

MBA

2020-21 MBA ANNUAL REPORT
BYU MARRIOTT SCHOOL OF BUSINESS





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◀ *Paul H. Thompson, dean of the Marriott School of Management, presents the 1988 George E. Stoddard Prize to Steven R. Lambert, a 1988 MBA graduate. Lambert is shown here with his wife, Sheri Lyn, a 1986 information management graduate. Photo courtesy of BYU Special Collections.*

60 Years at a Glance



MBA program is created, with Quinn McKay as director

1961



First class graduates with 15 students

1963



First international student graduates (Gary Moore from Canada)

1965



MBA program reaches 100 alumni

1967



First woman graduates (Mary J. Frodsham)

1967



MOB program is created

1970



MBA class size reaches 100

1980



Eccles Scholarship is created for MBA students with strong interest in international business.

2000



Hawes Scholarships are created to award outstanding MBA students

1998



EMBA class size reaches 100

1997



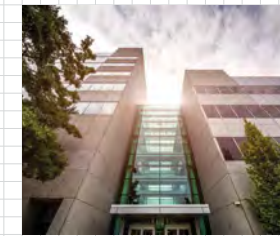
Silver Fund, a student-run investment fund, is created

1989



Stoddard Prize is created to award exceptional second-year MBA finance students

1985



EMBA program begins

1984



Number of alumni passes 1,000 mark

1981



Number of alumni passes 5,000 mark

2003



Cougar Capital fund is created to give MBA students practical experience in investment

2005



MBA class size reaches 150

2011



MBA student endowment fund is created

2016



EMBA student endowment fund is created

2017



Inaugural edition of the MBA Annual Report is published

2017



Sweden becomes 50th country represented in MBA program (Jakob Nilsson)

2018

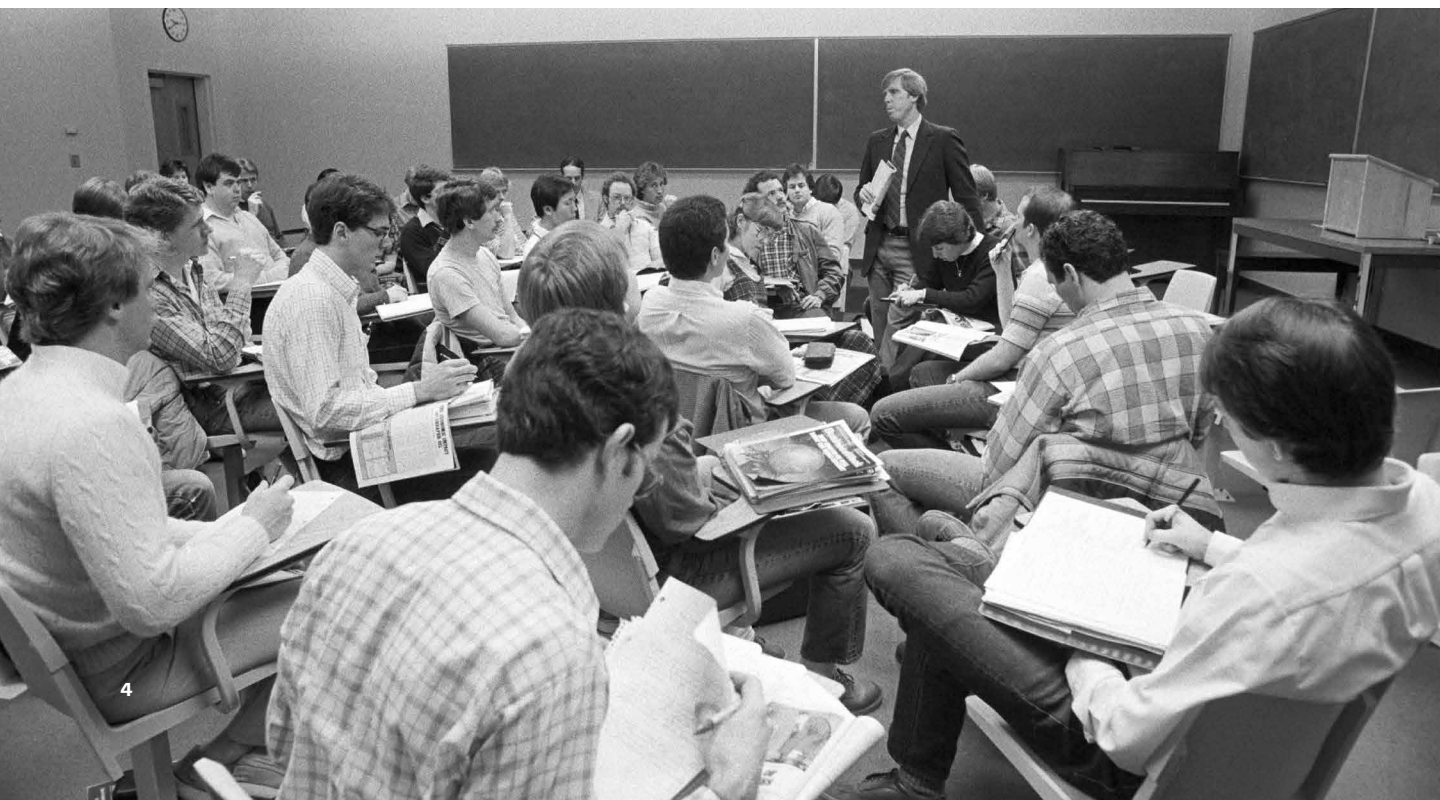
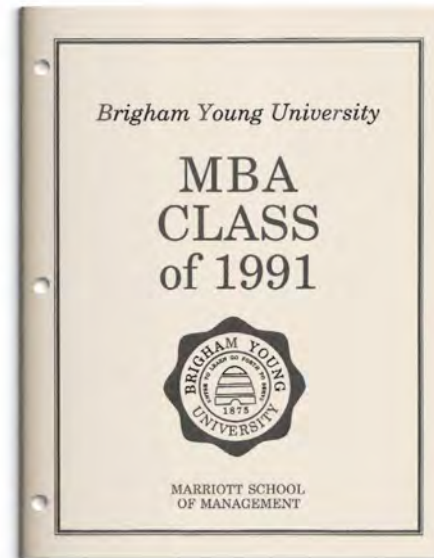


