

MBA

2019-20 MBA ANNUAL REPORT
BYU MARRIOTT SCHOOL OF BUSINESS





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◀ Members of the MBA program work together during a team-building activity at Camp Williams. At the beginning of every year, members of BYU Marriott's MBA and EMBA programs participate in a one-day team-building activity at the camp. Photo by Dave Jungheim.

The 2019-20 Year at a Glance



August

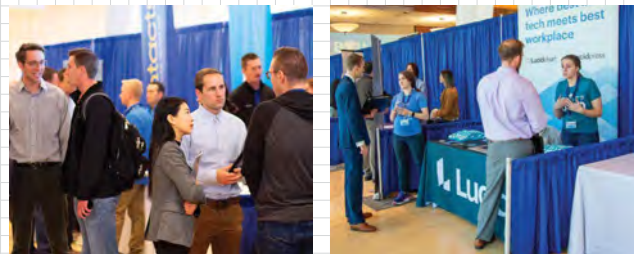
Welcome, welcome

Dean Brigitte C. Madrian welcomes the BYU Marriott MBA incoming class of 2019-20. During the first week of school, MBA and EMBA students meet faculty and staff and join in orientation and team-building activities.

November

You're hired

More than three hundred students and nearly thirty companies gather at the first-ever Silicon Slopes BYU Marriott MBA Student Career Fair, which gives students the opportunity to connect with local companies and startups.



January

Infinity and beyond

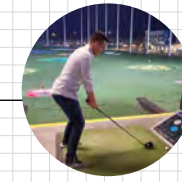
The MBA family home evening group visits the BYU Planetarium. They listen to Alan Stern, a planetary scientist and engineer for NASA, who speaks about the New Horizons mission to Pluto.



April

Diploma Day

Although no commencement or convocation gatherings are held because of COVID-19 restrictions, more than 200 students graduate as BYU Marriott's MBA and EMBA class of 2020. Congratulations to our grads and all those who support them!



February

A hole in one

MBA students from the Product Management Association gather at Topgolf for a fun group activity sponsored by several local companies.



AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH

APRIL



September

All aboard

Linda A. Brandl, VP of marketing and sales operations at Union Pacific, speaks at a Women in Management Club event. Brandl shares key insights—build your reputation, take the risk, be adaptable—that she's gained over her impressive thirty-one-year career.



October

Give it to me straight

BYU MBA students participate in monthly info sessions, where they chat with prospective students who come to campus (or other locations) to learn about the program from those inside it.



December

A tech trek

Students participate in one of several tech trips scheduled throughout the year. The Texas group visits multiple companies in the Dallas and Austin markets, touring companies and meeting with executives and BYU alumni.

March

Shredding at Sundance

MBA students from the Supply Chain and Operations Association attend the annual ski trip at Sundance Mountain Resort. The activity is designed to strengthen connections within the supply chain cohort.



Flourishing in the Entrepreneurial Ecosystem

By Christopher
K. Bigelow
Photos by
Bradley H. Stade

Tanner Nordstrom knew the time was right to start his new business, Hivewire. But Nordstrom also knew he had a problem: he needed to quickly advance his skills, tools, and knowledge to move his new business from idea to entity in a fast-moving industry.

Nordstrom was no novice.

He had already started a small, successful, niche consulting business, which generated observations that led to his new venture. But this time he had bigger plans, plans that required him to find valuable mentors and personal growth opportunities. For that, he decided to pursue an MBA at the BYU Marriott School of Business.

One student's journey highlights the power of BYU Marriott's MBA program.

Knowing You Need to Know More

Someone on the outside looking in might wonder why Nordstrom would even bother with an MBA. After all, he already had one successful startup under his belt. Just rinse and repeat.

"I knew that what I wanted to build next was going to be significant in ways that I had never experienced," Nordstrom says. "It was



going to be hard in ways that I could not anticipate.”

The opening paragraph of the Academics section of BYU Marriott’s MBA program website reads, “Success in business comes from *knowing which questions to ask* in any given situation. By asking the right questions, businesses can avoid costly mistakes. The BYU Marriott MBA prepares its students to *recognize problems* and *ask the right questions* to get to correct solutions quickly.” (italics added)

It sounded exactly like what Nordstrom was looking for. What’s more, the program offered an entrepreneurship track, with classes that seemed tailored for him: venture capital and private equity, business finance, entrepreneurial strategy, operations management, and creating new ventures.

Sold.

“The MBA program put me in an environment where I was able to challenge myself to grow in ways that I didn’t think I could,” Nordstrom says. “It’s an ecosystem of entrepreneurial success.”

This ecosystem exists on three key experiential principles: Learn, Do, and Become.

LEARN

Guided by the Gurus

The foundation of BYU Marriott’s MBA program is its faculty. Nordstrom noticed that the entrepreneurship program had made the top ten in the Princeton Review for nine straight years.

“The faculty are at the heart of student success,” Nordstrom says. “It’s not just what they teach you—which is must-have knowledge—it’s also what they can do for you. They can be your guide and mentor. They can introduce you to people and organizations that can help you.” They can even lead you to angel investors for your idea, if they like your pitch.”

During the 2017-18 school year, BYU students were supported by 140 donors and 182 mentors and were awarded nearly \$630,000 to work on, validate, and launch business ideas.

DO

The Real Deal

BYU Cougar Capital is a venture capital and private equity fund run by second-year MBA students.

“Absolutely the most profound experience for me in the MBA program was being a part of BYU Cougar Capital,” Nordstrom says.

BYU Cougar Capital partners with venture-capital and private-equity firms and becomes a member of the syndicate team conducting due diligence on potential investments. When appropriate, BYU Cougar Capital co-invests with the industry partners in the deal.

“The opportunity to run the fund and make real deals, analyze real companies, invest real money—it taught me so much,” says Nordstrom.

Started in 2005 by entrepreneurship professor **Gary Williams**, BYU Cougar Capital has produced alumni who currently work in private equity, venture capital, investment banking, government, and award-winning entrepreneurial startups. *Forbes* magazine designated BYU Cougar Capital one of the most innovative business classes in America.

“We started BYU Cougar Capital with about \$600,000 in donated funds,” Williams says. “The fund has a market value now of several million dollars. Students have invested in fifty-two different companies since its inception.”

BYU Cougar Capital—and the MBA program as a whole—taught Nordstrom to think like a venture capitalist, observes **Grant McQueen**, BYU Marriott’s William F. Edwards Professor of Finance and director of the MBA program. “He learned entrepreneurial strategies,” McQueen says. “He learned how to raise money. He learned how to prepare a pitch deck so he could go to venture capitalists himself and get investments in his new business, Hivewire.”

Nordstrom agrees. “In BYU Cougar Capital, I was the venture capitalist listening to pitches and deciding who to invest in,” he says. “I saw it from the other side, so I realized what I needed to do when I made my own pitch to VCs. Now as I interface with investors on a daily basis, as I look at job applicants, as I look at how I’m managing our strategy, it’s all things that we experienced in BYU Cougar Capital every day.”

Make Your Pitch

Armed with invaluable industry and customer pain point insights, Nordstrom was prepared to enter the Miller Competition Series. This competition series takes place throughout the school year and features eight separate competitions, culminating with the final New Venture Challenge.

Nordstrom knew that the Miller Competition Series would be the perfect proving ground for his business pitch. If he won, he would receive fund-

ing as well as support and validation that he was onto something. If he didn’t win, he’d still receive valuable feedback that could help him refine his approach.

So Nordstrom, along with BYU computer science major Jacob Shumway, joined forces in hopes of winning the competition series. Nordstrom’s first engineering hire at his previous startup, Shumway would become the technical co-founder and CTO of Hivewire.

“Jacob and I took an early version of Hivewire and made it through to the final stage of the main competition, where we pitched in front of around one thousand people along with a panel of venture capitalist judges,” said Nordstrom.

The pair won.

Nordstrom stayed on campus that summer, holed away in a study room figuring out the best way to use the competition prize money to start Hivewire.

“Jacob and I used that summer to build a proof of concept,” Nordstrom says. “We took the proof of concept and showed it to potential customers. Their feedback has strongly informed the first version of the product that we built.”

Funding and an invaluable co-founder/CTO wasn’t the only thing Nordstrom gained from competing in the Miller Series; he also met another business partner.

Dave Christison, a 2018 BYU Marriott MBA grad, served as Nordstrom’s practice judge while

“Now as I interface with investors on a daily basis, as I look at job applicants, as I look at how I’m managing our strategy, it’s all things that we experienced in BYU Cougar Capital every day.”





“The process is a living ecosystem that’s constantly growing—a powerful, dynamic resource to help you become what you want to become.”

Nordstrom was preparing for the competition series. Nordstrom made a strong enough case that Christison stayed with the project, eventually becoming Hivewire’s third co-founder and COO.

Investment Competition

Another valuable option in the MBA program entrepreneur ecosystem is the Venture Capital Investment

Competition (VCIC). This worldwide competition features fifty-plus events per year on four continents. Divided into undergraduate and graduate divisions, participating teams of students act as investors. They listen to real entrepreneurs pitching ideas to earn investment in their startups.

