

The Business Case for Creating
a Sense of Belonging P 4

Embracing the Unexpected
Leads Alum to Adventure P 12

When the Workplace Helps You
Become Your Best Self P 18

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◀ BYU MARRIOTT STUDENTS PARTICIPATED IN A VARIETY OF ACTIVITIES, INCLUDING A COLORING CONTEST, DURING DECEMBER 2021'S FESTIVE FINALS WEEK. THE WEEK'S ACTIVITIES WERE DESIGNED TO HELP BYU MARRIOTT STUDENTS PREPARE FOR FINALS BY OFFERING THEM OPPORTUNITIES TO RELAX AND TO SERVE. PHOTO COURTESY OF BYU PHOTO.

**OVERHEARD
IN THE
TANNER**

I think we can find more latex in this closet. • Dude, how rough was class today? • It's just hard to motivate myself to want to study. • I honestly didn't do the reading. It was too long for my attention span. • I rarely sit at these tables. I feel like everyone can see me, and they're just judging me. • Okay, but only if you say, "Pretty please." • All bets are off if we go with the blue one. • It will be a good time because it's social and there's exercise. But, like, fun exercise. • No, I need you to tell me what Shake Shack you're at, because that sounds so good right now. • Okay, I understand. I think. Actually, not really. Sorry. • Wow, studying and bringing food? You're the perfect friend. • I have a class in the exact same building but at totally different times. • Dude, have you watched it yet? It's traumatizing. • I wasn't this short in high school. • It's like being a student, but they have actual lives. • I don't know where my brain is today, but I definitely didn't bring it with me. • That's not a plausible solution. • He's just saying that because he doesn't want to be in charge. • I'll probably graduate; I'm trying to decide. • Is there a baby crying? • We did shapes and colors, and now we're moving on to times tables. • Is this the Tanner Building? • All the Star Wars fans, let's unite. • This guy I haven't seen since I was 14 came up and gave me a hug. • Even if it says "nondrowsy," you'll still be drowsy. • BYU has really good ice cream. • You have to take the secret elevator. • I've never had a shower with such nice water pressure. • I'm levitating. • Advertising is actually in the engineering school; it's part of communications. • It was 20¢ off, but it tasted disgusting. • I'm sad that this is my last semester. • It's quite fun that we all go to school. • I don't think the professors would approve, but if you wanted to be sneaky . . . • You don't want to cry. • I literally just split my pants. • I'm quitting work this week, so I'm excited. • So . . . should we take the stairs? • Do I look like this is my first semester? • East side. Wait, maybe left—never mind, I have no idea where it is at all. • I thought a one-credit class would only require you to show up. • Who takes the elevator to come up only one floor? Oh, yeah: me. • Did I do the readings? Yeah, I definitely didn't. • She finally emailed me back, and it didn't help. • It's okay because the example doesn't translate over to real life. • He had the audacity to call me out in class. • Ughhhhhhhhhhhhhhhhh.



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Many of us spend the majority of our waking hours working. BYU Marriott professor Isaac Smith and his colleague Maryam Kouchaki believe that instead of simply trying to prevent unethical behavior, companies should proactively help employees develop positive behavior. Their research focuses on how organizations can make three major mental shifts in order to build up the moral fabric of their employees, and they offer 12 workplace tips to deliberately prevent corruption and help individuals become their best selves.

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Cover illustration by Jonathan Carlson



In Pursuit of BELONGING

Experts weigh in on the conversation about diversity, equity, inclusion, and belonging.

By Brittany Rogers Artwork by Alex Williamson

f eeling awash in the language of diversity, equity, and inclusion (DEI) lately?

Recent events and social movements from #MeToo to Black Lives Matter have galvanized DEI efforts—and it's a moment to seize, say BYU Marriott faculty members and experts from Microsoft, Qualtrics, and beyond. Numerous entities are professing new (or redoubled) dedication to the conversation and to change, broaching topics they had previously left untouched. Awareness has never been higher.

"The worst course a company can take is inaction," says BYU Law alumna Sara Jones, CEO of InclusionPro. The costs of dodging DEI potentially include expensive lawsuits, employee turnover, and loss of customers.

As for action items, these experts have a few ideas on all things diversity, equity, and inclusion plus a fourth pillar: belonging, which may be the holy grail of DEI. Create belonging, they say, and your organization can unlock the fruits promised in what is now a mountain of DEI research: gains in profit, innovation, customer loyalty, employee retention—the list goes on. Put simply in McKinsey's 2020 report *Diversity Wins: How Inclusion Matters*, "The business case for inclusion and diversity is stronger than ever."

All of this is surpassed by the moral imperative, says BYU Marriott dean Brigitte Madrian: "The most important reason for diversity, equity, and inclusion efforts is to create a society where people are treated fairly. These are things we should be doing as disciples of Jesus Christ whether or not they impact the profitability of our organizations."

Making the Investment

Identifying trends when it comes to DEI is difficult, says Shaun Boyle, a senior DEI program manager at Microsoft and a BYU Marriott MBA alum, because “every company—and every individual at every company—is in their own place in their DEI journey. What works for one may not work for all.”

But one thing he is seeing across the board is that companies are making the outlay. Clear evidence: the hiring of chief inclusion officers. According to LinkedIn, the job of the moment is one with a head-of-diversity title. DEI is becoming a C-suite staple. Furthermore, the last five years saw a 71 percent increase in DEI roles—jobs such as Boyle’s—and a survey of S&P 500 diversity professionals showed that the majority are recent hires filling brand-new positions.

“I can always tell if a company is ready to make real change by who contacts me,” Jones says of her clients. Diversity and inclusion strategies, she says, were once largely volunteer assignments added to the plate of an underling. But hearing from a senior leader or a chief diversity officer “shows they understand DEI as a true strategy versus a nice have,” Jones observes.

The existence of consulting groups such as Jones’s is another tell; McKinsey estimates companies spend a combined \$8 billion on

diversity and inclusion training annually, and budgets are expanding to include social justice marketing campaigns (think Nike’s “Don’t Do It”) and philanthropic contributions to social causes.

Company investments don’t have to be huge to be relevant. From his talks with employees in similar roles at other organizations, Boyle says what he is seeing most is new and increased investment in *employee-led* communities, often referred to as employee resource groups (ERGs). This grassroots type of investment gives employees the autonomy and resources to create internal solutions.

“When I think about progress in the workplace, I think about people across all levels of the company intentionally changing their behaviors for the betterment of others,” says Boyle.

Beyond Trainings: Getting Proximate

ERGs are one of the most ubiquitous and long-standing approaches companies have taken to help employees assemble in noncompulsory ways (you know, gatherings that don’t look like the perfunctory annual training). And ERGs are multiplying.

There are ERGs for every kind of affinity group. Qualtrics calls them Q groups, such as Q Pride, Q Race, and Q Gender. Some

entities create these groups for veterans, some for different faith groups.

“These are not just a room where we can all go and complain,” says Ramon Zabriskie, the BYU Marriott professor who created a BYU Marriott class focused on diversity and belonging. He invites ERG leaders to the class, where they share how ERGs marshal campaigns and give crucial feedback to company leaders.

While ERGs support marginalized groups, the task of educating and enlisting the majority in DEI conversations remains. By and large, organizations still rely on things such as unconscious bias training or data-filled presentations, but the *Harvard Business Review* reports several studies that find that such trainings are often ineffective, especially when they’re mandatory. In fact, Zabriskie calls obligatory trainings “the anti-trend” of DEI. If there’s a lesson he’d share, it’s that the carrot is more effective than the stick.

In lieu of trainings, Zabriskie sees many companies designing experiences to combat unconscious bias. An example: the premeeting gathering. “What usually happens?” he asks. “Maybe the males in the room start talking about the big game, and plenty of folks in the room are not included, just by nature of that space and male privilege.” But, he says, “we can intentionally redesign that experience.”

He has seen organizations plan a gathering activity, such as a questionnaire, for people to jump right into as they arrive. “You can intentionally change even that tiny piece, those first five minutes, in a simple way to make a 1 percent change,” he says.

For Boyle, the most powerful lever is storytelling. “It’s one thing to learn about the concepts in DEI or to see the data,” he says, “but what often resonates deeply with people is when they hear real-life stories of their colleagues and friends, the ways they have experienced the world differently.”

Platforms for this kind of sharing range from smaller team meetings to online Zoom gatherings, and from in-house talent to guest speakers. General Mills, for example, brings in guest speakers from the community for this purpose in their ongoing Courageous Conversations. “We must recognize,” Boyle adds, “that no one is obligated to tell their story. We should ensure we are creating space for storytelling and not demanding it.”

**“COMPANIES HAVE BECOME
much less forgiving
of bad behavior
FROM THOSE IN VERY VISIBLE POSITIONS. . . .
IT’S A NEW TREND THAT
sends a strong signal.”**



It's all about finding ways to "get proximate to people who aren't like you," says Ben Schilaty, a gay BYU Honor Code administrator who also teaches a university general-ed diversity and belonging class. He proposes ideas such as giving employees a few hours to interview and get to know someone, rotating lunch groups, or—to take the pressure off minority employees to be the educators—hosting an institutional book club with reads from varied walks of life. "It's about walking into the discomfort together," he says.

What Schilaty is seeing is more willingness than ever from individuals to be explicit in their allyship, and companies and organizations are providing visible ways to do so, be it pins to wear or a flag to display or a campaign to share. "Some might call it performative,"

he says, "but it's a way for people to show each other they are seen."

Power in Accountability

Now more than ever, companies are setting and tracking DEI goals—and not just for the makeup of their staff. "People often think, 'If we hire diversity, we'll be inclusive.' And that's absolutely not true," Jones says. "It requires engagement, being clear on the meaningful change you're wanting to see. Is inclusion showing up in how our employees feel? Is it showing up in how we do business?"

The inclusion experience is inherently measurable, says Farren Roper, head of DEI at Qualtrics. The company's survey software serves up a DEI snapshot, collecting

real-time feedback from employees, breaking out the "employee feeling" by team, and aggregating the terms that come up most as concerns or strengths (compensation, environment, colleagues, etc.). "Using the right experience-management tools, companies can get a pulse on whether their employees feel a sense of belonging—and then act on that data," says Roper, who notes that it's the most effective idea he's seen employed in DEI.

There's a growing trend of transparency too, with an increasing number of companies publishing their DEI data publicly, including not only ethnicity and gender numbers but also retention, time before advancement, pay gaps, and representation in leadership. *Fortune* and others are ranking those who are sharing—a ranking that may matter more to younger employees and customers.

Perhaps the most stringent sign of DEI accountability: a zero-tolerance policy. "Companies have become much less forgiving of bad behavior from those in very visible positions," says Madrian. A long list of casualties supports that statement, with recent NFL and *Jeopardy!* dismissals among the most publicized. Offensive comments, emails, or actions—even from years past—are no longer brushed under the rug. Madrian adds, "It's a new trend that sends a strong signal."

From Culture Fit to Culture Add

Artificial intelligence could remove humans from the hiring process altogether, or at least from the applicant screening, to prevent people's gravitation to candidates most like themselves.

One approach, dubbed *chunking*, cuts applications up into sections, pasting alike sections for all candidates side by side, stripped of identifying information such as names, which could reveal gender or ethnicity. "It's another strategy to remove the bias that just inherently creeps in," says Madrian.

That bias even creeps into job descriptions. "One of the biggest obstacles in getting people in the door is how your job advertisements and expectations are written," says Taeya Howell, a BYU Marriott assistant professor of organizational behavior and human resources whose research focuses on gender.

