

MBA

2017 MBA ANNUAL REPORT
BYU MARRIOTT SCHOOL OF BUSINESS





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◀ *Michael Thompson, currently serving as BYU Marriott interim dean, congratulates MBA April 2018 graduate Gustavo Soares during BYU Marriott's 27 April 2018 convocation. Photo by Madeline Mortensen*

The 2017 Year at a Glance

January

Fund Goes Live

The MBA Student Endowment fund launches. The fund allows students, alumni, and friends of the BYU Marriott MBA program to help build a legacy endowment that can be used for numerous causes.



April

Career Boost

EMBA alumni join current EMBA students for a special networking event designed to boost both groups, regardless of where they are in their careers.



September

Veterans Breakfast

MBA Veterans Association hosts a breakfast for veterans across campus to discuss job placement, financial support, and other university resources available to veteran students.



October

MBA Women Kickoff

Almost forty MBA women students attend the Women in Management opening social, which includes a chocolate-tasting contest and the opportunity for second-year mentors to meet their first-year counterparts.



December

Celebrating Capstones

Students meet with real-world partner companies at a festive end-of-year luncheon to celebrate finishing their capstone projects.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



February

Swag Online

BYU MBA swag sells so well online that MBA-branded jackets, T-shirts, polos, blankets, and more become available in the BYU Store.

March

Available Support

The MBA Spouses Association holds its annual retreat. The group celebrates the diverse backgrounds of its members while providing a strong support system and creating opportunities for service and friendship.



May

Going Global

EMBA students leave on their foreign business excursion to Europe, Asia, and the Middle East. The two-week business trip helps students understand the global economy and the need for cultural preparation and sensitivity.

August

Start Strong

First-year BYU EMBA students start the program with a week of intense learning during which they tackle obstacle courses at Camp Williams, analyze their first case, and visit a local tech firm.



November

The Value of Diversity

Four executives present at a GoPro diversity meeting. Participants learn that diversity is not just the right thing to do—it also brings value to an organization.



IMMERSIVE LEARNING

BYU Marriott's learning model combines classroom instruction with real-world experience to consistently produce blue-ribbon business leaders.

By Christopher K. Bigelow

Would you let a college student invest \$100,000 for you? They do at BYU Marriott's School of Business. MBA students not only study finance, operations, and strategy, but they also spend time doing what they've been learning.

The MBA program calls this approach "Learn. Do. Become." This experiential learning strengthens the vitality of the BYU Marriott MBA program and consistently creates class after class of graduates that draw the attention of industry leaders for their real-world, on-the-job experience.

BYU Marriott offers six options for its MBA students: Cougar Capital, Healthcare Industry Scholar, BYU Analytics, the Silver Fund, Cougar Strategy, and Savage Global Consulting. Cougar Capital, for example, is a student-run venture capital and private equity fund through which students invest in five or six deals a year. That's a lot of coin to trust to college kids—even if they are MBA students.





COUGAR CAPITAL

Gary Williams, teaching professor of entrepreneurship in BYU Marriott's Department of Management, is an enthusiastic advocate of this type of experiential learning; it's how he's gained much of his knowledge.

"I had performed an LBO [leveraged buyout], several M&As [mergers and acquisitions], and sold my small business," Williams says. "Yet I really had no academic background in those things. I learned it all on the job—a real learn-through-doing experience."

It made perfect sense to him to incorporate learn-through-doing experiences into the MBA curriculum. The first incarnation of Williams's experiential learning approach was a single class: Venture Capital Private Equity Fundamentals, which ultimately evolved into Cougar Capital.

"In 2006 we graduated our first students who had taken this class," Williams says. "Outplacement was phenomenal because the students were highly differentiated in the interview process."

This fund represents one of the most effective methods for developing critical thinking skills, says Taylor Nadauld, associate professor of finance and Goldman Sachs Distinguished Faculty Fellow. "It is not just a finance class. It is a business class that requires the practical application of business concepts and practices to be successful."

Sunshine Cardell, a 2013 MBA grad who currently works as a consultant, observes, "The financial, strategic, and due-diligence skills I gained benefited me tremendously in working with young companies and investors. But the greatest impact Cougar Capital had on me was to expand how I thought—to see potential in its infancy, to assess opportunities rigorously, and then to proceed with confidence to make things happen."

Since Cougar Capital's founding, the students have created a portfolio with more than twenty companies at any one time. Through the years, they've made more than forty investments and had twenty-plus exits.

"The students have achieved just under three times money-on-money, which would make us a top-tier firm," says Williams. "The industry measures in quartiles, so we would be in the top quartile. It has become and continues to be a differentiation for BYU, something I call career acceleration."

"The greatest impact Cougar Capital had on me was to expand how I thought—to see potential in its infancy, to assess opportunities rigorously, and then to proceed with confidence to make things happen."

HEALTHCARE INDUSTRY SCHOLAR

Healthcare Industry Scholar is the only "Learn. Do. Become." MBA option that students can take in conjunction with another "Learn. Do. Become." experience in another program.

"Our program is made up of four different business graduate programs: MAcc, MBA, MISM, and MPA," explains Jeff Knudsen, a 2018 graduate. "This structure helps provide diverse healthcare perspectives in the classroom as well as unique opportunities for group projects."

William Taylor, Glen Ardis Professor in BYU Marriott's School of Accountancy, notes that they are looking for students who are passionate about their discipline to apply their expertise to healthcare. "The healthcare industry is a \$3.4 trillion behemoth. It makes up almost 20 percent of the US GDP, and it represents an amazing opportunity for hard-working, energetic business students."

Students from this year's class competed in a national venture capital case competition that centered around a biotech company. They took first place. What's more, the judges told the team they were miles ahead of other teams as far as understanding the market forces and trends in healthcare.

"My time at BYU has set me up for success as I've pivoted my career from clinical medicine," says MBA student Greg McDavitt, a physician with more than six years in practice who is slated to graduate in 2018. "Because of the Healthcare Industry Scholar program, I've developed a unique skill set that allows me to combine healthcare proficiency and business acumen to align operations and strategic objectives."

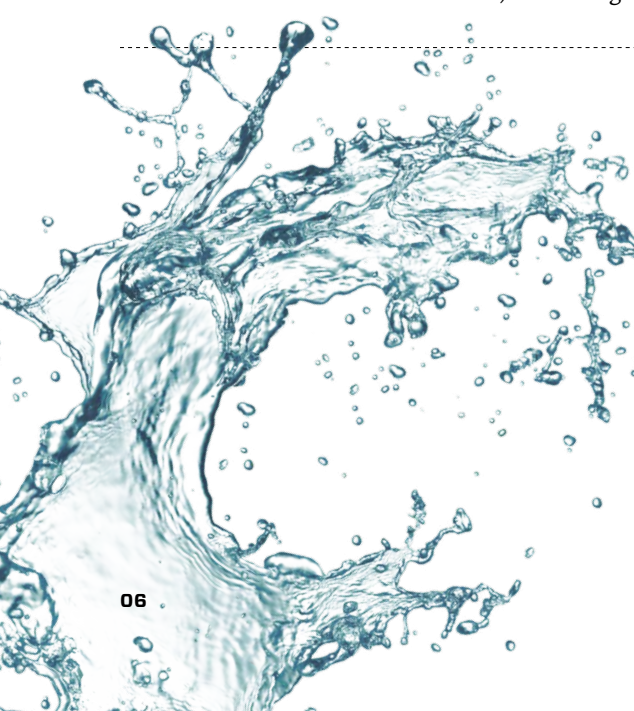


BYU ANALYTICS

As an MBA student-run consultancy, BYU Analytics provides business insights and consulting for business partners in tech, retail, manufacturing, and other industries. In year one—the "Learn" phase of the sequence—students enroll in the Introduction to Marketing Analytics course. In year two—the "Do" phase—they work as analytics consultants with companies on data-intensive projects. The student group functions as an analytics consulting company and works to solve the actual problems of real companies.

The BYU Analytics program played a crucial role in Brady Leavitt's academic experience and career prep. "I'm currently working for Microsoft deploying big data and advanced analytics solutions," says the 2015 MBA grad, who works as a cloud, data, and AI solution architect. "We're fond of saying that every company is becoming a software company. A major source of competitive advantage will go to the firms that can turn their 'data estate' into productive assets. Experiences such as the BYU Analytics program help bridge the theoretical aspects of business with the realities and difficulties of delivering business insight with data."

It comes down to making better decisions with data, explains Jeff Dotson, associate professor of marketing at BYU Marriott. "The demand for students with analytics skills has increased dramatically in the past few years. This is true across all industries and job functions, but it is particularly true in data-intensive industries such as tech. In my opinion, BYU Analytics—and all the 'Learn. Do. Become.' programs here—are differentiators for our MBA program."





THE SILVER FUND

Each year, a team of ten to twelve MBA students are selected to manage the Silver Fund, which includes significant portfolios in real-dollar funds. “Being a member of the Silver Fund team is just like being an analyst in an actively managed equity fund,” says Steven Thorley, H. Taylor Peery Professor of Finance at BYU Marriott.