Though Nordstrom didn’t compete in VCIC, Christison did.

During the competition, real venture capitalists serve as judges. Student teams choose winning pitches, and then judges score teams based on how real-life VCs would rate the pitches. Even though entrepreneurs don’t receive investment dollars through the competition, more than a quarter of them go on to raise the capital they need after participating at VCIC. The feedback they get on their pitches helps make the difference.

“At VCIC, you’ve got the top seventy MBA programs around the world,” Williams says. “It’s

invitation only. If you win your region, you go on to the international competition. In the last four years, at the graduate level, BYU has taken first in the world twice and second twice.”

Nordstrom appreciates the reputation BYU has built. “I’ve talked to startup founders who have competed against BYU at VCIC,” he says. “One told me, ‘You guys are on another level—it felt more like a top-tier venture capital firm, not a group of students.’”

BECOME

The Powerful Web We Weave

The connections students make during their time as BYU Marriott MBA students are another key component of the ecosystem. Fellow students, faculty, and a powerful alumni network all come together into a world-class support system as students and graduates move through different phases of their careers.

“The Marriott MBA network provides a massive amount of support,” Nordstrom says. “My network has played a part in fundraising, product testing, making key introductions to other potential customers, and helping us find great use cases. I can reach out to those friends and associations I made during the program, and they will always be there to help.”

That support isn’t unique to Nordstrom, says Williams. “It is fascinating to see the interconnected web of support for Tanner, emblematic of the ecosystem that fosters and feeds all of our MBA students,” he says. “Tanner came into the BYU Cougar Capital class as a first-year student. When he came out, he had his pitch deck together and went out to raise capital and build his company. At one of the firms he approached, the managing director was an alumnus of the program. Tanner also presented to a Silicon Valley venture firm that he worked with during his time in BYU Cougar Capital. He found another investor in one of our MBA graduates from 2006.

“But it doesn’t end there,” Williams continues. “Tanner recruited a graduate from last year [Christison] to help him cofound Hivewire and get it off the ground. And the attorney who closed the transaction was one of our grads. The process is a living ecosystem that’s constantly growing—a powerful, dynamic resource to help you become what you want to become.”

McQueen agrees. “From idea to education, to contacts, and to fundraising, there’s this web of

people along the way—teachers, fellow students, alumni—creating the support structure that has helped Tanner launch his company,” he says. “It’s the same for students in all our tracks. The MBA ecosystem helps our students launch and thrive in their careers.”

What’s All the Buzz About?

Nordstrom’s brainchild, Hivewire, is now up and running—and growing fast.

Hivewire is a software where teams create flexible workflow management tools without needing technical skills. Hivewire is for teams whose processes deserve something better than spreadsheets and Trello boards but don’t warrant a large purchase such as Salesforce or Smartsheet.

Current customers are using Hivewire to build:

- A high-volume onboarding tool with personalized views and real-time collaboration
- A lightweight CRM to track pipeline and create dashboards
- A flexible project-management tool to coordinate team tasks and deliverables

As a result, these customers are saving time and money by using the right software, created by them.

“I launched Hivewire the week of graduation,” Nordstrom says. “I recently closed a round of funding with amazing investors, and together with Jacob and Dave, we are building a dream team to make this ambitious idea become what we envision.”

The End Is Just the Beginning

The value of the program and its ecosystem, however, doesn’t end when the last exam is taken and the MBA degree is in hand. It continues into the future.

“Each MBA student has an experience unique to them,” Nordstrom says. “If you go into the program with the right attitude and a high level of engagement, you’ll find an irreplaceable opportunity to develop skills and frameworks that will elevate you personally and professionally.

“I went into the MBA program determined to launch my software idea,” he continues, “and I selectively invested my time and energy in the classes and experiences that I felt would support that goal. For me, it was exactly what I needed, and the results are evident just six months after graduation.

Student Life

In addition to establishing exceptional academic track records, BYU Marriott MBA and EMBA students bring with them distinctive life experiences that have taught them how to collaborate, prioritize, and persevere. Second-year MBA student Peter Klobcic is no exception. Klobcic was only five years old when his home country, the Republic of Slovenia, officially declared independence from Yugoslavia, and his journey to the BYU Marriott MBA program has included overcoming dyslexia, serving a mission, and working as a mechanical engineer before finally ending up in Provo. Read about Klobcic on page 17.



Student Report

| STUDENT DEMOGRAPHICS | MBA | EMBA |
|-----------------------------|------|------|
| Class of 2019 | 140 | 70 |
| Female | 21% | 26% |
| Married | 68% | 86% |
| International | 12% | 6% |
| Minority | 4% | 6% |
| Bilingual | 74% | 61% |
| Average years of experience | 4 | 12 |
| Returned missionaries | 86% | 65% |
| Average entering GPA | 3.55 | 3.45 |
| Average GMAT | 675 | 645 |

Class of 2019 placement by profession



| CLASS OF 2019 | MBA |
|-------------------------------------|-----------|
| Average base salary | \$108,000 |
| Placed by 3 months after graduation | 92% |
| Average signing bonus | \$16,000 |

| | |
|-----------------------|-----------------------------|
| 11% Consulting | 28% Marketing & Sales |
| 19% Finance | 11% Supply Chain/Operations |
| 9% General Management | 7% Other |
| 15% Human Resources | |

MBA Rankings

| RANK | PROGRAM | SOURCE |
|------------------|---------------------------------|-------------------------------|
| #1 | MBA (Most Family Friendly) | <i>The Princeton Review</i> |
| #1 | MBA (Human Resources) | <i>The Princeton Review</i> |
| #7 | MBA (Operations) | <i>The Princeton Review</i> |
| #8 | MBA (Most Competitive Students) | <i>The Princeton Review</i> |
| #12 | MBA (Entrepreneurship) | <i>The Princeton Review</i> |
| #24 in U.S. | MBA | <i>Forbes</i> |
| #27 in U.S. | MBA | <i>Bloomberg Businessweek</i> |
| #47 in the World | MBA | <i>The Economist</i> |
| #78 in the World | MBA | <i>Financial Times</i> |

True-Blue Ruth Returns



accepted a position as senior vice president of global public affairs at Nu Skin, where she has worked for the past six years. Her success has allowed her to volunteer with local charities, including United Way, the Leukemia and Lymphoma Society, and the American Cancer Society.

Todd says her latest position with Nu Skin is what prompted her to enroll in BYU Marriott’s EMBA program. “Working for a publicly traded global company was a new opportunity for me,” she says. “I knew greater financial literacy would enable me to do my job better, and returning to school for a master in business administration seemed like a good idea, so back to BYU I came!”

BYU Marriott’s EMBA program describes itself as taking working professionals and creating complete leaders. Instead of focusing solely on traditional business leadership skills, professors tie elements of the gospel of Jesus Christ into business learning to educate the mind, heart, and spirit of each student. While navigating around traditional business schedules, students can get their MBA without having to put their careers on hold.

This focus, along with Todd’s identity as a “true-blue Cougar,” are what led her to choose the EMBA program at BYU Marriott. “I chose BYU for its highly ranked, quality education, stellar faculty, proximity to my home and work, and emphasis on one’s total life beyond the office,” says Todd. “I’m back in school to learn new skills that will hopefully make me a more valuable employee and a better person.”

Now in her second year of the program, Todd has been thoroughly impressed with the faculty, staff, and curriculum at BYU Marriott, but she feels the best part of her experience may be her classmates. “The breadth and depth of their collective work experience and their willingness to share with our class has certainly enriched our learning,” Todd says. “The esprit de corps among our cohort is exceptional and makes for engaging and inspired learning every time we are together.”

As the class of 2020, Todd and her fellow EMBA students sometimes joke that they are the “class with vision—twenty-twenty vision, that is.”

Thirty-seven years after completing her communications undergrad, former news anchor and adjunct faculty member **Ruth Todd** is thrilled to be back at BYU, this time as a student in the BYU Marriott Executive MBA program.

Todd is a familiar face to many in Utah and even nationally. She worked as an award-winning television news anchor in Salt Lake City for NBC affiliate KSL and later for KTVX’s ABC4 News. She also spent time anchoring in Phoenix for KTVK’s ABC News and in Washington, DC, for both CBS and ABC affiliates. She even had a small role playing herself in a fictional news segment in the movie *The RM*.

After twenty-five years in news broadcasting, Todd returned to BYU in 2007 to teach at the College of Fine Arts and Communications for four years and remains a member of the BYU Alumni board. In 2011 Todd joined the public affairs team for The Church of Jesus Christ of Latter-day Saints, and then in 2014 she



Named the most family-friendly MBA program for the fourteenth year in a row, BYU Marriott works to cultivate an environment that helps students balance both their rigorous coursework and their families. Because 70 percent of BYU MBA students are married, BYU's MBA Spouses Association (MBASA) connects spouses of MBA students with a support system of others in similar life circumstances.

MBASA works to make members feel included during their spouse's time in the MBA program through weekly activities, service opportunities, playdates, group nights out, and everything in between. "Your spouse is gone a lot, and you're alone a lot," says MBASA's current president, Jacquie Erickson. "This association gets people out and connected to other people."