Take the number of qualifications listed: a Hewlett Packard report shows that men will apply for a job when they meet only 60 percent of the qualifications, while women tend to assume they need to meet 100 percent. There are even studies documenting how gendered words reduce the number of women who apply. “There are all sorts of specific words that send messages,” says Howell. Words such as *challenge*, *compete*, and *direct*

create a more masculine expectation than *collaborate*, *listen*, and *communicate*. Being aware of even these small differences can make a significant impact on a company’s DEI efforts.

Companies are also reevaluating where they advertise jobs and recruit talent. Madrian can attest to that. “We’ve seen companies change the schools they’re recruiting at,” she says, skipping BYU in favor of, say, a historically Black college, or halving their

BYU-grad hires in an effort to meet their diversity goals. (Other recruiters, she adds, have shared that they value the diversity BYU students bring in faith, second languages, and global experience.)

Companies are doing this, says Zabriskie, with the goal of broadening the hiring pool as much as possible, to cast the net wider so it is more likely to include individuals of different genders, ethnicities, and sexual orien-

“WE NEED TO stop asking IF A POTENTIAL HIRE is a good fit AND start asking QUESTIONS THAT LEAD TO building better teams.”



tations—to “open the funnel,” he explains. “And then you hire for the best candidate. It’s as simple as that.”

As for the best candidate, there’s a new line of thinking in DEI, says Roper: it’s no longer about the best culture fit. “Fit” has long been used to reject a job applicant, a nebulous conclusion that could be masking a subconscious bias, he says. People may say things such as “They came across weird” or “I can’t see myself going to lunch with this person.”

Zabriskie says that we need to stop asking if a potential hire is a good fit and start asking questions that lead to building better teams. An example might be “What skills or perspectives are currently missing from my team?”

The new focus? Culture add. “Culture add enhances our culture,” says Roper.

Belonging Is a Process

The experts also acknowledge that this is an inflection point; there is momentum, yes, but for some, there is fatigue and terminology saturation.

“I am often working with leaders who have seen many different versions of DEI over their lifetime,” says Jones. “They think I’m here to tell them how bad they are and to make them employ unqualified people purely on a diversity basis when really what I specialize in is the humanizing process.”

For Jones, the goal of DEI is “to build relationships as a human being and to want to

see others get opportunities, just like I would any human being.” If you get there, she says, coined terms such as *mentor*, *sponsor*, and *ally* fade. Leaders already know *how* to sponsor, she says; they do it all the time. They just need to open their apertures to spot and cultivate talent across the spectrum. The terms serve to acknowledge the gaps.

“The trick,” says Howell, “is to get people to think about how their unconscious bias might affect them without triggering defense mechanisms.” It’s easy for people to not care about things they have never known people personally to experience, she says. “It comes down to personalizing it, to focusing on the relationships and then getting people to think about these questions and come up with their own answers and solutions. That kind of individual autonomy is so important for change and motivation.”

Which brings up the newest DEI term: *belonging*. This fourth pillar, as Zabriskie calls it, involves making sure everyone “can bring their authentic self to work.

“The biggest trend right now,” he says, “is truly understanding the sense of belonging and realizing this is a process, that all four of these things—diversity, equity, inclusion, and belonging—work together.”

Diversity, he explains, is the start: having multiple identities present. Equity is recognizing not everyone got the same start and identifying and dismantling barriers. Inclusion is ensuring all individuals are involved, that everyone’s ideas matter. And belonging engages the full potential of every person because, with a sense of belonging, individuals are no longer “wearing masks, exerting energy trying to blend in,” says Zabriskie.

“Until you establish a real, meaningful culture of belonging,” he says, “of truly caring about individuals—not what they do, not their expertise, but who they are—until you do that, you won’t have the sense of belonging that fosters exponential benefits for your organization.” ■

About the Author

Brittany Rogers worked as an editor at BYU Magazine for 13 years and is now a freelance writer in American Fork, Utah, where she lives with her husband and three children. Three ACL surgeries later, she still hasn’t given up skiing or soccer.

Belonging at BYU Marriott

It had to be a priority. That was the overwhelming sense Brigitte Madrian had about diversity, equity, and belonging (DEB) when she stepped in as the new dean of BYU Marriott. Efforts had long taken place via committee, and the topic was touched on in various classes. But the effort needed a champion.

“If you want to change the culture, you need a champion at the top, a champion in leadership,” says Madrian. “I felt like I could do it. And frankly, it’s something I think people would be surprised if, as the first female dean, I didn’t do.”

Her first step: putting DEB on the agenda of every meeting. With increased conversation, new ideas and initiatives have unfurled, including a new student association, a new class, and a brand-new administrative position, BYU Marriott’s first-ever manager of inclusion and diversity.

Here’s a list of the efforts underway:

A “Caretaker” of DEB. That’s how Madrian describes the role of Staci Carroll, BYU Marriott’s inclusion and diversity manager. Carroll began in March 2020 with two charges: (1) to create and support a new inclusion student association and (2) to lead the school’s longstanding DEB Committee, made up of rotating faculty and staff, in identifying the best next steps.

Inclusion Association. BYU Marriott already had several student associations for women, and the university has a palette of clubs for students of varying backgrounds and identities. But the new Marriott Inclusion in Business Society ensures a Marriott home and “targeted support,” says Carroll, for students in any minority. These students work closely with Carroll to plan campaigns and events.

DEI Class. Experience design and management (ExDM) professor Ramon Zabriskie created an all-DEI class to be offered not only at BYU Marriott but to all BYU students. “The need has always been there,” says Zabriskie, who was motivated by more than a decade of working with populations with disabilities or mental health challenges, in addition to having a gay brother and a transgender child. With rave student ratings, the popular and transformative course is now an ExDM major requirement, and Madrian thinks it’s wonderful for BYU Marriott students to have such a course available to them.

Speaker Series. They had to be virtual—thanks, pandemic—but BYU Marriott hosted three speaker series on diversity and unity in the last year, including one featuring a diverse student panel that provided feedback to an audience of faculty members. “Faculty members are the ones who really have influence here in creating a sense of belonging or not belonging,” says Carroll.

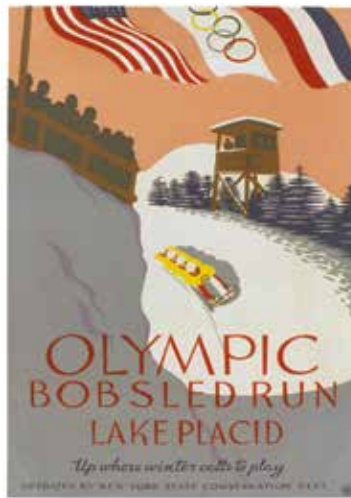
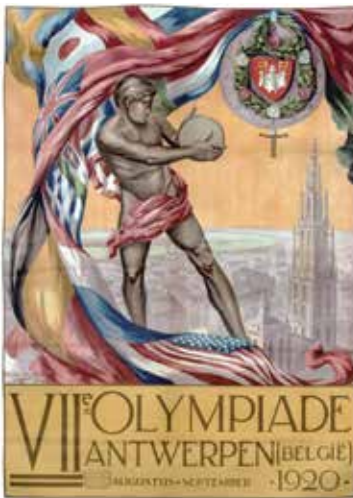
Mental Health for Minority Students. In conjunction with the push for DEB, Madrian has prioritized mental health awareness at BYU Marriott and has hired a wellness professional, Shannon Tappana, just for the school. Tappana has led a series of events discussing the extra stresses minority students carry.

Tracking Metrics. BYU is not known for its diversity, but the BYU Marriott DEB Committee is tracking numbers for the student body, following things such as admittance and graduation rates, how long students take to graduate, and how many classes they retake.

Pervasive Accountability. This is the initiative Madrian says she is most excited about, “having every single full- and part-time employee take responsibility for what they can do within their domain.” In their annual one-on-one performance evaluations with managers, all BYU Marriott employees are now asked to share what they’ve done for DEB and what they are planning to do. The DEB Committee shared a three-page list with things employees could do.

Let the Games Begin!

When the Olympic flame was ignited for the XXIV Olympic Winter Games on February 4, 2022, Beijing became the first city ever to host both the Winter and Summer Games. Fuel your Olympic knowledge with these other intriguing facts and figures.



6 THE NUMBER OF ATHLETES WHO HAVE WON MEDALS IN BOTH THE SUMMER AND WINTER OLYMPICS.

Eddie Eagan (United States) was the first athlete to do so, winning gold in the men's light-heavyweight boxing competition in Antwerp, Belgium, in 1920 and then taking gold in four-man bobsled at Lake Placid, New York, in 1932. Other members of this elite group are Jacob Tullin Thams (Norway), Christa Luding-Rothenburger (Germany), Clara Hughes (Canada), Lauryn Williams (United States), and Eddy Alvarez (United States).

Source: espn.com/olympics/story/_/id/31981184/us-baseball-player-eddy-alvarez-becomes-just-sixth-athlete-medal-summer-winter-olympics

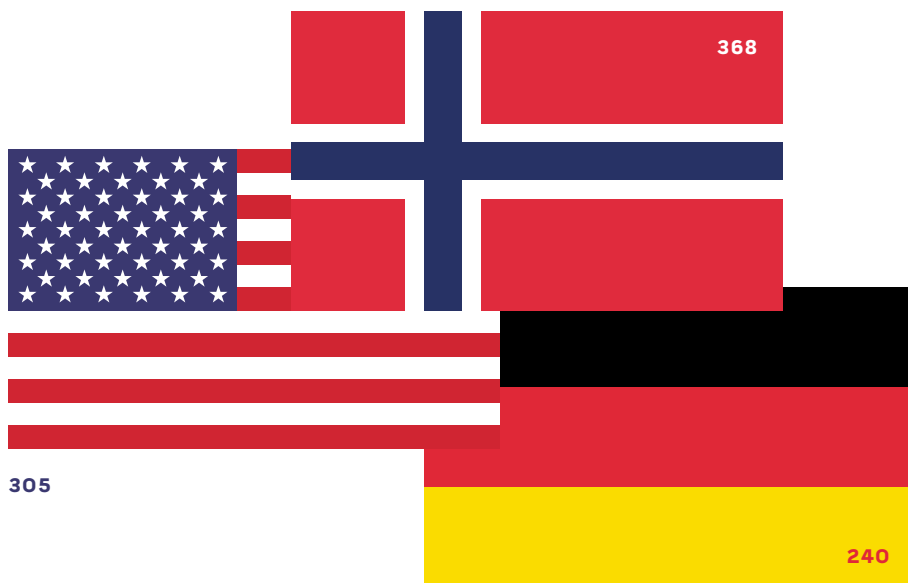
172%

THE AVERAGE BUDGET OVERRUN OF EVERY OLYMPIC GAMES SINCE 1960.

The price of hosting the Olympics is steep, and to make things even more difficult, organizing committees' initial cost estimates have proven to be far from accurate. Because of this, the number of cities applying to be hosts has dropped dramatically in the last 20 years.

Source: globalsportmatters.com/business/2021/07/21/tokyo-olympics-breaking-budgets-skyrocketing-costs-controlled





368

THE HIGHEST TOTAL NUMBER OF MEDALS WON BY A SINGLE COUNTRY AT ALL THE WINTER GAMES COMBINED.