MBA STEM track is created

2021



SIXTY YEARS of MAGIC



The BYU Marriott MBA Program

In 1960, a newly minted Harvard PhD named **Quinn McKay** returned to BYU, his alma mater, to take on an audacious goal: start an MBA program from scratch.

He spent the first year working with **Weldon Taylor**, dean of what was then the BYU College of Business, to put the program together. “We had a small budget,” remembers McKay, “and some of our best professors were rather skeptical of starting an MBA program. But I made a couple of trips—one to Los Angeles and one to Phoenix, Arizona—to talk to possible candidates.”

And in fall 1961, the first class of MBA students, fifteen strong, began their studies. According to **Gordon Peterson**, a member of that original class, their first two courses were calculus and quantitative techniques.



Though small, the program was off to a great start. Among its faculty were **Bob Daines**, **Garth Mangum**, and **Stephen R. Covey**. Peterson says that though the program was only beginning, he still chose BYU over Stanford and never regretted it.

The program began to gather steam almost immediately, bringing in a larger class the next year. Six of BYU's first fifteen MBA graduates, including Peterson, were offered jobs by IBM.

Since then, some of BYU Marriott's best-known MBA graduates have included **Fraser Bullock**, COO and CFO of the Salt Lake Organizing Committee for the 2002 Winter Olympic Games; **Dave Checketts**, past president and CEO of the New York Knicks; **Alison Davis-Blake**, former president of Bentley University and a graduate of the MOB program, which has since been included in the MBA program; **Henry J. Eyring**, president of BYU-Idaho; and even **Thomas S. Monson**, former president of The Church of Jesus Christ of Latter-day Saints, the first student in BYU Marriott's budding Executive MBA program.

"In addition," says **Daniel Snow**, today's director of BYU Marriott's MBA program, "a number of the folks who have been active in starting businesses in Silicon Slopes are graduates."

Growing and Diversifying

Since its beginnings, BYU Marriott's MBA student body has become not only larger but more diverse.

Snow says that he has talked with many alumni who graduated in the 1960s. "They would say things like, 'I hope you have more women in the class today, because it's a much better discussion experience when you bring people with different views and different perspectives.' Or they'd say, 'Boy, it turns out in my career that it's been important to work internationally and know how to interact with people from other countries. I hope you have students from other countries in your program now.'

"As somebody who graduated from the program twenty-three years ago," Snow continues, "I see that the students today are better than my class was. They come from a better experience. It's a more diverse and more interesting group of people. Traditionally, 10 or 20 percent of our program is international; this last year, 10 percent of our students were US minorities, and 26 percent of our students were female."

