BYU MARRIOTT SCHOOL OF BUSINESS

2023 Annual Report

BYU MARRIOTT SCHOOL of BUSINESS

VISION

We aspire to transform the world through Christlike leadership.

MISSION

We develop leaders of faith, intellect, and character.

VALUES

Faith in Christ

Integrity in Action

Respect for All

Excellence

GUIDING PRINCIPLE

Centered on Students

BYU Marriott is known for its mature, committed, and optimistic students. Their resilience is rooted in faith-strengthening and problem-solving experiences that are guided by professors who understand students' divine potential. In this report, we showcase how learners become leaders with a higher purpose—caring stewards who know that a diploma is only the beginning of an education.

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Leading to a Greater Purpose

Creating a culture where trust, talent, and ideas thrive is a leader's most important job. Inspired by the model of Christ's leadership, BYU Marriott prepares students to motivate and mobilize people to a greater purpose. Our graduates are known for being grounded and optimistic, and their integrity and sense of responsibility run deep. Wherever they go and whatever jobs they tackle, they transform individuals, teams, organizations, and communities.

Partnering with local company Vivint, hundreds of BYU Marriott students and friends shopped for and wrapped gifts for families in need. In conjunction with other Sub for Santa events, these efforts provided more than 4,000 kids across Utah with nearly 27,000 Christmas gifts. ▶

A+ Placement

By Shannon Keeley

Photography by Nate Edwards

BYU MARRIOTT'S STELLAR PLACEMENT RATE *is the payoff for the dedicated efforts of everyone involved in BYU Marriott's Business Career Center.*

Although Jerry Chiang arrived in Provo a few days early for the fall 2023 semester, he was also late. Job recruiting season was already heating up, and Chiang realized that finding a postgraduation job was just as important as finding the classrooms for his accounting courses.

Chiang's first visit to the Business Career Center (BCC) at the BYU Marriott School of Business quickly turned into a job placement strategy session. With grit and lots of guidance, Chiang dove in. A few weeks later—before the fall leaves had even turned—Chiang had two job offers in hand. He accepted a position at Deloitte in San Francisco that will begin after he graduates with his master of accountancy degree in 2024.

"Everyone in the BCC has been so proactive," Chiang says. "The main reason I have the job is because of the BCC."

Chiang's story is extraordinary—and at the same time, it's typical. Every year about 500 unique companies come to BYU Marriott to hire in a process that's intense, fast paced, and often very rewarding. Within three months of April 2023 convocation, 96 percent of the 1,434 graduates seeking full-time employment had jobs. In fact, the job placement rate has stretched upward of 90 percent for the past decade, even amid growing enrollment, a pandemic, and an ever-shifting job market.

How does BYU Marriott place nearly all of its students in good jobs at good companies year after year, often outperforming prestigious schools with much higher price tags? While the code may never be precisely cracked, three key factors play into the equation: a career center that stands by students, alumni who stand up for BYU, and graduates who stand out wherever they go.

STEVEN & GEORGIA WHITE
BUSINESS
CAREER CENTER
BYU MARRIOTT

Students at the Center

The BCC—with its 11 interview rooms, 20-seat conference table, and cupboard for stashing backpacks before students meet recruiters—is a place where deals are made and dreams come true. But 30 years ago, this space on the fourth floor of the Tanner Building was simply a business library.

When Bill Brady, who directed the BCC from 1994 to 2006, heard that the business library would be integrated into BYU's main library, he proposed creating a dedicated career center for business students. "I knew early on that successful career services offices had their own facilities with interview and presentation spaces," says Brady, who also served in the leadership of the first national organization for business-school career services. Brady was followed at the BCC by directors Jim Engebretsen and then Mike Roberts, who continued expanding the center.

Sam Dunn, the current director, says career service professionals are eager to collaborate with their counterparts at other universities. "The information sharing is terrific," Dunn says. "People are very willing to talk about the challenges and their solutions. I have tried to do the same. I have recognized, though, that we're in a unique position at BYU."

Miguel Pomar, BCC associate director over employer engagement, notes that the center's structure is what sets it apart. "In most career centers, professionals lead the effort," he says. "In our center, students help lead the work, and that is unique and different. That's one of the most important ingredients for our success."

From the start, student employees at the BCC outnumbered professionals. When Brady started in 1994, there were four student employees and three full-time employees, including himself. Now, the center employs 83 students and 19 professionals.

Entrusting student employees with high-profile business relationships might seem risky, but when recruiters visit campus, they say to Pomar, "You guys are running a mini army. They're all professionals."

Through extensive onboarding and cross-training, student employees are empowered to support outreach efforts; they even work to improve existing relationships with companies. "It doesn't matter who a recruiter connects with," Pomar explains. "They will always receive very high-level service. We want them to feel as if they're coming to the Ritz-Carlton."

Student employees deliver this high-level service as they help execute hundreds of recruiting events every year, including career fairs, conferences, tabling events in the Tanner Building lobby, and information sessions hosted by companies. The center also offers guidance on résumé writing, interviewing, and salary negotiation, and the student employees help connect business students with these services.

This student-centered system doesn't just connect business students with jobs—it creates jobs. As Dunn points out, "The BCC provides experiential-learning opportunities for the students who are on the team, helping them prepare for their own careers while they help their fellow students."

Alums Who Advocate

Alumni are "the secret sauce when it comes to placement," Dunn says.

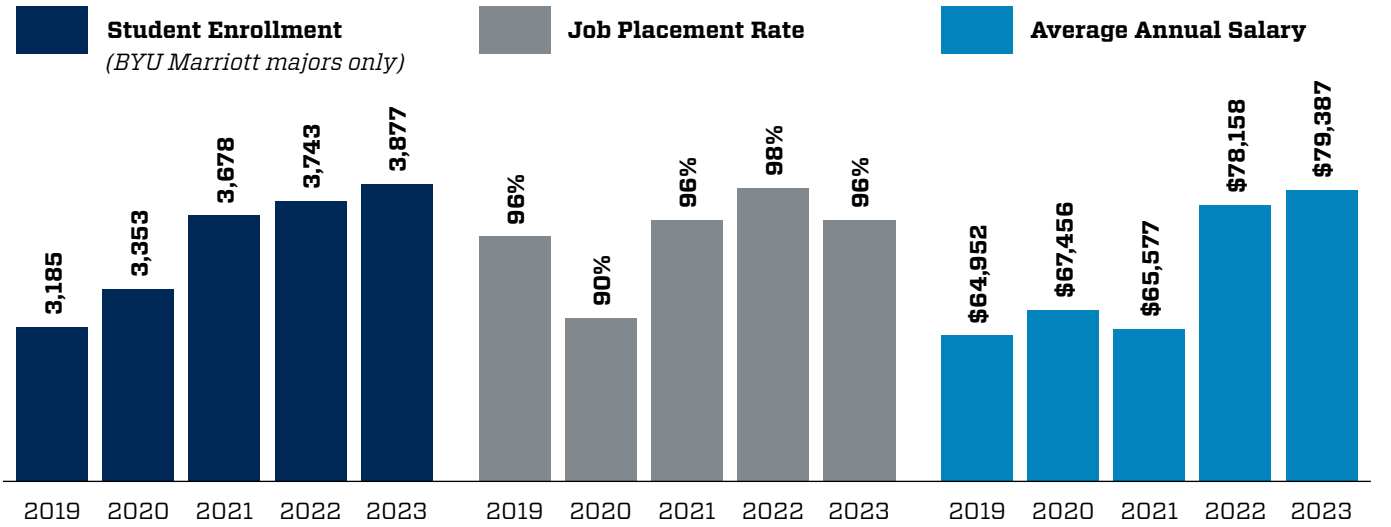
And Pomar agrees. "If a company is all of a sudden showing interest, it's typically because somebody who is connected to BYU at their company said, 'Would you consider recruiting from BYU? Let me tell you why you want to.'"