The coveted top spot is held by Norway, making it the most successful nation at the Winter Olympics since the Games began in 1924. Next up are the United States with 305 medals and Germany with 240.

Source: [statista.com/statistics/266371/winter-olympic-games-medal-tally-of-the-most-successful-nations](https://www.statista.com/statistics/266371/winter-olympic-games-medal-tally-of-the-most-successful-nations)



85

THE AGE OF THE OLDEST PERSON EVER TO BE AWARDED AN OLYMPIC MEDAL.

Though US ski jumper Anders Haugen competed in 1924 when he was 35, he didn't receive his medal until more than 50 years later, after a ski historian discovered a scoring error that had mistakenly put Haugen in fourth place instead of third. After the International Olympic Committee was notified, they awarded Haugen his bronze medal in a special ceremony in Oslo on September 12, 1974.

Source: olympics.com/en/athletes/anders-haugen

91

THE NUMBER OF BYU STUDENTS WHO HAVE BEEN OLYMPIANS.



Of this number, 18 studied in BYU Marriott programs, including medalists Shauna Rohbock (silver in two-woman bobsled in 2006) and Hugh McCutcheon (gold in 2008 as the US men's volleyball coach and silver in 2012 as the US women's volleyball coach).

Source: byucougars.com/page/byu-and-olympic-games

\$800

THE VALUE OF A GOLD MEDAL WHEN MELTED DOWN.

This figure is based on the current market value of the materials used in the medals for last year's Summer Games in Tokyo. If the price seems low, it's because gold medals are actually made of gold-plated pure silver.

Source: [cnn.com/2021/07/31/sport/olympic-medals-value-explainer-scli-intl](https://www.cnn.com/2021/07/31/sport/olympic-medals-value-explainer-scli-intl)



The Recruit(er)

BY EMILY EDMONDS
PHOTOS BY BRADLEY SLADE

Jeff Brownlow was recruiting at BYU when BYU recruited him.

Brownlow was a full-time venture capital analyst in Oregon when he represented his company at a 2007 BYU recruiting fair. “I was amazed at the quality of students,” he recalls. “They were happy, energized, and talented.”

After the event, Brownlow found himself with time to explore campus before his flight home. His first stop: the Abraham O. Smoot Administration Building for a map. Offices were closing as Brownlow stepped out of the evening’s chill. A woman was locking up a door when she noticed Brownlow and walked directly toward him.

LEADING
ALUMNI

Jeff Brownlow
MANAGEMENT—GENERAL BUSINESS, 2010



"Why are you here?" the woman asked.

"I'm on campus recruiting," Brownlow replied.

"You need to come to school here," she responded.

Brownlow thought she had misunderstood him. "I'm here *hiring*. I have a job already," he explained.

"No, I'm telling you, you need to come to school here. This is a special place. I want you to apply," she insisted.

"My wife and I live in Oregon," Brownlow said. "She's pregnant."

"It doesn't hurt to apply," the woman said.

Brownlow, who had been accepted to BYU when he was in high school but opted to attend Arizona State University (ASU), left with an application packet in hand. He decided to follow the stranger's persistent suggestion—but he also decided not to tell his wife, Charisse. Months later, Brownlow was in business meetings in Myrtle Beach, South Carolina, when Charisse called. He silenced his phone but soon got a text from her: "Call me immediately."

Fearing an emergency, Brownlow stepped out.

"There's an acceptance letter at our house from BYU," Charisse began. "You need to call these people and tell them they made a mistake."

Brownlow took a deep breath. "It's not a mistake," he said. "I'll explain when I get home."

Brownlow, who left ASU as a sophomore to work full-time in Oregon, says he didn't expect to get into BYU. "I knew the competitive nature of BYU and didn't think I was anyone special," he says. "But when I did, Charisse and I agreed to think about it."

Within a matter of days, Brownlow's bosses announced they were moving the company from Portland to Salt Lake City. "You don't have to move if you don't want to," they told Brownlow.

He pulled the admissions letter out of his briefcase. "Can I still keep working for you if I enroll at BYU?" he asked.

They agreed, and the following spring Brownlow began studying business strategy at BYU Marriott. Not long after, he went back to the administration building to find the stranger who had urged him to apply, but no

one he talked with could identify the woman he described.

"I'm pretty sure she wasn't a ghost," he notes. "But I've always wanted to track her down and thank her for her courage to speak boldly to me."

After BYU, Brownlow worked for Bain & Company and Bain Capital, earned his MBA at Stanford, and cofounded an alternative investment company, Fifth Partners. Much like his journey to BYU, Brownlow's career has been pieced together through the help of knowledgeable mentors, a passion for learning, and a willingness to pursue opportunities, particularly those that came out of the blue.



■ At the Ready

In Brownlow's home office hangs a picture from his 2010 BYU Marriott graduation. This picture includes former dean Gary Cornia and Brownlow, but there is one unexpected face: Brownlow's two-year-old son, Carson, who jumped out of Charisse's arms and rushed to Brownlow as he waited to take the ceremonial walk across the stage.

Four months before his graduation, Brownlow had moved his family to Dallas, where he started a job as an associate consultant with Bain & Company. He finished up his last class remotely, often hammering out assignments on his weekly flights between Dallas and San Francisco, where he was assigned his first case.

Just months into his new job, Brownlow received an email about an info session for Bain Capital, the private-equity spin-off of Bain & Company. "I replied to register for

the event and had a response in 10 minutes asking for a résumé. It was 11 p.m. Pacific time and 2 a.m. Eastern time," he says. "A few hours later, they wrote back and wanted an interview."

Brownlow never made it to the info session. After multiple interviews and a trip to Boston, he had a job offer with a start date 18 months down the road. He accepted the role with Bain Capital, and his family moved to Boston in 2011.

However, Brownlow spent much of his first year at Bain Capital on assignment in Tampa, Florida, prepping Outback Steakhouse to go public. "I wasn't home a lot," he recalls. "The CFO of Outback's parent company left, and I inherited a pretty big job."

One day, Brownlow's assistant came to him; she had been fielding many calls regarding the steakhouse, but this call involved a different type of stake: "There's a man who says he needs to meet with you and your wife. He says he's your stake president."

The next night, Brownlow and his wife were called to be institute teachers at Harvard University and at Boston University. Brownlow initially resisted. He told the stake president, "There's no way we can do this job. We're not qualified. My wife never sees me as is."

"God wants you to do this," the stake president responded. "If you tell me no, I'll find someone else, but pray about it first."

The Brownlows accepted the call. Charisse took the Wednesday class at Harvard University, and Brownlow took the Friday class at Boston University. The students in Brownlow's class were few in number, but they recruited friends during the school year, and the class ended with seven times the number of attendees that it began with.

"Teaching institute changed the trajectory of my life," says Brownlow, who ended up baptizing two of his students. "I realized I had been so focused on my career I was not asking what God wanted me to spend my time on, which was my family."

■ Heading West

Charisse was also feeling the strain of Brownlow's demanding schedule, and she wanted a change. After more than a year at

Bain Capital, the couple sat down together to discuss their options.

"This has been a grueling few years," said Charisse. "What about grad school?"

Brownlow was hesitant. Charisse added, "Whether you feel like you need it or not, I feel like our family needs it."

However skeptical, Brownlow applied to Harvard—a two-mile drive from where they lived—and to Stanford. He thought his chances of acceptance to either school were low. But even when two admissions letters arrived, he still wasn't convinced that earning an MBA should be his next step. "It was a lot of time and a lot of money," he says.

To aid his decision, Brownlow planned a trip to Stanford. "When I got there, I saw where families lived, in Escondido Village," he says. "It was centered around playgrounds, and there were international families gathered there. I thought, 'This would be amazing for my family.'"

As he toured Stanford's business school, Brownlow noticed an inscription on its

cornerstone: "Dedicated to the things that haven't happened yet and the people who are about to dream them up." That adage rang true. Brownlow recalls, "I called Charisse and said, 'I think we should come here.'"

As a result, the Brownlows packed up their home, bought an RV, and headed west with their three sons. "We drove across the country and saw the sights," Brownlow says. "I sold the RV in Utah, bought a car, and we finished our drive to California."

■ Drafting Fifth Partners

Returning to the western United States felt familiar to Brownlow, who not only worked and served his mission in Oregon but grew up in Prescott, Arizona. He has vivid memories of moving sprinkler pipe as a four-year-old with his dad on a farm. "Growing up we lived in a trailer house," says Brownlow. "We were poor, but I never had the mentality that something was wrong. I was taught to work hard, do my best, and things would work out."

Brownlow now chairs one of the country's leading private manufactured-housing companies. He credits family members and friends who helped him along the way, like his stake president, who hired 12-year-old Brownlow to be an apprentice at his home development company. "I've always loved people," he says. "There have been so many junctures when God has sent very capable mentors into my life."

This passion for people influenced Brownlow's studies at Stanford, where he first envisioned creating a company focused on finding, developing, and empowering leaders. "I believe that the knowledge is there, but you have to find it, and it's best transferred through the apprenticeship model," he says. "I like to find experienced, thoughtful people and try to absorb everything possible from them."

The groundwork for his company, Fifth Partners, however, was laid well before Stanford. When Brownlow was with Bain & Company in Dallas, he met Joe Drysdale, and



"Jeff has the gift of vision.

He sees potential everywhere—

in markets, in companies, and,

most importantly, in people."





the two began investing in energy and real estate projects together, eventually getting into growth-stage companies before turning their investments and their passion for leadership into a business. They opened their Fifth Partners office in 2015, and Brownlow commuted for a few years from Salt Lake City before moving to Dallas in 2019, where he and his family currently reside.

Brownlow says of Fifth Partners, “We’re entrepreneurs and operators first and investors second. We have built the inside of our machine to share and transmit best practices for accelerating company growth and returns. Eighty percent of the same business challenges exist in every industry and in every business. We believe if you master core principles, you’ll have a general toolbox that can apply to many situations.”

Although it’s faced ups and downs as new ventures tend to do, Fifth Partners has grown rapidly over the last five years. Fifth Partners companies now employ more than 1,000 individuals across North and South America, and the firm has invested more than \$2 billion. Brownlow’s leadership has been key to that success.

“Jeff is committed to truth at all costs,” says Jamie Panganiban, chief operating officer of Fifth Partners. “I, and others, follow

him because of his unflinching commitment to the principles we all believe in. Jeff has the gift of vision. He sees potential everywhere—in markets, in companies, and, most importantly, in people.”

▀ This Big Adventure

Despite the variety his résumé boasts, Brownlow still finds himself where this story began: recruiting BYU students. “In every job I’ve had since that first recruiting fair, I’ve been back to BYU to recruit,” he says. “Besides PwC, Fifth Partners is probably one of the more active recruiters of BYU students.”

Outside of work, Brownlow fills his time raising his boys—the tally is now up to six—serving in a bishopric, and relishing BBQ, as any self-respecting Texan should.

Brownlow credits much of his success, in both his personal life and his career, to Charisse. The two met at ASU when they were both on dates with other people, and he touts her complete commitment to their family as an anchor in their lives through the crazy hours, multiple moves, and highs and lows of building a business.

“Many moments in my life I’ve been on a fairly visible stage, but my truest partners don’t get to share the stage—like my wife, who is focused on raising a healthy,

productive family,” he says. “She has been extraordinary in the process.”

And as for the moment when Brownlow explained that surprise BYU admissions letter to Charisse, he says he’s learned over the years that more communication is better than less. “Charisse would probably characterize that conversation as typical for how I operate, classic Jeff,” he says. “For me, life’s this big adventure. I’m excited for what’s going to happen next, but I’ve learned that’s not how everyone operates.”

