

# MARRIOTT

ALUMNI MAGAZINE

## N. Eldon Tanner Building Addition

Microfranchising

2006 Annual Report

FOURTH  
LEVEL  
145'-0"

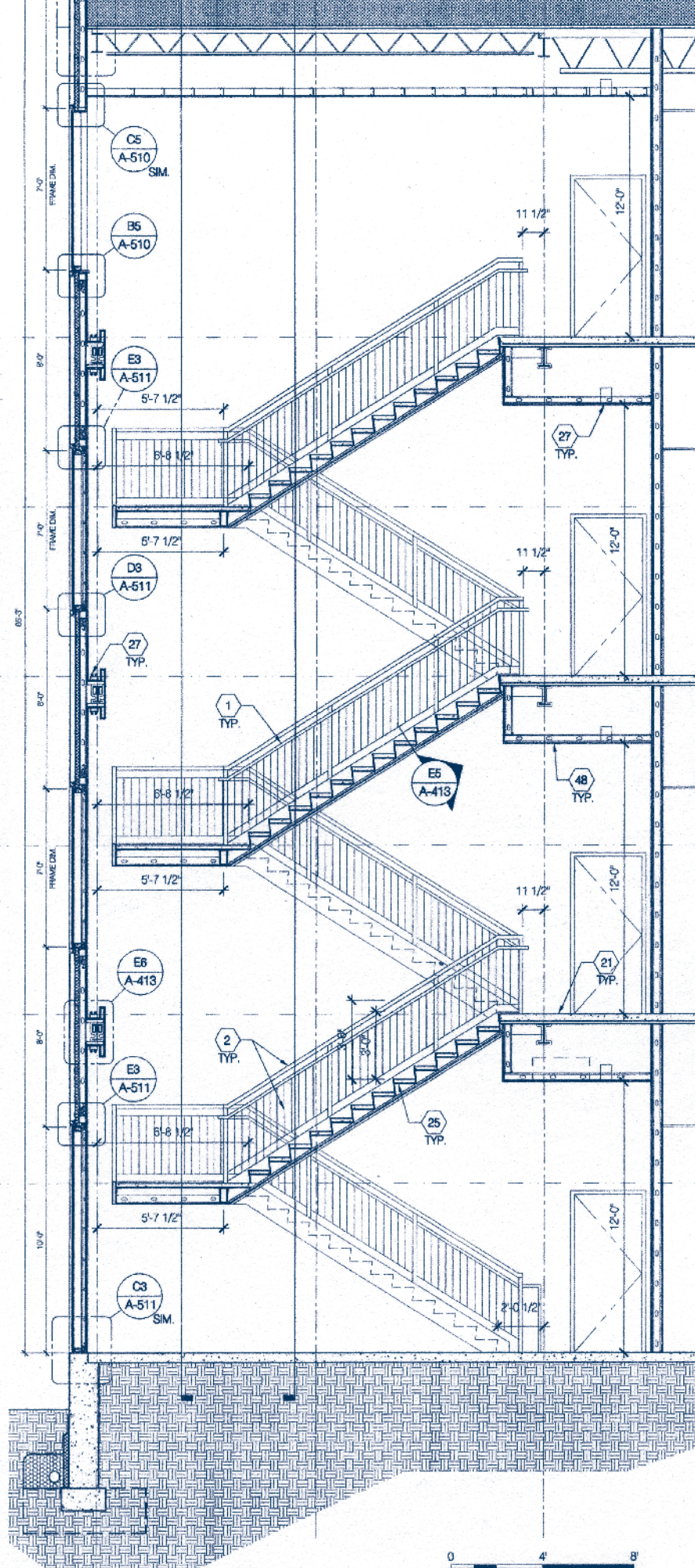
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THIRD  
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LANDING  
122'-6"

SECOND  
LEVEL  
115'-0"

LANDING  
107'-6"





#### **BYU UNDERGRADUATE BUSINESS PROGRAMS AGAIN IN TOP TEN**

*BusinessWeek* magazine ranked Brigham Young University's undergraduate management program eighth overall and second among recruiters in the most comprehensive ranking of U.S. undergraduate business programs to date. The school was also ranked first in return-on-tuition for private colleges. The magazine cited the program's ethics-based education and high-caliber recruiters as strengths.

The University of Pennsylvania's Wharton School ranked No. 1, followed by No. 2 University of Virginia, No. 3 UC-Berkeley, No. 4 Emory, No. 5 Michigan-Ann Arbor, No. 6 MIT, No. 7 Notre Dame, No. 8 BYU, No. 9 NYU, and No. 10 Cornell.

"We're grateful that our faculty is so committed to the success of our students," says Joan Young, director of the BYU undergraduate management program. "But our secret weapon is the great students that come to BYU—they're mature, bright, and eager to work hard."

Only 123 colleges met *BusinessWeek*'s stringent criteria to be considered for the undergraduate business rankings. Colleges were ranked according to five weighted sets of data: a survey of nearly eighty thousand students, a survey of 466 corporate recruiters, median starting salaries for graduates, the number of graduates admitted to thirty-five top MBA programs, and an academic quality measure that consists of SAT/ACT test scores for business majors, full-time faculty-student ratios in the business program, average class size in core business classes, the percentage of business majors with internships, and the number of hours students spend preparing for class each week.

BYU's Marriott School was included as one of the top five hardest working colleges where students spend an average of more than eighteen hours per week on class work.

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accounting program as top in the nation. An MPA professor is appointed to a two-year term on Utah's civil rights committee.

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An EMPA alumna is named BYU's associate dean of students. A former MBA student acs the Certified Internal Auditor exam, and another alumnus is named a Super Lawyer. Also read about Management Society chapters and former classmates and friends.

Visit *Marriott Alumni Magazine* online at [marriottmag.byu.edu](http://marriottmag.byu.edu)

# Tanner Building Addition Update

BY NED C. HILL



In 1983, Microsoft Word was first introduced, Tom Brokaw became the lead anchor for *NBC Nightly News*, Ronald Reagan presided over the United States, *Return of the Jedi* debuted at the box office, and Sally Ride became the first American woman in space.

Twenty-four years later many things have changed, improved, and grown. So it is with the Marriott School of Management. More and more students are vying to be accepted into our nationally ranked programs. We now employ 38 percent more full-time faculty and educate 43 percent more students—not including an additional 650 earning business minors.

When the Tanner Building was completed, it was the first BYU building funded entirely by donor contributions. Most of

the funds came from National Advisory Council (NAC) members under the leadership of then Dean Merrill J. Bateman.

Nearly three years ago Chris Lansing, then NAC chair, and I gave a stewardship report to Bill Marriott. We reported on the school's increasing national prominence, the students' ethical reputation, and the quality faculty. While we only hinted at our space needs, Bill was exceptionally perceptive. A short time later, Bill's brother and NAC member Dick Marriott called with the heartwarming news that the Marriott Foundation would contribute \$18 million to help us build an addition.

In September 2005 BYU's Board of Trustees approved the addition as an official priority. With the Marriotts' magnificent lead gift, the NAC voted to shoulder the additional funds. At that time we roughly estimated it would require \$10 million more. However, upon completing the architectural work and receiving construction bids, the additional funding needed was \$25 million.

Many of our NAC members quickly stepped forward. Church leaders and the Tanner family approved a major gift from the Nathan Eldon Tanner Trust. We also invited our faculty and staff to give what they could; they have now contributed more than \$200,000.

All during this time our work with the architectural firm FFKR has been a most

positive experience. Its employees have helped us design a building that will focus on the students' educational experience. The 76,000-gross-square-foot expansion will add twelve modern classrooms, quiet study areas, team study rooms, and student gathering places. It will improve the technological capabilities in classrooms and labs. The project will also include a much-needed parking structure.

Construction is expected to conclude by late summer 2008. We extend our deepest thanks to all who have contributed so generously. We have raised \$38 million but still need approximately \$5 million more. Please help us complete the funding of this important addition. Enclosed with this magazine is a donation slip and envelope. Any contribution will help us reach our goal.

On behalf of future BYU students, thanks for making this addition possible. It will enable the Marriott School to better prepare students with the finest management education rooted in the highest ethical standards and an abiding faith in gospel principles.

Sincerely,

A handwritten signature in black ink that reads "Ned C. Hill". The signature is fluid and cursive, with the first name "Ned" being the most prominent.

Ned C. Hill  
Dean

## Marriott Alumni Magazine | Summer 2007

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# GLIMPSSES

## GROWING THE MBA PROGRAM

After earning a law degree from Waseda University in Tokyo, Japan, Makoto Ishi Zaka found himself spending more and more time away from his family, holed up in the office of the IT company he worked for. It was only after a phone call from his father-in-law that the self-titled workaholic changed direction.

“He asked me what my life goal was,” Makoto says. “Then he asked me if I could see myself there if I kept living the way I was living. I couldn’t, and that’s when I decided to apply to BYU’s MBA program. I wanted to become a more effective and efficient leader.”

Makoto was one of 118 students in the Marriott School’s MBA Class of 2007. He says his experience changed his professional and personal priorities. The value focus

of the program makes it a sought-after academic distinction among students and employers. And with upcoming changes to the program, more students will have the opportunity to experience it.

*“With the right kind of polish, we can give these great students opportunities to make a significant difference in the world and represent the church in an appropriate way.”*

—Jim Engebretsen

of the program makes it a sought-after academic distinction among students and employers. And with upcoming changes to the program, more students will have the opportunity to experience it.

Expanding the size of the MBA program has become a Marriott School goal. With the construction of the Tanner Building Addition, the Marriott School is looking to almost double the size of its MBA classes. In preparation for the challenge of adding

more students, the MBA organization is being reshaped.

“These changes will allow us to serve more students, which will change the trajectory of their lives,” says MBA faculty director and accounting professor James Stice.

As part of that change, Stice, who previously served as MBA director, has been named MBA academic director and will oversee curriculum. He will work with Bill Sawaya, who is continuing as associate MBA director. Jim Engebretsen, the new MBA program director, will represent the program to outside constituents. Tad Brinkerhoff has been appointed the new EMBA director.

Class sizes will also grow to match the increase of students and fill the large case rooms that are planned for the building addition. With more physical facilities

available, the MBA administration hopes to draw more qualified applicants as well as recruiters from larger national and international companies.

“Our growth is a reflection of the growth of BYU and the church,” Brinkerhoff says. “We turn away a lot of good students every year just based on space. As the program expands, we’ll be able to serve more qualified individuals.”

Currently, about 40 percent of all MBA

applicants are admitted. Increasing the number of qualified students who earn a BYU MBA and placing them with more companies will extend the school’s influence in the United States and internationally, Brinkerhoff says.

A larger MBA class will also attract more recruiters to campus, Brinkerhoff continues. And after large-scale scandals in the business world, BYU’s emphasis on integrity and



ethics is even more highly prized.

“Our professors talk a lot about how we’re earning a BYU MBA, which is different from a typical MBA,” says recent graduate Taber Rigg. “You’re not just here for yourself. You’re here to receive the tools and skills you need to make a difference in your community, neighborhood, or city and, ultimately, to strengthen the church.”

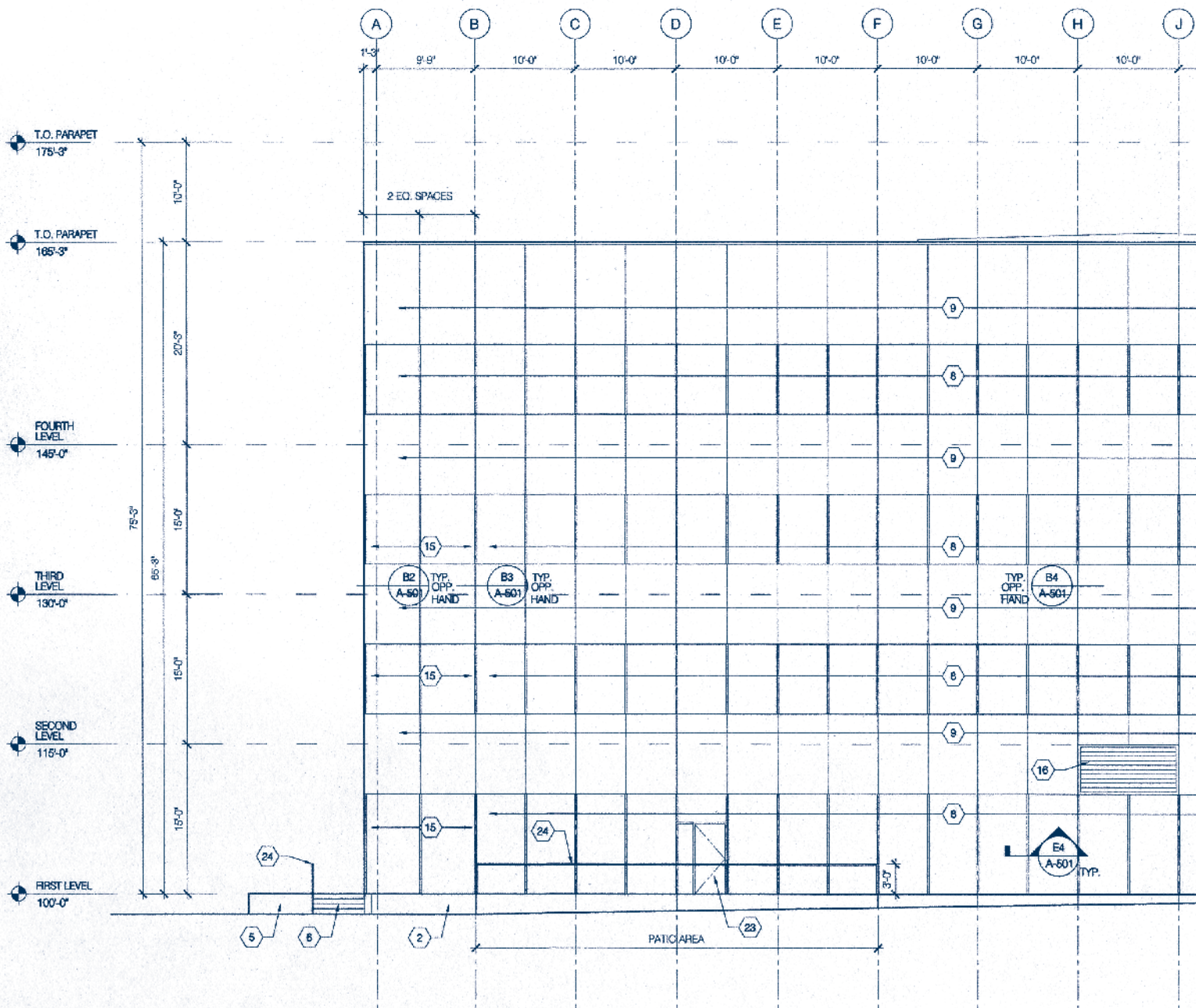
Engebretsen views the success of the MBA program—both present and future—in similar terms. “I think we have some outstanding students and that the BYU MBA is an undiscovered gem,” he says. “With the right kind of polish, we can give these great students opportunities to make a significant difference in the world and represent the church in an appropriate way.”