Today's MBA students come to BYU "because they're drawn to the mission and they're drawn to

"It's hard to disentangle alumni from our current students and our future students, because those are all the same person, just at different times in their life."

the idea that in your career, you can bring principles from your faith into being an ethical, principled, effective leader," Snow says.

And when they start their studies, they learn that their lives are about far more than making money or being successful. Instead, the goal is to become, as BYU Marriott MOB alum and well-known author **Liz Wiseman** has famously written, a "multiplier."

"Sometimes that is through their career, sometimes it's through their community service, sometimes it's in their families," says Snow. "But our belief is that the training we give here prepares them to go and make a big impact."

Tapping into the Network

It's no secret that one of the biggest benefits of a BYU Marriott MBA degree is lifetime membership in the program's alumni network.

Dave Jungheim admits that, for a long time, he "felt that alumni relations was all about the school keeping track of us so they can hit us up for money." But when he retired from the military and signed on as BYU Marriott's MBA alumni relations manager, he saw the true value of the network of MBA grads. "Our alumni are an amazing network that creates some incredible synergistic effects," he says.

Tremendous things happen, says Snow, "when you get that triangle of students, faculty and staff, and alumni who see the magic of this place."

The "magic" of the BYU Marriott MBA alumni network is simple: the alumni work together, so much so that when Snow talks about MBA alumni, he says, "It's hard to disentangle alumni from our current students and our future students, because those are all the same person, just at different times in their life."

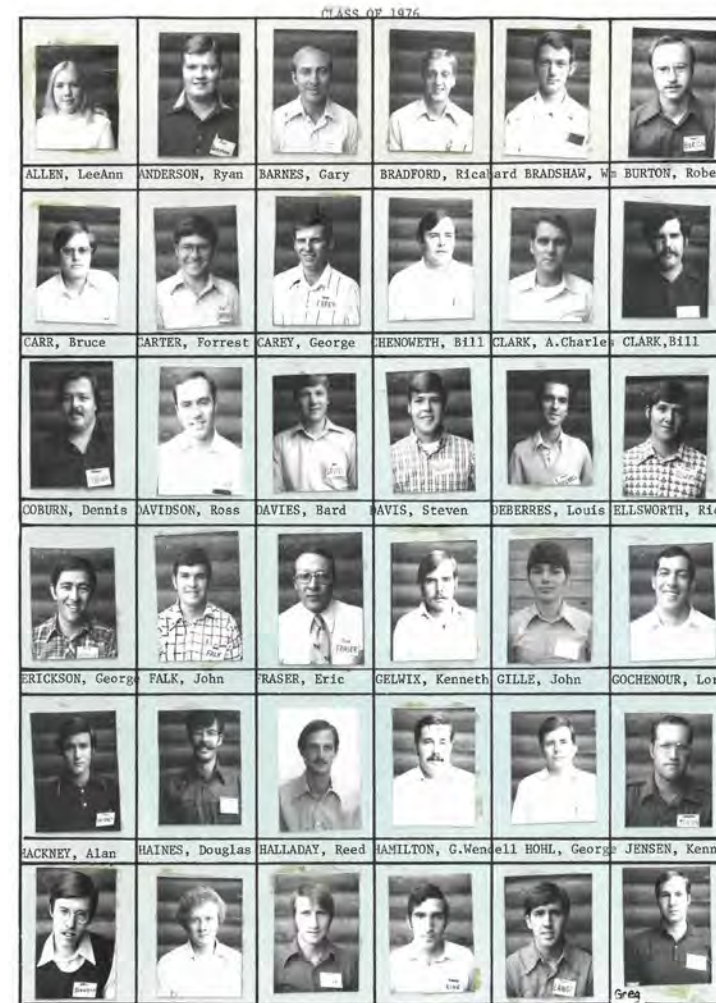
Every BYU Marriott MBA graduate stands on the shoulders of more than sixty years worth of giants, including McKay, the program's founder. After earning his undergraduate degree at BYU, McKay found his way to Harvard and a successful career starting business-education programs internationally—all because one of his BYU professors sat him down to fill out a scholarship application.