Embracing the unexpected, it seems, is a trait Brownlow exemplifies.

“There’s so little in the world that we can control. We think we can, but there’s something so much bigger than all of us,” he says. “By resisting the challenges, the twists and turns, the difficulties, we miss a lot of the richness of life. But if we show up and are just willing to give our best, incredible surprises happen.” **M**

▀ About the Author

Emily Edmonds is a former editor of Marriott Alumni Magazine. She and her husband, Rhett, have three daughters. Early in 2020 their family took a monthlong trip to Texas, where they were pleasantly surprised to learn that queso is a breakfast food.



Student-Run Grantwell Program Makes an Impact

BYU MARRIOTT'S GRANTWELL PROGRAM

gives graduate-level students experience providing pro-bono consulting to nonprofit and philanthropic entities, including major donors. The class sprang from inspiration during a meeting among professors more than a decade ago, according to Aaron Miller, founder of the program and now associate managing director of BYU Marriott's Ballard Center for Social Impact.

"There wasn't anything like it then, and there's still nothing like it," says Miller. "I've been to conferences focused on philanthropy education, and there are professors attending who are teaching courses that give away up to \$10,000, while our program is advising tens of thousands of dollars in any given year." In fact, by the time Miller stepped down as faculty director, more than 200 BYU Marriott graduate students had advised on almost \$40 million in giving.

In today's faculty-advised, student-run Grantwell program, students consult with real clients on real projects to solidify the theoretical knowledge the students acquire in the classroom. Grantwell clients set aside grant allocation, evaluation, and strategy projects for student teams to undertake, and students work in consulting roles, delivering professional results and

In today's faculty-advised, student-run Grantwell program, students consult with real clients on real projects.

recommendations that guide the clients' organizations.

There are two parts to the program, explains Emilie Cairns, an adjunct professor for the Romney Institute of Public Service and Ethics who currently teaches the Grantwell class and facilitates the program. Some 20 students meet in class every week, where they learn key principles and ideals surrounding the grant allocation process, and then those students manage teams of student volunteers that execute on clients' projects.

According to Cairns, the program's impact is capturing the attention of those in the nonprofit sphere. "More and more companies

are coming to us asking if they can be part of Grantwell," Cairns says. "They're seeing the incredible value these students bring to their philanthropic efforts, and they want to be part of that."

"One of the things I like most about Grantwell is watching the students take charge," Cairns continues. "It's an amazing experience to see them grow into that senior-officer—and sometimes even executive-level—position as they become the lead point person for their projects. It's a powerful way for students to learn that they are capable and ready to go out and make a dent in the world in the sectors they're interested in."

Andrew Marshall, a 2010 MPA grad, couldn't agree more. "I gained practical leadership skills as the executive director of Grantwell," says Marshall, who participated in the program for two years. "I learned everything from vision-setting to engaging students in meaningful work to resolving conflicts to managing external stakeholders—Grantwell helped set the foundation for my work in nonprofit leadership, something I continue to draw from more than 10 years later."

Currently the vice president of leadership development at Partnership for Public Service, Marshall has also served on the board for the Grantwell program. "Grantwell is what first attracted me to BYU Marriott and the MPA program," he adds. "It served as my strongest springboard going from grad school into the world of work. I believe that Grantwell has a unique ability to at once transform the students and the world around them."

—KELLENE RICKS ADAMS

"They're seeing the incredible value these students bring to their philanthropic efforts, and they want to be part of that."

The Moral Laboratory

Why and How Your Job Should Help You Become the Best Version of Yourself

By Todd Hollingshead Illustrations by Jonathan Carlson

What do employees expect out of a job in exchange for an honest day's work? A paycheck? Medical benefits? A few perks? Some camaraderie with coworkers?

How about the resources to make them better people or to experience more meaningful personal growth?

In Isaac Smith's opinion—and according to recent workplace survey data—that's exactly what they should expect. "If you actually look at the hours, many people spend the majority of their waking hours working," says Smith. "If those hours aren't spent in becoming your best self, that's a huge percentage of your life that's not contributing to you becoming the person you want to be."

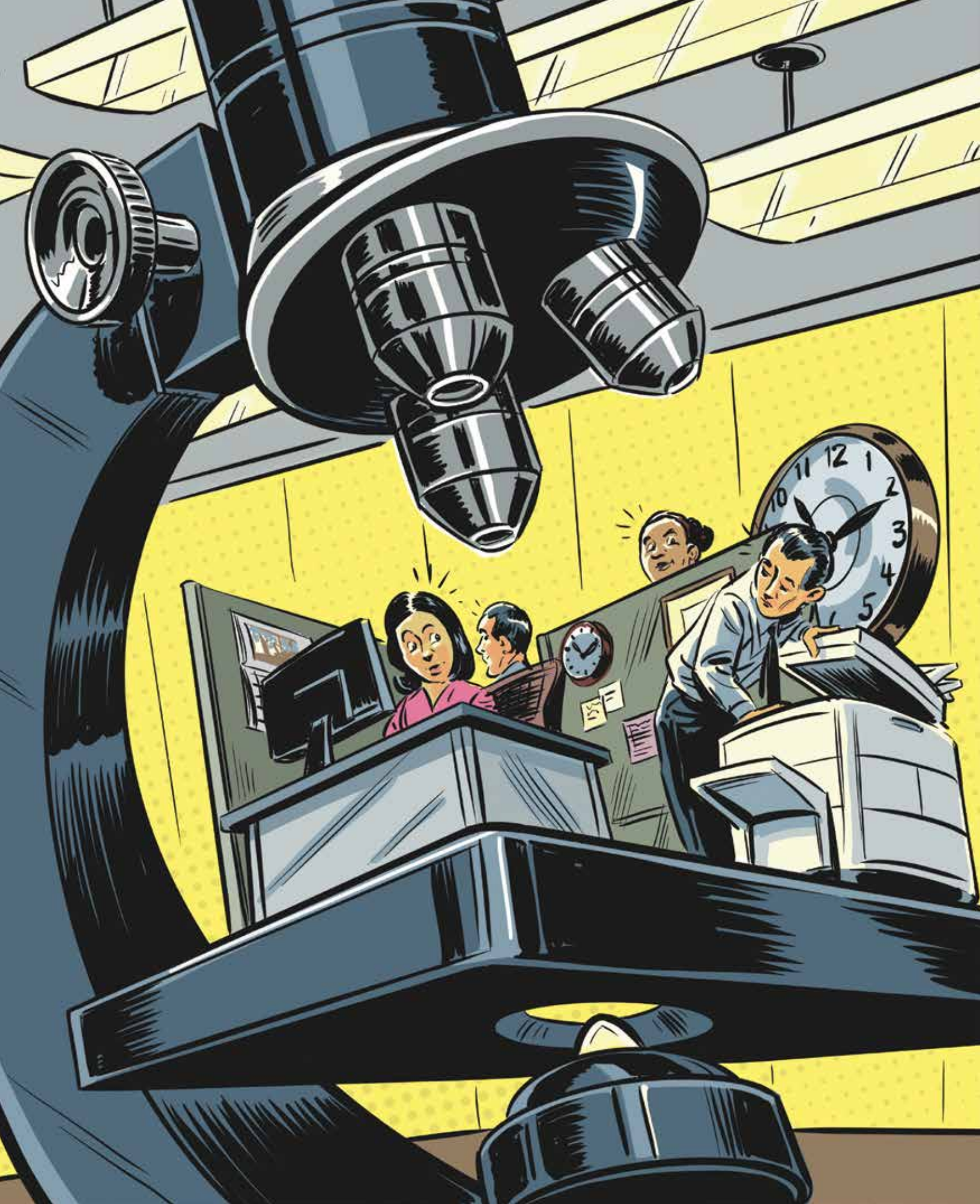
Wait, who's Isaac Smith? And why should we care about what he thinks? We'll get to that, but first things first.

Good People, Bad Things

Let's start with a story, a story about ethics and morality and good versus bad. The star is Sandra (real person, fake name), a mother of two boys who was employed by a small company to write checks to vendors and suppliers. When Sandra's family faced mounting debt, she panicked and wrote a company check for her personal credit card bill and then covered her tracks carefully in the company's financial records.

After getting away with it once, Sandra couldn't resist doing it again—and again and again. Eighty-eight checks and \$248,383 later, Sandra found herself spending 18 months in prison for embezzlement. "It got to the point where it truly didn't feel like I was doing anything wrong," she says. And then the kicker: "I'm not a bad person, but I did a really bad thing."

Whether or not Sandra is a bad person is not up for us to decide, but what is clear is that Sandra hasn't become the best version



of herself. Her illegal and unethical behavior is the exact focus of traditional business ethics literature and training. And while her story represents a failure, it also highlights a flip side: much less attention has been paid to the ethical implications of organizations that pursue the good, not just avoid the bad.

Which brings us back to Isaac Smith. Smith is an assistant professor of organizational behavior and human resources at BYU Marriott, and he wants to see a major shift in how companies navigate ethical challenges. His research with friend and academic colleague Maryam Kouchaki of Northwestern University makes this argument: The workplace should be a “moral laboratory” where character can be developed.

“What if the person was the outcome we cared about?” Smith says. “It reframes the way we think about ethics. It’s not just about right and wrong; it’s looking at the long-term view of the person. All the studies I’ve done have ultimately come back to that central question of ‘How do you help someone become their best self?’”

In other words, instead of simply trying to prevent unethical behavior, organizations should proactively help employees exhibit good behavior. In two recent academic publications, Smith and Kouchaki provide a road map for how any organization with employees can take on this worthy cause of building up the moral fabric of individuals.

The Start of an Ethical Relationship

Smith and Kouchaki first met in their doctoral programs at the University of Utah about a decade ago. They quickly learned where their research interests aligned, which, for this member of The Church of Jesus Christ of Latter-day Saints and this Muslim, turned out to be fairly significant. They published their first paper together in October 2013 and have since published 10 research articles together, two of which have appeared in *Harvard Business Review* in recent years.

Somewhere along the way, the two started having conversations about how to help

employees become better people at work. Their years of research revealed that it wasn’t a topic usually addressed in business ethics literature, so they dug in a little deeper—well, a lot deeper.

After reviewing more than 200 articles on morality and ethics, they carved out their argument. “Employers care about their employees’ professional development; they invest a lot of money into them,” says Kouchaki, a prolific researcher on the topic of moral decision-making and an associate professor of management and organizations at Northwestern’s Kellogg School of Management. “COVID-19 has also reinforced the need for employers to invest in the psychological and mental health of their employees. We think there can be a third element: employers can and should invest in their employees’ character.”

That investment, Smith and Kouchaki believe, doesn’t have to be costly, but it will require a long-term commitment to morality on the part of employers as well as specific plans to implement ethical learning at work.



*“In general, humanity tends
to have a sense for*
the good versus the evil,
*and businesses should help them
act on that sense proactively.”*

To that end, the professors have parsed out three key mental shifts, five specific barriers to ethical learning, and a slew of recommendations to navigate those barriers. Their road map is idealistic, Kouchaki says, “but it’s the right thing to do.”

Three Mental Shifts

Shift No. 1: People don’t enter the workforce with a fixed moral character. Developing moral character is a lifelong pursuit requiring continual ethical learning.

