

Exchange

SPRING/SUMMER 2000



ALUMNI MAGAZINE
MARRIOTT SCHOOL
BRIGHAM YOUNG UNIVERSITY
ANNUAL REPORT ISSUE

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*Cover Illustration
by Craig Frazier*

e-Business at BYU

computers can process them. Benefit? This retailer needs only a fraction of the 2,000 people to do the job. These examples illustrate just a few of the changes that are occurring in business practices. How do we prepare students to enter this new world? How can we help them anticipate even more dramatic changes that may be down the road?

To react to the challenges of e-business, many leading business schools are adapting curricula and programs. At the Marriott School, we have been preparing students for quite some time to enter a digital world. In the late 1980s we offered a course or two that included e-business, even before the subject went by that name. We now offer at least five courses



It is an understatement to say that the digital revolution is having a revolutionary impact on business and other organizations. Do you know of many organizations, for example, that do not have a web site today? You will also be hard pressed to find many companies that are *not* connected to at least one customer or supplier electronically. Today, at least 50 percent of American households are connected to an online service. By all measures, the growth of e-business has been astounding, and there is little on the horizon to dissuade us from the idea that it is here to stay.

Of course, some organizations are further down the digital road than others. One major auto-maker claims to have reduced its parts inventory by over \$1 billion by putting its suppliers online. A well-known retail company has totally changed the way it processes supplier invoices: instead of manually processing mail—a job for more than 2,000 people—the company receives invoices electronically so that

that deal specifically with e-business. In addition, we recently formed a cross-functional committee to coordinate and broaden our curriculum in e-business and make it available to students in all programs at both the graduate and undergraduate levels.

One of the most significant responses we have made is the formation of the Kevin and Debra Rollins Center for eBusiness at BYU. The center was formally announced at a recognition dinner on 7 April 2000. Elder Henry B. Eyring and President Merrill J. Bateman joined us in thanking Kevin and Debra Rollins for their very generous gift of \$3 million to fund the center. Kevin, a Marriott School alumnus, is vice chairman of Dell Computers. The donation is a matching one that we hope to leverage into additional resources for the center. Under Director Owen Cherrington, we plan on using center endowment funds for a number of purposes, including: attracting and retaining outstanding e-business faculty;

pursuing research on the impact of information technology on business processes, employees, families, and society; forming partnerships with leading e-business firms; offering student scholarships in e-business; and developing a well-coordinated, state-of-the-art e-business curriculum.

The implications of e-business are far reaching. Traditional organizational structures—often defined by paper processes—are being modified. The entire supply chain is becoming streamlined—perhaps calling into question the role of the traditional “middlemen” and others along the way.

Marketing channels are also impacted. What happens to a sales force when a significant number of customers begin buying directly through electronic channels? What happens to customer loyalty when a competitor supplier is only a click away? How important is it to have a brick-and-mortar presence in the marketplace when the world becomes more digital?

How does e-business impact people? How do interpersonal interactions change? What does it do to the workforce? What are the implications for training employees and educating students?

These kinds of questions are important to address in our revised curriculum. They may also prove very interesting research questions for our faculty and students to explore. The Kevin and Debra Rollins Center for eBusiness will help us to do both.

BYU provides an excellent environment to pursue e-business. The Salt Lake City and Provo/Orem areas were recently listed in *Newsweek* as among the nation's top six areas for information technology. We have an outstanding core faculty who are experts in e-business. BYU was academic sponsor for the first journal in e-commerce: *EDI Forum: The Journal of Electronic Commerce*, which started in 1987. We recently formed an outstanding advisory board for the new center consisting of leading practitioners in the field. Our newly created Master of Information Systems Management program was recently rated twentieth in the nation by *ComputerWorld*.

We now have all the ingredients to make a major impact on the exciting new world of e-business. ■

16–17 New Student Orientation
 19 Summer Classes Begin
 22–24 Sixth Annual Management Conference
 24 Management Conference Golf Tournament

JUNE

June–November

**Marriott School
 Calendar**

4 Independence Day
 24 Pioneer Day
 31–Aug 4 EMBA Residency Week

JULY



11 Marriott School Convocation
 15–19 Education Week
 23 Faculty Retreat
 24 Department Retreats
 24–26 Undergraduate Student Orientation
 25 First-Year Graduate Student Orientation
 26 First-Year Graduate Student Service Project
 28 Fall Classes Begin
 28 MPA Orientation

AUGUST

**SPRING/SUMMER 2000
 MARRIOTT SCHOOL
 BRIGHAM YOUNG UNIVERSITY**

Ned C. Hill, *Publisher*
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Tara McKinney, *Assistant Editor*
Jenny Stathis, *Assistant Editor*

4 Labor Day
 14–16 Management Society Leadership Conference

SEPTEMBER

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5–6 Entrepreneur Founders Fall Conference
 7–8 LDS General Conference
 16–21 Homecoming Week
 20 MBA Class of 1990 Ten-Year Reunion
 21 Homecoming Parade
 21 Homecoming Game, BYU vs. San Diego State
 21 Alumni Board

OCTOBER

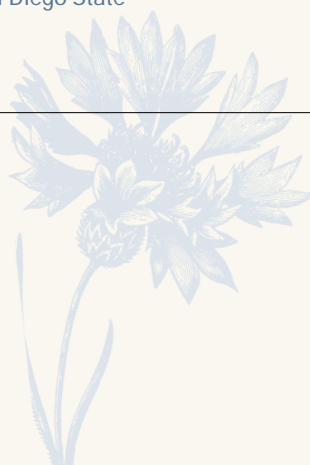
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7 Election Day
 11 Veterans Day
 16–18 NAC Conference
 22–24 Thanksgiving Break

NOVEMBER

*The views expressed in Exchange
 are those of the various authors and not
 necessarily the Marriott School.*





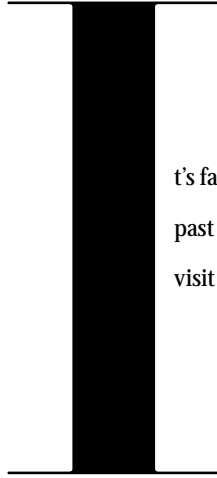
P

personal
character & personal leadership

Again and again, for
better or worse, I
have seen the power
of personal leader-
ship—bold, courageous,
and moral leadership.

It is really quite an honor and thrill
to be with you at Brigham Young
University today. This is the first time
that I've been on your campus. Yours is a
university, however, with which I've long
been familiar, for several reasons. Not least,
your football team. Also, the association with
the university by Stephen Covey, who has had
quite an impact in my own life and that of many
in my company, and particularly I think of Brigham
Young University because of your alumni who've
made such good contributions to Procter & Gamble.

by John E. Pepper / Illustrations by Craig Frasier



It's fair to say that my knowledge and respect for this institution deepened enormously in the past month because I have come to understand your mission far better preparing for my visit today. It is truly a noble mission—one I resonate to tremendously.

My comments today will, in many ways, deal with how I and my company try to live a very similar mission. My comments will deal with two tightly linked subjects: personal leadership and the role of personal character in forging strong leadership.

I am often asked, "What is the most important thing you have learned in your career?" My answer is simple and immediate: "Personal leadership makes things happen."

I have seen the power of personal leadership in many venues. I have seen the difference that Procter & Gamble leaders make in running over seventy country operations and dozens of product line operations. I have seen the difference that individual principals make in over seventy-five public schools and that individual teachers make in thousands of classrooms in Cincinnati.

What defines great leadership? What does great leadership entail? It has many dimensions, of course.

The mission of leadership, it seems to me, is to guide and enable purposeful growth of individuals and institutions. It is to create and sustain a purposeful future. Growth is both an imperative and a noble pursuit for many reasons. Not only does it contrast to the only ultimate alternative—decline—but creates value for stakeholders, whether they be shareholders of a company or students on a campus. Purposeful growth also creates a sense of pride and excitement for employees because they are part of a winning team—and it is no wonder that is what attracts the best talent. Never has it been so important for leaders to deliver on their mission of growth and creating the future for never have the opportunities been so great, at least in our business. That is a result of the explosion of digital technology and globalization.

I have found the attributes of intelligence, imagination, personal sensitivity, energy, and strategic focus to be essential.

At Procter & Gamble, we have found it useful to focus on three components of personal leadership. We call them the three Es: envisioning, energizing, and enabling.

Rather than talking about these elements, however, I thought I would talk with you tonight on a more personal level about what I have come to believe is the most defining characteristic of the most effective leaders I have known. That is personal character.

What is character? I don't know if there is a final answer, but for me character begins with integrity: "Being as one." "Being as one" in the sense of being faithful in action to your most important core values, to your promises, to your words. "Being as one" in saying what you mean and meaning what you

*John E. Pepper is
chairman of the board
and former CEO of
Procter & Gamble.*

*This address was given
at the International
Executive of the
Year banquet,
29 October 1999.*

say, and of being faithful to other people, especially when they are not present.

Integrity manifests itself in a quality I have come to appreciate more and more: “authenticity.” I love to hear it said of someone: “What you see is what you get.” No matter where this person is, no matter who they are talking with, they are the same because they are just being themselves. They operate from a hard inner core of values and beliefs. It is easy to think of heroic, authentic figures. Vaclav Havel risking his life denouncing communism from a prison cell in Czechoslovakia. Nelson Mandela doing the same about apartheid in South Africa. Senator John McCain unyielding thirty years ago to his captors in a Vietnamese prison camp; more recently in Cincinnati denouncing large campaign contributions right in front of some of his very biggest potential contributors.

However, this need for character—for integrity and authenticity—isn’t a sometimes thing. It arises every day in the workplace in Procter & Gamble, in my associations with my family, and among all of you right here at Brigham Young University. It is one thing to describe character as being faithful to one’s values; it is another to ask “what is good character?”

I have tried to answer that by trying to answer another question, which I am sure each of you have raised, “How, when all is said and done, does one measure the value of a life? What, really, should leave a person feeling good inside, with lasting joy and satisfaction?”

I recorded my own convictions on this long ago. They are very simple.

First, try to be all I can be. To the best of my ability, try to serve my highest instincts and reach my full potential, leading and persisting in what I believe to be most important.

Second, in doing this, trying to be of service to others. But how does one go about this? Personally, I don’t think anything is as important as having a clear sense of values and purpose. I believe that values really do determine your approach to life, in everything you do.

I like what Margaret Thatcher once said: “You must start with beliefs. Yes, always with beliefs. You first sort out what you believe in. You then apply it. You don’t compromise things that matter.” She added, “It is not enough to be a starter. You have to be a sticker and see it through.” How true!

Of course, your values have to be put to work against a particular purpose, and they need to be something you believe in deeply. Every person I have seen who has been successful has had that one thing in common. They have been very clear and very passionate about what they are doing, about its value. And it has been a purpose they honestly believe to be worthy of their best efforts.

From Michael Jordan to Sam Walton to Martin Luther King Jr., from the professors here at BYU who you’ll never forget, to the men and women at Procter & Gamble who I have seen make the biggest contributions, they all have one quality in common: they care deeply about what they are doing, and they are committed to doing it very, very well.

All of you here tonight have already experienced this. Reflect for just a brief moment, if you will, on your biggest

successes, those accomplishments you are most proud of in your studies or in a sport or an extracurricular activity. Whatever it is, I’ll bet it is an activity that you really love and have devoted yourself to most completely.

As you go ahead to the next stage of your life after college, it will be no different. You may not find it in your first job. It may not come out and grab you, but look for it. Find an activity that you love to do and make sure it is part of an institution or career whose values are a good match with your own.

I found this at Procter & Gamble, and it changed my life. For what I found is that the purpose and values of this company and its people were very much in accord with my own. What’s more, I have found that they helped strengthen my own values and bring them to life.

Pursuing strong corporate values is not only the right thing to do ethically, but it is also the best way to build a winning leadership business.

Indeed, I can tell you that of all the reasons I am still with Procter & Gamble after thirty-six years, the most important are the people and values of this place. And that brings me to a point that I think should be very encouraging to you. I have found that the values of a company are a huge determinant of its success.

By that I mean that pursuing strong corporate values is not only the right thing to do ethically, but it is also the best way to build a winning leadership business. There are several reasons why this is true.

First of all, a company’s values have everything to do with who is attracted to your company, and, even more, who will stay with it. Each of us has only one life to live. We want to live it in a career committed to high goals and high-sighted means of reaching these goals. This is true everywhere I have ever been—in our most mature countries and in emerging industrialists, like China and Eastern Europe.

Beyond that, strong corporate values greatly simplify decision-making. I can’t overemphasize how liberating it really is to know the things you won’t even have to think about doing. You don’t waste time even in talking about them. About diluting a product. Or taking a bribe.

What’s more, strong values earn the respect of customers and suppliers and governments and other companies, too. This is absolutely crucial in the long term.

Finally, strong values in a company create trust and pride among its employees. They build the morale, the spirit of the place. And that produces better results.

Now, just as is the case with each of us personally, values in a company aren’t worth the paper they are printed on unless they are reflected in actions and decisions, especially the tough

calls between the expedient and the principled, between what's right for the short and long term.

We often face such calls in our business. Many occur in the way we treat our consumers.

Nowhere is that more important than product safety, but even in this area the decision can be less clear-cut than you might think. If you know a product is unsafe for some reason, you pull it off the market. No decision could be easier.

But what if you can't be sure that your product is unsafe? What if you even believe that it is safe, yet you can't prove it categorically? What do you do then? How do you justify what can be a very expensive decision? There is no single answer, unfortunately, that applies to every situation like this. You simply have to depend on your judgment and do what you believe is the right thing.

Strong values in a company create trust and pride among its employees. They build the morale, the spirit of the place. And that produces better results.

An example from our experience was our decision to withdraw our Rely Feminine Protection product in the 1970s. Since science did not allow us to separate categorically the disease of toxic shock syndrome from product attributes in that category, we closed down the brand. There was not then, nor is there now, evidence that we were directly involved, but we refused to take the chance. In today's terms, that decision cost us hundreds of millions of dollars. But in our judgment, based on our values, it was the right thing to do.