The Silver Fund was established in 1984 through a donation from the Harold Silver family and provides students an opportunity to manage an actual stock portfolio and conduct the associated security analysis and portfolio performance measurement. Students also manage a bond portfolio of Zions Bank funds through which they learn about and apply fixed-income concepts, including credit and duration analysis.

“The Silver Fund experience challenged me to identify investment catalysts that would cause the price of a stock to move toward my assessment of the true value of the company,” says Joe Cook, a 2004 MBA grad and a cofounder and portfolio manager of Apollo Fund LP, an equity hedge fund that profits from volatility in a systematic way.

Because their decisions have real-dollar consequences, the students experience all the ups and downs associated with both good and bad investment decisions. In addition, the individual stock pitches to the group invoke substantial debate and also push the thinking and analysis of the presenters.

COUGAR STRATEGY

Cougar Strategy is a student-administered, in-house strategy consulting firm that helps students learn and apply valuable models and tools in an actual business environment.

“We try to mimic the intensive, problem-based learning that takes place in med schools,” says Paul Godfrey, William and Roceil Low Professor of Business Strategy in BYU Marriott’s Department of Management. “In med school, students spend a couple of years learning background material in a classroom, and then they’re actually out learning by doing in their residencies. They’re guided and mentored through that process, and that’s what makes it so effective.”

One 2017 MBA graduate, Alexander Erickson, says, “The BYU MBA program was truly the most unique and impactful academic experience I have ever had. I am a hands-on learner, so the experiential model allowed me to ingest management concepts by instantly applying those concepts.”

In their first semester, new students study and train to become effective consultants. In their second semester, they begin working on client projects alongside their second-year counterparts. Students spend their entire second year doing more client consulting projects and running the group. “They, in effect, become the executives of our firm,” Godfrey says.

“The experience was amazing,” says Erickson, who currently works for Adobe as a manager of business strategy. “We built a business model and an org structure, developed a product, marketed and sold the product, and operated the business we created. I was the group’s COO. That’s not something I could have learned in class.”



SAVAGE GLOBAL CONSULTING

Savage Global Consulting is an experiential learning endeavor funded by Salt Lake City-based Savage Services and reserved for handpicked graduate students in global supply chain management. “These Savage scholars work together on a consulting team to solve a specific problem for companies,” explains Scott Webb, a BYU Marriott marketing and global supply chain assistant teaching professor. “The students take on projects in process design, quality management, logistics design, strategic sourcing, and service innovation.”

Part of the “Do” phase of the program is called Global Immersion. “This year it was an intensive two-week experience to finish and present consulting projects with Walmart Central America in Costa Rica,” Webb says. “The students also consulted with NGOs in Nicaragua and visited the Panama Canal to understand the entire distribution network of Walmart.”

The students had worked on both projects throughout the semester and then spent three thirteen-hour working days in Costa Rica; however, they encountered a curveball when they arrived in the country.

“The day before the presentation, we met our contact’s boss,” explains Daniel Criddle, a 2018 graduate. “We gave her a brief overview of the strategy that we were planning to present the next day. She drastically changed the scope of our project from what our contact had given us. We made a quick pivot, working until 3 a.m. in the hotel conference room. When the time came for the formal presentation, we delivered a fantastic recommendation as well as specific steps to get there, which they started implementing six weeks later. This is an experience I will always treasure and will utilize as part of the foundation for my career moving forward.”

These are once-in-a-lifetime opportunities, Dotson notes. “We study the supply chain, then our Savage scholars take it a step further. They travel the world and solve problems for real companies. They end up flowcharting processes from initial order to backhaul. They understand the DNA of an actual client’s supply chain. They find the significant gaps in the functionality of current systems. They make recommendations, and companies adopt those recommendations. Consequently, these clients report greater efficiency, profits, and savings. That’s not just education—that’s experience that will get you hired.”



“This is an experience I will always treasure and will utilize as part of the foundation for my career moving forward.”

ENTER TO LEARN. DO. BECOME.

The immersive learning model of BYU’s MBA program certainly attracts high-quality students who are eager to apply for coveted spots in the six programs. The school is also strengthening its already sterling reputation as it places graduates in prime positions to hit the water swimming.

“Immersive learning—‘Learn. Do. Become.’—catalyzes the learning process,” Webb observes. “And students are in the middle of it all. They’re actually working on things, making mistakes, learning how to recover from mistakes and how to avoid them in the future. It’s the way education should be.”



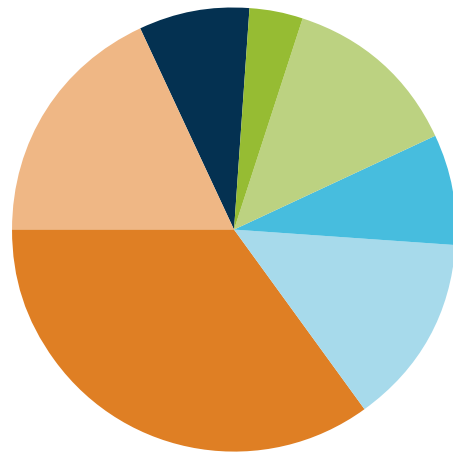
Student Life

All BYU Marriott MBA students are exemplary, with excellent academic track records, exceptional GPAs and GMAT scores, and distinct life and work experiences that set them apart. This year's students are no different, but they have still found a way to distinguish themselves: their contributions to the MBA Student Endowment fund account for 36 percent of the fund's total size, making them the highest-donating MBA class ever. Class president Mollie Hunt attributes this feat to class members' bias for action and strong sense of gratitude. Read more about Hunt and the accomplishments of the class of 2018 on page 13.

Student Report

STUDENT DEMOGRAPHICS	MBA	EMBA
Class of 2017	140	70
Female	22%	16%
Married	71%	90%
International	17%	6%
Minority	14%	6%
Bilingual	70%	61%
Average years' experience	4.2	11.7
Returned missionaries	75%	61%
Average entering GPA	3.49	3.47
Average GMAT	680	612

Class of 2017 placement by profession



CLASS OF 2017	MBA
Average base salary	\$102,435
Placed by 3 months after graduation	90%
Average signing bonus	\$20,000

4% Consulting	35% Marketing & Sales
13% Finance	18% Supply Chain
8% General Management	8% Other
14% Human Resources	

MBA Rankings

RANK	PROGRAM	SOURCE
1st	MBA (Most Family Friendly)	<i>The Princeton Review</i>
3rd	MBA (Human Resources)	<i>The Princeton Review</i>
3rd	MBA (Value for Money)	<i>Financial Times</i>
4th	MBA (Accounting)	<i>U.S. News & World Report</i>
5th	MBA (Salary Percentage Increase)	<i>Financial Times</i>
6th	MBA (Entrepreneurship)	<i>The Princeton Review</i>
16th	EMBA	<i>The Economist</i>
19th	MBA	<i>Forbes</i>

When Forever Plans Change



Mollie Hunt, a 2018 MBA graduate, knows that culture and community are hard to quantify. Yet during her term as president of the BYU Marriott MBA Student Association, she tapped into something special among the class of 2018—and it's paying off. Before many of the 162 students had received their first real paychecks, their contributions to the MBA Student Endowment fund accounted for 36 percent of the fund's total size, making them the highest-donating MBA class. Hunt attributes the class's success to authentic interactions, a bias for action, and a strong sense of gratitude among her classmates. During her presidency, she emphasized creating a culture in which everyone is known and feels they

have a place in the program. After she united the first- and second-year students, Hunt's classmates rallied around her vision.

"There's this general feeling that this is where we're supposed to be, and this is such a transformative experience for us," Hunt says. "My class is so tight-knit, and many of us have similar stories. We can't believe the opportunities that have been given us, and we're so grateful. We want to give back and build this program because we've had such a good experience here."

Once the fund reaches a sufficient level, the class of 2018 will get to vote on how their piece of the pie is distributed. From her initial polling, Hunt thinks the class will choose to fund scholarships. "We want to be able to bring in people who otherwise wouldn't be able to earn an MBA," she says. "We want to be able to change the lives of other people and help them have this same life-changing experience that we've had."

Hunt isn't exaggerating when she describes the program as life changing. For nine years, Hunt was a middle school and high school science teacher in Las Vegas, working in a profession and a city she adored. Though she planned to be a teacher forever, she felt the need for a new challenge, and she found herself packing for Provo.

"Hands down, the best decision I've ever made in my life was to come to BYU Marriott," she says. "I'm so grateful for people who took chances on me, who saw something in me that I maybe didn't even see in myself and were willing to take a chance on a high school teacher who had no business in a business program."

Though Hunt came with no business experience, her hard work and skills are turning heads. She landed a brand management internship with Bayer in summer 2017 and has now been snatched up by one of the world's biggest names: she entered Amazon's retail leadership development program after graduation.

Hunt has challenged her classmates to keep the giving going. By their five-year reunion, the class of 2018 plans to have contributed \$100,000. Hunt hopes their goal will motivate other classes to try to top them. Those classes have some catching up to do though—the class of 2018 has already outpaced donations of the second-highest class by two-and-a-half times.

