotel. “The man's brilliant, and I wanted to work for him,” Brown says. But after three months he was ready to take flight once more. It wasn't long before he found himself on the other side of the world, one step closer to his dream.

Speaking through his Skype-enabled iPhone, Brown sounds tired and excited all at once. He admits to having worked one hundred consecutive days before taking his first day off from the bustling enterprise. “It's been incredible,” he says. “This has helped me more than anything else to be able to open my own restaurant.”

Still driven by the goal he made ten years ago, the young expatriate is gaining the business acumen he needs to succeed where so many others have failed. His story could very well have inspired the American humorist Josh Billings to write, “Consider the postage stamp, my son. It secures success through its ability to stick to one thing till it gets there.”

holistic habits

In the Stephen Covey lexicon common to many executive coaching programs today, this concept of aligning missions, vision,



FACET OF FACE

Leadership

by Curtis LeBaron: Curtis LeBaron (PhD, University of Texas at Austin, 1998) is currently an associate professor of organizational leadership and strategy and a Warren Jones Fellow within the Marriott School, where he teaches MBA courses on leadership and international human resources. He has had faculty appointments at several universities, including University of Colorado at Boulder (1998–2001), University of Michigan at Ann Arbor (2007), and Oxford University in England (2008). In 2010 his book, *Embodied Interaction*, will be published by Cambridge University Press. For the summer of 2010, he has received a grant from the European Union to conduct research on business strategy as a form of organizational practice.

ILLUSTRATIONS BY JON KRAUSE

When I arrived at BYU eight years ago, I was in my new office, organizing books and filing papers, when I received a telephone call informing me that there had been a glitch in payroll processing, and I would not be receiving a paycheck during the first two months of my employment. I said, “Thank you,” hung up the phone, and started thinking about how to break this news to my wife, Jan.

Within minutes someone knocked on my office door. It was Ned Hill, then dean of the Marriott School. I made a place for him to sit down as he explained that he had just heard the news about the payroll glitch and wanted to know what he could do to help. I could see the sincerity in his face and hear the concern in his voice. In one hand he was holding what appeared to be his personal checkbook. In the other hand he was holding a pen, already clicked. After I assured him that my family would be fine, he asked about our move to Utah, my plans for research and teaching, and so forth. We talked briefly, and he left.

Through Ned’s five-minute visit, he quickly won me over. Instead of calling me to his office, sending me an email, or delegating the matter, he had walked across the building to have a face-to-face conversation. Although our interaction was brief, I felt heard, understood, and valued. Sometimes it seems that part of being a professor is complaining about university administration—at most universities, that’s the glue that holds the faculty together. But when Ned talked to our faculty, people listened receptively. When he gave new directions, people followed respectfully. And when he invited people to contribute money to expand the Tanner Building so the school could grow, the faculty gladly opened their personal checkbooks with pens clicked.

Our new dean, Gary Cornia, also practices the power of face-to-face leadership. To have a conversation with Gary is to feel like you have a friend in the Dean’s Office. And that’s my topic today: the everyday and relatively private conversations whereby leaders change people and transform organizations.

FACE-TO-FACE LEADERSHIP

For about sixteen years, I have been doing research that relates to organizational behavior and leadership. My approach has been anthropological: rather than study

meeting, I usually start recording before anyone has entered the room because the most important displays of leadership may happen before the meeting actually begins. “Boundary moments,” such as the openings and closings of conversations, are especially revealing.¹

To illustrate, consider the opening of a telephone conversation, transcribed as follows:

- 1 Art: Hello?
- 2 Bob: Hey.
- 3 Art: HEY!
- 4 Bob: HEY!
- 5 Art: What’s happening?
- 6 Bob: Hey, buddy?
- 7 Art: Is this my buddy?
- 8 Bob: Hey, you ain’t got no buddies.
- 9 Art: What’s happening?
- 10 Bob: Hey.
- 11 Art: HEY!
You ready for Thanksgiving?
- 12 Bob: Yes.
- 13 Art: ALL RIGHT!

Within thirteen seconds, Art and Bob do important work. When Art picks up the phone and says hello, he shows that he is available. When Bob says “Hey” at line 2, he shows that he can recognize Art’s voice.

When Art repeats “HEY!” at line 3, he loudly and enthusiastically shows both recognition and regard. Through the next eleven lines of conversational play, such as their inane repetition of the words “hey” and “buddy,” they quickly communicate at least four important messages:

- I hear you.
- I understand you.
- I like you.
- I can work with you.

Art does not assert his power over Bob. He does not invoke an organizational title. Instead he engages with Bob to interactively

*When I want to observe and assess
a leader’s effectiveness, one of my
favorite places to look is at moments of
transition. Like the green that grows
in the cracks of a sidewalk, leadership
usually springs to life between
activities and at the edges of events.*

people in the context of a laboratory, I study them in their natural environment. I go into organizations and use cameras and microphones to capture their behavior “in the wild,” making recordings that I can analyze. For me, leadership is not an abstract concept but rather a rich description of what people actually do.

When I want to observe and assess a leader’s effectiveness, one of my favorite places to look is at moments of transition. Like the green that grows in the cracks of a sidewalk, leadership usually springs to life between activities and at the edges of events. For example, when I videotape a board

instantiate a close, cooperative relationship, which may help their organization thrive.

In contrast, consider an excerpt from a different conversation within a different organization. The owner of the company (“Mark”) is talking to his management team at the start of a two-hour meeting.

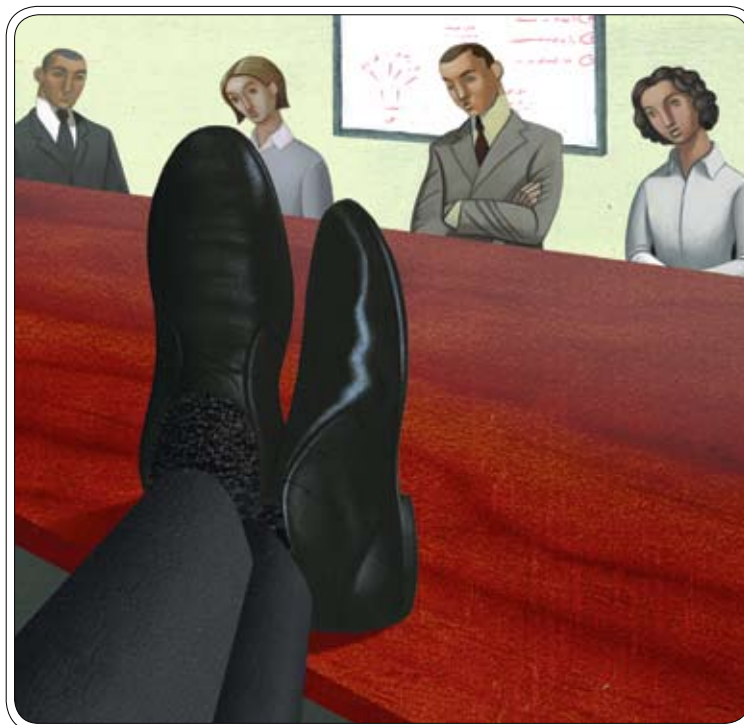
Mark: *Ok, where I’m at, I have to look at the assets in each and every one of you. ‘Cause, you know, I could get real caught up in the negatives of each and every one of you. I don’t do that. Uh, even with her I don’t do it. She’s valuable. She, you know, maybe she doesn’t have the ability to MOVE with the company. She’s more stationary in what her thought is.*

In a variety of ways, Mark asserts his power and position through what he says and how he says it (see illustration at right). First, he dominates. Through talk, he occupies the conversational floor by delivering a monologue about the way things are, rather than a dialogue that invites and includes. Through posture, he dominates the room by leaning back in his chair and fully extending his legs. Second, he creates social distance. While sitting at the far side of the conference table, he separates himself from his managers by using the pronouns “I” and “you” rather than “we.” Third, he elevates himself. His words depict others as the object of his scrutiny at the same time that he literally lifts himself—or at least his feet—above the others. The coordination of his talk and spatial maneuvers constitute a strong display of organizational status and power.

These two excerpts are extreme and contrasting. Please don’t think that one form of leadership is correct while the other is wrong. Rather, these extremes represent two ends of a continuum along which leaders work from day to day. Sometimes leaders need to foster close relationships of relative equality.

Occasionally strong displays of power may be necessary. Usually leaders must achieve an appropriate balance according to the contingencies of their situation—and that’s the hard part.

Within the MBA program, I teach required courses on leadership, using the best readings I can find. But books are often a poor substitute for observation and experience. Most books on leadership contain long lists of dos and don’ts that have been abstracted from the situations that make them meaningful and relevant. I believe



that the best way to learn about leadership is to work closely with a great leader and to carefully watch what he or she does across a variety of circumstances—because we tend to become like the people that we attend. If working closely with someone is not possible, then I encourage students to read the biographies of great leaders because stories keep the lessons of leadership alive.

FACE-TO-FACE LEADERSHIP OF JOSEPH SMITH

Joseph Smith was a great leader. In his day thousands of converts crossed the world in an effort to be near him. Today thousands of missionaries cross the world in an effort

to be like him. What did the leadership of Joseph Smith look and sound like, moment to moment and day to day? Unfortunately, we don’t have video recordings to analyze, but we do have the written accounts of those who were there. Their journals are like anthropological field notes that give us a rich description of what he actually did. For example, consider a few excerpts from the journals of early Saints who gathered with him at Nauvoo, Illinois:

- In 1841 Heber C. Kimball arrived with more than 100 immigrating Saints. He recorded: “We landed in Nauvoo on the 1st of July, and when we struck the dock I think there were about 300 Saints there to meet us, and a greater manifestation of love and gladness I never saw before. President Smith was the first one that caught us by the hand.”²

- In 1844 Thomas Steed crossed the Atlantic: “The Prophet Joseph was at the pier. At first glance I could tell it was him. . . . He came on board to shake hands and welcome us by many encouraging words, and express his thankfulness that we had arrived in safety.”³

- Christopher Layton was another British convert: “There stood our Prophet on the banks of the river to welcome us! As he heartily grasped our hands, the fervently spoken words, ‘God bless you,’ sank deep into our hearts, giving us a feeling of peace such as we had never known before.”⁴

The Prophet understood, or at least practiced, the power of face-to-face leadership. Although terribly busy, he attended other people’s transitions, making them his own boundary moments. His behaviors communicated:

- I see you.
- I understand you.
- I love you.
- I want to work with you.

He powerfully embodied what his words described.

How did Joseph Smith become such a powerful leader, capable of changing people and transforming a worldwide organization? One answer is that he worked closely with a great leader and carefully observed what He did across a variety of circumstances. With the First Vision, Joseph entered into an apprenticeship with the Lord and gradually became more like the leader he attended.

Another answer is that Joseph read the scriptures, which contain the biographies of great leaders, including Jesus Christ. By continually studying and eventually translating sacred texts, the Prophet must have gleaned lessons of leadership from the various stories and situations that make those lessons meaningful and relevant.

FACE-TO-FACE LEADERSHIP OF JESUS CHRIST

During the openings of social encounters and organizational events, participants must quickly negotiate their relationship or way of being together. In 3 Nephi 11:13–15 we read one of the most sacred accounts of face-to-face leadership ever recorded:

And it came to pass that the Lord spake unto them saying: Arise and come forth unto me, that ye may thrust your hands into my side, and also that ye may feel the prints of the nails in my hands and in my feet, that ye may know that I am the God of Israel, and the God of the whole earth, and have been slain for the sins of the world. And it came to pass that the multitude went forth, and thrust their hands into his side, and did feel the prints of the nails in his hands and in his feet; and this they did do, going forth one by one until they had all gone forth, and did see with their eyes and did feel with their hands, and did know of a surety and did bear record.