We faced another, truly bizarre situation more recently. Counterfeiters started to produce and distribute a fake Head & Shoulders product. We found that, in a rare case, use of the fake, poorly made product might cause severe illness. What should we do? After all, it wasn't even our product. Well, what we did do was advertise in newspapers to advise people who might buy this counterfeit product not to use it. Here we were, trying to protect consumers from a product we had not even made—but clearly the right thing to do.

Another situation we sometimes face is how to deal with sensitive information about a competitor. Here's a real-life example. A senior executive from one of our advertising agencies got into a cab in New York and found a computer disk lying on the floorboard that included the marketing plans from one of our toughest competitors. If that had happened to you, what would you have done with the disk? What would you have expected someone who worked for you, an employee or a supplier, to do with that disk?

I am pleased to say that in this case the agency executive sent the disk back to the chairman of the competitive company,

assuring him that neither the agency nor anyone at Procter had looked at the contents of the disk. As his letter said, "We always compete with commitment and intensity, but we'll never compromise our ethics to win."

Another situation that arises in our business that tests our values is a request for improper payment, a bribe. For example, a couple of years ago we had a shipment of material needed to produce Pampers diapers worth about a quarter of a million dollars arrive at a country in western Africa. We knew its import was allowed, but the customs inspector pretended that this material fell under classification that forbids its import, quickly adding that he was willing to release the shipment if we gave him \$5,000 under the table.

What do you do? In the scheme of things, \$5,000 isn't that much money. Is it worth \$5,000 to move a quarter million dollars worth of raw materials? To keep a line operating? To avoid having to explain to your boss that you let a multimillion-dollar business be disrupted over \$5,000?

What I can tell you is that our division manager in charge refused to even contemplate any such discussion. In fact, the material remained blocked. We had to shut down our plant for four months. We had to write letters and seek government interventions all the way up to the president of the country to get our materials cleared legally. But we finally did it. There is no question that the cost of our business far exceeded what it would have taken to just pay the bribe. Many local people thought we were crazy or naive for choosing the course we did, but that didn't sway us. They may think we didn't know how to do business, but they will respect our integrity.

One of the central values at Procter & Gamble is the appropriateness of our supporting communities in which we live and work. And happily, once again I have found that to not only be the "right thing to do" but also to be right for our business. Why?

Well, first of all, I have found that companies with a genuine community commitment attract strong employees who have that same kind of commitment.

Second, these companies also earn the respect of local communities and local governments. That can be very helpful in gaining appropriate support on important business issues.

What's more, we need the leadership of men and women from business if we are to have the kind of communities that our businesses and employees need. We are not going to improve many of the institutions we depend on—education, government, the arts—without leadership from men and women who have the knowledge and competitive toughness acquired in business.

Finally, involvement in community activities also helps develop one's own personal capabilities. For example, I trace my own appreciation of the power of diversity directly to my work in the community, from interacting with people of great talent and spirit from different backgrounds. I would not be the person I am today without this experience.

So, the pursuit of sound values is not only the right thing to do ethically, but it is also critical to business success. But how does one develop and live such values? Well, that



takes me right back to the subject of personal character.

The longer I have lived, the more I have come to realize that developing and living the character I seek is my ultimate personal challenge.

There are three watchwords I've tried to keep constantly in front of me as I've pursued this challenge. They are wisdom, courage, and persistence.

Wisdom to identify the right things to do—to distinguish between those things I can and should change, and those I cannot and should not change. Wisdom to decide what is the right balance between the short and long term.

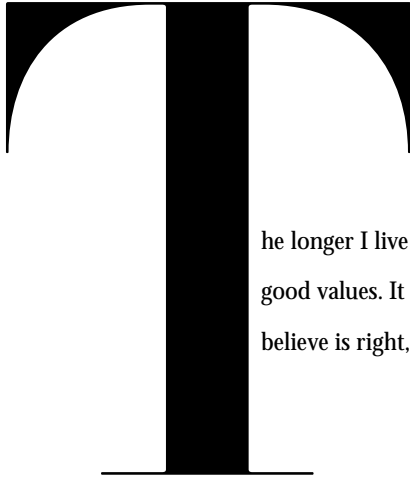
Courage to put aside the fear of failure, recognizing that if I am to accomplish anything of real value, I must risk wrong deci-

sions. Courage to fight for what I believe in, especially if it is controversial, not letting the views of others deter me from something I believe in deeply. Courage in following my deepest instincts, even if the future is not clear.

I'll always remember what a speaker said about that at my oldest son's graduation: "Sometimes you have to leap before you look." That's right. "Leap before you look."

I know that feeling, and you probably do too. Embarking on something that you are not sure you can do, but being sure it is right and that you need to try. I have found many of the most important things in life are like that.

The very promising organizational change that we are embarked on now at Procter & Gamble has been like that for



he longer I live the more I learn the importance of the consistency with which I practice good values. It sure doesn't make it easy, but I have found that each violation of what I believe is right, even if it isn't the biggest deal in the world, is a crack.

me. When we started, I was not sure where it would lead. And I didn't know exactly what my role would be. But I was absolutely convinced it was right to do for the future of P&G. And so I went ahead.

When I helped launch the Cincinnati Youth Collaborative in 1987, I did not know exactly what we should do, but I felt sure that we needed to pull together a group of people from different parts of the community to work on behalf of our youth. So we set off to do it.

When I agreed to cochair the fund-raising campaign for the new National Underground Railroad Freedom Center that will be located in Cincinnati, I didn't know—indeed, I still don't know—exactly how we're going to raise the required \$90 million. But I believed deeply that this is an undertaking that is needed, and I felt that I should help make it happen.

Success on this, I am sure, will require a good dose of the third watchword I mentioned: persistence. I can't overemphasize the importance of sheer persistence to success. History is written largely with the significance of persistence—but it is written in invisible ink.

History records the happy endings and glosses over the failures along the way. But they were there. You can be sure of that. On almost anything of real importance, success has only been achieved because some man or woman had the grit to keep going.

You probably have all heard the story about one of our most famous presidents. A man who ran a country store early in his life but went broke and took fifteen years to pay off the debt. He got married, but had an unhappy marriage. He ran for the House of Representatives but lost—not once, but twice. So what did he do next? He ran for the Senate—again, not once, but twice—and again, he lost twice.

Attacked daily by the press, despised by half the country, that catalog of disappointments would have driven most people to despair. Not this man. His name was Abraham Lincoln.

I am sure all of you could tell me who made the first manned flight—the Wright Brothers at Kitty Hawk, North Carolina in 1903. Of course. But could you tell me how many times the Wright Brothers had tried, unsuccessfully, to fly their plane before the success we read about? Five times? Ten times? Fifty times?

No, they had attempted this flight over 100 times. And each time, they failed. But they didn't give up.

The importance of persistence is especially vital today in business because in the world-class competition around us, the margin between success and failure is usually very slim indeed.

Norm Augustine, a member of our board of directors, tells an interesting story about the Iditarod dogsled race in northern Alaska. It takes place over 1,048 miles of inhospitable terrain. The contestants encounter winds of up to 100 miles per hour, temperatures down to 70 degrees below zero. But the incredible thing, from the standpoint of persistence, is that in one recent race the person who finished second lost the grueling sixteen-day race by a mere one second.

Wisdom, courage, persistence. Qualities that, in my experience, underpin strong personal character.

Now, it will not come as news to you to hear me say that it is far easier to describe the qualities of strong character than to live them. And, I thought I would share some of the things I personally have found to be most helpful, and most challenging in this respect.

First on the helpful side: I have gained great benefit, I believe, from writing down and updating at least annually what I view as my core responsibilities and opportunities to contribute and improve. I have done this for at least twenty years.

Second, I have been greatly helped by reading outstanding authors, some old, like Thoreau and the Bible; and some new, like John Gardner, Stephen Covey, and John Kotter. I continue to learn.

Third, I have benefited tremendously from the outstanding people I have come to know over the years. I have learned from and been strengthened by working with P&G people. People in the community. People with vocations to service. And I have been strengthened by my wife and children. Never forget, your personal associations really do matter.

Finally, the longer I live the more I learn the importance of the consistency with which I practice good values. It sure doesn't make it easy, but I have found that each violation of what I believe is right, even if it isn't the biggest deal in the world, is a crack.

Ronald Reagan had it right in the talk he gave in 1993: "The character that takes command in moments of crucial choices has already been determined by a thousand other choices made earlier at seemingly unimportant moments. It has been determined by all of the seemingly little choices of years past, by all those times when the voice of conscience was at war with the voice of temptation, whispering, aloud or internal, 'it doesn't really matter.'"

President Reagan's comments remind me of another story told by Norm Augustine. Norm dramatized the importance of our trying to do what is right—consistently, constantly—by examining the habits of, of all things, a snake: the boa constrictor.

Norm once felt, as I did, that the boa made its kill by quickly crushing its victim in the powerful folds of its body. However, his look in the encyclopedia revealed instead that the boa places two or three coils of its body around the chest of its prey and each time the victim exhales its breath, the boa simply takes up the slack. After three or four breaths, there is no more slack. The prey quickly suffocates and is then swallowed by the boa.

Norm went on to note, rather chillingly, that this deadly phenomenon of the victim becoming an unwitting accomplice in its own destruction is not confined to the world of reptiles. The boa we have to face and overcome is following our ethical values—each lapse is another coil of the snake.

Still, I have to offer a strong caution here. We must not be too hard on ourselves.

Try as we might, no one of us will ever be perfect—not even close to perfect—in living up to our highest ideals.

So we have to strike a balance here.

Complacency and weak-willed indifference are like quicksand. But we must realize that to err is human. It will happen.

I think the key is to go on with more determination, recognizing that the consistency with which we act in line with our best instincts will give us greater confidence and greater strength for the future.

Trying to do this, I certainly have faced challenges in living the character I want.

One has been the challenge of establishing clear and honest expectations in my relationships with others, particularly in confronting disagreements that involve a lot of tension. Sometimes, I have been too reluctant to do this. More and more I have seen the need to get key issues on the table, sooner rather than later. Relationship problems are not like wine—they don't get better with age.

I also have suffered sometimes from the inevitable tendency to postpone what comes the hardest. I say that even as I have tried to keep the maxim of "doing first things first" front and center.

Finally, I believe I could have engaged more often and earlier on really new experiences. As you might imagine, I have done a lot of this. But, in hindsight, I could have done even more. In that regard, I would emphasize how experiential learning has been the most important learning for me—throwing myself into different situations, especially those in which I feel uncomfortable.

I have found that this willingness to embark on new experiences, often uncertain, sometimes uncomfortable, and even a bit frightening, is key to growth. That has become clear and clearer to me as the years have gone by.

I am going to conclude by addressing a question that I have been asked many times: "How do you think ethics and values tie corporate, public, and private lives together?"

The answer is that they should do it superbly. I believe it is perilous to have different sets of values for different parts of your life. I don't think you can compartmentalize these things. I

On almost anything of real importance, success has only been achieved because some man or woman had the grit to keep going.

know that my effectiveness and my peace of mind demand that the values that guide my life in P&G, in community activities, in my family life, and in the privacy of my own mind and heart be as much the same as possible. For me, those values come down to five things:

- Passion: believing deeply in—indeed, loving—what I do.
- Authenticity: being myself as well as I personally can.
- Truth: pursuing it at all costs, no matter where it leads.
- Enthusiasm: realizing that nothing great happens without it.
- Respect and caring for others: deep-seated caring, evidenced in what you do.

These qualities of leadership and character become real, of course, only as we live them to the best of our ability in our actions and decisions every day. If my life is any example, doing this will not produce a life free from tension or free from frustrations stemming from actions that too often fall short of our ideals. But in the end, it will produce a life filled with a good measure of personal satisfaction, growth, joy, and contribution. And, in the words of that famous song, "Who could ask for anything more?"

Yes, personal leadership makes things happen, and strong personal character, forged in the daily encounters of challenge and opportunity, is the ultimate key to that leadership. ■



VALUABLE LESSONS and TURNING POINTS

by gary s. baughman

It is an honor for me to stand before you on this momentous and exciting occasion to address the first graduating class of the new millennium.

As I have thought about what I might say today that would be of most benefit to our graduates, my first inclination was to present some profound ideas about business success from people far more learned and insightful than I. However, my wife convinced me that the best way that I could add value to today's proceedings would be to simply tell you about a few of the turning point experiences that we have had in our lives and the lessons that we have learned from those experiences.

I have had a very interesting career, not one that I expected nor planned. Frankly, my being at this podium today should give great hope to those graduating this morning who are not going to work for a large, well-known corporation or a prestigious partnership and to those of you who don't have the slightest idea what you want to do with the rest of your life. I didn't.

Actually, I spent the first few years of my career bouncing around like a cat on a hot tin roof until I found out what I liked to do, what I am good at, and finally managed to get into a groove. That groove turned out to be turning around troubled companies. Over the last twenty years, I have had the opportunity to be the president or CEO of five global consumer product companies in three different industries. Although these companies are or were leaders in their industries, by the time I came aboard, except in one case, their sales and earnings were declining rapidly and morale was declining. To further complicate matters, during two of the turnarounds I was called to be bishop, and during the last one I was called to be stake president. As you can imagine, my family and I learned many valuable lessons from these experiences. Allow me to share five of these with you.

LESSON NUMBER ONE—Learn to work positively and productively with other people. It is a lesson that I have learned over and over again, frequently the hard way, with increasing intensity as I have taken on responsibility for larger and larger businesses. Your ability to work with people will make you or break you in business. Many people seem to think that marketing wizardry, financial genius, and computer know-how are more critical.

These kinds of skills are very important. However, in the end, people skills triumph.

Earlier in my career I thought otherwise. I was enamored with the technical skills I had learned in business school. I used to think I could market my way out of any problem, or if I managed the dollars cleverly enough, success was inevitable. What I failed to understand is that all such functions are performed by people whose primary concerns are about themselves as individuals—how they fit in, and how they are treated, how they can contribute and be successful, and how much money they make compared to their peers. Working effectively within groups and then leading larger and larger groups successfully is the name of the game in career growth. Those who can work with, hire, motivate, and retain talented people are those who rise toward the top. Those who can't, more often than not, drift toward the bottom or find themselves in increasingly isolated roles in organizations.

It isn't easy. Frequently some of the most technically-talented people in an organization are the most insecure and difficult to work with. However, if you can figure out how to get those kinds of people on your side, they will help you conquer the business world.