To help your class rise to the challenge, visit marriottschool.byu.edu and click on "MBA Student Endowment Fund" under the Donate drop-down menu.

Students Make Their Best Case

It's been a busy and successful year for BYU Marriott MBA student teams, including many that came out victorious in a number of case competitions held throughout the year.

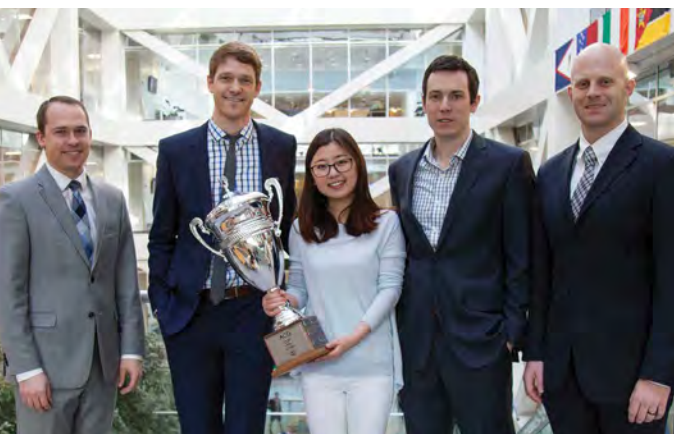
BYU Marriott MBA Takes ACG Cup Title

In March 2017, a team of five BYU Marriott MBA students placed first in the statewide Association for Corporate Growth Cup (ACG Cup) competition, winning \$5,000 and defeating teams from the University of Utah and Utah Valley University.

The ACG Cup is a case study competition intended to give MBA students real-world experience in concepts such as mergers and acquisitions, investment banking, financial advisory, and private equity. Participating teams present strategic advice to professionals posing as the board of a fictitious holding company.

BYU teams have won five of the last six ACG Cup competitions.

"It's always good when your students go out and take first place," says **Grant McQueen**, BYU Marriott MBA director and team faculty advisor. "External approbation indicates that we're doing something right here."



Spencer Hutchings, Carson Allen, Menglu Liu, Dave Gordon, and Christopher Barnes celebrate winning the ACG Cup.

Two Girls Named Gabi at Sawtooth

Because of a hypothetical math student named Gabi, five BYU Marriott MBA students won Sawtooth Software's Marketing Analytics Consulting Challenge in April 2017 and brought home \$3,000.

Before ideating solutions to the challenge from cosponsor Sylvan Learning, the team decided to create Gabi, a muse that represented Sylvan's target customer. When making decisions and analyzing its target audience, the team consulted Gabi's consumer profile.

Only after the competition did a judge inform the team that Sylvan itself had created a muse to help in its strategy: a seven-year-old girl who struggles with math—named Gabi.

The BYU team just happened to create the exact same persona for the competition. "It was a one-in-a-billion fluke," says team member **Jason Alleger** from Redmond, Washington. "If I were a judge, I would have been freaked out."

BYU Supplies Site, Winning Team

Deloitte Consulting's fourth annual Supply Chain Challenge pulled together some of the country's elite global supply chain MBA students for a competitive two-day series of proposals and presentations held at BYU Marriott. And while hosting the competition was honor enough, BYU's team also clinched the first-place title and a \$5,000 prize.

"They did an outstanding job of thinking through the issues of the case, summarizing those issues, and explaining visually and verbally how they would solve the problem," says **Mark Quinn**, Deloitte Consulting director and a member of BYU Marriott's global supply chain advisory board. "They did a great job supporting that solution under some pretty tough questioning."

Deloitte has a long-standing relationship with BYU Marriott, which led to the company asking the school to host the competition.

Team Takes Second

The University of North Carolina may have danced through March Madness to the NCAA basketball championship last year, but on the Tar Heels' own campus, it was a BYU MBA team that made it all the way to the finals in a different contest—the Venture Capital Investment Competition, one of the most respected venture capital competitions held.



MBA team members pose with their winnings on the UNC campus.

BYU Marriott joined eleven other regional champions at the University of North Carolina at Chapel Hill to compete in the championship rounds. Each team was introduced to four startup companies and then began the process of conducting due diligence on each deal. They spent time with each CEO, ultimately selecting one of the firms for an investment.

"This experience has been the highlight of my MBA experience," says **Jordan Roper**, a team member from Highland, Utah. "It's real. BYU's venture capital program is getting better and better, and succeeding in competitions like this shows that."

Faculty advisor **Gary Williams** worked with the team for eight months in preparation. "This competition pits five students from Provo against five-student teams from China, India, and other countries around the world," Williams says. "We are happy both for our team and the university, and we're thankful to our team members for their outstanding work in representing BYU on a global stage."

Italy SDA Bocconi Case Competition

Ciao! A group of MBA students from BYU Marriott packed their bags and traveled to Milan to compete in a healthcare case competition held 24-25 November 2017.

BYU Marriott was the only American school to apply, and of the seventy-five teams that entered, BYU ranked in the top ten and was invited to Italy, where a first-place winner would be selected.

The competition had participating teams from France, Spain, the United Kingdom, Italy, and Portugal. The teams were made up of diverse students, with most speaking two or three languages each. The BYU Marriott team took this opportunity to break the American stereotype and showcase its diversity.

"They were surprised at how diverse our team was because we're an American team that cumulatively speaks seven languages, including Portuguese, Chinese, German, French, and more," says **Daniel McCracken**, an MBA student from Indianapolis. "They figured Americans speak one language—English."

Bill Tayler, the BYU Healthcare Industry Association (HIA) advisor and an associate professor of accounting, thinks the most notable aspect of the case competition was how, within only a few weeks of reorganizing the HIA, the BYU students put together a team, competed, and placed in the top ten of an international competition.

"The drive and ability of BYU Marriott students is being noticed and rewarded," Tayler says. "They are going to make a remarkable difference in the healthcare industry."



Danny McCracken, David Smith, Cami Schiel, Dandan Zhao, and Alexandre Cruz form the BYU MBA team in Italy.

Susannah Hertz Establishes Continuous Improvement

MBA student **Susannah Hertz** and her friends were sitting in the Blue Line Deli talking about their experiences in the MBA program. But instead of doing a little complaining and a lot of wishing, Hertz discussed how they could work together to make the MBA experience even better for future students.

When the group first pitched the idea for what would become Kaizen Internal Consulting, Hertz remembers getting teary as she gave her “testimony of change.” That’s when **Dan Snow**, associate director of the MBA program, realized Hertz was capable of turning Kaizen into something great.

“These are bright, motivated MBA students who are altruistically interested in doing something to help,” Snow says of Hertz’s team. “The energy, the passion, and the intelligence that they could bring to [Kaizen] meant that I could get some things accomplished that I could see but that I didn’t have time to do.”

Hertz and her team helped make several material changes to the way the MBA program runs. Early on, they identified the fact that, despite a lot of interest in the tech industry, students had no formal pathway through the program to tech industry placement. Thanks to Kaizen, MBA students can now declare an empha-

sis in technology management. The Kaizen team also worked to standardize the onboarding process for adjunct professors around best practices and is now analyzing the admissions process for new MBAs.

Hertz has a simple way of summing up their progress: “line upon line, precept upon precept.” Or as Snow says, “Boring, small, easy changes add up to good ones.”

“The real basis of it is that we wanted to improve the program,” says Hertz. “We all came with the same inner motive: we’ve been given much, so much is required. We wanted to contribute back to the program, make it better for future years, and make our mark.”

One key to landing changes is to recognize the dedication that has already made the MBA program outstanding. Hertz put a lot of work into scoping each project and identifying stakeholders. In doing so, she hoped to build a lasting culture of improvement.

“BYU is great, and the MBA program is great,” Snow says. “Sometimes that gives us a sense of complacency. I’m proud that we’re creating a bit of a culture where we can push ourselves to get better and *actually* get better. We should as a program, as a school, and as a church, always be striving to get better.”

This kind of culture comes naturally to Hertz, who received her



undergrad degree in environmental science and was a Savage scholar through the school’s Global Supply Chain Management Program.

“I honestly think I’m just naïve, and I hope I stay that way because the more I listen to entrepreneurs and hear about the great things they do, most of them are naïve and they just jump into things,” Hertz says. “I feel like wherever I go, I try to find little things where I can improve just a little bit.”

Of Kaizen’s several projects, Hertz is most proud of how they’ve positioned the group to continue helping future students by setting up a self-perpetuating system. After a rigorous application process, Kaizen’s next generation of leadership is ready to keep the momentum rolling.

Since handing over the reins after graduation in April 2018, Hertz has taken her improvement chops—and ingenuous spirit—to her role as a senior consultant at Deloitte.

MBA Once Removed

When **Robbie Bullough** was about nine years old, he was disappointed to learn that his dad had an MBA and had not played in the NBA, as Robbie had previously thought. “I’ve come around though,” he says now, “and I am proud to be a second-generation BYU Marriott MBA member.”

The oldest of four children, Robbie majored in communications as an undergrad at BYU, with plans to pursue sports broadcasting. After working for BYUtv, he decided to shift gears and pursue business.