Hiring good people is a start, but as Sandra from our earlier story illustrated, good people can do bad things. Business leaders need to recognize that “just as employees can nurture (or neglect) their skills and abilities over time, they can learn to be more or less ethical” based on their experiences in an organization, Smith and Kouchaki write in “Building an Ethical Company,” their newest *Harvard Business Review* piece. “Yet rather than take a long-term view of employees’ moral development, many organizations treat ethics training as a onetime event, often limiting it to the onboarding process.”

Shift No. 2: Ethics and morality at work are not just about avoiding the bad but also about pursuing the good.

“When we think of business ethics, typically that means ‘don’t do bad things,’” Smith says. “The other, very important half of that equation is ‘do good things, do virtuous things.’ . . . In general, humanity tends to have a sense for the good versus the evil, and businesses should help them act on that sense proactively.”

Good corporations should have good intentions—not just good outcomes—and they should engage in good actions. That goodness can be built with values such as honesty, compassion, justice, wisdom, courage, and charity. That pursuit of good can and should be instilled in individual employees.

Shift No. 3: Ethical learning is not limited to nonwork domains, such as theology and philosophy; the workplace is an opportune setting in which to engage in ethical learning and moral character development.

“Work plays a huge role in many people’s lives,” the authors write in “Building an Ethical Company.” “Houses of worship, therapists’ offices, and conversations with close friends and family are traditionally where moral learning occurs. We’re not suggesting that those settings are no longer relevant or important. But a typical full-time employee spends far more time at work than in a mosque, church, or counselor’s office. . . . How could work not affect our moral thinking and actions?”

Of course, the COVID-19 pandemic has meant work and personal life are more blended than ever before, and the researchers believe that is a good thing. Says Kouchaki, “It’s unfortunate that we sometimes think that work and life are separate. Your work should be a place that helps you to become the person you want to be. The two should go hand in hand.”

Make these mental shifts, Smith says, and you’re ready to address the barriers to ethical learning at work.

Overcoming the Barriers

There are five main barriers that must be overcome: defensiveness, overconfidence, selfishness, inexperience, and negative social influences. What follows is a short exploration of each of those barriers as well as the guiding principles and recommendations that managers can act on to navigate those barriers.

Barrier No. 1: Defensiveness

Remember our friend Sandra? The “I’m not a bad person, but I did a bad thing” employee? Well, sadly, Sandra’s story is not unique. According to research, people tend to view themselves positively even after making an unethical choice. Like the body uses white blood cells to defend against the threat of infection, the human mind defaults to mental gymnastics to defend against the threat of negative self-perceptions.

“Research has shown the majority of people want to see themselves as good people,” Smith says. “Very few people, even criminals, are okay being a scumbag, so they’re very defensive when they’ve made a mistake. If something threatens their moral self-view, it makes them not want to address that issue. They’ll stay away from it.” In other words, defensiveness hinders moral judgment, and finding a way to forget or rationalize an unethical behavior eliminates the perceived need to learn how to avoid or more appropriately handle such situations in the future.

So how do employers help break down one’s natural urge to be defensive? That’s a tall task, but Smith and Kouchaki believe the answer lies in managers creating psychological safety for their employees. That means having a work environment where employees feel comfortable admitting mistakes, speaking up against the status quo, seeking feedback, and asking for help. To that end, the professors have three specific recommendations:

- **Frame workplace ethics as a learning process:** Leaders need to set the expectation that ethical learning is part of the job and make sure their employees are comfortable speaking up on ethical issues when they arise.

- **Invite participation:** Managers should make it clear that everyone is part of the process to keep things on the up and up. They may even want to set up formal systems to solicit employee perspectives and opinions, such as suggestion boxes, online forms, or in-person focus group conversations.

- **Respond productively:** How a leader responds to an ethical dilemma will go a long way in how sincerely employees feel psychological safety, which is important in disabling their defensiveness. Managers should listen to and take complaints seriously and then address them with a forward-facing approach.

Barrier No. 2: Overconfidence

Overconfidence in general is a bit of a plague, and it most certainly infiltrates the workplace. Sometimes companies contribute to this overconfidence unwittingly by not providing sufficient direct and accurate feedback to workers.

For example, one young journalist in his first full-time job worked under an editor who made few changes to the journalist's drafts. A year working under this editor gave the reporter an overinflated view of his reporting abilities, and when he was assigned to work with another editor, he was unprepared for the heavy revisions required to improve his writing.

Overconfidence likewise besets moral issues. "People tend to think they're more moral than they actually are and that, on average, they're morally superior to others. Hint: they're not," Smith says. "People don't realize their own moral blind spots, and they overestimate their ability to act morally."

Moral overconfidence stunts ethical learning and growth. If someone doesn't see their moral weaknesses, they are going to be far less likely to put effort into improving

themselves. The solution here, according to the researchers, is for leaders to promote moral humility in the workplace by acting on two recommendations:

- **Help workers understand that everyone has moral blind spots:** Unethical workplace behavior is not simply the result of a few bad apples; every employee is susceptible to moral failures.

- **Help workers appreciate others' moral strengths:** Managers might consider assigning "ethical mentors." The positive effect that mentoring has on job satisfaction has been demonstrated by many a study, yet few organizations make ethics a part of their mentoring efforts.

Barrier No. 3: Selfishness

Surprise! Selfishness among your employees is not conducive to a morally robust workplace. Condoning or rewarding selfishness, particularly in a competitive office, can be a significant barrier to moral progress.

"Selfish employees are less aware of others' needs and struggles and are thus less likely to seek out opportunities to help others," Smith and Kouchaki conclude. "And even when selfish people recognize chances to do good, their very nature decreases their desire to act on it because it might require some element of self-sacrifice."

Thanks to social media with its endless demand for self-congratulation and attention seeking, societal selfishness may be at an all-time high. The duo gives three recommendations to turn back the tide of selfishness in the workplace by actively fostering prosocial motivation:

- **Make social impact salient:** Employees who know what their work means for other

people find that work more meaningful, so leaders might consider putting their employees in contact with the beneficiaries of day-to-day operations. Machinery and equipment manufacturing company John Deere executes this by inviting farmers and their families to meet with assembly-line workers. Farmers tell how the equipment allows them to provide food for their families and communities. Likewise, US defense contractor Raytheon invites military members to share stories with employees about how the equipment they produce saves lives.

- **Build a sense of community and belonging:** Feeling connected to and part of a cause can go a long way in helping employees overcome their selfish motivations.

- **Expand the circle of moral regard:** The circle of moral regard is the psychological boundary that includes the people we deem to be deserving of our moral concern. We generally treat the people inside the circle better; thus, the bigger the circle, the more positive behaviors will result for a greater number of individuals.

Barrier No. 4: Inexperience

No senior leaders should simply cross their fingers and hope that new employees properly handle an immediate supervisor asking them to fudge the numbers on a report. The researchers suggest that instead of waiting for experiences like this to happen and then wading through the potential cleanup, leaders should proactively prepare workers for what could happen.

To that end, ethics training and discussions need to be a core part of the organization's identity. The researchers call it "institutionalizing moral reflection," which aims to enable workers to better learn from

Feeling connected to and part of a cause can
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overcome their selfish motivations.

new personal experiences and the experiences of others. More specifically, leaders might want to do these three things:

- **Make ethics a part of pre- and postmortem reviews:** At one large healthcare system in the Midwest, two-to-three-hour discussions on the front end of major decisions are part of the organization's process wherein management makes sure initiatives are ethical and aligned with values. "If you use a moral lens and think about what's the right thing to do, that will help you in the long run," Kouchaki says. "Yes, there are costs and challenges, but if you do the right thing, you figure out how to manage it better."

- **Offer ethics training and mentorship:** Mentors can ask the right questions, provide appropriate insights, and share their own relevant experiences to help an employee overcome inexperience.

- **Provide morally relevant experiences:** Offering opportunities for service and volunteering and showcasing the prosocial impact of employees' work can do wonders to overcome inexperience.

Cloud-based software giant Salesforce is a perfect example of an organization that provides morally relevant experiences. Since their founding in 1999, the company has offered employees seven paid days off annually for volunteer work in their communities. Employees are also encouraged to offer their professional skills pro bono to nonprofits that need to understand cloud technology. According to Smith and Kouchaki's recent *Harvard Business Review* piece, Salesforce employees have donated more than 6 million hours of service.

"Ultimately, what they're doing comes back and helps the company be better," Smith says. "They actually value the employee for the sake of the employee. It's probably no coincidence that of all the Silicon Valley tech giants, Salesforce has been one of the least tainted by scandal."

Barrier No. 5: Negative Social Influences

This is admittedly a broad category, but it is also perhaps the greatest barrier to ethical learning in the workplace because it can



trigger any of the other barriers previously mentioned. Negative interactions with coworkers or supervisors could spur defensiveness, overconfidence, or selfishness that may not have been readily apparent before. This is why it's critical that organizations and leaders strive to create an ethical culture from day one.

- **Provide ethical leadership:** If leaders in this realm incorporate ethics into formal organizational systems from the top down, employees will know how important morality is to the company culture.

Many of the tips discussed in this article can help lay the foundation for building up that ethical culture: regular ethical trainings, mentorship opportunities, encouragement to serve and volunteer, candid conversations about ethics, and pre- and postmortem briefings.

Smith acknowledges that this is a lot to grasp, but he hopes organizations will at least start to weigh the suggestions and find places where they can make progress. In his words, he hopes to "slowly nudge people into the positive cycle."

Kouchaki goes one step further and says workers have the right to expect and want this type of experience at their jobs. In exchange for an honest day's work, people can expect more than a paycheck, medical benefit, and Christmas party, she says. Fundamentally, most people want to do good and be good. Organizations should help them on that journey to their best selves. **M**

About the Author

Todd Hollingshead is a media relations manager in BYU's University Communications office. A former journalist, Hollingshead holds a bachelor's degree in journalism and a master's degree in mass communications from BYU. He lives in Springville, Utah, with his wife, Natalie; their four children; and a dog and a cat. Discussions on keeping the cat are ongoing.

School News

Entrepreneurship Minor Inspires Business Paths

BYU students across campus—whether they're majoring in computer science, microbiology, or anything in between—can gain a business background for a number of careers or prepare now to build their own startups by earning the entrepreneurship minor at BYU Marriott. The minor is designed to complement the knowledge that students gain through their majors by teaching business skills and inspiring students

to consider different ways to enter the entrepreneurial field.

The first recipient of the entrepreneurship minor was **Rebecca Mijares**, who graduated in 2020 with a degree in commercial music. Mijares and her husband, Jose, started their shoe company, Memoire Kids, while Mijares was completing the minor. Memoire Kids sells children's footwear that is a hybrid of a sock and a shoe.

Beyond helping Mijares start her first business, her entrepreneurship



minor—along with her subsequent experiences with Memoire Kids—has inspired her future career plans. “My goal is to run businesses for the rest of my life,” she says. “I love this career path because I have seen how starting and running a company fits my personality.”

Other students working on the entrepreneurship minor may not have the same business ownership goals as Mijares, but they are still inspired by the coursework. **Emily Felt**, a BYU senior from Manteca, California, who is majoring in public relations and plans to go to law school, is completing the entrepreneurship minor to broaden her business background.

“As I take classes from the entrepreneurship minor, I am learning more about the basic structure of businesses,” she says. “This knowledge will help me if I decide I want to start my own law firm, work in business law, or do PR for a startup company.”