Many times during my career I have been reminded, sometimes dramatically, how consistent the teachings of the restored gospel are with principles of good business management. I have found time and again that when I base my decision-making and business relationships on principles of integrity and concern for the feelings and well-being of others, I am able to motivate and lead people more easily and effectively than I ever thought possible. However, to the extent that I have neglected those principles in my relationships with others, I have been monumentally unsuccessful in motivating and leading people.

LESSON NUMBER TWO—No matter how smart you are, no matter how highly motivated you are, if you cannot communicate effectively and persuasively with others, both orally and in writing, you will not be as successful as you would like to be. It doesn't do much good to have great ideas if you can't get others to understand them and support them. I have known and worked with many people over the years who are bright and highly motivated but failed to reach their potential because of communication problems. In some academic environments you can get ahead by simply being smart and working hard on your own. However, in the business world, as in other large group activities, your ability to convey and sell your ideas is critical to your own success and often to the success of your company.

If for some reason you feel that your communication skills are lacking, look for opportunities to continue improving. Make speaking and writing a hobby. You will get a great return on the time you invest in developing these critical skills.

I have also learned the hard way that the real foundation of successful communication is not a huge vocabulary nor a silver tongue, but good listening skills. The higher you rise in organizations, and the further removed you are from your areas of so-called technical expertise, the more important listening skills become.

Nothing teaches you to listen more effectively than when you take a job with a new company in a new industry and that job happens to be president. Several times I have joined a company

as the president with little knowledge of the business or the industry and was expected to turn the company around. I would spend the first several weeks doing almost nothing but listening. Over time I learned to listen between the lines, notice subtle changes in emotions or body language, and pick up on patterns and recurring themes. Ultimately, I would take all that I heard, summarize it, prioritize it, develop a strategic plan, and finally work hard to get everyone to support the plan. But listening came first.

LESSON NUMBER THREE—Develop a passion for your work. I am a firm believer in the power of passion. It is so important that right from the start you pursue a career for which you have real enthusiasm. If you do, you will love going to work every day; you will put in the extra time when you need to, and you will become very good at your job. And, obviously, the better you become at your job, the more in demand you will become, the more money you will make, and the more opportunities you will have for career advancement. It is interesting; competence stands out like a sore thumb. If you become really good at what you do, word will get around, not only in the company but also in the industry and beyond. Passion leads to competence, and competence leads to opportunity.

However, a lack of passion or enthusiasm usually leads nowhere except to a very frustrating and emotionally unrewarding business life. Take my word for it that going after a job just for the money is the worst thing you can do, especially early in your career when it is perhaps most tempting. If you go after a job about which you are not excited because the money sounds great, you will probably start to lose interest rather quickly, and it will show. The best reason for making a job change is to increase your learning and to take on additional responsibility. As your learning grows and your ability to handle greater responsibility increases, the money will come.

LESSON NUMBER FOUR—Be strategic in building your career, but don't be afraid of taking a well-thought-out, calculated risk when you sense that the time is right. It is certainly important to establish long-term goals and then take the logical steps one at a time to achieve those goals. That means avoiding the temptation to jump off your career path every time a fun-looking job comes along. That may be exciting and even financially rewarding for a while, but it often leads to disappointment down the road when you realize that you have not established the kind of solid, consistent track record you need to qualify for more senior-level jobs.

Having said that, I would also say that for many of you an opportunity may come along some day to take a job that would allow you to take a quantum leap in learning and responsibility, but seems too risky. In those situations my advice would be to take a careful look at the job and the company to see if there is perhaps more opportunity and less risk than would be seen by the casual observer, and if there is and you feel good about it, take the leap. In other words, do not be so determined to keep your nose on the career path grindstone that you pass up what could be a golden opportunity.

As I mentioned earlier, I have spent most of my career turning around troubled companies, which always involves risk. At

first I shied away from taking a chance with my career, but after my first successful turnaround, I discovered that if you look carefully beneath the surface of what seems to be a risky situation, you often find problems that can readily be solved with good planning and careful execution of very simple business principles. And the emotional and financial rewards that come from accomplishing a task that most people shy away from can be outstanding.

LESSON NUMBER FIVE—As you leave the security of BYU and venture out into the world, take every opportunity to develop friendships with people from different cultural and religious backgrounds. Many of you will move around the country or even around the world during your careers. As you find yourselves in new locations, those of you who are Latter-day Saints will quickly make friends with other LDS people in the area. Indeed, the church infrastructure throughout the world is a tremendous blessing for business people who are frequently transferred. However, I admonish you to include within your circle of close friends more than just members of the Church.

Marriott School graduates have a unique opportunity and responsibility to be a light unto the business world, but that is tough to do from inside a cultural or religious cocoon.

Clearly, we are at the dawn of a technological revolution that is dramatically accelerating the pace of change in business. You are far better prepared than previous generations to embrace this change and take full advantage of the tremendous opportunities for those with business know-how, imagination, and courage to step forward and become leaders in a brave new global business world.

You have the academic training, you have the strength of character, you have a sense of purpose and destiny in your lives.

Have faith in yourselves. Trust the Lord. Understand that there is a far more profound and powerful Internet available to you than the one that comes through your laptop.

Congratulations to you, the first wave of Marriott School graduates of the new millennium. Blaze a trail of goodness, courage, and determination to be a shining light unto the business world. ■

Gary Baughman is the retired president and CEO of Fisher-Price, Inc. He gave this speech at the Marriott School Convocation 21 April 2000.

THE REAL FOUNDATION OF SUCCESSFUL COMMUNICATION IS NOT A HUGE VOCABULARY NOR A SILVER TONGUE, BUT GOOD LISTENING SKILLS.



Writing at Work

ten strategies to increase the value of your words

by J. Melody Murdock, Exchange editor | photographs by Robb Hanks

Five seconds can be a long time if you're late for a presentation, making a critical first impression, or waiting for management to approve your business proposal. In the fast-paced realm of corporate communication, time is money and seconds matter.

"You will generally be given only a few seconds to prove that you are worth a hearing," says John Trimble, writing expert and author of *Writing with Style*.¹

Concise, clear, and accurate writing is vital to the success of your career and to your company's productivity. "You can have the greatest ideas in the world, but they're no good to your company or your career if you can't express them clearly and persuasively," says Gary Blake, manager of the Communication Workshop in Port Washington, New York.²

Good writing skills will sell you and your ideas. "Employers notice who can write and communicate well and will trust those who can with important jobs," says John Miller, CEO of Farmland National Beef Packing Company. "Good, clear writing will draw attention to your ideas and help your proposals get accepted."

Taking time to improve writing skills is an investment that pays off. Stephen Reder, a linguist at Portland State University in Oregon, found that among people with a two- or four-year college degree, those with the best writing ability earn, on average, more than three times the income of those with poor writing skills.³

If tripling your salary isn't a big enough incentive to improve your writing, consider what Michael Thompson, Marriott School professor of organizational leadership and strategy, has to say: "Working on your ability to condense and clarify ideas through writing is going to help you no matter what you do. Good writing involves a core set of disciplines that transfer into your professional role as a leader and problem-solver."

Experts agree that most business writing could use a little sharpening. Enhance your ability to write clearly and persuasively by adopting ten strategies that will increase the value of your words.

Strategy 1. Organize your thoughts

“Identify the problem or issue first and then write to address it,” says Verdis Norton, vice president of strategy at Kraft Foods, Inc. Having a purpose in mind before you begin writing will help you tighten your message and address the issue at hand.

Questions to ask:

- Who is my audience?
- What is my primary message?
- What are my secondary or supporting messages?
- What is the appropriate tone?
- What action do I want my audience to take?

Strategy 2. Structure your writing

Once you have established a clear purpose, it is important to consider the structure of the message. “Learn and develop a format that works for you,” Norton recommends.

Bill Baker, writing consultant and Marriott School professor of management communication, designed a model that works for students and business managers. He calls it OABC—*O* for opening, *A* for agenda, *B* for body, and *C* for closing.

“The OABC approach gives writers a framework to follow, outlines their message, and saves time,” Baker says. “Applying this model will tremendously improve an organization’s writing skills.”

Opening

Business professionals want to know the when, where, why, and how up front. “If I don’t get anywhere after three sentences, I don’t have time to keep reading,” Miller says.

A good opening is like a thesis statement or a headline; it states the main point first. After reading the opening sentence or two, the reader should know immediately where the document is headed.

For example, read the *before* and *after* versions of the sample memo below. The author, Sara Howard, in the *before* memo doesn’t state her recommendation until the last paragraph, leaving her readers confused about her purpose. In the *after* memo, she revises her opening and states her recommendation in the second sentence, letting her readers know exactly what to expect.

Openings can:

- Share background information
- State the reason for the message
- Refer to previous communication
- Define a problem
- Provide a conclusion
- Give a recommendation

Agenda

When attending a formal business function, guests usually receive a program that outlines the events that will take place. Your reader expects the same courtesy of you. An agenda is a preview or overview of what will follow in the document.

Before

To: Western Region Store Managers
From: Sara Howard, FastFood Operations Manager
Date: June 10, 2000
Re: Recruiting, Hiring, Scheduling, and Retaining Employees

On a recent visit to Las Vegas, I found a FastFood store that is getting and keeping a quality workforce, a goal which, as you know, is an ongoing problem for our industry. The manager, Carl Wallace, shared with me the success strategy.

Carl has determined that the standard FastFood staff figure of one employee for every \$2,500 dollars of monthly sales is not optimal. After experimenting, he found the best figure to be \$1,800. At this level, more employee flexibility is achievable.

Maintaining adequate staffing levels is an industry-wide challenge. To solve this problem, Carl has organized his workforce into three teams. Each team is given a \$100 monthly budget to use in recruiting, interviewing, and training new employees. If the team’s staff level is maintained at 10 throughout a quarter, each member of the team receives a \$100 bonus. Another industry problem is employee retention. Annual turnover at Carl’s store has decreased 151 percent since implementing his program. Four incentives have helped improve employee retention: Monthly free-food days, 30-day wage evaluations for new employees, quarterly for all employees; monthly performance reviews for all employees; and “Buddies” and other programs to ensure employee satisfaction.

Because of Carl’s success, I strongly recommend that you consider implementing one or more of these approaches as appropriate in your store. Please send me an e-mail response to this memo by the first of next month to let me know your specific plans.

After

To: Western Region Store Managers
From: Sara Howard, FastFood Operations Manager
Date: June 10, 2000

Re: **Recruiting, Hiring, Scheduling, and Retaining Employees**

On a recent visit to Las Vegas, I found a FastFood store that is getting and keeping a quality workforce, a goal which, as you know, is an ongoing problem for our industry. The manager, Carl Wallace, shared with me the success strategy, and I recommend it to you for implementation. Carl’s strategy includes (a) determining appropriate staff levels, (b) finding qualified staff, and (c) retaining employees.

Determining Appropriate Staffing Levels. Carl has determined that the standard FastFood staff figure of one employee for every \$2,500 dollars of monthly sales is not optimal. After experimenting, he found the best figure to be \$1,800. At this level, more employee flexibility is achievable.

Finding Qualified Staff. Maintaining adequate staffing levels is an industry-wide challenge. To solve this problem, Carl has organized his workforce into three teams. Each team is given a \$100 monthly budget to use in recruiting, interviewing, and training new employees. If the team’s staff level is maintained at ten throughout a quarter, each member of the team receives a \$100 bonus.

Retaining Employees. Another industry problem is employee retention. Annual turnover at Carl’s store has decreased 151 percent since implementing his program. Four incentives have helped improve employee retention:

- monthly free-food days
- 30-day wage evaluations for new employees, quarterly for all employees
- monthly performance reviews for all employees
- “Buddies” and other programs to ensure employee satisfaction

Because of Carl’s success, I strongly recommend that you consider implementing one or more of these approaches as appropriate in your store. Please send me an email response to this memo by July 1, 2000 to let me know your specific plans.



You can have the greatest ideas in the world, but they're no good to your company or your career if you can't express them clearly and persuasively.

For example, in the *after* memo, Sara writes a clear agenda outlining the strategies she recommends. She writes, "Carl's strategy includes (a) determining appropriate staff levels, (b) finding qualified staff, and (c) retaining employees."

Body

The body of the document should follow the format outlined in the agenda. It is often best to divide the body into sections, each with a heading that describes the content of that section. For example, notice how Sara, in the *after* memo, has divided the body of text into three main sections with headings that match the items in the agenda.

A section may have one or many paragraphs. Paragraphs should usually be no more than four or five sentences long, or about one hundred words.

Closing

The closing is a good place to tell readers what you want them to do, or what you will do, and to restate the main ideas discussed in the document.

For example, in the *after* memo, Sara reaffirms the purpose of her message by recommending that her reader implement one or more of the approaches she has suggested. She follows up by asking him to email her by a specified date.

Be careful not to fall into the routine of ending all your messages with the same sentence. Clair and Gordon May, authors of *Effective Writing: A Handbook for Accountants*, say, "The conclusion should be a meaningful addition to the memo, not just an empty string of words added out of habit."⁴

Strategy 3. Make visual sense to your reader

We live in a world that has become very sensitive to visual stimuli. Readers want information presented to them in a digestible format. Imagine your daily newspaper without design elements: no headlines, columns, pictures, or sidebars—a big mass of solid text. Very few people would read it. Layout and design are essential—they make information accessible to the reader.

Baker stresses the importance of providing access through an approach called HATS—*H* for headings, *A* for access, *T* for typog-

raphy, and *S* for spacing. "It is just as important to make visual sense to your audience as it is to make logical sense," he says.

Headings

Use headings as navigation tools to help the reader categorize information. Divide the material into small, digestible units and label the information according to the content of the units using headings and subheadings.

Baker recommends following some sort of heading hierarchy throughout the document to show the levels of division. For example:

FIRST LEVEL: BOLD, ALL CAPS

Second Level: Bold, Initial Caps

Third Level: Italicized, Initial Caps

Access

"Be reader friendly—make the meaningful information in your document accessible," advises Baker. A simple way to cater to your reader is to use bullet points or lists. When you find yourself naming more than three or four items, consider listing them.