# N. ELDON TANNER

## BUILDING ADDITION

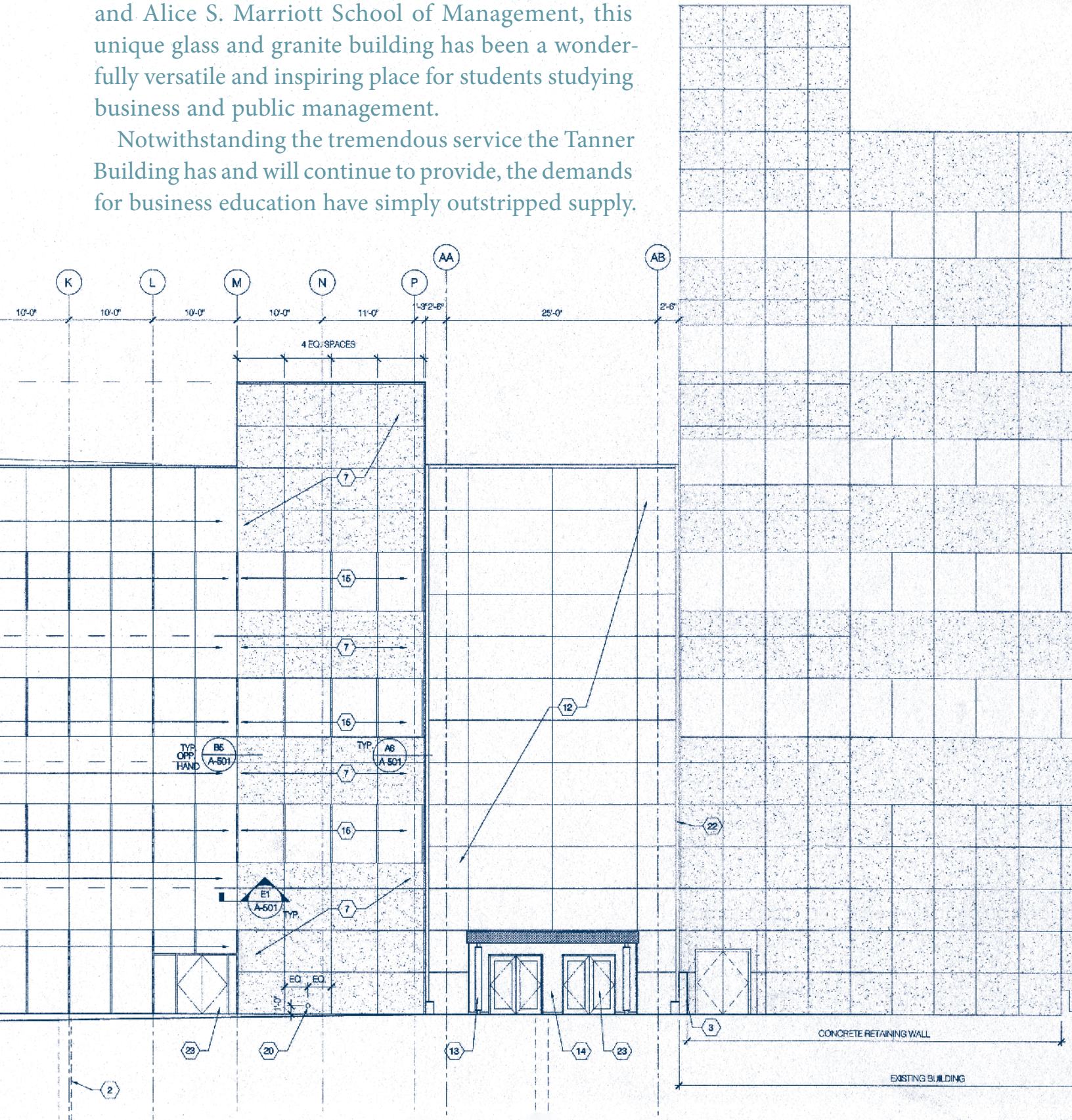
BY JOSEPH OGDEN

EXPAND, ENHANCE, ENGAGE, ENLIGHTEN



Completed nearly twenty-five years ago, the beautiful N. Eldon Tanner Building has seen more than thirty-five thousand students pass through its glass doors, study in its tiered classrooms, and exchange ideas under the roof of its seven-story atrium. Home to the J. Willard and Alice S. Marriott School of Management, this unique glass and granite building has been a wonderfully versatile and inspiring place for students studying business and public management.

Notwithstanding the tremendous service the Tanner Building has and will continue to provide, the demands for business education have simply outstripped supply.





#### THE FOUR-STORY TANNER BUILDING ADDITION WILL INCLUDE:

- 76,000 square feet
- 37 student team study rooms
- 22 faculty/administrative offices
- 10 case rooms
- 4 conference rooms
- 4 open study areas
- 2 graduate student lounges
- 2 institute offices
- 1 MBA program office suite
- 1 large lecture hall/divisible classroom
- 1 network teaching room
- 1 board room
- 1 New York-style deli with eating area

“We’re bulging at the seams,” says Dean Ned Hill. “In response to student demands, we have over the years increased the size of several of our programs, and now there just aren’t enough classrooms, places to study, or offices to accommodate our students and faculty.”

When the building was completed in January 1983, the school of management enrolled 1,800 full-time students. Now the school has almost 2,700 full-time undergraduate and graduate students and an additional 650 students earning business minors.

“We turn away hundreds of students each year because we simply can’t accommodate them,” explains Joan Young, director of the school’s undergraduate programs. “Most of these students have done very well in their general education and prerequisite classes, but we don’t have the resources to teach them. This is one of the reasons our minor has steadily grown and become so popular.”

In response to this growing demand and with the generous financial support from the Marriott family foundation and the school’s National Advisory Council, the

BYU Board of Trustees approved plans on 11 April 2007 to build a major addition to the Tanner Building.

The addition will be a four-story, approximately 76,000-square-foot structure built directly west of the existing building and connected by an atrium with sky bridges on the second, third, and fourth floors. The new building will add about 50 percent more space and will include: tiered case rooms, flat classrooms, team study areas, open study areas, MBA program offices, faculty offices, conference rooms, and a New York-style deli.

## EXPAND



Adding more teaching and study space will give the school more resources to expand programs such as the flagship MBA program and highly ranked master of accountancy program. It will also provide much-needed space for the burgeoning undergraduate programs and business minor.

*“The Marriott School is one of the crown jewels of BYU. Nearly one-quarter of all students take business courses at some time during their stay on campus. Our management school provides a top-tier education that is grounded in the principles of the restored gospel. It also produces about half of all master’s degrees awarded by the university. Expanding the Tanner Building is a measured step forward to ensure the school’s continued success.”*

—Cecil O. Samuelson  
BYU President

## ENHANCE

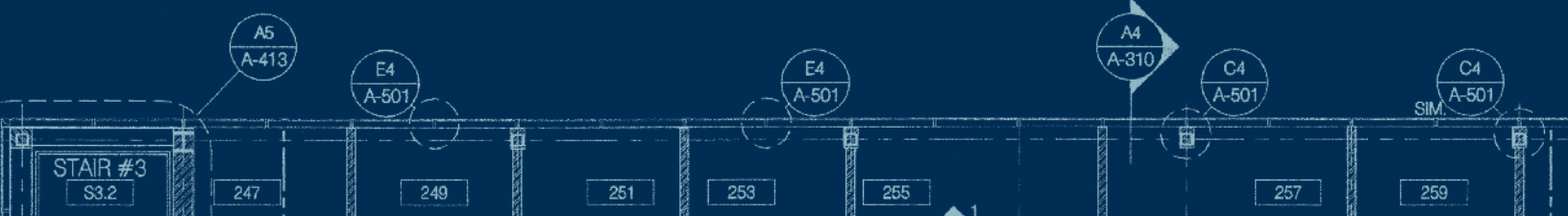


Adding high-tech teaching rooms and equipping study areas with power and Internet access will enhance the student learning environment. Teaching areas have been meticulously planned. Every desk will have power, and every seat will offer an excellent view of screens and whiteboards.

A few key rooms will also be fitted for digital video recording.

*“Knowledge and learning are rooted in supportive people, things, and spaces. Technology is not a substitute for teaching and thinking, but it can extend our reach and makes us smarter. A classroom is much more than a seating arrangement—it is an organization of a collective mind, bent toward discoveries and possibilities.”*

—Curtis D. LeBaron  
Associate Professor, Organizational  
Leadership and Strategy

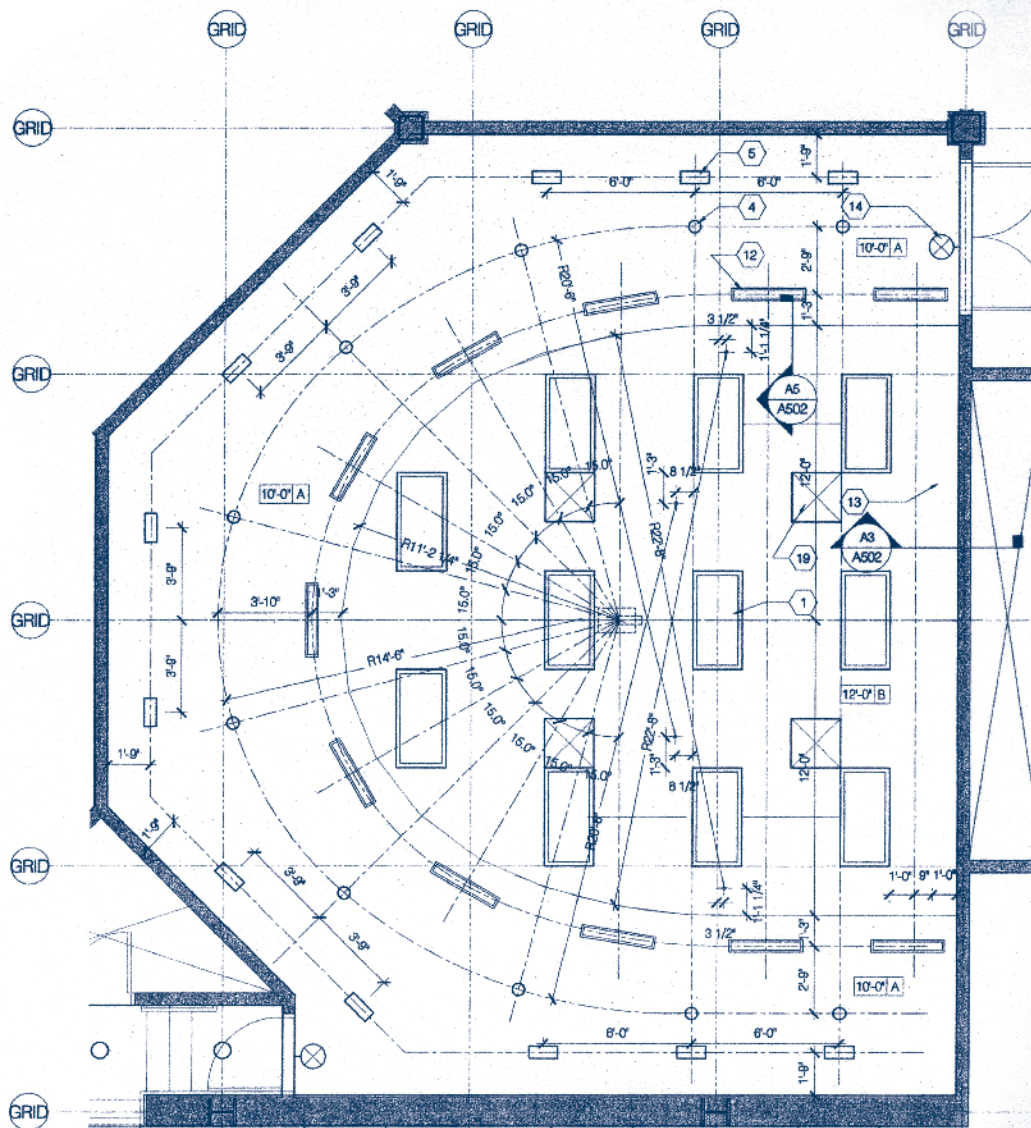


Construction plans also call for a three-level, open-air parking structure to be built directly north of the existing building. This parking terrace will accommodate approximately two hundred vehicles—increasing the capacity of the existing lot by about one-third.

The cost of the Tanner Building Addition, the parking structure, a maintenance endowment, and limited remodeling to the existing building is estimated at \$43 million. The Marriott family and the school's National Advisory Council have taken the lead in raising the lion's share of the money needed. The approximately \$38 million raised to date began with a generous gift of \$18 million from the J. Willard and Alice S. Marriott Foundation. An additional \$20 million has come from NAC members, friends of the school, faculty, and staff. The NAC, which has driven the fundraising effort, consists of about 175 senior executives and company owners from around the world.

Approximately \$5 million must still be raised to furnish the building, complete the maintenance endowment, and pay for the parking structure.

The Tanner Building Addition is not only a distinctive opportunity to expand the Marriott School's infrastructure but also a chance to enhance, engage, and enlighten students for decades to come. **M**



## ENGAGE

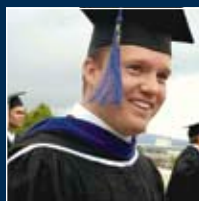


Adding team study rooms, graduate student lounges, and quiet study areas will create spaces where students can engage each other in discussions, build camaraderie, and augment classroom learning. Teaching, study, and open spaces have all been carefully designed to increase student interactions with each other and with faculty.

*"Perhaps the greatest learning that takes place at this inspired institution happens outside the classrooms among peers. Countless hours are spent each week with teammates who become like family—sharing perspectives, contributing talents, and ensuring success."*

—Shiloh Roan  
2006 Student Council President  
and MBA graduate

## ENLIGHTEN

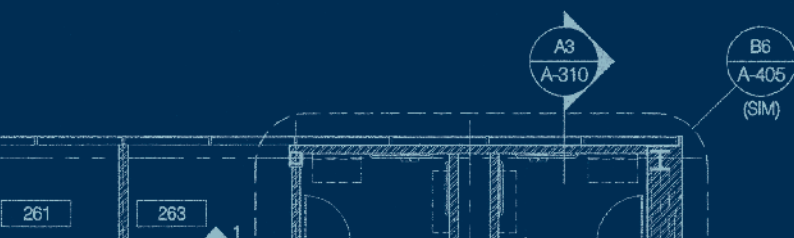


Adding to the N. Eldon Tanner Building will give us increased capacity to enlighten the minds and sharpen the intellects of more students. These students in turn become capable leaders who cast their influence throughout the world. Speaking to students more than eighty years ago,

BYU President Franklin S. Harris said, "Behold the greatest university campus in all the world—in embryo. More students will come, the faculty will be enlarged, new colleges will be added, and there is no end to the improvements which can be made. Truly the campus is the setting of what will undoubtedly be the greatest university in the world, a place to train for leaders."

*"Recruiters find Brigham Young produces an especially valuable type of graduate these days: the ethical accountant. Brigham Young, which is sponsored by The Church of Jesus Christ of Latter-day Saints, is considered one of the best schools for hiring students with high ethical standards."*

—The Wall Street Journal



# micro CRO FRANCHISING

BY JASON FAIRBOURNE

THIS IS THE SECOND OF A THREE-PART SERIES FOCUSING ON ECONOMIC SELF-RELIANCE. THE NEXT ARTICLE, IN THE FALL 2007 ISSUE, WILL HIGHLIGHT A SINGLE-MOTHER INITIATIVE.