The scriptures tell us that they all went forth, one by one, “about two thousand and five hundred souls” (3 Nephi 17:25). You do the math: if each person faced the Lord for only five seconds, the process lasted about four hours. Through His investment of time and effort, the Lord briefly but unmistakably communicated to each individual:

- I see you.
- I know you.
- I love you.
- I have died for you.



The closing of the Savior’s visit, another boundary moment, was at least as powerful and sacred as the opening. In 3 Nephi 17:4–5 we read:

But now I go unto the Father, and also to show myself unto the lost tribes of Israel. . . . And it came to pass that when Jesus had thus spoken, he cast his eyes round about again on the multitude, and beheld they were in tears, and did look steadfastly upon him as if they would ask him to tarry a little longer with them.

Not only did the Lord stay a little longer, He wept with them, blessed their little

ones, and taught them things too sacred to be recorded. For those of us who are preoccupied with time management, the Lord provided a lesson in leadership: evidently, the God of the universe changed or delayed His schedule to answer the silent prayers of those who were looking to Him. He confirmed that our prayers are not a monologue about the inevitable but are rather a dialogue that invites and includes us.

Sometimes the glorious accounts of scripture seem far removed from our condition. Within organizations, including our university, people too often feel lonely, isolated, and confused. Ironically, this kind of alienation comes, “not from a lack of communication, but from a surplus of the wrong kind.”⁵ Our lives are awash with memos, emails, and instant messages, which are sometimes helpful and efficient, but they are also flat and faceless—easily discarded, deleted, and ignored.

The faith that brings us together at this university also teaches the importance of face-to-face leadership. Although loneliness may be a universal condition, face-to-face leadership is our eternal end. “For now we see through a glass, darkly; but then face to face: now I know in part; but then shall I know even as also I am known” (1 Corinthians 13:12). **M**

ENDNOTES

1. Curtis LeBaron, Phillip Glenn, and Michael Thompson, “Identity Work during Boundary Moments: Managing Positive Identities through Talk and Embodied Interaction,” in *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, eds. J. Dutton and L. Roberts (New York: Routledge, 2009).
2. Fred E. Woods, *Gathering to Nauvoo*. American Fork, Utah: Covenant Communications (2002): 85.
3. *Ibid.*, 87.
4. *Ibid.*, 87.
5. Edward Hallowell, “The Human Moment at Work,” *Harvard Business Review* (January–February 1999): 60.

Getting Hired

Finding a job may be more of a numbers game than you ever thought. Here are some figures to keep things in perspective and shape how and where you look for the next big thing.



35

The percentage of hiring managers who say they stopped considering an applicant due to a social networking gaffe. Beware: a job seeker is twice as likely to be eliminated from consideration as to be hired

based on his or her social networking site content—reasons range from inappropriate photographs and information to poor communications skills.

Source: Careerbuilder.com

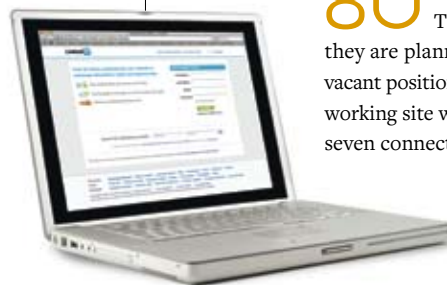
6.3

The number of job hunters for every available job. With national unemployment at 10 percent, there are roughly three times the people going after a job than there were when the economy was healthy. Don't get discouraged—it will take on average ten or more interviews to land a job. Source: CNNMoney.com



80

The percentage of companies that use or say they are planning to use social networking sites to fill vacant positions. LinkedIn is the most popular business networking site with 53 million users and an average of thirty-seven connections per user. Sources: Jobvite.com, LinkedIn.com



60

The number of seconds it takes for many interviewers to begin making up their mind in a job interview—visual appearance matters. Ninety percent of hiring decisions are made in interviews. Companies tend to trust what they see and hear much more than what they read. Source: David Drennan



1

The number of pages you should use for your résumé. Be concise and leave some white space. Include only the most relevant and impressive information. Avoid a too-detailed list of job experience, and drop the waitress position you held for three months in college.

Source: LA Times





HOW CREATIVITY IS HELPING IN THE HUNT FOR WORK

SCOUTING

He stood on the sidewalk of one of the busiest intersections in the nation. As cars commuted into Philadelphia from New Jersey, A.J. O'Malley begged.

But O'Malley wasn't asking for votes or money; he was handing out his résumé.

O'Malley graduated with a degree in management with honors from Rutgers University in New Jersey. Yet months after graduation, he still had not found a viable job. Although he had established many business contacts in the state, traditional tactics had given him little traction in the slow economy.

"I knew there was someone out there looking for someone just like me," he says. "I decided the easiest way to get to the people who could hire me was to do something that would catch the attention of a lot of people."

And despite occasionally getting yelled at and honked at, it worked. O'Malley got a job.

A naturally outgoing person, O'Malley handed out three hundred résumés to drivers before he landed his job at Masso Torrence Wealth Management in New Jersey.

Getting the proverbial foot in the door of a company is like getting out of bottlenecking traffic. For the adventurous, this competitive economic market brings the added challenge of trying to rise to the top and stand out in a crowd of extra job-hungry applicants.

While some people prefer the shock value of signs, t-shirts, and roadside solicitations, other job seekers are turning to emerging social media outlets and accepting nontraditional jobs.

FACE-TO-FACEBOOK

Tom Howard's current boss didn't have to meet him before she realized that she wanted Howard to work for her. Howard's boss, Lori Barber, noticed they had several mutual friends on Facebook, so she decided to invite him to be her friend. They corresponded on the social networking site for months. From Howard's frequent updates and materials on his page, Barber could discern Howard's commitment to internet marketing and knew he would be a good fit for her company.

FOR JOBS

BY SARA ELIZABETH PAYNE



“They never posted my job anywhere,” Howard says. “If I hadn’t been on Facebook, I would never have landed it.”

Often traditional job searches will not fully reflect the range of jobs available. Some employers scout out potential employees through social connections and past résumé submissions before posting on anonymous job boards to make sure they get the best candidates.

Howard says potential employers may look first at an online profile before reading a résumé, which is why it’s important to maintain professional social media profiles. While networking sites, like Facebook and MySpace, allow users to chat with friends, post pictures, and play games, Howard suggests that people avoid posting personal information on their pages.

He now works as director of interactive marketing services at netsuccess.com and says he couldn’t be happier. According to recent figures, Howard’s experience is not so out-of-the-ordinary. Social networking sites are slowly transforming into employment networking sites.

internet recruiting appealing. Online hiring sites ranked the highest, followed respectively by newspaper classifieds, career fairs, and staffing firms.

Oliveira insists that while the internet is an important tool, it should not be the only one used. Job seekers should avoid the temptation to post a résumé and feel like all is well.

“Whatever database you are in, yours will be one of a million résumés,” he adds. “Increasingly so, not much more than sheer luck will land you a good job by only placing your résumé on internet sites. That’s particularly true in the beginning of your career when you don’t have specialized experience.”

Recent HR reports indicate that the average employer now receives between two hundred and five hundred résumés per job opening. Employers are more likely to remember candidates they’ve met. Oliveira suggests people set up face time with potential hirers. He adds that a potential employee’s face needs to be familiar to many of the right people in the industry so that when jobs come along, they will remember that person.

JOB SEARCH TECHNIQUES EVOLVE OVER TIME; PEOPLE NEED TO CHANGE THEIR STRATEGIES TO MATCH HOW EMPLOYERS ARE HIRING.

These sites provide opportunities not only to connect people in similar fields but also to post résumés, interests, and related experience that a future employer might stumble upon. United States web traffic to employment sites increased 20 percent in the first few months of 2009, according to internet usage analysts at hitwise.com. Facebook alone saw a 149 percent jump in hits from February 2008 to February 2009. At the end of 2009, it had also risen to the second-most-visited site on the internet—behind Google.

As employers are beginning to tap the rich resources available on the web, its influence should not be taken lightly. Whereas before, job candidates could spend hours polishing résumés, picking out power suits, and practicing potential questions, candidates can now make first impressions in a matter of minutes through their online presence.

TO WEB OR NOT TO WEB

O’Malley’s roadside résumé blitz is old fashioned compared with postings on the information superhighway. Professional headhunter and HR consultant Paulo Oliveira says as job search techniques evolve over time; people need to change their strategies to match how employers are hiring.

“Every respectable company now has good web resources to find job candidates,” he says. “This means you have to be on the web to be seen.”

Careerbuilder.com actually found that the internet is the medium of choice for recruiters. It reported that 23 percent of employers say their hiring budgets decreased last year, which makes free or low-fee

“Successful job hunters have invited potential employers out to lunch, chatted, or otherwise met key people in their target professional areas,” he says. “Approaching them is simple, say: ‘I am interested in a career in your field. Since you are one of the professionals I admire, could you spare a few minutes to talk with me about the challenges and opportunities of your profession?’ The great majority of professionals would enjoy sharing their experience with others, particularly with younger people.”

Oliveira suggests that those looking for a job should use traditional job search strategies but also use enthusiasm, persistence, and personal contact to stand out.

STEPPING OUTSIDE THE BOX

While the internet has proven to be a great place to get creative and cast a wide net, some prefer using bold techniques that will draw even more people in. In a healthier economy, traditional job searches may have yielded positive results without much effort. Now, job search creativity seems to be the life jacket for financial safety.

Tony Steiner had been out of work for months. He could not expect his dream employer, Integer Group, to receive him with open arms without something to help him stand out.

So Steiner traded in his résumé and cheesy smile for a personal branding tactic that was sure to turn heads at the marketing company’s Denver office. Steiner set up a booth with bagels, coffee, and water at the company’s entrance. He canvassed the area a day earlier to create a buzz. Steiner even created his own press release, which he posted on his web site, and connected with the *Denver Post* and a

local television station to cover the event.

"This gave me an opportunity to show my creativity and leave a strong impression," Steiner adds.

Through his efforts, Steiner landed an interview with the company, received a job offer from a market research firm, and started his own freelance marketing company with five clients.

GETTING A MOVE ON IT

When Trey Cranford was laid off in 2008, he decided to get a move on his job search . . . literally.

Cranford, an advertising executive in the publishing industry, hadn't searched for a job for fifteen years because he used referrals every time he changed jobs. But when the publishing industry suffered sharp downsizing, Cranford, director of operations for a printing facility, got the boot.

"I started like anyone else: hit the job boards, local recruiters, and direct-hire placement companies. But I needed something that totally separated me from everyone else," he says. "I decided to make my job search a marketing campaign for myself and treat it like a business."

That's when an idea that Cranford had seen in Las Vegas popped into his head. He bought a large trailer with a billboard-like advertisement that he drives throughout the streets of Corpus Christi, Texas, like a bus advertisement. The billboard says, "Think outside the box," and lists Cranford's cell phone number.

Although the advertisement was not targeted to a specific

market, Cranford admits that it acts as a talking point and gets a lot more responses. He's now received more than a dozen serious calls because of the trailer.

In addition, Cranford printed 250 trifold brochures with his résumé, experience, and references to give to potential employers, who often are flooded with bland business cards and cookie-cutter résumés. Although he has yet to receive a job offer, Cranford's marketing techniques get him interviews with about five potential employers a week.

