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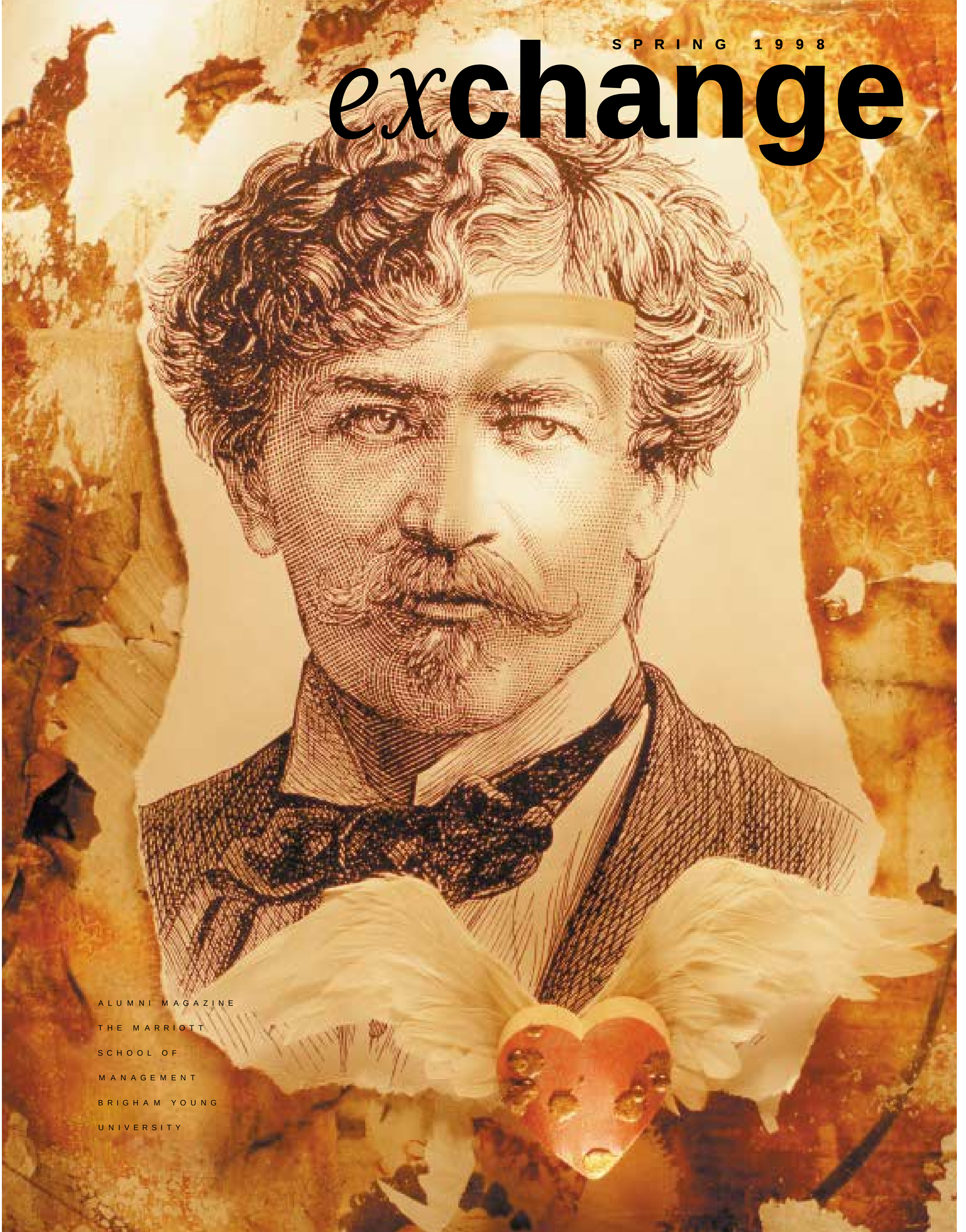

ALUMNI MAGAZINE
THE MARRIOTT
SCHOOL OF
MANAGEMENT
BRIGHAM YOUNG
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MARRIOTT SCHOOL CALENDAR JUNE 1998–APRIL 1999

June

15–17	Entrepreneur Founders Retreat
18–20	Fourth Annual Management Conference
25–27	Fourth Annual Asian Language Business Workshop

August

3–7	EMBA Residency Week
13	University Commencement
14	Marriott School of Management Convocation

September

11–12	Center for Entrepreneurship Fall Conference
13	Romney Institute Administrator of the Year Award
22	Institute of Marketing Scholarship Awards
25–26	Taggart Symposium

October

5–10	Homecoming Week
8–10	Alumni Board Meeting
8–10	Management Society Conference
26–31	Institute of Marketing Career Days

November

1–6	Institute of Marketing Career Days
5–7	National Advisory Council Meetings
19	Institute of Marketing Sales Career Fair

January

20–21	Recruiter Ski Days

February

11–12	Institute of Marketing National Advisory Board Meetings
22–28	Institute of Marketing Career Days

March

1–12	Institute of Marketing Career Days

April

22	University Commencement
23	Marriott School of Management Convocation
TBA	Third Annual William G. Dyer Distinguished Alumi Award

SPRING 1998
THE MARRIOTT
SCHOOL OF
MANAGEMENT
BRIGHAM
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Cover Photo by John Rees

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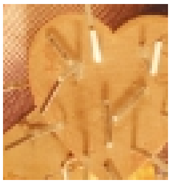


dean's message

Since President Bateman announced my pending change of assignment, I have spent considerable time reflecting on my nine years as dean of the Marriott School of Management. These have been some of the most rewarding years of my life, and I will always be grateful for the opportunity to serve.

In my musings, I've tried to identify the real role I have played as dean. It's a very interesting assignment that carries with it a great deal of responsibility. My ability to discharge that responsibility, however, has only been as strong as the collaborative strength I could build among students, faculty, staff, alumni, and supporters who have a vested interest in what we are trying to accomplish. In many ways, I've had the assignment of architect at the Marriott School, surrounded by builders, craftsmen, and financial backers who all work together to construct something of lasting value.

I'm proud of the basic design we have in place for the School. It has certainly changed over the past nine years, based on new needs that have emerged and old standards that have become obsolete. But today's blueprint is yielding quality results. As a professional business school, we feel deeply our obligation to prepare students for viable careers that will enable them to exercise their skills and also provide for their families. Within our undergraduate programs in business management and accounting and our five graduate-degree programs (MAcc, MBA, MISM, MOB, and MPA), we seek to provide a solid foundation in general business as well as specialized training that appeals to a broad student audience.

Drawn into the curriculum of each of the undergraduate and graduate programs are three primary areas of focus: internationalism, entrepreneurship, and ethics and values. These emphases distinguish our Marriott School education and prepare students in ways that go beyond standard functional training. For example, our entrepreneur lecture series is one of the most popular forums on campus in which to hear from successful, practicing innovators who have been able to give life to their professional dreams. Steve Nadauld's Spiritual Issues in Management course has become a favorite among students as they seek to blend their career goals with their innate desires to remain spiritually in tune. And what could be more attractive to students preparing for careers in the global economy than our business-language electives in seven major languages?

Several other Marriott School ballasts strengthen our educational offerings and boost students' post-graduate employment opportunities. One is the Institute of Marketing, which prepares students for careers in the retail, sales, and services industries. At the heart of that preparation is the availability of exciting student internships with leading companies across the country. A second is the Insurance, Risk Management, and Financial Services Program, which sponsors faculty research and curriculum content in an effort to prepare students for careers in these significant areas. A third is the newly named George W. Romney Institute of Public Management, which has a long tradition of preparing young people for careers in public service and not-for-profit management.

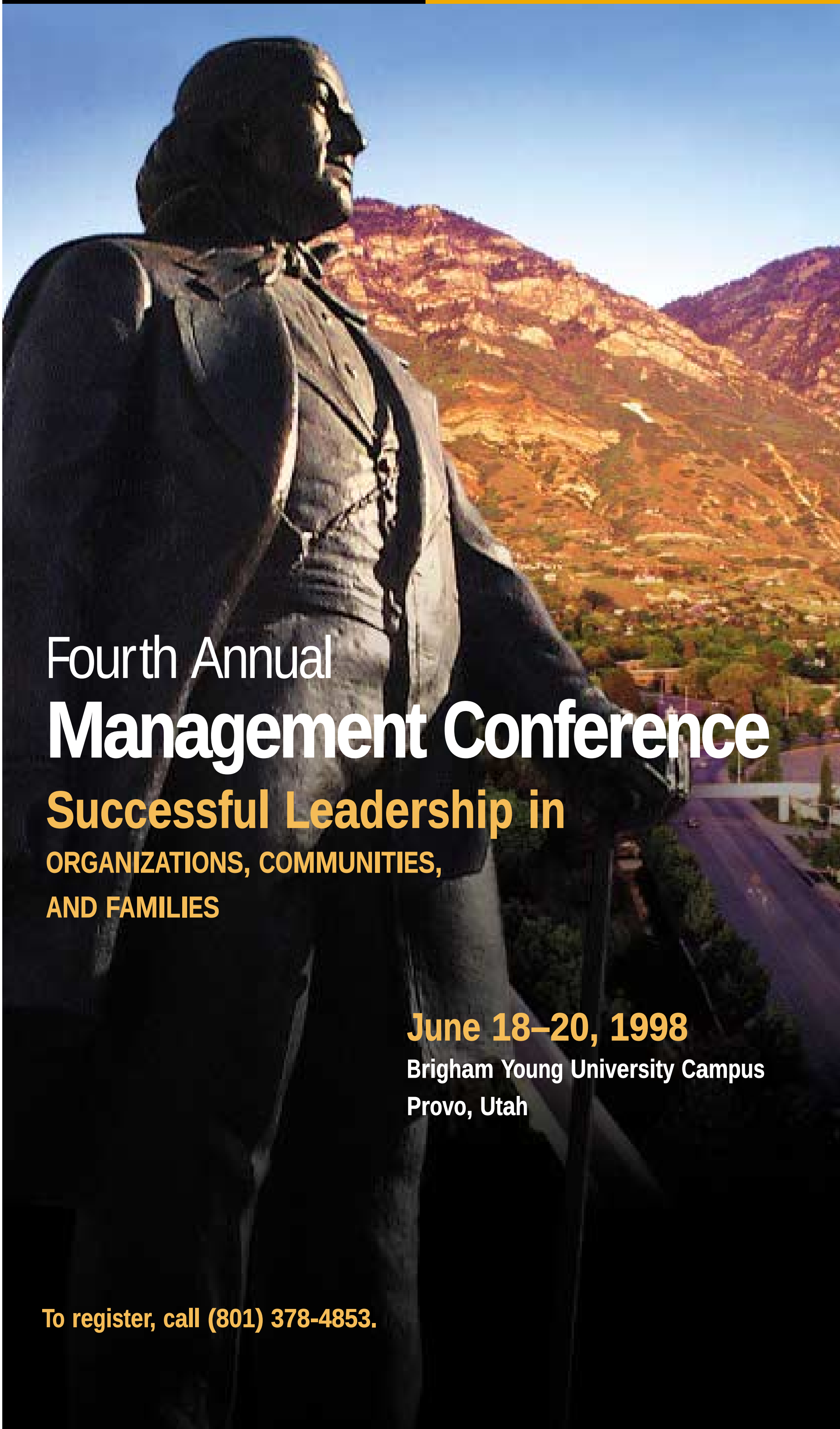
In the end, though, this is only a design—a theoretical plan. It is the students, staff, faculty, and you alumni and supporters who really bring the blueprint to life. In this collective construction process, we eventually see remarkable achievements that impress and humble me. I have loved helping to draft the course of the Marriott School. I have loved even more the working relationships that have been such an intimate part of the project. Thank you for the help you have given me over the past nine years. Every suggestion offered, every interaction with a student, every guest lecture in a classroom, every dollar contributed has strengthened what we have been trying to build. Thank you for your willingness to play a part.

The results of our efforts have worth only if endorsed by the ultimate Master Planner, our Savior, Jesus Christ. I want you to know of my devotion to Him and my conviction that He does approve our efforts to "attract and develop men and women of faith, character, and professional ability who will become outstanding managers and leaders throughout the world." I know that as we earnestly seek His counsel, we will be guided in discharging our sacred duty in this noble educational effort.

With heartfelt gratitude,

K. Fred Skousen
Dean, Marriott School of Management.

On May 1, 1998, Dean Skousen assumed his new responsibilities as Advancement Vice President for Brigham Young University, succeeding R.J. Snow.



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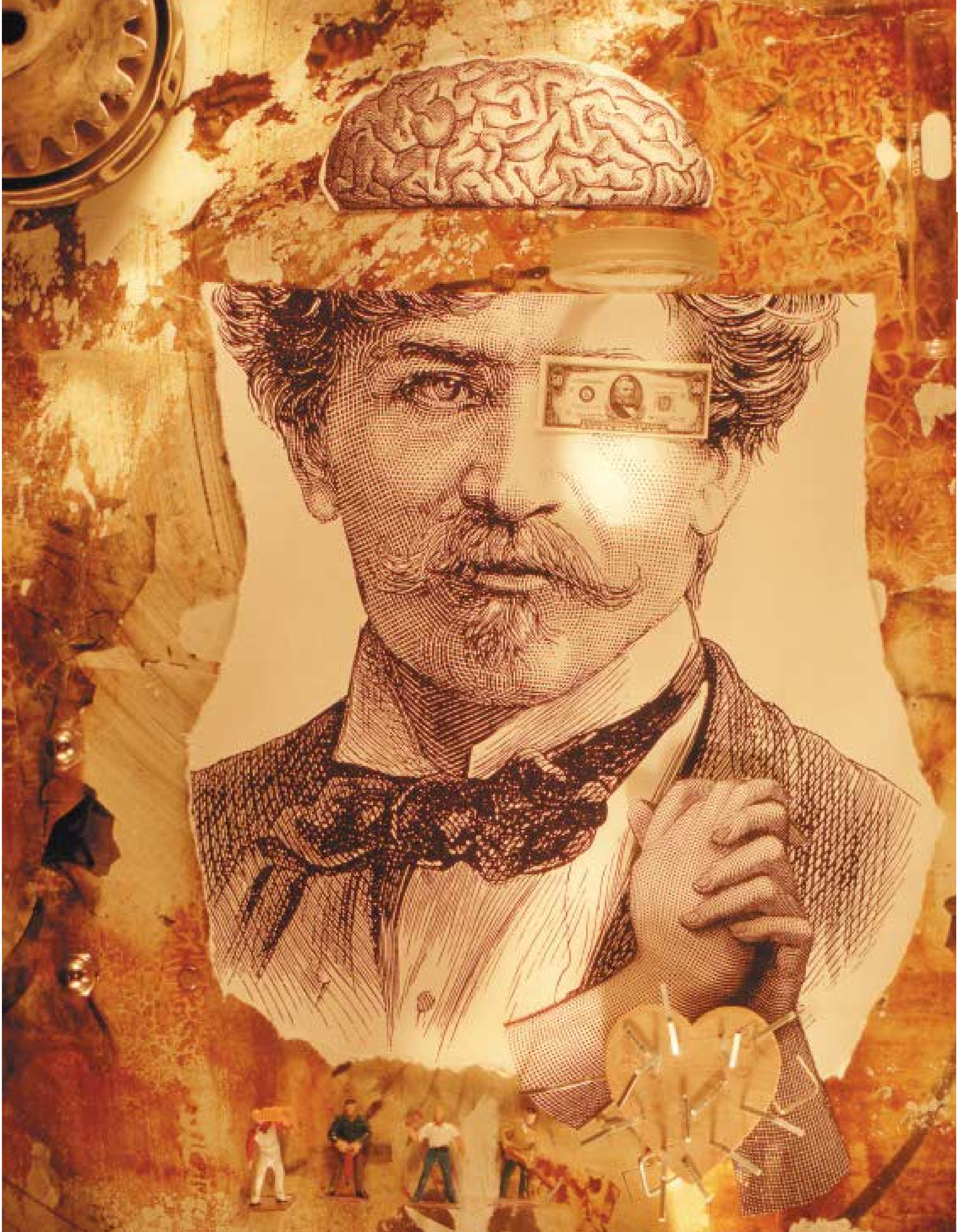


THE SEVEN 7 BLUNDERS OF THE MODERN WORLD

BY DON ADOLPHSON, NEIL BRADY, ROGER TERRY, AND WARNER WOODWORTH

PHOTOGRAPHY BY JOHN REES

Henry David Thoreau observed that "there are a thousand hacking at the branches of evil for every one who is striking at the root." This statement applies well to our modern society brought up on the sound bite and addicted to a rapid pace of life that discourages searching for root causes of problems. By constantly hacking at branches rather than roots, we often develop cures that are worse than the disease. It is our purpose in this article to stimulate and encourage dialogue regarding root causes of modern-day problems, especially as they affect the managing of public and private institutions.