Copeland, a global climate-solution leader, is a good example of this process. Headquartered in Ohio, Copeland has primarily recruited from regional schools in the Midwest. Until Dan Smith, a Copeland employee who had attended BYU, spoke up.

Smith and a BYU Marriott MBA alum helped connect Pomar with one of Copeland's HR representatives. In a series of exchanges, Pomar shared more about the caliber of BYU Marriott students—including that 60 percent of students speak at least two languages. When the recruiter learned about the service BYU students give and the commitments a Church mission entails, she was blown away, Pomar recalls. Copeland has added BYU to its list of campuses to consider as it looks to fill 120 spots—with Smith now visiting campus to help recruit.

"Alumni are the pillar," Pomar says. "They want to pay it forward. Somebody helped them, so they turn around and reach back to help out somebody else."

This commitment to paying it forward runs deep for members of the newly formed Young Professional Advisory Council (YPAC), composed of 40 alums who graduated 2 to 10 years ago. YPAC members share their placement stories



Enrollment Growth
2019–2023
21.7%

Average Placement Rate
2019–2023
95.2%

Average Salary Growth
2019–2023
22.2%

with students and offer one-on-one mentoring. The 2023 YPAC spring conference impacted more than 300 students and led to 50 job referrals. BYU Marriott's long-established National Advisory Council (NAC) is also key in providing mentorship and making inroads for students.

Dunn is quick to add that BYU Marriott professors also advocate for students. "Many times, faculty help us establish relationships with companies, either through former students or through research that they're doing," Dunn explains. "The partnership is strong."

Students Who Stand Out and Deliver

Alumni and faculty advocacy and the BCC's mini army might help put jobs in students' pockets, but if those students fail to execute on the job, placement rates would plummet. BYU Marriott students must deliver. And, according to recruiter feedback, they do.

After nearly 20 years of recruiting for PwC, Jay Meldrum still notices how BYU grads stand out at his company. "The students we get from BYU genuinely care," he says. "It's a testament to BYU Marriott's vision, mission, and values and how their students have instilled those values within themselves in terms of maturity, experience, sincerity, and compassion right from the beginning. It's very noticeable."

Samantha Gelatt has observed similar qualities in BYU grads. "Sunrise Technologies recruits heavily out of the BYU Marriott School of Business for our entry-level consulting positions," says Gelatt, director of human resources at Sunrise in North Carolina. "We have been recruiting at BYU for more than 10 years and continue to come back every year because of the value alignment, professionalism, and career readiness of the students."

Leadership is another quality that BYU grads demonstrate in the workplace. "I get this feedback wherever I go, from Dallas to LA," Meldrum reports. "Colleagues say that we need to hire more BYU students because they are not only making an impact on their projects but they're also making their teams better because of their leadership."

Dunn adds, "We always want to think our students are special, but my colleagues at other universities care just as much about their students as I care about ours. BYU brings an element beyond academic potential and performance potential. You're actually bringing your whole self to the workplace, which includes the spiritual underpinning—and I think that's the differentiator."

Instruments in His Hands

While matchmaking between students and companies often happens swiftly and smoothly, these stories are not about overnight success. By the time students like Chiang meet with recruiters, they've been preparing—learning, leading, and living their values—for their entire lives.

Likewise, BCC staff and BYU Marriott alumni and faculty invest years cultivating relationships with companies. The strong and steady placement outcomes at BYU Marriott represent decades of work by hundreds of people.

And yet, there's still something more.

Pomar puts it like this: "We have a singular purpose to help students find good jobs with good companies, enabling them to transform the world through Christlike leadership. As we work together and listen for inspiration, then doors begin to open. At the end of the day, though, the Lord facilitates this process. We are just instruments in making good things happen."

BYU
PRESENTER

Lifelong Learners

From their Church experiences, our students have learned to do the hard work of stewardship. They know how to prioritize, persuade, and persevere; they're open to feedback and understand that successful collaboration—in any realm—starts with respecting differences. It would be easy for BYU Marriott to simply "stamp student passports" and send graduates on their way. But we know the most effective leaders embrace humility and seek continual improvement, so we intentionally challenge our students with a rigorous, deeply experiential curriculum. Our graduates understand that it's essential to continuously grow.

◂ *Bart Oates, School of Accountancy (SOA) alumnus and former NFL center, presented at BYU's 11th annual SOA Conference. A former president of the NFL Alumni Association, Oates is now the executive director of CIT International. He was one of 260 alumni and friends who gathered on campus November 16–18, 2023, to network, learn, and cheer on the BYU football team.*

Business Class to Europe

The 60 students who enroll in BYU Marriott's Business Fundamentals in Europe study abroad don't just get a taste of life in Paris, Rome, and London. Instead, they get to feast on these destinations as they spend three weeks in each city touring companies, visiting cultural sites, and completing required courses for all BYU Marriott majors and several minors.

The unique design of this nine-week experience, held during spring term, offers an up-close look at international business and helps students identify what piques their interest within the business school.

"Most of our business school study abroad programs are a 'moving buffet,' with students staying just a short time in each city, then moving on," explains executive director of the Whitmore Global Business Center (GBC) **Bruce Money**. He pioneered the program's structure—rotating cohorts of roughly 20 students through each city on a three-week cycle—to give students a "more immersive experience."

Wyatt Parkinson, a 2022 participant from Lehi, Utah, found this pace ideal. "You can take a recovery day without missing out," he says, "and you don't lose the magic of each country."

Brooklyn Lowe, a student from Kuna, Idaho, who participated in 2023, also loved taking a deeper dive into each city. "By the last week, you know all your favorites, like the pastry place we always went to during our class breaks," she says. "Plus, you have enough time to enjoy the classes."

While many study abroad courses are designed for students further along in their majors, the classes in this program—taught by BYU Marriott professors—prepare students for their majors. "This program really has impact because the vast majority of students are early in their college careers," explains **Jonathon Wood**, the GBC's managing director.

Parkinson experienced this benefit firsthand. He wasn't sure which BYU Marriott program he wanted to apply to—until he arrived in Rome, started his first supply chain class, and fell in love with it. From that point on, "no matter what city or what country I was in, I could see the common factor: how supply chain can influence for good," Parkinson says. "That solidified it for me. This is what I want to do."

Lowe was similarly inspired by a business visit to Burnley Football Club. "I saw how the team and the business were using data, analytics, and other marketing tools to improve the community," says Lowe, who applied to and was accepted into the marketing program while in Europe. "It all connected for me."

By the end of their time abroad, students head home not only with a handful of passport stamps but also with fresh ideas for their future and a focused plan for how the business school can lead them there. "Seasoned BYU Marriott faculty teaching core classes overseas—it can put students on a pathway that leads to their future career," Wood says. "It can change their whole trajectory."