The following bulleted list contains other ideas you can implement to make information more accessible:

- graphs
- charts
- tables
- photos
- illustrations
- diagrams

Typography

Typography refers to the appearance of text on a printed page. It can be easy to overlook, but is important to remember if you want to make just the right impression. Here are three typographical elements to consider when preparing your document:

1. *Typeface*—Choose a typeface that is easy to read and doesn't draw attention to itself. A serif font, with small tails, like Times New Roman, is good for body text and headlines because it is easy to read. A sans serif font, without tails, like Ariel, is good for headlines, but not for body text. As a general rule, you should not use more than two typefaces in a document.



The difference between the right word and almost the right word is the difference between lightning and the lightning bug. —Mark Twain



- 2. **Type style**—Font styles include regular, *italic*, **bold**, and **bold italic**. Use type styles to help important words or headings stand out.
- 3. **Type size**—The standard type size for most business documents is 10 to 12 points. For an older audience, increase the type size. For overhead transparencies, PowerPoint presentations, and other visuals that must be seen by an audience, increase the type size appropriately.

Spacing

A document with visual appeal has a good balance between print and white space. White space includes margins, the space between sections, and the space around graphic images.

As a general guideline, plan at least a one-inch margin for the sides and bottoms of documents. Also leave extra space before and after paragraphs, charts, tables, lists, photos, illustrations, graphs, or diagrams.

Strategy 4. Say it simply

“Convoluting sentence structure is all too common in business writing,” says Norman Goldstein, editor of the *Associated Press Stylebook*.⁵ Norton agrees. “Many business school graduates write well, but not tightly enough. They often include more than is necessary,” he says.

Simple is better. “Let your ideas do the impressing,” says Trimble. “If they look banal to you, there’s only one remedy: rethink them. Don’t try to camouflage their weakness with razzle-dazzle rhetoric.”⁶

In essence, keep your writing simple, clear, and direct. Consider the following example:

Convoluting sentence⁷

An increase in employees’ rate of pay will not become effective prior to the date on which employees have completed a minimum of 13 weeks’ actual work at their regular occupational classification.

Simple, clear sentence

Employees must work at least 13 weeks at their regular jobs before they can receive an increase in pay.

Strategy 5. Choose effective words

Mark Twain said, “The difference between the right word and almost the right word is the difference between lightning and the lightning bug.” Goldstein counsels business writers to “avoid vagueness, abstraction, and jargon—the triple play of bad writing.”⁸

To avoid these writing pitfalls, use words that communicate your message in the clearest, simplest, most concise form possible. Why say *abate* when you can say *decrease* or *reduce*? Use your dictionary and thesaurus to your advantage.

The following list provides alternate words and phrases that help eliminate excessive wordiness.

Wordy

Acknowledge receipt of
Along the lines of
Arrived at the conclusion that
Due to the fact that
In accordance with your request
Inasmuch as
In the amount of
In the event that
Prior to
Subsequent to
Upon receipt of
Until such time as

Clear⁹

Thank you for your . . .
Like
Concluded or decided
Since, because
As you asked
Since
For
If
Before
After
When we receive
Until

Strategy 6. Edit your writing

Thompson explains that there are two types of editing essential for a polished document—macro editing and micro editing. “Less effective writers, when given time to go back over what they’ve written, will only do micro editing. They focus on the surface features, like spelling and punctuation. Effective writers will go back and first look at the macro issues. They consider content, strategy, tone, and overall organization.”

Macro editing

Macro editing requires the writer to look at the big picture. It usually involves rewriting, rearranging, and simplifying.

It is a chance to fine tune the document, making sure ideas are effectively and thoroughly presented.

Don't be afraid of rewriting. Professional writers aren't. Novelist James A. Michener says, "I have never thought of myself as a good writer. Anyone who wants reassurance of that should read one of my first drafts. But I'm one of the world's great rewriters."¹⁰

Macro editing clarifies text by eliminating unessential words, sentences, or sections. According to William Strunk, writing expert and author of *The Elements of Style*, "A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts."¹¹

Micro editing

Micro editing, or proofreading, "is like the quality-control stage at the end of an assembly line," says Trimble.¹² It means checking for grammar, punctuation, spelling, and typing errors.

Take time to thoroughly proofread what you have written. According to Goldstein, your viability as a writer depends on it. "Nothing can make you lose your credibility faster than misspelled—I mean misspelled—words," he says.¹³

Strategy 7. Get a second opinion

It is often difficult for authors to stand back and take an objective look at their own work. A different set of eyes can add a fresh perspective. Find a colleague or friend who is honest and objective, has good writing skills, and can represent the audience's point of view. Ask him or her to read your document and evaluate the effectiveness of your message.

Baker suggests the following tasks:

Writer's tasks

- Explain the problem and goal
- Describe the audience
- Explain the strategy being used to accomplish the goal
- Invite feedback and input
- Be open to suggestions and avoid defensiveness

Reader's tasks

- Listen and read carefully before giving feedback
- Identify gaps or weaknesses in content and strategy
- Focus on the writing, not on the author
- Ask probing questions: "Why? Why not? So what? Why does this matter to the reader? How much will it cost? How long will it take?"
- Be honest and tactful

Strategy 8. Make email effective

Email has revolutionized communication. What used to take days or weeks to deliver now takes only seconds. With such speed and ease at our fingertips, it is easy to forget to apply good writing standards to email.

The following rules of style and etiquette are designed to help you communicate more effectively by email.

- Apply the OABC model—be sure to state your purpose up front.
- Be considerate—avoid broadcasting messages to people who don't need them.
- Attach long documents—use the email message as a cover note telling readers the purpose of the attached documents and why they are receiving them.
- Keep messages short—use concise and clear language.
- Be specific—tell readers what action you want them to take.
- Proof your message—use spell-check before you click send.

Strategy 9. Read to become a better writer

"The key to a correct style is to write—not as the grammarians say you must, but as writers you admire actually do," says Trimble.¹⁴ People eager to improve their writing skills will read critically, looking for what works and what doesn't, and try to imitate the positive in their own writing.

"In order to write better, you need to read better," says Thompson. "Read the best users of the language, like Jefferson and Lincoln, as well as contemporary authors." Remember that what you read often finds its way into your writing and speech.

Strategy 10. Make writing a hobby

Writing, like most skills, requires practice. "Write even when you don't have to write," advises Thompson. "When someone needs to come up with an initial draft of a document, put your hand up and say 'I'll take a first shot at this.' Anyone can edit someone else's work; the hero is the individual who will write a first draft."

"If for some reason you feel that your communication skills are lacking, look for opportunities to continue improving . . . make writing a hobby," says Gary Baughman, Marriott School alumnus and retired president and CEO of Fisher-Price, Inc.

Writing enhances skills and promotes ideas. Thompson concludes, "The person who puts ideas in writing is generally the person's whose ideas tend to hold the greatest weight." ■

1 John R. Trimble. Interview with author. 5 June 2000.

2 Gary Blake quoted by Anne Fisher in "The High Cost of Living and Not Writing Well," *Fortune*, (December 1998): 244; see also <http://www.writingworkshop.com/fortune.htm>

3 Anne Fisher "The High Cost of Living and Not Writing Well," *Fortune*, (December 1998): 244.

4 Claire May and Gordon S. May, *Effective Writing: A Handbook for Accountants*, 4th ed. (Upple Saddle River, NJ: Prentice Hall, 1996), 156.

5 Norman Goldstein, "The (I)literate Executive," *Impress* 1 (2000): 20, 19–21.

6 Trimble, *Writing with Style* (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1975), 36.

7 Claire May and Gordon S. May, *Effective Writing*, 49.

8 Goldstein, "The (I)literate Executive," 21.

9 Olivia Stockard, *The Write Approach: Techniques for Effective Business Writing* (New York: Academic Press, 1999) 123.

10 James A. Michener, quoted in Trimble, *Writing with Style*, 21.

11 William Strunk, Jr., *The Elements of Style*, 1st ed. (New York: Allyn & Bacon, 1999).

12 Trimble, *Writing with Style*, 96.

13 Goldstein, "The (I)literate Executive," 21.

14 Trimble, *Writing with Style*, 18.



GLOBAL LEADERS

A NEW BREED OF BUSINESS MANAGERS

by Peter Carr | Illustration by Dave Cutler

Domestic companies are a dying breed, says AT&T's CEO Michael Armstrong. Today's marketplace is changing the way we do business so dramatically that only two types of firms exist—"those that go global and those that go bankrupt."

To be successful in today's environment, businesses need a new breed of global managers. Cross-national leaders are fast replacing country specialists. This new breed has not only the genetics but also the training and experience to manage the uncertainty and challenges of global expansion. They are capable of juggling competitors, suppliers, and customers from dozens of countries with thousands of laws and regulations. These managers have never faced similar challenges and neither has anyone in their companies, yet they thrive on this uncertainty.

How do companies identify and prepare global leaders? What qualities are essential in this new breed of managers? Marriott School professor Hal B. Gregersen and two associates, J. Stewart Black and Allen J. Morrison, believe their research has identified answers to these questions.

After interviewing more than 130 senior-line human resource executives in fifty companies located in Europe, North America, and Asia, they found successful global leaders possess a few

core characteristics—inquisitiveness, character, perspective, and savvy—that enable them to thrive in the unpredictable global marketplace. Their research, presented in the book *Global Explorers: The Next Generation of Leaders*, provides practical tools that can prepare the global leaders of the future.

Businesses that recognize the need for next generation leaders are also finding that demand has far outpaced supply.

THE NEED FOR GLOBAL LEADERS

Most businesses are not prepared to succeed in the global marketplace.

"The global marketplace has revealed the weaknesses that have always existed in our organizations and in our thinking—weaknesses that have been hidden by the luxury of having to compete only locally," explains Steven R. Covey, vice-chair of Franklin Covey Co. "It has awakened the giant that has grown sleepy, slow, fat, and content. The result is that we have a long way to go."

According to the authors' research, over the next five years the percentage of firms with an international strategic emphasis will increase of 63 percent, from 41 percent to 67 percent.

This international strategic emphasis demands competent global leaders. In fact, according to a survey with senior executives of Fortune 500 companies, finding capable global

leaders is the most important factor in going global successfully.

However, 85 percent of these executives say they do not have the number of global leaders that they need, and 67 percent of the global leaders say they do not possess the skills and attributes necessary to be truly successful.

GLOBAL DYNAMICS

What makes global leadership so difficult? Why do so many companies face such a great demand for successful leaders? Global leadership is difficult because managers are faced with two types of dynamics unique to global expansion—duality and dispersion.

The dynamics of dispersion involve the degree to which an organization is spread out worldwide. Global businesses face dramatic changes in governments, cultures, languages, and market differences that are on a much larger scope than any domestic organization. This dispersion makes it physically impossible for the head organization to command and control the operations of its global units. To effectively coordinate their operations, successful global businesses need cooperation, goodwill, and trust.

The dynamics of duality refers to the tensions presented to organizations for global integration and local adaptation. Customers around the world do not universally desire the same thing.

Any attempt to streamline

[This new breed has not only the genetics but also the training and experience to manage the uncertainty and challenges of global expansion.]

Checklist for Developing an Inquisitive Attitude

Seek out the unexpected, unknown, or novel.

Maximize the number of experiences that create contrast in your head.

Actively challenge your own perspectives.

Make the time to learn—don't leave it up to chance.

Regularly check whether you are approaching life with a learning assumption or a knowing assumption.

Construct head-jerking questions.

Model question-asking, and foster it in others.

Respect the values and opinions of others.

Never accept "I don't know" as an answer.

Maximize your question-to-answer ratio.

Source: *Global Explorers: The Next Generation of Leaders*

procedures and policies on a global basis must be weighed against local peculiarities to optimize revenues in each local branch of the organization.

"Effective global leaders must balance the tensions between those at the head and the regional level," Gregersen explains. "Everyone wants you to do it their way. You can't be frozen with inaction. You have to know how and when to act."

GLOBAL LEADERSHIP CHARACTERISTICS

Organizations are faced with the challenge of discovering and developing leaders capable of handling these dynamics day in and day out. Companies need people prepared to walk into a new environment and provide the necessary leadership to make transnational operations effective and profitable.

In their research, Gregersen and his colleagues discovered that effective global leaders must possess four characteristics: inquisitiveness, character, perspective, and savvy. These characteristics are essential regardless of the industry, company, or country.

INQUISITIVENESS

One key to global leadership is inquisitiveness.

More an attitude than a skill, inquisitiveness is an intense curiosity of the differences that exist in the world. This curiosity drives global leaders to constantly seek new information, investigate the world, and challenge what other people usually take for granted. Inquisitiveness provides the fuel for sustaining the other three characteristics.

While many executives are overwhelmed and discouraged by the differences in languages and cultures that exist, global leaders are stimulated by them. They have

this intense desire to learn, to know.

"Global leaders acquire new knowledge and skills precisely because it is something done *by* rather than *to* them," says A.L. Flood, CEO of the Canadian Imperial Bank of Commerce.

Gregersen emphasizes that global leaders continually seek opportunities that force them to confront their core concepts of how they see the world. He describes this as "smacking your head against the wall—hard." Stepping outside of one's comfort zone is the only way to develop inquisitiveness.

"We need to get rid of the cultural baggage we have with us," he says. "No real learning ever occurred in my life that didn't exact a price from my soul. It has changed the way I am."

CHARACTER

The dispersion dynamic in global operations requires that managers maintain a high level of character. It is important in generating goodwill and trust in people—essential qualities for directing operations that cannot be personally controlled. Global leaders are unable to command performance in local operations, because they are not constantly present to assure that their orders are carried out. Goodwill and trust are needed to ensure that operations continue in the direction needed while the global leader is overseeing operations in other countries.

Global leaders develop goodwill and trust by connecting emotionally with people from various backgrounds. These leaders show a sincere interest in and concern for others, an enhanced ability to listen to people, and a strong capacity to clearly understand different viewpoints.

"To keep people in the world in

[Companies need people prepared to walk into a new environment and provide the

strategic alignment, global leaders need their hearts—their heads won't cut it," explains coauthor J. Stewart Black, professor at the University of Michigan Business School and a BYU alumnus. "Global leaders need their goodwill."

The authors also stress the need for global leaders to have integrity—the possession and demonstration of a strong commitment to personal and company standards.