It Takes a Village

Erickson knows firsthand how special the association can be for spouses of new MBA students. When her husband, **Denver**, started his MBA degree in 2018, Erickson found the transition difficult. "It was scary for me to have a new baby and come into this new program and not have a village or people I could turn to," says Erickson. "I started going to MBASA events and activities, and there were people supporting me who had been through similar experiences. The group became my friends and my village." After being welcomed to the association with open arms her first year, Erickson became president this year and is committed to help others feel as supported as she has.

One of MBASA's largest events is the Gifts of the Heart Exchange. Three or four times a year, the association plans a large clothing drive for the community. Last year a family walked in, and none of the children were wearing shoes. "Not only did the family leave with shoes but also clothes and whatever else they needed as well," says Erickson.

Erickson recalls another experience when the MBASA had the opportunity to serve an MBA family expecting triplets. "The mother was put on bedrest while living on the third floor of her apartment," she explains. A fellow MBA family on the first floor offered to switch apartments, and with the help of MBASA, the two families switched apartments in a day. The

association also provided meals and support while the husband was gone. "Life still happens in the MBA," says Erickson. "But the association creates a family atmosphere so your family can get the support it needs."

In addition to regular activities and events, spouses also often get together for more low-key meet-ups. "The big events are fun, and the workshops are helpful, but it's those little moments of like, 'Hey, things are really hard right now. Who wants to run out and get a chocolate-chip cookie with me?' that make a big difference for me," says Erickson.

BYU MBA students and their spouses are automatically added to MBASA upon acceptance into the program. For Erickson, her involvement in the MBASA helped her find her village. She hopes the association can help spouses adjust to and thrive in the MBA program. "When you're put in a supportive role and your spouse is taking the time to accomplish a big goal or follow a dream, you can often feel like your job is to just be a cheerleader," says Erickson. "But during that time, you can also be bettering yourself, magnifying your talents, and doing a lot of good in the world."

Erickson hopes every MBA spouse finds their village through the association. "Life after the MBA is still going to be hard, but MBASA gives you tools and resources so you can continue to thrive," she says.

2019 Case Competition Highlights

An all-women, all-star BYU Marriott MBA team won first place at a national supply chain case competition hosted at Texas Christian University. The competition, held 22-23 February 2019, tasked the students with solving a case problem regarding same-day delivery of apparel products to a broad area of customers in a large metropolitan area. The BYU Marriott winning team included **Elise Hardle** from Provo; **Reenu Raj** from Bangalore, India; **Fernanda Sayavedra** from Mexico City; and **Paige Woodward** from Salt Lake City. The students were awarded a cash prize of \$10,000 for their victory.



Four BYU Marriott MBA students took second place at the annual Adam Smith Society Case Competition against nine other top business schools. Hosted in February 2019, the competition presented students with the issue of driverless cars. The MBA team consisted of **Jeremy Banner** from Valdez, Alaska; **Boston Blake** from Little Rock, Arkansas; **Josh Brooks** from Mesa, Arizona; and **Ruchika Goel** from Rourkela, India. After collectively putting in more than forty-five hours of work, the team was awarded a cash prize of \$4,000.



BYU Marriott MBA students placed second overall at the Venture Capital Investment Competition (VCIC) in April 2019. After taking first place at the regional competition in February 2019, the BYU Marriott team traveled to Chapel Hill, North Carolina, for a three-day global competition for the world title against thirteen other schools. The BYU team was awarded a cash prize of \$2,500. The team included **Rachel Whitlock** and **Bryce Pinder** of Orem; **Derek Croft** of Midvale, Utah; **Landon Essig** of Centerville, Utah; **Drew Romney** of Mesa, Arizona; and **Jared Skousen** of Draper, Utah.



Three BYU Marriott MBA students won first place and took home the \$35,000 cash prize at the 2019 Adobe Analytics Challenge in San Jose, California. BYU Marriott's winning team included **Joseph Heywood** from Queen Creek, Arizona; **Ryan Tucker** from Papillion, Nebraska; and **Kyle Wong** from Hong Kong. Advising the team was assistant professor **Cody Reeves**. The Adobe Analytics Challenge is a nationwide, analytics-focused business case competition.



BYU Marriott MBA Scholars

BYU Marriott MBA students are recognized for their uncommon maturity, confidence, and experiences. They excel in many ways, including academically. Top MBA scholars are honored annually through the Hawes, Stoddard, and Eccles Scholars programs.



Hawes Scholars

The Brigham Young University Marriott School of Business named eleven 2019-2020 Hawes Scholars, an honor that carries the highest distinction given to MBA students at the school, along with a cash award of \$10,000.

The 2019-20 Hawes Scholars are **Katie Apker, Neal Ball, Josh Brooks, Preston Darger, Jonathan Fortuna, Ruchika Goel, Lawrence Lee, Michael Moore, Jordon Patton, Austin Pollard, and Tiago Triumpho.**



Stoddard Scholars

Thirteen Brigham Young University Marriott School of Business students were honored with the George E. Stoddard Prize, a \$5,000 award given to exceptional second-year MBA finance students.

The 2019-2020 Stoddard scholars are **Josh Brooks, Andrew Gordon, Russell Gordon, Bert Grabinger, Ryan Harris, David Lamb, Dallin Larimer, Trevor Lemmons, Stephen Matthews, Sebastian Schaat, Jordan Sheffield, Spenser Warren, and Tyler Woolley.**



Eccles Scholars

Eleven students were honored as Eccles Scholars, an award presented by the school's Whitmore Global Management Center. Each recipient was awarded up to \$9,000 of financial aid for schooling expenses, international projects, and global career exploration.

The 2019-2020 Eccles Scholars are **Jackson Aquino, Lillian Barton, Marcus Cortez, Jamie Cropper, Matthew Drake, Matt Goodson, Christopher Hansen, Jonathon Jarman, Taylor Nickel, Matt Sabey, and Spencer Stevens.**

From the Alps to the Rockies

Peter Klobcic was five years old when his home country, the Republic of Slovenia, officially declared independence from communist Yugoslavia in 1991. In the past thirty years, many experiences, including growing up as one of only a few members of The Church of Jesus Christ of Latter-day Saints in his country and studying to become a mechanical engineer, led to his decision to enroll in the MBA program at BYU Marriott.

In Slovenia in 1993, the Klobcic family met two missionaries from The Church of Jesus Christ of Latter-day Saints and eventually joined a small group of Church members in the newly formed country. As the only member of the Church his age in his area, Klobcic's experience as a Latter-day Saint was much different from many of his peers at BYU.

"I didn't have access to Scouting or institute like many other members of the Church have throughout the world," he says. "We just focused on the basics and tried to build up the Church in our area and in our family."

Klobcic grew up in one of his country's most scenic locations, on the slopes of the Alps near the Austrian-Italian border, close to Lake Bled. Having grown up in such a beautiful area, Klobcic loves being outside and participating in winter sports such as cross-country skiing, a sport he trained in for eight years. "I still need to test Utah's 'greatest snow on earth,'" he

says. "We'll see how it compares to the snow from back home."

In 2005, Klobcic moved away from his home near the Alps to the country's capital, Ljubljana, where he pursued a degree in mechanical engineering from the University of Ljubljana. Nearly six years later, Klobcic finished his degree and left on a mission to London, England, just two days after graduation.

After returning home from England, Klobcic knew he needed to find work before pursuing more schooling. He took a job with VSR Lab, a company that makes powerboats for Olympic sailing teams. Klobcic saw this role as a way to expand upon the knowledge he gained as a mechanical engineer and eventually transition into business. "A lot of engineering jobs will focus on one small piece of a larger project," Klobcic says. "You don't get a general picture of everything that's going on with the project as an engineer, so I wanted to get into business to be able to do that."

Klobcic spent three years at VSR Lab before deciding to go back to school for an MBA. But taking the GMAT and applying to schools was much more difficult than he had anticipated.

"I ended up having a lot of problems taking the GMAT and didn't get the score that I had hoped for," Klobcic recalls. "One day, as I was listening to a radio conversation about dyslexia, I realized that I had a lot of the same symptoms the radio hosts were talking about."



After traveling to Austria to be officially diagnosed, Klobcic took the GMAT again with the additional time given to test-takers with dyslexia. This time he earned the score he was hoping for. He applied and was accepted to BYU Marriott, where he began classes in fall 2018.

Slated to graduate in April 2020, Klobcic is grateful for the opportunity he has been given to pivot in his career. "Studying here has given me insight into what other positions within a company I might want to pursue," he says. "Eventually my wife and I definitely want to return home to Slovenia and be closer to our families. We want to use the skills we've learned here to build up the Church and our families in Slovenia."

Faculty News

Exceptional scholars, outstanding teachers, generous with students inside and outside of the classroom, BYU Marriott MBA/EMBA professors are at the heart of the remarkable environment for learning and discovery found at BYU Marriott. Mark Hansen is one of many faculty members who devote their time to both research and teaching as they work to ensure that MBA/EMBA students enjoy numerous opportunities to learn, collaborate, and research during their time in the programs. Read about Hansen on page 23.