Mohandas K. Gandhi, known by the title Mahatma, is best known for his teachings and practice of nonviolence leading to the independence of India. What is less known is the depth and breadth of Gandhi's philosophy of nonviolence. In his later life he developed a comprehensive economic philosophy based on the concept of "trusteeship," the notion that all things belong to God and that man is a trustee, or steward, over a portion of God's resources. This concept is of particular interest to Latter-day Saints because of our own concepts of stewardship and accountability.

Arun Gandhi, grandson of Mohandas, had the privilege of living with his grandfather during the last years of Mahatma Gandhi's life. Arun was a young teenager at the time and had many deep discussions with his grandfather during his stay. In October of 1947, as Arun was about to return to his parents' home in South Africa, his grandfather slipped a paper into his hand and said, "Keep this as a talisman. What I have written here are the seven blunders that human society commits and [that] cause all the violence." He urged his grandson to work to change this. The seven blunders identified by Gandhi were these:

- *wealth without work*
- *pleasure without conscience*
- *knowledge without character*
- *commerce without morality*
- *science without humanity*
- *worship without sacrifice*
- *politics without principle*

All of these blunders do violence to the great soul, the "mahatma," which is within us because we are children of God. This article is an experiment in identifying the violence, sometimes subtly insidious violence done to individuals and societies through the blunders of individuals.

It has been 50 years since Mahatma Gandhi's death. In that time the world has changed much. Unfortunately, most of that change has not moved the world in the direction Gandhi hoped it would. Consequently, we believe that these seven blunders are even more applicable today than they were when Gandhi made his assessment of society.

The magnitude of these blunders has increased as they have been institutionalized in governmental or corporate policy and practice. Indeed, as the modern world has evolved and societal distress has doubled and redoubled, Gandhi's talisman has become more relevant than ever.

Don Adolphson is associate director of the Marriott School's Romney Institute of Public Management. Neil Brady is a professor in the institute. Roger Terry is the editor of exchange. *Warner Woodworth is a professor of organizational behavior. The authors are currently writing a book about the seven blunders. This article is a brief overview of a few ideas they explore more fully in their book.*

1

Wealth Without Work

Gandhi's first "blunder" originated with the ancient Indian practice of tenant farming. The poor were made to toil on the farms while the rich raked in the profits. Although tenant farming is not a common practice in our modern economy, it can nevertheless serve as a metaphor for all sorts of "acceptable" business practices. For instance, wherever someone owns the time, energy, and labor of another person and profits from that person's efforts, a form of tenant farming exists.

In modern capitalism there are countless ways individuals seek to obtain wealth without work, or, if they do work, it is often grossly out of proportion to the amount of wealth they accumulate. A quick look through the classifieds or the Internet yields an almost endless parade of get-rich-quick schemes, multilevel marketing startups, high-return investment opportunities, mail scams, and other "wealth without work" programs.

Speculation has also exploded in our modern economy, to the extent that less than 5 percent of world financial flow (the money that passes back and forth in financial transactions) has anything to do with the sorts of goods and services that enhance human life. Recognizing the shift in values that has accompanied this phenomenon, Willis Harman labeled the world economy "one vast gambling casino."

Regardless of the form it takes, the most destructive by-product of wealth without work, ironically, is its inverse—namely, that if someone is obtaining wealth without working, then someone else is working without acquiring wealth. The widening gap between the haves and have-nots in modern society is the equivalent of an economic time bomb, because an economy bloated with capital but short on disposable income can maintain its immediate stability only by encouraging consumers to increase their credit purchases. This, of course, is a short-term fix with ominous long-term consequences.

With real wages in decline, our "have it all" society is actually increasing its consumer spending—by purchasing more and more goods and services on credit. Average outstanding consumer debt (which doesn't count mortgages) at the end of 1997 was $4,590 for every man, woman, and child in the United States. Not to worry—if we get too far in debt, there is an easy solution. Last year, one in every 200 Americans declared bankruptcy. Wealth without work indeed.

The solution to this monumental "blunder" is many-faceted and must be applied on an individual-by-individual basis. A fair day's pay for a fair day's work suggests not only that people should stop their frivolous credit purchasing, shun scams and other ethically marginal activities, and avoid most forms of financial speculating, but also that profits, the fruit of many employees' work, should be more equally distributed among those who do the work and not so exclusively in the hands of those who control the capital.

There are many changes we should make in our current economic arrangements, but perhaps the most needed is a shift toward greater worker ownership of businesses. This, more than any other change, would put wealth in the hands of the people who work and would restore some semblance of balance to an increasingly top-heavy economy.

2

Pleasure Without Conscience

The buffalo hunters of the 19th century would often kill buffalo just for the tongue. For the sake of a negligible pleasure, they would destroy an entire animal. One scene in the movie "Dances With Wolves" depicts an entire countryside littered with the corpses of buffalo that were killed for only their tongues and hides. The hunters had pursued pleasure without conscience.

For Gandhi, pleasure without conscience frequently meant sexual promiscuity. But whether the pleasures are sexual, gastronomic, tactile, or merely profitable, when they are pursued without discipline, without conscience, they are destructive. Pleasure is not evil per se; but pleasure sought casually or thoughtlessly can threaten human happiness.

These days, the pursuit and use of money serves as the arena for much thoughtless pleasure-seeking. Of course, if our buying and selling are done with care, they contribute to human welfare. The United States, however, is often said to be a society that pursues pleasure without conscience—a "vending machine society." We shop till we drop. But economic exchanges represent only the "surface" of society. Shoppers seldom inquire into the origins of things, into the processes by which commodities are produced: Who made this and how? Was it stolen? Did by-products pollute the environment? Were the employees welltreated? Is it safe to use? And so on. As E. F. Schumacher wrote, "There is no probing into the depths of things, into the natural or social facts that lie behind them. In a sense, the market is the institutionalization of . . . nonresponsibility."[1] In other words, modern markets facilitate the pursuit of pleasure without conscience by making buyers and sellers strangers to each other.

The most often reprinted article in the field of business ethics is by Milton Friedman and is titled "The Social Responsibility of Business Is to Increase Its Profits," meaning "business should have no other responsibility than to pursue profit." From an economic perspective, conscience has officially disappeared from business. So, not only do modern markets encourage consumers to pursue their pleasure in ignorance of the conditions of its provision, but modern economics encourages business to pursue profit to the exclusion of other responsibilities. The picture is complete: neither buyer nor seller is expected to act with responsibility. Both money and what money can buy are pursued without conscience.

But if Gandhi is right, the pursuit of both pleasure and profit must be subjected to the discipline of human wisdom, good judgment, and an appreciation for the complex interconnections of things. In other words, we must acquire ecological wisdom.

The buffalo hunters of the 19th century pursued pleasure foolishly and brought an end to both the buffalo and themselves. To avoid a similar fate, we must be "wise as serpents yet harmless as doves." We must see through the distractions of pleasure and materialism and seek to achieve a life of responsibility and conscience.

3 Knowledge Without Character

Gandhi was once asked to send a message of hope and encouragement to the early leaders of the civil rights movement in the United States. His response was brief: "My life is my message."

This story gets quickly to the heart of knowledge and character. Gandhi is one of the best-known figures of the 20th century, yet he never held title or office, nor is he known for any traditional achievement in the sciences or the arts. He was trained as a lawyer and had a good analytic mind, but was not noted for the power of his logic alone. Gandhi is remembered because his knowledge was embodied in his character, and his message was a natural extension of who he was.

The power and life in his message is due to his loyalty to his vision, to his willingness to be a passive victim of brutal violence, and to his willingness to fast on several occasions, even unto death if necessary, in order to bring a halt to violence in the land.

Modern leaders of business and industry have much to learn from Gandhi's example. Our society, including business education, theory, and practice, is focused on empirical, rational, logical quantitative information. The dominant paradigm of Western culture in the late 20th century is that the world is a wholly knowable system, governed by a finite set of laws that man can grasp and rationally direct for his own benefit. Much has been accomplished with this paradigm, but much is also missed when we limit ourselves to this type of knowledge.

Vaclav Havel, first president of a free Czechoslovakia, believes that Communism was the perverse extreme of this world view. He believes that the end of Communism signals the end of the modern era dominated by dependence on technology and a narrow rationality. Havel declares that we need something different, something larger that will radically alter man's attitude.

Two words that describe this larger view are *virtuous intent.* This means a purpose that is clear, that is beyond narrow self-interest, and that drives the strategic decisions of an organization. A business operating on virtuous intent would focus on putting a product of value into the marketplace, telling the product's story as well as the vision behind it, and producing it in a way that does no harm to either the employees who create it or the world in which we live. The talents needed to do this successfully involve both character and knowledge.

4 Commerce Without Morality

To the casual observer of today's business press, the headlines verify Gandhi's aphorism that "commerce without morality" is not merely a catchy phrase, but a dangerous phenomenon, because it reflects the ethical drought pervasive in economic matters. The titles of recent cover stories in pro-management media illustrate the point.

- *Business Week:* "CEO Disease," "The Banker's Trust Tapes," "Let the Good Times Roll—and a Few More Heads," "Executive Pay: It's Out of Control," "Ripoff!"
- *The Wall Street Journal:* "How to Get Ahead as a Middle Manager by Being Ruthless," "Ranks of Unemployed Couples Multiply," "Their Careers: Count on Nothing and Work Like a Demon."
- *Newsweek:* "The Hit Men," "Thanks. You're Fired."
- *Fortune:* "The Toughest Boss in America," "Is This Layoff Necessary?" "The Trust Gap," "How Layoffs Pay," "The Toughest Babe in Business."
- *U.S. News & World Report:* "Amputating Assets."

While capitalism has always had a reputation for corruption, abusing people, squandering resources, and subverting the public interest, its central role in contemporary society is larger than ever before. Indeed, as a number of social observers have noted, business is now the religion of America—more powerful than ever before, more deified, and worshiped by its adherents who, according to *USA Today,* are "devoted to the cause of making money."

Yet, the rising number of unethical management practices, corporate violations of law (criminal, civil, and environmental), discrimination against minorities, sexual harassment of women, mass downsizing of the workforce, and other blatantly immoral activities may *not* be the basic problem of commerce.

A deeper, more subtle reality is that business executives view their work not as moral or even immoral, but as *amoral.* Adhering to the rhetoric of economists about an "invisible hand" that mysteriously controls the flow of decisions and events in the marketplace, today's CEOs depersonalize their own responsibility for what commerce does. Thus we hear, "Competition makes us lie to customers"; "Too strict EPA regulations force firms to dump pollutants after dark"; "Foreign corporations push us toward offshore manufacturing"; and so on.

Yet in the midst of such rationalization, one can also see the shining examples of executives and their companies that truly integrate commerce and morality: Ben and Jerry's commitment to social responsibility; the UK's Body Shop, Ltd., with its emphasis on family care and ecological values; Semco of Brazil that truly empowers its workers; the Grameen Bank of Bangladesh that has lifted millions of poor peasants out of destitute poverty; Tom's of Maine, where the CEO has fused his Harvard Divinity School training with effective business practices to fully serve the interests of capital and the needs of community.

One may doubt that Gandhi would ever seek an MBA degree or become a venture capitalist, but he just might be quite pleased with those managers who design ennobling mission statements for their companies and then practice the craft of business with personal and organizational integrity.

5 Science Without Humanity

Americans are generally accustomed to thinking that technological development is always good. In fact, our attitude toward technological progress is quasi-religious. We have great faith that technology can solve society's escalating problems, even the ones it creates; and we hope for a high-tech utopia where we will enjoy a life of leisure while machines do all our work.

Gandhi, however, was less sanguine. He used to talk disparagingly of a system so perfect that no one would need to be good. He saw how machinery put people out of work and made work less meaningful for the rest. Instead of mass production, Gandhi believed in "production for the masses." What he feared was not technology per se, but the forms and uses of technology that were incompatible with humane living; he feared science without humanity.

Examples of the inhumane use of technology abound in the 20th century. War, of course, is the best example. Just two atom bombs killed thousands of people in Nagasaki and Hiroshima. Hitler's scientists acted with great technological efficiency in experimenting on and killing millions of persons. About the same time, the American government experimented on hundreds of African-American men at the Tuskegee Institute in Alabama to test the effect of different medications on syphilis. Many were given placebos and were never given the medication, even after it had been available for years. Nuclear testing in Nevada and in the South Pacific endangered the lives of people in both locations.

The technological approach to farming in America has decimated rural populations and destroyed and degraded the topsoil of millions of acres. Many such examples illustrate the inhumane use of scientific knowledge.

The problem is not technology, but the undisciplined use of technology. Like Third-World farmers who naively spray DDT on their fields thinking "the more the better," our love affair with technology in the 20th century has been reckless, undisciplined. Like many an adolescent, we want the piano to play itself without our taking the time to master keyboard technique.

Like playing the piano, most practices worthy of human attention require some form of discipline, some personal skill. And things worth doing well probably take time. New technology may enhance one's skills (as recording technologies have enhanced rehearsal skills) or it may threaten discipline (does television make for better parenting?); seldom is technological development irrelevant.