Bending the rules becomes increasingly more tempting for those who travel overseas. Away from the gaze of senior executives and seeing the need to adjust to local circumstances, many global leaders relax their personal standards and compromise company protocol. While this may result in short-term benefits, it can have harsh long-term consequences. Compromises such as bribery, environmental degradation, or poor product quality may bring temporary benefits, but they undermine relationships with governments and customers and tarnish the company's reputation for years to come.

However, even more important is the effect integrity has on those working with the global leader. Integrity creates the trust necessary for local employees to believe in the leader and follow his or her directions.

"They need to know that I'll do what I say," Gregersen says. "Global leaders need their people's trust, so the leaders must also be trustworthy."

PERSPECTIVE

Global leaders are aware that the terrain of global business is always changing. Since businesses function in a complex, interconnected global

system, change in one place affects operations everywhere. These leaders understand that the global marketplace in the future will never be a stable environment.

That is why effective global leaders need perspective. They have the ability to manage two of the greatest challenges facing the global marketplace. First, they have a heightened capacity to manage uncertainty. They enjoy and embrace the fact that the global frontier is not all mapped out. Global leaders know when to gather more information and when to act on that information. Second, they have the ability to balance tensions. Global leaders know what needs to stay the same and what needs to change from country to country, region to region.

"These leaders function with ambidexterity, or you could call it multidexterity," Gregersen explains. "They know how to operate at home, inside one country and outside."

Global leaders recognize there is no cookie-cutter approach to global business. They know that managing tensions provides high performance and increased advantages over the competition. They embrace the dualities presented to them, take a look at each situation with a fresh perspective, make choices based on their insights, and act in spite of significant uncertainty.

SAVVY

Despite the importance of each characteristic, without savvy global leaders would be ineffective. In the end, business is about making money. Global leaders must be able to recognize

money-making opportunities and have the skills necessary to take advantage of them. These leaders are what the authors describe with statements like "He just seems to know what to do," and "She has a golden touch—everything she does is a success."

The authors discovered two important dimensions of savvy in their research. First is global business savvy. Global leaders recognize global market opportunities for their companies. For them, the global marketplace is boundaryless. They recognize opportunities in three basic areas: finding the cheapest and highest-quality raw materials, opening new market opportunities for finished goods, and increasing operation efficiencies. Business savvy is also exhibited by a continuous thirst for knowledge and an enormous commitment to learning. Global leaders realize that knowledge of today's global marketplace is a moving target.

The second dimension is global organizational savvy. Global leaders have a deep understanding of how their organization functions and how to get things done within that organization. They know how to mobilize resources that span across national boundaries, knowing where those resources are and how to capitalize on them. They rely on local people for input on their decisions, acknowledging that to be successful they need to be close to their customers. Global leaders know how to listen to these local inputs for future success while maximizing existing strengths.

necessary leadership to make transnational operations effective and profitable.]



Characteristics of Effective Global Leaders

Inquisitiveness
Character
Perspective
Savvy

International Emphases Global Leaders Need to Master

finance
accounting
marketing
human resource management
operations
public relations
economics
industry conditions
strategy

Source: *Global Explorers: The Next Generation of Leaders*

Demonstrating global savvy is not easy. Not only does it require a profound understanding of the business environment, but that understanding goes much deeper than mere factual knowledge—it's an understanding of what is and isn't important in each unique situation.

DEVELOPING THE GLOBAL LEADER

Businesses already feel the demand for global leaders. In fact, they needed them yesterday. But the reality is that most companies do not have global development systems in place. They may send people out on international assignments, but most companies fail to adequately develop their employees because it requires that people experience risky situations—and they will probably fail. Failure is expensive, and it requires a commitment by the business to support the potential global leader until he or she gains the characteristics necessary to become successful.

Gregersen believes that because businesses are ill-equipped to prepare global leaders, the advantage lies with those who prepare themselves.

"You need to make a good assessment of where you stand on these areas and determine how you're going to get these characteristics," Gregersen says. "Does that require a job change? Does it mean that you seek out opportunities to travel and expose yourself to new cultures? That's what you have to decide."

Whether they're in top management or just entering the work force, those who grasp the need to change and seek opportunities to

develop the essential characteristics are most likely to become the next generation of global leaders.

Gregersen stresses taking advantage of opportunities for developing global leader characteristics now—regardless of an individual's situation. Parents should actively immerse their children in cultural opportunities and encourage them to learn a foreign language or two. Students should take classes on international studies, develop proficiencies in multiple languages, start a new business, and take the time to talk with international students on campus. Employees should seek and make opportunities to travel and accept overseas assignments.

"Most of us don't walk around asking for these experiences—but these are what we need the most," Gregersen says.

Global leaders are not just born. They are born and then they are made.

They do not wait for their companies or other organizations to map out their global development for them. They continually push the global business frontiers and the frontiers of their personal development as well.

They create something out of nothing and ensure that they become the next generation of global leaders.

*Editor's note: The authors have created an instrument, called *Global Explorer™*, that assesses an individual's global leadership potential. It provides feedback on the individual's strengths and weaknesses, along with an outline of specific actions to improve the weak areas. ■*

[Does that require a job change? Does it mean that you seek out opportunities to travel and expose yourself to new cultures? That's what you have to decide.]

eBusiness Center Benefits Lives Through Technology



The Marriott School officially named The Kevin and Debra Rollins Center for eBusiness at Brigham Young University. University and Marriott School faculty and administrators, top high-tech business leaders, and Elder Henry B. Eyring honored the Rollins family and discussed the future of e-commerce at a special banquet on 7 April in the Wilkinson Student Center.

"We all participate in this era where the Internet is allowing us to see and do more than any other time," said **Kevin Rollins**, vice chair of Dell Computer Corporation and Marriott School alumnus. "We have the responsibility to do much good. We need to create good out of the center so technologies are used to benefit people's lives."

Rollins donated \$3 million to create the center, which is positioned to become one of the nation's leading technology and e-commerce research centers. Rollins challenged other high-tech leaders to contribute to the center.

BYU President Merrill J. Bateman said every gift to the university brings with it a trust to use the resources to improve people's lives and fulfill the university's mission. He stressed the need for the center to partner its research with leading companies in the high-tech industry.

The new e-business center, directed by professor **J. Owen Cherrington**, will foster the study and teaching of how information technology is changing business and management processes. It will serve as an intermediary between the high-tech business sector and the faculty and students at the university—forming new partnerships and undertaking joint research projects. The center will also work to attract and maintain the highest quality faculty and staff, develop new course materials, expand the number of e-commerce classes, and provide students with new employment opportunities, internships, and field study projects.

Marriott School Launches *Journal of Microfinance*

In January, the Marriott School announced publication of the first issue of the *Journal of Microfinance*—the only practitioner and academic journal to deal exclusively with the financing movement that has caught the attention of policy makers, philanthropists, and development experts throughout the world.

The *Journal of Microfinance*, edited by professors **Gary Woller** and **Warner Woodworth**, is a new forum for sharing ideas, information, and research pertaining to the practice of microfinance.

Woller and Woodworth developed the idea for the journal after attending the June 1998 Microcredit Conference in New York City. "We realized that no widely read or recognized forum existed for the dissemination of ideas, experiences, and research in the rapidly growing, multibillion-dollar, worldwide microfinance movement," Woller explained.

Although targeted to microfinance practitioners and practitioner organizations, the journal is also of interest to academics, policy makers, philanthropists, and other persons or organizations interested in microfinance, microenterprise development, or poverty alleviation.

The *Journal of Microfinance* is published semiannually (spring and fall) and is sold by subscription for \$30 per year. To subscribe, or for more information about the journal, call (801) 378-6690, send email to info@microjournal.com, or go to the journal's web site at www.microjournal.com

US News Ranks Marriott School in Top 50

The Marriott School is among the top fifty in the United States, reports the 2001 edition of the *U.S. News & World Report* guide "Best Graduate Schools."

The 10 April issue of *U.S. News* published the rankings based on reputation, placement, and student selectivity. All of the rankings and articles from "Best Graduate Schools" are available from *U.S. News* online at www.usnews.com.

"We are very pleased with our positive movement in the rankings, advancing

from 49th to 42nd," said **Ned C. Hill**, dean of the Marriott School. "The gains we've made reflect the fine quality of our students and faculty and our growth as an international business school."

Marriott School Ranks Among the Best for the Buck

The Marriott School was listed as one of the top programs for delivering the fastest return on investment by *Forbes* and as one of the leading international business schools by the *Financial Times*.

In *Forbes'* 4 February "The Bottom Line on B-Schools" issue, the MBA program ranked fourth among regional programs providing the "biggest bang for the buck." Marriott School graduates reported an average salary increase of more than \$60,000 from the time they entered the program to four years after graduation. The school's 3.6-years-to-break-even ratio competes with other top-fifty business schools, including top-ranked Harvard at 3.3 and Stanford at 3.5.

Instead of comparing starting salaries of recent graduates, the *Forbes* survey compares the income gained after graduation with the costs of obtaining an MBA. It takes into account the salary graduates were making before entering school, the salary lost during two years of school, the salary received upon graduation, and the salary earned four years after graduation.

Financial Times, London's premier financial newspaper, also rated the Marriott School among the top seventy-five business schools worldwide. In addition, the school's finance program was listed as one of the top ten in the world by alumni.

Dean Ned C. Hill said this ranking is impressive considering that this is the first year the school has been included in the survey. "Our ranking demonstrates our move towards developing an international curriculum and attracting international students," he said.

The *Financial Times* also singled out the Marriott School as the most web-friendly school. Nearly 80 percent of alumni returned their surveys via the Internet.

Graduate Services Appoints New Director



Louise M. Illes has been appointed as director of Graduate Career Services. She replaces **Bill Brady**, who served as director of the department for the past five years. Brady accepted a position as vice president of Park City Solutions, a leading health care consulting company.

As director of Graduate Career Services, Illes joins a team of professionals recently organized under the Corporate Development and Career Services Center. The new center was formed to centralize those services the school provides to companies and recruiters by increasing staff, building new facilities, and creating a one-stop service center.

Illes says she is committed to building an effective recruiter base and network for the students, with an emphasis on developing strategic partnerships with key companies. She wants to be able to attract the best companies where students want to work and thereby provide optimal placement opportunities for Marriott School graduates.

A respected business consultant, Illes has more than twenty years of industry experience. Before her appointment at the Marriott School, she was vice president of organizational capability and development at Novations Group, Inc.

She earned her bachelor's degree in business management and her master's degree in organizational behavior from the Marriott School.

LDS Public Managers Network for Ethical Success

Every year, a unique group of city and county managers from throughout the U.S. and Canada meet to discuss local government issues and to revive their spirituality.

Commonly called the LDS Public Manager Network, this group of Marriott School alumni, professors, students, and friends attend the annual International City/County Management

Association Conference and two additional meetings to share spiritual insights in public management.

Participants arrive on Sunday each year, with their families, and meet together in a fast and testimony meeting. On Tuesday night, the group assembles once again for a formal dinner and fireside.

Second-year MPA students interested in public management are also invited to attend the conference. At the conference, students are matched with professionals who act as mentors during the four-day event. Connecting with these professionals helps the students understand how to incorporate their faith into their careers.

Held every year since 1914, the next ICMA Conference is scheduled for 17–20 September 2000 in Cincinnati/Hamilton County, Ohio. In 2001, the conference will be held in Salt Lake City, Utah, 23–26 September.

Third-Annual MicroEnterprise Conference

The Marriott School at Brigham Young University hosted the third annual MicroEnterprise conference on 17–18 March.

The theme of this year's conference was "Building Bridges to Self-Reliance." The conference, the largest of its kind in the world, brought together educators, investors, and non-governmental organizations involved with microenterprise. The conference included large group presentations and small, action-oriented workshops planned to help both experienced volunteers and interested newcomers get involved in the various aspects of microenterprise.

Tribute to Lowell Benson



W. Lowell Benson, former national chair of the Marriott School Management Society and current member of the steering committee, died 5 May from a heart attack after playing an early morning basketball game with friends.

Benson's love and devotion for BYU was evident throughout his life. During all levels of his education, he willingly served and supported the university. He was actively involved in student government and was a member of the Marriott School's National Advisory Council.

He received his BS in 1962 and an MBA in 1964 from BYU. Benson's career included four years with Proctor & Gamble before joining the O.C. Tanner Company in Salt Lake City, where he spent nearly thirty years. He was senior vice president for the company, handling financial matters and the acquisition of precious metals and diamonds at the time of his death.

Although Benson will be missed by many at the Marriott School, his positive influence on the school and its alumni programs will have a lasting impact.

A W. Lowell Benson Endowed Scholarship has been established to continue Benson's support of the school. Scholarship contributions can be sent to: W. Lowell Benson Endowed Scholarship, 730 TNRB, Provo, Utah 84602.

Tribute to Alice S. Marriott



Alice Sheets Marriott, the cofounder of Marriott Corporation with her husband, J. Willard Marriott, died Monday, 17

April, in Washington, D.C., of natural causes. She was 92 years old.

Mrs. Marriott and her husband, who died in 1985, personified the American dream. The nine-stool root beer stand they opened in 1927 was the beginning of Marriott Corporation. Today, there are five separate companies with combined annual sales of over \$20 billion.

Mrs. Marriott was born to Alice Taylor and Edwin Spencer Sheets in Salt Lake City, Utah, on 19 October 1907. In June 1927, at age nineteen, Mrs. Marriott graduated with honors from the University of Utah with a BA in Spanish.

Two days after graduation she married J. Willard Marriott. They drove

across the country in a Model T Ford to Washington, D.C., where Mr. Marriott had just opened a small A&W root beer stand. From that point on, she continued to stay involved in the growth and success of the Marriott Corporation. In addition to her corporate responsibilities, she was active in many civic, charitable, and cultural organizations.

Marriott School students, faculty, and alumni feel an enormous debt of gratitude to Mrs. Marriott. She and her husband shared the successes of their lives with the Marriott School. The school will always be proud to bear her name—a name associated throughout the world with quality and service.

Support for Replacement Internet Tax Is Strong

Allison Griffiths, Derik Leavitt, Becky Nesbit, and Arie Van De Graaff, students completing their first year of the MPA program, profiled the use of e-commerce in their study that they presented to the Governor's Tax Review Commission on 14 April. The students specifically focused on Governor Leavitt's proposal to replace the sales tax on food with an Internet sales tax. The results are based on a random telephone survey of 409 people along the Wasatch Front and throughout Utah.