BYU Marriott Enrollment: 7,736

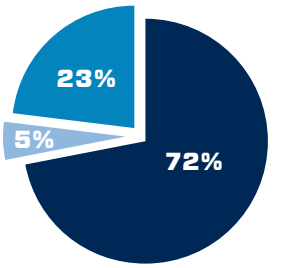
BYU MARRIOTT MAJORS: 3,877

PRE-BUSINESS MAJORS: 2,565

MINORS: 1,294

*One or represents **100** students.*

Enrollment by Major



GRADUATE (23%)

10% MAcc
6% MISM
5% MBA
2% MPA

EXECUTIVE (5%)

3% EMBA
2% EMPA

UNDERGRAD (72%)

14% Finance
12% Accounting
10% Information Systems
8% Experience Design and Management
8% Marketing
7% Global Supply Chain Management
5% Strategy
3% Entrepreneurship
3% Human Resource Management
2% Management

Student Report

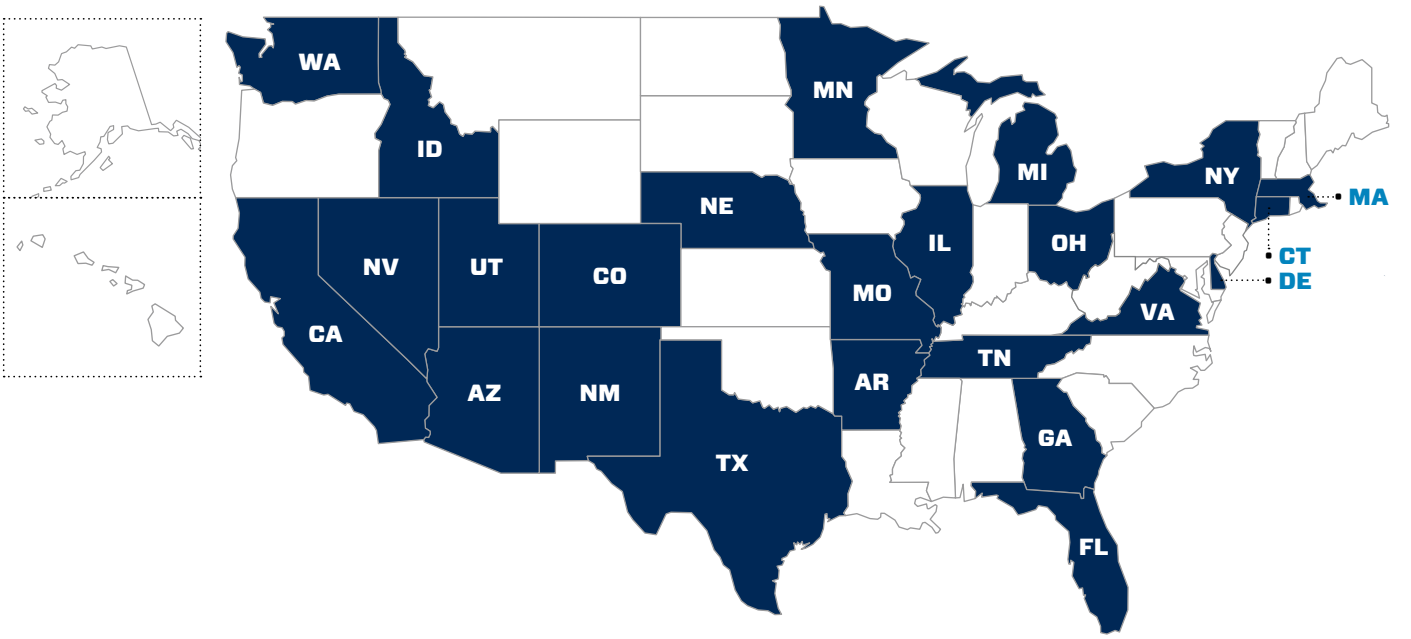
STUDENT DEMOGRAPHICS	MBA*	MPA*	MISM	MAcc	UNDERGRAD	TOTALS OR WEIGHTED AVG.
Number of 2023 Applications	217	113	191	271	2,565	3,357
Students Entering Fall 2023	99	39	106	199	1,428	1,871
Female	26%	67%	21%	32%	38%	36%
International	32%	23%	8%	8%	5%	8%
Minority	4%	13%	7%	8%	10%	9%
Married	55%	21%	44%	49%	22%	28%
Returned missionaries	26%	69%	87%	83%	82%	79%
Bilingual	68%	62%	51%	55%	65%	63%
States represented	20	15	23	28	46	48
Countries represented	18	12	9	13	37	52
Undergraduate universities	33	12	1	8	n/a	40
Average age	29	26	23	23	22	23
Average entering GPA	3.52	3.63	3.93	3.76	3.70	3.72

CLASS OF 2023 PLACEMENT	MBA*	MPA*	MISM	MAcc	UNDERGRAD	WEIGHTED AVG.
Average Starting Base Salary	$116,800	$64,461	$94,266	$75,331	$71,233	$79,387
Placed by 3 Months After Graduation	90%	87%	93%	97%	97%	96%

** Does not include Executive MBA and Executive MPA entrants.*

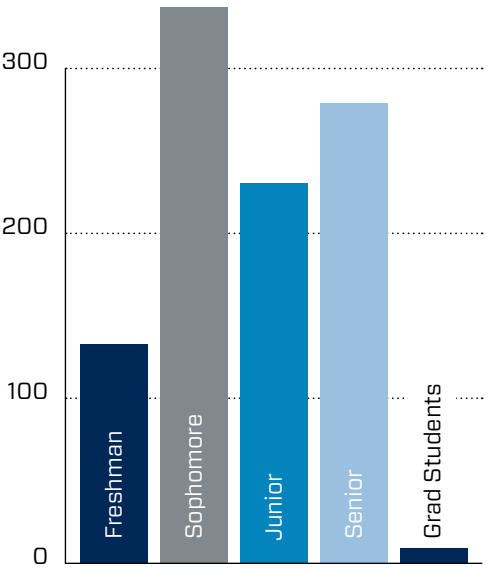
Undergraduate On-Campus Internships

SPONSORING COMPANY LOCATIONS BY STATE



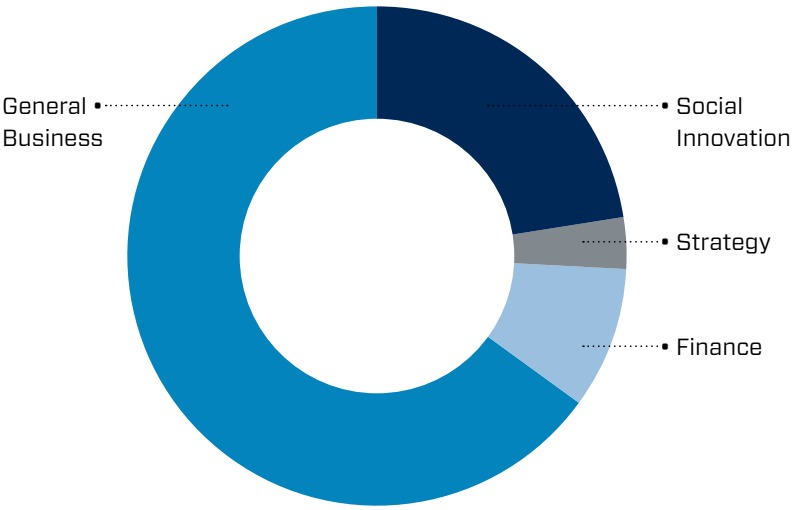
Need help solving a business problem your company is facing? Consider sponsoring a BYU Marriott project.
Visit ***ocis.byu.edu*** or email ***dhollan@byu.edu*** for additional information.

Number of Participating Students: 966



Number of Company-Sponsored Projects: 230

PROJECT EMPHASIS



Student Life

Omar Aburouss came all the way from Jordan to attend BYU because he believes it's a university with dual excellence. "BYU is one of the top schools for athletics right now. It's also one of the top business schools academically," he explains. Aburouss has embraced both athletics and academics at BYU, running the 100-meter and 200-meter sprint events on the track team and enjoying the diverse perspectives in the finance program. "In my finance classes, there's not necessarily one right answer," Aburouss says. "There are multiple ways to answer a question and there are multiple ways to understand a topic." Aburouss hopes his future holds success not only in the finance field but also on the track field. He's currently training with his BYU track coach and attending special meets to qualify for competing in the next Olympics. This summer, Aburouss might be racing from a finance internship to Paris, where he hopes to represent Jordan in the 2024 Olympics.