Faculty Awards

Professorships

| PROFESSORSHIP | 2019-20 RECIPIENT |
|--|---------------------|
| <i>Beesley, Horace Pratt</i> | Jeffrey H. Dyer |
| <i>Brown, Denny L. & Jerri</i> | Hal B. Heaton |
| <i>Deloitte</i> | Monte R. Swain |
| <i>Edwards, William F.</i> | Grant R. McQueen |
| <i>Jones, Alice Belle</i> | Kirsten B. DeTienne |
| <i>Low, William & Roceil</i> | Paul C. Godfrey |
| <i>Meyer, Fred G.</i> | R. Bruce Money |
| <i>National Advisory Council</i> | Kim B. Clark |
| <i>Passey, James M.</i> | Barrett A. Slade |
| <i>Peery, H. Taylor</i> | Steven R. Thorley |
| <i>PwC</i> | Earl K. Stice |
| <i>Romney, George W.</i> | Bradley R. Agle |
| <i>Second Mile</i> | Craig B. Merrill |
| <i>Smith, Robert J.</i> | Bill Tayler |
| <i>Staheli, Donald L.</i> | John B. Bingham |
| <i>Stone, O. Leslie & Dorothy C.</i> | W. Gibb Dyer |
| <i>Thorsell, Hazel Speirs</i> | Scott E. Sampson |

Fellowships

| FELLOWSHIP | 2019-20 RECIPIENT |
|--|----------------------|
| <i>Alumni</i> | Mathew D. Duerden |
| <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>David & Knight</i> | Mark J. Keith |
| <i>Edwards, William F.</i> | Michael P. Thompson |
| <i>Farr, Loran</i> | Nile W. Hatch |
| <i>Ford/Cook</i> | James B. Oldroyd |
| <i>Garrett, J. Earl & Elaine</i> | Glenn L. Christensen |
| <i>Garrett, J. Earl & Elaine</i> | Peter M. Madsen |
| <i>Grow, Stewart L</i> | Eva M. Witesman |
| <i>Jones, Warren F. & Alice B.</i> | Darron M. Billeter |
| <i>Jones, Warren F. & Alice B.</i> | Curtis D. LeBaron |
| <i>National Advisory Council</i> | David G. Kryscynski |
| <i>National Advisory Council</i> | Troy R. Nielson |
| <i>Peery, H. Taylor</i> | Brian H. Boyer |
| <i>PwC</i> | Michael S. Drake |
| <i>Romney, George W.</i> | Jeffery A. Thompson |
| <i>Sorensen, David E. & Verla A.</i> | John W. Gardner |
| <i>Sorensen, David E. & Verla A.</i> | Lori L. Wadsworth |
| <i>Thorsell, Hazel Speirs</i> | Cynthia J. Blair |
| <i>White, Georgia</i> | Jeffrey S. Bednar |
| <i>White, Georgia</i> | Shad S. Morris |



Behind every BYU Marriott MBA event over the last twenty years, **Debbie Auxier** has worked tirelessly to make sure the event was a success and ran like a well-oiled machine. As MBA event coordinator, Auxier ensures that every detail of the event—food, transportation, travel, and everything in between—is taken care of so that MBA faculty and students can have fun, connect, and further their education.

Auxier will be retiring from BYU Marriott in June 2020 after two decades of service. She will be remembered by faculty and students for her ability to stay calm under pressure and her efforts to be kind to everyone she works with. “Debbie is such a joy to work with, and BYU Marriott will miss her greatly. She’s able to make even the most stressful situations seem manageable,” says BYU Marriott MBA managing director **Treavor Peterson**. “She doesn’t panic when problems arise but just moves forward to solve them. She has been a

Leading from Behind the Scenes

tremendous asset to the success of the MBA program.”

Auxier recalls many times when a problem occurred—a food order didn’t arrive on time or a reserved event space was suddenly unavailable—but she found a way to make everything work in the end. Her positivity during stressful times shone. “If you are kind and helpful to others, you get back more,” she says. “I find if I show my skills, be kind to others, listen, and take direction well, everything just comes back tenfold.”

After graduating from Utah Valley State College (now Utah Valley University) in 1999 with an associate’s degree in business administration, Auxier received job offers from an accounting firm as well as BYU Marriott. Her decision to accept BYU’s offer was a no-brainer. “I needed BYU in my life at that time,” she says. “BYU offered a spirit that I didn’t think I could get from an accounting firm. I wanted to be here. Through it all, I’ve learned even more, and I’ve grown from being here.”

Throughout her career, she has worked with BYU Marriott’s MBA admissions team, planned events for both the MBA and Executive MBA programs, and served as a mentor to her student employees. Despite working an often-stressful job, Auxier wouldn’t trade her twenty years at BYU Marriott for anything. “The job is hard work,”

she says. “But when everything’s done and you know somebody’s got something out of the event, it’s all worth it.”

One of her favorite events is the EMBA business trip, which takes a full year to plan. Her previous business trips included visits to Asia and South America. In 2019, she got to attend the Europe trip, fulfilling one of her lifelong dreams of visiting that part of the world. During the EMBA trips, she loves seeing the students evolve and finds joy in knowing she helped facilitate that change. “The students just grow and learn so much from those types of activities,” she says. “I always enjoy doing those trips because I get to see the end result.”

Leaving BYU won’t stop her from traveling. Auxier’s plans for retirement are as open as the roads she and her husband hope to drive—in the teardrop camper her husband built. Her husband, Ben, will also be retiring from BYU this spring after working in maintenance as a painter for sixteen years.

Visiting the grandkids is at the top of her list, but for possibly the first time in twenty years, she is ready to not have to coordinate every detail. “Once the camper is finished, we can just pull it with our SUV, stop it at a campground, sleep the night, and move on,” Auxier says. “I’m excited to see what’s out there.”

Influencing Change



While studying as an undergraduate at Washington State University, BYU Marriott's **Taeya Howell** enrolled in a study abroad program in France. It was on that program when Howell first discovered an interest in influencing change, which grew into the focus of her research as a professor.

Howell recalls observing how often the students in France held walkouts and protests in an effort to bring about change in the education system. "Seeing that sparked a question," Howell says. "How do you actually speak up and bring about change in an effective way?"

Howell's path toward answering this question has taken a unique route that began as an attorney. After graduating from Washington State University in 2000 and then

from the J. Reuben Clark Law School at BYU in 2003, Howell found work in contract negotiations. "A big part of contract negotiations is getting someone else to change their position to your benefit," Howell explains. "That fit in perfectly with my interest in influencing change."

After six years, however, Howell felt the need to return to school for a PhD. "I was interested in the research part of getting a PhD and knew that I needed to have a research area, so I looked into where research on negotiations took place," Howell says. She found that much of the research on negotiations was happening in business schools, so a doctor of philosophy in management seemed like the right fit.

Since earning a PhD from the University of Texas at Austin in 2014, Howell has researched various topics, from influencing change to more recently evaluating newcomers in the National Football League. This most recent research, which looks at what kind of impact being labelled a top draft pick has on players, is still in the developmental stage.

Now an assistant professor of organizational behavior and human resources at BYU Marriott, Howell is happy she decided to come back to BYU. Along with her research interests, Howell loves opportunities to teach students and

work closely with colleagues. "We create an environment where we want to work with each other, ask each other questions, and help each other," Howell says. One such setting is in a course Howell teaches for HR track students in the MBA program—a class she has enjoyed teaching at BYU Marriott.

As Howell nears the completion of her third year at BYU Marriott, she notes one thing that still stands out to her about BYU: the level of concern the school's faculty has for each student. She says, "Faculty at BYU show more concern for students than faculty members from other institutions I've been at." Howell adds that student needs are a common topic of conversation at department meetings as faculty members discuss how to prepare students for jobs and how to support them after they leave BYU. "We are focused on the whole person and helping people develop and gain knowledge they can use throughout their entire lives," she says.

Howell further appreciates the fact that she can "bring her whole self to work" each day as an employee of BYU. "At other institutions, you can't bring everything about yourself into the classroom," she explains. "You can't talk about what happened in general conference or your experiences as an auxiliary leader, but I am happy that I can do that here at BYU."

Potato Farming, Jimmy Carter, and a BYU Marriott MBA



Before his undergraduate and postgraduate degrees, his research publications and university lectures, BYU Marriott assistant professor **Mark Hansen** grew up as a potato farmer in southeastern Idaho. While in high school, Hansen served as the Idaho state president of the Future Farmers of America (FFA), long before Napoleon Dynamite and Pedro Sánchez joined the organization. "I know that's something that makes people chuckle these days," Hansen says. "Many people don't know that about me, but I was proud to be a member of the FFA."

Hansen's position within the FFA led to opportunities much larger than tasting milk. As state president, the high schooler traveled across the country to meet some of the nation's greatest leaders. "That experience in FFA opened my eyes," Hansen recalls. "Here I was this farm boy, yet I got to travel to Washington, DC, and visit with members of Congress and the president, Jimmy Carter."

After graduating from high school, Hansen started a fence-making business for local farmers in the Blackfoot, Idaho, area. The business ended up being more successful than he expected, helping him earn enough money to serve a mission for The Church of Jesus Christ of Latter-day Saints. Hansen served in Bolivia and, for a time, held an administrative position as the financial secretary for the mission.