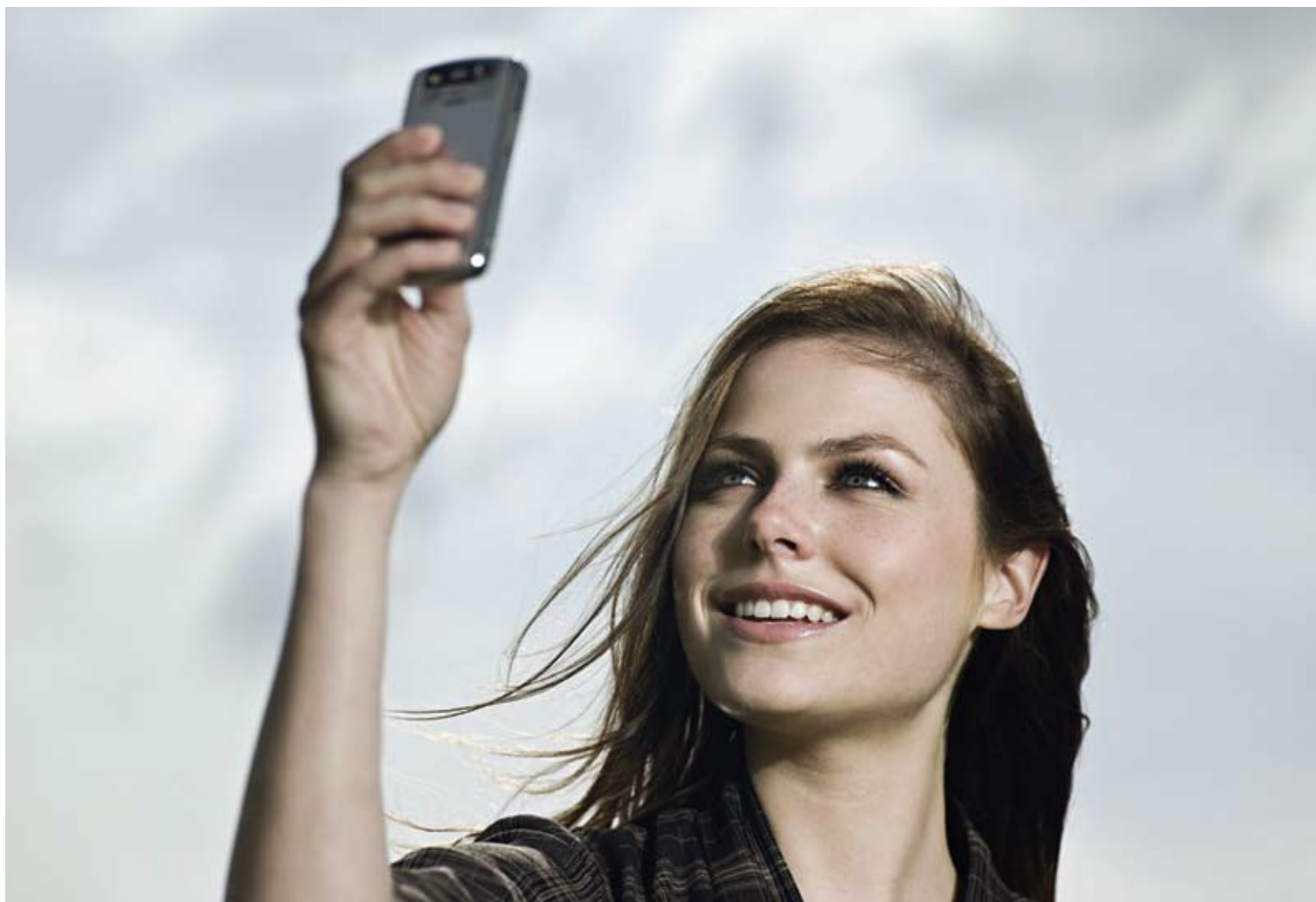
The overhead cost alone of creatively getting noticed with trailers and brochures prevents some from taking these drastic measures. One laid off marketing manager, however, found that creativity does not start with cash—it starts with your own two feet.

"There was one particular company he was trying to get into but never could get a response, so he decided to get more creative," says Larry Mitchell, recruiting manager for Zachry Industrial in San Antonio, Texas. "He overnighted one shoe with his résumé and a note to the vice president of marketing. The note said: 'Just trying to get a foot in the door.'"

Mitchell says while creative strategies are seldom used, they definitely leave lasting impressions.

THE ROAD LESS TRAVELED

BYU graduate Dustin Draper found the Teach for America program to be a good way to strengthen his skills and collect a paycheck before law school. Teach for America is a two-year teaching program





for non-teachers designed to partner bright college graduates with struggling public schools.

Even though Draper, a former English and economics major, had been admitted into law school and had to defer a scholarship offer, he decided to teach high school students in Houston through the program.

“Teach for America will be very good because I’m not likely to be laid off being a teacher, and it puts off law school a little bit longer,” he says. “The economy will recover, and the job market will be a lot better when I graduate.”

Draper now has the next five years of a relatively stable job and

school to pad his time while others wade through the economic drought. Particularly with 1.9 million college graduates without jobs, being flexible about the type of jobs you seek is helpful.

Draper was willing to think outside the box to find employment beyond his own personal interests. However, some job seekers may not have the requisite skills. Completing internships in a specialized area will usually help students refine their skills and establish connections in a particular industry.

Dick Smith, director of MBA career management at the Marriott School, says after a résumé blitz last year at Microsoft, Amazon, and T-Mobile, several students landed post-graduation internships.

“Even though these companies weren’t hiring full time,” Smith says, “the students at least got acquainted, had dinner from Microsoft, and some landed internships.”

FRIENDS WITH MARIA

One of the safest and most effective ways to find a job is utilizing your social network, says Larry Shallcross, a former RCA personnel manager. Shallcross gained a unique perspective in human resources at RCA because his job required him to fill all the non-broadcast positions at NBC. Shallcross worked at RCA at a time when minorities in the workplace were scarce, but because of civil rights legislation, the company sought to hire dozens of female and minority employees with little experience in broadcasting.

“You can’t just hire people because of classifications; they have to perform well,” Shallcross says. “But if they did well, and if they were friends with Maria Gonzales—a top anchor producing quality work—we chose them.”

Oliveira, the headhunter, could not agree more. References from trusted people in the industry are still the most important tool job seekers should keep in their toolboxes, he says.

And remember O’Malley, the guy on the New Jersey highway? His new boss, Chris Masso, partner at Masso Torrence Wealth

**CREATIVITY DOES NOT
START WITH CASH—IT
STARTS WITH YOUR
OWN TWO FEET.**

Management, says he was well connected with O’Malley through O’Malley’s godfather and girlfriend before O’Malley received any press. Although Masso had previously received his résumé, it was not until O’Malley’s “freeway stunt” that Masso seriously considered him.

“We saw his stunt and said, ‘Ok, here’s a guy who has some gumption. We need that mentality,’” he says.

Apart from demonstrating gumption, though, highway stunts pale in comparison to establishing connections and networking, Masso adds.

“I don’t think you want to suggest anyone go to a busy street and hand out résumés,” he says. “But I guess it worked.” **M**

SCHOOL NEWS

BYU Jumps to Seventy-First in U.S. News Rankings



BYU is ranked seventy-first in the 2010 edition of U.S. News & World Report's "America's Best Colleges," with the Marriott School's undergraduate program ranked among the top fifty

"Best Business Programs," coming in thirty-first.

The September 2009 issue ranks more than 1,400 four-year accredited colleges and universities by mission and region. BYU falls into the category of "National Universities," which includes schools that offer a full range of undergraduate majors plus master's and doctoral degrees.

This year the university is also listed as twenty-ninth in the "Great Schools, Great Prices" category. Additionally, it is listed as eleventh in the category of "Least Debt," which compares the average debt carried by departing graduates.

In specialty categories, the Marriott School ranked third in accounting, eighteenth in entrepreneurship, twentieth in international

business, and twenty-fifth in management. The top five institutions in the National Universities category were Harvard and Princeton (tied for the top spot), followed by Yale, the California Institute of Technology, and MIT.

Princeton Review and Entrepreneur Rank Marriott School Eighteenth



The Marriott School is one of the top twenty-five colleges for students looking to start their own business, according to rankings published by *Entrepreneur* magazine and The Princeton Review.

The magazine's October 2009 issue ranks the Marriott School undergraduate program eighteenth in the annual survey, citing the

Student Entrepreneur of the Year competition and the BYU Business Plan Competition as strong distinguishing features.

"We feel we have a world-class program, and we appreciate the recognition that *Entrepreneur* and The Princeton Review have given the school," says **Bill Price**, executive director of the Rollins Center for Entrepreneurship and Technology. "Our mentoring program lets students see how other successful entrepreneurs have built their businesses, and I think this has enabled students to thrive in their own ventures."

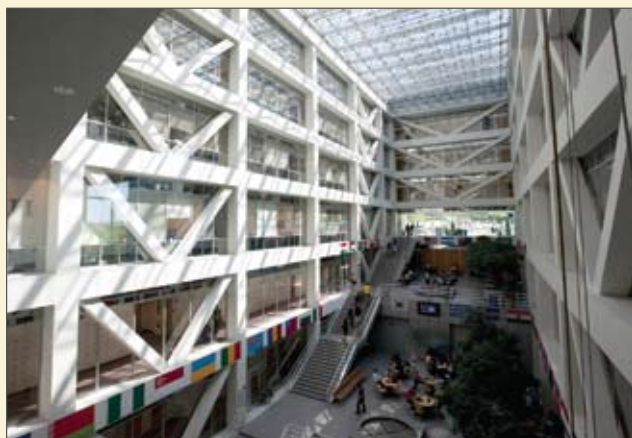
BYU's focus on entrepreneurship has received recognition from the magazine in previous years, placing in the top twenty-five from 2003 to 2007.

Stephen Liddle, academic director for the CET, says students deserve the recognition.

"BYU students have a lot of energy, love to build, and can be very creative," he says. "The center encourages students to set their sights high and develop businesses that can grow in a scalable way."

To calculate the rankings, The Princeton Review compiled information from 2,300 schools in three categories: academics and requirements, which includes information

MBA Program Ranks Sixteenth in *Forbes* List



BYU is among the top schools to offer MBA students the most bang for their buck according to *Forbes* magazine's biennial list of best business schools. BYU placed sixteenth for return on investment—two spots ahead of its position in 2007, the last time *Forbes* published the list.

This ranking is published in the magazine's 24 August 2009 issue.

"Our students are known for having a rock-solid ethical foundation and an understanding of the value of work," says **Gary Cornia**, Marriott School dean. "Our program combines those valuable characteristics with the technical skills needed to succeed. As a result, businesses and firms respond in increasingly positive ways in terms of opportunities and compensation."

BYU MBA graduates earned \$41,000 over five years by attending graduate school, breaking even after nearly four years. Their average salary five years after graduating was \$105,000, compared to \$45,000 before entering the program. The BYU program also had the lowest tuition of any school in the top twenty.

Forbes compiles the rankings by comparing the salaries of MBA students before school and five years after graduation. The magazine reports the total return on investment after subtracting what a student's salary would have been and the total cost of attending, including tuition and foregone compensation.

Stanford ranked first on the list, with an \$85,000 return on investment, followed by Dartmouth at \$80,000, and Harvard at \$79,000.

Student Entrepreneurs Show Off Businesses at Competition



Finalists for the SEOY, from left: John Keller, Taylor Turnbull, and Craig Guincho, stand with their prizes.

BYU students are out to prove there's no need to wait until after graduation to get a big idea off the ground. Many of them had a chance to demonstrate how they're turning ideas into reality at the 2009 Student Entrepreneur of the Year Competition.

During the annual event, hosted by the BYU Collegiate Entrepreneurs' Organization, student business owners competed for a chance to win a combined total of

\$10,000 in cash and in-kind contributions. Finalists presented their businesses in front of a group of successful entrepreneurs, who selected the winning individual or team.