Anecdotes and information about microcredit are finding their way into the press and filtering into dialogue worldwide. It was brought to the forefront early in 2007 when Muhammad Yunus won the Nobel Peace Prize for his pioneering work in microcredit, the provision of loans to people who have no access to formal financial institutions. Through microcredit, millions of people have been lifted above the poverty line.

Building off of that work, a new initiative has emerged from BYU's Economic Self-Reliance Center that helps people become more successful in market economies, ultimately moving them up the economic development ladder faster. These operations, called microfranchises, go beyond loans. They provide full-service, prepackaged, business systems that can be replicated by those who have little or no formal education.

## HOW IT WORKS

Microfranchising borrows from established business concepts found in traditional franchising systems and applies them to enterprises in developing countries.

There is much more to the franchise business model than fast food places like McDonald's. Franchising provides people opportunities to own and operate a proven business. Business franchising is extremely successful in developed countries. In the United States, franchises account for more than \$1 trillion in sales annually and employ more than eight million people.<sup>1</sup> People generally seek franchise opportunities because of the reduced level of risk when compared to starting a business from scratch.

One key strength of the microfranchise

model is that the franchisor creates and standardizes the business model for a successful enterprise. Thus, all the microfranchisee needs to do is manage the business by following explicit directions. Microfranchising is beneficial in the developing world primarily because of the shortage of basic education and well-developed infrastructure.

New business ideas result as industry builds off industry. Since industry in developing countries often lacks variation,

business idea creation is more difficult. For people whose primary activity is merely trying to survive, finding the amount of time and effort needed to grow a profitable business is challenging and unrealistic.

The difference between franchising and microfranchising is the social component (see Figure 1). There are three primary components to microfranchising: micro, franchising, and for-profit. Micro means more than “small.” Micro embodies a meaning of

benevolence, poverty assistance, and helping the poor. Franchising means the replication of businesses. For-profit simply means that microfranchises are not charities; they are created with the intent to generate income. A true microfranchise business must include all three components.

## KEY BENEFITS

*“Microfranchising has enormous promise. First, the model makes sense: it fits the reality of the bottom of the pyramid, has the right incentive structure, and can enable more people to have good jobs than the microfinance model (which truly requires entrepreneurial talent). Second, the model allows social entrepreneurs to invest in poor countries, allowing them to ‘do well and do good’ at the same time.”*

—Katherine Terrell, Professor of Business Economics and Public Policy, University of Michigan

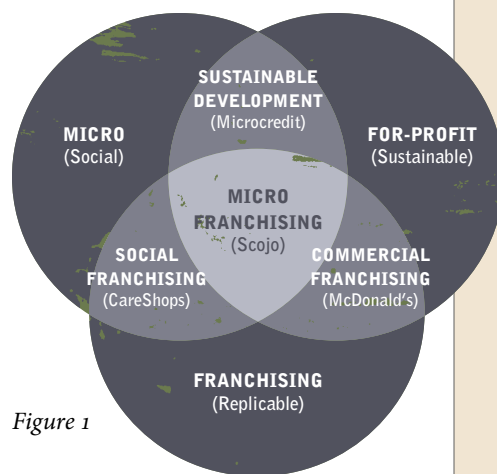


Figure 1



## HOW A BACKPACK CAN CARRY SOMEONE OUT OF POVERTY

Single mother Rosi Hernández Campos travels around her El Salvadorian community, helping other people see better while earning a solid living for her family of four.

Campos is a microfranchisee for Scojo Foundation, an organization that aims to create jobs and increase access to affordable reading glasses. Most people will need glasses at some point in their lives, but in many places, purchasing glasses is difficult and expensive. Scojo microfranchisees purchase a vision kit for about \$120, which includes a backpack filled with glasses and an eye examination kit. The microfranchisee takes the backpack around his or her community and earns a 50 percent margin on each pair of glasses sold.

This microfranchise has helped Campos become financially independent and has given her confidence and means to dream big. Other examples of microfranchises include Cellular City, which sells reconditioned and second-hand cell phones; Honey Care Africa, which trains people as beekeepers; and Grameen Phone, which provides telecommunication services to rural areas.

## HOW GHANAIS ARE PEDDLING THEIR WAY TO PROSPERITY

Fan Milk Ltd. is Ghana's leading manufacturer of ice cream and yogurt. A group of Scandinavian investors founded it in 1960 to produce milk that would provide Ghanaians with needed protein.

In 1962, the company began producing ice cream, yogurt, and popsicles. In 1990, Fan Milk was listed on the Ghana Stock Exchange. At the end of 2005, the company had more than four thousand shareholders. As a microfranchise, it employs more than 350 people directly and more than eight thousand indirectly. It is the only dairy company in Ghana that sells its products by using street vendors on bikes—those street vendors are microfranchisees.

The start-up cost for a microfranchise is 200,000 cedis (U.S. \$22) for purchasing a bike. Vendors earn an average profit of 50,000 cedis (U.S. \$5.50) each day. Fan Milk provides free equipment repair services to all vendors and rewards top sellers. Twice a year, vendors receive training on product handling and hygiene. Some even qualify for health insurance.

Additionally, all microfranchisees are required to save about 10 percent of their profits. Fan Milk puts the money in a bank for them, and returns it when they leave the company. Most vendors stay with Fan Milk for around eight years; they usually leave because they want to use their savings to start a larger enterprise.

There is a fine line between a mutually beneficial financial arrangement, like Fan Milk, and an exploitative one. There are other opportunities in Ghana that look like microfranchises because they are small, replicated businesses. But many are set up to take advantage of those desperate for a job, instead of trying to promote a business that's good for the microfranchisee and the community.

Three benefits of microfranchising are job creation, specific training, and effective delivery.

### Job Creation

Most developing countries have extremely high unemployment rates, which force people to become entrepreneurs out of necessity to survive. These people typically don't create businesses that flourish. Microfranchises are proven business systems that have a much greater potential for growth and job creation.

In Kenya, HealthStores operates seventy-five microfranchises, employing an average of three employees apiece. As with the franchise model, each microfranchisee follows specific rules to achieve and maintain his or her status. One rule is that all employees must meet a specified level of education, which most often results in the creation of formal jobs instead of relying on children and other family members.

### Specific Training

In a globalized market it is imperative that people learn how to operate businesses successfully, utilizing creativity, know-



how, social capital, and financial capital resources. Microfranchisors meet this need by providing the business model and specific operational training. Microfranchise training is essential because it is shorter and more pertinent than general business training. Furthermore, microfranchisors provide ongoing instruction and mentoring to ensure success.

### Effective Delivery

In developing countries there is often a lack of goods and services, resulting in high costs for consumers.

A phone call, loaf of bread, or shirt often costs more in developing countries than in the United States. This dilemma has come to be known as the poverty penalty. One reason for the increased costs is the delivery systems—it costs more to deliver products to rural remote areas than it does to cities. Microfranchising is often used as a way to get goods and services at an affordable price to people living in remote areas.

### THE MICROFRANCHISE DEVELOPMENT INITIATIVE

BYU's Economic Self-Reliance Center sponsors a MicroFranchise Development Initiative (MFDI), which aims to create a microfranchise research and training center. BYU is the only academic institution with an organization dedicated to microfranchising, putting it in a unique position to lead this important movement. As the initiative moves forward, it will connect an active network of researchers, sponsors, and practitioners across the world.

With help from students, faculty, and practitioners, MFDI evaluates microfranchising best practices, disseminates information, and piques the interest of possible associates.

This initiative allows individuals, other universities, nongovernmental organizations, practitioners, governments, and multinational companies to propagate microfranchise research—thus improving the economic well-being of the poor throughout the world.

### CONCLUSION

A recent *Economic Times* article declared, "Microfranchising: The Next Big Thing." Microfranchising has many strengths that could facilitate its spread for decades to



come, such as its linkages to value chains, training, ongoing mentoring, scalability, and business creativity.

Just as microcredit is working its way into the business lexicon, microfranchise is gaining notoriety as a viable tool to lift people out of poverty. Education specialists like the concept because of the knowledge sharing and training components. Businesses like it because it's an effective delivery system to provide goods and services at the base of the economic pyramid. Microfinance institutions like it because of the value-added benefits it brings to borrowers. The individual microfranchises may be small, but they have potential to do big things. **M**

### ENDNOTE

- <sup>1</sup> *Economic Impact of Franchised Businesses: A Study for the International Franchise Association Educational Foundation*, 2004.

### ABOUT THE AUTHOR

Jason Fairbourne is director of BYU's MicroFranchise Development Initiative. He earned his MSC from London School of Economics. For additional information contact him at [jason.fairbourne@byu.edu](mailto:jason.fairbourne@byu.edu) or look for *Microfranchising: Creating Wealth at the Bottom of the Pyramid*, available in bookstores.

### PHOTOGRAPHY

Photos on page 9 are courtesy of John-Michael Maas.



# SCHEMES, SCAMS,

**A  
N  
D**

# stolen identity

## HOW TO AVOID GETTING TAKEN TO THE CLEANERS

BY FRANCINE GIANI • ILLUSTRATED BY JON FLAMING

**A** couple of years ago I opened up my credit card statement and found \$20,000 worth of gasoline charges from several stores in the Miami area. I thought, “Wow, I haven’t been in Miami, and I haven’t gotten any gas there. Why do I have these charges?” I panicked and immediately called the credit card company.

I had been a victim of identity fraud. As director of the Utah Department of Commerce, I help consumers in similar situations, but I didn’t expect it to happen to me. I had not lost my card, but someone had stolen my number. I had done business with a company in Park City, Utah, which had maintained my information in their database that was broken into—this happened to several businesses. The thief didn’t need my name, just my credit card number.

I obviously didn’t have to pay the charges; my card was destroyed, and I was given a new number. Things like that happen, but take a close look at your credit

card statements and know the charges that you've made. Make sure you don't leave your purse or wallet in the car. All a thief needs is a social security or credit card number to establish a new identity.

The Division of Consumer Protection helps people guard their identity, money, and information. I'd like to highlight a few ways you can avoid getting scammed.

## **CHARITABLE SOLICITATIONS**

Many people contribute to charities, but how do they decide who they are going to give to? Some go by a gut feeling—if they feel that the organization is doing positive things. Some have been personally involved with the organization and know how the contributions are used. But there are other ways to make your decision.

In Utah, and in most other states, anyone who either solicits you by telephone, mail, or knocking on your door has to be registered in the state, specifically with the Division of Consumer Protection. That's where we house all of the charity filings.

That information is available on our web site, [consumerprotection.utah.gov](http://consumerprotection.utah.gov). One of the bits of information we have there, which is important for consumers, is what percentage of the donated dollar is going to the charitable purpose. You'll be surprised to find out that we have many registered on our web site that give 10 percent to the charitable purpose and 90 percent to a fundraiser.

We also have some that have zero percent going to the charitable purpose. We list them because the Supreme Court told us that we can not inhibit free speech. As long as a charity says that zero percent is going to the charitable purpose, they can solicit.

The Department of Commerce recommends giving to organizations that have between 60 and 70 percent going to the charitable purpose. That's something that only you can decide whether you feel comfortable with. For example, the firefighters have a very small percentage that specifically goes to the burn unit at the University of Utah. Most of their monies are used for lobbying and paying for professional fundraisers.

Several years ago we arrested a young man because he was a Sub for Santa—for

himself. He was going door-to-door, and that's illegal. The Sub for Santa program is certainly an important component of the holidays, and it really helps families who don't have money for Christmas. Because this individual was scamming people, we were able to arrest him. Violating the Charitable Solicitation Act is a class B criminal misdemeanor, and those can add up. And, depending upon the dollar loss, those violations can be considered a felony.

Holidays and disasters—any kind of natural event or a kidnapping—are the two times we see the most charity fraud. The very day Elizabeth Smart was kidnapped we started getting phone calls from people who were receiving calls from the Missing and Exploited Children Foundation. That foundation did not make those phone calls—they never solicit on the back of an event with a missing child. Fortunately, we were able to get that word out rather quickly. It was literally just hours after Hurricane Katrina that we started taking phone calls about suspicious solicitations. That's just how fast it happens. Be very, very careful. We certainly want to give to

**if you get a phone call stating you've won a sweepstakes, call your state's department of commerce to see if the company is registered as a telemarketer.**

charities, but we want you to give to those that are legitimate.

## **TELEMARKETING**

Put all your telephone numbers—including cell phone numbers—on the national Do Not Call registry list ([donotcall.gov](http://donotcall.gov)). The registry went into effect several years ago. To date, there are about 70 million phone numbers in the database, which is pretty incredible. It usually takes about two months to kick in because telemarketers have to update their lists and they get that from the database. If you're still getting those phone calls, contact your state's Department of Commerce to report violations.

Putting your phone number on the registry doesn't mean you'll stop getting phone calls from your bank, because they have a preexisting business relationship with you. There are also some exceptions to the Do Not Call registry, such as airlines, charities, securities, brokers, and financial planners. In most states, realtors are exempt as well.

However, you can ask to be put on a specific company's do not call list,

because they should maintain one, and they should comply with your request. If they don't, the statute allows for consumers to get a judgment against them to the tune of \$500. We've arranged in Utah Small Claims Court for you to take care of that on your own. It simply requires you to keep track—notify the company, and if they call you again then you've got a case.

## **SWEEPSTAKES**

I was at a group about six months ago, and I asked if anyone had ever won a sweepstakes. One woman raised her hand—she had received a check for \$0.63. Are sweepstakes legitimate? We think your chances of winning a sweepstakes are slim to nil.

Sometimes you get postcards in the mail saying you've won five prizes, and all you've got to do is make a phone call, but that phone call could cost you a lot of money. That toll-free call could turn into a toll call, and you would be surprised what's on your phone bill. Be very careful when you do that. Also

when you call, you will get on a mailing list, which will cause many trees to be killed because of the number of solicitations you'll start to receive.

I see a lot of seniors get hurt this way. If you know seniors or have them in your neighborhood, share this information with them. The \$50,000 in cash is never going to be given away. If you get a phone call stating you've won a sweepstakes, call your state's Department of Commerce to see if the company is registered as a telemarketer.

Additionally, it is illegal to gamble in most states. If you get a call from a lottery, for example, it's a scam. I could fill several rooms with victims to show how often people get injured this way.

## **CREDIT REPORTS**

There are three credit reporting bureaus: Equifax, TransUnion, and Experian. They each keep bits of your information, some of which overlap. In December 2004, Congress passed a law that allows consumers to look

at their credit report from each bureau once every twelve months for free. With this new service available, found at [annualcreditreport.com](http://annualcreditreport.com), I would encourage you to go online and check a different report every four months—it only takes a few minutes and can save you a headache down the road.

The credit reporting bureaus don't give you your credit score for free—just the credit report—but if you buy your score, it doesn't hurt it. It can harm your credit if you purchase your reports too much—but that's if you look at it every day or month. Your credit score can also go down if you apply for lots of loans.

I recently purchased a car, and the dealer pulled my credit report up. I asked for a copy since I was paying for it, but they weren't sure if they could give it to me. I told them I didn't want them to pull it if I couldn't have it, and they ended up giving it to me. There are opportunities that you can take as you make purchases that require credit scores. It's your report, and you should have access to it.

Having your credit report interrupted by a scam could be very harmful to your future financial health. And if there's a problem, it's your responsibility to get it corrected.