Hailey Bronson grew up playing soccer competitively in Memphis, Tennessee. Her high school team trained in Manchester, England, and then won a state and a national championship back in the US. When she came to BYU, though, she shifted her focus to academics. "Ultimately, I decided to move forward with education and find ways to fuel my competitiveness," Bronson says. She started as a mechanical engineering major and then served in the Germany Frankfurt Mission. When Bronson returned to school, she discovered that BYU Marriott's information systems (IS) program would fill her craving for both competition and camaraderie. "When I figured out that technology can connect me with another person, my passion to learn more about IS increased exponentially," Bronson explains. Now a junior in the IS program, Bronson plans to apply for the master of information systems management (MISM) program. She hopes to begin her studies in fall 2024.

After returning from a Church mission in Minnesota, **Kirsten Keith** found a new home within the marketing program. "BYU Marriott is so driven to help its students find belonging—both in school and after they leave," she shares. A senior who is originally from San Antonio, Keith has also found belonging on an intramural ultimate frisbee team and in the workplace through two student jobs at BYU Marriott: she mentors students and collaborates with faculty in her position as the vice president of pre-marketing mentorship for the Marketing Association, and she consults real-world clients in the Marketing Lab. Just after receiving a postgraduation job offer from Anglepoint, a software asset management company where Keith interned, she came across one of her junior core professors in the Tanner Building hallway. She shared the good news, and he celebrated with her. His enthusiasm reminded Keith that "when you come to the marketing program, you know that you're family."

A native of Midway, Utah, **Garrett Watts** grew up close to BYU campus, but his study of strategic management has taken him around the globe. Watts has trekked through Brazil, Argentina, Uruguay, and Paraguay, visiting companies and learning about commerce and inflation. A study abroad took him to the UK and India, where he helped a family-run sari recycling business expand into the e-commerce space. And in October 2023, he traveled to Ukraine as part of his internship with 47G, a trade association that represents the aerospace, defense, and cyber industries in Utah. The trip helped Utah-based companies support the Ukrainian military with minesweeping, radio communications, and armor for trucks and soldiers. Before his internship with 47G, Watts worked in Washington, DC, for a semester, which piqued his interest in careers that blend private- and public-sector work. Travel experiences abroad remind Watts why he loves his program: "Strategy is all about finding multifaceted solutions and understanding the big picture so you can make the right decision," he says.

The Beauty of Community amid Tragedy

Two months after **Katie Cherrington** moved to Maui, the deadliest US wildfire in more than a century struck her family's neighborhood. In the aftermath of Lahaina's tragedy, Cherrington has observed a community banding together and has seen principles in action that are taught at BYU Marriott.

"When you have tragic circumstances, people come forward with amazing compassion," says Cherrington, who earned an MPA in 2009 and then spent 14 years as an HR business partner. "That servant leadership—people rallying around each other—was beautiful to witness."

Cherrington and her family moved to Maui after her husband, **Kurt**, a 2017 BYU Marriott EMBA grad, began working as director of finance at Marriott Vacations Worldwide. The island had been incredibly windy on August 8 because of a nearby hurricane, which caused power and cell service outages and consequently shut down the school that the Cherringtons' three boys attended.

"I heard there was a small fire in the hills but that it had been contained," Cherrington recalls. "Later that afternoon I started to smell smoke, and I thought, 'That's weird. Could that be from the fire this morning?' I opened my front door and saw a massive cloud of dark smoke."

Although Cherrington couldn't see flames, she knew something had started up again. "Let's go to Dad's resort and see if the pools are open," she instructed her kids.

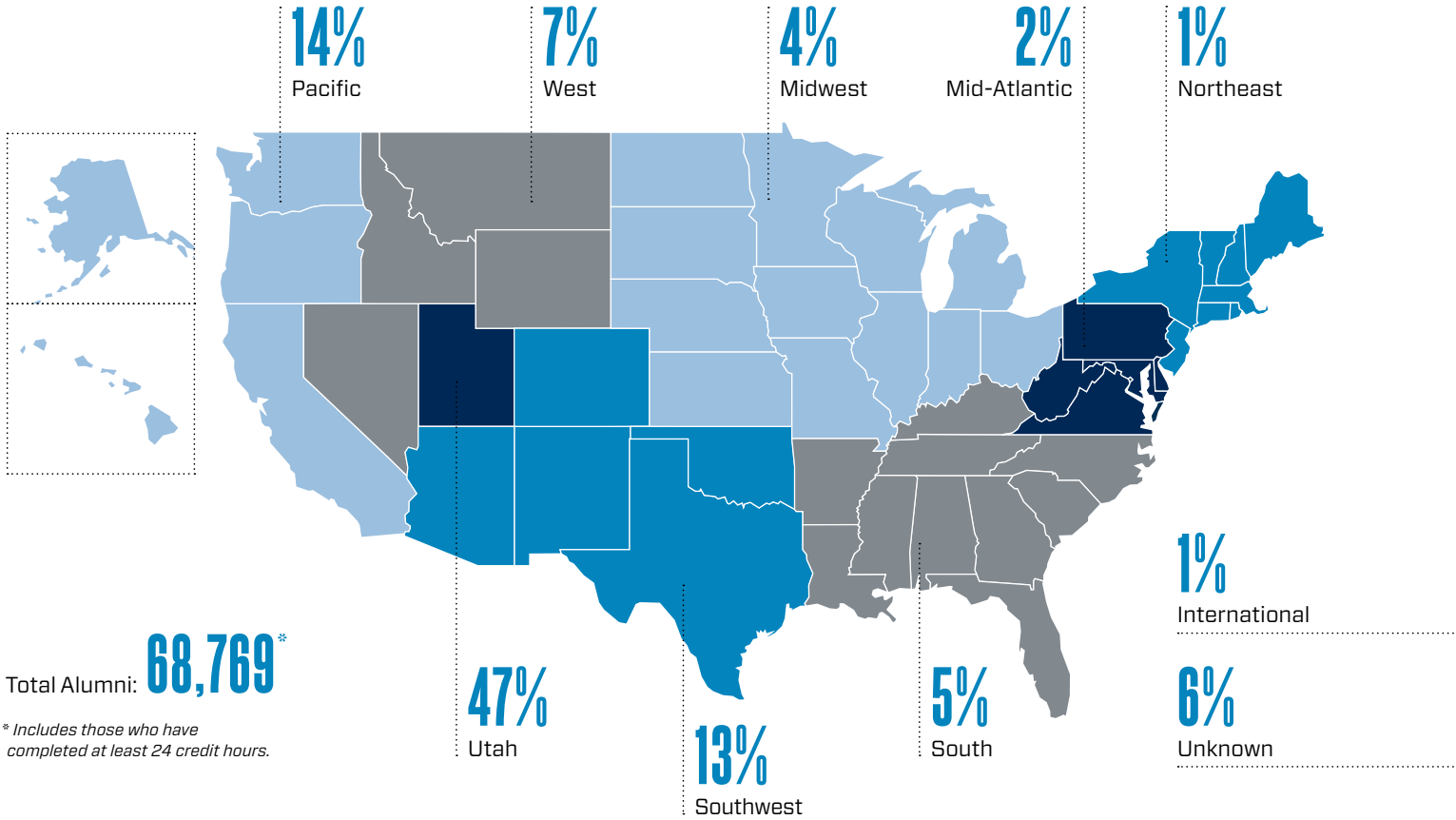
During the next 12 hours, devastation swept their neighborhood, and the family learned that the home they were renting was damaged in the fire. Cherrington and her children were able to fly to Utah a couple of days later, where they stayed through the fall. Kurt, although displaced, remained on Maui to work.

While in Utah, Cherrington helped gather supplies and send them back to the island, including a large duffel bag full of garments, which were distributed at a beachside sacrament meeting on the Sunday following the fire.

The Cherrington family reunited on Maui just before Christmas. Cherrington, who worked as senior people business partner at Qualtrics before moving to Hawaii, is now homeschooling her children because their school burned down. She is also volunteering with the Red Cross and plans to return to the professional world later in 2024.