Paul Dickson, a junior studying public relations from Cedar Park, Texas, and Taylor Turnbull, a junior neuroscience major from Alpine, Utah, won first place with an idea inspired by the desire to give college students an alternative to summer sales.

The duo's company, Meter Solutions, installs utility meters that remotely report usage to the utility company, a technology that cities around the country are rapidly adopting. Because they have been able to keep their overhead low with a simple business model, Dickson and Turnbull's company has landed big contracts that should keep seven-figure revenues coming in over the next few years.

"We wanted to build a company that would provide an opportunity for hardworking college students to make money," Dickson says. "We identified an industry with large growth potential and created a business model that would fill the need we saw in that industry."

John Keller, a first-year executive MBA student from Salt Lake City, came in second place with a business built around the idea that making money and positively affecting the world aren't mutually exclusive.

"I'd been on a number of humanitarian trips where I visited villages that had few if any books," Keller says. "I also vividly remember trying to find a solution for all of the leftover books I had when I was getting ready to graduate."

The result of these two observations was Worldwide Book Drive, an organization that collects used books and donates the majority to developing countries, while selling some of the books on the internet to fund the enterprise.

Third-place winner Craig Guincho, a junior studying history teaching from Miami, addressed what he saw as high prices in the hair cutting and styling industry with his venture \$7 Cuts. The business manages to keep its prices well below the industry average by focusing on only one aspect of the trade: the haircut itself.

Guincho says building his business has provided valuable lessons. "Being an entrepreneur is about building relationships," he says. "Since I can't cut hair, our barbers and stylists are a very important part of our team, along with our investors and managers. As owner, my job is to put it all together."

Supported by the Rollins Center for Entrepreneurship and Technology, the SEOY competition was founded in 1992 to reward degree-seeking students who manage their own businesses. Past winners of the SEOY competition include Jonathan Coon, founder of 1-800-CONTACTS; David Bateman, founder of DearElder.com; and Jonathan Freedman, founder of DownEast Outfitters.

about degrees and courses offered; students and faculty, which considers how many students are enrolled in the program and how many students and faculty have launched their own businesses; and outside the classroom, which takes into account club activity and competitions.

Marriott School Ranked Most Family Friendly—Again

The Marriott School was ranked the most family friendly business school in the United States, according to The Princeton Review's "The Best 301 Business Schools." The Marriott School was also ranked third for most competitive students and fifth for best professors.

Since The Princeton Review's 2006 rankings, the Marriott School has been ranked No. 1 four times in the family friendly category. The Princeton Review's entry on student life at BYU notes that students and their families receive "excellent support" thanks to organizations like the MBA Spouse Association, which offers a network of support and a variety of activities for MBA students and their families.

"I know several people who chose the program because of how family friendly it is," says Cricket Barnum, MBASA president. "They know, and the professors here know, that families matter."

Barnum says MBASA benefits both students and their spouses. Spouses can foster friendships and find support during an often hectic time. And for students it's a great way to network and get to know others in the program.

"We just want to ensure that the spouses have as good an experience here as the students do," Barnum says.

Perhaps one of the most significant factors in students' experience is the faculty, which was also highly rated by The Princeton Review this year.

"Excellent teaching is a rich tradition at BYU and in the Marriott School," says **Michael Thompson**, Marriott School associate dean. "The core mission of this university is to be a place where students can be stretched and supported in all aspects of their development—intellectual, social, and spiritual. That requires a deeper engagement with students than many schools offer. For our faculty, teaching is a mission, not just one of our professional responsibilities."

Social Innovators Converge at Economic Self-Reliance Conference

Individuals and organizations interested in eliminating poverty worldwide met at BYU for

the twelfth annual Economic Self-Reliance Conference in November. The BYU Center for Economic Self-Reliance hosted the event at the BYU Conference Center and invited researchers, practitioners, faculty, and university students to participate.

“The conference provides a wealth of knowledge and connections for participants who attend yearly,” says **Todd Manwaring**, managing director of the center. “It also creates a platform to discuss new and innovative ideas for alleviating poverty.”

The conference highlighted leading research and practices of social entrepreneurs who are creating positive changes both domestically and internationally. Plenary and breakout sessions focused primarily on the intersection of social entrepreneurship and the fields of education, engineering, and business. Featured presenters included representatives from pioneering economic development organizations, such as the Grameen Foundation Technology Center, Unitus, and VisionSpring.

The Social Innovator of the Year award was presented to Jim Fruchterman, CEO of

Benetech, a nonprofit that focuses on creating technology for underserved communities. Fruchterman spoke on using technology to benefit society after receiving the award.

BYU Supply Chain Program Ranked in Top Twenty

In a recent article in *Supply Chain Management Review*, the global supply chain management program at BYU was ranked fourteenth by academics and nineteenth by practitioners—marking BYU’s debut on the highly visible list.

“The rise of our supply chain program in rankings is reflective of a number of good things,” says **Bruce Money**, business management department chair. “Our faculty members are delivering excellence in the classroom and in academic journals. Our students are truly top-rate and have won many case competitions. And overall, supply chain recruiters are happy with the end product: our graduates.”

As Money points out, BYU supply chain students have made a strong showing at case competitions, such as the FedEx Freight International Graduate Logistics Case



Competition. In BYU’s first year competing at the FedEx competition, the team placed second, and most recently, the BYU team took top honors.

Stephen Jones, a second-year MBA student and president of the Graduate Supply Chain Management Association, says the relevancy of the program’s course content has been essential for his success outside the classroom. This summer, Jones and four of his classmates were the first BYU supply chain interns at Frito-Lay, where they found ways to reduce costs and improve efficiency.

“The program’s competitive but collaborative atmosphere helped me prepare for my internship experience,” Jones says. “The faculty’s depth of

BYU Sweeps Deloitte Case Study Competition



Undergraduate team, from left: faculty advisor Robert Gardner, Jordan Mendez, Devin Davidson, Joe Orien, and Brian Hazen.

BYU accounting students swept the 2009 Deloitte Tax Case Study Competition, taking first place in both the graduate and undergraduate divisions. The two teams each received a \$10,000 school award and \$2,000 scholarships for each team member.

BYU accounting students have excelled in the competition in the past, with either a graduate or undergraduate team placing first or second every year in the eight years since Deloitte has sponsored the competition. This is the first time BYU has taken the top award in both the graduate and undergraduate categories.

“I think this honor is a reflection of the quality of students we have in the school of accountancy, and it acknowledges their hard work,” says **Ron Worsham**, associate professor of accounting and faculty



Graduate team, from left: Jaymie Farr, Ryan Dayton, Emma Douglas, Brent Monson, and faculty advisor Ron Worsham.

advisor for the graduate team. “It comes down to a combination of great students, a great program, and great preparation.”

The graduate team was made up of Macc students **Ryan Dayton** from Woodinville, Washington; **Emma Douglas** from Indianapolis, Indiana; **Jaymie Farr** from Royal City, Washington; and **Brent Monson** from Orem. The undergraduate team consisted of senior accounting students **Devin Davidson** from Othello, Washington; **Jordan Mendez** from South Jordan, Utah; **Joe Orien** from Anchorage, Alaska; and **Brian Hazen** from Temecula, California.

“It was a fun opportunity to step outside of the classic textbook scenarios and see some obscure, yet realistic, tax issues that we might face someday in the workplace,” Dayton says.

knowledge and the quality of the classes gave me the framework I needed to be able to go into the company and make a difference.”

STUDENT NEWS

Career Fair Links Students to Start-Ups

A typical college career fair features logos from the top Fortune 500 companies, but at this career fair, the big names weren't even invited. Instead, the Utah Startup Marketplace, recently hosted at BYU, connected local ventures—many started by BYU students and alumni—with students looking for employment and internships.

“Start-up companies don't get the same recruiting opportunities as their larger counterparts,” says **Jeff Brown**, program director at the Rollins Center for Entrepreneurship and Technology, one of the sponsoring organizations. “This event allowed local start-ups to connect with BYU's talented students and helped students find meaningful opportunities with these dynamic companies.”

More than 800 students had a chance to connect with the eighteen businesses that participated in the event. Students learned about opportunities for internships and full- and part-time employment.

“It was nice to be able to put a face with companies that might have opportunities for me,” says **Madison Stevens**, a senior marketing major from Mesa, Arizona. “Sometimes when you're in the job market, you're just submitting applications online, but at this career fair I got to speak directly with the decision makers.”

A small company's decision to hire recent graduates has advantages from the employer's perspective, explains Michael Alvarez, CEO of Avantar, a mobile phone application development company that attended the event.

“A lot of times it's better to start from scratch with somebody who's resourceful and has a basic education,” he says. “The employee has a chance to grow with the company without carrying baggage from other companies.”

Avantar collected about twenty-five résumés and offered internships and a full-time position as a result of the event.

The Utah Startup Marketplace was a collaborative effort by the CET, the Marriott School

Business
Career
Center,
BYU Career
Services,



and the Fulton College of Engineering and Technology. The event was also supported by Silicon Slopes, the Novell Technology Center, Entice Labs, and the Utah Technology Council.

Students Rack Up Experience

It's a dog-eat-dog world out there, and many college students wonder how they'll survive in an increasingly competitive job market. But this summer, hundreds of Marriott School students equipped themselves with skills to get ahead by interning for some of the biggest names in business.

“Internships are crucial for students in the business school,” says **Kristen McGregor**, managing director of the school's undergraduate programs. “They give students hands-on experiences to apply what they're learning in the classroom.”

In fact, 95 percent of employers say practical experience plays an important role in hiring, according to a survey by the National Association of Colleges and Employers. Here's just a small sampling of what Marriott School students did this summer to get ahead of the game.

Cross-country commuter

For **Jim Ogilvie**, a first-year MAcc student from Cottonwood Heights, Utah, gaining real-world experience required a longer commute than most. He started each week by boarding a plane and didn't arrive home until Friday or Saturday.

Ogilvie spent his summer with Savage Services, a transportation logistics company with more than one hundred locations in North America. The company sent him all over the United States and Canada to perform internal audits of accounting records throughout Savage's operations. And because Ogilvie was doing the traveling, the company didn't have to take full-time employees away from home.

“This internship was incredible not only because I saw the entire United States but also because of the experience,” Ogilvie says. “I know I'm doing meaningful work.”

Computer tips—from a finance student?

To win an internship at Merrill Lynch, **Thomas Howard**, a junior finance student from Fresno, California, knew he needed to stand out among the crowd; the firm had 4,500 internship applicants last year. To get ahead of the competition, Howard contacted a friend at the company who helped set up an interview with the friend's supervisor.

“While I was at the interview, the supervisor

mentioned a problem he was having managing his clients, and I gave my ideas on how to solve the problem,” Howard says. “His next words were, ‘You're hired.’”

For one of his first assignments, Howard built a system to track and keep in touch with clients, solving the problem explained in the interview. That task would normally be left to an IT expert, not a finance student. But Howard built the system using components learned in his information systems class, a required course for all management majors at BYU.

“It was a satisfying experience because my system solved a problem that the office had been having for years,” Howard says.

Take me out to the ball game

Nearly 75 percent of Marriott School students speak a second language, a skill that landed **Chris Bernal** an internship home run. After searching every MLB team's web site for listings, he struck it big with the Houston Astros.

“I absolutely love sports, especially baseball,” says Bernal, a senior studying finance from Grand Junction, Colorado. “It's a competitive industry and will take many sacrifices, but any job requires sacrifice.”