“Robbie asked me about the MBA program, and of course, I had very positive thoughts to share about it,” says his father, **Byron**. “It wasn’t something I necessarily steered him toward, unless you count the fact that I definitely let him know it had been beneficial for me.”

Robbie recalls his father sharing that a BYU Marriott MBA carries certain positive assumptions with employers. “They automatically assume that you have integrity, that you work hard, and that you have strong communication skills and can present to large groups of people,” Robbie says. “My father had also told me that his employers asked if there are ‘more of you,’ specifically referring to BYU Marriott MBAs.”

Byron’s path to the MBA program was as winding as his son’s, leading him through a variety of possible majors in college. After ruling out medical school, Byron decided an MBA was the way to go.

Born in Salt Lake City and raised just outside of Detroit, Byron received a bachelor’s degree in political science from BYU in 1983 and graduated with his MBA in 1985. “An MBA not only teaches you the nuts and bolts—I can number crunch and all that—but it teaches you how to look at data, sift through what’s important and what isn’t, make decisions, and, most importantly, communicate those decisions,” he says.

As an MBA student, Byron interned with the J. L. Hudson Company department stores to gain exposure to a variety of business areas. Unsure about which area he wanted to specialize in, Byron found his niche in retail over the course of his internship. His time at Hudson’s would turn into a full-time job after graduation and provide the springboard for a career in retail marketing.

During his career, Byron has worked in a variety of industries, ranging from electronics to clothing to mattresses, as well as with a number of companies, including Macy’s, 7-Eleven, and Select Comfort. He currently works as the regional sales manager for Art Van Furniture in Chicago. He and his wife, Janna, live near Indianapolis.

Robbie is following in his father’s footsteps. As one of the student recruiting managers for the MBA program during his last year in the program, Robbie regularly shared his father’s story with potential MBA students. “I helped host monthly information sessions,” he says, “and we always shared the inspiring stories of our BYU alums.”



Faculty News

Before joining the faculty at BYU Marriott, **Jeff Dotson** earned a PhD, worked as a senior analyst for a marketing agency and authored a textbook on business analytics. He now uses his skills and knowledge to develop curricula in quantitative marketing for the BYU Marriott MBA program, including advising BYU Analytics, a student-run consultancy that Dotson helped establish. The group has executed an estimated forty-five projects in the past few years with companies around the country. Read more about Dotson and BYU Analytics on page 24.



Faculty Awards

Professorships

PROFESSORSHIP	2017-18 RECIPIENT
<i>Albrecht, W. Steve</i>	James D. Stice
<i>Ardis, Glenn D.</i>	William B. Tayler
<i>Brown, Denny L. & Jerri</i>	Hal B. Heaton
<i>Christensen, Don M. & Arda Jean</i>	Michael J. Swenson
<i>Covey, Stephen Mack</i>	Gary K. Rhoads
<i>Deloitte</i>	Monte R. Swain
<i>Driggs, Douglas & Effie</i>	Bonnie B. Anderson
<i>Edwards, William F.</i>	Grant R. McQueen
<i>Jones, Alice Belle</i>	Kirsten B. DeTienne
<i>LeRay McAllister/Deloitte</i>	Douglas F. Prawitt
<i>Low, William & Roceil</i>	Paul C. Godfrey
<i>Meyer, Fred G.</i>	R. Bruce Money
<i>Passey, James M.</i>	Barrett A. Slade
<i>Peery, H. Taylor</i>	Steven R. Thorley
<i>Peterson, Joel C.</i>	James C. Brau
<i>PwC</i>	Earl K. Stice
<i>Romney, George W.</i>	Bradley R. Agle
<i>Second Mile</i>	Craig B. Merrill
<i>Staheli, Donald L.</i>	Thomas S. Foster
<i>Stone, D. Leslie & Dorothy C.</i>	W. Gibb Dyer
<i>Thorsell, Hazel Speirs</i>	Scott E. Sampson

Fellowships

FELLOWSHIP	2017-18 RECIPIENT
<i>Alumni</i>	Ryan S. Elder
<i>Brown, Denny L. & Jerri</i>	Colbrin A. Wright
<i>Christensen, Don M. & Arda Jean</i>	Jeffrey P. Dotson
<i>Edwards, William F.</i>	Michael P. Thompson
<i>Farr, Loran</i>	Nile W. Hatch
<i>Garrett, J. Earl & Elaine</i>	Peter M. Madsen
<i>Goldman Sachs</i>	Taylor D. Nadauld
<i>Jones, Warren F. & Alice B.</i>	Curtis D. LeBaron
<i>Jones, Warren F. & Alice B.</i>	Darron M. Billeter
<i>National Advisory Council</i>	David G. Kryscynski
<i>National Advisory Council</i>	Troy R. Nielson
<i>Perry, H. Taylor</i>	Brian H. Boyer
<i>Perry, Lee Tom</i>	Daniel C. Snow
<i>PwC</i>	Michael S. Drake
<i>Sorensen, David E. & Verla A.</i>	John W. Gardner
<i>Staheli, Donald L.</i>	John B. Bingham
<i>Thorsell, Hazel Speirs</i>	Cynthia J. Wallin
<i>White, Georgia</i>	Shad S. Morris
<i>Whitman, Robert A. & Wendy</i>	Robert J. Jensen

New Professor Introduces Product Management Course

Good product managers see a need and then fill it. That’s exactly what adjunct professor **Jaekob Chenina** and members of the BYU Marriott MBA faculty are trying to achieve with a new course offering on product management, which started in January 2018.

Chenina, who teaches the course, says he has seen the need for product managers in the workplace. Additionally, many MBA students want to pursue product management but lack the knowledge to do so. Chenina hopes this class can help MBA students develop product management skills that will help companies succeed.

“There’s been a lot of interest and demand for a product management course at BYU for quite some time,” Chenina says. “We’re excited about this opportunity, and we have lots of students signed up for the class, plus quite a long wait list.”

The class involves teams of three to four students working on projects for local technology companies, such as Vivint, Jane.com, and InMoment. The students are exploring new business opportunities for the companies by interviewing customers, designing prototypes, running analyses, and presenting their recommendations to the company.

“This class won’t just be lectures, slides, quizzes, and tests,” Chenina says. “It will be hands-on learning.

I would have been thrilled to take a class like this.”

As an undergraduate at BYU, Chenina studied computer science and found his niche in machine learning, data science, and artificial intelligence. His involvement with the Rollins Center for Entrepreneurship and Technology and with the Crocker Innovation Fellowship helped him start his own social media analytics company.

Since graduating in 2016, Chenina has worked at Adobe, starting as a software engineer and quickly moving to product management. He credits his career success to his experiences as an undergraduate student. “I was fortunate to get into product management pretty early in my career,” he says. “I thank BYU Marriott for that,

which is ultimately the reason I wanted to give back.”

As an instructor, Chenina has set a goal to help his students achieve success on their projects and broaden their networks within the state of Utah.

“Utah has an outstanding tech industry with great jobs for people coming out of an MBA program,” Chenina says. “We hope this class helps build relationships between BYU and the local tech community.”

The class could also serve as a catalyst to additional product management curriculum, according to Chenina. “My vision is to eventually have more classes on product management and maybe even a bachelor’s degree in product management,” he says. “I’m excited about the future.”



OBHR Professor Returns the Favor



After a decade of working in business development in Silicon Valley, **Lisa Jones Christensen** took a break in 1997 to travel the world and improve her Spanish. While in Guatemala, she lived with low-income families in their homes as part of immersive language training. One night when the father of one of the families came home from work rejected, mistreated, and empty-handed, she realized she needed to reevaluate the relationship between business and quality of life.

The experience was a tipping point in her life. Embracing the spirit of curiosity and an interest in service, Jones Christensen set out to sharpen her expertise in organizational behavior and understand how to work with others in making changes for the benefit of humankind.

Upon returning to the United States, Jones Christensen enrolled in the BYU MBA program. “I thought if there was a way I could affect business it would be from the inside out,” Jones Christensen says. “I went from being a bit anti-business to being curious about how things work and excited about the potential for good that can come from business processes.”

While at BYU, Jones Christensen worked with students and faculty to explore connections between business management and improving livelihoods at scale to fight poverty. BYU Marriott helped her focus on experiential and action learning by providing resources to study and research microfinance abroad.

As a direct response to Hurricane Mitch in 1998, Jones Christensen put everything she learned into practice by cofounding HELP International with other students and with faculty member Warner Woodworth, who has since retired. HELP is an NGO that partners with social entrepreneurs and international organizations with a social purpose.

In response to the largest disaster of that time, HELP raised \$116,000, administered humanitarian aid, created forty-seven new microcredit banks in partnership with FINCA Honduras, and gave service to the people of Honduras. Today HELP has alumni man-

agement and provides volunteer opportunities to more than two hundred students from BYU, Stanford, Virginia Tech, and other universities. These students volunteer in eight countries, including Nepal, Thailand, Uganda, Peru, and Fiji.

While traveling and consulting and conducting research in international development and education over the next thirteen years, Jones Christensen fell deeper in love with international business and organizational behavior.