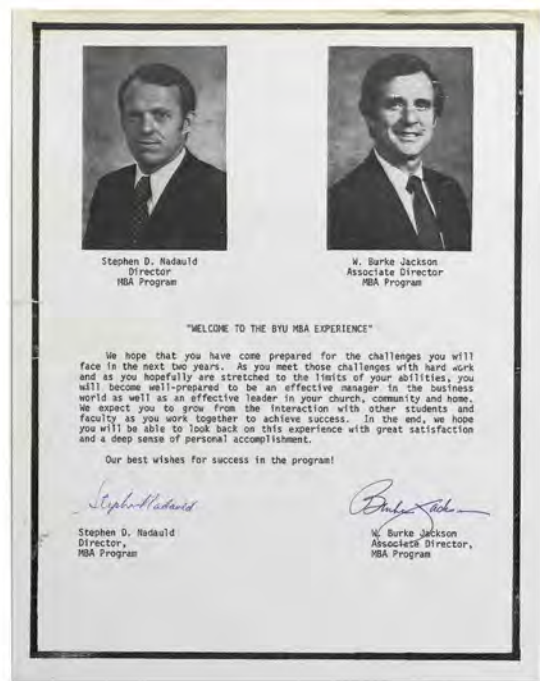
"I was just a farm boy helping support my mother," McKay remembers, "but **William Edwards** took me by the arm and took me into his office, sat me down, pulled out a sixteen-page application, and made me fill out the first four pages. 'Now, Quinn, you finish filling that out and send it in.' I didn't think anything would come of it, but ten days later, Harvard called me and said I'd been awarded the Donald Kirk David scholarship."

According to **Sam Dunn**, BYU Marriott assistant dean and director of the Business Career Center, "We rely heavily on our alumni for mentoring, for connections, for networking, to provide guidance and counsel, to provide insight, and, frankly, to connect us inside their companies."

The upshot is that alumni enjoy the opportunity to work with the high-quality graduates that BYU Marriott's MBA program is known to produce. "Our goal is to train leaders who are going to go forth and make a positive difference in the world through their contributions in their careers, in their faith communities, in their geographical communities, and in their homes," says Snow.

But it's not just faculty and alumni who are looking out for students; students themselves are eager to help each other. "We have so many great anecdotes about students, against their best interests, telling a recruiter, 'Hey, you should interview one of my classmates because you're his or her dream company. Even if I have to give up my spot on the interview list, you should interview so-and-so.' That happens regularly," says Snow.





Of course, the success of the alumni network is also due to the efforts of the MBA staff. “If you walk into their offices and ask them about an individual MBA student, they’ll have a picture of the student on their screen,” says Snow. “They have metrics of how many practice interviews that student has done, what internship interviews that student has gotten, which ones they have missed out on, which ones they are hoping to close on, which full-time offers they have. The MBA staff know their sheep, and those sheep are carefully counted. They have a deep hands-on approach to working with individual students—and it’s remarkable.”

In addition, Jungheim spends a good part of each day on LinkedIn managing the BYU Marriott MBA alumni group, which has several thousand members and represents 50 percent of living alumni.

“We had one alumnus today post and say, ‘Hey, look. A fellow alumnus was just laid off. Here’s what type of job he’s looking at. Here’s the company he is targeting.’ So I hopped onto my LinkedIn account and sent him a key connection within that company who’s a fellow alumnus.”

Jungheim says that, for him, the “two governing principles with alumni relations are understanding and meeting the needs of our alumni and empowering them to give back in meaningful ways.”

To meet these goals, Jungheim spent a lot of time talking with MBA alumni when he first started as director. In doing so, he found that their main need was to stay connected, “not just with their class or with their team, but with the program.” This insight led him to create the MBA program’s annual report “so they could know in much more detail the ins and outs of how the program is doing now and learn about the accomplishments of our students, faculty, and alumni.”

But the alumni network’s offerings go much further than this yearly publication. Jungheim says that alumni are often “quite surprised to find out how many things we do for free. I just got off the phone with someone from the class of 2000 who asked about our services—they’re thinking of putting together their first big class reunion. I told them what we provide, and their next question was, ‘How much is it going to cost?’ And I said, ‘Nothing.’”

Connecting to the alumni network is easy and rewarding, says Jungheim, whether through LinkedIn or by contacting Jungheim directly. (He can be reached by email at david.jungheim@byu.edu and by phone at 801-422-7586.) Start by simply sharing your

story, he says: “I’m convinced that every single alum has a compelling story.” Then take advantage of MBA class reunions or program-wide conferences, which occur every five years and provide excellent networking and continuing-education opportunities.

Engaging for the Future

The MBA program is on an “upward trajectory,” says Snow. “My vision is for us to become recognized as a top-ten MBA program.”

Some might feel that online MBAs and internal company training programs are making the in-person MBA obsolete, but Snow notes that BYU Marriott’s MBA program isn’t just a training experience; it’s “a transformational experience.”