As the market development intern, Bernal focused his efforts on Hispanic media and marketing. His duties, which included player interviews, web site content, game recaps, corporate sponsor visits, and even helping with the draft, allowed Bernal to combine his education at the Marriott School and Spanish fluency to contribute to the organization and build team support.



Finance student Chris Bernal sits in the press box with two announcers in Minute Maid Park during his internship with the Houston Astros.

From Arizona to Indonesia

Understanding the increasingly global economy firsthand is crucial to many students' internships. Second-year MBA students **Aaron Nielson** from Mesa, Arizona, and **Joseph Knight** from Phoenix had a chance to experience business abroad while working

with ExxonMobil in Jakarta, Indonesia. The two worked on budgets and financial reports for the international business powerhouse's Upstream Business Services division.

Although the internship required sacrifice—the two received no salary and each had to leave his wife and children at home—Nielson says

the experience was valuable.

“Landing a solid internship in the current economic climate is an enormous blessing,” he says. “The purpose of an internship is to work and learn, and the chance to work internationally for the top Fortune 500 company is payment enough in my mind.”

Information Systems Professor Tackles Fraud in India



All is not well in the land of milk and curry, but conditions are improving. Plagued by the disease of dirty business, India's health system was weighed down by fraudulent bids for supplies. **Conan Albrecht**, a professor of information systems, accepted the challenge to find a cure.

“I see corruption as one of the biggest problems underdeveloped countries face,” Albrecht says. “It drags these countries down, and it doesn't need to be that way.”

Under the direction of the World Bank, a major financier of health projects in India, Albrecht spent three years creating and implementing a nationwide fraud detection system for the country's health care program. The eight-month-old system is a compilation of many years of research for the professor, who firmly believes that the end of fraud in India is the beginning of better living conditions.

“My research has shown that corruption holds a country's GDP down,” Albrecht explains. “GDP might improve, but one large corruption case can leave the country trying to reach pre-fraud levels for several months. Getting rid of corruption means more than just better health care—it means opening up possibilities for a nation to improve as a whole.”

After extensive research in India, Albrecht successfully designed a program to combat corruption. Every bid for medical supplies, be it in Mumbai or New Delhi, now hits a central health care database and is scanned for forty-two different indicators of fraud. If anything registers as fraudulent, an investigation begins before money is even exchanged. While individual bids may be flagged, the bidding process is not slowed down by Albrecht's program, making it proactive and time efficient.

“This is an incredible breakthrough,” says **Marshall Romney**, information systems department chair. “If this program is deemed successful, it's sure to affect many countries for the better.”

Several countries in South America and Southeast Asia are lined up to capitalize on Albrecht's research. The program is already being utilized in the United States by North Carolina's government agencies.

Inside Apple

Landing an internship at one of the technology industry's trendiest companies takes more than just computer savvy. **Devin Collier**, a senior information systems student from Provo and longtime fan of Apple products, learned that perseverance is the key ingredient.

“When they first came on campus, I tried to get to know each recruiter,” Collier explains. “Scoring any position at Apple requires a lot of persistence and open communication.”

While company policy requires him to remain tight-lipped on project specifics, Collier can say the twelve-week internship provided amazing opportunities in software development, testing, and implementation.

As for the company's culture, Collier says it's just as hip as it's made out to be.

“Apple has been an excellent company to work for,” he says. “The executives strive to ensure that bureaucracy doesn't get in the way of creative ideas and innovation.”

Bringing it all home

McGregor says students who complete internships make an impact in both the workplace and the classroom.

“Internships do more than make students competitive in the job market,” she says.

“Interns bring back a new level of experience and wisdom they can share with their peers, improving the educational process.”

FACULTY NEWS

BYU Tax Professor Helps Draft New Legislation



Anyone who has completed a tax return knows that complex rules can make filing a headache, but one BYU professor has been working overtime to clarify Utah's tax laws

and ensure the state gets its share from out-of-state businesses.

Accounting professor **Boyd Randall** recently helped author a piece of legislation that clarifies the taxation of certain business entities.

“This legislation makes substantial improvements to Utah's tax code that will benefit the state for years to come,” says Keith Prescott and

Cleanliness Is Next to Godliness: New Research Shows Clean Smells Promote Moral Behavior



People are unconsciously fairer and more generous when they are in clean-smelling environments, according to a soon-to-be published study led by a BYU professor.

The research found a dramatic improvement in ethical behavior with just a few spritzes of citrus-scented Windex.

Katie Liljenquist, assistant professor of organizational leadership at the Marriott School, is the lead author on the piece, slated for the March 2010 issue of *Psychological Science*. Co-authors are Chen-Bo Zhong of the University of Toronto's Rotman School of Management and Adam Galinsky of the Kellogg School of Management at Northwestern University.

The researchers see implications for workplaces, retail stores, and

other organizations that have relied on traditional surveillance and security measures to enforce rules.

"Companies often employ heavy-handed interventions to regulate conduct, but they can be costly or oppressive," says Liljenquist, whose office smells quite average. "This is a very simple, unobtrusive way to promote ethical behavior."

Perhaps the findings could be applied at home too, Liljenquist says. "It could be that getting our kids to clean up their rooms might help them clean up their acts too."

The study titled "The Smell of Virtue" was unusually simple and conclusive. Participants engaged in several tasks, the only difference being that some worked in unscented rooms, while others worked in rooms freshly spritzed with Windex.

As a test of whether clean scents would enhance reciprocity, participants played a classic "trust game." Subjects received \$12 of real money (allegedly sent by an anonymous partner in another room). They had to decide how much of it to either keep or return to their partners who had trusted them to divide it fairly. Subjects in clean-scented rooms were less likely to exploit the trust of their partners, returning a significantly higher share of the money.

The average amount of cash given back by the people in the "normal" room was \$2.81. But the people in the clean-scented room gave back an average of \$5.33.

Follow-up questions confirmed that participants didn't notice the scent in the room and that their mood at the time of the experiment didn't affect the outcomes.

"Basically, our study shows that morality and cleanliness can go hand-in-hand," Galinsky says. "Researchers have known for years that scents play an active role in reviving positive or negative experiences. Now our research can offer more insight into the links between people's charitable actions and their surroundings."

David Crapo, chair and vice chair, respectively, of the Utah Tax Review Commission, in a letter to Randall.

According to Prescott, Randall was an important member of the team as the only college professor on a task force consisting primarily of accountants and tax attorneys. He made painstaking efforts to ensure that everything was correct and provided valuable insight into the theory behind the legislation.

The updated rules, enacted in March 2009, allow the state to accurately tax organizations that do business in Utah. Previously, companies based in other states could avoid paying Utah taxes on money made in the state by using a pass-through entity, a legal concept used to process income and assets. This legislation closes the loophole by requiring these entities to

withhold taxes from income originating in Utah.

"The legislation does a very thorough job of surveying what the universe of issues might be and addressing them," says Patrick Smith, a senior manager at Ernst & Young's Washington, D.C., office, who tracks legislation in all fifty states. "Clearly the tax commission did a lot of research to see what issues other states have run in to and tried to preempt them on the front end."

Study Finds Crandall Canyon Collapse Made Mines Safer—Temporarily

In August 2007 the Crandall Canyon mine collapsed, killing a total of nine. Has the accident affected the safety of coal mining in the United States?

Yes, according to a BYU study of decades



of mine disasters. But the research also shows more could be done to preserve the painful lessons learned. One recommendation is steering accident investigations away from finger-pointing and toward uncovering exactly what happened.

"As tragic and costly as that accident was, Utah mining and this type of mining anywhere in the country will be safer as a result," says **Peter Madsen**, assistant professor of organizational behavior and strategy. "If the trend identified in the study holds up, we really are on the cusp of a major safety improvement that should happen as a result."

Here are some of his main findings, published in the September–October 2009 issue of *Organization Science*, one of the top journals in his field:

- A fatal accident in a given mine decreases the likelihood of another fatal accident in that mine by about 85 percent over the next two years. That protective effect then begins to fade and is back to normal about five years after the accident.
- A minor accident decreases the likelihood of a fatal accident at that mine by 7 percent in the subsequent year, but then that effect disappears.
- A fatal accident at a mine decreases the likelihood of another fatal accident at any mine in the United States by about 2.5 to 3 percent.

Madsen had expected to find that organizations do learn from disaster but was taken aback at how soon they forget.

"I was surprised that four or five years after a mine's fatal accident, it was just as unsafe as it had been before the accident," he says. "I would have expected people to remember a little bit longer."

Making Athletics Accessible in Thailand



While many children pass the time playing sports and games, others look on from the sidelines. Although this is a harsh reality for millions of children around

the world with disabilities, one Marriott School professor is out to prove it doesn't have to be that way, having recently traveled to Bangkok, Thailand, to help provide a solution.

"Unfortunately, people with disabilities have more barriers to employment, transportation, communication, and even sports and recreation," says **Neil Lundberg**, professor of



recreation management and youth leadership. "Adaptive sports are one technique to break down those barriers."

Lundberg went to Thailand to help university professors and school program directors develop college-level curriculum and a professional association for people interested in therapeutic recreation and adaptive sports.

Adaptive sports are activities that have been modified to allow people with a wide variety of disabilities to participate, including sports like wheelchair rugby and hand biking. These activities are part of the larger field of therapeutic recreation, which uses sports, games, and other recreational activities to help people overcome challenges.

Traveling to Thailand was an exciting opportunity to talk about adaptive sports because so many people take for granted their ability to play, Lundberg says. However, the benefits of playing sports and games go beyond physical exercise.

"When you're good at a sport or other activity that you enjoy, it lends a sense of meaning to you," he continues. "Adaptive sports allow people with disabilities that same opportunity—to be good at something and enjoy others' company."

Adaptive sports can also benefit the country by more fully integrating every member of society, Lundberg notes.

"They begin to see that, through sports, people with disabilities can significantly contribute," he says. "By others seeing them as successful leaders, organizers, and advocates, they begin to develop a concept that you can still be a major contributor to society even with a disability."

Lundberg's trip was sponsored by the National Ability Center, a nonprofit group based in Park City, Utah, which serves individuals with disabilities by providing adaptive sports and therapeutic recreation.

Lundberg has worked with the center previously to bring adaptive sports to other countries, including Spain, Chile, and Japan.

These programs have successfully helped people with disabilities participate in sports and are helping these countries become more accessible generally.

From Pickles and Power Supplies to Hard Drives and Hosiery



If online dating sites can successfully match up two people who have never met, why can't the same concept be used to make matches in the business world? One professor from the Marriott School thinks it can.

Using data from the U.S. Census Bureau,

David Bryce, assistant professor of strategy, developed an index that tells how much two industries have in common—setting up what you might call a manufacturing matching service. Bryce's system helps identify industries that could potentially share knowledge, processes, and other synergies.

"This tool will be particularly useful for researchers studying corporate diversification," Bryce says. "With the index, a researcher can study how firms evolve over time in terms of the activities they take on."

While many of the most related industries on the index are fairly obvious—such as the pairing of paving mixtures with ready-mixed concrete—the index also uncovers some relationships that aren't so obvious. For example, it seems pickles and batteries have more in common than you might think; their two categories, "primary batteries" and "pickles, sauces, and dressings," are related in the ninety-ninth percentile.

"This suggests that there is some knowledge in making pickles that also applies to making batteries," Bryce says. "It could also be that both industries have similar distribution channels, markets, or manufacturing processes."



Bryce developed the index by using census data in a series of equations that considers how many firms operate in a single industry or group of industries. The result was a list of more than eighty thousand pairs and a scoring of their relationships. Researchers looking at the behavior of manufacturing businesses can use these pairs to help predict the success of a firm that has recently entered a new market.