This interest eventually took her to the University of North Carolina at Chapel Hill, where she received her PhD in organizational behavior with an emphasis on social business and innovation implementation. After teaching at Chapel Hill for almost a decade, Jones Christensen is now back in the Tanner Building, where she first found her passion for business.

“I have loved every minute that I’ve been here,” Jones Christensen says. “I wanted to come back in hopes of being useful to those who want to use business skills to empower those who are vulnerable. I also hope to connect with students who are sometimes surprised by or even resistant to the unique culture here at BYU—like I once was. Coming to BYU as a student was such a turning point in my life—and my testimony—that I hope I can encourage that for other people.”

GSC Prof Channels Love for Learning, Service

I have found that the only thing that does bring you happiness is doing something good for somebody who is incapable of doing it for themselves.

This quote by David Letterman hangs in the office of global supply chain management professor **Scott Sampson**. In essence, it’s what Sampson is all about. “If I feel like I have impacted people for good, it’s just tremendous how much satisfaction comes out of that,” Sampson says. “I feel driven to see if we can make people’s lives better and if we can help them become more capable and more enthusiastic about what they need to do.”

Well-known in the industry for his research and academic writing, Sampson specializes in service operations management and design and is considered the father of process-chain-network analysis.

One of Sampson’s journal articles, “Value Paradoxes and the Time Value of Value,” focuses on how things such as financial value don’t often correlate with other measures of value. “It’s about improving people’s well-being,” says Sampson of the article, which won the 2015 Best Article Award in *Service Science*. “I think in the business discipline, we need to understand this more. Companies ultimately will be successful to the degree at which they impact people for good.”

While growing up in Providence, Utah, Sampson developed his curiosity and his love for learning. At age sixteen, he began an early-enrollment program at Weber State University, studying computer science and electrical engineering. After serving an LDS mission in the Philippines, he attended BYU



and earned his bachelor’s degree in human resource development in 1988.

Sampson received his MBA in general management and his PhD in operations management from the University of Virginia in 1993. The current Thorsell Professor of Business and Service Operations Management at BYU Marriott, he teaches operations management and customer relationship management classes. In 2015 he earned BYU Marriott’s Outstanding Faculty Award.

Sampson says he hopes to teach his students to cultivate the same kind of curiosity and enthusiasm that he has for improving the field. “I think that if people have a passion about learning, their abilities will rise to whatever is necessary,” Sampson says.

Expanding Quantitative Marketing Curricula



A brief glance at **Jeff Dotson's** résumé and it's evident that he is well versed in analytics. He has worked as a senior analyst for a marketing agency and published a textbook on business analytics. He now uses his skills and knowledge to develop curricula in quantitative marketing for the **BYU Marriott MBA** program.

"The goal is to promote and try to develop opportunities for students who are quantitatively oriented to be able to learn more about statistics, analytics, machine learning, and other topics that are becoming more important for business," Dotson says.

In addition to completing coursework in marketing analytics, MBA students can get involved with **BYU Analytics**, a student-run consultancy that Dotson helped create. (Read more about **BYU Analytics** on page 7.) As the consultancy's faculty advisor, Dotson says **BYU Analytics** gives students the opportunity to provide business insights for companies in various industries. "We've probably executed at least forty-five projects in the past three and a half years with companies both locally and nationally," he says. "This year we've been focused on trying to build reputable

products and processes that will be executed by **BYU Marriott's Marketing and Behavioral Research Lab.**"

Dotson's contributions to **BYU Marriott** also include his many research publications. His studies on brand attitudes, corporate diversification, and other topics have been published in journals, such as *Marketing Science*, the *Journal of Marketing Research*, and the *Strategic Management Journal*. He has received the **BYU Marriott Department of Marketing and Global Supply Chain's Best Researcher Award** two years in a row.

In 2002 Dotson graduated with a bachelor's degree in economics from Southern Utah University. He continued his education at the University of Utah, receiving a master's in finance and financial accounting in 2003 and a master's degree in statistics in 2005. He also earned a PhD in quantitative marketing from The Ohio State University in 2009.

Dotson's time inside the classroom continued after graduation. He taught courses in marketing at Vanderbilt University for four years before joining the faculty at **BYU Marriott** in 2013.

"This is a fun place to be," Dotson says. "When people show up to the office, they're a little nicer and a little more willing to share their time and talents with their peers than at other places I've been."

He particularly enjoys working with his colleague and brother, **Marc Dotson**. "It's great to have Marc here," he says. "It's a lot of fun, but it's also great to have someone who has a similar view about what research is and how it's executed."

The Dotson brothers hope to expand the field of quantitative marketing at **BYU** to better help MBA students prepare for future careers in analytics.

"We hope that when students take their first jobs, they can hit the ground running and contribute from day one," Dotson says.

The Terror of Teaching

You could say that **Monte Swain** is a bit of an adrenaline junkie. Each winter you will find him skiing or snowboarding down the snow-covered slopes of Utah. He feels a similar rush when standing in front of a classroom full of students.

Swain says he felt "absolute terror" when teaching an introduction to accounting class as a **BYU** graduate student during the summer of 1987. "It turns out that I loved the terror!" he adds.

After receiving his PhD in management accounting and systems from Michigan State University in 1991, Swain returned to teach full-time at **BYU**. In addition to teaching, he has served in various

administrative capacities for the **MBA** and **EMBA** programs.

"Monte Swain's contributions to the **MBA** and **EMBA** programs are immense," says **Trevor Peterson**, managing director of the **MBA** program. "He has served as an **MBA** associate director, **MBA** operating committee director, **MBA** admission interviewer, and **EMBA** class advisor."

Swain's dedication to his students extends beyond the classroom. He holds regular open-door meetings for his students to receive mentorship on course materials, career decisions, and personal matters. He also has traveled internationally with graduate students to expand their knowledge of global markets.

"His commitment to the students sets him apart," Peterson says. "He is always looking to improve the quality of the student experience and does everything he can to help students achieve their educational goals."

The **BYU Marriott** accounting professor is often recognized for his commitment to his students. Some of Swain's noteworthy awards include the 2016 **Brummet Distinguished Award for Educators** from the Institute of Management Accountants, the **Faculty Mentoring Award** from the **BYU Marriott Executive MBA** Program, and the 2010 **Bateman Student Choice Award**.

Swain's teaching style pushes students to work hard while also providing a fun learning environment. He says he enjoys teaching **MBA** students because they are "hungry to learn."

"Their work experience has given them their first look into what they don't know," he says. "Recognizing that we don't understand important things is perhaps the most valuable quality of learning."

Because of their previous experiences, **BYU Marriott MBA** students bring diverse skills and perspectives that, according to Swain, will help shape the future of the **MBA** program. "I believe the table at our wonderful **BYU Marriott MBA** program is moving forward to become much larger and to involve a more expanded community of good hearts and good minds," he says.



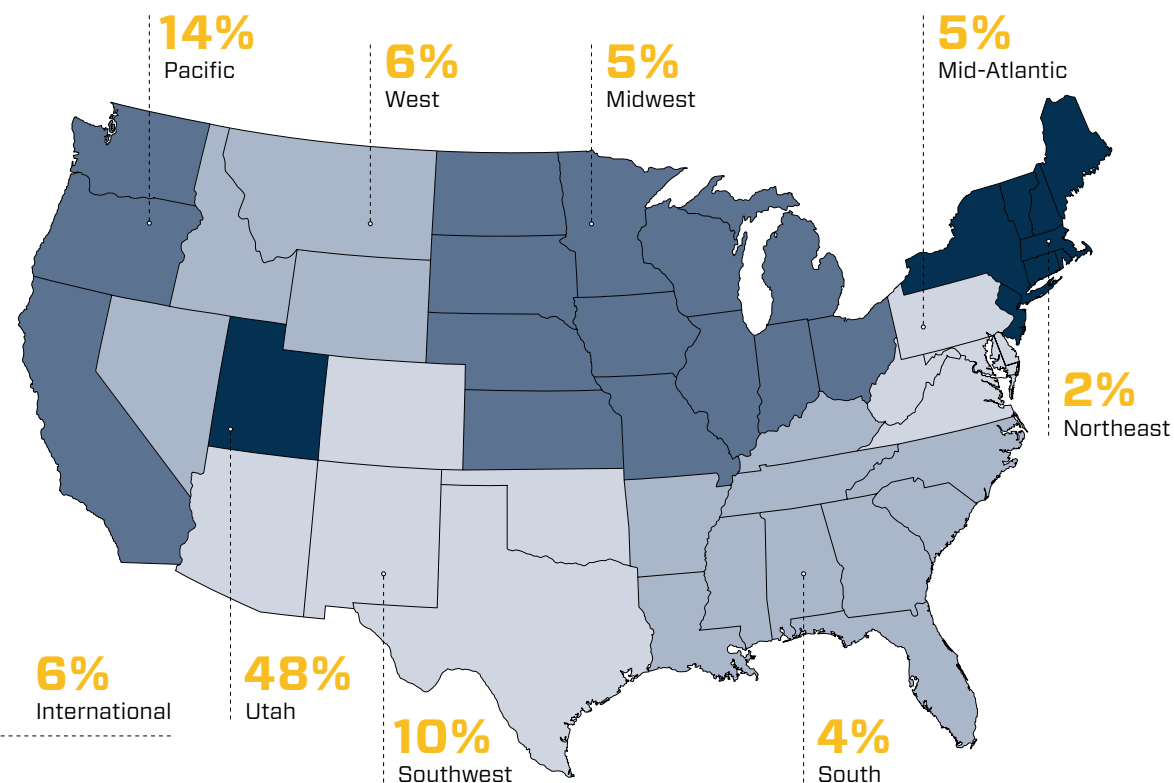


Alumni Updates

Testing software as a high school student intern at a software company sealed the deal for **Cydni Tetro**; from that young age, she knew she wanted to pursue technology. Fast forward a few years, and Tetro is CEO of ForgeDX.com, a digital experience solution company, and one of the cofounders of Salt Lake City-based Women Tech Council, a national organization with more than ten thousand members focused on the economic impact of women in the technology sector. The BYU Marriott MBA grad also eagerly gives back to her alma mater, most recently speaking at the EMBA program's annual Career Boost event.