From the telephone survey, Griffiths, Leavitt, Nesbit, and Van De Graaff found Utahns supporting the idea of a tax on Internet sales but only if it replaces the sales tax on food or reduces the overall sales tax rate.

"More Utahns were online than we expected," Nesbit said. "About 60 percent have home Internet access, while close to 80 percent have some sort of Internet access—a much greater number than found in any recent studies."

Although only 23 percent of Utahns supported collecting the use tax on Internet sales, 65 percent said they liked the idea if it would result in lowering Utah's sales tax rate. Seventy-four percent said they liked the idea if it would eliminate the current sales tax on food. The sales tax on food currently produces approximately \$160 million in state rev-

enue. It is not clear if taxing goods on the Internet would produce sufficient revenue to offset the loss of revenue from food sales.

Staff Members Receive Awards and Render Service

In conjunction with the fifth annual Marriott School Staff Excellence Awards Luncheon and Seminar, the staff advisory committee sponsored a humanitarian project 17 May at the Alumni House.

The following staff members were honored for their exemplary service and excellence: **Jean Hawkins**, MOB secretary; **Joyce Tate**, business management secretary; **Michael McLaughlin**, military science computer specialist; and **Peggy Keele**, dean's office administrative assistant. Nominations for recognition came from faculty, staff, and administrators. "We have an outstanding staff. Each of these individuals demonstrate an outstanding work ethic and dedication to the mission of the Marriott School," said **Dean Ned C. Hill**.

Instead of the traditional training session, the staff advisory committee opted to conduct a humanitarian project, entitled "Because I Have Been Given Much." Luncheon attendees filled six-hundred bags donated from the Women's Conference with school supplies to be given to children in Third-World countries and other areas in need of the materials.

Dyanne Law, Marriott School graduation counselor, said that in the past supplies have been sent to Guatemala, Somalia, Fiji, and Pennsylvania. The supplies were donated by staff, faculty, and the humanitarian division of The Church of Jesus Christ of Latter-day Saints.

In addition to the bags, Dr. Kip Christensen's two sons, Preston, age fourteen, and Quinton, age seventeen, built 580 chalkboards for their Eagle Scout projects. Christensen is a faculty member for the School of Technology.

Adding to the spirit of service, Dennis D. Ashton, assistant commissioner of field operations and international development, spoke to the staff about field studies and international development experiences in Mexico and Kosovo.



Shawna Gygi, assistant director of Career Services, is constructing bags to be filled with donated school supplies and sent to needy children across the world. The humanitarian project, "Because I Have Been Given Much," was part of the annual Marriott School Staff Awards Luncheon and Seminar held 17 May.



First place undergraduate team at 1999 Arthur Andersen Tax Challenge. Left to right, front: Heather Mabey, Tracy Ludington, Kara Arnold, and Bryan Adams. Back: Howard Engle, Arthur Andersen representative, and Professor Robert Gardner, acting adviser.

Students Score Double Honors in National Tax Competition

Marriott School accounting students did what was thought to be the impossible in 1998, placing among the top three schools at both the undergraduate and graduate levels of the nation's most prestigious tax competition. It was the first time any university had placed two teams among the top three.

In 1999, Marriott School students did it again. The school's 1999 undergraduate team took first place in the Arthur Andersen Tax Challenge, winning a \$20,000 award, and the graduate team finished third in their division, receiving \$5,000.

Dean Ned C. Hill said, "These victories serve as reminders that we are educating our students not only to earn degrees, but to enter the workplace prepared to deal with real-world situations. We are thrilled by the fact that the Marriott School was one of only three universities whose undergraduate and graduate teams were represented in the final competition."

The first-place undergraduate team consisted of **Tracy Ludington, Kara Arnold, Heather Mabey, and Bryan Adams**, with **Professor Robert Gardner** acting as adviser. The third-place graduate team, advised by **Professor Ron Worsham**, consisted of **Mark He, Shane Boyer, Danny Sims, and Ben Hays**.

The collegiate competition, designed to stimulate student interest in the field of taxation, provides university students studying tax an opportunity to display the skills they have acquired as well as earn money for their respective programs.

Tax Challenge competition results may be viewed online at www.arthurandersen.com/TaxChallenge.

Students Receive Eccles Scholarship

In October, the Marriott School announced its 1999 Eccles Scholars, an honor that gives the eight recipients a tuition scholarship and funding for two or more international experiences. This year's scholars are **Lisa Jones, Harrison Luvai, Jason Ray, Carlos Alvarez-Jarvis, Jeannette Colonna, Todd McIntyre, Ryan Warr, and Robert Weaver**.

Eccles Scholars are selected for their potential to become future global business leaders, which is based on their significant international experience, high GPAs, and high GMAT scores. The MBA students will earn their degrees with an international emphasis. They have combined work and service experience on five continents. Each student speaks a second language—many speak three or more.

Hawes Scholars Honored

The Marriott School named five second-year MBA candidates as its 2000 Hawes Scholars on 6 December 1999. The honor, which carries a \$10,000 award for each recipient, is the highest distinction given to the school's MBA students.

The Marriott School 2000 Hawes Scholars are **Harrison Luvai** of Nairobi, Kenya; **Brett Stohlton** of Provo, Utah; **Justin Wheeler** of Ririe, Idaho; **Stephanie Probst** of Carlsbad, California; and **Benjamin Sawaya** of Orem, Utah.

Dean Ned C. Hill said, "These five scholars represent the academic and personal excellence the Marriott School MBA program strives to instill in its students. We are proud of their hard work. They are deeply committed to the school's mission."

Selection of Hawes Scholars is based on academic performance, leadership maturity, and a commitment to high ethical standards. Nominations and evaluations are made by both students and faculty, with final selection by the Hawes Scholar Committee.

Marriott School Student To Work With FASB

Vadim Ovchinnikov, a second-year master of accountancy (MAcc) student



Marriott School's 2000 Hawes Scholars. Left to right, front: Brett Stohlton, Justin Wheeler, and Stephanie Probst. Back: Harrison Luvai and Benjamin Sawaya.

from Russia, has been selected as one of six students selected to work with the Financial Accounting Standards Board (FASB) in 2001. Ovchinnikov is one of only a handful of foreign students and the first Russian to work with the board. He begins his one-year appointment as a technical assistant with the FASB in January.

"The FASB is the primary accounting standard setting body in the United States," said **W. Steve Albrecht**, associate dean of the Marriott School. "Its standards must be used by corporations preparing financial statements and issuing annual reports. Because of its key role in the business community, a FASB appointment is one of the most prestigious positions an accountancy student can receive."

Student Prepares for Career in Brazilian Government



Romanna Giulia Remor dreams of being a senator in the Brazilian Congress. In fact, she plans to run for office in her home state of Santa Catarina in

the 2002 elections.

"I think it's possible," said Remor, a twenty-five-year-old Brazilian native and first-year MPA student. Her state, home to a "small" population of only five million, is one of the most developed and industrial states in Brazil. "I know it may be too soon, considering I've spent so many years abroad, but I think I can make it eventually."

Some Brazilian officials seem to think she's got the political smarts to make it as well. On 16 March, Antonio Carlos Magalhaes, president of the Brazilian Congress, honored Remor for her award-winning paper on Brazilian politics. Remor received third place in a national essay contest celebrating the 500th year since the Portuguese landed in Brazil. The contest is sponsored by the government think tank, Instituto Tancredo Neves, which asked participants to address the economic, political, and social issues

impacting Brazil at the turn of the century.

"We're very excited about Romanna's achievements," said **Robert Parsons**, director of the Romney Institute. "This is a very noteworthy accomplishment, considering only three student papers were honored. We believe she has great promise and is the kind of person who can make a difference."

Students Help Relieve Tax Anxiety

Sabita Tuladhar is convinced she paid more taxes last year than she should have. But this year she says that won't happen. Tuladhar is a senior majoring in information systems from Kathmandu, Nepal. "Sometimes it's really confusing," she admits, "and I've been using the easy form."

More than five thousand people like Tuladhar are seeking help at BYU's Volunteer Income Tax Assistance (VITA) Lab, staffed by accounting students at the Marriott School and sponsored by the Internal Revenue Service (IRS). Nearly two-hundred undergraduate and graduate accounting students work in the lab, volunteering at least one hour per week for two months.

Questions from students and others like Tuladhar have helped BYU accounting students develop unique expertise in international and multi-state tax regulations. "The students and faculty spend a lot of time examining international tax issues," said **Dave Stewart**, professor of accountancy and adviser to the VITA lab. "BYU students come from all fifty states and more than one hundred countries. We have to be prepared for almost any question."

The IRS has recognized the Marriott School's student chapter of Beta Alpha Psi, the group responsible for the lab, every year for the past ten years as one of the best VITA labs in the country.

Student Entrepreneurs Recognized

Jonathan Day won a \$1,500 first prize in the 1999 Student Entrepreneur of the Year contest sponsored by the Center for Entrepreneurship. Day's company, Afroman Production, makes custom long-



board skateboards, traditional skateboards, custom-design T-shirts, casual apparel, and stickers. The company is located in Venice Beach, California.

Day graduated from BYU in physical education in 1999. The company web site is <http://afroman.com>.



Joseph Atkin won second place and was awarded \$1,000 for his company, Inmobiliaria Las Americas. Based in Concepcion, Chile, the real estate company provides quality homes for low-income families. The project is estimated at 1,600 homes and is the largest project of its kind south of Santiago, Chile. Atkin is a junior majoring in economics.



Ryan Judkins won third place and was awarded \$750 for his company, Turf Pros, Inc. The company designs and builds custom backyard, synthetic-turf putting greens and golf landscaping. He is a junior majoring in business management.



Andrew Martin won fourth place with his company, Martin Holds, LLC, a short-term, real-estate-secured lending company. He is a senior majoring in English.



Chris Lydiksen won fifth place for his company, Motorcities.com, Inc., a worldwide celebration of motoring. The web site caters to car enthusiasts and was originally founded as CarPictures.com.

Lydiksen's business generates revenue by selling ad space, merchandise, and virtual web servers. He graduated from the MBA program in April 2000.

Outstanding Faculty of the Year



The Marriott School honored **Marshall B. Romney** with its Outstanding Faculty of the Year Award, the highest distinction given by the school to a faculty member. At a banquet held on 1 March in the Wilkinson Student Center, the school recognized Romney and five other faculty members for their excellence in teaching, citizenship, and research.

Romney, who has been a professor of accountancy for more than twenty years, is recognized nationally for his accounting research and leadership in professional organizations. He has published more than one hundred articles and book chapters and nine textbooks, including *Accounting Information Systems*, the leading text in this field.

Despite his professional achievements, Romney is best known for his teaching and administrative endeavors. As administrator for the junior core, Romney advises Marriott School accounting students in their progress toward graduation. He is a popular teacher with students who recognize and benefit from the immense preparation he puts into every class.

The Marriott School also recognized five other faculty members for outstanding achievement. **Douglas Prawitt**, professor of accountancy, was honored with the Marriott School's teaching excellence award. **Keith Hunt**, professor of business management, and **Doyle Buckwalter**, associate professor of public management, received outstanding citizenship awards. **Brian Spilker**, professor of accountancy, and **Gary Rhoads**, professor of marketing, were recognized for outstanding research and publication achievements.

School Honors Professor for Service in Mideast

The MOB program presented its fourth annual William G. Dyer Distinguished Alumni Award to **J. Bonner Ritchie** at a banquet held 31 March at the Provo Marriott Hotel.



Recognized internationally for his integral role in Mideast peace talks, Ritchie will retire from the Marriott School this year to teach with his wife at universities in Palestine and Jordan. Ritchie recently returned from a visiting professorship at Birzeit University in the West Bank and at the University of Jordan. He is currently researching management training for Palestinian family businesses in the West Bank and Gaza.

"Bonner is a man who has successfully maintained his integrity in the world and selflessly donated his time and talents to worthy causes," said **Gibb Dyer**, director of the MOB program. "He has made significant contributions to world peace, through his relationships with Yassir Arafat, the PLO Executive Committee, and other key people in the Mideast."

The Dyer Award is presented to an alumnus or faculty member who makes significant contributions in the field of organizational behavior.

Associate Dean Nationally Recognized



W. Steve Albrecht, associate dean of the Marriott School, was honored as 1999 Accountant of the Year by Beta Alpha Psi, a national professional accounting and business information fraternity.

Renowned for his research on white-collar crime and business fraud, Albrecht was selected as the award recipient for accounting education. He has written more than eighty articles for professional journals and has served as president and regent of the Association of Certified Fraud Examiners.

Since 1974, Beta Alpha Psi has honored three individuals each year who have made significant contributions to the accounting profession. The fraternity honored Albrecht for his professional involvement and research that

has benefitted the accounting profession both locally and nationally.

In addition to being recognized by Beta Alpha Psi, Albrecht has also been appointed coleader of a new project called "Strategic Thinking of Accounting Education for the 21st Century." The project is organized and sponsored by the American Accounting Association, the American Institute of Certified Public Accountants, the "Big 5" professional service firms, and the Institute of Management Accountants.

Professor Named FSA President



Kevin Stocks, professor of accountancy, has been named president of the Federation of Schools of Accountancy (FSA) for the 2000 academic year. This honor is

based on experience and past successful involvement with the federation.

FSA is an organization made up of universities with accredited graduate accounting programs. One of the federation's objectives is to devise and implement programs to attract high-quality students to accounting education programs that extend through the master's-degree level.

As FSA president, Stocks will be responsible for directing the federation's activities. He hopes to set a solid foundation for the future, believing a broad-based approach to education will allow graduate accounting programs to adapt to the ever-changing accounting profession.

Professor Returns to IHC Board



Stephen Nadauld, professor of business management, has been reappointed to the board of trustees for Intermountain Health Care (IHC). Nadauld serves as

chair of investments and as a member of the finance committee. IHC is the largest integrated health care company

in the country, having evolved after the LDS Church donated its hospitals to the community.

The board of trustees act as directors and represent and manage the assets of IHC. The trustees meet once a month. Their responsibility is to ensure availability of good health care. Before being called to the board the first time in 1983, Nadauld developed a planning model for capital expenditures. IHC liked his plan and invited him to join the board. He resigned when he became an LDS General Authority.