Even Hansen's mission president noticed his financial secretary's skills and encouraged him to study business when he returned home. Hansen's membership in the FFA, along with business experience and missionary service, sparked his interest in a business degree.

Hansen came to BYU and earned a bachelor's degree in accounting, a MAcc, and an MBA from BYU Marriott in 1990. He still credits much of his career to the connections he made, lessons he learned, and experiences he had as a student at BYU. These connections led to multiple job offers, and he ultimately accepted a position at Ford Motor Company in Michigan.

After four years of work at Ford, Hansen decided to pursue additional schooling. Several of the projects he was given at Ford revealed his interest in how decisions are made, so a PhD in strategic management from Texas A&M University proved to be the right fit. Hansen received his degree in 1996 and accepted a job at BYU, where he has worked ever since. "I decided to come to BYU, and I can honestly say I've never looked back," he says. "Coming here was one of the best decisions I've ever made."

An assistant professor of organizational leadership and strategy, Hansen genuinely enjoys teaching in the BYU Marriott Department of Management. He still looks back on his decision to study business and pursue postgraduate degrees as a major turning point in his career. "The BYU Marriott MBA program created amazing opportunities for me," Hansen says. "The courses teach students one of the most valuable skills you can develop—a knowledge of how to figure things out."

Data-Driven Decisions

When **Marc Dotson** was studying at the London School of Economics in 2008, the chair of the United States Federal Reserve, Ben Bernanke, came to campus as a guest speaker. Dotson recalls this experience—of being in the same room as the man who oversaw the Federal Reserve’s response to the recession—as a key moment in his education.

“Everything he said at that time was national news because the markets swung whenever he spoke,” Dotson recalls. “And there I was, sitting just twenty feet away from him.” Remembering the impact of Bernanke’s words during the 2008 recession, Dotson describes the core of his own work in one word: choice. An assistant professor of marketing at BYU Marriott, Dotson focuses on using data to help people make decisions, a topic he has been interested in since starting college in 2002.

As an undergraduate at Southern Utah University (SUU), Dotson originally considered journalism as a career he might want to pursue. “People need good information to be able to make decisions,” Dotson says. “Journalists should be fair, not subjective, and give people the same information.”

The southern Utah native spent time working for the SUU newspaper but also found a passion for international relations. After graduating from SUU in 2008 with a degree in political science, Dotson headed to England, where he enrolled in a master’s program in international political economy at the London School of Economics.

After Dotson finished school in London, his brother, **Jeff**, a fellow faculty member at BYU Marriott, recommended marketing as a way to study what he was most interested in. Dotson took a position at the Modellers, a market research firm in Salt Lake City. “That’s where I figured out what marketing and marketing research was,” Dotson says. “Marketing isn’t just selling people things. We want to be able to see what people need, assess demand, and eventually produce products that can help people.”



Dotson’s work at the Modellers eventually led him to a PhD from The Ohio State University, where he graduated in 2016. Dotson then joined Jeff in the Department of Marketing and Global Supply Chain at BYU Marriott in fall 2016. In the years since, he has been especially grateful for the opportunities he has to research and to teach the students at BYU Marriott.

As he teaches and works with students at BYU Marriott, Dotson also maintains his own passion for learning. Dotson, who describes himself as eclectic in his interests, credits his initial interest in journalism for the current desire to learn about various topics, from political science and marketing to astronomy and cosmology. “The world is a fascinating place,” he says. “With how much there is to learn about the world, we don’t have any reason to ever stop learning.”

Big Shoes to Fill

After four successful years of being the director of the MBA and Executive MBA programs at BYU Marriott, **Grant McQueen** is passing the torch on to **Dan Snow**.

McQueen became the MBA and EMBA director in July 2016. While McQueen already considered the programs to be outstanding, he oversaw several improvements and developments during his tenure, including reestablishing a strong connection with alumni through annual reunions and alumni magazines and building bridges to the local Silicon Slopes companies through networking opportunities.

In addition, McQueen expanded opportunities available in the EMBA program through a new career-management elective and annual placement events, and he improved experiential-learning curriculums for both the MBA and EMBA programs. However, McQueen feels the greatest measure of success is the change produced in the lives of the students who graduate from the programs.

“We are number one in things of eternal importance,” he says.

McQueen is returning to teach finance and conduct research in the department of finance.

“I’m pleased that Dan will be taking the reins of the MBA and EMBA programs,” McQueen says. “He is an excellent teacher, has an outstanding academic pedigree, and is deeply committed to the programs. Most importantly, he loves the students. The programs are in good hands.”

Snow brings a great depth of experience and expertise to the MBA and EMBA programs. Snow is a BYU alum himself, earning a bachelor’s degree in international relations in 1996 and an MBA in finance and operations in 1998. After graduation, he worked as a financial analyst at Ford Motor Company and then went on to complete a PhD in business economics at the University of California, Berkeley. As an educator, Snow has taught at Harvard Business School, BYU Marriott, the University of Pennsylvania’s Wharton School, and Dartmouth’s Tuck School of Business.

For Snow and his family, the move back to BYU was a big decision—Snow is leaving a teaching position at Saïd Business School at the University of Oxford. Expressing excitement for the transition, he says, “The BYU Marriott MBA and EMBA programs are world class. Our faculty and staff are tops of their fields. Our recruiters love

our graduates. Our graduates are tops of their fields.”

Many alumni from BYU Marriott may remember Snow by his Adidas sneaker collection. “I have close to a hundred pairs, but I try not to count,” he says. “I generally teach each day of a semester wearing a different pair.”

As the new director, Snow’s ultimate goal is to inspire staff, faculty, students, and alumni to continue to strengthen the programs. Snow says he aims to make the programs as perfect as the latest addition to his Adidas collection: a rare pair of Adidas Top Ten sneakers.

As a child, Snow dreamed of owning a pair of these vintage shoes, but his dream seemed unobtainable. To him, his unique Adidas shoes are a symbol of the hard work, diligence, and patience found in the BYU Marriott MBA and EMBA programs. Be on the lookout for his colorful footwear as Snow steps into his new role in summer 2020.



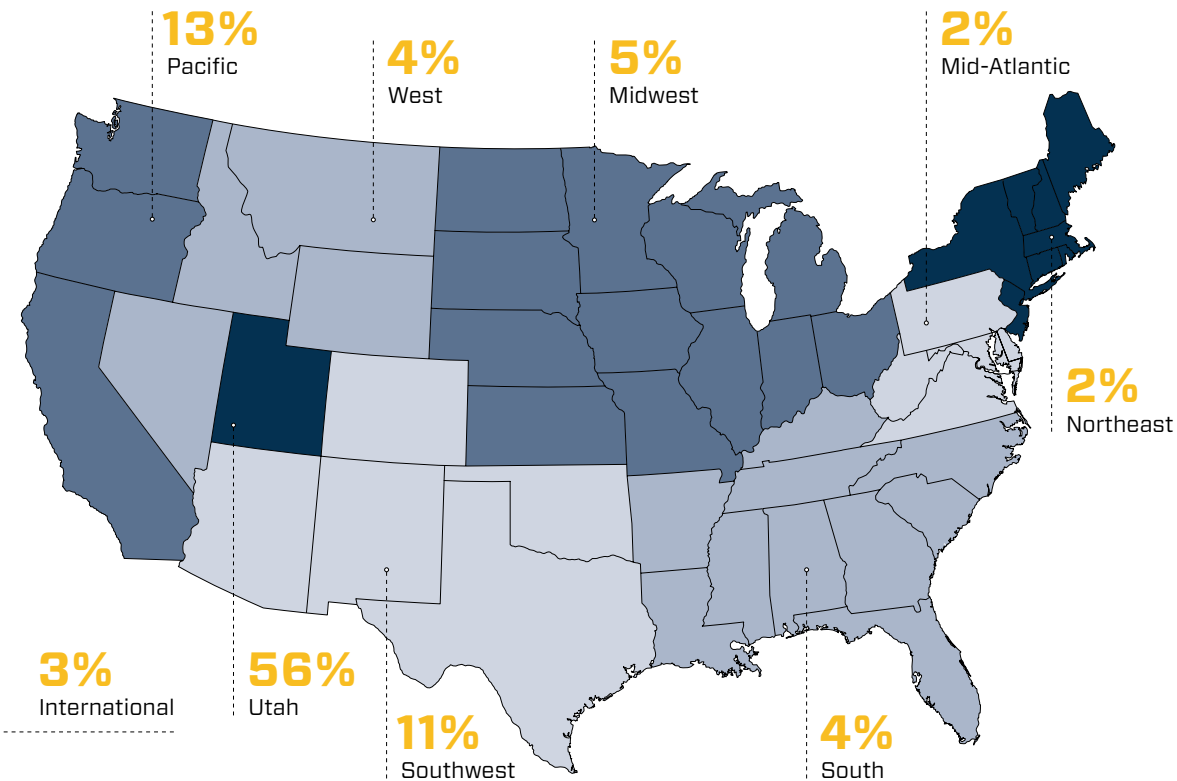


Alumni Updates

Everything students do in the BYU Marriott MBA/EMBA programs is designed to teach and support them as they develop a signature leadership style. Whether in the office, at home, or out in the community, BYU Marriott MBA/EMBA alumni lead the way forward in ways that are insightful, compassionate, and transformative. A 1984 BYU Marriott accounting grad, Lisa Bateman Quist raised a family and started her own business before returning to graduate from the EMBA program. Read about Quist on page 32.