"In the MPA program I learned about all these awesome nonprofit organizations," Cherrington says. "It was interesting to be on the other side of it and to be served by the Red Cross. From an organizational perspective, I feel lucky to see that—and also to see the wonderful members of the Church and the community come together. That's very much the Hawaiian way. We're all *'ohana*, and we're all community."

Where BYU Marriott Alumni Reside



Total Alumni: **68,769***

** Includes those who have completed at least 24 credit hours.*

Degrees Granted from 1922 to 2023

21,488 Graduate Degrees **48,288** Undergraduate Degrees

BYU Marriott Alumni by Age

Alumni Updates

2003

After graduating from the MPA program, **Terrah Anderson** worked as a budget and policy analyst for the Utah Governor's Office of Planning and Budget for three years before stepping away from full-time employment to focus on her four children. In 2021 she joined the inaugural cohort of Return Utah—the country's first public career reentry program for skilled professionals coming back after extended absence. Anderson not only returned to the workforce but also returned to her previous department and job title. "I thoroughly enjoyed my work and was excited to come back to the same office," she says. As an analyst, Anderson works on strategic planning guidance, state and regional government coordination efforts, and statewide planning projects. She also volunteers as a refugee mentor and as a member of Herriman City's planning commission.

2013

As a student, **Rachel Morrison** cofounded BYU Marriott's Therapeutic Recreation Club and served as its first president. After completing her BS in recreation management and youth leadership and adding an MS in occupational science and therapy from Grand Valley State University, Morrison began providing occupational therapy at healthcare facilities in the greater Seattle area. She now works as a psychiatric occupational therapist for EvergreenHealth Home Care Services, where she loves "supporting individuals as they make meaningful improvements in their daily lives, especially after or during significant trauma or illness." Morrison also volunteers with Washington Occupational Therapy Association's Mental Health Community of Practice. She enjoys traveling, being outdoors, and spending time with her cats, family, and friends.

2017

After discussing career interests with his wife, **Sterling Petersen** decided to study entrepreneurship instead of engineering. "I knew from my first class at BYU Marriott that it was the right choice," he recalls. Mentors at the Rollins Center for Entrepreneurship and Technology helped Petersen learn how to create successful startups. After finishing his BS in management with an emphasis in entrepreneurship, he worked with partners to launch Tannus, a company that makes bike-tire protection products. The success of Tannus then led to the creation of Boundry, known for its racks that secure bikes and motorcycles to a vehicle during off-road driving. Growing these companies has enabled Petersen to bring together his love for both mountain biking and business. "Being able to work in a field I like is revolutionary because I don't ever feel burned out," he says.

2018

As a trail runner and triathlete, **Josh Hendryx** respects and enjoys the outdoors. This MBA alum now brings that enthusiasm to Footprint—a company based in Gilbert, Arizona, that is committed to creating a healthier planet by replacing single-use plastics with plant-based fiber solutions. As a director of business development at Footprint, Hendryx oversees all aspects of the industrial business segment, including sales, account management, technical product development, testing, and launching. "My BYU MBA experience gave me a lot of the tools that I've been able to use at Footprint to bring structure where it's needed, provide strategy around customer accounts, and elevate my team," Hendryx says. Before working at Footprint, Hendryx was a manager of customer accounts for the Union Pacific Railroad; a Chinese-language interpreter for the US State Department; and a senior consultant for a China-based private equity company.

Changed for the Better

"Raise your hand if you're here because you want to work with people," **Paul Thompson** instructed students on their first day in BYU Marriott's master of organizational behavior (MOB) program.

Most of the group—the class of 1979—eagerly put their hands in the air.

"Well, you're in the wrong place," said Thompson, the department chair who would eventually serve as BYU Marriott dean from 1984 to 1989. "If you want to work with people, you should be a mortician. Organizational behavior is about change and how to make it happen."

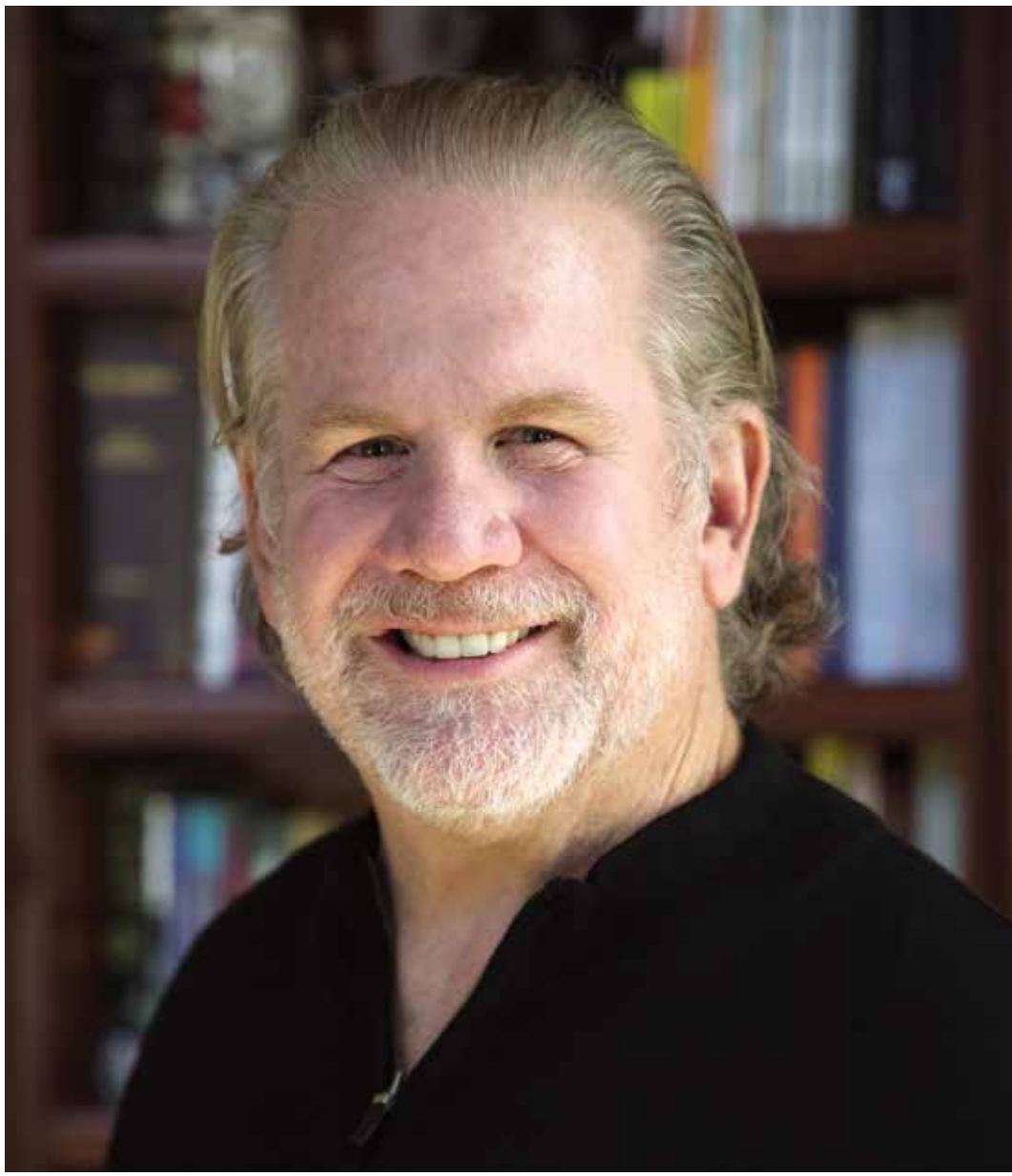
That comment grabbed the attention of **Norm Smallwood** when he was a student, and it has stayed with him while he's constructed a remarkable career. Since cofounding the RBL Group, an education and consulting firm, in December 1999, Smallwood has coauthored nine books and has trained individuals and organizations around the world.