Alumni Report

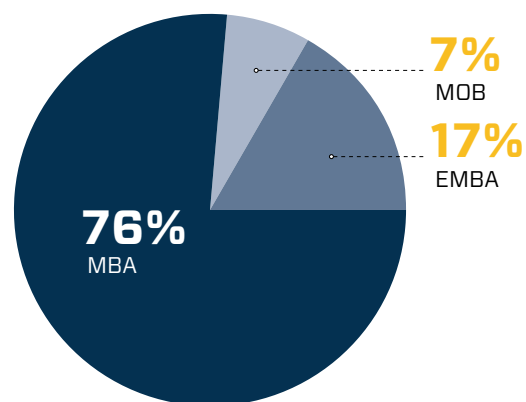
Where BYU Marriott MBA alumni reside



BYU Marriott alumni at a glance

- **7,255** total alumni (as of January 2017)
- First class graduated in **1963** with **15** students (nine still living)
- First EMBA class graduated in **1986**
- **14** MBA directors (Grant McQueen is no. 14)

Alumni by degree



Valuing Life's Unexpected Course



For fourteen years BYU Marriott MBA alum **Curtis LaClaire** worked for Honeywell International; just last year, he left his Honeywell family to become the chief human resource officer at Foster Farms. Though LaClaire is a natural in HR leadership, he did not grow up thinking that was his future.

“My parents, Curt and Sandy LaClaire, made significant sacrifices to have a large family and helped us to know what was important in life. They taught us how to love and serve others. My dad was a carpet layer, and as the oldest of six boys and the second oldest of nine kids, I started laying carpet at age ten,” LaClaire says. “It was fantastic. I learned the value of family and hard work at a young age.”

After high school graduation, LaClaire rolled up his sleeves and continued his hard work. “I couldn’t afford to serve a mission right out of high school, so I worked for about a year until I saved up enough money,” he says. He served in Recife, Brazil. On his mission he started to understand the value of pursuing higher education.

“My mission president, **Greg Gollaher**, was an MBA graduate and had served as an executive for Ford Motor Company,” LaClaire says. “He was influential and encouraging with my decisions about education.”

When LaClaire returned home to Minneapolis, he worked for a few months and then moved out west to Rexburg to study economics at BYU-Idaho. During this time, LaClaire met and fell in love with his future wife, Becky.

“She was studying to be a dental hygienist and got accepted into a good program in Pocatello,” LaClaire says. “I figured I could study economics anywhere, so I followed her and transferred to Idaho State University.”

Idaho State’s economics program was an enriching experience for LaClaire, one that set him up for success at BYU Marriott. “During my undergraduate career, I realized that advocacy is a strength of mine,” LaClaire says. “I wanted to find a graduate program that would marry the MBA and JD together, and I found BYU.”

LaClaire started his MBA and JD at BYU with the intent to practice law. However, as a third-year student, his path started to shift. “I had the unique opportunity to intern for Honeywell during my third summer,” LaClaire says. “This experience was very different from the law firm experience. I enjoyed the autonomy, the diversity of work, and the ability I had to make an instant impact. This experience initiated my career in business, and I haven’t ever looked back.”

After graduating in 2004, LaClaire started at Honeywell—an experience that impacted LaClaire, Becky, and their six children and also taught LaClaire much about living in harmony with family and work demands. “This is a frequent concern among college students that we recruit,” LaClaire says. “I always tell them that work exists, but we work for the benefit of our families and the opportunity to grow as families. I also tell them that no matter where they work, they have complete control over their time. The trick is to use that time efficiently.”

Of Potential and Potential Energy

Imagine working on a project so illustrious you could comfortably extend a personal invite to Princess Anne of England to come check it out.

Networking with royalty is just another day on the job for **Joe Onstott**, whose work for an international nuclear fusion project has landed him and his family in southern France for the past nine years.

According to Onstott, the International Thermonuclear Experimental Reactor (ITER) blazes a trail in the field of nuclear fusion as the largest scientific construction project in the world. The first item on its agenda: develop fusion reactions to replace fossil fuels as the energy source of the future.

“It’s really an exciting project,” says Onstott, a BYU Marriott MBA alum. “And it’s got a lot of potential to benefit the world.”

The multibillion-dollar collaboration is funded by thirty-five member countries, including China, India, Japan, Korea, Russia, the United States, and members of the European Union. As head of budget management, Onstott is responsible for the project’s overall global budget as well as managing its associated costs and financial affairs.

Onstott received both his bachelor’s degree in European studies in 1996 and his MBA with an emphasis in international

business in 2000 from Brigham Young University. As an undergrad, he dreamed of someday working internationally. Little could he fathom that someday his employers would ask him to deliver a speech about their project in London—or that Princess Anne would be listening.

“This has been a fulfillment of my dream,” he says. “It’s been a great experience because it’s combined my business education from my MBA program with my love of languages and cultures.”

Onstott and his wife, Julie, had originally planned to stay with the project for a couple of years. But two years turned to nine, and their three French-speaking children have enjoyed growing up in an international environment. The Onstotts have explored much of France and traveled around Europe, gaining exposure to many different cultures, both in their travels and through experiences at ITER.

“You can learn a lot from other people,” Onstott remarks. “Working with various cultures on a daily basis presents different challenges, but I’ve found that people who have a common goal are able to overcome most difficulties and work together effectively.”

Onstott saw this principle personified during an ITER council meeting, comparable in format to a United Nations assembly meeting. At one point during

the proceedings, the company hit a roadblock with the Russian delegation, and Onstott used his Russian to speak to the delegate, defuse tension, and help the parties come to a common understanding and resolution.

His gratitude deepened that day for both the Russian business classes and the strategy and supply-chain management classes he took as an MBA student, which he has drawn upon often throughout his career.

“More than anything, what the MBA program gave me is confidence—confidence to come into a meeting and be able to discuss various issues in an intelligent way,” Onstott says. “It pushed me to continue to look for the right opportunity and not just be satisfied with something else. That really helped me get into the position I’m in today.”



Jazzed about Business, Brazil, and Basketball



Former basketball pro **Walter Roese** sees himself as a “facilitator.” But half-court plays and alley-oops aren’t the only ways he makes an impact; the MBA alum and business consultant has assisted companies across the Western Hemisphere, including Adidas and the Utah Jazz.

Hailing from Porto Alegre, Brazil, Roese’s family raised athletes—including six Olympians—so Roese’s time on Brazil’s national basketball team followed familial tradition. In 1989 he committed to play for the University of Houston and, after a few intercollegiate transfers, received his bachelor’s degree in international business from BYU-Hawaii. Despite not speaking English upon moving to the United States, Roese graduated summa cum laude and is proud of his ESL proficiency. “Some close friends make fun of my accent,

and I tell them the accent is the charm!” he says, laughing.

Shortly after receiving his MBA in 2003, Roese worked as the director of operations for the BYU basketball team and eventually as assistant coach. His coaching career took him to the University of San Diego, the University of Nebraska, and the University of Hawaii. He returned to Utah with his family in 2011.

“I’m an ADD kind of a guy,” he says. “I like the freedom to do lots of stuff.”

“Lots of stuff” includes coaching youth at a camp in Italy every summer; spending more than five years with the Latin America operation for Action Target, one of the largest shooting range companies in the world; doing international consulting for the Utah Jazz since 2014; and running Adidas Brazil’s basketball operations. His work takes him almost monthly

to Mexico, Argentina, Colombia, Peru, Chile, Brazil, or Panama.

“So I’m involved in little things,” he jokes. “I like entrepreneurship, I like sales, and I like companies to grow overseas, so I spend a lot of time in Latin America—I’m all over the place.”

In his work for the Utah Jazz, Roese gathers intel on potential players so that when draft time arrives, decision-makers have all the information they need to pick athletes well suited for the team and its values.