Nadauld says that the board's responsibility is to provide health care at the lowest cost possible, plan for the future, and manage the assets of IHC responsibly. He feels that his previous experience on the board will help him accomplish these goals.

MBA Director Gives Admissions Tips



An interview conducted 22 March by Mica Schneider, *BusinessWeek Online* reporter, revealed that admission to BYU's MBA program isn't all quantitative.

In fact, **Henry Eyring**, the Marriott School's MBA director, said the school evaluates its candidates using a variety of factors. Besides GPA, GMAT scores, letters of recommendation, and personal essays, "the interviews we conduct yield the most useful insights for us," he said.

In addition to interview skills, Eyring said hopeful candidates should apply having had quality work experience. "Quality," he said, "is three things: the level of managerial experience, the candidate's ultimate career objective, and the kind of company the person worked for."

In conclusion, Eyring said the most important thing applicants can do is to consider their whole experience. "The more they can align the various vectors of course experience and internships, and work experience and extra-curricular activities, the better off they'll be," he said.

FACULTY AWARDS AND RECOGNITION

Stan Fawcett, professor of business management, was awarded the Donald L. Staheli Professorship in International Management. He is an outstanding researcher in the areas of international operations and supply-chain management.

Paul Godfrey, from organizational leadership and strategy, was granted continuing status and promoted to associate professor.

Steve Glover and **Ron Worsham**, from the School of Accountancy and Information Systems, were granted continuing status and promoted to associate professors.

Grant McQueen, from business management, was promoted to full professor.

Craig Merrill and **Kristie Seawright**, from business management, were granted continuing status and promoted to associate professors.

Boyd Randall, professor of accountancy, accepted the university's invitation to serve as director of the School of Accountancy and Information Systems. He is replacing **Lee Radebaugh**, who will be leaving this summer to serve as mission president in Porto Alegre, Brazil. Randall has established a widely recognized research reputation in the tax area and is an outstanding teacher. Last year he received the Outstanding Faculty Award from the Marriott School.

Gary Rhoads, professor of marketing, has accepted the assignment of group chair for marketing. He replaces **Michael Geurts**, professor of business management, who has done an outstanding job leading the program, which has built a national reputation for excellent teaching and research.

Kristie Seawright, associate professor of business management, is the new director of the Center for International Business Education Research (CIBER) and coordinator of the International Business Group. Seawright is energetically involved in teaching international courses, researching international issues, and leading students on international excursions.

Gloria Wheeler, from the Romney Institute of Public Management, was promoted to full professor and also accepted the position of group chair for public management.

Dale Wright, professor of public management, is the new associate director of the Romney Institute of Public Management. He replaces **Don Adolphson**, professor of business management, who will return to teaching and research.

ALUMNI SPOTLIGHTS



Michelle Smoot Hyde, a Marriott School marketing instructor, understands the value of preparing students for the marketplace. Her current research,

soon to be published, focuses on beneficial factors, including educational practices, that increase retention and persistence of female undergraduate science students.

She received her bachelor's degree in fashion merchandising and promotion from BYU in 1984. In 1986 she earned her MBA with an emphasis in marketing and retail business management at the Marriott School. Furthering her education, Hyde received her PhD in educational studies from the University of Utah in 1997.

Before instructing at the Marriott School, she created and taught several courses in the Clothing and Textiles Department at BYU from 1986 to 1999. Hyde has modeled professionally since 1976 in Salt Lake City, New York, and Tokyo, and was selected as BYU's homecoming queen in 1981.

Hyde, her husband, and their three children reside in Sandy, Utah.



John S. McKinney, vice president of finance and administration for United Rentals, oversees accounting operations for the world's largest construction

equipment rental company.

Immediately after graduating from BYU with a BS in accountancy in 1979, McKinney went to work for Arthur Andersen in their San Jose office. He transferred to the Salt Lake City office in 1981. After working for Iomega in Roy, Utah, as an assistant controller, McKinney relocated to Folsom, California, where he worked as a controller for Amfac Electric. McKinney then became CFO of US Rentals in Modesto, California.

McKinney feels that his Marriott School education gave him the foundation for a successful career. In order to

give back to the school, he set up the John McKinney Endowed Scholarship Fund for accounting students at the Marriott School.

He and his wife, the former April Mansfield, live in Modesto, California. They have four children and are the proud first-time grandparents of a baby boy.



David E. Stone is a certified financial planner with Lincoln Financial Advisors Corp. in Sacramento, California. Stone, who has been involved in the insurance and financial industry since 1992, works extensively with pre-retirees, senior retirees, and business owners. His work includes financial, estate, investment, and retirement planning.

In 1999, Stone was named Financial Planner of the Year for the Lincoln Financial Advisors Regional Planning Office, which includes thirteen regional offices. He also received the National Quality Award in 1995 and 1998 and the New Organization Associate of the Year for Lincoln Financial and Insurance Services Corporation in 1993.

Stone graduated with a BS in business management from the Marriott School in 1988 and received his MBA from California State University, Sacramento. He and his wife, Sabrina, have four children and live in Elk Grove, California.

CLASS NOTES

1940

Charlotte Lindsay Clifford has retired from a variety of family businesses, including managing her own hotel, ranching in Colorado, and running a concession business in Phoenix. She received her BS in accountancy in 1940. She lives with her husband, Samuel, in Phoenix, Arizona.

1953

LaMar A. Rawlings is now retired. Rawlings was the first office managing

partner of Arthur Young and Company in Salt Lake City. He also worked for Ernst and Young. Rawlings graduated with a BS in accountancy in 1953. He and his wife, the former Lynne Garfield, live in St. George, Utah.

1969



Gary E. Condie was recently elected president of the Los Angeles Chapter of the California Society of CPAs, the largest chapter in the nation with over 10,000

members. Condie is a partner at the firm of Condie, Wood, Pickard, CPAs. He graduated with a BS in accountancy in 1969 and lives with his wife, Myrna, in Stevenson Ranch, California.

Janet Muhn works at the learning center at Cerro Coso Community College, substitute teaching. She graduated with a BS in accountancy in 1969. She lives with her husband, Thomas, in Ridgecrest, California. They have five children.



Dennis P. Spackman, has been appointed chair of the National Association of State Boards of Accountancy (NASBA) for 1999-2000. The appointment took

place at NASBA's ninety-second annual meeting in Nashville, Tennessee, on 15 October 1999.

A resident of Midvale, Utah, Spackman has served as president of the Utah Association of Certified Public Accountants (UACPA). He has also served three years as chair of the Utah Board of Accountancy, two years as chair of the UACPA State Legislation Committee, and one year as chair of the Long-Range Planning and Awards Committees.

In addition to his many responsibilities, he is chief accountant of The Church of Jesus Christ of Latter-day Saints.

Spackman received his bachelor's degree in accountancy in 1968 and his

MAcc degree from the Marriott School in 1969.

1971



J. Terry Dodds worked for the accounting firm of Haskins and Sells and several local firms until opening his own practice, Dodds and Associates, in

1976. He has had the opportunity to serve on many committees of American Institute of Certified Public Accountants. AICPA recently published a book authored by Dodds, *Solo Practice: An Owner's Manual for Success*. Dodds graduated with a BS in accountancy in 1971. He and his wife, Cathy, have twelve children and live in Twin Falls, Idaho.

1975

Carl W. LeSueur is self-employed in the management of family charitable trusts and foundations. LeSueur is president of the LeSueur Family Organization. He graduated with a BS in accountancy in 1973 and an MBA in 1975. He and his wife, Wendy, have three sons and live in Mesa, Arizona.

1976

Jeffrey G. Williams has been practicing business-oriented law for twenty years, specializing in estate planning, tax, and international business. He graduated with a BS in accountancy in 1976 and obtained his JD degree from BYU's J. Ruben Clark Law School in 1979. He lives with his wife, Nyla, in Mesa, Arizona.

1977

Steve Lundgren, Area General Manager of Salt Lake City Marriott is responsible for twenty Marriott properties in Utah. He joined Marriott in 1981 as a housekeeping manager in Tysons Corner, Virginia. In 1985 he joined Courtyard by Marriott as director of rooms. Shortly after, he opened the Mid-

Atlantic and the Southwest regional offices for Courtyard. In 1988, he returned to the corporate sector as vice president of support services for rooms, food and beverage, and engineering.

Lundgren graduated from BYU in 1977 with a BS in marketing and with an MBA from the University of Texas at San Antonio. He and his wife, the former Marla Lamb, have seven children and live in Sandy, Utah.

1978

David O. Clawson is the new accounting manager of Jaguar Cars—North America. Clawson graduated with a MAcc in 1978. He and his wife, Jolene, have four children and live in Central Valley, New York.

Jed R. Parker is president and sole stockholder of Folsom Lake Asphalt, Inc. Parker graduated with a BS in accountancy in 1978. He lives with his wife in Rancho Cordova, California.

1979

Rogers Connors is a principal and founder of Partners in Leadership, LLC. Connors graduated with a BS in accountancy in 1984 and received his MBA in 1985 from the Marriott School.

Steve Boyd is MediaOne International's executive vice president of European wireless operations. He is responsible for MediaOne's wireless operations in Hungary, Poland, Czech Republic, Slovakia, and the United Kingdom—more than seven million subscribers and \$1.4 billion in proportionate revenue.

Boyd started working in various managing positions at AT&T in California and Washington, D.C., for four years. He was president of Network Plus, Inc., in Washington, D.C., Boyd served as principal of Booz, Allen & Hamilton, Inc. in San Francisco, California.

Boyd graduated with a BS in civil engineering in 1977 and with an MBA in 1979 from the Marriott School. He and his wife, Nancy, and their children live in London.

Michael A. Graham is president and CEO of American Family Care, an HMO

located in Bloomfield Hills, Michigan, a suburb of Detroit. Graham, who has had an extensive career in hospital administration, began his career with Hospital Corporation of America (HCA).

He spent ten years with HCA before working for five years at FHP, an HMO in Salt Lake City. He also worked as regional vice president for three years with Prudential Health in Columbus, Ohio. In addition to his professional career, Graham served seven years active duty in the United States Army before graduating with an MPA from the Marriott School in 1979.

1980

Keith R. Griffiths, CPA, worked for Grant Thornton, an international CPA firm, in Houston, Texas, from 1980 to 1982. Griffiths left Thornton to become controller of a large construction company, but after two years decided to pursue his dream of starting a business.

He moved to San Diego, California and opened his own CPA firm. Griffiths has worked with partners for sixteen years, managed multiple offices, motivated employees, and consulted for hundreds of businesses and individuals.

Griffiths graduated with honors from BYU in April 1980 with an MAcc degree. He and his wife, the former Cindy K. Bartholomew, have five children and live in San Diego, California.

Thomas F. Harris is vice president of quantitative research and analysis for the Global Markets Group for Union Bank of California. He graduated with a BA in economics from BYU in 1978 and received his MBA from the Marriott School in 1980. He and his wife, Marjean, live in Upland, California.

Kyle Bowan Love is the founder of NACT, a high-tech telecommunications company. He also founded and served as president of Applied Educational Research and MaKinnon Development, a real estate development company.

In addition to starting his own business, Love is cofounder and director of the Utah Valley Entrepreneurial Forum, which serves the needs of entrepreneurs in Utah Valley.

He is a member of the Utah Angels, a group of investors who screen, invest, and help develop companies, and is cofounder of Soccer Rage, Inc. In November 1999, Love received the Founder of the Month Award from Marriott School's Center for Entrepreneurship.

Love graduated from BYU with a BS in computer science in 1978 and with an MBA from the Marriott School in 1980. He and his wife, the former Claudia Caspersen, have eight children and reside in Orem, Utah.

1982

Keith A. Haslem formed Haslem Employee Leasing and Accounting in 1996 to provide professional employer organization services. Haslem graduated with a BS in management information systems in 1982 from BYU and earned his MBA from Utah State University in 1994. He and his wife, Sydney, live in Orem, Utah, and have five sons and one granddaughter.

Randy G. Morris was recently named CEO of The Translation Group, LTD (www.ttgl.com). TTGL is located in Haddonfield, New Jersey, with additional offices in Flanders, New Jersey; Amsterdam, The Netherlands; Lyon, France; and Beijing, China. Before joining TTGL, Morris was senior product manager at Lernout & Hauspie and director of engineering services for Novell's Advanced Technology Division, which was acquired by Lernout & Hauspie in 1998.

Morris graduated in 1982 with a BS in management. He and his wife, Sherrie, reside in Tyngsboro, Massachusetts. They have five children.

1983



Thomas A. Wellman works for Alexander & Baldwin and has been elected president of the Hawaii Chapter of the Financial Executives Institute. Wellman graduated with a BS in management information systems in 1983. He lives with his wife, Donna, in Pearl City, Hawaii.

Denise Woodbury teaches at BYU-Hawaii, where she was recently named Teacher of the Year. She earned a BS in finance in 1983 from the Marriott School, an MA in psychology at Florida State University, and a PhD in finance at the University of Utah.

1984



Sam Allred is a member of the board of directors and a partner in charge of computer consulting for Anderson ZurMuehlen & Co., PC, a regional CPA and business-consulting firm. He was honored in the fall of 1998 and again in 1999 by *Accounting Today* magazine as one of the "Most Influential People in Accounting." Allred graduated with a BS in accountancy in 1984. He and his wife, Marlene, have six children and live in Helena, Montana.

Thomas Smith is one of the principals and founders of Partners in Leadership, LLC, an international leadership and management consulting firm that has implemented consulting and training services in a myriad of organizations ranging in size from small start-ups to Fortune 500 companies.

Smith is coauthor of the best-selling book *The Oz Principle: Getting Results Through Individual and Organizational Accountability*. He is also coauthor of the recently released *Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability*. His third book on executive team building will be published this year.

Smith graduated with a BA in humanities in 1980 from the University of California, Irvine, and received his MBA in 1984 from the Marriott School.

1985

John M. Ames, CPA, has been promoted to chief operating officer and acting chief financial officer of I-Link, the largest Internet protocol-based communications network in the world.