Alumni Report

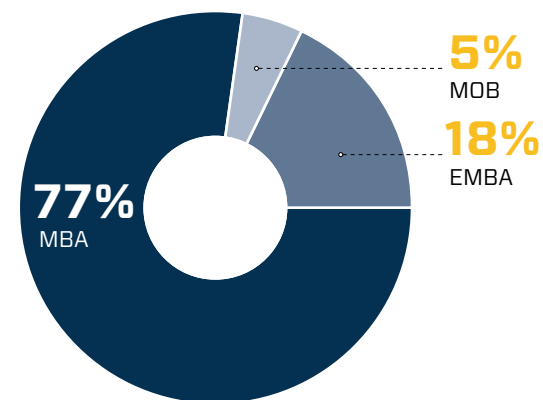
Where BYU Marriott MBA alumni reside



BYU Marriott alumni at a glance

- **10,263** total alumni (as of January 2019)
- First class graduated in **1963** with **15** students (seven still living)
- First EMBA class graduated in **1986**
- **14** MBA directors (Grant McQueen is no. 14)

Alumni by program



Finding the Right Fit

Close to the equator, employees of Chevron Corporation, one of the largest oil producers in Nigeria, work in eighty-degree temperatures and twelve hours of sunlight yearlong. Behind the scenes of these offshore oil fields, BYU Marriott MBA graduate **Ethan Lindstrom** works with other human resource professionals at Chevron who are dedicated to helping employees do their jobs the best they can.

A career in human resources wasn't even on Lindstrom's radar ten years ago. He graduated from Utah State University in 2009 with a degree in physics and then started working at Space Dynamics Laboratory in North Logan, Utah.

"I noticed that I was one of the few scientists in the lab who thought about how we could improve what we were doing and how we were doing it," Lindstrom recalls. Over time, the physics graduate realized that while he enjoyed the technical work, he also enjoyed thinking about how the team worked together and about managing the budget, interviewing, hiring, and training. "I realized that there are people who do this all the time, and that's HR," he says.

Lindstrom followed his passion and began classes at BYU Marriott in fall 2013. As summer 2014 approached, he compiled a list of five companies he'd like to intern for—none of which were Chevron.

Lindstrom's introduction to Chevron came at an info session hosted by BYU Marriott. The

Chevron representatives started the meeting by talking about the importance of safety in the workplace. "Chevron is a company that handles a lot of dangerous products, yet they are so focused on safety that they even bring it up at recruiting events while talking about their culture," Lindstrom says. Lindstrom knew that Chevron was going to be the right fit for him. He accepted a summer internship with the company at a refinery in Richmond, California.

After completing the internship and graduating from BYU Marriott in 2015, Lindstrom accepted a full-time job offer with Chevron. He was hired into Chevron's leadership development program, which includes four six-month rotations at job sites across the globe. Lindstrom's first three assignments were in California, but the fourth and final job took him to Lagos, Nigeria, where he lived with his wife and three children in a secured compound.

Lindstrom found the work in Nigeria to be difficult and different from the way things had been done at his other job locations. "Making connections was key to getting work done in Nigeria," he says. "If you don't connect with people, they may not help you. Send someone an email and they might not do anything, but if you go to their office and talk to them in person, they'll probably act on it."

Despite its challenges, Lindstrom's experience in Nigeria also opened his eyes to the role HR



plays within a company. "The focus should be to narrow in on the things that are actually going to help people do their jobs better," he says.

Since finishing his final rotation in Nigeria, Lindstrom and his family have settled down in Houston, Texas, where he now works as a compensation analyst at Chevron. Lindstrom spends a lot of his time looking at data and thinking about how he can help other employees. "I'm constantly trying to think of ways to make life easier for the people on the other end who are out doing the work," he says.

"I'm grateful for my experiences at Chevron and BYU Marriott that have stretched me and helped me get out of my comfort zone," Lindstrom adds. "I've learned the importance of making connections with people and helping them in ways that are meaningful to them."

Uniting BYU Marriott in Brazil



Brazilian native **André Silva** traveled more than six thousand miles from Campinas, Brazil, to Provo to earn an MBA from BYU Marriott. Seven years later and back home in Brazil, Silva says his experiences in the MBA program have opened up professional, service, and networking opportunities that he had never considered before.

After graduating from the MBA program in 2013, Silva had the chance to join an educational tech startup called Movie Mouth in South Salt Lake. After working with the company for a year, Silva, along with his wife and young family, returned to Campinas to open an office for Movie Mouth and start company operations in Brazil. But his MBA background has created additional opportunities for him: he is working as a consultant

for a Utah-based tech company called Emmersion Learning and building a team for network marketing company Aloha. He is also back in the ward he attended before moving to Provo and is currently serving as a counselor in the bishopric for the fifth time.

Silva has also been serving as president of the Brazil Campinas Chapter of the BYU Management Society since 2017. As chapter president, Silva organizes events for the more than one hundred members of the chapter. These events are geared to provide training, networking, and collaboration among business professionals in the area.

For example, one of the first events organized by Silva included students from the Pontifical Catholic University of Campinas, a local university from which Silva got his BBA degree. The event featured guest speaker Francisco Valim, a successful business executive and former CEO of Nextel. Valim shared his experience with the local chapter members and students in attendance and taught about principles that helped him find success in his career.

Silva is happy to be so heavily involved with the BYU Management Society and to learn from experienced businesspeople such as Valim. “Service in the society has been a great experience so far,” Silva says. “These events have brought us society members together and helped us learn from other successful businessmen and businesswomen in Brazil.”

Silva has seen consistent growth in the chapter since becoming president, and he is excited to see more Brazilians getting involved. The Campinas chapter is one of fourteen chapters in Brazil and nearly one hundred chapters worldwide that unite BYU alumni and businesspeople across communities. “Membership in the society means that you will always have other BYU graduates to connect with as you serve in the community,” Silva says.

As Silva helps society members make connections with other Brazilian professionals, the BYU alumnus remembers the connections that helped him along the way to a BYU Marriott MBA. Two well-known Brazilian businessmen—David Neeleman and Carlos Wizard Martins—aided Silva with mentorship and recommendations while he applied to the program and searched for jobs after graduation. Silva is also grateful for BYU Marriott’s Cardon International Sponsorship (CIS) program, which is a scholarship and loan program for international applicants to the BYU Marriott MBA, MPA, MAcc, or MISM programs. “I wouldn’t have been able to earn my degree without the CIS program,” he observes.

Reflecting on his education and his current professional endeavors, Silva is grateful for the time he spent at BYU Marriott. “I’ve learned to apply the experiences I had at BYU to be a better entrepreneur, a better leader, and a better person,” he says.

To the Mountains



Most MBA students hope to graduate from the program with one or two prestigious internships under their belts and then begin their careers in the business field. BYU Marriott MBA alum **Thayne O’Brien** chose a different route.

While an MBA student, O’Brien worked in Grand Teton National Park during the summers. As he neared the end of his MBA program in 1971, he realized the skills he’d learned at BYU Marriott could be used outside of the traditional business field.

“When I started working at Grand Teton, I walked backward the whole first day looking at those mountains. I was captivated by them,” he recalls. He’d found a place where he belonged with the National Park Service (NPS).

The ability to live and work near the mountains was definitely a pull for O’Brien when he accepted a full-time job at the NPS, but what sealed the deal were the values the NPS held. “The idea that land should be preserved for future generations to enjoy was intriguing to me,” says O’Brien. “Here was an opportunity for me to live in an area compatible with my ideals and in a job that would give me some economic stability.”

After several years of working full-time as a budget and procurement assistant at Grand Teton National Park, O’Brien decided to try out the private sector. He and his brother-in-law started an auto parts business in Idaho, but the company struggled due to the nationwide economic downturn at the time. Following the difficult decision to close the business, O’Brien worked as a credit manager for a furniture store in Oregon, but he yearned to return to the NPS. When the phone rang and his old boss at the NPS asked him to come back, he responded, “Please hang up so I can start getting packed.”

Back at the NPS, O’Brien worked as a contracting officer and was in charge of the total acquisition

program for Grand Teton National Park. Looking back at his thirty years with the NPS, he is most proud of working to restore the park’s historic buildings and properties. “When I first went to work at Grand Teton, I saw people come from around the world who had saved money most of their lives to be able to see the parks,” says O’Brien. “The park is a part of the living history of the American West.”

Throughout his time at Grand Teton, O’Brien had the opportunity to see how the NPS became more inclusive. As the NPS evolved to include more women and minorities, the change was a challenge for many, but O’Brien saw the bigger picture. “The interest in inclusivity gave me a greater understanding of the importance of making sure opportunities are available for everybody,” he says.

O’Brien credits his appreciation for the world around him to his time in the MBA program. Growing up in Tetonia, a small farming town in Idaho, O’Brien had little exposure to the rest of the world. When he joined the MBA program, his exposure grew. “I’m a much more rounded individual now. I serve my community, my church, and my own family more than I would have had I not had my MBA experience,” says O’Brien.