"In this kind of research, it's not always clear what's related and what isn't," Bryce says. "The index fills that gap by providing a way to measure the distance between two industries."

Although the study is intended to help academic researchers, Bryce says there are plenty of practical business applications. A manager who is wondering how to grow a company could look at the index and see not only what other activities are related but also the relative strength of that relationship. This can be especially useful as companies initially explore growth opportunities because the index may suggest previously unconsidered industries.

Accounting Professors Recommend Changes to Public Company Auditing Standards



Steven Glover



Douglas Prawitt

Seven years after the Public Company Accounting Oversight Board was created to protect investors against fraudulent accounting practices, two BYU accounting professors and **Mark Taylor**, a Case Western Reserve University professor, are calling for improvements in the current audit standard setting and inspection process.

Professors **Steven Glover** and **Douglas Prawitt** used their academic, professional, and regulatory experience to address serious flaws within the PCAOB, a national board established by the Sarbanes-Oxley Act and created to regulate the auditing profession in response to public accounting

scandals like Enron and WorldCom.

"This is one of the roles university professors have," Glover says. "Our position in the accounting field allows us to objectively make suggestions and recommend where changes are needed."

By publishing the commentary, the authors hope to reduce complications and improve clarity in auditing standard setting and inspections.

Several different sets of standards both nationally and internationally cause complications for businesses, auditors, students, and educators as they must learn about and comply with the different rules of each—an

unnecessary toll according to the authors.

They suggest the PCAOB work toward the convergence of existing standards instead of establishing a separate set. They also suggest an improved inspection process that is clear and concise, leverages the expertise of professionals, and allows for a resolution process.

Although the commentary is hard hitting, the response from accountants, academics, and the government has been overwhelmingly positive to the suggestions for improvement.

"It is a critique, but it goes far beyond that," Prawitt says. "It asks what can be done to rectify the situation. It's intended to be constructive."

The Ups and Downs of Landing Your Dream Job

To do what you love and get paid for it sounds like a dream job—right? A new study by a BYU public management professor found that landing your dream job might not be the walk in the park you picture. It's probably more like a day at the zoo, and that's not necessarily all good.

"It's a wonderful thing to believe so passionately in your work," says study author **Jeff Thompson**, assistant professor at the Romney Institute of Public Management. "But at any organization with a strong set of values, feeling that your work is a calling can complicate things."

Some of those complications include physically demanding, uncomfortable, and dangerous work; sacrifices of personal time; a sense of moral duty; and low salary.

On the other hand, the study found those who view work as a "calling" benefit by being more satisfied with their work and finding meaning and identification in their occupation.

The research, entitled "The Call of the Wild: Zookeepers, Callings, and the Double-Edged Sword of Deeply Meaningful Work," appeared in the March 2009 edition of *Administrative Science Quarterly*.

Thompson and co-author **J. Stuart Bunderson**, an associate professor of organizational behavior at Washington University in St. Louis and Marriott School alumnus, studied zookeepers because the sense of calling in their work is very pronounced. With a low salary and limited opportunity for career advancement, it really is about the love of the job for most zookeepers.

In addition to zookeepers, there are many professions that ask for significant sacrifices in order for people to do what they love.

"One alarming finding is that there is the significant, persistent negative relationship between sense of calling and salary," Thompson says. "It could be that managers pay you less if you feel called to the job because they know you won't quit."



ALUMNI NEWS

MANAGEMENT SOCIETY

Finnish Management Society Learns from Respected Management Guru



From left: Dave Ulrich, Helena Hannonen, Raija Kempainen, and Jussi Kempainen.

BYU Management Society members and young professionals in Finland had a chance to hear from a world-renowned management and human resources expert on 17 August 2009.

Dave Ulrich, who in 2001 was named the No. 1 management educator and guru by *BusinessWeek*, gave the seminar on coming out of obscurity and achieving an abundant life. Ulrich discussed eight principles of abundance and how to find them at work, home, and church. Ulrich says the purpose of the discussion was to allow participants to look at the difficulties in life with a different mind-set.

"Ulrich's statement helped me see where our future success in the church is," says **Jussi Kempainen**, president of the Finland Chapter. "Success is in the young adults and how we coach and train them to reach abundance in life."

Young professionals in attendance found the presentation enlightening from start to finish. "They came up to me after the event and were astonished," says **Raija Kempainen**, Jussi's wife and an organizer of the event. "I could see lives being changed. The examples were close to life so that each could see and ponder the principles and associate with them."

Ulrich says his trip to Finland was as educational for him as it was for those who attended. Although people differ from culture to culture, he says, Latter-day Saints share the most important things in common.

"The Saints in Finland share values that bind us and actions that unite us," he says. "We also

all face common problems of learning to cope and seeing above the fray of day-to-day hassles. The promises of the Savior for an abundant and meaningful life can be realized by practicing gospel principles."

Leadership Conference Brings Charity into the Office

Among the cubicles of TV sitcoms, the virtue of charity is elusive. Wisecracking jabs and get-ahead attitudes often preclude goodwill in fictional offices. But according to the keynote speakers at the Management Society's Annual Leadership Conference held on 1-2 October 2009, life doesn't have to imitate art.

C. Terry Warner, noted author of *Leadership and Self-Deception*, focused his remarks on charity. He told the 105 chapter leaders in attendance that all relationships, including those in business, should stem from charity.

"Terry Warner's ability to connect a religious concept into various business situations was quite remarkable," says **Troy Romero**, chair of the Management Society Steering Committee. "Everyone in attendance came away with a commitment to be charitable in the workplace."

Jay C. Allen, CEO and co-founder of Executives Network and CXO, rounded out the conference by connecting charity to networking. Allen instructed Management Society leaders to look at networking as forming real relationships instead of quick connections.

"This conference was so impactful," says **Rixa Oman**, executive director of the Management Society. "It focused more on why we do what we do rather than how to do it. It made for an inspirational experience."

Conference workshops also addressed membership benefits; service to students, BYU, and community; web site development; records management; communication; and best practices.

Chapters of Excellence Recognized at Leadership Conference

Twenty chapters of the Management Society were honored with the Dean's Chapter of Excellence Award at the Management Society's annual leadership conference held on 1-2 October in Provo. Chapters that exemplified



the highest qualities of performance in leadership, activities, service, and reporting received the distinction.

"This award has elevated the wonderful work of chapter volunteers to a higher level," says **Helena Hannonen**, the Steering Committee member who organized the award. "It has focused efforts, improved results, and brought a spirit of excitement to the BYU Management Society. We become better leaders as we aim for excellence as individuals and as chapters."

The 2009 winners include: Atlanta, Georgia, Chapter; Austin, Texas, Chapter; Boise, Idaho, Chapter; Brazil Chapter; BYU-Idaho Student Chapter; Dallas/Fort Worth, Texas, Chapter; Greater Teton Chapter; Hispanic Chapter; Las Vegas, Nevada, Chapter; Minnesota Chapter; Orange County Chapter; Portland, Oregon, Chapter; Sacramento, California, Chapter; Salt Lake City, Utah, Chapter; San Diego, California, Chapter; Seattle, Washington, Chapter; Silicon Valley Chapter; St. George, Utah, Chapter; Utah Valley Chapter; and Washington, D.C., Chapter.

In addition, the Costa Rica Chapter received special recognition for providing assistance and scholarships to people affected by flooding after an earthquake.

For more information about the award, visit marriottschool.byu.edu/mgtsoc.

CLASS NOTES

1967



Steve Epperson graduated from BYU with a BS in business finance and marketing in 1967. He went on to earn an MBA from the University of Texas at Austin.

Epperson was drafted into the military following graduation. He later switched from the

Alum Honored for Contribution to Utah Tech Industry



While California gets much of the attention for up-and-coming technology news, Utah's own "Silicon Slopes" feature many companies making headlines in the tech world.

Greg Butterfield received recognition for his impact on the Utah tech scene as he was inducted into the Utah Technology Council Hall of Fame on 23 October 2009. Myriad Genetics co-founders Peter Meldrum and Mark Skolnick were also inducted in the hall of fame. They join such Utah technology pioneers as television inventor Philo T. Farnsworth; Adobe co-founder John Warnock; and former Dell CEO **Kevin Rollins**.

"We are privileged to recognize these three remarkable gentlemen for their stellar

achievements and the impact they've made by improving not only our way of life in Utah but also by improving it throughout the world," says Richard Nelson, president and CEO of the Utah Technology Council.

Butterfield says the recognition is an acknowledgment of the Utah companies he has worked for, noting that unlike fellow inductees Meldrum and Skolnick, he has not developed new technologies himself. Instead, Butterfield has successfully delivered technology to the world through business as founder and managing partner of SageCreek Partners, a technology consulting firm.

Butterfield's induction into the UTC Hall of Fame is not the first time he has been recognized for his contributions to technology and the economy. In 2002 he received the Ernst & Young Entrepreneur of the Year award, and in 2006 he was invited to the World Economic Forum as a technology pioneer.

Since graduating from BYU in 1985 with a BS in finance, Butterfield has held executive positions in several notable technology firms, including Legato, Novell, and WordPerfect Corporation. He was also a key player in growing Altiris, a software company based out of Lindon, Utah. Altiris later became the first software company to successfully go public after the burst of the IT bubble, a move that Butterfield pushed through despite doubts from many pundits and analysts. However, Butterfield says he views his accomplishments in less tangible terms.

"The thing I am most proud of is that we were able to build a hugely successful business that was recognized worldwide, and we were able to do it based on principles that are complementary to the gospel," he says. "I believe that if you take care of your employees, if you take care of your customers, and if you take care of your partners, Wall Street takes care of itself."

The knowledge and experience from running successful companies has translated to his personal life, Butterfield says.

"Leadership principles aren't tied to your profession; they're applicable across all aspects of life," he says. "Whether it's communication skills, the ability to create a long-term vision and strategy or to surround yourself with the right team that provides strengths to make up for your weaknesses, those same attributes are applicable in life."

These skills come in handy in Butterfield's efforts to give back to the community. He is currently vice chairman of Utah Valley University's board of trustees and is a member of the advisory boards for the United Way and Thanksgiving Point.

"You've got an obligation to give back," Butterfield says. "One person can make a difference."

Butterfield lives with his wife, Shelly, in Alpine, Utah. They have five children.

Army to the U.S. Navy and spent twenty-three years in diving, bomb and mine disposal, and weapons station management. While in the military, he was both a commanding officer and a base commander.

After retiring from the Navy, Epperson established three small businesses. He and his wife, Jane, currently own and operate a five-bedroom guest lodge in Cornwall, England, called Anchorage House. The lodge has earned several awards, including "Britain's Best Bed and Breakfast" in 2003 and 2005; the "Southwest England Guest Accommodation of the Year" in 2005 and 2008; and, most recently, "Cornwall's Guest Accommodation/Bed and Breakfast of the Year."

1976



Lt. Col. **Wayne M. McArthur** currently serves as deputy director of intelligence support to homeland security operations of the U.S. Army, where he works with federal agencies

to prevent crimes and acts of terrorism.

McArthur earned an MBA from BYU in 1976. After graduation, he worked for Exxon in Memphis, Tennessee; Little Rock, Arkansas; Baton Rouge, Louisiana; and Houston.

Following his work with Exxon, he served as water and power director for the city of St. George, Utah, for eighteen years. Since his deployment, McArthur has served in places as diverse as Japan, Cuba, and Washington, D.C.

He and his wife, Janet, have six children and twelve grandchildren. While they usually live in St. George, Utah, they are currently deployed to Fort Huachuca, Arizona.

1978



Mark Smith Bryce graduated from BYU in 1978 with a BS in accountancy before earning a JD from BYU's J. Reuben Clark Law School in 1981.