Before joining I-Link as vice president of operations in September 1998, Ames organized, developed, and sold Time Key L.C., a company specializing in time management software and consulting. From 1996 to 1997, he was vice president and chief financial officer of Neurex, now Elan Pharmaceutical, a top-twenty biotech company based in Menlo Park, California

Ames graduated in 1985 from BYU with a BS in accountancy and a MAcc degree. Ames, his wife, Lisa, and their three children live in Draper, Utah.

Roger Connors is a principal and founder of Partners in Leadership, LLC. Connors graduated with a BS in accountancy in 1984 and received his MBA in 1985 from the Marriott School.

Mark and Sandra Dawson. Sandra left the business world after fourteen years with Argo Systems, Inc., as a business analyst to be a full-time mother. Mark works for Packard-Bell NEC, Inc., in Sacramento as accounting manager of financial reporting. She graduated with a BS in management information systems in 1985. He graduated with a MAcc in 1989. They live with their two children in Folsom, California.

1986

Randal D. Skalla works for CLS Investment Firm. He graduated in 1986 with a BS in economics and earned his MBA from the Marriott School in 1988. Skalla and his wife, Julie, live in Highlands Ranch, Colorado.



David M. Sperry is a tax partner for Deloitte & Touche. Sperry specializes in providing corporate and personal tax consulting and compliance services with an emphasis on corporate conglomerates. He graduated with a MAcc degree in 1986. He and his wife, Lori, live in Salt Lake City, Utah.

1989

Donaldson Hartman is the new Asian Pacific deputy head of financial institutions for Soloman Smith Barney. He graduated in 1989 from BYU with a BS in economics and a minor in business management. He worked for Citicorp and Community Banks in Pasadena, California, for three years. Hartman earned his MBA at Northwestern's Kellogg School.

1990

Rich Murri has been promoted to tax director at the Dallas office of PricewaterhouseCoopers. Murri graduated with a MAcc degree in 1990. He and his wife, Linda, live in Coppell, Texas.

1992

David Barrett works for the city of Joplin as a prosecuting attorney. Barrett received his MBA from the Marriott School in 1992. He lives with his wife, Teresa, in Joplin, Missouri.

Bart Catmull is the new CFO at American Founders Life, a Phoenix-based life insurance company. Catmull graduated with a BS in accountancy in 1992. He and his wife, Jana, live in Gilbert, Arizona; they have four children and are expecting their fifth.

1993

Elina Hanson Brown works for Thomas & Betts Corporation, a manufacturer of electronic equipment. Brown was promoted last spring to assistant controller of the Electronics/OEM Group. Brown graduated with a BS in accountancy in 1993. She and her husband, Garrick, live in Memphis, Tennessee.

1994

David Ward was promoted to manager of planning and analysis for Praxair Surface Technologies, a \$450 million subsidiary of Praxair, Inc. Ward graduated with a BS in accountancy in 1994. He and his wife, Ann, have three children and live in Zionsville, Indiana.



Duane Zobrist is the new director of development at Southern Virginia College (SVC). He looks forward to the opportunities at SVC and believes it is a great institution with high potential and a bright future. Zobrist plans to ensure that the college reaches its potential and permanence in the community.

Before his appointment, Zobrist was vice president of the board of trustees for Greenbrier Episcopal School in Lewisburg, West Virginia.

Zobrist received his BA in art history in 1992 and his MPA in 1994 at the Marriott School. He, his wife, Darlene, and their two children live in Lexington, Virginia.

1995

Helton Vecchi works for TVA Sistema de Televisao. He graduated with a BS in statistics and computer science from BYU in 1993. He returned to earn his MBA from the Marriott School in 1995. He lives with his wife, Lilian, in Sao Paulo, Brazil.

1996

Kyle R. Finlayson works for PricewaterhouseCoopers LLP. He earned his BS in accountancy at BYU in 1996 and lives in Columbia, Maryland.

1997

Charles Matthew Jenkins works for Ford Motor Company as a financial analyst in the Visteon Automotive Systems Division. Jenkins is also working on the Ford Career Foundation Program, which helps new employees develop their careers and attracts new candidates to Ford. He received his BA in economics in 1997 at BYU and his MBA from the Marriott School in 1999. He and his wife, Adrien, live in Norwalk, Ohio. After the birth of their first child in June, they will relocate to Dearborn, Michigan.

Dennis S. Mehr works for NetCare Health System, Inc. Mehr received his MPA from the Marriott School in 1997. He and his wife, Stacie, live in Statesville, North Carolina.

1998

Daniel E. Torrez is an IT consultant with American Management Systems, Inc. Torrez graduated in 1998 with a BS in entrepreneurship. He lives with his wife, Tausha, in Englewood, Colorado.

David L. Smith works for Goldman Sachs. Previously, Smith taught information systems at a local community college. He graduated with an MAcc degree in 1998. He and his wife, Lisa, have three children and live in Waddingers Falls, New York.

1999

Mike Snow recently joined the The Avistar Group as a senior consultant. Before joining Avistar, Mike was chief financial officer of Western Watts, a Provo-based market research firm, where he spent ten years providing financial and business advisory services for all of Western Watts' offices. Mike received his BA from Utah State University. He graduated from the Marriott School with his MBA in 1999. Mike resides in Provo with his wife, Kris, and their daughter Caitlin.

WHAT ARE YOU DOING?

Keep classmates up-to-date.

Send news via email to

exchangemag@byu.edu

or by mail to

Exchange

775 Tanner Building

Brigham Young University

Provo, Utah 84602.

Ten-Year MBA Reunion Planned

The Marriott School Alumni Board is planning a ten-year MBA reunion for the class of 1990 on Friday, 20 October 2000 in connection with the university's homecoming celebration. The reunion will include a family picnic, parade breakfast, and group seating for the Homecoming Spectacular and football game. Contact the alumni and public relations office for more details (801) 378-7696.

MANAGEMENT SOCIETY NEWS

New Steering Committee Chair Appointed

Robert E. Parsons Jr., is chair of the National Steering Committee. He has been involved in the BYU Management Society for fifteen years and feels that the society is a "tremendous organization" that has "potential for enormous impact." Parsons is the president of the Washington D.C., Chapter and executive vice president and CFO of Host Marriott Corporation.

Australian Chapter Helps Explore Strategic Alliance

Dean Ned C. Hill and his wife, visited Australia to explore the possibility of establishing a strategic alliance between the Marriott School and the Macquarie Graduate School of Management (MGSM), one of Australia's leading business schools. **Jonathon Fisher**, president of the Australia, Pacific Islands Chapter, helped coordinate the visit.

Leaders of the schools discussed mutually beneficial projects such as reciprocal international student excursions, joint research collaboration, and international business lectures.

In addition, Dean Hill addressed MGSM alumni and gave a presentation to 100 Australian business leaders.

Washington, D.C., Chapter Honors Mitt Romney

The Washington, D.C., Management Society Chapter presented its 2000



W. Mitt Romney receives the 2000 Distinguished Public Service Award from presenters J.W. Marriott, Jr. (middle) and Robert E. Parsons, Jr. (right). Romney was recognized for his successful professional and personal endeavors.

Distinguished Public Service Award to W. Mitt Romney, president and CEO of the Salt Lake Organizing Committee for the 2002 Olympic Winter Games.

The award was presented by Robert E. Parsons, Jr., president of the Washington, D.C., Chapter and J. W. Marriott, Jr., chair and CEO of Marriott International. The presentation was part of the 16th Annual Gala Dinner held at the Wardman Park Marriott Hotel in Washington, D.C., on 26 February 2000.

More than 650 people enjoyed hearing Romney describe the unique challenges and opportunities faced when preparing for the Olympic games. Romney's enthusiasm combined with an Olympic video presentation captivated the audience and generated anticipation for the exciting events that will come to Utah in 2002.

Romney was honored because of his commitment to high principles, his leadership capacity, and his service to his profession, church, family, and community.

Student Subchapter Formed in Southern Virginia

On 23 October 1999, the Blue Ridge Chapter unanimously approved the formation of the BYU Management Society Southern Virginia College

(SVC) Student Chapter. The new SVC student chapter is being sponsored by the Blue Ridge Management Society.

The SVC subchapter will focus on real-world education and exposure by bringing in guest speakers, providing on-the-job site visits, establishing networking opportunities, and offering workshops on job-hunting and graduate school search skills.

Todd Brotherson, business professor at SVC, serves as advisor to the student chapter and is president-elect of the Blue Ridge Chapter. Brotherson earned his MBA at the Marriott School in 1989.

President of the new subchapter is Darrell Manning; director of programs is Scott McKeon. Harvey Scott is director of corporate relations; Alison Bennion is director of public relations; Monique Fraer is secretary; and Amy Jindra is treasurer.

For information on Management Society chapters in your area, contact:

Rixa Oman
(801) 378-6824
Rixa_Oman@byu.edu

1999 FINANCIAL REPORT

	Current Funding Level	Additional Funding Required	Proposed Level 12/31/00
ENDOWMENT			
Dean's Endowment	8,521,000	2,479,000	11,000,000
Centers and Institutes			
Entrepreneurship	4,466,700	3,533,300	8,000,000
International Management	5,245,400	1,754,600	7,000,000
Study of Values	805,800	194,200	1,000,000
Institute of Marketing	2,976,900	1,023,100	4,000,000
Program for Financial Services	1,151,900	2,848,100	4,000,000
Romney Institute	2,449,700	550,300	3,000,000
e-Business	28,000	2,972,000	3,000,000
Centers and Institutes Subtotal	17,124,400	12,875,600	30,000,000
Other Existing Endowments			
Chairs	2,944,300	55,700	3,000,000
Professorships	9,299,900	1,700,100	11,000,000
Faculty Fellowships	556,700	443,300	1,000,000
Student Scholarships	10,127,700	1,872,300	12,000,000
Research/Other	3,715,900	284,100	4,000,000
Other Endowments Subtotal	26,644,500	4,355,500	31,000,000
TOTAL	52,289,900	19,710,100	72,000,000
	1996-97	1997-98	1999*

CURRENT OPERATIONS

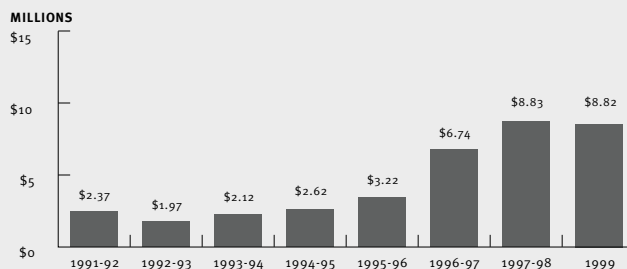
Endowment Earnings	1,180,600	1,481,000	1,673,300
Interest and Other Revenue	674,700	568,800	537,800
Gifts/Grants—Working Capital	2,619,400	3,973,900	6,063,300
TOTAL	4,474,700	6,023,700	8,274,400

DEFERRED GIFTS

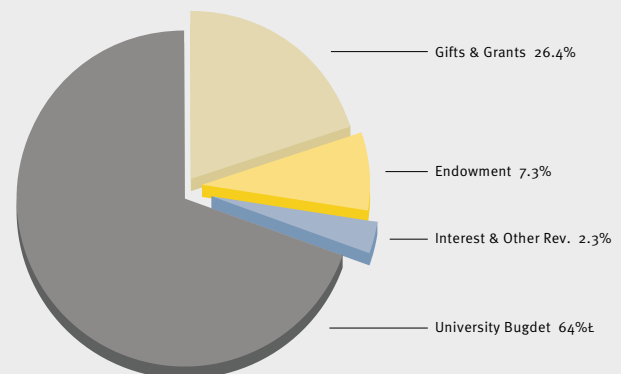
Trusts, Unitrusts, Etc.	12,286,900
Marriott	6,359,300
TOTAL	18,646,200

*University financial reporting changed to calendar year in 1999

DONATIONS



SUMMARY OF CASH INFLOW



GRADUATE STUDENT DEMOGRAPHICS

Program	MBA	MAcc	MISM	MOB	MPA
Year of Graduation	2001	2001	2001	2001	2001
Total students	137	136	42	30	36
Women students	21	32	2	12	13
International students	24	8	6	8	3
Minority students	4	6	2	0	3
Married students	88	77	24	18	20
Returned missionaries	116	111	39	19	27
Bilingual	112	97	32	22	26
States represented	20	21	17	9	11
Countries represented	14	6	6	6	3
Undergraduate universities	20	3	3	13	5
Average age	27	25	24	28	25
Age range	21–39	20–33	21–32	21–47	22–34
Average GMAT score	642	620	630	629	570
GMAT range	460–760	560–650	580–730	510–750	470–700
Average GPA	3.53	3.69	3.6	3.61	3.5
GPA range	2.58–4.00	3.22–3.97	3.11–3.91	3.03–3.97	2.88–3.90
Undergraduate Majors					
Business/Accounting	15%	100%	80%	10%	8%
Engineering	24%	0%	0%	0%	0%
Humanities	21%	0%	0%	3%	19%
Physical Science/Math	8%	0%	0%	0%	6%
Social Science	11%	0%	0%	60%	50%
Economics	10%	0%	0%	10%	0%
Other	11%	0%	20%	17%	17%
Undergraduate Institutions					
BYU	66%	95%	90%	57%	89%
Other	34%	5%	10%	43%	11%

PROFESSORSHIPS, FELLOWSHIPS, AND CHAIRS AWARDED IN 1999

Marshall B. Romney,

John and Nancy Hardy Professorship

Earl Kay Stice,

PricewaterhouseCoopers LLP Professorship

James D. Stice,

Distinguished Teaching Professorship

David Kirkwood Hart,

Weston Edwards Professorship

J. Bonner Ritchie,

Donald Staheli Professorship

David B. Whitlark,

Donald Staheli Fellowship

F. Neil Brady,

Jack Wheatley Professorship

Steve Liddle,

LeAnn Albrecht Fellowship

Ronald G. Worsham,

Grant and David Professorship

Dave Strong (College of Engineering),

Rick Farr Professorship

Hal B. Gregersen,

Donald Staheli Professorship

FACULTY PUBLICATIONS

Listed below are scholarly publications either written or edited by Marriott School faculty during the 1999–2000 academic year.

Scholarly Books

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*Students, faculty, and alumni feel an
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for sharing the successes of their
lives with the Marriott School. The
school will always be proud to bear
her name—a name associated
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