My husband is a small business owner, and his taxes were handled by an accounting firm in Logan, Utah. Just before 15 April a couple of years ago, the CPA firm was broken into—all the thieves took were hard drives. The company sent us a letter notifying us what



happened and what we should do to get on top of it. We put fraud alerts on our reports, but another big problem is that we had our children's Social Security numbers on the stolen documents. An identity thief doesn't care whether you're fifty, twenty, or eight years old. All they need is a number. We had to put fraud alerts on these three little kids' numbers. Throw their information in a credit report once in a while—it won't hurt them one bit.

### STAYING PROTECTED

When we investigate identity crimes, we often find that the thieves had a connection to their victim—whether a family member or roommate. If you move to another location, move your mail with you. Know when your credit card statement is mailed, because identity thieves often steal mail from your mailbox. I grew up in a place where our mailboxes were locked, and I would suggest you use locked mailboxes as well.

Another way to stay protected is to own a cross-cut shredder. Recently, a local news station ran a story about a woman who ordered a porcelain statue, which came wrapped in



**when we investigate identity crimes, we often find that the thieves had a connection to their victim—whether a family member or roommate.**

paper shredded in a straight line. The paper used was old payroll statements from a local company and could easily be placed back together. Shred anything with personal information on it, but be careful how it's shredded.

There are some very simple things that we can do to protect ourselves. Keep your Social Security number at home; don't take it with you. Make sure that your driver's license doesn't have your

social security number on it either. That was a requirement, but now it's not.

The Utah Division of Consumer Protection also has a lemon law. If you feel like you've purchased a new vehicle and it's a lemon, we would encourage you to contact us. I'm sure many of you know people who have bought a vehicle, and the next day it doesn't work. If you purchase your vehicle as is, then you have a vehicle that doesn't work. If you bought an extended warranty on your used vehicle, which we encourage you to do, take

advantage of that. If you have problems using your warranty, we can get involved and make sure that business owners follow through on their warranties.

Auto repair is also a big problem. Make sure that where you take your car is a place where you know the people or that was recommended to you. Our web site has a buyer-beware list; on that list are companies that have scammed residents and have not reimbursed them.

Always do your homework, and ask questions before you purchase a product or donate to a charity. Know what rights you have as a consumer and the resources available for you to make wise choices and check your records. By following these steps, you can help protect yourself against frauds, scams, and thieves. **M**

### ABOUT THE SPEAKER

*Francine Giani is director of the Utah Department of Commerce. She earned her MPA from BYU and her BA in communications from Hunter College in New York City. This article is adapted from her address to MPA students, faculty, and staff on 5 October 2006.*

# SCHOOL NEWS

## Romney Institute Names 2007 Administrator of the Year



Brigham Young University's Romney Institute of Public Management honored **Thomas R. Hardy**, city manager of Bountiful, Utah, with its 2007 Administrator of the

Year award at a banquet given in his honor.

"Tom has distinguished himself as an outstanding city manager as well as a great example for the young professionals he has helped develop," says **Rex L. Facer**, assistant professor of public management. "He's known as a straight shooter who truly has the public interest at heart and always pushes for the community's best interests."

Upon receiving the award at the 29 March dinner, Hardy said he felt honored to be

included on the list of award recipients. He spoke to faculty and students about the need to develop characteristics like competence, integrity, and faith to succeed in the workplace.

"If most of you are like I was when I graduated, you have one overriding concern at this point—getting a real job," said Hardy, who earned his MPA from BYU in 1973. "But what you do in that job, what you learn, and how you perform are more important than what your job title is or where you go."

Hardy, who has spent the last twenty-seven years as city manager of Bountiful, Utah, also encouraged listeners to develop problem-solving and people skills. "Your ability to relate to people, and to get them to relate to you, may be the difference between succeeding and failing on many of the complex issues of today," he said.

The Romney Institute has presented the Administrator of the Year Award annually since 1972. Institute faculty members nomi-

nate and select an outstanding man or woman who has achieved distinction after many years in public sector management.

## Marriott School Forges Exchange Program with Mexican University



The Marriott School recently reached an agreement allowing students to participate in a foreign exchange program with the Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM).

"ITESM is always looking for academic programs and universities that can offer the international competition we look for," says Jesús Aguilar Gonzalez, public relations coordinator for the ITESM international programs office. "BYU is recognized as one of the ten best universities for accounting and finance; these are the important things we look for to ensure our students receive an excellent education."

The university, located in Monterrey, Mexico, has worked to become one of the premier international business education schools in the country and now adds BYU to its list of international affiliates. Currently, ITESM hopes to send its first students to Provo in fall 2007.

"Academic preparation with an international focus is an advantage that businesses look for in new recruits," Gonzalez says. "Therein lies the importance of learning business on an international level—it offers to the student a different vision of how to do business and at the same time look for new alternatives that permit national development."

## 2007 Hawes Scholars Announced



The Marriott School announced nine MBA candidates, including two international students, as its 2007 Hawes Scholars. The honor, which carries a cash award of \$10,000, is the highest distinction given to MBA students at the school.

"These scholars were identified as being outstanding examples of what BYU's MBA

program is all about," says MBA Faculty Director **James Stice**. "Of course, they have done well academically; but more importantly, they have exemplified the spirit of BYU's MBA program. They have given when it wasn't required, gone the extra mile when no one was watching, and influenced many people for good."

Award candidates are nominated and selected by students and faculty. Candidates are selected based on academic performance, leadership maturity, and a commitment to high ethical standards. This year's winners are **Diego Carroll**, from Orem, Utah; **Michael Conrad**, from Lake Oswego, Oregon; **Marco Gaertner**, from São Paulo, Brazil; **Makoto Ishizaka**, from Tokyo; **Scott Jolley**, from Mesa, Arizona; **Rodrigo Ribeiro**, from São Paulo, Brazil; **Taber Rigg**, from Anchorage, Alaska; **Ryan Stevens**, from Gilbert, Arizona; and **Jennifer Wagner**, from Oklahoma City.

Named for successful corporate executive Rodney A. Hawes, Jr., and his wife, Beverly, the award was created in 1998 to recognize the accomplishments of graduating MBA students. The Hawes Scholar award is one of many initiatives made possible by the Hawes Endowment, a gift of more than \$2 million used to facilitate the growth and enhancement of the Marriott School's nationally ranked MBA program. Mr. Hawes, a Baker Scholar from the Harvard Business School, and his wife wanted to create a tradition at the Marriott School that recognizes and rewards excellence among students entering the business world.

## STUDENT NEWS

### Six Students Awarded Internships Through Competition

Six BYU undergraduates will begin new internships this summer thanks to an unconventional internship competition sponsored by the Marriott School Undergraduate Management office.

The competition, loosely based on the pop-



ular TV show *The Apprentice*, showcased participants interviewing and presenting in front of an audience. Contestants were asked to give a

one-minute presentation about themselves and their qualifications. Following a brief questioning period, a panel of judges rated each contestant on a scale from one to ten and announced six winners after a final deliberation.

"The great thing about the competition was that it didn't take as long as most internship applications," says winner **Ashley Kehl**, a marketing major from Salt Lake City. "The judges were also able to see us onstage and observe how we presented ourselves and reacted to certain questions. It let our personalities show through and helped them decide who would be a good fit for their companies."

Students who are familiar with the internship process know that applications and hiring procedures can be long and arduous. But for students like Kehl, the competition introduced a more interpersonal approach. The judges, taken from the school's undergraduate advisory board, conducted phone interviews with thirty applicants before narrowing the field to thirteen. Those finalists made their cases face-to-face with the judges and in front of fellow students during the finals, which were held in the Tanner Building.

"This was different from other conventional internship applications in that decisions were done faster, based on interviews done earlier in the week and on the judges' impressions during the event," says Matt Smith, director of BYU Human Resources Training and Development, who served as a judge. "Typically, an internship applicant will wait for weeks to see if he or she is even being considered. Aside from that, I thought the competition was a fun change of pace. Each of the candidates took the contest in the spirit of fun but also as a real competition."

Besides Kehl, who won an internship with Cricket, five other students walked away with internships—**Connor MacClennan**, from Lethbridge, Alberta, Canada, with CORE Realty; **Ashton Phillips**, from St. Cloud, Minnesota, with Merrill Lynch; **Andrew Emory**, from Santa Barbara, California, with Sperry Van Ness; **Cyle Adair**, from Lawton, Oklahoma, also with Sperry Van Ness; and **Jake Park**, from Seoul, Korea, with World Financial Group.

## BYU Takes Third at International Investment Competition



A team of Marriott School students took third place and won \$2,000 at the international finals of the tenth annual Venture Capital Investment Competition, held 12–14 April at the University of North Carolina's Kenan–Flagler Business School.

Originally a wild-card entry into the tournament, BYU finished behind MIT and the University of Virginia, becoming the second wild-card team ever to place in the

tournament's top three. In only its second year of competition, the Marriott School team bested several more experienced teams, including Harvard, Chicago, and the University of Southern California.

"Some of these schools have been active in this competition for five or six years," says Professor **Gary Williams**, who coached the team. "For a new team like us to come in and do so well in only our second year of competition surprised a lot of people and speaks highly about the quality of our students."

The Venture Capital Investment Competition is a bracket-style tournament held throughout the United States and Europe. Student teams are asked to participate as venture capitalists, fielding investment pitches from real entrepreneurs. After the opening wild-card rounds, the top three teams from all four U.S. regional semifinals and Europe gather at Chapel Hill, North Carolina, to compete for \$10,000.

Members of the BYU MBA student team included **Rachael Hawkins**, from Spokane, Washington; **Daniel Hemmert**, from Orem, Utah; **Adam Robertson**, from Santa Rosa, California; **Michael Anderson**, from Cary, North Carolina; and **Justin Jory**, from Shoreline, Washington.

"Our placing in the competition is a reflection of the curriculum we have here," Jory says. "In addition to the great students on the team, Professor Williams has a great entrepreneurship program in place that helped us prepare effectively for the competition."

Jory and other members of the team referred specifically to their experiences in Cougar Capital, a unique entrepreneurship class at BYU that includes real venture capital opportunities—allowing students to make actual investments in start-up companies.

## Entrepreneurs Win Second Place in Fortune Small Business Competition



Brigham Young University students **Tim Wessman** and **Adam Robertson** took second place in the *Fortune Small Business* Student Showdown in New York City with their surveying company, Precision Surveying Solutions.

The competition admitted thirty-eight student entrepreneur teams from universities across the country who presented their unique business ideas to a nine-judge panel. After deliberations, ten teams were selected as

finalists, including Wessman and Robertson, whose company also placed second in the 2006 BYU Business Plan Competition.

Precision Surveying Solutions markets a cutting-edge surveying tool called the DC50 that allows surveyors to run programs and perform calculations faster and easier than conventional surveying tools. Co-developed with land surveyor John Evers, the DC50 is essentially a modified Hewlett-Packard calculator encased in a hard shell whose software simplifies the data-gathering process to provide faster results. Wessman and Robertson project sales to reach the million-dollar mark.

According to a *Fortune Small Business* story, the contest's nine judges were particularly impressed with the uniqueness of Precision Surveying Solutions' product and the strength of their team.

First place in the competition went to a Wharton School of Business team that markets a new innovation in the field of prosthetics.

Other finalists included an independent record label from New York University and a team from UCLA that markets a new procedure for in vitro fertilization.

### BYU Takes First Place at Annual CIBER Competition



For the second time in three years, a team of BYU students took first place at the Center for International Business Education and Research Case Challenge, held 1–3 November at The Ohio State University.

Teams from twelve universities, some as far away as New Zealand, took part in the annual competition, where undergraduate business students presented their solutions for a given business case to a panel of judges. BYU, which also won the competition in 2004, took first place again with a business presentation that one judge described as a “clear, well-crafted, and gutsy strategy.”

The 2006 BYU team consisted of: **Brandon Henrie**, an entrepreneurship student from Orem, Utah; **Ezra Hernandez**, an economics major from Houston; **Chris Lashe**, a finance student from Austin, Texas; and **Jasmine Palmer**, a marketing student from Austin, Texas.

“One reason we did so well is because we very carefully recruited, screened, and selected the team of students,” says Professor **Bruce Money**, who helped coach the group. “Students had to be recommended by their teachers as the very best in terms of analytical and presentation skills. Narrowed from thirty recommendations, these four really are the best of our best.”

At the competition, students were given a case one day before presentations were to begin. The teams had twenty-four hours to research, form their strategy, and rehearse their presentation.

“We were excited about our solution to the case and our presentation,” Hernandez says. “That excitement gave us the energy to keep going when we were tired. We were really motivated to deliver on the expectations that

other teams and our own coaches had for us.”

The win reinforced the Marriott School’s identity as one of the top business schools in the nation. Students, teachers, and judges alike complimented the team on their high level of professionalism and creativity.

“These are great students who really are the cream of the crop,” says Professor **Liz Dixon**, who helped coach the team. “They used a collaborative effort that brought all of their strengths together. Not only did they have the raw talent that was required, but they were also coachable and gelled as a team.”

### FTI Case Competition Winners Announced

Three Marriott School students came out on top for their case presentation to a panel of judges in the first-ever FTI Case Competition 3 November.

Teams of three to five students were asked to analyze a case and present their recommendations to a panel of judges from the Marriott School and FTI Consulting.

“Students who participated got a close-up look at what consulting is all about,” says Professor **Robert Jensen**, who served as faculty liaison for the competition. “The case involved patent litigation, which is a hot and growing area of consulting that many are not aware of.”

Six teams entered the competition, which began 6 October. After each team presented their case solutions to the judges, the winning team was announced and awarded \$2,000. The winners consisted of **Isaac Alldredge**, a management major from West Salem, Oregon;



**Robert Jensen**, an accounting major from Guilford, Connecticut; and **Ryan Allenbach**, an accounting major from Farmington, Utah.

“We were really challenged and stretched our abilities,” Alldredge says. “We had to learn a lot of new techniques, but we felt the competition was very fulfilling academically, regardless of the outcome. We learned a lot about patent law, consulting skills, research, and report writing.”

FTI Consulting provides a variety of services from forensic and litigation consulting to technology services throughout the world. With demand for BYU graduates rising in many of their offices, the company decided to sponsor a case competition for Marriott School students as part of its recruiting campaign.

### Second Annual Change Management Competition Winners Announced

A Marriott School student majoring in finance won first place for his analysis and recommendations in the second annual In Any Case, Change competition presented by BYU’s Dyer Institute for Leading Organizational Change.

The competition invited students taking

### Student Earns Top Score on Auditing Exam



**Eric Hatch**, a recent Marriott School graduate student, earned the William S. Smith Student Highest Achievement Award for his top-scoring performance on the May 2006 administration of the Institute of Internal Auditors’ Certified Internal Auditor exam.

“I was surprised at first,” Hatch says about hearing the news. “I double checked my member ID on the letter to make sure it wasn’t some mistake.”

The CIA exam is given twice yearly to students and internal auditors alike. While not a required component of internal audit certification, passage of the CIA exam is considered an

outstanding achievement within the internal auditing community. The Smith Award is given after each testing cycle to the student who scores highest on the exam. Only first-time test takers are eligible for the award.

“The classes I took during my first year in the MAcc program were the biggest contributor to my preparation,” Hatch says. “I was surprised at how broad the scope of the exam was. I had to draw on things that I had learned in almost all of my classes.”