According to scripture, God spent five and a half days creating the beautiful world in which we live and only a half day creating us. Therefore, a life lived close to God might be a life close to nature—"close" at least in the sense of understanding and valuing the natural world to which God himself gave great attention. Such a life is deliberate, not impulsive; steady, not volatile; gentle, not power-hungry; inquisitive, not proud.

As American life tends to get faster, bigger, and more threatening, Gandhi would have us slow down, think small, and pursue peace. He would have us live a humane life. He would have us be less distracted from experiences essential for fullness of life. Perhaps science and technology can help us do that, but only if we begin with a pretty good idea of what a humane life really is.

6 Worship Without Sacrifice

LDS Church founder and prophet Joseph Smith once declared that "a religion that does not require the sacrifice of all things never has power sufficient to produce the faith necessary unto life and salvation; for, from the first existence of man, the faith necessary unto the enjoyment of life and salvation never could be obtained without the sacrifice of all earthly things."[2]

Joseph's observation about the importance of sacrifice rang true with Gandhi, but is not generally recognized in the world today. In an increasingly secular world, men and women tend to put their trust in the arm of flesh rather than in God and only worship those deities that do not require a sacrifice in return. Perhaps the most powerful example of this is modern society's devotion to the gospel of consumerism.

William Greider goes to great lengths in his book *One World, Ready or Not* to show that the global economy is producing more goods and services than consumers can afford to purchase. Supply is far outstripping demand in most industries; but in America, at least, this has proved an ineffective deterrent to consumers who, with religious fervor, spend as if there is no tomorrow. Savings rates are at an all-time low, while consumer credit has reached stratospheric levels.

Modern society's rampant consumer religion, however, is one that requires little sacrifice. If you can't pay off your debts, you can just declare bankruptcy, which is exactly what one in every 200 American did in 1996. Increasingly, it seems, we want to have it all, and have it for free.

On a more panoramic scale, however, many thoughtful writers are beginning to recognize the religious nature of people's attitudes toward free-market doctrines. For example, Greider closes his monumental work on the global economy by noting that many intelligent people have come to worship market principles like a spiritual code that will resolve all of the larger moral and social questions. He argues that the marketplace offers such an enthralling religion that people defer to it, rather than taking personal responsibility for their lives and the future. Many today believe market principles will solve all of society's woes. All they have to do is behave in a self-interested way, and the god of the invisible hand will automatically create the best of all worlds for everyone involved. If only life were so simplistic.

In contrast to these economic pseudoreligions, faith in a living and loving God requires sacrifice and effort from us to work out our own salvation, both temporally and spiritually. Free markets and consumerism can help to improve the lot of mankind, but only if they are treated as tools and methods to be used with discipline rather than objects of unrestrained worship.

7 Politics Without Principle

As we write, the firestorms of political conflict are raging out of control in Washington, D.C. "Lack of Moral Character" scream the headlines as President Clinton's critics hold hearings about his alleged adulterous relationships with various women, from a 21-year-old White House intern to a childhood Arkansas girlfriend. Charges and countercharges, conflicts of interest, violations of campaign donation rules against Republicans and Democrats alike—all are fodder for today's political environment.

Unfortunately, the contemporary moral climate is not much different than the past.

By the time Ronald Reagan completed his first four years in the White House, more than a hundred members of his staff had been jailed, indicted, or immobilized because of unethical or illegal actions, making the Clinton era appear squeaky-clean, until recently.

We believe that Gandhi's concern about "politics without principle" is a searing call to repentance for today's political leaders, because he recognized that those who seek political power too often engage in unethical and unprincipled actions precisely because they assume Lord Acton was wrong, that power will not corrupt them. The same may be said of Joseph Smith's clear warnings about power and its abuse in Doctrine & Covenants 121:34–45, where he warns about leaders who are called but not chosen because their hearts are so set on such things as wealth, fame, pride, ambition, and the desire to exercise control over others.

These were the concerns of Gandhi. He attributed his deeply religious Hindu beliefs, coupled with his intense study of Christ and Christianity, to his life as a committed social and political activist. He was the first major world leader to base his politics on the lives and teachings of "avatars" (prophets) of more than one religion. And what were the sources of Gandhi's political principles? The Bible's "Sermon on the Mount" and the Bhagavadgita of Hinduism.

Perhaps Gandhi's greatest contribution was his ability to fuse his spiritual beliefs with the practice of politics. Reflecting back on his struggles in South Africa and later in India, he exclaimed, "Although to all appearances my mission is political, . . . its roots are spiritual. It is commonly known . . . that I claim that at least my politics are not divorced from morality, from spirituality, from religion."[3]

Today's troubled societies do not need more legislation or new political parties. What is needed by contemporary leaders around the world is to heed the great Mahatma Gandhi's objective to "spiritualize the political" and build a new culture of politics based on life-giving moral principles.

Conclusion: Rights Without Responsibility

Some years after receiving this list of seven blunders as a talisman from his grandfather, Arun Gandhi added an eighth: *rights without responsibility.* As we considered this principle, we felt that it was not so much a separate "blunder" as

an umbrella concept that encompasses the original seven. Each of Gandhi's "without" statements begins with what many people would consider a human right: wealth, pleasure, knowledge, commerce, science, worship, and politics. Each statement then concludes with the responsibility attached to that particular right: work, conscience, character, morality, humanity, sacrifice, and principle.

If we separate the right from the responsibility, which is exactly what Gandhi accused modern society of doing, we find ourselves losing liberty. Any right claimed by humankind assures us of a specific manifestation of freedom. If we do not use that freedom responsibly, we lose it.

If we seek wealth without work, we generally end up abusing others, infringing upon their freedoms and using them as "human resources" for our own ends. If we seek pleasure without conscience, we become self-centered and fail to see how our actions affect our fellow citizens. If we gain knowledge without developing good character, we inevitably apply that knowledge with greed or dishonesty or malice or indifference. If we practice commerce without morality, we assume that "if it is not illegal, it is right." If we apply science without humanity, we admit that technology is our god and that "if it is possible, we should do it," even if "it" involves cloning human beings or ravaging the environment. If we worship without sacrifice, we find ourselves possessing a shallow, ineffectual religion that alienates us from our neighbors. Finally, if we practice politics without principle, our governments, at every level, become corrupt and our citizens cynical.

We believe that Gandhi's message was not merely one of diagnosis and criticism. Indeed, each of Gandhi's blunders can be transformed into a positive statement that serves as an antidote against the societal poisons afflicting the modern world.

Consider how different it would be to live in a world where the following wonders (rather than blunders) were the rule and not the exception:

- *wealth with work*
- *pleasure with conscience*
- *knowledge with character*
- *commerce with morality*
- *science with humanity*
- *worship with sacrifice*
- *politics with principle*

Notes

1. E. F. Schumacher, *Small Is Beautiful: Economics as if People Mattered* (New York: Harper & Row, 1975), 44.
2. Joseph Smith, *Lectures on Faith* (Salt Lake City: Bookcraft), 6:7.
3. Raghaven Iyer (ed.), *The Essential Writings of Gandhi* (Oxford: Oxford University Press, 1993), 115.

SHEPHERD LEADERS AND SELF-DIRECTED TEAMS

BY KIMBALL FISHER • PHOTOS BY LOIS RITCHIE

I am honored to be the first recipient of the William G. Dyer Distinguished Alumni Award. There is no higher compliment than to receive recognition from your peers.

I have been asked to talk with you today about my career. In order to do this I would like to spend some time discussing three themes: legacy, teams, and leadership. Legacy, because I would like to acknowledge some of the pioneers who have influenced me. It is, I believe, a useful practice to remember the people on whose shoulders we stand in order to extend our reach. Teams and leadership, because this has been the focus of my work for the last 17 years, and I would like to share some things I've learned with you.

Unfortunately this situation reminds me of a story a senior executive recently told me. Apparently, a terrorist had kidnapped a union official, a consultant, and an executive from a large company in an attempt to extort a ransom. Since the company had a policy of not negotiating with terrorists, however, the terrorists decided to execute the hostages after granting them a final request. The union official requested and obtained a final telephone call to her family. The consultant had recently been reading articles and wanted to deliver a 45-minute lecture on a trendy management fad. The executive's final request was to be executed before the consultant started to speak. I hope not to evoke a similar desire among the audience today.

LEGACY

This is a good year to remember our legacy. One hundred and fifty years ago this summer, the pioneers who settled the Salt Lake Valley arrived under the leadership of the namesake of this university. Brigham Young, the second president of The Church of Jesus Christ of Latter-day Saints, led the band of pioneers fleeing religious persecution to a place so desolate that he felt certain it would be wanted by no one else. One of the early efforts considered essential by these pioneers—who struggled to merely scratch a simple subsistence from the desert floor—was the development of an institution of higher learning called the Brigham Young Academy. After a great deal of sacrifice and perseverance, the academy was established here in Provo in 1875.

William G. Dyer, the sponsor of this award, like Brigham Young, was also a pioneer. Along with people like Ed Schein, Dick Beckhard, Warren Bennis, and a handful of others, he was one of the forefathers of a new field of study that merged the disciplines of psychology, sociology, and business administration into something they named organization development: a new social science designed to help organizations become more effective. With the assistance of Stephen Covey and John Covey, he established a new graduate program at BYU in 1970 and served as the first department chair.

The program was almost immediately regarded as one of the foremost developers of practitioners and teachers of organizational behavior. The first graduating class completed its studies in 1973, and since then the program has undergone several transformations, making and remaking itself in much the same way as the businesses it studied and improved. There were shifts in emphasis and curriculum, evolutions of the faculty and the organizational structure, and mergers with other departments, but through it all the legacy continued.

My own brush with the legacy of the organizational behavior program occurred after I graduated in 1978 with a bachelor's degree in humanities and minors in Japanese and Asian studies. I had planned on becoming an attorney throughout my undergraduate education, taking the necessary prerequisite courses and tests. But after I had actually been accepted to law school, I discovered that it wasn't what I wanted. I declined the acceptance and briefly considered a few other graduate school alternatives in the East. But soon a friend introduced me to this respected master's program, and I felt an immediate attraction to a field that focused on understanding human motivation, developing leaders, and facilitating significant organization change. I must confess, however, that I also felt strongly motivated to stay in Provo to find a wife. One by one, many of my friends had found their mates and started their families. I envied their happiness.

Kimball Fisher was honored as first recipient of the Marriott School's William G. Dyer Distinguished Alumni Award on April 11, 1997. This is an edited version of his acceptance address.

In spite of my less than pure motivation, I was soon intellectually captured by this gifted faculty. Although I didn't have the opportunity to take courses from everyone, I learned the field fundamentals, including team-building processes, from Bill Dyer himself and had the coveted opportunity to serve as his teaching assistant. Bill and the other professors became more than mentors, they were friends.

The program also changed my life in a still more fundamental way. A distractingly attractive classmate became first my study partner and then my best friend. We attended almost every class together and frequently collaborated on assignments, discussed readings, critiqued each other's papers, debated theory, prepared for oral exams, and shared jokes to relieve the tension. Although we never really dated in the traditional sense, we were falling in love. Our attempts to find internships in the same city failed, and I went to IBM in New York, while she went to Fireman's Fund Insurance in San Francisco. Her mind apparently clouded by an intense year of graduate study, my friend Mo Duncan agreed to marry me at the end of our internship separation.

In 1979, we created a little legacy ourselves—we became the program's first matrimonial union. This has been the single greatest gift of my life. When I spoke to Bill Dyer on the phone about a month ago, he told me that part of the advisory board's decision was based on the fact that my mate selection demonstrated a high degree of intellectual acuity, one of the characteristics they were looking for.

Mareen has been my partner in every way. Together we have worked on community projects and Church leadership councils. She has been my partner in business and is one of the finest executive managers I have ever seen. She is my life love, my Helen of Troy, my Juliet, and my Beatrice. Had I the skills of the classic poets, her name would be legendary.

TEAMS

When we graduated in 1980, Mareen and I agreed to take the best job offered to either one of us. We made a fortunate choice. I was given the opportunity to work with Procter & Gamble in their unique plant in Lima, Ohio. As a sort of experiment, the plant decided to depart from the normal tradition of recruiting chemical engineers for operations management and consider someone with a social sciences background for a department manager position.

The Lima plant had been started in the mid-1960s as one of the first and most successful plants in the U.S. to use the self-directed work-team concept. This remarkable, but common-sense idea came from the work of socio-technical-system (STS) pioneers Eric Trist, Fred Emery, and others who were part of the Tavistock Institute operating in the United Kingdom after the Second World War. External consultant Lou Davis and internal consultant Charlie Krone applied a modified form of the STS approach to help P&G leaders create a workplace that was more humane and performed better than traditional operations.

After an initial struggle at start-up, the plant soon became 30 to 50 percent better, by virtually every business indicator, than its next closest internal competitors.[1] These results are not unusual for organizations such as Lima. One recent study conducted by the Department of Labor confirms that these types of operations outproduce comparable ones, generating, for example, twice the return on capital as traditional organizations.[2] Another study, from Rutgers University, shows an average improvement in profit of more than $3,800 per employee one year after successful implementation.[3] While many management interventions have promised fire but delivered only smoke, these unique organizations have a remarkable track record sustained over long periods of time.

What was Lima's secret? Teams of employees managed the day-to-day work of the operation with only minimal supervision. This departure from normal factory practice, along with important job design characteristics such as multiskilling and unusually high levels of training and information sharing, created extraordinary commitment from team members, leading to significantly improved results. These team members had a purpose, not a job; they had a mission, not simply a series of tasks to perform. Called "the concept" or "the technician system" by P&G insiders, this radical approach to management soon became so successful that it was actually declared a trade secret by Procter & Gamble.

My personal introduction to the plant was very interesting. I remember meeting the general manager and being informed that my first interview would be with the people who would report to me if I got the job. I don't remember anything he said after that. I thought it was unusual that "subordinates" would select "superiors." But I soon received the most grueling and effective interview of my life when I sat across the table from the 14 remarkable people who would later become my team.

Their questions were probing and specific. One team member mentioned that they had the best safety record in the company, were 30 percent less expensive on cost per case—the primary financial measurement of soap plants—and were, on average, 99.9 percent within limits in their quality measures. He then asked what I would do to help them to improve. Good question. They were clearly more committed to business results than ease of work life, as I had erroneously assumed as I walked down the hall into the interview. I rapidly began to wonder how I could possibly hope to lead people of this caliber. Miraculously, they gave me the opportunity to try.

There was something about this operation that had sort of an intuitive logic to it. It reminded me of the inspired legacy of the Founding Fathers of the United States and their radical experiment in establishing a democratic republic. Although it has become popular to condemn the Founding Fathers for what critics call the hypocrisy of not extending the same concepts into their commercial endeavors, I prefer to think of industrial democracy as an idea whose time had not yet come.