After enduring the cold Wyoming winters for more than thirty years, O’Brien is now retired in St. George, Utah, much to the appreciation of his wife, Corrine. As he reflects on his time with the NPS, O’Brien prides himself on his ability to get things done. “Roads got plowed in the wintertime, roofs got shoveled of snow—we got things done,” he says. “I think I’ll be remembered for being a doer.”



Courage over Comfort

When **Lisa Bateman Quist** graduated with a bachelor's degree in accounting from BYU Marriott in 1984, she was one of only a few women in the program. Now, having graduated from BYU Marriott's Executive MBA program in 2019, Quist wants to teach other women how empowering an education can be.



"I'm a huge proponent of education for women because it puts women in a more powerful position to make choices for themselves rather than have choices forced upon them," says Quist.

Education has always been important to Quist. After receiving her undergraduate degree, she wanted to pursue her MAcc, but with two toddlers at home and twins on the way, she decided to wait and become a stay-at-home mother.

Then their family received troubling news: a doctor diagnosed her husband with a medical condition and told him that he most likely wouldn't live past age forty-five. Quist quickly realized she needed to be prepared to support her family. Thankfully she had her accounting degree. "Having a degree in such a marketable field was incredibly comforting to me," she says.

Advanced medical procedures eventually saved her husband's life, but her educational safety net was pivotal during the difficult time. With her degree and CPA license in hand, Quist started an accounting business in which she could work from home. Once her children were in school, she transitioned to a full-time job.

As she raised her six children, Quist taught them the value of an education. As a result, five of her children have received their graduate degrees and the sixth is currently working on his graduate degree. With her children's education taken care of, Quist thought to herself, "It's my turn."

When Quist entered BYU Marriott's Executive MBA program in 2017, she initially felt inadequate and uncomfortable. "I'm an introvert by nature, so it took

a lot of courage for me to walk up to someone and strike up a conversation, but I've been glad that I did," says Quist. "Having the courage to make the plunge has provided me multiple opportunities to grow."

During her time in the EMBA program, Quist and the other women in her cohort created the Empowering Women in Business organization, which focuses on helping women flourish in their personal and professional lives. One piece of advice Quist stresses to those she mentors is to apply for jobs even when they may feel underqualified. "Women often need to be reminded that if they want to grow, they can't just apply for jobs they can already do," she says. "They should apply for jobs that are a little bit of a stretch, because it's by stretching and trying new things that you learn and grow."

Quist wants women to understand that each person's career and life path are different and that people should find their own balance between pursuing an education and raising a family. "What is best for me and my career may not be best for the next person," says Quist. "None of us are wrong. We're just different. I hope we can all support and applaud each other as we make choices that are best for ourselves, our families, and our careers."

1974



Alan L. Wilkins has been devoted to serving BYU since earning his BA and MBA from the university in 1972 and 1974, respectively. After receiving his PhD in philosophy from Stanford University in 1979, Wilkins started working at BYU, where his roles over the years included professor of organizational behavior, academic vice president, and BYU Faculty Center director. Wilkins served as mission president in the Argentina Buenos Aires North Mission and is currently president of the Provo City Center Temple. He has also worked as a consultant for Ford Motor Company, General Electric, and Frito-Lay. He wrote the book *Developing Corporate Character: How to Successfully Change an Organization Without Destroying It*. Now retired and living in Provo with his wife, Margaret, Wilkins enjoys studying the gospel, gardening, and visiting his eight children and twenty-six grandchildren.

1978



After graduating with his MBA from BYU Marriott in 1978, **Homero Amato** returned to Brazil and received a second master's degree in administration from the Universidade Federal do Rio de Janeiro. From there he worked in a variety of roles, including executive vice president of consulting business Grupo Catho, before retiring in 2006. Since joining The Church of Jesus Christ of Latter-day Saints in 1968, Amato has served four missions; he is currently serving as temple president of the Manaus Brazil Temple. Amato's proudest accomplishments include his service in the Church and seeing his seven children and fifteen grandchildren succeed. Amato loves spending time with his wife, Sandra, traveling, swimming, and starting companies with family members.

1984



Mary Stark Greenwood's love for her country and her interest in solving problems led her to dedicate her career to working in the public sector. As a senior consultant at Guidehouse, Greenwood focuses on helping federal agencies build trust in society and shape a new future. After receiving a BS in sociology in 1982 and an MBA in 1984 from BYU, Greenwood worked at a variety of companies, including General Mills and Goldwell Cosmetics, before starting her federal consulting career. Greenwood says that, in addition to her two children, her greatest accomplishments are successfully launching projects in both the private and public sectors and knowing that she has improved every organization she has worked at. When she's not volunteering at the local food shelter, she loves home-improvement projects and traveling with her children.

1992



Gary Bowen credits his successful career in finance with his ability to work hard and take advantage of opportunities—even when he didn't always know exactly how to do something yet. That tenacity and willingness to learn were pivotal in helping him earn his bachelors in business management in 1985, followed by an MBA in 1992, both from BYU. Bowen currently works as CFO at Cotopaxi, a Utah-based outdoor gear company that focuses on doing good and that donates 1 percent of net sales toward addressing poverty and supporting community development. He oversees the company's overall financial strategy while always keeping in mind its overarching focus on making a difference in the world. Bowen enjoys the outdoors and staying active; he particularly enjoys cycling, mountain biking, and competing in triathlons. He loves spending time with his five children and five grandchildren.

2003



After twenty years of work in the private sector, 2003 MBA graduate **Paul Garver** returned to Utah in 2018 to accept a role as the executive director for the state’s Department of Human Resource Management. Garver’s career in human resources began in 2002 with an internship at Honeywell International, where he worked in various capacities that took him throughout the country. After working in Minnesota, North Carolina, Arizona, Virginia, and New Jersey, Garver moved to Maryland and took a VP of human resources position with Smiths Detection. After four years at Smiths Detection, Garver took his current position with the state of Utah in June 2018. Garver and his wife, Sheri, are grateful to be living closer to their four grown children and are looking forward to being grandparents.

2009



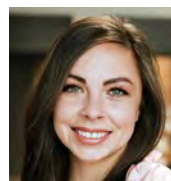
Dave Sewell came to BYU Marriott to pursue a degree that would help him develop the leadership skills and style he needed in his career as a CEO. Sewell, who initially received a master’s degree in computer science from BYU in 1997, founded Sewell Direct, a software company that transitioned into a computer hardware company in 2001. Soon after graduating from BYU Marriott with his MBA in 2009, Sewell became interested in city government and began serving as neighborhood vice chair. He continued his involvement in the community political arena and, in 2013, was elected a member of the Provo City Council, in which he has served for more than six years. Along with running his own company and serving on the city council, Sewell enjoys “getting the old telescope out” and playing an occasional game of chess.

2014



The only regret alumnus **Samuel Ramsay** had after graduating from BYU Marriott’s EMBA program in 2014 was that he didn’t do it earlier. Entering the program at fifty-six years old with more than twenty years of experience in the military, Ramsay was busier than he had ever been in his life, but he didn’t let that stop him from pursuing his goal of earning an MBA. “No matter how busy you are, you can always find time for additional education,” he says. “I kept waiting for the right time to return to school, but I only got busier as time went by. I finally decided I just needed to get it done.” Now an employee of the US Forest Service in Ogden, Utah, Ramsay oversees aviation operations in Utah, Nevada, Idaho, and Wyoming and enjoys spending time with his wife, five children, and ten grandchildren.

2018



At only thirty years old, **Emily Jacobsen Smith** has already impacted the booming modest clothing field and shows no sign of slowing down her entrepreneurial efforts. Successful clothing brands and businesses she has started include Tanlines Swimwear, Mentionables, and Modest Goddess, the latter having earned recognition from Vogue Italia and Netflix series *Follow This*. After graduating from BYU’s advertising program in 2014, Smith worked in San Francisco for a startup-naming firm. Interested in learning more, she came to BYU Marriott to pursue her MBA in entrepreneurship, graduating in 2018. Smith currently resides in Saratoga Springs, Utah, with her husband, Jordan, and works as director of strategic partnerships at Divvy. She continues to be involved in Utah’s thriving startup industry as a cofounder of the inaugural chapter of Silicon Slopes, a nonprofit focused on empowering Utah’s entrepreneur community.

Satisfying the Creative Side



“**H**eroic assumptions” isn’t just a term used in advanced finance classes. From 2014-15, the Heroic Assumptions were also BYU Marriott’s most popular—and only—MBA student band. On bass was **Gustavo Murari**; on drums, **Casey Gleave**; on guitar, **Robert Callan**; and on guitar and vocals, in what was neither his first nor his last musical endeavor, was 2015 MBA alum **Dave Crosby**.

A musician since childhood, Crosby had learned to seize opportunities to use his artistic abilities. After graduating from BYU Marriott in accounting in 2011, he recognized that he needed to find a career that would satisfy his creative side. So Crosby returned for his MBA and, in addition to playing with the Heroic Assumptions, found artistic freedom as he transitioned into the field of marketing. This transition would one day lead him to hold several

marketing positions, momentarily become a TV star, and manage a YouTube channel with more than 2.5 million subscribers.