A twenty-seven-year-old California native, Hatch finished the master of accountancy program in December 2006. He recently accepted an auditing position with Deloitte & Touche in Manhattan and will start there this fall.

organizational behavior classes to submit solutions for individually selected business cases that dealt with organizational change. Students were asked to emphasize the specific steps required to implement their solutions in a written brief. Six finalists were chosen from a field of twenty-five entries and asked to present their reports on 15 December 2006.

"This competition challenges students to apply themselves in the real world of organizational change," says **Tenneson Woolf**, managing director of the Dyer Institute. "We

challenged students to go beyond listing ideas and to delve more deeply into how they would implement their change plans. Today's leaders and managers must develop this ability if they are to be successful."

**Jacob Zornes**, from Renton, Washington, took first place and a \$500 cash award for his report "Where Will Tomorrow's Leaders Be Found?" Zornes' report involved a Utah company whose customer and employee issues were mishandled by supervisors. He made recommendations to fix the situation and



outlined a possible training course for supervisors. Second place went to **Dan Thomas**, a business management major from Park City, Utah, while **Derrick Davis**, an accounting student from Roseville, California, took third.

"I think people often ask what needs to be changed without asking how it can be accomplished," Thomas says. "This opportunity gave us a chance to apply the principles we learned throughout the semester. I am sure that next time I apply an organizational change I will be able to look at it with some background experience and a more critical eye."

#### Marketing Association Joins Wal-Mart for Service Activity



The Marriott School MBA Marketing Association teamed up with national representatives from Wal-Mart Inc. for an evening of humanitarian service and business networking.

"Both BYU students and Wal-Mart want to give back to the community," says **Greg Chandler**, national director of reputation marketing for Wal-Mart. "Service is core to both institutions."

Wal-Mart donated energy-efficient lightbulbs to The Center for Women and Children in Crisis in Provo as part of the night of service. Volunteers from Wal-Mart and MBAMA installed the lightbulbs, which last longer than conventional bulbs and reduce energy costs for the shelter. Chandler says that by saving money this way, the shelter will be prepared to offer its services to more disadvantaged families in the community—providing beds, blankets, meals, and other necessities to those in need.

To cap off the night of service, volunteers also went to the Eldred Senior Center in

#### Calle Wins 2007 Business Plan Competition



Calle, a company that wants to be a premier brand for street soccer players, was named winner of the 2007 Business Plan Competition and accepted a \$52,500 award of cash and in-kind services.

Since the competition's submission process began in November, Calle worked to stand out from almost 140 idea pitches, forty-three original business plans, eight semifinalists, and three final teams that presented their business plans 30 March.

"The Business Plan Competition has done an amazing job and has offered us fabulous opportunities," says Calle

team member **Josh Robbins**. "We are going forward strong and expecting a lot of success for the company."

As the only brand dedicated to street soccer, Calle, meaning "street" in Spanish, hopes to popularize street soccer under its name, much like Rollerblade did for inline skating. The company's products are already available through nine retailers across the United States and include a customized soccer ball and apparel for soccer players.

The individuals involved with Calle include Robbins, a master's of accounting student from Bountiful, Utah; Klane Harding, a pre-communications major from Lindon, Utah; Steve Magleby, a Spanish major from Darnestown, Maryland; Morgan Gilliam, a Latin American studies major from Arlington, Texas; **Travis Winn**, a business management and entrepreneurship major from Bakersfield, California; Tyler Winn, a graphic design major from Bakersfield, California; and BYU-Hawaii student Joseph Allen, an accounting major from Dayton, Ohio.

**Gary Williams**, faculty advisor for the competition, says he believes each of the final teams will be successful.

"This competition allows students to apply their skills in real-world situations, to learn the dynamics of working in groups, and to actually launch businesses," Williams says. "I believe all three of these companies will launch, and this demonstration of performing outside of the classroom really adds credibility to BYU."

Second place, with a \$35,000 award, went to True Counsel, which combines the convenience of the Internet with the expertise of a licensed attorney to provide online legal services at a fraction of traditional costs.

Taking third place and a \$15,000 award, Mobile O/X allows users to create a personalized Internet domain where individuals can combine their favorite web sites onto a single page.

In addition to the Business Plan Competition prizes, the eBusiness Center awarded \$5,000 to Zinch.com for being the best e-business venture, and the Global Management Center awarded \$4,000 to Our-Business.org for being the best new international business venture.

The competition was founded in 1993 by BYU's Center for Entrepreneurship and is run by more than two dozen MBA students and a faculty advisor. The annual event is recognized as one of the top-tier business plan competitions in the nation in terms of prizes and participation.

Provo to perform general housekeeping and cleaning duties.

"The directors of the senior center thanked us for getting so much done in a relatively short time. It was a great opportunity to get out and serve," says MBAMA Executive Vice President **Matt Cardon**, an MBA student from Baytown, Texas. "It was fun for all of us who attended and nice to be able to do something like this together."

Chandler, a 1996 BYU MBA alum, says the evening was also intended to allow students to network and learn from business professionals.

"Wal-Mart's marketing division has hired several BYU graduates in the past year who have represented the university well," Chandler says. "BYU has such high-caliber, talented students, and we want to create recruiting experiences that let them spend time with those who have experience to help prepare them for the future."

"I think it's invaluable to network with professionals," Cardon says. "I think if people come into the MBA program and don't get to know people in the field, they've done themselves a huge disservice."

### Marriott School Teams Compete in Tax Case Competition



A team of Marriott School undergraduates and another team of graduates competed as finalists in their respective divisions of the Deloitte & Touche Tax Case Study Competition, held 17–19 November 2006 in Orlando, Florida.

All teams were given a case based on facts from a real situation in Deloitte's national audit office. After that, they were allowed five hours to analyze the facts of the case and make recommendations for appropriate courses of action. Group members presented a formal solution and then answered questions from Deloitte partners who acted as an auditing committee. At the conclusion of the presentations, a group of active and retired partners selected the winners—those who best identified the relevant accounting issues and effectively presented their case.

BYU took second place overall in the

undergraduate division. The four-person team included accounting majors **Meg Casper**, from Basin City, Washington; **Thanh Dong**, from Hanoi, Vietnam; **Kristi Gormley**, from Ault, Colorado; and **Alicia Johnson**, from Upland, California. The team competed against five other undergraduate teams from Boston College, the University of Denver, The Ohio State University, the College of William & Mary, and the University of Wisconsin–Madison.

BYU's MAcc team also competed in the finals against teams from the University of Central Florida, the University of Denver, The Ohio State University, the University of Southern California, and the College of William & Mary. BYU graduate team members were **Elizabeth Hansen**, from Salt Lake City; **James Rice**, from Billings, Montana; **Daniel Stewart**, from Boise, Idaho; and **Stephen Zackrison**, from La Canada, California.

### FACULTY NEWS

#### National Accounting Award Given to BYU Professor

Singled out from professors across the nation, School of Accountancy Director **Kevin Stocks** was recognized this month for displaying excellence in accounting education.

Stocks was awarded the annual Joseph A. Silvoso Faculty Award of Merit by the Federation of Schools of Accountancy, a national organization dedicated to the development of accredited accounting programs.

Stocks was selected for his involvement in accounting education as well as in the organization itself. He says, "It's a nice personal recognition, but more importantly it acknowledges BYU as one of the leading schools in the accounting field."

The award is given to an individual who notably contributes to the field through areas such as research, service to the profession, or curriculum and program development.

Dan Hollingsworth, president of the Federation of Schools of Accountancy, says Stocks is well known for his work.

"He has served in accounting education for many years, has been involved in many committees, and was also president of the Federation of Schools of Accountancy in the past," Hollingsworth says.

As director of BYU's accounting program, Stocks strives to build on its long tradition of excellence.

"During the four years that Kevin has been the department chair, he has continued to



make the program more excellent all the time," says **W. Steve Albrecht**, Marriott School associate dean and former director of BYU's School of Accountancy. "He

works hard to attract the best students, has made connections with recruiters, and has done everything he can to make the accounting program at BYU the best it can be."

Stocks has additionally been nominated as the president-elect of the Accounting Program Leadership Group, another organization promoting excellence in accounting education. This position is expected to become effective in August.

### Public Management Professor Appointed to State Civil Rights Committee



**Chyleen Arbon**, an assistant professor of public management, was recently appointed by the U.S. Commission on Civil Rights to a two-year term on its Utah Advisory Committee.

"I feel very privileged to be able to serve in a capacity where I can work with others to address discrimination," Arbon says. "This appointment goes hand-in-hand with my current research on promoting equity in the public sector."

The commission is charged with monitoring and investigating issues relating to "discrimination or a denial of equal protection of the laws under the Constitution because of race, color, religion, sex, age, disability, or national origin, or in the administration of justice." Members appraise federal laws and policies, issue public service announcements, and submit findings and recommendations to the president and Congress.

"This appointment is recognition of how highly respected Chyleen Arbon is in administrative and policy circles in Utah and nationally," says Romney Institute of Public Management Director **Gary Cornia**. "Her experience in working as an analyst for the Utah state legislature pays off not only in the classroom and in her research but also in her sound policy advice."

Arbon joins the state committee in time for

### Marriott School Professor Wins National Tax Award



**Gary Cornia's** face lights up when he talks about his work in taxes. "I love the topic I research," he says. "Taxes are the fun-est thing in the world. I love coming to work."

Cornia's enthusiasm for and dedication to state and local finance and tax policy has garnered national recognition. The National Tax Association presented him with the 2006 Stephen D. Gold Award last December.

"This is humbling," Cornia says. "There were and are so many qualified people who deserved this award."

Cornia's work in tax policy and at the Marriott School speaks for itself. From 2002 to 2003, he served as president of the National Tax Association. He continues to serve on several boards and committees such as the Land Reform Training Institute in Taiwan, the Governor's Tax Review Commission, and as a fellow of the Lincoln Institute of Land Policy, based in Cambridge, Massachusetts.

"Gary Cornia is not only widely respected as an expert on taxation issues, but he also is highly regarded and deeply loved by the faculty, staff, and administration of the Marriott School and the university," says Dean **Ned Hill**. "He is a man of complete integrity, and we are fortunate to have a world-class man like him."

At the Marriott School, Cornia keeps busy as director of the Romney Institute for Public Management and Stewart Grow Professor of Public Management.

"This is the greatest job in the world," he says. "I get to work with stimulating, smart young people and elected and appointed public officials. The Marriott School and the university support and encourage my colleagues and me to research and be involved in the community."

His research and community involvement have distinguished Cornia among his academic and professional contemporaries.

"It's his lifetime commitment to tax policy and academics in a practical, applied perspective that is so recognized among his colleagues," says **Rex L. Facer**, professor of public management. "He was given a standing ovation at the presentation ceremony. We're very fortunate to have him and his international reputation here."

Past recipients include Robert P. Strauss, a professor of economics at Carnegie Mellon University; Helen F. Ladd, a professor of economics at Duke University; and Robert D. Ebel, who was lead economist for the World Bank and is now chief economist for the Washington, D.C., government.

its discussion of civil rights issues affecting American Indians in Utah, which is part of a multistate regional project addressing discrimination against American Indians. The committee will consider education, law enforcement, economic development, and health care concerns and will review presentations by elected officials, tribal leaders, educators, attorneys, and community leaders.

As a member of the state advisory committee, Arbon will assist the commission with its fact-finding, investigative, and information dissemination functions. She will serve as a special government employee without compensation.

Additional topics before the nationwide commission include elementary and secondary school desegregation, No Child Left Behind, domestic wiretapping in the war on terror, and Title IX athletics.

### Average Investors Shouldn't Be So Confident, BYU Study Shows



Steven Thorley and Keith Vorkink

An increase in the stock market's overall performance can turn inexperienced investors into trade-happy amateurs, according to Marriott School business professors in a study published in *The Review of Financial Studies*.

"When investors start off in the market,

they tend to trade pretty conservatively," says **Steven Thorley**, H. Taylor Peery professor of finance. "In periods where the overall stock market performs well, they see a good return on their portfolio and figure they are good at picking stocks, so they start to trade more frequently."

Thorley and co-researchers **Keith Vorkink** and Meir Statman tested the proposition that investors trade their stock more frequently after increases in the general market return cause them to have higher confidence in their stock-picking abilities. Vorkink is the Richard E. Cook associate professor of finance at the Marriott School, and Statman is the Glenn Klimek professor of finance at the Leavey School of Business at Santa Clara University.

The trio examined trading volume—the amount of stock bought or sold monthly—on the New York Stock Exchange. They found that trading activity correlates with the stock market's recent increases or declines. When the market goes up, investors begin to trade more often, even though the realized returns often have little to do with their trading ability.

"Investors should not assume they are more talented than average just because the market's going up, but our empirical study suggests that's just what they do," Thorley says.

Vorkink noted one illuminating finding from the study: a good monthly return in the market increases trading volume by the equivalent of an extra month of trading spread out over the six following months.

"The market makers—the exchanges, dealers, and brokers—celebrate bull markets and not just because they probably have money in the market themselves. It means that business will pick up," Thorley says, explaining that a lot of those increases in trading commissions come at the expense of overconfident investors.

This type of investor ascribes positive outcomes to themselves and negative ones to forces outside their control, Vorkink says.

"The average investor should understand that the stock market is one of the most competitive professional arenas in the world," Thorley says. "From a purely rational or strategic viewpoint, individuals shouldn't try to play this game, because the odds aren't in their favor."

Instead, investors should put their money in a well-diversified mutual fund, preferably an index fund or exchange-traded fund that mirrors the market's natural rise, and not trade so much, Thorley says.

# A L U M N I N E W S

## MANAGEMENT SOCIETY NEWS

### BYU Management Society Begins Monterrey, Mexico, Chapter



The BYU Management Society marked the opening of its new chapter in Monterrey, Mexico, with a dinner and keynote address from Marriott School Dean **Ned C. Hill**.

Seventy-five people attended the event, held

30 November 2006 at Cintermex, a well-known business complex in Monterrey. Following dinner, Hill spoke on maintaining integrity in business practices. Scott Grow, area president for The Church of Jesus Christ of Latter-day Saints, attended the event along with several dignitaries and area businesspeople.

The new chapter, only the second in Mexico, will cover the outlying communities of Saltillo and Reynosa, as well as the city of Monterrey itself. The Management Society also maintains a chapter in Mexico City.

"We believe the chapter will provide a gathering place for businesspeople and professionals and will help promote the values of the Marriott School," says **William Chapman**, chair of the Management Society's International Steering Committee. "Members



From left: Mike Bright, Ron Hagmeyer, and William Neal

will be able to come together to hear speakers on topics of vital interest to the business community and to network."

The Management Society also hopes the new Monterrey Chapter will open doors in the area for BYU and increase the school's visibility.

"We invited people from area business schools to attend the opening," says **Luis Camarillo**, chapter president. "They were impressed and have a strong desire to stay connected with BYU. We also want to identify potential leaders and help them become better prepared to graduate from the Marriott School and return to Mexico, where they can make a significant difference."

Camarillo hopes that difference will be seen in the community.

"We want people to know that we are very serious about growing this chapter and becoming part of the business community," Camarillo says. "We've noticed that once people get the vision of what we are trying to achieve, they want to be part of it as well. We want to help build a new generation in Mexico, one with high ethical and moral standards."

### Colorado Chapter Hosts Fund-Raising Golf Tournament

The Colorado Management Society, in association with the Colorado Chapter of the BYU Alumni Association, sponsored its fifth annual Friends of BYU Scholarship Golf Tournament.