The aristocratic model, shunned for its use as a vehicle for government, was still well-entrenched for the businesses of the day because it fit the demands, educational and informational constraints, and unique characteristics first of an agricultural and then later of an industrial economy. It would reach its natural limits, however, at the beginning of the information age.

I was personally convinced that to provide clarity, focus, and organization, the best organizational governance is, first, an intelligent and, second, a benevolent hierarchy. I was nevertheless starting to understand that even benevolent, well-intended leaders were simply not always able to stay on top of everything as the business world was rapidly increasing in complexity.

LEADERSHIP

I began to believe that as the information age dawned, the autocratic hierarchy that had often been quite effective during the industrial age was losing its utility. A new leadership was required, not for any particular philosophical or moral reasons as much as for the fact that the traditional hierarchy wasn't working as well. Many people, even a few with astonishing intellect, were having difficulty collecting and processing the intelligence required to run a large modern organization by themselves. There was too much information to be processed and too little time to respond to market shifts. The hierarchy was becoming a bottleneck to innovation and responsiveness.

Organizations with the ability to capture and coordinate the collective intelligence of the workforce are better suited to today's business world that is characterized by evolving technologies, frequent customer changes, and vacillating regulations. Thus, it became extremely difficult to have the first condition of effective hierarchy I mentioned earlier: intelligence.

Even more problematic, of course, is when there is a departure from the second condition of effective hierarchy: benevolence. The situation where a hierarchy—even an intelligent hierarchy—loses benevolence was well known to the legacy builders of both this country and this institution. This kind of hierarchy can creep into all walks of life.

While I was learning from the postgraduate school of P&G, Mareen was on a similar journey of discovery. Accepting a position as training coordinator for the volunteer arm of the Lima Arts Council, she soon became painfully aware of the importance of effective leadership and empowerment for people who work only if they want to work. Suddenly we were both very interested in the motivation of discretionary effort—for me to understand the competitive leverage of the amazing workforce I had fallen into, and for her to create a viable community of volunteers.

In 1982, we received promotional opportunities in Chicago. I would be working in the P&G soap and food plant, and Mareen would be working in a top-secret facility, test-marketing a proprietary soft-centered cookie for P&G. Mareen would learn much about leadership and coaching from an extraordinary team leader.

Although I would also meet great role models, I would further my learnings about leadership in a more hostile environment than Lima. The Chicago facility was very much the opposite of the plant I had left. Although it was similar in technologies and products, the traditional leadership and job practices exercised over the decades of its existence had eroded the trust between union and management. Good people on both sides became prisoners of past practices compelled inextricably toward eventual plant failure despite valiant efforts to resuscitate the facility. I watched as the food plant was shut down and people's livelihoods were destroyed. The juxtaposition of these career experiences was a dramatic and painful contrast.

In 1984, another opportunity arose. Mareen and I received dual offers from a high-tech company called Tektronix to join a blue-ribbon human resource and organization development team as internal consultants. Mareen worked in the customer service division, and I worked in the instruments division. At Tek, we would both have the opportunity to support efforts to create Lima-like operations in existing organizations.

These transformational activities, called "brownfields" to distinguish them from the new plant start-up approaches called "greenfields," were very rare at the time. With the exception of a few examples, virtually no one had successful experiences retrofitting existing organizations with what we began calling high-performance work systems. However, Some of the brownfield work at Tek became very successful, and we learned a methodology for creating self-directed work teams from established operations. As people heard about our work, we began to accept invitations to speak at conferences, universities, and companies about what we were learning.

At this time the role of team leader became increasingly clear to me. After seeing so many team leaders in action (coupled with my own experience), I saw that successful leaders seemed to have a few characteristics in common, and those didn't include losing their jobs. The end of industrial democracy is no more the elimination of management than the purpose of national democracy would be the elimination of effective statesmanship. The objective is to transform management, not to eliminate nor to abdicate it.

Many attempts to institute high-performance work teams have failed. We estimate the failure rate at 50 percent, with the largest portion of these failures due to an inability of leaders to shift to the new role. The best leaders are able to shift their personal focus from controlling people to helping people control their own processes. They shift from a use of externally imposed control mechanisms—like an overreliance on policies—to creating an environment where people develop internal control—self control—another way to say commitment.

We often speak to our clients about the difference between sheep herding and shepherding as we try to explain what we have learned about leading these self-directed work teams. Let me explain this with a story. While I was in high school, my parents bought a historic old farmhouse in Draper, Utah, and we moved from the Salt Lake suburbs out to what qualified then as "the country."

The builder of the home had been famous for his award-winning sheep at the turn of the century. His son, who sold the home to my parents, had large pictures of the sheep throughout the house—some of which my parents kept. In talking to people, I found out that sheep dogs had been important for managing these lambs—especially on their periodic grazing drives into the nearby hills. These dogs would herd the sheep by barking at them and nipping at their heels, driving stragglers back into the safety of the flock. They would scare off coyotes and keep the flock moving toward the intended destination.

The summer of my senior year, I spent six weeks in Israel. I remember riding in a rickety old bus on the dusty roads outside Jerusalem when I noticed a shepherd in the distance with his small flock of lambs. The shepherd had no dogs to drive the sheep, and I was surprised when I saw the shepherd turn his back on his flock and begin walking down the road. Based on the paradigm I had developed about sheep moving, I felt certain that the sheep would scatter without the benefit of sheep-herding dogs. Instead, the sheep, who like those of ancient times knew the voice of their shepherd, followed him down the road without what I had assumed was the necessary encouragement and protection of the dogs.

The best leaders we have seen are more like the shepherd than the sheep-herding dogs. They don't bite or heel-nip, even if those acts spring from a genuine intention for the welfare of others. Instead, like the shepherd, they train and teach their charges, developing in them the skills to lead themselves. The shepherd leader sets an example, is directed by a greater purpose, and strikes out in a direction—assuming that others will follow without compulsion if the direction will take them to a better place.

Several years ago I started a consulting firm with Tek colleagues Bill Belgard and Steve Rayner. The BFR practice was very successful, and after a couple of years we were able to coax Mareen into the firm. After a few more years we redesigned BFR into an alliance of several companies, and Mareen and I founded our own alliance firm called—not too originally—The Fisher Group. The Fisher Group hit the market window just right. People were very interested in our training and consulting services for high-performance work systems, and we have kept very busy.

Together, we have had the opportunity to support and learn from hundreds of transformation and training efforts across North America, Europe, Asia, and Africa. We have worked with about one-third of the Fortune 100 companies and several smaller operations as well, helping a variety of organizational leaders create workplaces of dignity, meaning, and extraordinary commitment.

Looking back, it is now clear that our life path was not always one of our own choosing. Although in retrospect our careers appear to have progressed according to some master plan, many of the opportunities we have had seemed more due to luck and blessing than skill or planning. We have often been in the right place at the right time, and for this we are grateful.

conclusion

Everyone can improve the situation for those who follow. That is what makes us distinctive as human beings—the ability to amass cumulative knowledge and resources so that our successors (whether they are family members, business associates, or students) may accomplish more than we did.

I ask you to consider a question we frequently ask of senior executives: What will your legacy be? Will you be known as cost cutters or as those who showed by example that sacrifice is sometimes necessary to accomplish a greater good? Will others remember you as the leaders who amassed large personal fortunes or as those who created wealth-generating enterprises? In the future stories told by your organizations, will you be the ones who did whatever you needed to advance your own careers or will you be the ones who are known, like N. Eldon Tanner, the legacy builder after whom this building is named, as "Mr. (or Ms.) Integrity"?

I have learned over and over again that people from all walks of life are smart and good. I have seen what they can accomplish together when the artificial constraints of hierarchy and bureaucracy are replaced by training and opportunity. I have also learned how leaders can unlock others' potential by demonstrating certain competencies. And I have learned how shepherds can accomplish so much more than sheep herders. I have learned, too, about both the blessing of building on the legacy of others and the importance—the necessity—of leaving a legacy for others.

Notes

1. Procter & Gamble study mentioned in Kimball Fisher, *Leading Self-Directed Work Teams: A Guide to Developing New Team Leadership Skills* (New York: McGraw-Hill, 1993).
2. "High-Performance Work Practices and Firm Performance," Department of Labor Study, 1993.
3. Mark Huselid, "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance," *Academy of Management Journal*, July 1995.

COMBATING POVERTY THROUGH MICROFINANCE

Q We're delighted to have you speak at BYU so that our students can learn of your visionary work. Could you first tell us how you began the microcredit movement?

A I come from Bangladesh, a tiny piece of land where 125 million people live. I went back to Bangladesh right after it became an independent country from Pakistan, after years of civil conflict, to join in rebuilding the new nation. After earning a PhD in economics in the U.S., I became a teacher at Chittagong University in Bangladesh. I had all the arrogance of a new PhD—you think you know everything. You have solutions for all the problems, and you can set the whole world right. Bangladesh was a tiny place that you might be able to set right quickly. But reality humbles you. Things were not getting better in Bangladesh after independence; they were getting worse every day.

It became a nightmarish situation when we were hit by famine. People were dying just because they didn't have enough to eat. There are many ways people can die, but dying of hunger is something absolutely merciless. You don't die instantaneously; you die in very slow motion. You can't distinguish the living person from the dead person because they look just about the same. In a situation like that, teaching the elegant theories of economics in the classroom made me wonder about their meaning. Over time I couldn't take it anymore. I thought that economics was just make-believe stories that had no relevance to the people around me.

Q So your U.S. training wasn't applicable in the Third World?

A That's right. I was teaching in a university surrounded by villages. In fact, when you walk out from the university campus, you are in the villages—thousand-year-old villages—the real Bangladesh with all the misery and poverty. I thought, in a situation like that, I must do something, find somewhere to make myself useful.

Q How did microlending begin as a tool for international development?

A Walking along [one day], I met a woman in a village. She was an extremely poor person living in a shack. She was making bamboo stools, and I sat down and tried to understand how she made a living and how much she earned. She told me she earned only two pennies a day. I couldn't believe that anybody should make such a beautiful stool for only two pennies a day. She explained to me that she didn't have the money to buy the bamboo that goes into the stool. She had to borrow from a trader, and the trader required that she sell the product to him at the price he decided. He offered so low a price that it barely covered the cost of raw materials. Her labor was almost free. She didn't realize it, but she was, in effect, a bonded laborer to him. I asked her how much bamboo cost. It was about 25 cents. It shocked me to realize that she did not even have the 25 cents.

I began wondering what I could do in this situation. I was very tempted to lend her money, but I did not. I wanted to better understand the situation. So I walked around the village for the next few days to see if there were other people like this woman, and I came up with a list of 42 people. The total amount they needed was about $27. I could hardly believe it, because we discussed in our economics classes the size of the national economy and all the multibillion-dollar investment programs that were made to get the nation out of poverty. But nobody pays any attention to the $27 needed by 42 people.

Q The picture you paint is one of destitute poverty. People around the globe who live like this woman are what the World Bank refers to as the "hyperpoor"—those who barely subsist on less than a dollar a day. So what did you do?

A I took $27 out of my pocket as loans to these people. And the excitement and happiness that it brought to them made me wonder, "If you can bring so much happiness, so much excitement to so many people with such a tiny amount of money, how can you walk away from it? Why don't you do more of it?" With that thought, I went to the bank located on the campus to talk to the

Muhammad Yunus is founder of the Grameen Bank in Bangladesh, a poor-people's financial institution dedicated to lifting rural villagers, mostly women, and their families out of poverty. On November 12–14, 1997, he visited Utah, spoke at BYU and in Salt Lake City, and met with the First Presidency of the Church. This interview was conducted by Professor Warner Woodworth of BYU's Department of Organizational Leadership and Strategy, November 13.

manager and try to arrange more loans for the villagers. The bank manager gave me the biggest lesson in banking. He said, "Banks cannot lend money to poor people because they are not creditworthy." I asked him how he knew that they were not creditworthy. He asked me back, "Everybody knows that they are not creditworthy. Why don't you?" I said, "I'm sorry. I don't know anything about it, but can you explain it to me?" He refused to explain further. It was so obvious to him that the poor are not creditworthy.

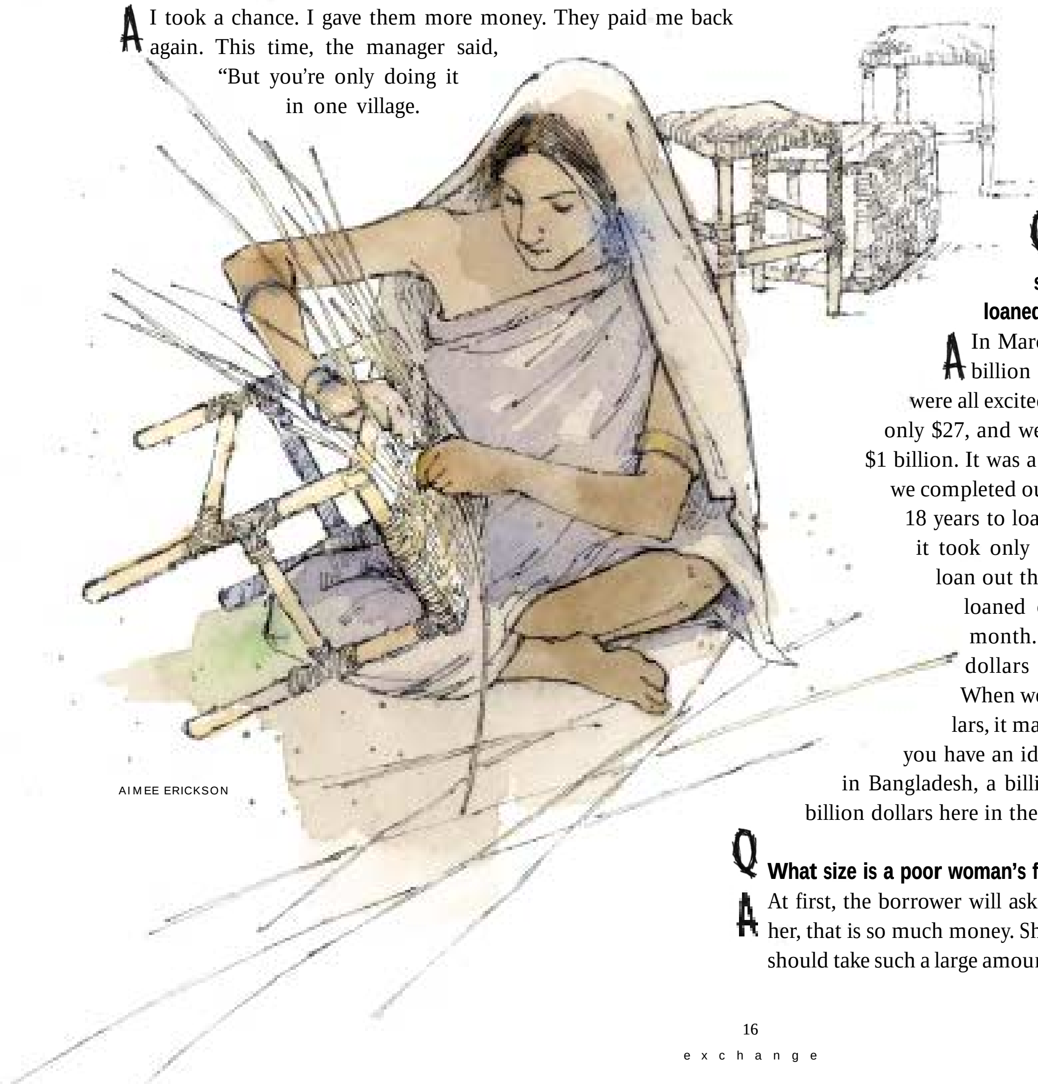
So I went up the banking hierarchy to see if I could do a better job with them. Everybody told me that the poor are not creditworthy. Eventually, I offered myself as a guarantor, and I borrowed the money from the bank. I signed all their documents and gave the money to the people in the village. The bank told me repeatedly that I'd never see this money back again. I was surprised. Every penny came back. When I reported this to the manager, he remained unperturbed. He said, "They are only fooling you." I said, "In what way?" He said, "They want more money. If you loan them more money, then they will stop paying it back."