However, that’s not how things looked to Crosby back in 2013. “I kind of felt like an underdog going into the MBA program,” he says. “But for whatever reason, **Glenn Christensen** [an associate professor of marketing] at BYU Marriott really, really believed in me.”

Crosby took full advantage of the marketing track and sought out courses on topics such as advertising and social media management. His experience helped him land a job with Amazon as a senior manager over musical instruments and then with Autel Robotics as a creative manager in 2016. Around the same time, a video of Crosby singing with his young daughter, Claire, went viral and led him to launch the YouTube channel The Crosbys. Eventually his work with the channel became so demanding that Crosby left Autel Robotics.

Crosby’s channel was fulfilling and successful, but he didn’t want what had started as a fun project to become his family’s sole source of income. It was during this time that Crosby, whose musical talent had gained increasing visibility on YouTube, was invited to join season thirteen of NBC’s *The Voice*.

When not rehearsing or filming for the show, Crosby used his free time to plan out his next business venture. From his hotel room in California, Crosby and some

of his former coworkers began laying the foundation for a company to market a product they’d discovered on a trip to China. “We found this camera that just blew our minds—it was so well-made and inexpensive that we just decided to drop everything and start a company based around this camera,” he says.

The company, Wyze, aims to make smart-home devices more affordable without having to reinvent them. “Henry Ford didn’t invent the car,” Crosby says. “He made it so inexpensive and operational that everyone had access.”

After his time on *The Voice* was over, Crosby immediately began directing marketing efforts at Wyze, which has since expanded its offerings to include four types of cameras, a smart light bulb, and a smart plug. Crosby enjoys creating videos for both Wyze and his family’s channels, collaborating with social media influencers under Wyze, and working with other companies as an influencer himself.

Thus far in his career, Crosby has seen the benefits of adding a business degree to his already diverse skill set. His experience fulfilled what he expected when he began his MBA: “I’d heard so many good things about the program and how it can change you not only professionally but also personally,” he says. “You build this incredible network that can serve you with lifelong friendships and create opportunities down the road.”

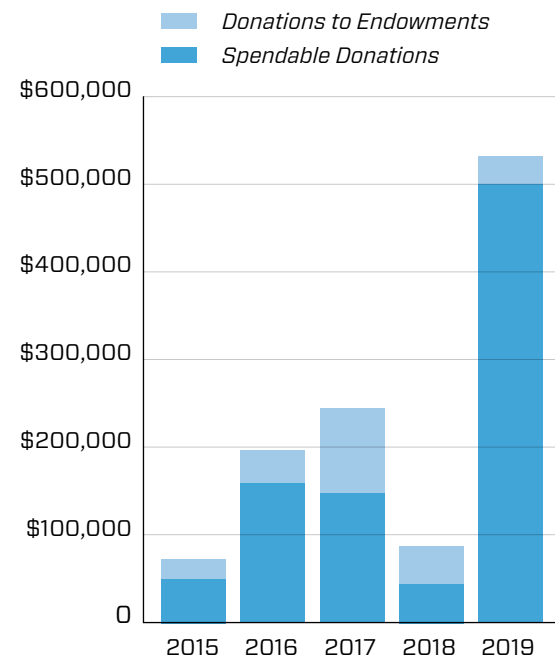


Program Support

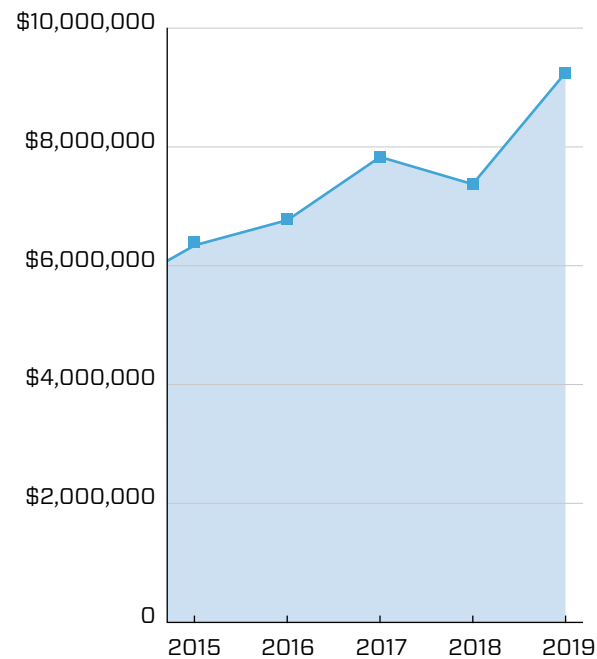
BYU Marriott's MBA and EMPA programs include life-changing opportunities and experiences, often made possible through donor support, encouragement, and participation. Among those experiences are the Razor's Edge courses, designed to teach intentional principles for leading and thriving. During these courses, students go to Moab or St. George, Utah, and participate in Epic Learning Adventures meant to build relationships with each other as well as with MBA alumni. Read about Razor's Edge on page 39.

Fundraising Report

Total Donations to MBA Program



MBA Endowment Funds Growth



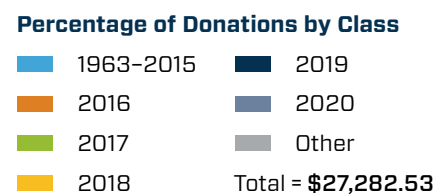
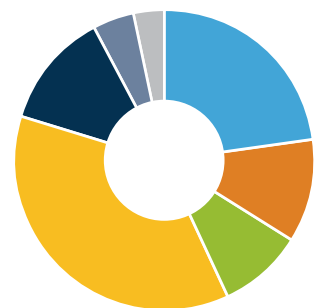
MBA Student Endowment Fund

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

If your class would like to participate, as a group you should set a class goal, choose where your donations are directed, and reach out to MBA alumni manager David Jungheim at david.jungheim@byu.edu.

Students and alumni from 29 different classes have donated to this fund.



My School Cares for Me

In May 2019, BYU Marriott professor of experience design and management **Mark Widmer** was driving to Moab, Utah, with a van of EMBA students when the group discussion he was leading took an unexpected turn. After Widmer explained the importance of building networks and encouraged the students to learn about and find connections with each other, one student related how he'd had a rocky adolescence before a Latter-day Saint family took him in and provided him with the stability to have success in life. Widmer was surprised to discover that this student's angel family included Widmer's nephew.

"There are connections like that all the time that you're not aware of," Widmer says. "Why do you reach out to people to build those connections? Because relationships make your life better."

In fact, relationship-building exercises are some of the most valued portions of the two- and three-day trips, also called Epic Learning Adventures (ELAs), taken by both MBA and EMBA students to Southern Utah. These excursions are an element of courses MBA 595 and EMBA 595B, officially called Razor's Edge: Intentional Principles for Leading and Thriving. ELAs help students apply what they've learned and studied throughout the course—including the science behind creating an intentional, good life—as they tackle physical and mental challenges.

"Our goal in this experience of going to Moab or St. George, Utah, is to create multiple experiences that tie back to the content of the classes," Widmer says. "Everybody's excited about going because we go mountain biking and canyoneering and rafting. But I have students who say the best experience is the activity we do around relationships."

During ELAs, students have the opportunity to build relationships with MBA alumni as well as with each other. Several alums return each year to assist with the challenges and attest to the effectiveness of the principles taught.

"The alumni who help with the ELAs are awesome," says Widmer. "Team members provide inspiring stories and meaningful insights about how they have used principles from the Razor's Edge to thrive. We are extremely grateful for their service."

Kyle Clark, current EMBA student and vice president of business development at Utah-based, remote-talent company CoDev, still remembers what he learned from **Doug Tolley**,





vice president of business development at healthcare research company KLAS Research and a 2017 MBA alum. Tolley taught about gratitude and awe in the context of everything that God has provided for us.

“He talked about how when we escape the pressures of the world and experience these feelings of awe, we recognize the magnificent beauties of the world,” Clark says. “The way he was able to express his thoughts on this topic was truly impactful.”

Product director at Visible Equity in Salt Lake City and current EMBA student **Brinda Jaikumar** also learned valuable lessons from participating alumni, particularly from 2018 MBA grad **Dan Gregory**. “I appreciated Dan’s thoughtfulness as he led us during the canyoneering experience,” she says. “He was such an expert at knowing the terrain and was equally kind and considerate while people were having cold feet. . . . [I’m] so grateful that we had him on this adventure.”

Gregory, senior manager of talent development at Vista Outdoor in Salt Lake City, notes that ELAs are unique opportunities for alumni to give back to the MBA program. “I chose to participate because of how important and transformative this experience can be for people,” he says. “Seeing something that I thought was fairly standard actually made a difference for someone is a perfect example of the power of Razor’s Edge. Guiding people through activities and experiences that are exciting, intense, and sometimes intimidating is an amazing experience. While these experiences may be hard at first, they are fulfilling in the end. Being part of that process for others is rewarding and fulfilling for me, plus I also learn my own lessons along the way.”

MARCH-D forth

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