Students such as Felt and Mijares are the reason why the entrepreneurship faculty at BYU Marriott wanted to create a minor for all BYU students. The entrepreneurship faculty's goal for the minor is to provide meaningful course offerings for students with diverse backgrounds and career paths.

“The entrepreneurship minor helps students discover the best ways to contribute to—or even launch—a startup company while gaining knowledge in technical areas within their majors,” says **Mike Hendron**, BYU Marriott associate teaching professor of entrepreneurship and group leader for the entrepreneurship program. “The courses in the

Notable Academic Honored with Cornia Award

Sally Wallace, the dean of the Andrew Young School of Policy Studies at Georgia State University, was honored as this year's Gary C. Cornia Lecture Series Award recipient. **Gary Cornia**, a former dean of BYU Marriott, is one of Wallace's role models, making the award especially meaningful.

When she received the award, Wallace spoke to faculty members from the Romney Institute of Public Service and Ethics about a variety of subjects, including current changes in the public sector, the increased need for teaching digital skills in the classroom, and the benefits of community partnership in research. “Partnering with the community is so important when conducting research,” she said. “We need to shift our mindset from studying communities to studying with communities.”

Prior to becoming dean of the Andrew Young School in 2018, Wallace served as the director of Georgia State's Fiscal Research Center for seven years. “At the Fiscal Research Center, we focus on doing meaningful, quality work,” she said. “We present information about complicated public policy issues in a way that legislators understand, which provides opportunities for us as researchers to give back to the community.”

Wallace hopes to introduce more opportunities in the classroom for students to gain digital economy skills—including by learning about data, artificial intelligence, and technology—in ways that contribute to the public good. “Students don't need to be computer scientists, but they need to understand how to use digital tools, ask questions about research outcomes, and be good stewards of the public and nonprofit sectors,” she said.

Preparing students for the future is a central focus for Wallace. She constantly thinks about how both she and her faculty members are responsible for developing the next generation of policy makers and business leaders. “I hope to encourage students to develop the skills and foresight necessary for success in their careers and in their capacity to do social good,” she added.

The Gary C. Cornia Lecture Series Award is presented annually by the Romney Institute. The lecture series aims to host distinguished scholars from outside BYU Marriott to help broaden and refine the influence of the Romney Institute.



entrepreneurship minor are designed to give students complementary skill sets that they might not learn in any other way as a BYU student.”

The entrepreneurship minor is completed by taking 17 credit hours from a list of required and elective courses, which cover a wide range of entrepreneurship principles. Regardless of which classes students pick, the minor is designed to be experiential so that students can begin to work on actual business ideas as they progress through their classes.

Real-Life Practice in Human Resources



Seniors in the human resource management (HRM) program at BYU Marriott gain valuable industry experience through a unique class. HRM 421: HRM Implementation pairs students with companies and asks students to help solve workplace problems. This hands-on approach to learning is designed to help seniors sharpen résumés and learn valuable skills.

At the beginning of each semester, **Gibb Dyer**—O. Leslie and Dorothy Stone Professor of Entrepreneurship, academic director of the Ballard Center for Social Impact, and teacher of the course—divides students into teams of four to six. Each team in this seniors-only class is then assigned a company, which provides a problem happening in their workplace. “My students work with companies all over the world,” Dyer says. “The teams gather data about their assigned problems and prepare presentations for the clients at the end of the semester.” Students present on why the issue occurs and offer potential solutions.

Dyer says working with real companies on meaningful projects is a valuable way for students to gain experience. Students tackle projects designed specifically for the world of human resources, which helps them learn industry-specific skills.

Creating Social Impact Through Updated Minor



BYU students seeking to make a difference in the world don't need to choose between a fulfilling career or a well-paying profession. **Todd Manwaring**, director and founder of the Ballard Center for Social Impact, says that across the world, nonprofit organizations are merging with corporate businesses to maximize the long-term positive impact created through philanthropy. This adjustment has created the need for updated academic instruction, and the Ballard Center, combined with the Romney Institute of Public Service and Ethics, is rising to the challenge.

The nonprofit management minor offered through the Ballard Center and Romney Institute has been updated to prepare students to be leaders in social impact. Prior to the recent update, the minor focused on teaching students about administrative roles within the nonprofit sector. Now all BYU students enrolled in the minor can learn the skills necessary to create meaningful change in their careers through an increased focus on social impact.

Manwaring is excited to see the lasting effect the updated minor can make in students' lives. “The development world is merging into several organizations, not just nonprofits,” he says. “The updated curriculum enables students to become leaders in social impact since this kind of instruction is ahead of its time.”

To lay the foundation of the minor, BYU Marriott assistant professor **Dan Heist** is teaching two new required courses, MSB 376: Social Impact: Leveraging Organizations and MSB 378: Evaluating Social Impact. The curriculum teaches the skills required to succeed in the changing sphere of social impact through advanced methods such as human-centered design and the social impact cycle.

Updates to the minor focus on teaching students how to create sustainable change in nonprofit, government, and corporate social responsibility sectors. “Our curriculum is staying ahead of what is happening in the industry since social impact is an emerging field,” says Heist. “BYU Marriott is at the forefront of that field.”

The updated minor also focuses on emerging social impact trends through two additional classes, MSB 375: Social Impact: Do Good Better and MSB 377: Human-Centered Design Thinking for Social Impact. In these courses, students conduct a semester-long research project on a social issue of their choosing. Students work to analyze and build upon solutions to social problems, becoming competitive leaders and changemakers in the evolving world of social impact.

All BYU students interested in solving social problems can enroll in the minor. “Updates to the minor help students from any major recognize that they can be an active part in creating solutions,” says Manwaring. “The minor currently serves students from more than 168 majors across campus, and each student's unique skills and interests are crucial to solving unique problems. BYU Marriott aims to produce careful thinkers and active participants in social impact.”

Renewed Focus on Religious Freedom

As a faith-oriented school, BYU Marriott incorporates religious principles as a fundamental part of students' learning. This unique component of a BYU Marriott education was magnified in 2021 as visiting fellows from the Religious Freedom and Business Foundation (RFBF) helped students understand how they can foster religious freedom and diversity in the workplace.

The RFBF fellows' visit was arranged by **Brigitte Madrian**, dean of BYU Marriott. Madrian met members of the RFBF at a recent conference and, inspired by their work, invited the group to Provo.

The RFBF fellows spoke to BYU Marriott students about how companies and institutions value diversity, unity, and belonging. Brian Grim, president of the RFBF, hopes more business leaders will include religion in their definitions of diversity and belonging.

"Not enough people understand the big changes happening in corporate America, where religion is now a part of diversity," says Grim. "Many companies have a growing movement of allowing employees to bring their whole souls to work, not just their whole selves." The mission of the RFBF is to help both employers and employees understand how to be comfortable and effective with incorporating religious diversity in the workplace.

Grim says teaching the RFBF's principles at BYU Marriott was a natural fit because of the importance of faith to the school's curriculum and to the student body. "Faith is an integral part of students' lives here," he adds. "Students are looking to careers where they can incorporate their faith and apply their beliefs."

BYU Marriott students learned from the RFBF fellows through class presentations, workshops, and focus groups. As a result, students say they now know more of what to look for when choosing employment. "Company culture has always been a big priority for me when searching for a job, including learning how women and people of color are treated," says **Senah Park Kearl**, a senior from Herriman, Utah, and copresident of the BYU Marriott Student Council. "The RFBF fellows opened my eyes to also including religious freedom as something I should prioritize when looking at companies."

BYU Marriott leadership's goal is for the RFBF lessons to be valuable to students both in the classroom and in their careers. BYU Marriott



associate dean **John Bingham** wants students to be examples of diversity, unity, and belonging wherever they are—even after graduation.

"Our school leadership hopes that upon leaving BYU Marriott, students will have the desire to create or join employee resource groups (ERGs) focused on religious diversity in the organizations where they work," Bingham says. He explains that ERGs are prevalent in many companies and are designed to help coworkers discuss how to protect and support everyone in a company, no matter their backgrounds.

While the RFBF fellows were on campus for only a month, BYU Marriott looks forward to the continuing impact their visit will have on students. "The RFBF fellows' visit will be the beginning of a larger conversation about religious freedom at BYU Marriott," Bingham says. "The connections made between the RFBF fellows and the BYU Marriott community raised awareness about the powerful vehicle religion can be for fostering moral, ethical, and socially beneficial practices across all different types of organizations. Our faculty and students' vision of what is possible in the workplace as religious freedoms become more prevalent and influential has expanded as a result of this collaboration."

Topics include recruiting, training new hires, and creating positive work culture.

Dyer says students taking HRM 421 also receive valuable experience through mentorships. BYU Marriott HRM alumni and other high-level human resource managers share guidance, career advice, and industry knowledge. This mentorship allows seniors to receive direction as they prepare for full-time jobs after graduation.

One of Dyer's favorite aspects of the class is the unique curriculum. HRM 421 is designed entirely by the students. Each team prepares a proposal at the start of the semester that outlines what students

will be graded on, what exams—if any—will be required, and more. The class then votes on which proposal is best along with which topics they want Dyer to teach. The goal behind this teaching method is to help students prepare for the field while also learning new skills to implement in their various projects.

Honored Alumnus Talks Solutions

Homecoming week at BYU is an annual tradition celebrating the university's connection with students and alumni. As a part of Homecoming 2021 celebrations,



BYU presented an Alumni Achievement Award to **Brandon Robinson**, a 2009 BYU Marriott MBA graduate. Robinson received the award

for his distinguished career in the financial service industry and his efforts to serve his local New York City community.

Robinson is the current deputy chief administrative officer of J.P. Morgan Asset Management and CFO of Global Alternatives for the company. In his role, Robinson helps J.P. Morgan invest

in companies run by women and other diverse groups around the world.

Outside of work, Robinson advocates for improved educational systems for underrepresented communities in New York City. He also serves as chair of the Advisory Board on Race for the BYU Marriott National Advisory Council. In addition to his MBA degree, Robinson holds a bachelor's degree in political science from BYU, which he completed in 2005.

As part of receiving the award, Robinson gave a lecture to BYU Marriott students and faculty titled, "Where Do We Go from Here: A Perspective on RACE (Religion, Academia, Community, and Economics)." In his lecture, Robinson explained how minorities, specifically Black Americans, are disadvantaged in those four categories. He then provided specific solutions to those challenges that everyone can incorporate into their lives. These solutions include planning service projects with church groups, reading books with new perspectives, volunteering for local nonprofits, and investing financial assets as individual circumstances permit.

STUDENT NEWS

Four Top-Ranked Finishes at National HR Competition



Two student teams from BYU Marriott traveled to Purdue University in West Lafayette, Indiana, and walked away with four top-two finishes at the Purdue HR Case Competition in November 2021. The annual competition tasks human resource students from across the country with

presenting an analysis of a prevalent HR issue. In 2021 teams dealt with labor attraction and retention problems at manufacturing plants in the Midwest.

Hosted by Purdue's Krannert School of Management, the competition featured graduate and undergraduate divisions. BYU Marriott's MBA team won first place in the graduate division, receiving a \$2,500 prize. The undergraduate team finished second, earning \$1,000. **Jeff Sundwall**, a junior in the human resource management (HRM) program, and first-year MBA student **Sara Isom** were recognized with best presenter awards and \$250 each.

The team of MBA students was led by second-year MBA student **Gabriel San Martin**, who is from New York City. He was joined by first-year students **Ron Howell**, from Youngsville, North Carolina; Isom, from Provo; **Katya Mokhnatkina**, from Yekaterinburg, Russia; and **Josh Spencer**, from Dallas, Oregon. The group was advised by **Troy Nielson**, BYU Marriott professor of organizational behavior and human resources.