Q **This man sounds like U.S. bankers I've tried to convince to loan money for worker buyouts, co-ops. They are extremely rigid and conservative. So what happened in Bangladesh?**

A I took a chance. I gave them more money. They paid me back again. This time, the manager said, "But you're only doing it in one village. One professor in one village can do all kinds of miracles, but it won't go beyond the borders of the village. If you do it in two villages, it certainly will not work." So I did it in two villages. It worked. Then he said, "Well, one village and two villages are the same thing, really. Why don't you do it in five villages? You'll find that it doesn't work." I did it in five villages, and it was perfect. There was absolutely no problem; everybody paid back their loan. I did it in 10 villages, 20 villages, 50 villages, 100 villages. Every time it worked. But the banker didn't change his mind.

From what I saw, it appeared that my effort to convince him was a futile exercise. Even if the whole world changed, he wouldn't. But I had learned a very important lesson: the poor are creditworthy. If the whole world tells me that the poor are not creditworthy, I will shout: "It's a lie! It is not true! Poor people are creditworthy!" The real question to ask is not whether the poor are creditworthy. The real question is whether the banks are people-worthy.

I thought we should create our own bank, one that would do things differently. I knocked on everybody's door, and finally, after two years, in 1983, I got permission from the government to create the Grameen Bank ("Grameen" means village in our language). We continued to expand our operation. Today, we work in 37,000 villages in Bangladesh. Our numbers keep increasing, and we have 1,094 branches throughout the country. We have a staff of more than 12,000 people serving 2.2 million borrowers, 94 percent of whom are women.



AIMEE ERICKSON

Q **That is a tremendous story of success and growth in such a short time. How much has been loaned to the very poor of Bangladesh?**

A In March of 1995 we completed our first billion dollars in cumulative loans. We were all excited. We started out in the 1970s with only $27, and we had come all the way to loaning $1 billion. It was a day for celebration. By June 1997 we completed our second billion dollars. It took us 18 years to loan out the first billion dollars, and it took only two years and several months to loan out the second billion. In 1997 the bank loaned out an average of $40 million a month. It will probably total half a billion dollars in 1997 disbursements alone. When we talk about one or two billion dollars, it makes an impression on you, because you have an idea of what a billion dollars is. But in Bangladesh, a billion dollars is much bigger than a billion dollars here in the U.S.

Q **What size is a poor woman's first loan?**

A At first, the borrower will ask for something like $15 or $20. To her, that is so much money. She will debate mentally whether she should take such a large amount of money. Can she handle it? Her friends will question it, but finally the day will come when she receives the first $20 loan. She'll have a sleepless night. She's terribly scared, because that's a lot of money for her. In the morning, her friends will come over and take her along, persuading her to go through with it. And when she receives this $20 loan in her hands, she literally trembles. Tears will roll down her cheeks. She cannot believe that anybody trusts her with such an enormous amount of money. She will not let them down. She's going to make sure the trust is maintained. And she does exactly that.

Q What about the repayment process? How does it work?

A Our loans are paid back in weekly installments over one year. That $20 will be split up into fifty small amounts. Each week the borrower will pay one-fiftieth of the total amount. When she pays the money for the first installment, it's the most exciting day because she cannot believe she has really grown to a new level. She'll look around and see that she did it. She'll hold her head high, proud that she did it. And the second installment will confirm her new strength. When she finishes paying off the whole loan in one year, with interest, she'll be a completely different person. She undergoes a process of transformation. It's not just the money that she paid back. It's a thing she has discovered within herself: that she's worth something. Once a nobody, today she has become somebody. Her self-esteem and confidence rise. She looks as if she can conquer the world. She'll begin dreaming of having a bigger goal so that she can move on further.

If you add these stories together, you can assess what the Grameen Bank is all about. One billion, two billion dollars, or forty million dollars in monthly disbursements don't tell these stories. Each loan is a voyage of self-discovery. People find out who they are. It's amazing. I repeatedly see this and watch people change themselves. All human beings have unlimited potential. They just never have the opportunity to discover who they really are, who they can become. These little loans give people an opportunity to discover their worth.

Q Why does Grameen focus on microcredit to women? In the U.S., men traditionally have had greater access to bank loans.

A Very early we noticed that money loaned to women gave much more benefit to the family than loans to men did. So we decided to give priority to women. We built incentives into our system to give priority to women. Today, 94 percent of loans go to women. They pay a lot more attention to the children. They pay attention to the future. And women, by nature, in situations of extreme poverty, extreme deprivation, become excellent managers of scarce resources. They stretch everything they get as far as it can go. But men don't bother about those things. Men want to enjoy the moment. They don't care about tomorrow and the day after. So, we thought it would be much better to help the family through women, and we did that.

Q Has there been research done on the impact of microcredit for women? If so, what do the data suggest?

A Study after study tells us the nutrition level of the Grameen children is much higher than for non-Grameen children. The literacy rate among the Grameen children is much higher than among non-Grameen children. A recent study done on Grameen, published only a month ago, tells us that infant mortality in Grameen families has been reduced by 34 percent. We are only a credit program. We are not a family program; we are not a literacy program; we are not a health program. How did we achieve those results? It's all because women are in control of the situation. They want to make sure life improves not just in one direction, but in every dimension. Microfinance helps them to overcome the poverty situation they are going through.

Q It sounds like Grameen's village banking is a whole new paradigm for changing the world. It empowers the rural poor and propels them toward genuine self-reliance, a core value in Mormonism.

A It is a new paradigm. We can now see that poverty is not created by the poor people. Poverty is created by the institutions we build. Poverty is created by the mindset we have created for ourselves. One of the things people assume is that the poor will be part of the scene. They will be there anyway. This mindset has created the existence of poverty. If we somehow change our minds, then maybe there won't be any poor people in the world. There's no reason why anybody should suffer from the indignity of being poor. In changing this belief, we'll be moving toward a world that is poverty-free. There is not a single person on this planet who must struggle in poverty if we change our beliefs. If we can believe, if we can imagine, if we can dream about such a new world, then we will create it. That is the first step. We cannot create something that we cannot imagine. Imagination is the first step. Once you imagine, once you dream, and once you start believing, then the dream comes true.

Editor's note: Four BYU students spent the summer of 1997 as interns at the Grameen Foundation in Washington, D.C. With Professor Woodworth as faculty advisor, the Grameen Support Group was created at BYU last September, the first campus organization of its kind in the United States. This high-energy group of some 60 to 70 members meets weekly in the Kennedy Center to learn about global poverty and how to use microcredit methods around the world. Grameen Bank principles, tools, and materials are being translated at BYU into other languages in order to replicate the Bangladesh experience worldwide. Further information about this effort may be obtained by contacting Professor Woodworth (tel. 801-378-6834, fax 801-378-8098) or the Grameen Support Group at BYU (tel. 801-378-3548).

New book announcement: *Small Really Is Beautiful: Microfinance in the Third World* (Ann Arbor, Michigan: Third World Thinktank, 1997). This volume is a collection written by Warner Woodworth and collaborators on the remarkable success of small, grassroots international economic development efforts through training, consulting, and accessing credit for the poorest of the poor around the globe. A unique feature of this book is that some projects and programs are interpreted through the lens of Mormonism and its socio-economic principles.

Institute Changes Reflect New Focus

The Institute of Marketing (formerly the Institute of Retail Management) has undergone a dramatic overhaul in the past year. The name change represents not only an altered focus, but effectively embraces a whole new category of student—one who is majoring in marketing, communications, business management, or liberal arts but has never before envisioned retail or business-to-business sales as a career option. One important result of the recent changes is the increased pool of applicants interviewing for internships and careers.

Not only has the named changed, but the Institue staff also has some new faces. Bill Price is the new Institute director, and Susan Famulary, program coordinator, has been on board for just over a year.

Known for years as the Skaggs Institute of Retail Management, the Institute's mission was expanded in 1997 to include not only retail, but also the dynamic world of sales and services.

The Institute's broader mission is threefold:

1. To prepare exceptional students for management careers in retail, sales, and services.
2. To produce vital marketing research that addresses real industry issues.
3. To provide progressive student programs that answer the needs of retail, sales, and service industries.

Directed and supported by its National Advisory Board, the Institute has long been one of the top retail institutes in the nation. The board consists of key executives from such companies as Dillard's, JC Penney, Sears, Fred Meyer, ZCMI, Target Stores, and Sam's Club.

Kim Varkevisser at Fred Meyer

During winter semester, the popular Executive Lecture Series featured vision leaders from many retail firms. This lecture series acquainted BYU students with the numerous career opportunities available in retail.

On February 12, the Institute held its third annual Retail Career Fair. The fair was followed 11 days later by Career Recruiting Days. More than 1,000 interviews for retail positions took place this year, resulting in nearly 175 full-time retail management offers and 100 internship offers.

Summer 1997 yielded yet another stellar group of interns from BYU. Students completed internships with such companies as Wal-Mart, Sears, SuperTarget, Dillard's, Fred Meyer, JC Penney, ZCMI, The Gap, and Mervyn's California. These companies provided interns with management experience and an introduction to retailing in various cities of the central and western states. Interns reported outstanding experiences.

"This internship has opened countless doors to my future," said Kim Varkevisser of her internship with Fred Meyer. "The training was excellent, and the managers and employees in general were so helpful, they made the internship even better."

Prestigious Hawes Scholars Named

The Marriott School has announced the first recipients of the prestigious Hawes Scholar awards, reserved for the top 3 to 5 percent of graduating MBA students. Dean K. Fred Skousen recognized seven second-year MBA students as the 1998 Hawes Scholars at a special meeting held April 10, 1998.

Those honored with the award were **Jose Barreiros**, **Paula Christiansen**, **Brett Chugg**, **Josie Dalton Esplin**, **Robert Peterson**, **Aaron Rasmussen**, and **Antonio Carlos Urquiza**.

Each has demonstrated not only academic excellence, but also leadership maturity, interpersonal effectiveness, a penchant for service, the highest standards of ethical behavior, and a deep commitment to the mission of the Marriott School.

Named for successful corporate executive Rodney A. Hawes, Jr., and his wife, Beverly, the Hawes Scholar award is one of many initiatives made possible by the generous Hawes Endowment. Originally funded by a $1 million gift from Mr. and Mrs. Hawes, the endowment is used to facilitate targeted enhancements to the Marriott School's nationallyranked MBA Program.

1998 Hawes Scholars (l-r) front: Paula Christiansen, Robert Peterson, Josie Dalton Esplin, back: Brett Chugg, Aaron Rasmussen, Jose Barreiros, Antonio Urquiza

Mr. Hawes is a Baker Scholar from the Harvard Business School, and by endowing the Hawes scholarships, he desires to establish a Marriott School MBA tradition that recognizes and rewards excellence among students.

Mr. Hawes is chairman of Life Re Corporation, a leading provider of life reinsurance in the United States. In addition to his widely recognized expertise in financial matters, Hawes has an established and recognized reputation for integrity, hard work, and community service.

Community Service: Theory and Practice

Eight graduate students took part in Professor Paul Godfrey's community service class during fall semester 1997. Professor Godfrey's goal for the class was clear from the start: get students addicted to service. For eight students, the addiction has begun.

Two MAcc and six MBA students spent two to three hours per week volunteering at the Food and Care Coalition in Provo. By the end of the semester, the students had compiled a policy and procedures manual for the coalition, which will help standardize some of the common processes and rules of the establishment.

Class readings and discussions motivated lively conversations on community service as students sought to merge theory and practice. One student, Katherine P. Olson, said, "It was especially unique to realize that the abilities and talents we were developing in school and throughout our careers would also help to prepare us to be responsible and loving citizens in our communities, companies, neighborhoods, and homes. It's important to be effective businesspeople who contribute to the bottom line of our respective companies, but it's a greater thing to make the commitment to serve our fellowmen."

Paul Godfrey's class at the Food and Care Coalition, (l-r), front: Heidi Robinson, Katie P. Olson, Sarah Bleeker, Paula Christiansen, back: Eric Couture, Professor Paul Godfrey, Gary Olsen, Jamie Shaw

New Kemper Scholar Named

The Marriott School's new Kemper Scholar for 1998 is Jeffrey Loel Corbett, son of Loel and Robyn Corbett of Fallon, Nevada. He is a sophomore majoring in management with an emphasis in entrepreneurship and has a 3.95 GPA. Prior to becoming a Kemper Scholar, Jeff served an LDS mission in Ecuador and then worked for Kennametal, Inc., where he impressed his supervisors with his personal initiative, high output, and quality work.

A year ago Jeff spent six months in China as a volunteer English teacher at an elementary school. He now volunteers his time with students at the Juvenile Detention Center, is a member of ACE (Allied Collegiate Entrepreneurs), and is active in his student ward.

BYU is privileged to have six Kemper Scholars: Sarah White (on leave while serving a mission in Thailand), Brock Griffiths, Tony Christensen, Matt Hanks, Brian Collinwood, and Jeffrey Corbett.

The Kemper Scholars grant program seeks to link summer business experience with undergraduate academic programs in business. Generous scholarship support makes the equation possible. There are 60 to 70 Kemper Scholars nationwide who are selected on the basis of their commitment to prepare for careers in business.

Donald L. Staheli Chair Awarded to New Faculty Recruit

The newly established Donald L. Staheli Chair of International Management has been awarded as a term chair to visiting faculty member Jeffrey H. Dyer. Dyer comes to the Marriott School from the Wharton School, University of Pennsylvania, where he has been the Stanley Goldstein Term Assistant Professor of Management. He will be a strong addition to the Marriott School's Department of Organizational Leadership and Strategy, beginning fall of 1998. Dyer earned his PhD in management from UCLA in 1993.

The Donald L. Staheli Chair is the result of a generous endowment from Donald L. Staheli, recently retired chairman and CEO of Continental Grain. Elder Staheli currently serves as a member of the LDS Church's Second Quorum of the Seventy. His gift of $1.5 million will be matched by up to $1 million from the Marriott School.