The tournament, held at the Vista Ridge Gold Club in Erie, Colorado, helped raise money for the Scholarship Replenishment Fund. More than one hundred golfers from Colorado, Utah, and Arizona participated.

Working with corporate sponsors, including Wells Fargo Private Bank, Coca-Cola, and Big O Tires, the chapter raised more than \$20,000 for the scholarship fund. These funds

### Alumnus Recognized as Super Lawyer



Most children think their parents are nothing short of superheroes. **Darin Christensen's** four children probably have a few more bragging rights since their dad was named one of the 2006 Oregon Super Lawyers.

Christensen's work in tax law earned him this recognition—a distinction only 5 percent of all lawyers receive. Each recipient is nominated by his or her peers. Then each nominee is reviewed and evaluated by the publishers of *Law & Politics* magazine, which is followed by a practice-specific peer evaluation.

Of the Oregon tax lawyers who were selected as Super Lawyers, Christensen was the youngest. However, making a successful career for himself in tax law was never Christensen's original plan. "When I went to law school, I had no real intention of being a lawyer," he says. "I was going for the training that law school gives on analyzing issues. But I took all the tax law courses and really enjoyed them. Now I'm working on tax law instead of a more traditional business role."

The opportunity to give legal counsel is what Christensen most enjoys. "I help people solve their problems and create a structure that allows them to do what they need," he says. "I assist people in coming up with a plan that protects their family and gives them some peace of mind."

His work in tax law has opened doors and proffered several volunteer opportunities. Christensen serves on the board of directors and as corporate secretary for the Multicultural Integrated Kidney Education Program, which educates youth on the importance of maintaining a healthy lifestyle.

Additionally, Christensen serves as a member of the advisory board for Shared Hope International, an organization working to prevent sex trafficking and rescue women or children who have been affected by it. "They asked me to participate because of my experience with nonprofit work and representation of a couple dozen charities," he says. "But it is so impressive to see the number of people involved and the scope of what they're doing."

Christensen praises his experience at BYU and the Marriott School. He earned a BS in finance in 1991. "I enjoyed my business school experience, and I had excellent professors," he says.

will be combined with existing scholarship monies to provide scholarships for Colorado-based students attending BYU campuses.

"We are so appreciative of the generous support of our sponsors," says **Paul D. Lamb**, chapter president. "They made our event a tremendous success."

A luncheon and awards banquet followed the golf tournament. William Neal, assistant to the president of BYU–Hawaii, was the event's host. He recognized Ron Hagmeyer, longtime supporter of BYU, as the Marquis Sponsor for his service and contributions to the school.

"There were dedicated efforts in organizing such an outstanding event," Lamb says. "We were extremely pleased with the support for the tournament, and we look forward to similar events in the years to come."

### San Antonio Celebrates New Chapter

Texas has become home to another Management Society chapter. The San Antonio Chapter celebrated its beginning with a kickoff barbecue. About seventy-five people attended the family-friendly social. Dean **Ned Hill** was among the visitors.

"Dean Hill talked to us about using the chapter as a nonthreatening way for people outside our church to find out about it, our standards, and our values," says **James Oliveros**, chapter president. "The church is very good at serving. We're looking for opportunities that will help the city understand why it's important to have a strong LDS presence in the community and will raise awareness of what we stand for."

One of the first events the chapter sponsored after the kickoff meeting was a service project at Blue Star Children's Theatre. About thirty volunteers spent four to five hours cleaning and organizing props for the low-income theater. Theater workers were surprised and impressed that the group didn't push for reimbursement.

The chapter is looking forward to planning such service activities in the future. Additionally, Oliveros and the executive com-



### Alumnus Better Himself, Family with Degree



The steps that took **Juan Pablo Villar** from Santiago, Chile, to the Tanner Building happened because of a once-in-a-lifetime meeting with the Chilean president.

"During the meeting I had the impression that the church needed more influential leaders in areas like business, politics, and government," says Villar, who at the time served as a stake president for The Church of Jesus Christ of Latter-day Saints. "I knew that the only way to rise to more influential circles was to have a better education."

That impression weighed heavily on Villar's mind, and he resolved to do his part by getting an education in the United States.

Such aspirations might have seemed impractical to some, coming from a working-class man nearing forty with rudimentary English skills, a wife, three children, and a degree from what amounted to a community college. But to Juan Pablo, it was his duty.

"If I can get a better education to help out the church and my country, then it's a goal for me," he says simply.

After discussing his dilemma at length with family, friends, and ecclesiastical leaders, Villar enlisted in the ranks of the 2,300 international students at BYU.

Villar's decision to pursue an MBA degree was just the beginning. Apart from the jungle of red tape, forms, and applications to study in the United States, he had to learn English and pass the Test of English as a Foreign Language (TOEFL) before he could even consider taking the GMAT, the MBA admissions exam.

"The GMAT is made for English speakers, so for a foreign student the difficulty is multiplied," Villar says. "I would go to class around 7 a.m. to study for the TOEFL. I had English classes from 8 a.m. to 2 p.m., and I would also stick around for another five hours to study for the GMAT. This went on five or six days a week for seven months."

The demoralizing schedule took its toll on more than just Villar.

"It was hard not to see him all the time," says his wife, Carolla. "All we could do was support him and not complain about his not being home, even though the kids wanted dad home."

Villar readily recognizes the struggle he and his family went through. But ultimately, both Villar and his wife say the transition went well.

"I don't know if I'll be the change for the church or Chile," Villar says. "I'm starting something different for my family though. We have to get the best education possible in order to do everything within our reach in this life."

mittee are planning quarterly meetings that will capitalize on chapter members' enthusiasm.

"We want to create an atmosphere where there's mentoring of new professionals by those who are more seasoned and experienced," Oliveros says. "We also want to create an environment where people feel comfortable networking. We want to use this chapter as a missionary tool to help people get to know our ideals and share our beliefs."

For its final quarterly event, the chapter will hear from an executive from Rackspace Managed Hosting, a well-known data hosting business based in San Antonio. Oliveros hopes this high-profile speaker will draw even more community attention to the new chapter.

"We focus on ideals like honesty in the

workplace and growing moral and ethical leaders," he says. "When you meet with a purpose, you can accomplish so much more."

### Advisory and Executive Boards Build Foundation for Chapter Success

Just like all business organizations, successful Management Society chapters must be built from the ground up—and the executive and advisory boards form the cornerstone of that foundation.

"Board development is the most important thing in sustaining a functioning, thriving chapter," says **Rixa Oman**, the Management Society's executive director.

The leadership of the Dallas/Fort Worth Chapter has found several ways to better utilize

and maximize the potential of its advisory and executive boards.

"The key with the executive board is to give each member a responsibility and purpose that isn't so massive that it becomes overwhelming," says **Mike Fisher**, president of the Dallas/Fort Worth Chapter. Board members should be drawn from the pool of active chapter members who have a natural enthusiasm for helping people network and a desire to mentor, he says.

Members of the executive board help plan and finalize the year's calendar events and then work to execute each event. The advisory board is essential in helping the executive board find speakers and industry professionals for those meetings.

In addition, the chapter is capitalizing on the expertise of its advisory board by forming industry councils, each of which is chaired by a member of the advisory board. They offer a close look at where the industry is headed, how the economy is working, and how businesspeople can prepare themselves for changes.

Each year the chapter holds a kickoff meeting for its advisory board members. The Dean's Seminar is a dinner that features a visit from a Marriott School dean or faculty member. This year Dean **Ned C. Hill** spoke to the chapter about building ethical leadership and courage. The chapter also uses the event as a way to unite the advisory board and take care of routine business.

"The message I try to get out there is that there are a lot of things you do in life that make you feel good," Fisher says. "But outside of serving your family, helping someone launch their career is one of the best feelings. So many people forget that our purpose is not to advance ourselves, but others."

## CLASS NOTES

1982

Although **Robert J. Thurston** has had a successful professional career, he has found a greater sense of fulfillment in the service opportunities that have been afforded him over the years.

Two years after earning his MBA from BYU, Thurston was serving as a national vice president of the third largest HR/benefits consulting firm. When his son was diagnosed with a rare genetic disorder, Thurston shifted gears. He began focusing more on involving himself in organizations and foundations dedicated to researching tuberous sclerosis (TS).

Now, Thurston is president of HR Consulting Group Inc. and serves on the

board of the TS Alliance, TS Endowment Board, and the National Tuberous Sclerosis Association. He and his wife, Loni, reside in Provo. They have five children.

1983



**Dale Christiansen** has been named president of Wasatch Finance and Credit, a Salt Lake City-based division of Wasatch Property Management, Inc. The company provides capital and loans for real estate development.

Christiansen has worked in the banking and real estate finance world since earning his BS in finance from BYU and his MBA from Arizona State University in 1984. Until recently, he served as senior vice president and office manager of the Salt Lake City Wells Fargo Bank. He has also worked with Bank of California, MeraBank, and Republic Bank of Texas.

Aside from his professional achievements, Christiansen finds success in serving. He

has served in the Boy Scouts of America, on several industry boards and councils, and as a veteran soccer coach of fifteen years.

Christiansen and his wife, Jana, reside in Holladay, Utah. They have four children.

1984



**John W. Dinkelman** received the 2006 Arnold L. Raphel Memorial Award from the U.S. Department of State. This award is given to an individual in international affairs

who embodies the qualities and extra effort typical of the late ambassador to Pakistan.

Dinkelman has served as a foreign service officer with the U.S. Department of State since 1988. He is presently assigned domestically to the Orientation Division at the Foreign Service Institute in Arlington, Virginia. He oversees the initial orientation and training of all foreign service officers.

Dinkelman, his wife, Elizabeth, and their three children will be transferring this summer

## Alumna Makes Education a Lifelong Pursuit



Education is a family affair for **Sarah Westerberg**.

"My family enjoys learning," says the 2001 Marriott School Executive MPA graduate. "We're one of those ever-so-slightly geeky families that would have quizzes for fun and make up intellectual challenges at home. It has always been a part of my life."

Now as BYU's newly appointed associate dean of students, Westerberg is looking forward to putting her pursuit of education to good use.

"I love my window," Westerberg says as she discusses the perks of her new position. "But even more, I love being involved

in both big-picture and small-picture parts of education and campus life."

Westerberg has seen firsthand the life-changing potential of learning. Both her parents and several of her siblings have also chosen to pursue careers in education. "It can lift people up," she says. "It can provide opportunities and options in a way that not much else can."

Before accepting her position as associate dean, Westerberg directed BYU's Center for Service and Learning. "It was an opportunity to be an ambassador for BYU," she recalls. "But the focus was always on the students and providing meaningful service for them."

One of the greatest lessons Westerberg has learned is that service is not a one-size-fits-all commodity. When her husband was diagnosed with cancer a few years ago, she watched as friends and neighbors reached out and found unique ways to show their support and concern.

"After all the struggles, we're very blessed," she says. "And I feel blessed to be here. I feel like I'm in the right place. BYU is a superb place to work."

Being in the right place is what has opened so many doors for Westerberg. In England, she attended Oxford University and is now wrapping up her PhD in educational leadership and foundations at BYU.

With so much on her plate, Westerberg enjoys nothing better than spending time with her husband and two-year-old son. She also can't wait to finish her PhD so she can spend a little more time pursuing her penchant for novel reading.

"I am like any good English woman," she says with a smile. "I am obsessed with Jane Austen and read *Pride and Prejudice* at least once a year."

from their home in Arlington, Virginia, to the U.S. Consulate in Nogales, Mexico. There, he will fulfill his new assignment as consul over United States and Mexican affairs in the northern half of the state of Sonora.

1986



**Gary Garrett** has been appointed vice president of corporate relations at Nu Skin. Acting in his new position, Garrett will help manage the company's community and public relations efforts as well as direct the activities of the Nu Skin Force for Good Foundation.

Garrett is actively involved in several civic service opportunities. He serves as a board member of the Provo Downtown Business Alliance, United Way of Utah County, and Utah Valley State College President's Community Council. He served a three-year term on the Provo/Orem Chamber of Commerce Board of Directors, where he chaired the Community Development Council. He has also participated in America's Freedom Festival at Provo and First Night Provo.

Garrett earned an MPA from BYU. He and his wife, Jana, reside in Provo with their five children.

**Eric Stassforth** has been awarded the professional designation Chartered Property Casualty Underwriter (CPCU) by the American Institute for CPCU. To earn this professional designation, Stassforth had to complete nine rigorous courses and national examinations and meet the institute's ethics and experience requirements. All CPCUs are additionally required to maintain and continue improving their professional knowledge, skills, and competence.

Currently, Stassforth works for TWIW Insurance Services, LLC—the largest privately owned insurance brokerage on the central coast of California.

Stassforth earned his BS in finance from BYU. He and his wife, Lisa, reside in Ventura, California, with their two children.

1989



After serving for five years as senior vice president and chief distribution officer,

**Charles L. Cutler** is leaving Beneficial Financial Group to return to financial planning practice with The Insight Group. During his time at Beneficial, the company doubled its revenue and achieved record profits.

However, Cutler's first professional love has

always been working directly with clients to help them find financial peace of mind. His return to The Insight Group will allow him to do that. Before working with Beneficial and The Insight Group, Cutler served as manager of the Utah and Colorado offices of The MONY Group, a financial and investment advising group.

Cutler earned a BS in finance from the Marriott School. He and his wife, Michelle, reside in Draper, Utah. They have seven children.

1990



**Vernon Smith** has been appointed dean for institutional effectiveness at Rio Salado College in Tempe, Arizona. Rio Salado College is the largest college in the

Maricopa Community College District, the largest community college district in the country. Smith's new duties include working with the accreditation process, assessment, program compliance, and overall college effectiveness.

Before his promotion to dean, Smith served fourteen years as Rio Salado College's foreign language chair. He earned a BA in Latin American studies and Spanish from BYU in 1988 followed by an MOB from the Marriott School. He is a doctoral candidate at the University of Arizona.

Smith and his wife, Kristin, have four children. They reside in Gilbert, Arizona.

1991



**Brad Haws** is keeping busy. After being named senior associate dean for finance and administration at the University of Virginia Medical School, Haws is

dividing his time between his new responsibilities and his old ones as chief operating officer of the UVA Health Services Foundation. He began transitioning into his new position in January, increasing the amount of time he spent as senior associate dean each month.

Haws currently serves as a member of the Marriott School's undergraduate management advisory board. He has also maintained involvement with the BYU lacrosse team and is a trustee for Backers of BYU Lacrosse, a corporation dedicated to supporting the program.

He and his wife, Nancy, have four children. They reside in Charlottesville, Virginia.

### BYU Grad Earns High Marks on CIA Exam



Marriott School graduate **Dale Holdaway** earned the distinguished William S. Smith Certificate of Excellence Award for his performance on the May 2006 administration of the Certified Internal Auditor exam.

The award, given by the Institute of Internal Auditors, is granted to nonstudents who perform exceptionally well on their first attempt at the CIA exam. The exam is known for its difficulty, with a first-time pass rate of under 50 percent. Holdaway was one of five people to earn the award.

"I believe that I was able to score so highly on the CIA exam through simple, old-fashioned preparation and by learning to read both questions and potential answers very carefully while taking tests," Holdaway says. "Given that the pass rate is extremely low, I wanted to ensure that I passed the first time."

CIA certification is not a requirement for internal auditors, but accreditation from the IIA is considered a valuable accomplishment that requires hard work and dedication. In recent years, many companies have begun looking exclusively at CIA-certified auditors for upper-management positions.