"When businesses invest the right way—in leadership, talent, organization, and supporting HR systems—it has a very positive impact on business outcomes," he says. "That's what we research and write about: the linkage between results and people in organizations."

People often think of leadership from the inside out—a way of developing themselves into better individuals, Smallwood says. But leadership should happen from the outside in as leaders look to stakeholders and try to understand their needs. "Leadership from the outside in identifies those things that need to be done and then helps an organization achieve them," he continues. "Build on your strengths that strengthen others."

Smallwood, who was recognized as a Change Driver of the Decade by *The HR Digest* in January 2024, discovered the organizational behavior field—and his passion for it—just in the nick of time. He enrolled in an organizational behavior course during his last semester at BYU and found it so intriguing that he gave up his spot at Queen's Law School in Kingston, Ontario, only months before he was supposed to begin.

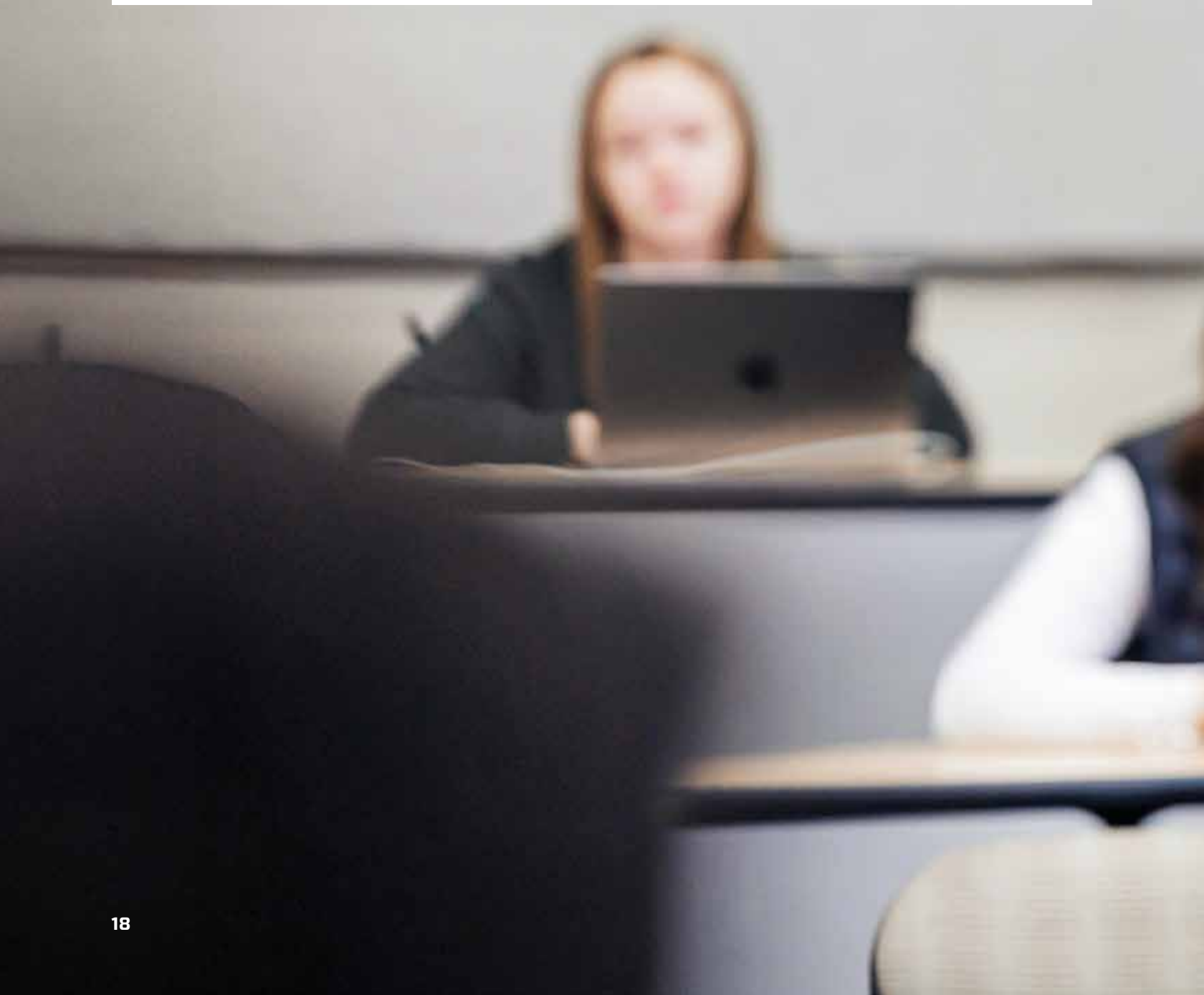
Trading law school for the MOB program created the perfect path for Smallwood. "I have lifelong friends from the program. Some of the professors—including Paul Thompson, **Bonner Ritchie**, and **Gene Dalton**—have profoundly influenced my life ever since as I shifted from student to friend," he says. "If you had told me in 1979 what I would be doing now professionally, I would not have believed it. It's been so much more than I would have guessed. It's been a great career, and I've been able to meet wonderful people all over the world."



Transformative Role Models

Our faculty and staff choose to work at BYU Marriott because they want something more out of academic and professional life: to fully live out their faith and values while teaching at the leading edge of business, involving students in knowledge generation, and being life-changing mentors. When BYU Marriott employees talk about integrity, getting priorities straight, and blessing the lives of others, it comes from the heart—and our students take it to heart.

BYU Marriott professors bring a variety of expertise and experiences to the Tanner Building. Tim Seidel was well into his career as an auditor at Ernst & Young when he discovered a program that funded doctoral degrees for professional accountants. Now an associate professor of accounting, he prepares students not only to pursue careers but also to embrace change. ▶



Faculty Awards

PROFESSORSHIP	2023-24 RECIPIENT
Albrecht, W. Steve	Melissa F. Lewis-Western
Andersen Foundation	Scott L. Summers
Ardis, Glenn D.	Gregory S. Anderson
Ardis, Glenn D.	David A. Wood
Beesley, Horace Pratt	Jeffrey H. Dyer
Call/Deloitte Tax	Brian C. Spilker
Cherrington, J. Owen	Stephen W. Liddle
Christensen, Don M. & Arda Jean	Michael J. Swenson
Deloitte	Monte R. Swain
Edwards, William F.	Jeffrey P. Dotson
EY	Troy K. Lewis
EY	T. Jeffrey Wilks
Ford/Cook	Keith P. Vorkink
Garrett, J. Earl & Elaine	Neil R. Lundberg
Hardy, John W. & Nancy S.	Jacob R. Thornock
Hill, Ned C.	Todd V. Mitton
Hubbard, E. Dee & Patricia	Melissa P. Larson
Jones, Alice Belle	Kristen B. DeTienne
KPMG	F. Greg Burton
LeRay McAllister/Deloitte	Douglas F. Prawitt
Low, William & Roceil	Paul C. Godfrey
Marriott	Brigitte C. Madrian
Mary & Ellis	Mark F. Zimbelman
Meyer, Fred G.	R. Bruce Money
National Advisory Council	Kim B. Clark
Norm & Cindy Nemrow Excellence in Teaching	Cassy J. Budd
Passey, James M.	Barrett A. Slade
Peery, H. Taylor	Taylor D. Nadauld
Peterson, Joel C.	James C. Brau
Romney, George W.	Bradley R. Agle
Romney, IB & Eleanor	Bonnie B. Anderson
Second Mile	Craig B. Merrill
Skousen, K. Fred	Michael S. Drake
Smith, Robert J.	William B. Tayler
Sorensen, David E. & Verla A.	Karl B. Diether
Sorensen, David E. & Verla A.	Jeffery A. Thompson
Staheli, Donald L.	John B. Bingham
Staheli, Donald L.	S. Thomas Foster
Stone, O. Leslie & Dorothy C.	W. Gibb Dyer
Thorsell, Hazel Speirs	Scott E. Sampson
White, Georgia	Tyler G. Shumway