Free Help With Taxes

Once again, BYU accounting students in the Volunteer Income Tax Assistance (VITA) program helped between three and four thousand taxpayers fill out the necessary federal tax forms in time for the April 15 filing date.

VITA is a federally sponsored program designed to assist taxpayers with the often confusing schedules and forms required by the federal tax system. BYU's accounting service fraternity, Beta Alpha Psi, sponsors a VITA site on BYU campus each year. It has quickly grown to be the largest college VITA site in the United States.

The program gives volunteers a chance to improve their tax skills along with giving valuable service to the BYU community. Anyone who needs help can visit the VITA office and sit down with a volunteer one-on-one to go over the tax forms. In some cases, the volunteer will help the taxpayer fill out the forms line by line. If nothing else, the volunteers give peace of mind to those intimidated or confused by the federal and state tax systems.

Accounting Programs Ranked Third—Again!

For the third consecutive year, the Annual Survey of Accounting Professors has ranked BYU's graduate and undergraduate accounting programs third in the nation (*Public Accounting Report,* August 15, 1997).

"A national organization of accounting department heads ranks schools based on program curriculum, quality of faculty and students, and graduate placement," according to SOAIS director Steve Albrecht. The report pointed out that "BYU incorporates three key components into each of its courses: technical skills, sales and marketing skills, and communications skills." SOAIS graduates have a positive reputation among employers, and many large firms recruit heavily at BYU.

MBA Program Ranks in Top 50

U.S. News & World Report has released its 1998 "America's Best Graduate Schools" and once again has ranked BYU's MBA program number 46. Dean K. Fred Skousen notes that "being numbered among the top 50 programs in the nation means that we are in the upper 10 to 15 percent of all accredited schools of business, which is significant recognition for our program."

Dean Skousen went on to say that "while our ranking remained the same as last year, we are pleased that our overall score has improved. We are especially gratified with the significant improvement we have made with student placement and starting salaries. Our Marriott School MBA graduates are viewed as valuable in the marketplace."

High Honors for BYU at the Arthur Andersen Tax Challenge

Tax team members and advisors (l to r) front: Jon Peterson, Sadler Nelson, Jack DaBell, Janaan Lake, back: Howard Engle, Professor Fred Streuling, Professor Brian Spilker, Jeff Totten

Graduate accounting students took second place at the annual Arthur Andersen Tax Challenge November 21–23, 1997, bringing home a $10,000 cash award. For the second straight year, BYU sent both its undergraduate and graduate teams to the final round of competition. The undergraduate team placed in the top ten, receiving $1,500 in prize money.

The four-person student teams were given a complex simulated case to solve using only the Internal Revenue Code and tax regulations as resources. Teams were given seven hours to read and solve the case, which incorporated issues such as capital gains, tax-planning for retirement, and deferred compensation plans.

Master of Accountancy students Jack DaBell, Janaan Lake, Sadler Nelson, and Jon Peterson made up the graduate team. This year's undergraduate team consisted of C.J. Koyle, Steve Scow, Melissa Larsen, and Bruce Wright.

Management Society Campus Chapter Brings Christmas to Needy Kids

Mid-November 1997, Marriott School student Kasey Walker approached Management Society Campus Chapter Co-Chair Chad Dinning with a desire to get involved with a Management Society assignment. They decided on a service project, and with the help of Amber Hardy, Michelle Dray, and the United Way, the "Angel Tree" was born.

They chose this particular project because it gave students the maximum flexibility in terms of how much time they devoted, when they could do it, and how much money they spent. They also knew it would appeal to the students because it helped little children. The organizers went to great lengths to ensure that every child received a gift.

On December 1, 1997, posters went up around the Tanner Building asking "Have you picked up your angel?" The next day, a beautiful Christmas tree rose in the third-floor atrium of the Tanner Building with 100 angels hanging as ornaments. Each angel described the gift requests of one child. Two days later, all the angels were gone—taken by students who would provide the requested gifts. Kasey asked for more from the United Way, and another 30 angels were hung on the tree. One day later, those additional 30 angels were gone. All this happened during the last two weeks of fall semester classes.

Gifts began flooding in. About 500 gifts were collected from generous BYU students. Some of the gifts were wrapped, some were not. The gifts were then taken to the United Way office where they were packaged and sorted by family. Three days before Christmas, community volunteers helped deliver the packages to the needy families.

The success of the campus chapter's Angel Tree project is a credit to the students and faculty of BYU. Kasey observed, "We helped pass the magic of Christmas that we felt as children along to other children. It was very fulfilling to do that on such a large scale. We accomplished something good for the community."

Dyer Distinguished Alumni Award Goes to Bob Hoskisson

Robert E. Hoskisson, Rath Chair in Strategic Management at the Michael F. Price College of Business, received the William G. Dyer Distinguished Alumni Award in a luncheon ceremony on Friday, April 3, 1998. After lunch, Hoskisson delivered an informative presentation entitled "A Legacy of Personal and Organizational Change Management." He has been widely published, is active in the Academy of Management, and is a strong voice on issues of strategic management.

The Dyer Distinguished Alumni Award is given to an alumnus of at least 10 years who makes a significant contribution in the field of organizational behavior.

Extended Reach Scholarships

Three talented MBA students were the inaugural recipients of the Extended Reach Scholarship, sponsored by the Ford Motor Company.

Cameron Williams (right) hails from California, but graduated from the University of Utah in accounting. He worked for Fidelity Investments in Salt Lake City and served five years in the Air Force. Eric Grinnell is a native of Michigan and studied literature at the University of Michigan. He also speaks Arabic. Ivan Squire is from Virginia and graduated from the University of Richmond with an undergraduate major in Spanish. He was cofounder of Cornerstone Tutoring.

The Extended Reach Scholarship is specially designed for minority students who desire to earn an MBA at the Marriott School. It is awarded to three entering students each year and covers the cost of tuition, books, and a small living allowance for the two years of MBA study. Based on satisfactory scholastic performance, scholarship recipients may be considered for a summer internship with Ford Motor Company.

Entrepreneur Program in Top 25

For the third consecutive year, the Marriott School has been ranked as one of the top 25 business schools for entrepreneurs by *Success* magazine. Only 14 programs in the nation can claim such a distinction.

Schools were ranked according to five criteria: enrollment, entrepreneurship activities, curriculum, faculty, and student programs. While the magazine did not assign a specific rank among the top 25, *Success* did single out the Marriott School for its innovative programs and close ties to real-world entrepreneurs.

"We have a dynamic program, but its real strength lies in our approximately 100 Entrepreneur Founders," said Donald H. Livingstone, director of the Center for Entrepreneurship. "This group of generous men and women have contributed millions of dollars and thousands of teaching and mentoring hours to keep our program one of the best in the nation."

The entrepreneurship curriculum includes classes, individual mentoring meetings between students and the Center's five Entrepreneurs-in-Residence, weekly lectures by practicing entrepreneurs, and other activities designed to instruct and encourage student entrepreneurs.

Generous Donation to Insurance, Risk Management, and Financial Services Program

Sponsors of the Insurance, Risk Management, and Financial Services Program gathered for their annual meeting on March 16, 1998, in Salt Lake City. Central to the meeting was recognition for the $1 million donation made by one of the sponsors, Ronald C. Gunnell, and his wife, Kaye, to establish an endowment in support of the program. The endowment will create a professorship, student scholarships, and provide other valuable assistance to the school as it works to educate students in the areas of insurance, risk management, and financial services.

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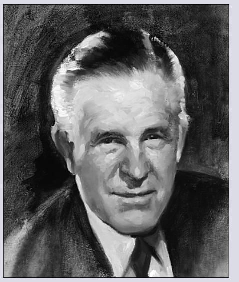
Institute of Public Management Gets New Name



Following a substantial gift from the Romney family to BYU, the Marriott School's Institute of Public Management has been renamed the George W. Romney Institute of Public Management.

"I am certain that my father would be pleased to have his name associated with BYU's fine Institute of Public Management," said W. Mitt Romney, son of the former Michigan governor. "The Romney family is delighted to assist with the institute's educational mission to prepare bright new leaders for public service."

With this gift, the Romney Institute, which is housed in the Marriott School, will increase BYU's emphasis on public service and not-for-profit management, preparing students to make significant contributions to society.

In February, Mitt Romney presented Dean Skousen with the first $1 million of a $3 million endowment designed to help fund the 30-year-old institute. Other family members and friends, including Lenore L. Romney, widow of George Romney, will contribute another $1 million. The Marriott School has committed to add a third million.

The Romney family and friends were honored at a reception and dinner on April 14 in the Joseph Smith Memorial Building in Salt Lake City.

"We are indebted to the Romney family," said Dean Skousen, "for this generous and timely gift and recognize the other donors who are contributing to the endowment over a period of time. We are also deeply honored to rename our institute after a man who so richly exemplifies the commitment to service that lies at the foundation of our educational offerings."

According to Lawrence C. Walters, director of the Institute of Public Management, the endowment will be used to help fund a Romney professorship, four student scholarships annually, additional undergraduate course offerings, prominent guest lecturers, and faculty grants for relevant research.

Gunnell and his partner, Jeffrey C. Flamm, founded and recently sold Health Benefits America (HBA), one of the nation's foremost outsource providers of benefits management.

1997 Honored Students

One graduate and one undergraduate student were recognized at Homecoming as the 1997 Marriott School Honored Students.

Kristen Knight, a second-year master's student in organizational behavior, was presented with the Honored Graduate Student Award. She received her bachelor's degree in fashion merchandising from BYU in 1990 and has worked for various companies as a sales associate, technical support specialist, and marketing specialist. She is supporting herself during her graduate studies by working as a business systems analyst and marketing coordinator for Bell & Howard Powersports-Lightspeed in Salt Lake City. Kristen is president of the MOB Student Association and ranks first in the program with a GPA of 3.97.

Matthew J. Beecher was presented with the Honored Undergraduate Student Award. He is a senior majoring in business management with an emphasis in organizational behavior and will graduate with honors in April. He has maintained a cumulative GPA of 3.85 and has been awarded the Karl G. Maeser Scholarship by the Marriott School as well as the Exceptional Student Scholarship, a national award given by State Farm Insurance. Matthew has served as a program director for BYUSA's Community Action Agency. Since returning from a mission to Sydney, Australia, in 1994, Matthew has worked as a marketing database developer at the Covey Leadership Center and as a communications skills trainer at the Missionary Training Center.

New MBA and SOAIS Directors Named

Henry J. Eyring has been named director of the Marriott School's nationally ranked MBA Program. He will assume his new responsibilities within the next few months, taking the helm from Gary McKinnon, who has done an excellent job as director of the program for the past six years. Appointing someone from outside the university, signals a break from a long tradition of rotating faculty members into the MBA leadership role.

Eyring has worked since 1989 for Monitor Company, an international management consulting firm based in Cambridge, Mass. He has been president of Monitor Institute, a subsidiary of the firm that consults in the public sector, and has also been a global account manager at Monitor. Eyring serves as COO of the Huntsman Cancer Foundation and as a Trustee of Southern Utah University. He is a director of Skywest Airlines and Assist Cornerstone Technologies, a Salt-Lake-based software company. Eyring holds degrees in geology, business administration, and law from BYU. He and his wife, Kelly, are the parents of three children.

Gary McKinnon has directed the MBA Program since 1992. A popular marketing professor, McKinnon will return to full-time teaching and research.

After eight years of outstanding service, Steve Albrecht will step down as director of the School of Accountancy and Information Systems. **Lee H. Radebaugh** will take the reins from Albrecht, effective August 1, 1998.

Radebaugh is the KPMG Peat Marwick Professor of Accounting and codirector of the BYU–University of Utah Center for International Business Education and Research (CIBER). He taught for eight years at The Pennsylvania State University and was a visiting professor at universities in New York City; Lima, Peru; and Glasgow, Scotland. Radebaugh served as associate dean of the Marriott School from 1984 to 1991 and has been CIBER director since 1990. He earned MBA and DBA degrees from Indiana University. Radebaugh and his wife, Tanya, are the parents of six children.

During Albrecht's term as SOAIS director, both the undergraduate and graduate accounting programs have been ranked among the nation's top 10.

Recruiter Ski Days

Marriott School graduate students took part in another successful Recruiter Ski Days event, January 19–20, 1998. This brainchild of Marriott School Career Services Director Bill Brady brings together students and potential employers in a setting that encourages different conversations and perspectives. Recruiters and students came away from the event with very enthusiastic responses.

Indeed, if past experience repeats itself, a number of firm job offers will be made by companies who took part in Recruiter Ski Days. Brady reports, "We know that one offer was made on a chairlift" in a previous year.

Jon Huntsman Named 1998 Entrepreneur of the Year

The Center for Entrepreneurship has named Jon Meade Huntsman, founder and CEO of Huntsman Chemical Corporation, as recipient of the 1998 Entrepreneur of the Year Award. The award recognizes a successful entrepreneur who demonstrates exceptional leadership and high moral and ethical

Jon Huntsman

standards. Huntsman was honored at an awards banquet on April 2, 1998, at the Provo Park Hotel.

Huntsman has built one of the most successful chemical companies in the world. “I had absolutely nothing to lose,” Huntsman says about his early beginnings in business. “I was willing to take major risks—without risks there are no rewards.”

Huntsman believes that his family and companies have a solemn obligation to support humanitarian and charitable causes. He was recently named as a member of *Forbes*’ “Biggest Giver” list with donations totaling more than $250 million.

Jon and his wife, Karen, share an active interest in Primary Children’s Medical Center, where they have made major donations of time and financial resources. They also chair the Medical Center Foundation’s board of trustees. Devout Latter-day Saints, the Huntsmans intend to continue sharing their fortune with those in need. “It’s a different individual mindset to make money, as opposed to giving,” says Huntsman. “Giving is an innate quality—difficult, if not impossible to teach.”

John W. Snow Named Marriott School Executive of the Year

The Marriott School honored the chairman, president, and CEO of one of the world’s leading freight transportation companies as its 1997 International Executive of the Year. The award to John W. Snow of CSX Corporation was presented during the school’s annual National Advisory Committee Conference, November 6–8, 1997.

“We are fortunate to have an executive of John Snow’s experience and stature receive this award,” said Dean Skousen. “To have someone with his extensive background in business and education visit our campus and share his perspectives is a real honor.”

According to Skousen, this award is given to individuals who show outstanding leadership in the public or private sector and show high moral and ethical standards.

Snow was elected president and CEO of CSX Corporation in April 1989 and added the title of chairman in 1991. A native of Toledo, Ohio, he joined a predecessor company, Chessie System, Inc., in 1977.

According to his colleague and friend Tom Hoppin, vice president of corporate communications at CSX, Snow is “incredibly loyal to everyone he works with. He’s competitive and demanding, but fair. No one can keep up with him intellectually.”