"I anticipate that passing the CIA exam and becoming a certified internal auditor will provide additional career opportunities that I would not have otherwise," Holdaway says. "Professional certifications such as the CPA and the CIA have become more valuable to many employers in corporate finance."

Holdaway graduated from the Marriott School with a bachelor's degree in business management in 1991 and earned an MBA in 1993. He currently works as manager of global finance training for Ford Motor Co. He and his wife, Kimberly, have four children.

## Romney Institute Board Member Recognized for Health Improvement Efforts



Two statewide awards were given to **Tamara Lewis**, new chair of the Romney Institute Advisory Board, in recognition of her efforts to improve Utahns' health. Lewis was named a 2006 Health Care Hero by *Utah Business* magazine and also received a 2006 Public Health Hero Award from the Utah Public Health Association.

As advisory board chair, Lewis provides direction to the department and is available to mentor students. "Once I got out into the community managing nonprofit programs, I discovered the great preparation the MPA program provided," she says. "At the same time, I found that you never stop learning on the job. I enjoy working with the Romney Institute because I can share the new things I am learning."

After earning her undergraduate degree from BYU and a medical degree from the University of Utah, Lewis pursued her MPA at the Marriott School. Upon completion, she earned a master's degree in public health from the Medical College of Wisconsin. The combination of her degrees uniquely qualifies her for wide-reaching health projects.

"These days, my work is to create large-scale changes in the community, rather than one-on-one interactions with patients," Lewis says.

Lewis became a well-known face in Utah when she spent eighteen months as the spokesperson for Intermountain Health Highlights' media campaign. "When people would stop me on the street and ask me if I was a real doctor, I would tell them I was actually a doctor playing an actress on TV," she jokes.

As medical director for Intermountain Healthcare's community health and prevention, "she diagnoses and challenges the cultural messages, such as those which encourage overeating or glorify cigarette smoking, that lead to poor health," reports *Utah Business* magazine.

Her assignments have allowed her to work with national groups such as the Centers for Disease Control and Prevention and to participate in a fellowship with the U.S. Department of Health and Human Services.

In her current position, Lewis is responsible for developing policies, guidelines, tools, and programs in the areas of immunizations, tobacco cessation, weight management and obesity therapy, heart health, and cancer prevention services.

the Marriott School in 1998. He and his wife, Julie, reside in Castle Rock, Colorado, with their three children.

## 2002

**David Campbell** serves as a senior strategic analyst for Intel. Upon graduating, he served as a financial analyst at Tektronix, an electronic testing and monitoring equipment manufacturer. Then Campbell landed a sweet position as controller at Seattle Chocolates a little more than a year after earning an MBA from the Marriott School.

Between his current position and his previous work with Seattle Chocolates, Campbell spent some time as a finance and accounting advisory consultant. Campbell and his wife, Shaila, reside in Beaverton, Oregon. They have three children.

## 2004



As a PhD candidate at Stanford University, **Nathan Furr** enjoys researching technology companies and entrepreneurs almost as much as the days he spends with

his family at the beach. Furr was awarded a National Science Foundation grant to support his research on how companies adapt their resources to enter new markets.

Furr and his family moved to Palo Alto, California, after he earned his MBA from the Marriott School. There, he and his wife, Susannah, founded a women's clothing line, Pronk. They outsource to a manufacturer in Madagascar, an entrepreneur who pays high wages and provides meals and an on-site school for her female employees. Furr and his wife have four children.

## 2006



For **Brent Dance**, the leadership opportunities he participated in as a Marriott School student have led to a love of service. Now a business analyst in the strategy and operations group of Deloitte Consulting, Dance continues developing a nonprofit organization he organized while at BYU. The organization, Yearn to Learn, develops and researches educational options for Russian orphanages.

Closer to home, he and his wife, Andrea, volunteer in local schools offering pro bono consulting and one-on-one tutoring. They reside in Seattle.

## 1994



**Glen Openshaw**, who has served as an attorney in the corporate and securities group of Bingham McCutchen LLP for ten years, is now partner in the same firm. Bingham

McCutchen elected eleven attorneys from five U.S. offices to partnership status. Openshaw is a member of the Boston office.

Openshaw enjoys advising management and boards of directors in shaping corporate business strategy. He provides counsel to public and private companies in general corporate and strategic matters and in transactions. His clients have included Boston University, the Boston Red Sox, and the Los Angeles Dodgers. Openshaw earned his BS in finance from the Marriott School and his JD from BYU's J. Reuben Clark Law School.

In his spare time, Openshaw serves as chair of the J. Reuben Clark Law Society's Boston Chapter, is a member of the executive board

of Old Colony Council, and coaches his children's basketball teams. He and his wife, Amy, reside in Hanover, Massachusetts. They have six children.

## 1998



**Jon R. LaClare** has opened his own marketing consulting firm in Colorado. After earning his MBA from the University of Chicago in 2002, LaClare worked in brand management at Kraft Foods and Orange Glo International. There he managed brands such as Planters and OxiClean.

Not only was his work at Kraft and Orange Glo International rewarding, but it also served as a career stepping stone for LaClare. In November 2006, he became managing partner of his own consulting firm, Harvest Group. The firm specializes in consumer product innovation and commercialization.

LaClare earned a BS in accountancy from

# 2006 Annual Report

B Y U M A R R I O T T S C H O O L O F M A N A G E M E N T

## SCHOOL REPORT

### Our Fourfold Mission

#### EDUCATION:

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

#### RESEARCH:

Advance knowledge by building on strong conceptual foundations to identify and solve critical management problems, focusing special attention on global, technological, and entrepreneurial drivers.

#### OUTREACH:

Extend the blessings of management education to members of the worldwide church.

#### FRIENDSHIP:

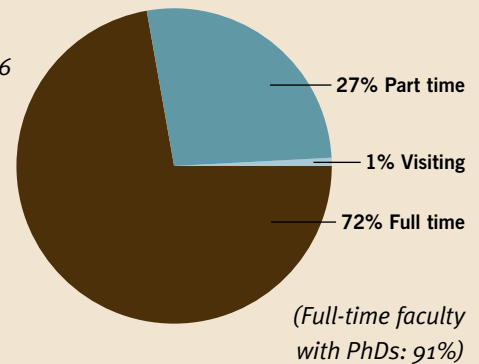
Develop friends for the university and church around the world through service in professional organizations and by collaborating in the development of management-education programs.

## National Rankings

RANK	PROGRAM	SOURCE
<b>GRADUATE</b>		
2nd	MBA (ethics emphasis)	<i>The Wall Street Journal</i> , 2006
3rd	MBA (regional schools)	<i>The Wall Street Journal</i> , 2006
41st	MBA	<i>U.S. News and World Report</i> , 2007
57th (world)	MBA	<i>Financial Times</i> , 2007
1st	MBA (time to pay back)	<i>BusinessWeek</i> , 2006
1st	MBA (most family-friendly)	<i>The Princeton Review</i> , 2006
2nd	MAcc	<i>Public Accounting Report</i> , 2006
<b>UNDERGRADUATE</b>		
2nd	Accounting	<i>Public Accounting Report</i> , 2006
8th	Undergraduate Programs	<i>BusinessWeek</i> , 2007
12th	Entrepreneur Emphasis	<i>Entrepreneur</i> , 2006
37th	Business Management	<i>U.S. News and World Report</i> , 2006

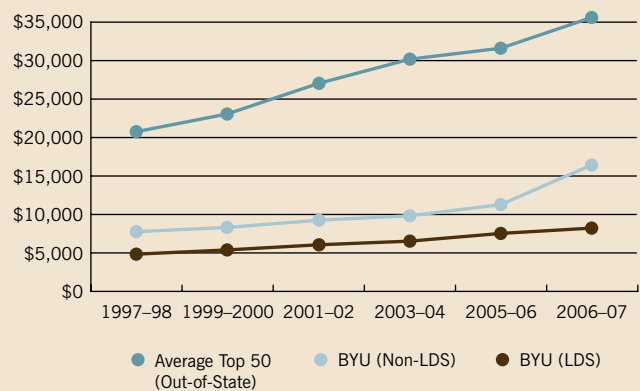
## Faculty

Total faculty: 176



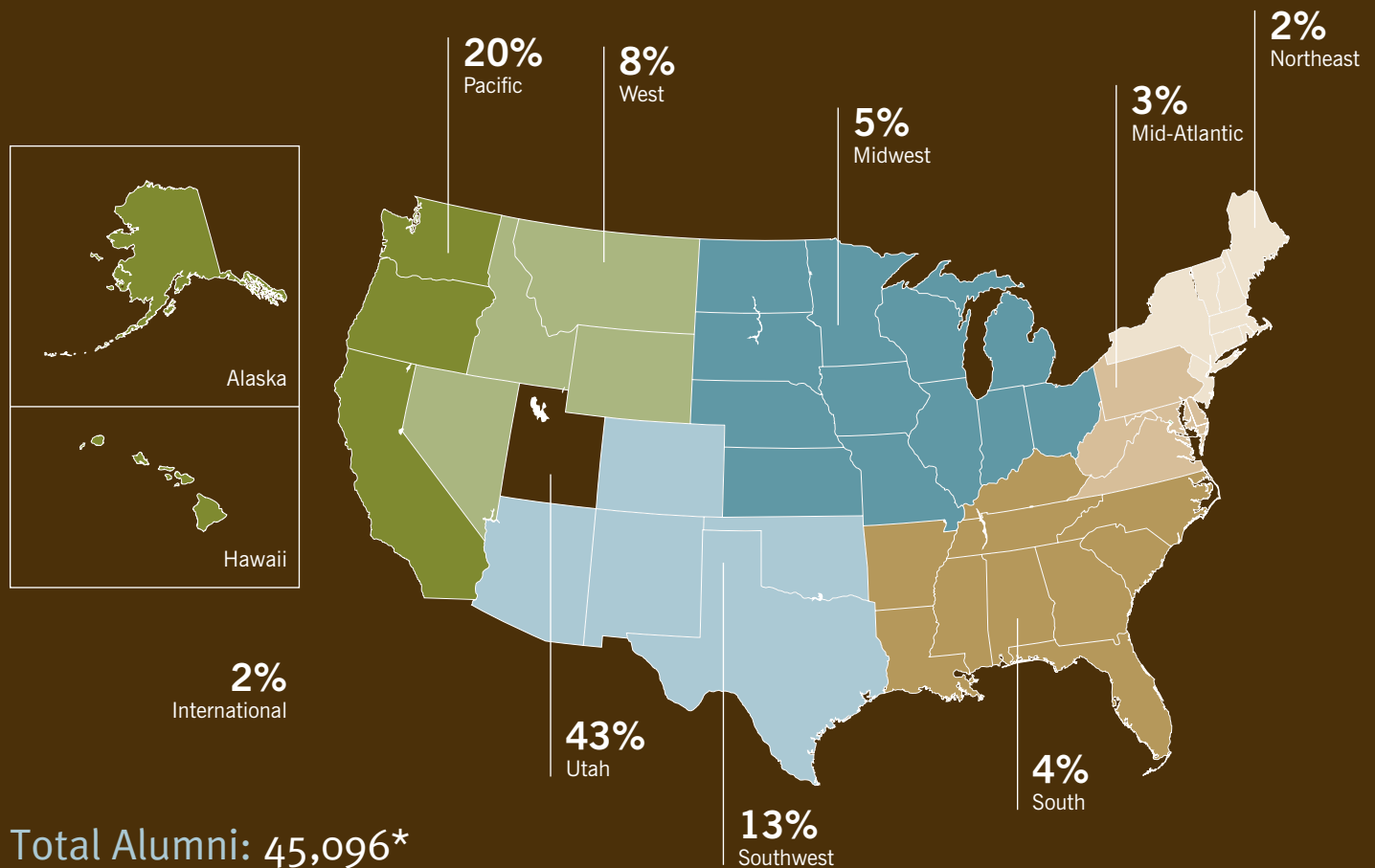
## Graduate Tuition

BYU vs. Top 50 U.S. Business Schools (2 semesters)



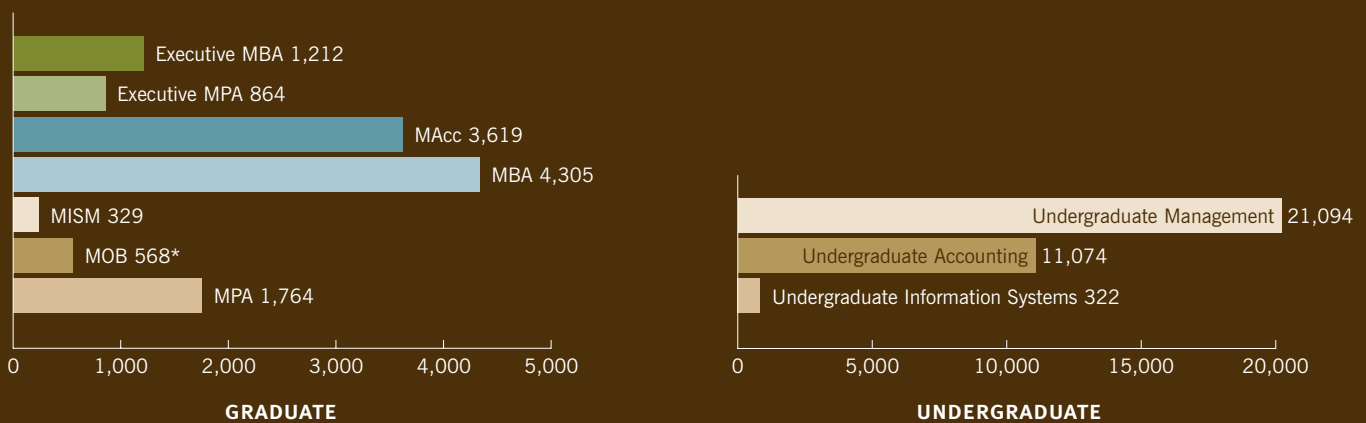
# ALUMNI REPORT

## Where Marriott School Alumni Reside



\*Those who have completed at least 24 credit hours at the Marriott School.