The undergraduate team of HRM students consisted of Sundwall from Alpine, Utah, and fellow junior **Kayla Funk** from Springboro, Ohio. Seniors **Carson McCracken**, also from Alpine; **Becca Rasmussen** from Columbus, Ohio; and **Amelia Phillips Ricks** from Lehi, Utah, comprised the rest of the team. The undergraduates were advised by **Cody Reeves**, associate professor of organizational behavior and human resources at BYU Marriott.

Teams had one week to prepare a solution for dormakaba, a company that produces security equipment and has manufacturing locations near Purdue. Company officials explained to competitors that they struggle to attract and retain quality talent. They asked students to analyze the problem and provide recommendations for solutions.

Both BYU Marriott teams spent more than 50 hours over the course of one week poring over data and conducting external research. Each group's hard work culminated in a presentation for a panel of judges, which consisted of representatives from dormakaba and other industry professionals. As competition winners, the MBA team will also get the

opportunity to present its recommendations to dormakaba executives.

"Case competitions like these are a wonderful simulation of strategic HR work," Reeves says. "Our students demonstrated that they are ready to take on even larger challenges as young professionals."

Students Receive Paul Morris Marriott Scholarship



Seventeen students received this year's Paul Morris Marriott Business Management Scholarship, given to BYU Marriott students who demonstrate a strong work ethic and a dedication to service.

The scholarship was founded by Rebecca Marriott Champion in 2010 to honor her father, Paul Morris Marriott, who was a vice president at Hot Shoppes Inc. (which later became Marriott International) and who helped grow the In-Flite catering division of the company.

Recipients include **Jessy Barrera Moro**, **Tayea Chun**, **Marcus Corbett**, **Luke Dance**, **Brittney Ellis**, **Anya Griggs**, **Tansy Hale**, **Morgan Hall**, **Daniel Heaton**, **Spencer Jones**, **Allie Peery**, **Jessica Searle**, **Noble Smith**, **Garen Steed**, **Andrew Stewart**, **Joseph Whiting**, and **Isaac Willyerd**.

Pictured are Whiting, Eliis, Willyerd, Barrera Moro, and Heaton.

Alumni News

MANAGEMENT SOCIETY



Entrepreneurial Examples

On July 29, 2021, the Uruguay Montevideo Chapter hosted “Hand in Hand with Successful Entrepreneurs” to help its members learn about the process of starting their own businesses and finding continued success in entrepreneurial ventures. More than 100 participants joined the presentation via Zoom and the chapter’s YouTube channel.

During the evening, Uruguayan entrepreneurs Ángel Gabriel Martínez, who founded refrigeration and air conditioning company Agrofrío Refrigeración in 2007, and Víctor Daniel Lattaro, owner of industrial chemical supplier Labon SRL since 2001, shared personal experiences and talked about principles they have learned as business owners.

Martínez encouraged attendees to be passionate about what they do, to understand and apply accepted financial practices, and to be disciplined—a quality he finds even more important than intelligence.

Lattaro said that anyone with vision and discipline can be an entrepreneur, and he encouraged participants to focus on possibilities rather than restrictions. He also counseled students that when difficulties come in a business, it is important to stop and take time to understand what is happening in the market before choosing how to respond.

Both entrepreneurs stressed the importance of ethical business practices. “Be completely honest,” stated Lattaro, “with yourself, with your family, with God, with your customers, suppliers, and competitors.”

Roberto Patrone, president of the Montevideo chapter, says attendees appreciated hearing how the two entrepreneurs have found success in business while following the principles of the gospel. Jared Gonzalez, a blacksmith who has worked independently for 20 years, adds that the speakers were motivational. “They gave us good advice, and we left with the feeling that we can do it,” he says.

Insights from the Real World

Filipino students recently had the chance to learn about the business process outsourcing (BPO) industry during a virtual information session that was jointly sponsored by the BYU Management Society’s Philippines Chapter, the BYU–Hawaii Career Services department, and the BYU–Hawaii Philippines Alumni Chapter.

The featured speaker at the event was Allen Aguilar, a BYU–Hawaii alumnus who works in the Philippines as a senior manager for payroll company ADP. Aguilar explained the BPO industry to participants then shared ideas about opportunities and possible careers BPO companies in the Philippines have to offer.

These types of events are important, notes Keni Kalama, manager of BYU–Hawaii Career Services, because alumni such as Aguilar who have been working in industry in their home countries “provide much-needed insight and can help build

the students’ confidence as they prepare to enter the workforce after graduation.”

Banjoe Calma, a BYU–Hawaii student from Pampanga, Philippines, who is double majoring in business management and psychology, also appreciated Aguilar’s counsel on the importance of networking. “I felt inspired to increase my connections to people here on campus or in other fields because these networks will have a significant influence on my professional life and career,” he says.

CLASS NOTES

1969



Van Peterson began his career as an auditor for national CPA firm Lybrand, Ross Brothers & Montgomery in Houston, but after only

a year, his boss asked him to function as the office’s HR manager and director of recruiting. After spending 10 years in this type of role, Peterson gained experience with other businesses and then started his own recruiting firm focused on accounting, which he ran successfully in Texas for two decades. Peterson earned a BS in business education from BYU Marriott in 1969 and an MBA from the University of Utah in 1971. He taught accounting classes at a local community college; coached youth baseball, basketball, and soccer teams for many years; and was a high school football official. Now retired, Peterson and his wife, Lynn Potter Peterson (also a BYU alum), reside in Queen Creek, Arizona. Peterson enjoys walking, reading, listening to podcasts, and spending time with the couple’s 4 children and 14 grandchildren.

1981

After completing a BA in economics at BYU in 1979 and an MBA at BYU Marriott in 1981, **Doug Clark** joined Southwestern Bell Telephone Company as an economic analyst. He worked for the company for the next 33 years in research, marketing, and compliance roles as the business went



Young Professionals Career Engagement Program

The best jobs often don't come from applying to a job posting but through contacts and networking. To help young adults capitalize on that fact, the BYU Management Society introduced the Young Professionals Career Engagement Program during its annual Fall Leadership Conference in Provo. Since then, chapters in Africa, Asia, Latin America, the UK, and the US have taken steps to implement this new mentoring system.

The Young Professionals Career Engagement Program came to the global management society via the Colorado Springs Chapter, which has used the program successfully for the past several years. When BYU Management Society executive director **Jason Brown** heard about the program, "I was just blown away by how thought out and organized it is, and how much impact it has on students," he says. "Mentoring students and young professionals is a big part of what we do in the management society, which is why we want other chapter leaders to be aware of the program and hopefully want to adopt it in full or in part."

The program was the brainchild of Scott Pann, a management society regional director and past president of the Colorado Springs Chapter. When he and his wife, Debi, were called as multistake young single adult advisors for The Church of Jesus Christ of Latter-day Saints nine years ago, Pann noticed that young adults often struggled with the transition from their formal education years to a substantive career. He offered to develop a career engagement program similar to one he had volunteered with at a local university—one that would help young adults gain confidence and jumpstart their careers. Church leaders were enthusiastic about the prospect, but because it wasn't an official Church program, Pann turned to his management society chapter to act as sponsor.

The Young Professionals Career Engagement Program differs from more-traditional employment programs in that it gives students opportunities to connect with and learn from highly successful professionals. It is open to both single and married young adults between the ages of 16 and 30, and it has two areas of focus.

In the Introduction to a Professional track, young adults can explore a variety of career options by meeting with professionals to get information, advice, and insights to help them discover if a profession is a good fit for them.

The more extensive Career Coaching program is for young adults who are nearing the end of their academic work—either in trade school or college—or who have recently graduated. These young adults are assigned a mentor who coaches them in critical areas such as fine-tuning their résumés and cover letters and practicing interviewing. Perhaps



even more important, the mentor introduces young adults to successful professionals within the field they are pursuing—real decision makers such as CEOs, department heads, and division managers.

In both tracks, the informational interview is a key component. As students prepare for and conduct interviews with numerous professionals, "it's as if their eyes are opened," explains Pann. "They begin to understand the various things they can do with their degree. And what often happens is that they'll get to the end of an informational interview and that business leader will say, 'You seem like an impressive individual. Would you be interested in applying for a position in our company?'"

Brown acknowledges that the one-on-one nature of the program requires effort, but he also emphasizes that every part of the program can be customized to fit the resources of individual chapters. The overarching goal, Brown notes, is "upping our game and increasing our understanding of how to mentor students and young professionals."

To ease the workload, the BYU Management Society has prepared a website, byums-mentoring.byu.edu, with materials to help chapter leaders launch the Young Professionals Career Engagement Program: instructional videos, guidebooks for participants and career coaches, sample emails, and links to external videos and articles; Spanish, French, Portuguese, and Mandarin Chinese translations of these resources will be added in the near future. But perhaps most compelling are the website's testimonials from young adults who've participated. "It's so rewarding to hear their stories and see the impact this program has," says Pann. "That makes the work all worth it."



through numerous multibillion-dollar mergers on its way to becoming the current AT&T. Clark's most recent position was director of corporate compliance for AT&T,

where he designed and successfully executed a four-year compliance program that resolved outstanding federal complaints regarding the company's sales, pricing, and provisioning practices. Since retiring in 2014, Clark and his wife, Michelle Thackeray Clark, have completed missions

for The Church of Jesus Christ of Latter-day Saints in Ghana and in Liberia, where they served as mission leaders. They currently lead the service missionaries in the Dallas-Fort Worth area. The Clarks have five children and nine grandchildren and reside in Keller, Texas.

A Hand of Hope

When **Frank Magaña** was a student at BYU, he remembers walking by the sign “Enter to learn; go forth to serve” every day when he entered campus. “I was inspired by it,” he says, “and I thought it truly should be the reason behind why we do what we do as humans. We enter whatever institution we’re part of to learn, with the purpose of serving others.” That motto has become a guiding principle in Magaña’s life, both professionally and personally, and it has provided a focus that has made him a force for change in low-income and underserved communities.

Magaña grew up on Chicago’s west side, part of a community of Hispanic immigrants who worked long hours at low-paying jobs just trying to make ends meet. He knew that people in his area were struggling—but that things were even worse in the neighborhood just across the tracks. “I would look out the car window and wonder why there was so much blight,” he recalls. “I think that was the beginning of my interest in trying to find ways to help.”

Magaña took that interest to BYU, where he earned a BA in history in 2007. He was drawn to the major because he wanted to understand, as he says, “who I was, where I came from, why the world functioned the way it did, and why some folks were left behind while others weren’t.” After graduation, he worked as a legal assistant for a corporate litigation firm in Washington, DC. He soon realized that what truly interested him about the job was the pro bono work, especially cases that involved helping refugees seek asylum and defending women who were victims of violence.

With confirmation that his future lay in helping underserved communities, Magaña entered the MPA program at BYU Marriott to hone his skills. After completing his studies in 2013, he became director of operations for a nonprofit in Salt Lake City that focuses on helping Latino students graduate from high school, enroll in college, and prepare for careers.

The position proved pivotal. It was there that Magaña gained expertise that led to his appointment in 2015 as a board member for Wallace Stegner Academy, a top-notch charter school on Salt Lake City’s west side that serves an ethnically and economically diverse cohort of students. He also learned about the community reinvestment space within banking; impressed with the impact it had on low-income communities, he entered the field in 2015.