John W. Snow

Snow served in various posts in the Ford administration. Prior to his government service, he practiced law in Washington for a number of years.

Snow earned a PhD in economics from the University of Virginia and a law degree from George Washington University. He taught economics at the University of Virginia and law at the George Washington Law School at the University of Maryland.

NEW STAFF

Joan Geismar has joined the Romney Institute of Public Management as the assistant director responsible for admissions, student recruitment, and placement. An undergraduate alumnus of BYU, Joan recently completed a master’s degree in management with an emphasis in marketing and public policy at Oregon’s Willamette University. Joan has worked in policy analysis and performance auditing for the State of Oregon and as a marketing consultant in the public and private sectors. She thrives on French genealogical research, roller-blading, and tennis and is the mother of five children (three of whom are BYU students).

Shawna Gygi has replaced Carla Nielsen as the recruiting coordinator for graduate career services in the Marriott School. Shawna has broad experience in leadership, management, and sales and marketing training, as well as in accounting. She loves to run, mountain bike, and read—especially about business. Shawna, a native of Canada, is married with three children.

Kay Johnson is the new administrative assistant to Dean K. Fred Skousen, replacing Roberta Nielson, who retired in December 1997. Kay brings energy and experience to the dean’s office, having worked previously in human resources, marketing, public relations, and sales in various organizations. Kay enjoys tennis, reading, and travel. She is the mother of two delightful sons.

Raquel Orton is the new MPA Program secretary in the Romney Institute of Public Management, replacing Linda Rich. Before coming to the Romney Institute, Raquel worked full-time in the admissions office on campus and part-time in the records office. She loves working and going to school at BYU.

Linda Rich has joined the Center for Entrepreneurship as program assistant, replacing Mary Taylor, who has relocated to California. An entrepreneur in her own right, Linda owned her own dance studio for 14 years while her children were young. For the two years prior to her current position, she was MPA Program secretary in the Romney Institute of Public Management. Linda has a private pilot’s license and is the mother of four children.

Debbie Russo is the new MBA Program secretary, replacing Jill Powell, who has decided to take a break from the workplace. Debbie is very familiar with BYU after working more than eight years at the J. Reuben Clark Law School, including a long period as the dean’s secretary. She loves to sew, quilt, and read. She is kept busy by six children, one grandson, and a husband.

faculty news

Outstanding Faculty Award

Gary C. Cornia, associate dean of the Marriott School and professor of public management, has been named 1998 recipient of the Marriott School Outstanding Faculty Award. The award honors faculty members who have distinguished themselves by outstanding professional contributions while at Brigham Young University, emphasizing accomplishments in the last three to five years.

Gary graduated from Weber State University with a degree in economics. He then completed a master's degree in economics at Utah State University and earned his PhD from The Ohio State University School of Public Policy and Management.

After several years in industry, Gary's first academic appointment was at the Urban Institute at the University of North Carolina at Charlotte. He joined the BYU faculty in 1980 and is currently the Stewart L. Grow Professor in the Romney Institute of Public Management. He has served as associate dean of the Marriott School since 1991.

From 1983 to 1986, Gary took a leave of absence to serve on the Utah State Tax Commission. His research and publications have focused on the areas of municipal resource allocation, property tax issues with respect to cost-regulated utilities, property tax administration and policy, forecasting revenues, and, most recently, the implications of deregulation for state and local revenue systems. His current research has taken him to Eastern Europe.

Gary has a strong commitment to teaching: "Teaching is perhaps the most fulfilling thing I do. I especially enjoy seeing former students succeed and become involved in important public policy issues. It only reinforces how lucky we are to be on this faculty and how good our students are."

Faculty Honors

W. Steve Albrecht, Arthur Andersen LLP Alumni Professor and former director of the School of Accountancy and Information Systems, was chosen as one of the nation's 100 most influential people by *Accounting Today* magazine. According to the editors, Professor Albrecht was chosen because of his work as president of the American Accounting Association (AAA) in improving accounting education and his extensive accounting fraud research.

A certified public accountant, internal auditor, and fraud examiner, Albrecht came to BYU in 1977 after teaching at Stanford and the University of Illinois and working for Deloitte & Touche.

Albrecht is also past-president of Administrators of Accounting Programs and the 1998 recipient of the Marriott School Citizenship Award.

J. Owen Cherrington, professor of accountancy and information systems, has been named the Mary and Ellis Professor of Accounting and Information Systems. The newly established Mary and Ellis Distinguished Professorship is funded to honor exceptional professors and to help attract and retain top professors to the program. This professorship was created by an anonymous donor in the first names of his parents.

Lynn J. McKell, professor of information technology, was named president-elect for the Utah Academy of Sciences, Arts, and Letters in May 1997. He will serve until May 1999, when he assumes the office of president.

Robert B. Murray, professor of business management, and James D. Stice, associate professor of accountancy, have been named 1998 recipients of the Marriott School Student Award for Excellence in Teaching. This teaching award is presented to the most outstanding teachers at BYU as seen through the eyes of the students.

Norman R. Nemrow, teaching professor of accountancy, has been named one of two 1998 recipients of the Marriott School Teaching Excellence Award.

Norm worked for Arthur Andersen & Co. in Orange County, California, and practiced as a CPA for three years before taking a professorship at Pepperdine University. He moved to Provo and joined the BYU accounting faculty in 1991. He has served as president of the Marriott School's Alumni Board and was honored as the school's outstanding alumnus in 1994.

Robert J. Parsons, professor of public management, has been appointed to the Committee on Governance (COG) of the American Hospital Association. The committee is the primary vehicle for communicating concerns and recommendations of hospital governing boards to the AHA policy development process. Dr. Parsons' specific assignment is to chair the education initiative for the COG.

Douglas F. Prawitt, assistant professor of accountancy, is recipient of the 1998 Marriott School Young Researcher Award. Doug is a CPA with experience at LDS Church Headquarters in Salt Lake City; Baxter Health Care in El Paso, Texas; and Price Waterhouse, LLP.

Before coming to BYU, Doug taught at the University of Arizona. He is an active researcher and was recently named to an international task force on auditor independence.

Lee H. Radebaugh, professor of accountancy, is a recipient of the 1998 Marriott School Citizenship Award. Lee is the KPMG Peat Marwick Professor of Accounting and new director of the School of Accountancy and Information Systems. He served as associate dean of the Marriott School from 1984 to 1991 and has been CIBER director since 1990.

Lee's primary teaching interests are international business and international accounting. He is active with the local business community as former president of the World Trade Association of Utah and member of the District Export Council.

Gary K. Rhoads, associate professor of marketing, is also a recipient of the 1998 Marriott School Teaching Excellence Award. Gary teaches courses in marketing management, sales management, and personal selling. Gary has worked with numerous companies in the United States, Europe, and Asia, focusing on developing effective marketing strategies for high-tech firms and designing a customer-focused service culture for sales and service organizations.

Dave N. Stewart, professor of accountancy, was named the Rachel Martin Distinguished Professor. Rachel Martin is the mother of Mary, named in the Mary and Ellis Professorship.

G. Fred Streuling, professor of accountancy, was awarded the 16th Joseph A. Silvoso Faculty Award of Merit on December 8, 1997, and the Deloitte & Touche Excellence in Teaching Professorship on October 1, 1997. The faculty award of merit honors an outstanding contribution by a faculty member teaching in a post-baccalaureate professional program. Professor Streuling received the excellence in teaching professorship due to his reputation as one of the nation's top teachers at introducing innovative pedagogy.

TEAMS Awards

The Teaching Excellence Award for Management Skills (TEAMS) recognizes Marriott School professors for innovative techniques that bring the workplace into the classroom.

At their semi-annual meeting, the Alumni Board announced the 1998 winners:

First Place David Cottrell and Monte Swain for their project concerning alumni and students, "Permanent Connections Through the Internet."

Second Place Hal Heaton for working with practicing entrepreneurs to create case studies for the classroom.

Third Place Steven Glover and Douglas Prawitt for bringing realism to case studies in professional accounting.

The Alumni Board also awarded seed money for the following project proposals:

- David Cottrell and James Stice for "Business Problems Your Casebook Forgot to Tell You About."
- Owen Cherrington for his proposal to use alumni to help in the management consulting class.
- Ray Nelson for his proposal to establish the Internet Business and Economic Forum.
- Hal Heaton for his proposal to write live cases for the new ventures class.
- David Cottrell and Monte Swain for "Course Management Using the Internet and Class Home Page."

First OB Class on the Internet

In the fall of 1997, David Cherrington of the Department of Organizational Leadership and Strategy worked with BYU's Independent Study Office to develop an organizational behavior course (OB321) on the Internet. BYU now has 10 independent study courses on the Internet, and the OB321 course is the first to be totally integrated.

Students can enroll in the class by providing a credit card number. Instructions for enrolling, the application process, the introduction to each lesson, text material, exams, student feedback, and grading procedures are all handled on-line.

The text material contains buttons students can click when they want to view video material. About 70 topics in the course are also linked to other Internet sites. Cherrington says he is convinced we can do a much better job of making education available to Church members and others beyond the borders of our campus, and this Internet course is a great start. On the first day the course was available, two people enrolled. One was from Brazil.

1997–1998 Faculty Profiles

In an article published by the *New York Times*, February 8, 1998, Gerard Sanders, professor of strategic management at the Marriott School, is cited as an authority on a corporate executive compensation practice. This growing practice involves more than 20 percent of the country's largest corporations and requires top executives to own stock in the company equal in value to several times their annual salary.

According to the *New York Times*, Sanders found statistical evidence that executives with particularly large stock-option packages were more likely than those with smaller option plans to engage in "symbolic churning," through acquisitions and divestitures, to inflate the stock price. But in his study of 250 companies between 1991 and 1995, he also found comparatively few acquisitions and divestitures where top executives already owned significant blocks of stock.

Professors Phil Bryson and Gary C. Cornia have received a grant from the Lincoln Institute on Land Policy (Cambridge, Mass.) to study the process of fiscal decentralization in the Czech Republic and the Slovak Republic. The research focuses primarily on the role of property tax providing fiscal autonomy to local governments in the two republics. Cornia and Bryson presented a paper in Brataslovia, Slovakia, on fiscal decentralization in February of 1998. The conference was sponsored by the Canadian government, the World Bank, USAID, and the Slovak parliament.

As chairman of the Communications and Electronic Commerce Tax Project, Professor Gary C. Cornia is also drafting legislation that will help determine whether or not Internet sales can or even should be taxed. "Our hope is that by the end of this year, if not sooner, to have a good portion of this legislation out for the public to respond to," said Cornia. "The implications of technology are so complex and so hard to understand that it is not clear that we can impose a tax." The first public meetings on the Internet sales tax issue were held in November and December of last year.

Steve Thorley and Grant McQueen, both assistant finance professors, have found that the Dogs strategy "probably does not beat the Dow 30." Their research has been touted in *The Wall Street Journal*, *Money Magazine*, the *International Herald Tribune*, and in the financial pages of newspapers across the nation.

The Dogs strategy calls for investing equal amounts in the 10 stocks with the highest dividend yields on the Dow Jones listing. After 12 months the portfolio is adjusted to match the new list. Although the Dogs strategy had an average return of 16.77 percent over a 20-year period compared to the Dow's 13.77 percent, McQueen and Thorley point out that much of the Dogs' outperformance of the Dow is lost in taxes and commissions. Consequently, the average return on the Dogs and the Dow comes out to be about the same.

Professor Kim Cameron's report on organizational downsizing in the U.S. Army has been published in *Research in Organizational Behavior*, February 1998. Although he expected the Army to be one of the worst examples of downsizing because of its hierarchical, rule-bound, rigid organization, Cameron said that the Army "is among the most effective organizations at downsizing," because of their downsizing strategy.

Cameron lists five reasons for the Army's successful downsizing: (1) experience with resizing during Desert Shield and Desert Storm; (2) time created to plan and prepare for downsizing; (3) multiple-scenario and contingency planning models; (4) learning orientation designed to understand the downsizing activities as they unfolded; and (5) a caring culture in which the organization takes care of its people—those who leave as well as those who stay.

W. Gibb Dyer, Jr., professor of organizational behavior, was invited to teach from October to December 1997 at the Instituto de Estudios Superiores de la Empresa (IESE), a branch campus of the University of Nevarra in Pamplona, Spain, and one of the top four business schools in Europe.

"I wanted to develop greater perspective into what was happening in Europe and business in general," said Professor Dyer. In the three months he was at IESE, he taught two English MBA sections, "Entrepreneurship and Family Business" and "Strategy Implementation." One-third of his students were from Spain, another third from elsewhere in Europe, and the final third from schools in the USA (exchange students with IESE). Professor Dyer also published the article "Conflictos en la Empresa Familiar" for the school's alumni page during his stay.

"I had a great experience with MBA students around the world," Dyer reported. "I gained a unique insight into their programs and was able to compare what's happening at their schools with what we're doing in the Marriott School." Dyer is currently collaborating in family business research with Miguel Gallo, the leading researcher on family business in Spain, and will be meeting with him in the fall. When asked if he would teach again at IESE, Dyer said he has a standing invitation and will probably return in two or three years.

J. Bonner Ritchie, professor of organizational behavior, took a year leave beginning January 1997 to teach as a visiting professor at BirZeit University in the West Bank, Palestine, and at the University of Jordan in Amman, Jordan. He taught organizational behavior and a leadership seminar in the undergraduate program in BirZeit, the top-ranked university in Palestine and the school that trains future leaders of Palestine. "The students were so appreciative, so responsive," said Professor Ritchie. "They were so pleased that I would come and spend time teaching them."

Ritchie and his wife, Lois, team-taught organization theory in the MBA Program at the University of Jordan, a public university with an enrollment of 24,000 students. "Team-teaching with Lois made a dramatic difference for the students," said Ritchie. "One female student e-mailed Lois and said that she had never seen a man and a woman teach together—certainly she had never seen a woman disagree with a man. It was quite a cultural education for them."

In addition to teaching full-time at the universities, Professor Ritchie conducted training sessions and workshops with government ministries and private organizations, and taught negotiation skills to Arab diplomats at the Institute for Diplomacy in Amman, Jordan, during his stay.

Lee T. Perry, professor of strategy, worked with Merck, the pharmaceutical giant, from March 1996 through August 1997. Perry was the principal designer of Project Millennium, a strategy and organization design intervention developed for Merck affiliates operating in Central and Eastern Europe. He also served as co-leader of regional consulting and transformation teams composed of Merck regional support staff and local managers. In addition, he worked directly with country transformation teams from Poland, the Czech Republic, Slovenia, Russia, and the Ukraine to develop specific strategic goals, target statements, objectives, and action plans.

According to Perry, the most significant lessons he learned came from working day-to-day with Merck managers from more than 20 Western, Central, and Eastern European countries.

Professor Kristie Seawright will be traveling spring term 1998 for two-and-a-half weeks with a group of 12 graduate students. The group will be traveling to several Asian countries to study their business practices. The countries they will be visiting include Japan, China, Vietnam, and Hong Kong.