## Degrees Granted from 1922 to 2006



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

# FINANCIAL REPORT

## Endowment Report (in thousands)

UNRESTRICTED ENDOWMENT	GOAL	CURRENT FUNDING	% OF GOAL
College general	50,000	25,283	51%
Academic departments	25,000	10,715	43%
<b>CENTERS AND INSTITUTES</b>			
Center for Entrepreneurship	10,000	8,005	80%
Rollins eBusiness Center	10,000	7,622	76%
Whitmore Global Management Center	10,000	3,052	31%
Economic Self-Reliance Center	10,000	2,783	28%
Peery Institute of Financial Services	7,000	5,908	84%
Institute of Marketing	3,000	1,062	35%
Dyer Institute for Leading Organizational Change	3,000	0	0%
<b>FACULTY AND STUDENT SUPPORT</b>			
Chairs, professorships, and fellowships	21,500	19,417	90%
Faculty research	5,000	1,296	26%
Scholarships and student loans	30,000	27,060	90%
Student career services	5,000	2,500*	50%
<b>Total endowment</b>	<b>189,500</b>	<b>114,703</b>	<b>61%</b>

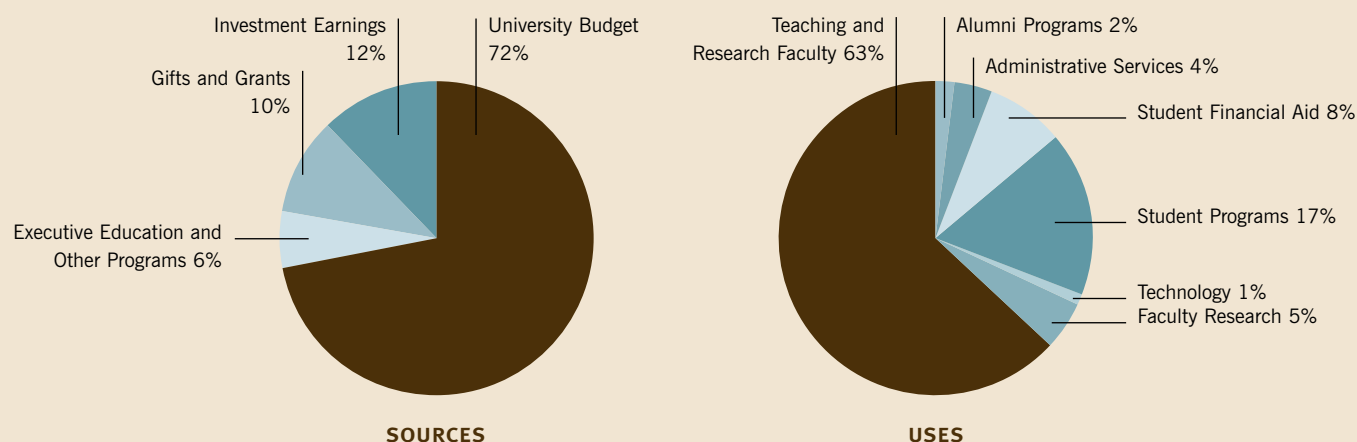
\*Deferred gifts

## Tanner Building Addition (in thousands)

Construction cost and maintenance endowment	43,000	38,000**	88%
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\*\*As of 2 May 2007

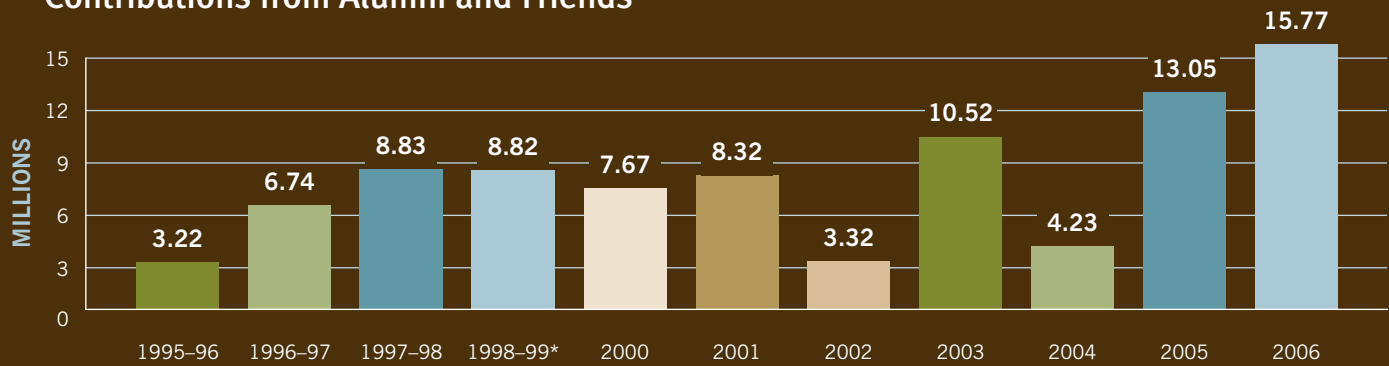
## Cash Flows



Because the Tanner Building Addition was a fund-raising priority in 2006, most of the discretionary income was directed to the building fund and away from operations. Therefore, the sources pie chart may not be indicative of long-term trends.

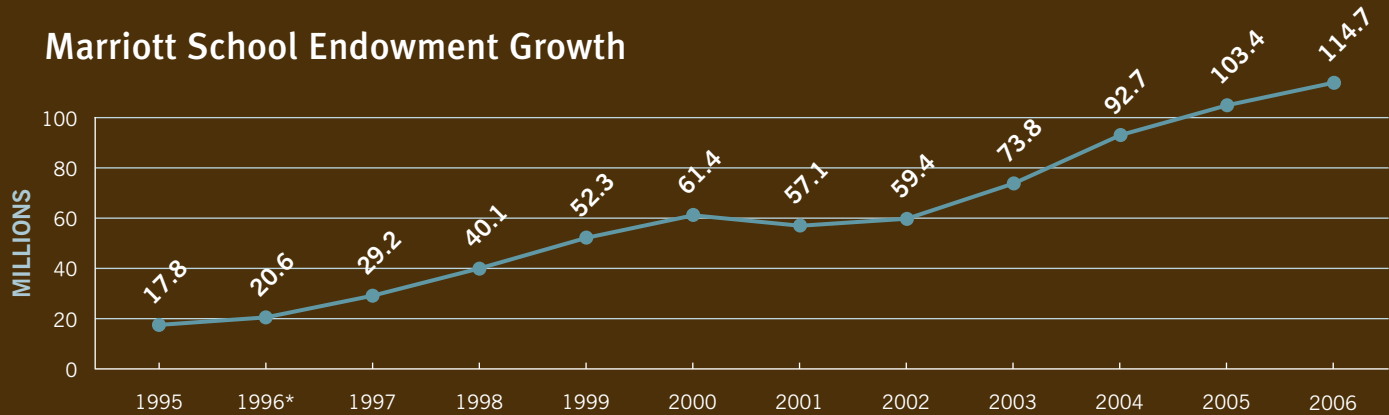
# FUND-RAISING REPORT

## Contributions from Alumni and Friends



\*University financial reporting changed to calendar year—causing 1999 to account for 15 months.

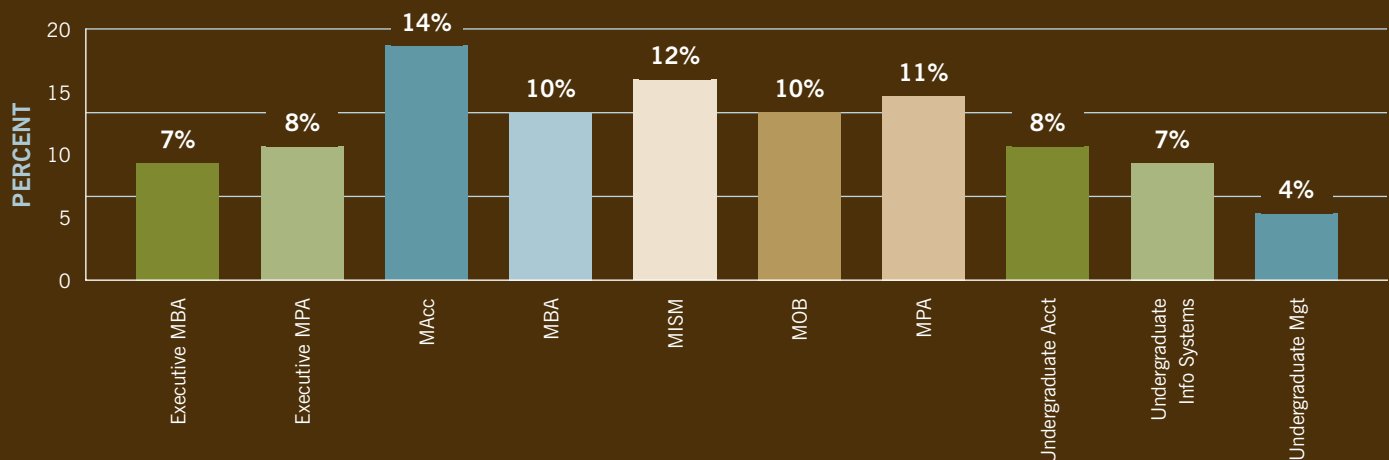
## Marriott School Endowment Growth



\*Reporting changed to reflect market value.

## Alumni Giving to the Marriott School

Total Alumni Giving: 6%   Average Alumni Gift: \$2,423   Median Alumni Gift: \$50



# STUDENT REPORT

## Academic Year 2006–2007

STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of applicants in 2006	341	118	68	266	1,300	2,093
Students entering in 2006 (Class of 2008)	137	52	42	160	829	1,220
Female	20%	44%	5%	17%	17%	18%
International	15%	12%	5%	4%	7%	8%
Minority	9%	13%	14%	3%	7%	7%
Married	64%	50%	55%	46%	32%	39%
Returned missionaries	76%	75%	90%	82%	78%	79%
Bilingual	74%	81%	52%	61%	68%	68%
States represented	20	19	12	25	40	46
Countries represented	15	13	2	4	24	37
Undergraduate universities	43	20	3	2	na	54
Average age	28	27	24	24	23	24
Average GMAT score	648	na	630	na	na	644
Average entering GPA	3.54	3.51	3.58	3.63	3.64	3.62
<b>Total number of students enrolled</b>	<b>269</b>	<b>101</b>	<b>78</b>	<b>289</b>	<b>1,720</b>	<b>2,457</b>

\* Does not include 124 Executive MBA and 117 Executive MPA students currently enrolled.

MARRIOTT SCHOOL FINANCIAL AID**	MBA	MPA	MISM	MACC	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Students receiving scholarships	196	94	45	143	301	779
Percent of students receiving scholarships	73%	93%	58%	49%	18%	32%
Average scholarship amount	\$5,513	\$3,917	\$1,486	\$1,234	\$1,484	\$2,740
<b>Total scholarships</b>	<b>\$1,080,493</b>	<b>\$368,198</b>	<b>\$66,879</b>	<b>\$176,433</b>	<b>\$446,608</b>	<b>\$2,147,578</b>
Students receiving loans	74	19	6	3	na	102
Percent of students receiving loans	28%	19%	8%	1%	na	14%
Average loan amount	\$7,532	\$7,199	\$3,675	\$6,667	na	\$7,218
<b>Total loans</b>	<b>\$557,332</b>	<b>\$136,784</b>	<b>\$22,050</b>	<b>\$20,000</b>	<b>na</b>	<b>\$736,166</b>

\*\* Does not include university or federal aid.

CLASS OF 2006 PLACEMENT	MBA	MPA	MISM	MACC	UNDERGRAD
Average starting base salary	\$78,084	\$43,626	\$56,100	\$48,351	\$45,779
% Placed at graduation	78%	53%	88%	97%	67%
% Placed by 3 months after graduation	96%	85%	unknown	100%	68%

# FACULTY REPORT

## Publications

The following scholarly publications were written or edited by Marriott School faculty in 2005. Entries followed by an asterisk indicate collaborative work with authors outside the Marriott School. Space constraints do not allow for full citations; interested parties may call 801-422-7696 or email marriottmag@byu.edu.

### Scholarly and other books

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**Bingham, John B.** *Assessing Organizational Development Interventions, Handbook of Organizational Development*.\*

**Fawcett, Stanley E. and Jeffrey A. Ogden.** *Supply Chain Management: From Vision to Implementation*.\*

**Foster, Jr., S. Thomas.** *Managing Quality: Integrating the Supply Chain*, 3rd edition.

**Gardner, Robert L.** *Prentice Hall Federal Taxation Individuals 2007*, 20th edition.\*

**Gardner, Robert L.** *Prentice Hall Federal Taxation 2007: Comprehensive*, 18th edition.\*

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**Glover, Steven M. and Douglas Prawitt.** *Auditing Cases: An Interactive Learning Approach*, 3rd edition.\*

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**Radebaugh, Lee H. and Ervin L. Black.** *International Accounting and Multinational Enterprises*, 6th edition.\*

**Romney, Marshall B.** *Fraud: Catching the Crooks Who Cook the Books*.

**Romney, Marshall B.** *Implementing SAS No. 99: Finding Fraudulent Financial Reporting and Asset-Misappropriation Schemes*, 5th edition.

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**Sanders, Wm. Gerard (Gerry).** *Strategic Management: A Dynamic Perspective*.\*

**Stice, Earl K., James D. Stice, and K. Fred Skousen.** *Intermediate Accounting*, 16th edition.

**Thompson, Michael P.** *Becoming a Master Manager*, 4th edition.\*

**Timm, Paul R.** *50 Powerful Ways to Win New Customers*, 2nd edition.

**Woodworth, Warner P.** *Radical Mormons & Civic Engagement: Becoming LDS Community Change Agents*.

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**Allen, Gove N.** "Advances in Data Modeling," *Communications of the AIS*.\*

**Allen, Gove N.** "The Effects of State-Based and Event-Based Data Representations on User Performance in Query Formulation Tasks," *MIS Quarterly*.\*

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**Black, Ervin L.** "Analyst Forecasts in Asian-Pacific Markets: The Relationship Among Macroeconomic Factors, Accounting Systems, and Accuracy," *Journal of International Financial Management and Accounting*.\*

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**Burton, F. Greg.** "Market Responses to Qualitative Information: The Role of Individuals with Conservative Versus Extreme Beliefs," *Accounting, Organizations and Society*.\*

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**Woodworth, Warner P.** "The Value of Networks in Enterprise Development: Case Studies in Eastern Europe and Southeast Asia," *Journal of Developmental Entrepreneurship*.\*

## Chairs and Professorships

Accounting	
W. Steve Albrecht	Andersen Professorship
Robert L. Gardner	Robert Smith Professorship
Steven M. Glover	Mary and Ellis Professorship
Douglas F. Prawitt	Ardis Professorship
Lee H. Radebaugh	Kay and Yvonne Whitmore Professorship
Boyd C. Randall	Ernst & Young Professorship
Brian C. Spilker	Georgia White Professorship
Dave N. Stewart	Rachel Martin Professorship
Earl K. Stice	PricewaterhouseCoopers Professorship
James D. Stice	Nemrow Distinguished Faculty Professorship
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Monte R. Swain	Deloitte and Touche Professorship
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## Fellowships

Accounting	
Ervin L. Black	PricewaterhouseCoopers Fellowship
F. Greg Burton	Deloitte and Touche Fellowship
Ted E. Christensen	Warnick Deloitte Touche Fellowship
Peter M. Johnson	PricewaterhouseCoopers Diversity Fellowship
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Conan C. Albrecht	Alice Belle Jones and Kevin and Debra Rollins Fellowship
Bonnie Brinton Andersen	LeAnn Albrecht Fellowship
Douglas L. Dean	David and Knight Fellowship
Stephen W. Liddle	Grant and David Fellowship
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Timothy Gardner	Robert Whitman Fellowship
Nile W. Hatch	Jack R. Wheatley Fellowship
Curtis D. LeBaron	Warren Jones Fellowship
W. Gerry Sanders	J. Earl Garrett Fellowship
Public Management	
Rex L. Facer	Warren Jones Fellowship
Kristie K. Seawright	Donald L. Staheli Fellowship
Jeffery A. Thompson	Stephen White Fellowship

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Nyal D. McMullin  
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H. Pete Smith  
Menlo F. Smith  
Nicholas Smith  
Rick L. Smith  
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Jaren Wilkey/BYU

Members of Calle prove that possessing a head for business *and* soccer is possible. Calle, a street soccer ball and apparel company, recently won the 2007 BYU Business Plan Competition. See story, page 20.