Magaña is now a community reinvestment credit manager for Ally Bank, an online bank headquartered in Sandy, Utah, and is responsible for investments in companies that help build affordable housing and revitalize low-income neighborhoods. Through the bank, he also has opportunities to reach out directly. In 2020 he helped create a financial literacy course for The Other Side Academy, a nonprofit residential program that helps formerly incarcerated individuals transition back into society. During the yearlong course, bimonthly classes are paired with a savings-match program from Ally Bank. Now a volunteer instructor, Magaña is seeing the fruits of his labors firsthand: his students leave the program not only with money to help them obtain an apartment, buy a car, or pay college tuition but also with newfound confidence in their ability to manage that money.

In the relatively few years since he left BYU Marriott, Magaña has become a champion for struggling communities, just as he envisioned as a youth in Chicago. Where does he go from here? “I’m not exactly sure,” says Magaña, “but I know I want to continue to create impact in low-income areas. My objective is to use everything I’ve learned to increase that impact and increase my quality of service. Whatever the future holds, I want to be ready for the opportunities that come.”



1988



As accounting director for the Dow Chemical Company, **Paul Pierce** provides accounting and finance support for the company’s chief

technology officer, chief information officer, and head of purchasing. During his career, Pierce has also been a finance manager and a controller for Dow. He has been a key contributor to numerous projects that have resulted in cost savings and operational efficiencies, including designing and helping to implement the company’s innovation value tracking and reporting process. Pierce found his passion for accounting early, while taking introductory classes in high school and at BYU and while serving as financial secretary during his full-time mission. He earned his BS in accounting in 1986 and his Macc in 1988, both from BYU Marriott. Outside of work, Pierce enjoys serving in the Church, coaching his sons’ basketball teams, and visiting Yellowstone National Park. He and his wife, Sharon, live in Midland, Michigan. They have 10 children and 5 grandchildren.

1994



Nattaly Jeter, a 1994 BYU Marriott management alumna, worked in sales and marketing for several years before returning to school

at Southern Utah University (SUU) to earn her Macc in 2002. She then worked for McGladrey & Pullen and EY before moving to BDO USA in 2009. As director of national assurance at BDO, Jeter is responsible for international financial reporting standards (IFRS) conversion services for numerous publicly listed and privately owned entities. She also carries out audit and review assignments that have dual-reporting requirements under IFRS and US general accounting principles. Jeter has authored and delivered a wide range of IFRS training courses both nationally and internationally, and she completed a secondment working with BDO’s global head of IFRS in the company’s London office. Jeter serves on the national advisory board at SUU’s Dixie L. Leavitt School of Business. She and her

husband, Chris, have five children and three grandchildren and live in Las Vegas.

2003



Work was either feast or famine when **Michelle Affleck Erickson** was employed at a small remodeling company.

After seven years there, she wanted a career that had more stability, better benefits, and room for advancement. She found that opportunity at Loveland Water and Power, where she has worked as a technical specialist for water and wastewater utilities since 2012. In 2020 Erickson completed a 10-year residential water use study, which led to a reduction in water rights requirements for future development. She also compiled the city's 2020 water-efficiency plan. Erickson, a 2003 management alumna, lives in Loveland, Colorado, with her husband, John. She has two children and four stepchildren and is learning sign language so she can better communicate with her hard-of-hearing son. She enjoys drawing and was named reserve grand champion in the open division at the Larimer County Fair for her charcoal drawing of a waterfall.



Helen Parsons Orme credits a "lucky" assignment during an internship at Mars Inc. as the catalyst to her future career. The

knowledge she gained doing accounting for cocoa futures transactions helped her land a spot in the financial analyst training program at Freddie Mac, which in turn led to a position as a vice president at Credit Suisse, where she was responsible for emerging markets in Latin America. She currently works as codirector of portfolio strategy for Ensign Peak Advisors, which manages investment reserves for The Church of Jesus Christ of Latter-day Saints. Orme earned a BS in management with an emphasis in finance from BYU Marriott in 2003 and a master's degree in quantitative methods in social sciences with an emphasis in economics from Columbia University in 2008. She and her husband, Eric, reside

in Salt Lake City with their two sons. Orme enjoys skiing, mountain biking, and climbing, and she has summited Mount Kilimanjaro.

2009



Service and relationship building have always been important to **Skyler Beck**; he also enjoys an active lifestyle. That makes

his recent appointment as parks and recreation director for the city of Manitou Springs, Colorado, "a great blend of the things that matter most to me," he says. Beck earned a BS in recreation management and youth leadership from BYU Marriott in 2009 and an MPA from the University of Nebraska Omaha in 2013. He has previously worked in recreation management for the cities of Council Bluffs, Iowa, and Boulder, Colorado. At the beginning of the COVID-19 pandemic, he managed the public health response for the city of Westminster, Colorado. He has also held volunteer leadership roles with several associations and nonprofit organizations related to parks and recreation. Beck and his wife, Rebekah, have four children. In his free time, Beck enjoys hiking, skiing, paddleboarding, and coaching his kids in sports.

2013



"I was driven to study finance because I wanted to understand the 2007-08 financial crisis that affected my family and friends,"

says **Phoebe Davis Weight**. She sees having a strong grasp of basic financial principles as an important life skill, and she finds it rewarding to help others improve their financial awareness. Weight graduated from BYU Marriott with a BS in business management with an emphasis in finance in 2013. She worked at PwC for two years before moving to global investment firm KKR, where she is currently a senior manager and oversees the valuation process of private equity deals for quarterly reporting and earnings releases. She also collaborates with the company's tech and data teams on strategic projects. Weight enjoys golfing, walking on the

beach, and watching NBA games with her husband, Oliver. The couple, who are parents to a baby boy, recently relocated from New York City to New Canaan, Connecticut.

2015



Video-sharing apps have taken the world by storm, and **Hongyi Wang**, a 2015 management grad, is on the cutting edge of the

industry. Wang is a project manager and business development manager for Kuaishou (known internationally as Kwai), a leading community and social platform and a pioneer in the short video industry. She manages top-priority strategic projects across the company, facilitates business cooperation with key partners such as China Central Television (CCTV), and assists in managing a team of 200 people. Her proudest accomplishments include completing a Chinese New Year project with CCTV and Chinese superstars and managing Kuaishou's ongoing Olympic Games project. "I miss BYU Marriott and am grateful for my time there," she says. "I am able to apply everything I learned to daily business practice." Wang currently resides in Beijing and enjoys cooking and shopping. Before returning to her native China, she interned at Goldman Sachs and worked for PwC in New York City.

2018



Austin Hoyt had long wanted to work in the healthcare industry to make patients' lives better, so when he

found an online application for Cardinal Health's leadership development program, he was quick to apply. Cardinal Health is a global company that provides medical products and pharmaceuticals to hospitals and patients at home; it also delivers cost-effective solutions that make the supply chains for those products run more efficiently. Hoyt, a 2018 global supply chain management grad, was the first applicant accepted into the company's manufacturing leadership program. He now works as a process engineer with Prisma Health focusing on

An Entrepreneur in Entrepreneurship



Julie Melville Hite crosses lines—in positive ways. One critical boundary is the unique way in which she and her husband, Steven, embrace “responsibilities rather than roles,” Hite says. This philosophy has given them the needed flexibility for balancing their family and careers. “I’ve been entrepreneurial since way back,” Hite says. After her BYU graduation in 1980, she created a typing business while Steven

completed his master’s degree at BYU. With two young children in tow, they moved to Boston in 1982 for Steven’s doctoral studies at Harvard. “I added the cutting-edge service of word processing to my typing business. Almost no one had computers yet,” Hite says. “With Steve as my employee, we began selling and setting up computers in people’s homes, and I provided corporate software training.” When Hite created this entrepreneurial path, she became a very early computer adopter and one of only a few WordPerfect-certified instructors in the Boston area.

After eight years, three more children, and a move to Arizona, Hite was accepted into the MBA program at Arizona State University. However, her life took a different direction when her husband accepted a job offer as a BYU faculty member. In Provo, Hite began another entrepreneurial venture to publish and distribute a book. Then when Steven brought home a brochure about BYU Marriott’s master of organizational behavior program, which has since been discontinued, Hite decided to apply. She negotiated a part-time path to completing her degree in 1995, crossing the line between two cohorts.

Hite then capitalized on her multitasking mother-and-scholar momentum and pursued a doctoral degree in strategic management at the

University of Utah. With her focus on new business creation, a relatively new research field at the time, one could say she was an entrepreneur in entrepreneurship. “My strategy professors didn’t care for the term *entrepreneurial firms*, as entrepreneurship was seen as a stepchild to strategy back then,” Hite says. “So I used the term *emerging firms* to legitimize my research in entrepreneurship. After I graduated in 1999, everyone wanted to start an entrepreneurship program.” Hite accepted a visiting professorship at the University of Utah for that purpose.

In 2000 Hite returned to BYU as a professor of strategic organizational leadership in the BYU Department of Educational Leadership and Foundations. She crossed academic boundaries in her application of strategic leadership to education. For example, the No Child Left Behind initiative altered the organizational strategies, structures, and cultures of schools. Hite was well positioned to prepare school administrators for this new path because of her unique experience studying organizational behavior, social networks, and strategic management.

Hite and her husband were one of only a few faculty couples working in the same department at BYU. They jointly researched and published in academic education journals and were both Fulbright Senior Research Scholars in Delhi, India. They also led joint field research in international education in Uganda over several years, taking more than 120 students as research assistants.

In 2006 the couple cofounded the Orem-based nonprofit charity TRUE Africa to improve educational opportunities for vulnerable Ugandan children. Hite serves as vice president of finance and operations. “With Steve’s expertise in international education development and my expertise in strategy and entrepreneurship, combined with our Ugandan experience and educational networks, it became clear that together we were uniquely positioned to make a difference there,” she says.

TRUE Africa provides educational and humanitarian sponsorships to orphans and other vulnerable children. “We operate entirely on volunteer efforts, enabling 95 percent of every dollar donated to go toward program services,” Hite says. “We work with volunteers here, including BYU interns, students, Eagle Scouts, families, school and church groups, donors, sponsors, et cetera, to raise funds for program services. It’s extremely fulfilling because we—sponsors, donors, and volunteers—all know we are genuinely making a difference.”

cost-reduction and patient-innovation projects in a hospital system. He lives in Greenville, South Carolina, with his wife, Kristine (whom he met while they were both serving as full-time missionaries in Denver), and their son. A former BYU offensive lineman, Hoyt volunteers as a part-time youth football coach for an inner-city league.

2019

Skills that **Will Pham** learned in BYU Marriott’s strategic management



Walt Disney Company after he graduated in 2019. Pham’s first assignment was in strategic events and meetings, where he managed elements of the *Star Wars: Galaxy’s Edge* grand opening as well as Disney’s Friends and Family 5K. In a subsequent PI rotation, he was a revenue

program, such as innovation and creativity, were key to his being accepted into the professional intern (PI) rotation at the

management analyst for Disney Cruise Line until COVID-19 put the industry on hold. Pham now works as a corporate financial analyst for Vivint Smart Home in Salt Lake City, and he and his wife, Shelbi, live in South Jordan, Utah. Avid hikers, they have explored trails in Glacier, Grand Teton, Yellowstone, Rocky Mountain, and Mesa Verde National Parks and many locations throughout Utah. Pham previously volunteered as a Vietnamese tutor, an international student mentor, and a pug foster parent.