Seawright will also accompany a second group of students to Asia, launching a pilot program never before offered through the Marriott School. The pilot group of 17 undergraduate business management and accounting students will spend all of the '98 spring term observing businesses in Tokyo, Singapore, Ho Chi Minh City, Shanghai, and Hong Kong.

Seawright and Professor Lee Radebaugh took a group of 11 graduate students on a similar Asian study-abroad trip last spring. Seawright said she decided to repeat the Asian study-abroad experience this year because of the strong, positive student response. "They learned what they could never learn in the classroom. The experience really augmented their education." Seawright selected Asia for the chance to observe the continuum of highly labor-intensive business systems compared with technologically advanced and flexible manufacturing systems.

Marriott School Alumni Board

Twice a year a sizable gathering of business professionals congregates at the Tanner Building to prepare for the coming year. Every October and March, Marriott School Alumni Board members gather for their semiannual meetings. Each of these 35 business professionals is a graduate of one of the Marriott School's degree programs and supports the school in its mission—especially when it concerns students.

Alumni board at October meetings

While on campus, board members interact with students in mock interviews, career counseling sessions, and panel discussions organized around topics of interest to the students. An informal mentoring lunch is also part of the effort to help students better prepare for business careers.

In its meetings, the Alumni Board explores opportunities to apply its members' practical experience from the business world to the educational mission of the Marriott School. This group has made significant contributions to the quality of education through a variety of initiatives. Projects are generated within the four focus areas of the board, each of which is aligned with specific objectives of the school's mission: students, faculty and staff, curriculum, and external relations.

The Alumni Board is led by an executive committee (which was reorganized at the March meeting) and four focus area leaders.

Former president-elect Jim Engebretsen (MBA '84) was called as a mission president for the LDS Church and was therefore released from his service on the Executive Committee.

Executive Committee		Focus Leaders	
President	Glen Mella (BS '82)	*Students*	Gary Beckstrand (BS '85)
Vice President	Steve Merrell (MBA '86)	*Faculty & Staff*	Bryan Sudweeks (MBA '82)
Past President	Christina Peterson (MBA '84)	*Curriculum*	Craig Fruehan (MBA '91)
		Ext. Relations	Steve Merrell (MBA '86)

Washington, D.C., Chapter Honors San Francisco 49ers Quarterback

The Washington, D.C., Management Society Chapter presented its 1998 Distinguished Public Service Award to San Francisco 49ers quarterback Steve Young on Saturday, February 28, 1998. The award was part of the 14th Annual Gala Dinner held at the J.W. Marriott Hotel in downtown Washington, D.C.

A full house of more than 1,400 people listened as Young compared the game of football to the game of life. Illustrating with stories from his football career, Young described the solid principles that have guided him on and off the field.

Young was selected for the award as a result of his charitable work. He is founder and chairman of the Forever Young Foundation, which assists children's charities in the San Francisco Bay area and in Utah, and devotes much of his time to speaking to youth groups across the country.

Last year's award recipient, U.S. Senator Orrin Hatch from Utah, was on hand for the event. He joined Management Society members, LDS Church leaders, and government officials from around the world in honoring Young.

Bay Area Chapters Honor Bateman

Elder Merrill J. Bateman, president of Brigham Young University, was presented the 1998 Distinguished Public Service Award by the combined Bay Area chapters of the Marriott School Management Society and BYU Alumni Association. He accepted the award at a dinner celebration held March 6, 1998 at the Santa Clara Marriott Hotel.

President Bateman's academic assignments include lecturer in economics at the University of Ghana, 1963; assistant professor of economics at the U.S. Air Force Academy, 1964–1967; associate professor of economics at BYU, 1967–1969; professor of economics at BYU, 1969–1971; and dean of the BYU School of Management, 1975–1979. He has also published several articles in the field of economics.

President Bateman has headed his own consulting and capital management companies. Before rejoining the BYU faculty as a dean, he was an executive with Mars, Inc., in England and the United States (1971–1975).

He was sustained as Presiding Bishop of The Church of Jesus Christ of Latter-day Saints on April 2, 1994. The First Presidency of the Church released him from that calling when they appointed him president of BYU on January 1, 1996. However, he continues to serve the Church as a member of the First Quorum of the Seventy.

Willes Honored in Southern Cal

The Orange County Management Society Chapter, together with the J. Reuben Clark Law Society and LDS Public Affairs, presented Mark Hinckley Willes with their 1998 Community Service Award on Friday, March 27, 1998. The award banquet was held at the Richard Nixon Library and Birthplace in Yorba Linda.

Willes is chairman, president, and CEO of The Times Mirror Company and publisher of the Los Angeles Times newspaper. Prior to joining Times Mirror in 1995, Willes was with General Mills for 15 years, ending his tenure there as a vice chairman responsible for international operations and development activities. While well recognized for his business acumen, Willes is equally devoted to the quiet acts of service that permeate his life. For BYU alone, he has been a tireless fundraiser, has helped to organize and fund scholarships for specialty student groups, and has provided one-on-one assistance to individual students. A devoted husband and father of five, Willes has also served faithfully in the LDS Church.

CLASS NOTES

Anthony Jay (A.J.) Winkelman (BS, 1965)
After 14 years in the Washington, D.C., area, A.J. recently moved his business to Utah. In 1982 he started Preferred Services Corporation, a business and loan brokering company. In 1996 he relocated PSC to Provo and continues to own and run the company. He and his wife, Linda, reside in Orem.

John Reid Giles, Jr. (MBA, 1965)
John founded Coal, Inc., in 1984 and has served as its president since that time. He and his wife, Deann, have seven grown children and live in Birmingham, Alabama.

Ann Louise Pattillo (MAcc, 1970)
Ann has been CEO of ORFF Music for Children for 25 years. She has also earned a master's degree at Indiana University in opera performance. She resides in Wetumpka, Alabama, and has two children.

Cameron Adams (MPA, 1973)
Cameron has decided to step away from management to focus on loan originations as a loan officer. He and his wife, Kathleen, live in Pleasant Grove, Utah.

Neil Lamont (MAcc, 1975)
Neil retired from the U.S. Army as a lieutenant colonel specializing in Russian and Eastern European affairs. Following his retirement he served as president of the LDS Church's Ukraine Kiev mission. He and his wife, Sylva, now reside in Sheridan, Wyoming.

Robert Hope (MHA, 1976)
Robert has recently moved back to Utah to own and manage First Choice Medical, his own home health company. He lives in Ogden.

Roger C. Allred (BS–Accounting, 1976)
Roger has recently published a book titled The Family Business: Power Tools for Survival, Success, and Succession. *His book addresses practical, legal, and financial issues, and discusses family dynamics, emotional aspects, privacy concerns, and other issues unique to the family business. Roger and his wife, Susan, have nine children and reside in Bakersfield, California.*

Frank Sutton (MBA, 1977)
Frank is enjoying his work in asset management consulting in Birmingham, Alabama. He and his wife, Kathryn, had their third child, Melanie Grace, in August 1997.

Bob Cuthberson (BS, 1979)
Bob is a business/leasing manager for the Moss Motor Company in South Pittsburg, Tennessee. He and his wife, Teresa, have six sons and live in Scottsboro, Alabama.

David A. Wilson (MA–Organizational Communications, 1979)
After spending 16 years at the Housing Authority of Utah, David recently retired from his post as deputy director. He then created the Utah Energy Conservation Coalition, Inc., a state-wide nonprofit organization designed to address housing issues and energy efficiency in the residential housing market. He now serves as the executive director of the Coalition, and has introduced the Home Energy Ratings System to Utah. He, his wife, Charlene, and their six children make their home in Orem, Utah.

Fred E. Bernhardt (MBA, 1981)
Fred is vice president of the Sacramento Downtown Office of the Union Bank of California. He and his wife, Jill, have four sons, the oldest of which recently left on a mission for the LDS Church.

Wayne C. Parker (MPA, 1981)
For almost three years, Wayne has been serving as management services director for Ogden City. He was recently honored by a resolution of the Utah League of Cities and Towns for his lobbying work for cities at the Utah State Legislature. He and his wife, Julie Ann, live in Roy, Utah.

Guy Laing (BS, 1981)
Following a successful 14-year position as a national sales and marketing manager for Marsyls, Inc., Guy is now a sales consultant for Nutraceutical, Inc. and Avbrey, Inc., in Utah. He and his wife, Tamara, make their home in Roy.

Steven J. Asvitt (MBA, 1982)
Steve has been promoted to chief financial officer of Chrysler Do Brasil. He and his family reside in Sao Paulo, Brazil.

Robert W. Huckvale (MAcc, 1984)
Robert was recently hired as the CEO of Landa, Inc., a producer of pressure washers and cleaning systems headquartered in Portland, Oregon. His free time is spent with his family, playing and coaching soccer, and serving as Young Men's president in his LDS ward.

Gil A. Miller (MAcc, 1985)
Gil is director of the Financial Advisory Services Department in the Salt Lake City office of Coopers & Lybrand, LLP. He specializes in litigation support, bankruptcy services, and fraud investigation. He and

his wife, Maryann, have three children and reside in Kaysville, Utah.

David R. Martin (BS, 1985)
After graduation, David spent three years with Arthur Andersen, LLP, in the Dallas/Fort Worth area, then two years as an audit manager for the Coca-Cola Bottling Company in Atlanta. Since that time, he has been with Rheem Manufacturing in a variety of positions, most recently overseeing the water heater division's marketing efforts. He and his wife, Kimi, live in Montgomery, Alabama, and have five children.

Robert L. Kendrick (MHA, 1986)
Robert Kendrick has been named chief operating officer of Northwest Healthcare and Kalispell Regional Medical Center in Kalispell, Montana. Prior to this assignment, Robert served as vice president of clinical support services for OSF Saint Anthony Medical Center in Rockford, Illinois, and vice president of Management Science Associates, Inc., a national health care consulting company headquartered in Kansas City, Missouri. He, his wife, Mauri, and their four children have relocated to Montana's Flathead Valley.

Mark F. Burton (BS, 1986)
Mark is CEO of International Armoring Corporation as well as entrepreneur-in-residence at Weber State University. He was a recent finalist for Inc. Magazine's *"Entrepreneur of the Year" award. He, his wife, Brenda, and their five children live in Ogden, Utah.*

Robert Bickmore (BS—Accounting, 1987)
After spending nine years with KPMG Peat Marwick, LLP, Robert recently joined Continental Airlines as a manager of corporate and systems audits. He and his wife, Millie, have two children and reside in The Woodlands, Texas.

Steven J. Brown (MPA, 1988)
After ten years as facility manager at the BYU Salt Lake Center, Steven is now a facility manager for the Church's Morgan/Layton Preventive Maintenance Group. He supervises a crew of men and women who prepare church buildings for weekly worship. He and his wife, Lori, live in Washington Terrace, Utah.

Dan Collins (BS, 1988)
Dan is a product manager for Lotus 1-2-3, and is treasurer for the New England Chapter of the BYU Management Society. He and his wife, Tonjua, live in Derry, New Hampshire.

Jack Reeve (MBA, 1990)
After graduation, Jack spent four years in the sales organization at WordPerfect, then moved to Salt Lake City and spent another three years with Novell following its purchase of WordPerfect. He then joined Tektronix's color printer division as a manufacturer representative for Utah, Idaho, and Montana. Tektronix is the leading provider of networked color laser-class printers as well as specialty graphics color printers.

Matthew Stroud (MBA, 1991)
Matthew has been promoted to director of investor relations at Darden Restaurants. After completing undergraduate work in Japanese and business fundamentals at the Marriott School, Matthew joined Darden Restaurants in May 1990 as an intern for Red Lobster Japan, After completing his MBA, he rejoined RL Japan as a senior financial analyst. Two years later he transferred to Red Lobster Planning and Analysis and moved to Corporate Analysis in 1995. In October 1995 he was promoted to manager, strategic analysis.

Glade M. Jones (MBA, 1992)
Glade has been named president of Calute Home, a development and construction firm specializing in semicustom homes and land development. The company's earnings exceeded $10 million in 1997. He and his wife, Tonya, make their home in Ogden, Utah, and just had their third child.

Rob MacPherson (MAcc, 1992)
Rob has recently been named CFO of The Genesys Group. He and his wife, Annette, live in Troy, Michigan.

Bart Catmull (BS–Accounting, 1992)
Since graduating, Bart has worked for Coopers & Lybrand, LLP. Soon after being made manager, Bart accepted a two-year rotation with C&L's national office to work in the SEC directorate. He and his wife, Jana, have four children and reside in Mesa, Arizona.

Matt Semadeni (BS–Management/Information Systems, 1993)
Matt was promoted in June to senior consultant in the Washington, DC, Government Consulting Services practice of Electronic Data Systems Corporation.

Gregory L. Chandler (MBA, 1996)
Gregory was recently promoted to associate marketing manager for The Pillsbury Company in Minneapolis, Minnesota. He will work in the Pillsbury refrigerated pie crust and Pet Ritz frozen pie crust businesses.

Shane C. McClellan (BS, 1996)
Last year, Shane was promoted to vice president of Sterling Health, a health supplement company in Provo, Utah. He is currently working on international expansion, product research and development, marketing, and operations management. Sterling Health recently merged with Omega NutriPharm, a company located in Birmingham, Alabama.

Todd Titensor (MBA, 1997)
While still a student, Todd founded Candesa Interactive, a computer technology firm serving high-tech companies, including Intel, Iomega, and Corel. Todd is currently president of the company, which now has 13 employees. He and his wife, Kathleen, make their home in Orem, Utah.

Craig J. Dixon (BS, 1997)
Craig is working in Spanish Fork, Utah, as a customer support representative for Caselle, Inc., a software developer for municipality accounting systems. Craig takes troubleshooting calls and teaches end-user courses. He and his wife, Trisha, live in Springville.

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In his International Executive of the Year speech, delivered on November 7, 1997, John W. Snow advised students and faculty that "business is a serous moral calling. The people who practice it best view it that way."

He added that business behavior is rarely spoken of in light of its ethical and moral concerns. For example, great business leaders take joy in seeing young people develop and find opportunities for their creativity through business pursuits. And because of the development of new technologies, better processes, and sharing of capital around the world, business, especially American business, is helping to raise living standards and eradicate poverty.

Snow suggested that although it is dangerous to "turn the corporation into an agent of the welfare state" by forcing businesses to carry out particular social and political agendas, corporate America does need help in "developing and seeing, at work and at play, a genuine philosophy of business that helps to define the legitimate role of business and that puts the moral and ethical and even religious . . . aspects of creative acts of business into their proper perspective."

According to Snow, BYU, with its ties to philosophical, ethical, and religious traditions, is the best place to begin to develop a moral philosophy of business. He challenged the students and faculty of the Marriott School to "help put what business does in this higher moral and ethical context, to help develop a true philosophy of business, so that [businesspeople] will be better armed to deal with . . . the critics of capitalism and market forces."