He operated a private law practice for twenty years before working for Eastern Arizona College, a state community college of 8,500 students, originally founded in 1888 by The Church of Jesus Christ of Latter-day Saints.

In 2002 he was promoted to president and CEO of the college; he has the longest tenure of any community college CEO in Arizona. He has also been selected as one of forty college

presidents to receive executive training from Harvard University.

Bryce and his wife, Cindy, have seven children and live in central Arizona, in the state's Gila Valley.

1980



Edison P. Moura earned his MBA from BYU in 1980 and has traveled extensively throughout his business and academic life. He started with Eli Lilly & Company in Indianapolis

but was shortly transferred to the company's Brazilian affiliate in São Paulo. In 1986 he jumped into academia, teaching part time at the Getulio Vargas Foundation's School of Business Administration in Brazil.

He has also taught at the University of Evansville in Evansville, Indiana, and at Virginia Intermont College in Bristol, Virginia, and is currently teaching at Rio Grande College of Sul Ross State University in Del Rio, Texas, where he is an associate professor of international business. He earned a doctorate of business administration in international business in 2007 from Argosy University in Sarasota, Florida.

Moura and his wife, Gigi, are the parents of three sons and live in Del Rio, Texas.

1981

Herbert Clah Jr. has worked with the Navajo Nation and other Native American tribes since graduating from BYU's MPA program in 1981. He and his family have lived on or near the federal Navajo reservation, which has included areas

of Arizona, New Mexico, and Utah, during his entire career. He has stayed active by coaching Little League baseball, high school track, and girls' basketball.

Clah is currently manager of human resources, employee relations, and background investigations for the Navajo Nation Department of Personnel Management, under the Division of Human Resources.

He and his wife, Sandy, are the parents of four children—including two sons who played football for the BYU Cougars. The couple lives in Kirtland, New Mexico.

1985

Dean Andrew Andersen has been director of acquisitions and asset management at Air Liquide US in Houston for four years. He has

Marriott School Grads Take Humanitarian Venture to Guatemala



Spencer Holt interacts with children in Guatemala.

In the lush Polochic Valley of Guatemala, sleepy villages are nestled along dusty roads and populated with the friendly faces of the Mayan Q'eqchi people. But for eight days in August, the quiet valley burst into life with the arrival of the Singular Humanitarian experience (SHe), a unique service organization for Latter-day Saint singles, which was created by a Marriott School MBA grad and his friends.

Scott Porter graduated in 2004 with an MBA. Four years later, he was working in Washington, D.C., surrounded by a network of friends who wanted more out of their vacations than a quick cruise—they wanted to make a difference. Porter and a close group of friends began to formulate a plan.

"Our idea was to organize a trip that actually provided significant service to the people we were visiting while connecting singles at the same time," Porter says. "That was really the genesis of the Singular Humanitarian experience."

After a series of meetings and eight months of planning, Porter

and his team put the plan into action. Partnering with LDS Humanitarian Services and CHOICE Humanitarian, they organized a multifaceted project that gathered together ninety single adults from around the world.

Under the direction of the villagers, the volunteers put their expertise to use building a middle school and a library; training rural teachers, midwives, and health promoters; assembling a medical clinic that attended to 1,000 patient consultations and distributed more than 1,000 multivitamin packs; and organizing a mobile dental office that cleaned teeth and performed tooth extractions.

Reed Farnsworth, a 2004 management grad, met with growers of cardamom, a local crop, and helped create a cardamom cooperative that improved the harvest. And **Spencer Holt**, who graduated in 2001 with a BS in accounting, taught a teacher development seminar.

"Within the group of projects, I immediately identified multiple ways in which I could personally contribute to the effort," Holt explains. "The Marriott School taught me to have confidence in my own talents and abilities. I was able to dive right in because I knew where I could help the most."

When it was time for the volunteers to put down their tools, the good-byes were tearful, recalls **Mark Tuttle**, an accounting student at the Marriott School. After snapping some photos, a local asked Tuttle and the other volunteers to make up a few extra buckets of cement before they left. Pouring the cement on the ground, the man stooped down and drew a heart in the cement and invited the volunteers to sign their names.

"To think of the impact we had on his life is humbling," Tuttle says. "His gratitude was apparent in his actions and tears. The work we did created a bond that won't be broken."

The group's work was so successful that Porter and his fellow organizers are already planning future ventures. Registration is currently open for a return trip to Guatemala and a new expedition to Nepal. For more information, visit singularhumanitarian.org.



worked for the company for nearly fifteen years, with assignments in Houston; Dallas; Paris; and Sydney, Australia.

He has volunteered on the Marriott School's Undergraduate Alumni Advisory Board since 2002, where he has enjoyed mentoring business students. He also volunteers with the Boy Scouts of America, coaches his children's athletic teams, and is "hopelessly addicted to BYU sports." He graduated with a BS in accountancy in 1985 and earned an MBA from the University of Houston in 1992.

Andersen and his wife, Colleen, are the parents of eight children and grandparents of four. They currently reside in Katy, Texas.

1989



Robert K. Lindquist graduated from the Marriott School in 1989 with a degree in information management. He is currently vice president of business development at IT Partners, a data center technology optimization company. The company has seen an annual growth of 150 percent in the years since Lindquist joined.

Lindquist previously served in several consulting roles at CBSI/Sentinel and at Novell, where he was awarded Consulting Manager of the Year in 2001. He has also worked with the Phoenix Suns and Mercury basketball teams as a computer statistician.

Lindquist is active in several professional and networking organizations. He and his wife, Amy, live in Gilbert, Arizona. They have four children.

1994



After graduating from BYU in 1990 with a degree in Russian and a business minor, **Shane R. Cragun** went on to work as a senior management consultant with National Semiconductor where he helped redesign the company, which was named "Turnaround Company of the Year" in 1993. He earned his MBA from the Marriott School in 1994.

Following his time at National Semiconductor, Cragun was vice president of consulting and training at FranklinCovey before co-founding The Cornerstone Group, a global management consulting firm that focuses on business strategy,

organizational design, and process improvement. He consults with companies like Citigroup, Lehman Brothers, NASA's Kennedy Space Center, and the Cherokee Nation. His consulting work has allowed him to work on projects in Asia, Europe, and the Middle East.

Cragun has won several awards for his work, including the J.D. Power and Associates Award for Best Customer Service two years in a row. His work has also been featured in *Open Computing Magazine*.

Cragun is a faculty member of the Duke University Corporate Education Resource Network. He lives in Fruit Heights, Utah, with his wife, Cherise, and their four children.



Frank Emmett Johnson earned an MBA from the Marriott School in 1994 after graduating from Auburn University four years previous.

He was recently promoted to health care practice leader at Pinstripe Healthcare, a human resources and recruitment outsourcing company. He is responsible for broadening the company's visibility in educational settings, driving growth through new customer relationships, and supporting the company's development.

Before his recent appointment, Johnson worked as vice president of labor management programs at Premier Healthcare Informatics and as president and CEO of Alta Advisors. He is a member of the American College of Healthcare Executives.

He and his wife, Michelle, live with their six children in Draper, Utah, where Johnson volunteers his time coaching youth lacrosse and football.



Since graduating in 1994 with a BS in management, **Clint J. Parry** has put his degree to good use. He spent nine years in sales and marketing with Xerox and earned an MBA

from the University of Arizona in 1998. He then launched ActionCoach, a franchise where Parry provides coaching services to hundreds of small business owners in the Tucson, Arizona, region. Parry is also involved in Lapin International, a global leadership consulting firm, as vice president of strategy.

Parry is actively involved in Junior Achievement and has served on its Southern

Arizona board for several years.

Parry and his wife, Kristi, have four children and live in Tucson, Arizona.

1995



José M. Batalla has worked for Kimberly-Clark Corporation, a global health and hygiene manufacturing and marketing company, for fourteen years. He earned

an MBA from the Marriott School in 1995 and returned to his native Argentina, where he took a position as business analyst with Kimberly-Clark. He has also served as supply chain manager, regional sourcing coordinator, and supply chain director; he was promoted in March 2009 to a regional position, directing supply chain projects in all of Latin America.

He and his family lived in Atlanta, Georgia, for four years while he participated in a project to implement SAP software and process reengineering in eighteen countries in Latin America.

Batalla and his wife, Valeria, currently reside in Nordelta, Argentina, with their four children. When he is not working, Batalla stays busy as president of the Argentina Buenos Aires Litoral Stake.

1996



Michael Dane Broberg graduated with a Macc degree in 1996 after earning a BS in information systems from BYU. In February 2009 he became vice president of Hitachi

Consulting, a global business and IT consulting company with operations in the United States, Europe, and Asia.

Before working with Hitachi, Broberg also worked for Arthur Andersen in San Jose, California, and Portland, Oregon; in 2002 Arthur Andersen was acquired by Hitachi.

He and his wife, Stephanie, are the parents of five children and live in Portland, Oregon. Broberg is a board member of the BYU Management Society Portland Chapter and a member of the Project Management Institute. He has published articles in *Portland Business Journal* and *Daily Journal of Commerce*.

1997

John David Brown released his first volume of a three-book contract in October with Tor Books, the largest publisher of science fiction



and fantasy in the world. The book, *Servant of a Dark God*, is set in a world where humans are ranched by beings of immense power.

Brown graduated from the Marriott School in 1997 with a MAcc after completing a BA in English. When not writing, he works as an education consultant at Infor Inc.,

the largest ERP software company focused on mid-market companies. He also spent time as a business consultant with Arthur Andersen.

He and his wife, Nellie, live with their four daughters in Laketown, Utah.

2000

Shane D. Dille graduated with an MPA from the Marriott School in April 2000 and has been



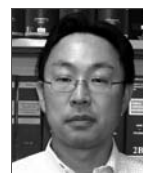
engaged in the public service sector in the Phoenix area. He is currently the deputy town manager of Queen Creek, Arizona, where he oversees the operation of departments

such as utilities, transportation and capital investment, community development, parks and recreation, and public works.

He held similar positions in Gila Bend, Arizona; Wickenburg, Arizona; and Buckeye, Arizona; after spending his college years in Rexburg, Idaho, and Provo.

Dille and his wife, Camille, are the parents of three children and currently reside in Queen Creek, Arizona, a community of nearly 25,000. The family enjoys camping in the pine areas of northern Arizona.

2001



Toshiyuki Nishimura is manager of the arbitration and mediation departments at the Japanese Commercial Arbitration Association, the only permanent commercial

arbitral institution in Japan, which provides services for disputes arising from international business transactions. His responsibilities include administering the proceedings of international commercial arbitration and mediation, organizing seminars and conferences, and editing the JCAA newsletter.

Nishimura graduated with an MPA in 2001 and was immediately recruited by the JCAA as a special assistant to the president.

He and his wife, Emiko, met in Provo and were married in 2001. They are the parents of two children and live in Saitama-shi, Saitama-ken, Japan.



Mandi Marie Cohn Yanez has had the opportunity to work with several organizations since graduating with an MPA in 2001. Many of her employers have been in education,

such as the Department of Defense Education Activity in Fort Bragg, North Carolina, and Campbell University.

Yanez married her husband, Michael, in June 2006 and has been involved with the military community in North Carolina and Alabama since he was deployed in 2007.

The couple has one daughter, and Yanez is

Grads Tackle Golden Opportunity



From left: James Marsh, Brandon Savage, and Mark He.

Under the shadow of the Golden Gate Bridge, three Marriott School grads are tackling their MBAs at the West Coast campus of the Wharton School of the University of Pennsylvania. As part of the 2011 Executive MBA class, **Brandon Savage, Mark He, and James Marsh** were strangers before classes began. But

since last May one thing has brought them together—and it isn't business.