FELLOWSHIP	2023-24 RECIPIENT
Albrecht, LeAnn	Abigail M. Allen
Alumni	Mathew D. Duerden
Alumni	Ryan S. Elder
Andersen Foundation	Timothy A. Seidel
Beesley, Horace Pratt	Ben W. Lewis
Boyer, Selvoy J.	Thomas O. Meservy
Brown, Denny L. & Jerri	Colbrin A. Wright
Covey, Stephen Mack	W. Chad Carlos
David & Knight	Mark J. Keith
Deloitte	Brant E. Christensen
Deloitte	Joshua A. Lee
Driggs, Douglas & Effie	Nathan W. Twyman
Edwards, William F.	Shad S. Morris
Farr, Lorin	Brian P. Reschke
Ford/Cook	Benjamin C. Iverson
Ford/Cook	James B. Oldroyd
Garrett, J. Earl & Elaine	Glenn L. Christensen
Garrett, J. Earl & Elaine	Peter M. Madsen
Goldman Sachs	Ryan D. Pratt
Grant & David	James E. Gaskin
Grow, Stewart L.	David S. T. Matkin
Grow, Stewart L.	Bradley P. Owens
Grow, Stewart L.	Chris E. Silvia
Grow, Stewart L.	Eva M. Witesman
Jones, Warren F. & Alice B.	B.J. Allen
Jones, Warren F. & Alice B.	Curtis D. LeBaron
Martin, Rachel	Jon N. Kerr
National Advisory Council	Patti A. Freeman
National Advisory Council	Troy R. Nielson
Peery, H. Taylor	Brian H. Boyer
Perry, Lee Tom	Daniel C. Snow
PwC	Travis A. Dyer
Romney, George W.	Robert K. Christensen
Smith, Robert J.	(vacant this year)
Sorensen, David E. & Verla A.	John W. Gardner
Thorsell, Hazel Speirs	Cynthia J. Blair
Vest, Kristine V. & Randy J.	Jeffrey L. Jenkins
Warnick/Deloitte	Steven D. Smith
White, Georgia	Jeffrey S. Bednar
White, Georgia	Camilla J. Hodge
Whitman, Robert A. & Wendy	Benjamin M. Galvin

A Society of Decent Human Beings

When **Aliah Hall** was hired as BYU Marriott's wellness and prevention specialist in 2022, she created a space where students could put down their worries. "This is a place where you don't have to perform," Hall says of her office.

Hall's presence also represents a significant shift at BYU Marriott, which first brought in a mental health provider in 2020. "It was empathetic leadership for Dean Madrian to acknowledge, 'We can do this differently, and we're going to tackle it together,'" Hall notes.

Hall and her two interns provide therapy for 10 percent of BYU Marriott's student population, with another 10 percent on a waiting list. "The need is huge," says Hall, who earned her master's degree in social work from the University of Utah.

It's common for business students to feel competitive with one another, she continues, and that competition can lead to feelings of loneliness. "The most dangerous part of any mental health issue is isolation," she says. "When people feel isolated, stress, depression, and anxiety grow rampant."

In addition to counseling individuals, Hall is guiding faculty and staff to design a better environment for students. Through workshops with BYU Marriott's departments and programs, Hall shares helpful practices such as mindfulness and stress reduction. She also organizes school-wide events, groups, and awareness weeks, and she is helping create a mental health club for students. Additionally, Hall is an advisor for the school's Mental Health and Wellness Committee, which is composed of representatives from each department. "We try to understand where the students are struggling and then provide applicable programming," she explains.

Educating faculty and staff is important because, as Hall says, they're on the front line. "It's great for me to be here, but if they can support one another, that's even better," she continues. "I talk with faculty and staff about being authentic and being vulnerable. If they're projecting a perfect persona, that's the standard students think they have to measure up to, and that's not realistic or healthy."

While supporting students may feel daunting for school employees, Hall hopes they abide by an adage pinned on her purse: "I'm a member of the society of decent human beings."

"Oftentimes faculty and staff say, 'I don't know what to do when a student is struggling,' and I respond, 'Yes, you do; you're a decent human being,'" she says. "Most students don't need a mental health provider. They just need a decent human being who has more experience and will offer support."

Balancing Business and Belief

Jeff Thompson has made a career of studying how leaders balance competing priorities. He is also a study in balance himself. As he splits his time between teaching in the MPA program and directing BYU's new Sorensen Center for Moral and Ethical Leadership, Thompson helps others discover how Christ-centered leadership can steer decisions and stabilize organizations.

Thompson has been a mainstay of BYU Marriott for more than 20 years, even though his first experience in the business world was unsettling. As a young MBA student, he found his internship environment to be "corrosive, corrupt, and very competitive." Thompson recalls, "I was just flabbergasted. I thought, 'Is this what business is? Because I can't do this.'"

The experience inspired Thompson to study ethics and organizational behavior and to become a professor. "I came out of that internship with a desire to better equip people to face tough situations in the business world," he says, "and also with a goal to make organizations safer for people to express values."

Thompson's work at BYU Marriott and the Sorensen Center has helped him pursue that goal. The center is a university-wide initiative dedicated to inspiring and equipping individuals to lead people as Christ does. The Christ-Centered Leader Model, which Thompson helped develop, is at the core of its work.

The model helps Thompson explore the tension between competing demands that leaders face in the workplace. "Disciplining employees and letting employees go does not feel very Christlike," he acknowledges. "We may become so committed to caring for 'the one' that we do something that hurts the organization. Leaders are placed in really difficult positions as they try to balance all of those things."

Anchoring Christ at the center of the model's four quadrants—and at the center of our lives—can bring that balance, Thompson explains. "If you're going to be a Christ-centered leader, you can't just give weight to the demands of your stewardship and your boss. You must weigh those against the demands of your God."

Thompson's commitment to developing, sharing, and applying this model profoundly impacts his MPA students and the 50 student employees and 8 professional staff members he oversees at the Sorensen Center, which also influences the people who those individuals touch. This ripple effect can transform and edify families, congregations, communities, organizations, and society as a whole. "The response to the model has been amazing," Thompson shares. "People have been really hungry for it. It helps define what we have to say to the world."

"If we take Christ out of the center, the model looks like someone being pulled in four directions. That's what leadership can be like. We never act in a vacuum."
— Jeff Thompson

Faculty News

RESEARCH RECAP

Mark Keith

Greg Anderson

James Gaskin

Doug Dean

Dave Wilson

Jeff Jenkins

Tom Meservy

Steve Smith

Information systems (IS) faculty **Mark Keith**, **Greg Anderson**, and **James Gaskin**, and former IS faculty member **Doug Dean** published their research on video gaming and teamwork in a leading journal of the Association for Information Systems (AIS) in 2018. By the end of 2023, the article had become the most-downloaded paper of all time in the AIS eLibrary, with more than 80,000 downloads. Now cited in 165 news outlets, "Team Video Gaming for Team Building: Effects on Team Performance" explores how team gaming helps people forge bonds and create shared experiences, which then improves teamwork in everyday life. **Dave Wilson** and **Jeff Jenkins**, also faculty from the IS department, coauthored a paper about the efficiency of computer-mouse movement that was accepted to *Management Information Systems Quarterly* for publication. New IS department chair **Tom Meservy** congratulates these authors for "doing meaningful, pragmatic research with findings that have made an impact more broadly."

Steve Smith from the School of Accountancy had his paper "The Effects of Strategic Alignment and Strategic Clarity on Multidimensional Task Performance" featured in *Accounting, Organizations and Society*.