Beyond Utah’s professional basketball team, Roese enjoys adding value wherever he sees potential for it. He attributes much of his business savvy to skills he learned through the MBA program at BYU Marriott. “It was one of the best things I’ve ever done,” he reflects. “It prepares you unbelievably well for the real world. The classes are well taught, well organized, and well prepared. I could not have made a better choice.”

Roese also appreciates the culture BYU Marriott has created and the loyalty the school has to its alumni base. “Even though you leave, you still feel a part of the Tanner Building,” he says. “You still feel a part of this family.”

1994



Shane Cragun is known around the world as the “disruption guru.” He is the founding principal and CEO of the SweetmanCragun Group, a global leadership development firm that centers on helping organizations maximize their performance through leadership solutions in the age of disruption. Cragun attributes the trajectory of his career to his MBA internship at National Semiconductor in Silicon Valley, California, and he has since worked with clients throughout the world. Cragun is the coauthor of the award-winning book *Reinvention: Accelerating Results in the Age of Disruption*. He graduated with his MBA from BYU Marriott and currently lives in Boston with his wife, Kate. Cragun enjoys reading, golf and sports activities, service, and family vacations with his four children and one grandchild.

1999



New Zealand native **Hugh McCutcheon** began coaching as “the means to an academic end.” A former volleyball player for his home country’s national team, McCutcheon transferred to BYU and juggled playing on the men’s volleyball team with earning a BS in physical education (1993). He went on to earn his MBA from BYU with an emphasis in entrepreneurship. McCutcheon has seen his fair share of victory as head coach of the USA men’s national volleyball team, which claimed the gold in the 2008 Summer Olympics and the title of FIVB World League champs that same year. He then coached the USA women’s national team and now works as an independent contractor and head coach of women’s volleyball at the University of Minnesota. He was named Big Ten Conference Coach of the Year in 2015 and received the honorable New Zealand Order of Merit in 2016. He and his wife, Elisabeth, a former Olympic volleyball player, have two children and currently reside in Elisabeth’s home state of Minnesota.

2004



Throughout his career, **Hondo Baldwin Louis** has been chosen to be versatile, and that decision has led him to several different opportunities. Louis works as the owner and president of Wayfinder Media, a graphic design, video production, and media consulting firm; the president of Saltboy Films Ltd., a film production company; and an associate professor at Navajo Technical University. Currently residing in New Mexico, his desire to connect his strengths and interests with market needs and to collaborate with exciting, motivated people helped shape his career. Louis holds music and video workshops for youth summer camps and enjoys cycling, coaching, writing music, and singing in choir. He earned a bachelor’s in film in 1998 and an MBA in 2004, both from BYU, and an MFA in 2017 from the Academy of Art University.

2009



Following his passion for products and startups has led **Reed Quinn** to a successful career. He is the founder of a company called Spark Innovation LLC, which acquires or develops product brands and launches them in to retail. Spark Innovation has been involved with dozens of companies that have appeared on ABC’s *Shark Tank*, including FiberFix, Illumibowl, and Screenmend. A BYU CET founder and angel investor, Quinn said his biggest accomplishments are, first, his wonderful marriage to his best friend and, second, their six brilliant, meticulous, and understanding offspring. Quinn earned a bachelor’s degree in economics in 2003 and an MBA from BYU. He resides in Highland, Utah, and enjoys aviation, woodworking, traveling, and reading.

Can’t Be What You Can’t See

After being with MaritzCX for a couple of years, **Carine Clark** realized that you should always cast your vote, especially if you don’t agree with the way things are being carried out.

“I’m a cancer survivor, so I don’t do anything I don’t want to do,” Clark says. “People think they have to do things forever, but life is too short and there are a lot of opportunities out there if you feel like you’re not contributing or not being heard.”

Now as the president and CEO of Banyan Inc., Clark is ready to use her knowledge and experience to grow the two-and-a-half-year-old company. With an estimated 2,200 customers, Banyan provides healthcare companies with marketing services such as two-way texting, social media platforms, websites, and more.

In addition, Clark is an executive board member at the Utah Governor’s Office of Economic Development, which ties together with her position on the board of Silicon Slopes. The Governor’s Office invests in keeping companies in Utah and driving more companies to the state to help create jobs, raise the wage level, and bring diversity.

“We have educated students, a diverse workforce, and about 139 languages in the state,” Clark says. “If Silicon Slopes can continue to grow and invest in technology, and if I can represent that on the governor’s board, then it works together.”

Clark notes that not many women stay in the field of technology. That departure is unfortunate, she says, because women who stay in technology have terrific career paths, make money, and take care of themselves and their families.

Why isn’t tech inviting for women? According to Clark, it’s because there just aren’t enough role models. She explains that most people can’t really be what they can’t see. More women are needed on boards and in executive and leadership positions to create better products and teams. The more diverse you get in the workforce, the better the outcome is.

“A lot of people tell me, ‘Well, we are trying to hire a cultural fit,’ and I’m like, no, you should be hiring for cultural contribution,” Clark says. “We want people to be additive to your team, product, or company.”

Along with her passion for championing women in technology, Clark also has a passion for supporting young people. She continues to contribute to BYU Marriott because she sees the potential in students and the opportunity in technology. “If we can help students get internships, find jobs, start companies, and avoid making the same mistakes many of us made before,” she says, “then that helps the state, the students, and the school.”



Creating Experiences Illuminates a Passion

Maria Tedjamulia's mission is to create experiences that change people's lives, but it has taken years of schooling, life experiences, and hard work for her to realize this passion.

A self-proclaimed science and data buff, Tedjamulia came to BYU and earned her undergraduate degree in biology teaching. After graduation, she worked for BYU Athletics marketing. "It was probably one of my favorite jobs I have ever had because my job was essentially to help people have fun at events," says Tedjamulia.

Her desire to improve led her to the MBA program, where she completed her first year of the program and then took a break. During that time, she worked on

the project management team at Ogilvy & Mather and finally found a job title that fit her passion. "There was a team that worked just down the hallway, and I found myself constantly curious about the projects they were working on," she says. "This was the experiential marketing team."

Tedjamulia had found her niche. "When I transferred to this team, I found myself thinking, 'This is it. This is the life,'" she says. "I wasn't counting the hours at work. I was truly passionate about it. This experience definitely helped me focus in on what I wanted to do when I went back for the second year of my MBA."

During that break, Tedjamulia also married her husband, moved to Minnesota, and then became a mother.

Andrea Monfredi, Tedjamulia's sister and business partner, observed the character shaping that Tedjamulia underwent when she became a mother. She explains that Tedjamulia had a consciousness about her and a true longing to be with her children as much as possible, which she believes strongly influenced Tedjamulia's decision to become a stay-at-home mother.

"My greatest priority has always been to be at home with my children," Tedjamulia agrees. "One important role as a mother, however, is being able to teach my children that the world extends

beyond our home and that it is important to serve others. I want my children to grow up knowing that it is possible to make an impact on the world while also making an impact within the home."

Since Tedjamulia's MBA graduation, she has embarked on numerous business endeavors while raising her family. "My husband, Patrick, and I are entrepreneurial at heart," she says. "After we had gained work experience at companies such as Google, Microsoft, and Facebook, we decided to jump ship from corporate America and start our own company, ProductPeel."

Tedjamulia also helped create the Women of Light Convention with Monfredi. The convention provides a platform for women from different economic, social, and religious backgrounds to come together to learn from one another. The first conference was held last year, with more than fifteen hundred women in attendance. This year a Women of Light podcast was launched in March, and they are gearing up for another Women of Light Convention in the near future.

Experiencing life through the facets of motherhood and entrepreneurship has helped Tedjamulia realize that her passion fuels her life's mission. She says, "It is my goal in this life to create experiences for others that will positively impact and change their lives."



2009



Scott Thompson's LDS mission in Russia is what led him to his career in the United States Army. Thompson knew he wanted to continue using the Russian language and working with Russian people, so he joined the Army National Guard as a linguist. His overseas experiences have led him to his current position as a senior defense official representing the US Department of Defense to Lithuania. Some of his responsibilities include assisting and advising the US ambassador on military matters and coordinating other political-military actions within his area of accreditation. Thompson received an MBA from BYU Marriott and currently resides in Lithuania with his wife, Ulya, and five children: Nadia, David, Ethan, Levi, and Tavish.

2015



Blogger, entrepreneur, and innovation consultant **Zack Oates** has started seven businesses and went on more than one thousand dates before finding his wife—gleaning wisdom that can be found in his popular book, *Dating Never Works . . . Until It Does*. While trudging the trenches of singlehood, Oates earned a BA in advertising (2009) and an MBA (2015) from BYU. He started Courage to Hope, a nonprofit that assists women's shelters in Ukraine, and worked as founder and CEO of Imply Labs, a software service company that develops predictive social commerce technologies. He currently works as a strategic consultant for the LDS Church and at Ovation Up, a startup he founded that helps restaurants get customer feedback and online reviews. He enjoys traveling (he's been to forty-one countries) and giving firesides for youth and young adults about dating and personal confidence. Oates lives with his wife, Annie, and their daughter in Salt Lake City.