"We talk about BYU football," laughs He, who graduated with a BS in accountancy in 2000.

"There have been a few times where the last half hour of class, we're peeking at our laptops to catch the first play of the game," admits Savage, a 2001 information systems grad. "It's fun to have people to talk with about it."

Football even took priority during a special weekend of MBA classes at the Philadelphia campus. As soon as class was dismissed, the trio met up with other Cougar fans to watch the game.

But when the guys aren't talking touchdowns or analyzing BCS standings, they're busy at one of the nation's top-ranked EMBA programs. Every other weekend they head to campus, located in the heart of San Francisco's financial district, for two full days of finance lectures and marketing analyses.

It's an easy trip for He. Since graduating he has called the City by the Bay home.

But for Savage and Marsh, a 2004 accounting grad, their commutes to campus encompass more than a set of wheels. Both live in Utah and hop a flight every Thursday to arrive in time for their Friday morning classes.

"It's not necessarily the ideal situation," Savage explains. "But in some ways it's nice because it makes the program focused and isolated. It's 100 percent school for forty-eight hours. Plus I get good study time on the plane."

While extra study time keeps the trio at the top of their class, they're more appreciative of the preparation they received at BYU. According to He, their undergraduate experiences set them apart from their fellow students.

"We're more mature and more accountable for our actions," He says. "I think that speaks highly of the BYU experience."

Savage agrees. "The Wharton Admissions Committee chooses people to create a diverse academic environment," he explains. "BYU students and their background prove to be valuable additions to that environment."

Marriott School Grad Making Headlines Happen



Overseeing project management for advertising and marketing for one of the largest newspapers in the country may seem like a daunting task. But for **Jaimie Rush**, it's just another day at the office.

Rush earned an MBA from BYU in 1993 and began working for the *Los Angeles Times* in 1997 as a marketing and planning associ-

ate and senior marketing analyst. Since that time, she has progressed through more senior roles with the newspaper, where she currently serves as the senior project manager for advertising and marketing.

As a certified project management professional, she is also an instructor for individuals looking to earn their Project Management Professional credential and is an adjunct business instructor for two universities. Rush says she enjoys teaching and working with students because it provides her an opportunity to work with individuals who have different backgrounds and interests.

"Working in the media industry, particularly for the *Los Angeles Times*, has been very exciting and rewarding," she says. "I have been

able to manage many projects with a variety of different people who have helped shape the direction of the company. Every day is a journey."

Rush's career is evidence that plenty of business principles go into getting a publication to press. As the newspaper industry shifts into an age of online and multimedia journalism, Rush has taken on projects to help the *Los Angeles Times* innovate and expand into new areas of business. For example, in her current position, Rush has led teams that have launched new products, new sales and marketing systems, and even a real estate auction service.

Leadership and teamwork are essential in Rush's work, skills she says she learned at BYU. The rigorous training, the assignments, and especially the presentations trained her to feel comfortable and confident in the corporate environment.

Aside from increasing her business knowledge, Rush's experience has helped her in her home life as well. "I have learned that to execute projects successfully, it is important to have a clear vision of the project and a plan for what it will take to get there," she says. "I apply this same principle in my personal life, whether it's helping my children achieve their goals or managing our family's finances."

Although she describes much of her life as a constant juggling act, Rush says she always makes time for two important things: her family and exercise. When she is not working out at the gym, she and her husband, John Draper, go on lengthy bike rides or long walks through the hills near their home in Pomona, California, with their three children. Rush says physical activity is important for a fulfilling life and tries to teach that lesson to her children.

currently a stay-at-home mother in Enterprise, Alabama. She hopes to be able to return to school and earn a graduate degree in history to teach at the collegiate level.

2003



Lisa Ann Rayko Farrar is a training development specialist with the International Training and Education Center on HIV, a position she has held for three years. She is responsible for training materials and programs on HIV, AIDS, and other infectious diseases for health care workers in developing countries.

Farrar is currently leading training development for projects in Uganda, Nigeria, and the English-speaking Caribbean countries. She earned an MPA from the Marriott School in 2003.

Farrar and her husband, Jacob, live in Orlando, Florida, with their two dogs.

When Capt. **Jonni Lane Smith** finished his MPA in 2003, he was perfectly situated for a



career in the U.S. Air Force. With his undergraduate education in mechanical engineering, Smith's technical knowledge and management skills landed him the position of project engineer and section commander at Luke Air Force Base in Phoenix, Arizona.

Since July 2007 Smith has been stationed at Lajes Field, Portugal, Air Force Base, where he serves as the deputy asset management flight chief. Smith and his family have become fluent in Portuguese and attend the off-base Portuguese branch of the LDS Church. Smith also serves on base as Scoutmaster.

Smith's career took a dynamic turn when he was deployed to Afghanistan in October 2008. Leaving his family in Portugal, Smith joined a team that worked to move NATO operations from an old civilian terminal building of Kabul Afghanistan International Airport to the north side of the airfield. This resulted in a \$150 million construction project. As migration project engineer, Smith oversaw the construction and

inspections of thirty-seven buildings. Smith and his team worked seven days a week with only half a day off for Christmas to complete the project on time. Smith finished his deployment in May 2009.

Smith and his wife, **Shannon**, who earned an MPA in 2001 from the Marriott School, have two children.

2004



Jared Larrabee has worked for Deloitte Consulting for five years with clients in the energy, technology, and public sectors. He is currently employed as a consulting manager and is

responsible for strategy execution, process improvement, cost reduction, and technology projects focused on delivering enterprise value to his clients.

Larrabee has also held positions with Strong Investments and Professional Electrical Services Inc. He earned an MPA from the Marriott School in 2004 and a BIS at Southern Utah University.

He has assisted Goodwill International in developing strategic communications and organizing office greening events. In May 2007 he published an article, *The Virtuous Cycle of Community Involvement: How Community Involvement Programs Can Help Bridge the Skills Gap*, in *Strategic HR Review*.

Larrabee and his wife, **Kathy**, who earned an MPA from the Marriott School in 2004, are the parents of two girls and live in Houston.

2005



Jeremy Scott Bingham

earned his MBA with an organizational behavior emphasis from the Marriott School in 2005 and has worked in a variety of industries since

graduation. He currently works for GTECH Corporation, a gaming technology and services company, as a senior security and audit analyst.

He has also consulted for clients that include Intel, Sun Microsystems, and Alamo Learning Systems and spent two years after graduation in the learning and development department of Dell Inc.

Bingham is a local Cub Scout leader and committee member and volunteers his time with unemployed and underemployed individuals to help improve their job situations. He and his wife, Katy, live in Round Rock, Texas, with their two young daughters.

2006



Armando Cesar Gutierrez Velasco earned a BS in business management in 2006 and immediately moved to Los Angeles where he found employment as a legal

assistant for a law firm and later as a support specialist for Imagine Learning. Velasco married his girlfriend, Cornelia, and the couple traveled around the country to such places as San Francisco, Hawaii, and New York before moving to Germany to live closer to his wife's parents.

Velasco currently works in licensing and acquisition at Jakun Media UG in Hamburg, Germany, with responsibilities in research and negotiating licenses content from foreign markets. He also keeps up a professional blog at webseries.posterous.com and was recently featured as a guest editorial writer with the web site tubefilter.tv.

He and Cornelia live with their daughter

in Hamburg, Germany, where he is beginning his studies for an MA in international business administration.



Colby Ryan Morris recently finished a JD at Arizona State University, with high pro bono distinction, after earning an MPA from the Marriott School in 2006. He has been

appointed to serve as a judicial law clerk for the presiding judge of the Alaska Superior Court's

Fourth Judicial District. He was also the recipient of the U.S. Presidential Service Award.

Morris' previous work experience includes human resources for LDS Welfare Services in Salt Lake City, as well as clerk responsibilities with the Alaska Department of Law, the Arizona Court of Appeals, and the law firms Ryley, Carlock & Applewhite and Maxwell & Morgan, PC.

Morris and his wife, Rachel, have three sons and live in Fairbanks, Alaska. They enjoy traveling, hiking, and camping.

Chapter President Challenges Hunger with Music

As president of the Management Society's Charlotte, North Carolina, Chapter, **Dennis Dalling** works hard. He's busy organizing activities, helping the community, and providing for his family. At first glance, Dennis Dalling seems like an ordinary man.

Seems like, but isn't.

Dalling was the force behind a Peter Breinholt concert hosted by the chapter to combat hunger in an area hard hit by the recession—the unemployment rate was reaching 16 percent. The remarkable thing: Dalling was also unemployed.

Dalling, who was laid off while marketing the concert, sometimes felt like the show couldn't go on.

"Those three months of unemployment were a very scary ordeal for me and my family," Dalling recalls. "I came very close to canceling the show so I could focus on my job search."

But Dalling pressed forward with his plan. His chapter joined forces with the local stakes of The Church of Jesus Christ of Latter-day Saints to tackle the community's challenges. The concert served as a kickoff for a massive food drive the stakes organized. Admission was free, but attendees were encouraged to bring cans of food or make a monetary donation.

More than 100,000 pounds of food were collected to restock the empty shelves of the local food bank. The concert alone brought in 550 attendees and \$1,000, which Dalling presented, via supersized check, to the food bank.

Now employed, Dalling looks back on the concert experience modestly. He doesn't take credit for its success or the food given to families in distress. While it was a demanding process, Dalling says it was incredibly rewarding.

"It's the feedback that I got from the attendees, especially the stories of the folks who drove hours and hours to come to the show, that is like a shot in the arm," Dalling explains.

Feedback like, "The world continues to be a better place because of efforts like this."

Dalling believes there is a demand for these types of events. "As long as opportunities keep coming, I'll keep hosting," he says.

And that's exactly what he's doing. With a Christmas show now under his belt, Dalling is dreaming of "an ultimate concert," a showcase of LDS musicians.

For Dalling, planning concerts and serving the community seem like ordinary tasks.

Seem like, but aren't.



WHAT DO **YOU KNOW** ABOUT **BUSINESS?**



CHECK OUT OUR WEEKEND EXECUTIVE MBA OPTION IN SALT LAKE CITY

Now a top-ranked MBA program is closer and more convenient than ever. Experience the same core classes and unique curriculum taught by the Marriott School's nationally and internationally recognized MBA faculty. The Salt Lake class begins late July 2010.

The weekend BYU EMBA is designed with the executive's schedule in mind.

- Meet every other weekend in downtown Salt Lake City on Friday and Saturday
- Attend classes in the Triad Center—just 10 minutes from the Salt Lake International Airport
- Fly or drive in with easy access from I-15 and free on site parking
- Complete the program in 22-months

LEARN MORE AT INFO SESSIONS IN SALT LAKE CITY:

5 Feb, 5:30 and 7 p.m. | 5 March, 5:30 and 7 p.m. | 16 April, 5:30 and 7 p.m.

Triad Center—BYU Salt Lake Center Auditorium, 1st floor

RSVP AND DETAILS ONLINE AT EMBA.BYU.EDU

BYU EXECUTIVE MBA *Great Expectations . . . Great Results*

Find an old friend

With just a few clicks you can search an online directory of Marriott School alumni.

You can also update your own profile information, post pictures, create and join groups, start a blog, write a class note, and do lots of other cool things at our school's new alumni portal.

To get started, go to **marriottalumni.byu.edu** and click on "*First Time Login*" in the upper right corner of the screen. Then follow these three easy steps:

1. Enter your last name.
2. Select your name from the list shown.
3. Enter your Activation ID, which can be found on the web page or by calling BYU Alumni Records at 1-877-827-2218.

marriottalumni.byu.edu



p. 28