Mat Duerden

Richard Gardner

Ben Lewis

Tim Gubler

CONFERENCE HIGHLIGHTS

ExDM professor **Mat Duerden** delivered the keynote address at the 7 Experiences Summit research conference in Auckland, New Zealand. Associate professor of management **Richard Gardner** spoke about imposter syndrome at the Society of Professional Journalists conference. **Ben Lewis** lectured at the University of Michigan's Interdisciplinary Committee on Organizational Studies on the topic of environmental, social science, and governance (ESG) ratings. **Tim Gubler** presented work at the Academy of Management conference. Both Lewis and Gubler are associate professors of strategy.

You can find more news and updates about faculty research, publications, awards, and recognitions by visiting our website: ***marriott.byu.edu/stories***.

IN THE NEWS

Professor of organizational behavior and human resources **Shad Morris** and associate professor of entrepreneurship **Chad Carlos** were featured on ABC4's *Good Things Utah* and on the *Building the Future* podcast for their research on growth mindset, entrepreneurship, and poverty alleviation.

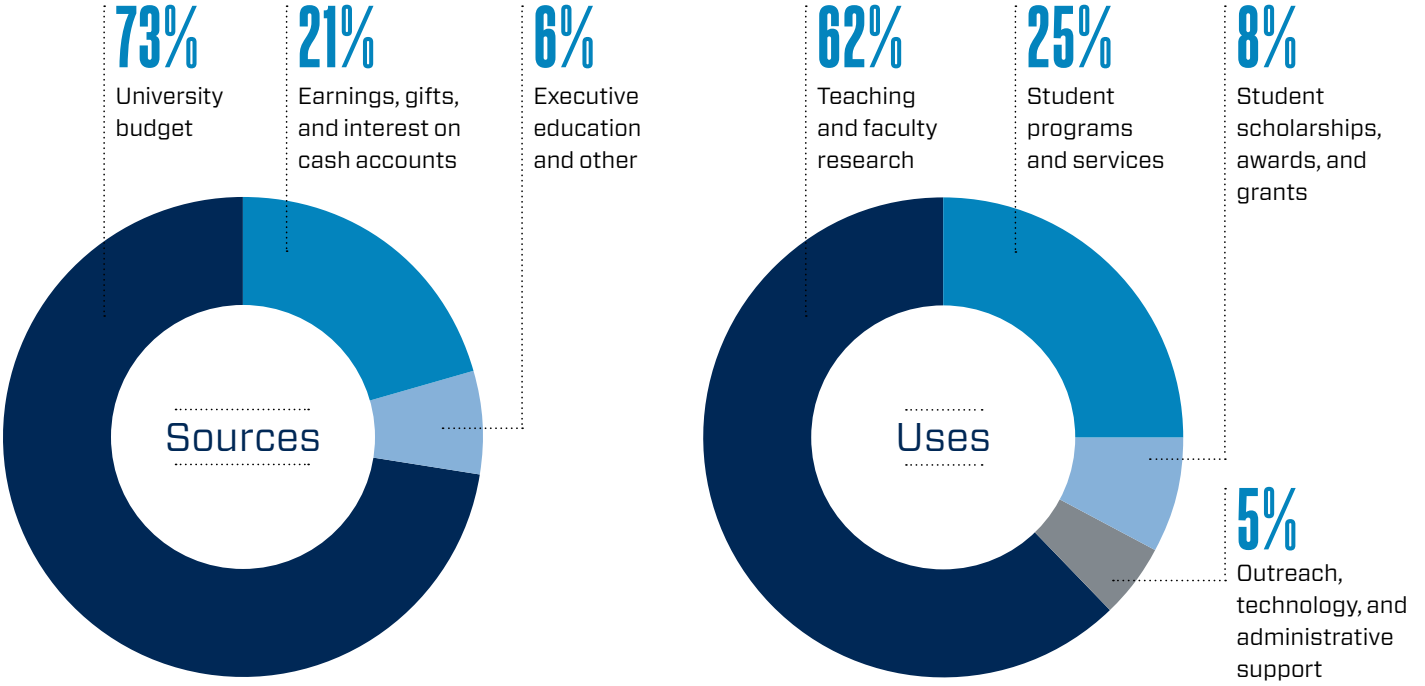
Empowering Futures

Thank you for partnering with us to forward our mission to "develop leaders of faith, intellect, and character." Your sacred gifts help students like Danae Hamilton become one of these leaders. Hamilton embarked on a new path when she moved from Jamaica to the United States in 2019. Strengthened by the ensuing trials and triumphs, Hamilton has now accepted a position at Deloitte in Boston upon completion of her master's degree in accounting in April 2024. Her faith-filled journey illustrates how generosity can create opportunities that once seemed beyond the scope of possibility.

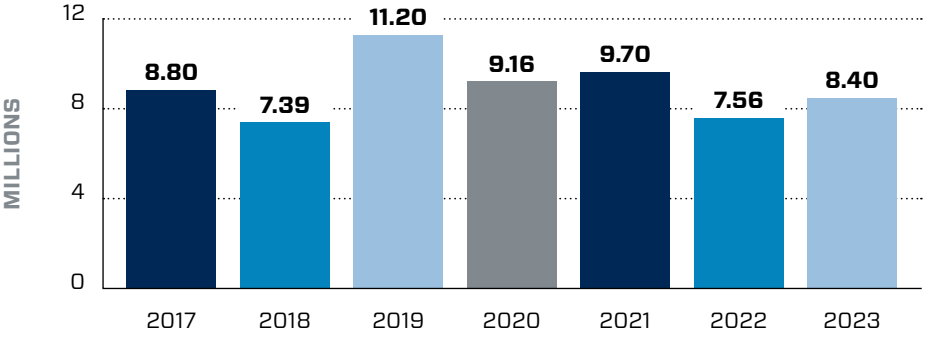
My daughter and I—let's just say we had to run. My family secured travel for us to come to the United States. I knew I always wanted to go back to school and study accounting, but with the drama in my life, I didn't see it happening. After completing a pilot program at Ensign College, I got accepted to BYU Marriott. My fears were: Will I be heard? Will I be seen? Will I have help? I knew that I needed to be here. I knew that nothing was going to stop me from being here. I trusted that my Heavenly Father was going to provide a way. Everyone went above and beyond to connect me with resources, and I received two scholarships. I know a lot of times when you think about helping, you think that it only goes so far—for one semester or one year. But it goes so much beyond that. ▶

Danae Hamilton, MAcc student,
BYU Marriott scholarship recipient

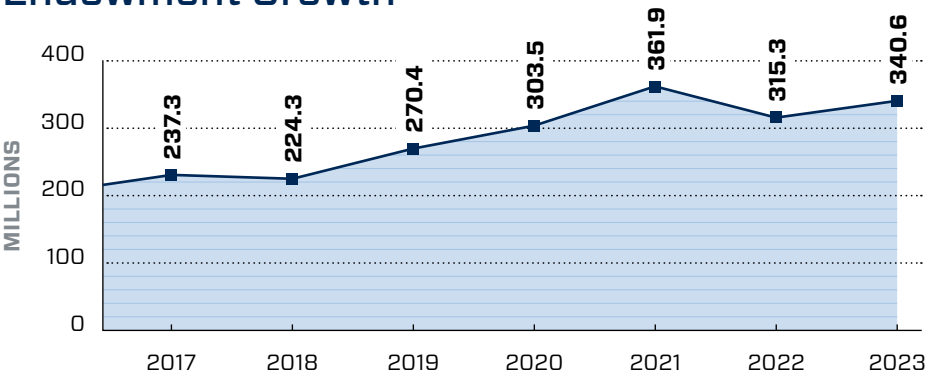
Cash Flows for Operations



Contributions from Alumni and Friends



Endowment Growth



Current Fundraising Priorities

Annual Fund
Unrestricted support for college strategic needs

Dean's Student Priority Fund
Direct student financial support

For more information on giving opportunities or to donate online, please visit ***marriott.byu.edu/giving***.

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SCHOOL OF BUSINESS

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