2016



Dale Warren Tolley pursued two MBAs while at BYU—an official one in business administration and the LEGO "Master Builder Academy" series to hone his brick-building techniques. When he isn't vetting crowd-sourced LEGO ideas, Tolley is hard at work as an associate human resources manager at Procter & Gamble. He considers BYU Marriott's MBA program an important springboard to his current occupation at a well-respected, industry-leading multinational company. He aims to inspire his colleagues through the practice of strategic human resources as well as the universal principles of the gospel. A 2016 Hawes scholar and a 2010 Hinckley scholar, Tolley enjoys hiking, traveling, performing musical comedy, watching live British rock, and designing tabletop board games (google Cheesonomics by Dale Tolley). Dale lives with his wife, Alana, and their two children near Cincinnati.

2017



After pursuing the entertainment business for five years as a professional singer and dancer, **Autumn Marie Wagner** received an MBA from BYU and started a position at Vivint Smart Home as a senior strategy analyst. One of her many priorities was generating new sources of revenue for the company by devising new strategies and identifying, incubating, and operationalizing new businesses. Her long-term professional goal is to become an executive at a tech company, then start her own business where she can fully utilize all the skills she gained from the MBA program. Outside of work, Wagner has volunteered for an American Sign Language congregation in NYC, the Communications for MBA Marketing Association, and Cougar Strategy. Wagner now resides in Alpine, Utah, with her husband and enjoys traveling, participating in triathlons and marathons, horseback riding, snow skiing, and waterskiing during her free time.

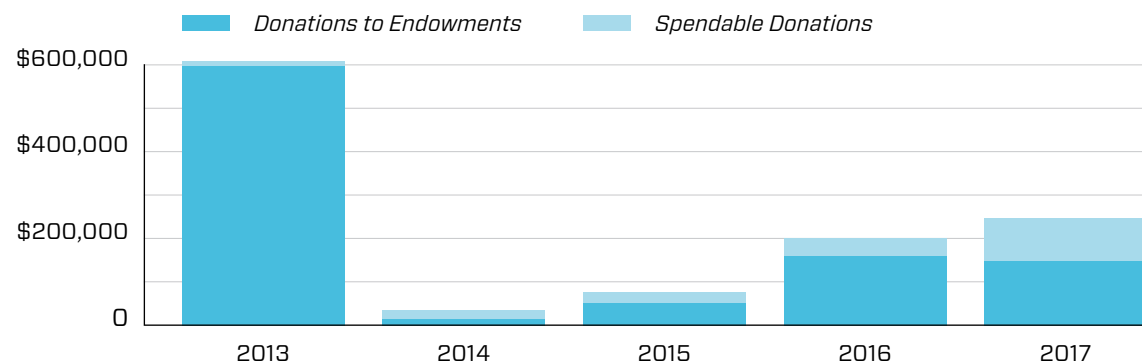
Program Support

The BYU Marriott MBA alumni program is committed to providing alumni with rewarding connections and networking opportunities, relevant continuing education events, and valuable career services. The program also works to empower students and alumni to give back in meaningful ways, including participating in recruiting activities, mentoring other students, and hiring grads. **Daryl Acumen**, shown here at an information session, is one of more than 600 alumni who are actively involved in alumni program events, activities, and opportunities.

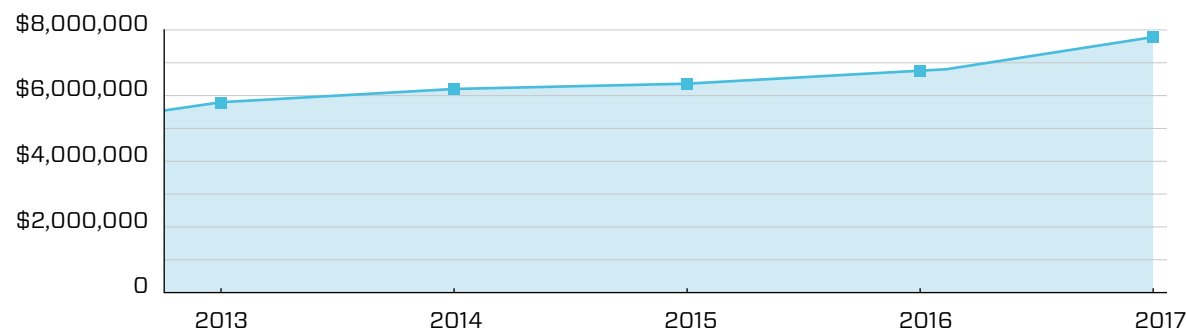


Fundraising Report

Total Donations to MBA Program



MBA Endowment Funds Growth

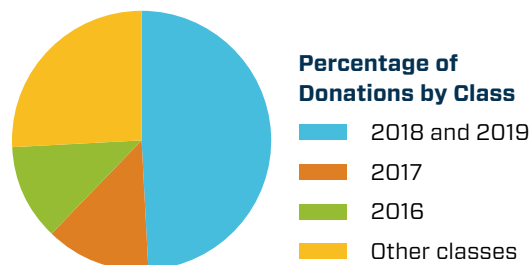


New MBA Student Endowment Fund

A new endowment fund, called the MBA Student Endowment Fund, was created in 2016 and focuses on allowing MBA classes to set goals and donate toward a common cause. Classes can work with the MBA program to direct their portion of the fund toward the following:

1. Student scholarships
2. Case competitions and other student events
3. MBA association activities and needs
4. Other student-related opportunities

To participate in setting a class goal and choosing where your donations are directed, please reach out to David Jungheim at dmj32@byu.edu.



Operating at the Highest Level

BYU Marriott's MBA program is committed to creating an alumni program to be proud of.

When **Dave Jungheim** was hired as alumni relations manager for the BYU Marriott MBA program more than three years ago, he had no experience in alumni relations. He did have, however, a clear idea of what he wanted the program to be: a mutually beneficial relationship in which alumni felt connected and valued and could give back to the program in more ways than just financially.

"Too often, alumni programs are one-sided," he explains. "Alumni receive phone calls, letters, and email asking for donations. Other than that, there's not much contact. I wanted the MBA alumni program to be different."

Jungheim researched what alumni look for from their alma mater. He attended conferences, studied other programs, talked to hundreds of alumni, and conducted surveys; he has eleven binders of responses stacked neatly in his bookshelf that he refers to often. "The top need came out over and over again," he says. "Alumni want to feel connected."

Focusing on Principles

As a result, Jungheim identified three guiding principles to help the BYU Marriott MBA alumni program meet the needs of its alumni:

- Create networking opportunities so alumni can connect with other class members, the program, and the school.
- Provide continuing education to ensure that their BYU Marriott degrees stay relevant.
- Offer career services to help alumni develop.

"I consider it my job to focus on these principles and make sure that we do what it takes to help our alumni connect with each other," he says. Those efforts have included the first alumni conference



(which will continue on an annual basis), an expanded Career Boost conference, and a growing LinkedIn community, to name just a few.

"BYU Marriott works very hard to maintain its student-alumni relationship," notes **Steve Yancey**, a 2016 EMBA grad. "It's nice to have a worldwide network of alumni to draw from when considering a career move."

That network is one of the biggest benefits that comes from being part of the BYU Marriott MBA, says 2016 MBA grad **Shayla Barber**. "You'd be hard-pressed to find a better network than that of the BYU MBA. You will not find a more nationally and internationally spread alumni network, but the real value is their loyalty, dedication, and willingness to go the extra mile to help you succeed during your time in the program and beyond."

Giving Back

In addition, Jungheim notes that most alumni—especially BYU Marriott alumni—have a sincere desire to give back to the program in meaningful ways. Consequently, the alumni program provides five ways alumni can get involved:

- **Mentor** students.
- **Attend** reunions and conferences.
- **Refer** students to the MBA program.
- **Connect** with students and alumni.
- **Hire** MBA interns and graduates.

“We are focusing on making sure our alumni know about these opportunities,” Jungheim says. “And we’re seeing a tremendous response. We have more than one hundred alumni volunteer at orientation alone. Our alumni are a valuable part of our program; we couldn’t do what we do without them.”

That focus pays off. “I now work for an industry-leading, global Fortune 500 company thanks to my BYU MBA and the network it provides,” says **Dale Tolley**, a 2016 MBA grad. “I benefit daily from the strong equity the BYU Marriott MBA program has among my senior leadership, management, and colleagues. This equity has been hard-earned by the superior performance, confidence, and values-based leadership that one consistently finds from a BYU Marriott MBA recruit. I will continue recruiting BYU MBAs to introduce them to the companies seeking their strategic leadership and moral courage.”

“Too often the perception of alumni programs is of an institution operating at the basic level of asking for money,” Jungheim concludes. “We want our program to operate at the highest level, where we’re genuinely focused on continuing to support our alumni far beyond graduation and creating a mutually beneficial relationship that is fulfilling and rewarding for everyone.”



MARCH Forth

Mentor students
Attend reunions and conferences
Refers students to the program
Connect with students and alumni
Hire MBA interns and graduates

mba.byu.edu/connect

BYU

MARRIOTT SCHOOL