He continues, “Organizations need leaders who can (1) see and make sense of messy multidimensional challenges, (2) lead people and organizational efforts to address those challenges, and (3) do so innovatively. All of these skills must be grounded in a foundation of real business acumen, analytical capability, and faith.”

In other words, Snow is committed to turning out graduates who “have sights set on their careers, but they also have their sights on something higher,

which is to help develop themselves into people who can go be of use and make the world a better place.”

Snow points to BYU Marriott’s MBA faculty as key to the program’s success. “They could be working elsewhere, but they’re here because they’re passionate about the mission of this place.” He also loves the MBA alumni base, “which is really energized to work with our students because they see so much potential in those students.” Add the current MBA students to the mix, and “we punch above our weight because those three groups see the magic in the program and are eager to build and be part of it.”

Jungheim agrees, noting that “an institution is only as good as the sum of its parts plus the synergy. BYU Marriott’s MBA program is an institution where I feel like there’s true value and meaning that’s produced in helping take care of and better the world.”

“I am not ashamed to aspire for each graduate to be in the C-suite of a major company or organization,” Snow says. “Each would be active in The Church of Jesus Christ of Latter-day Saints or in another faith, and each would be an active, contributing member of their community. This is going to require hard work and engagement by every member of the BYU Marriott MBA community.”

Taking on COVID-19

“I guess it was March of last year when the virus hit hard,” says **Sam Dunn**, assistant dean of BYU Marriott and director of the Business Career Center. “[The virus] shut down traditional recruiting. We were just a couple of months away from graduation, and we still had quite a number of students who had not yet placed. We reached out to the alumni to see what help they could provide.”

The response was indicative of the strong bond MBA alumni feel to the program and to each other. “Looking at our MBA students in April 2020, 100 percent of our first-year MBAs landed internships, and 91 percent of our second-year students found full-time jobs within three months of graduation,” Dunn reports. “Those numbers are pretty much on par with what we experienced pre-COVID-19. I thought there might be a ten- to fifteen-point delta because of the virus, but we were able to make that up because of the resilience of the students, the hard work of the staff, and outstanding support and help from our alumni.”





Student Life

Students come to BYU Marriott with rich life experiences that have already taught them to work hard, persevere, and collaborate—and then they broaden that education at BYU Marriott. In 2015 **Ruchika Goel** quit her job and made the thirty-six-hour journey from India to Utah, where she joined her husband, who had just finished a master's program. Goel's perseverance paid off when she earned her MBA and ultimately started her own mentoring company to help other MBA students around the world. Learn about Goel on page 14.

Student Report

STUDENT DEMOGRAPHICS	MBA	EMBA
Class of 2020	140	70
Female	25%	28%
Married	71%	86%
International	8%	3%
Minority	12%	8%
Bilingual	59%	49%
Average years of experience	4	13
Returned missionaries	80%	63%
Average entering GPA	3.58	3.38
Average GMAT	668	625

Class of 2020 Placement by Profession



CLASS OF 2019	MBA
Average base salary	\$108,700
Placed by 3 months after graduation	91%
Average signing bonus	\$24,062

8% Consulting	23% Marketing & Product Management
15% Finance	21% Operations/Production
12% General Management	12% Other
9% Human Resources	

MBA Rankings

RANK	PROGRAM	SOURCE
#1	MBA (Human Resources)	<i>The Princeton Review 2020</i>
#1	MBA (Most Family Friendly)	<i>The Princeton Review 2020</i>
#2	MBA (Most Affordable)	<i>Poets&Quants 2019</i>
#6	MBA (Operations)	<i>The Princeton Review 2019</i>
#7	MBA (Most Competitive Students)	<i>The Princeton Review 2021</i>
#12	MBA (Entrepreneurship)	<i>The Princeton Review 2021</i>
#12	MBA (Most Creative Graduates)	<i>Bloomberg Businessweek 2019</i>
#31 in U.S.	MBA	<i>U.S. News & World Report 2021</i>
#32 (Worldwide)	MBA	<i>The Economist 2021</i>

Inspired to Make a Change



After his younger brother was tragically killed in a motorcycle accident, **Easton Johnston** decided to reexamine his life. He did so partly to honor his brother and partly to find greater fulfillment in his work. Now an MBA student at BYU Marriott, Johnston looks forward to making a change in his career and making a difference in other people’s lives along the way.

Shortly after graduating in 2014 from BYU Marriott with a bachelor’s degree in human resource management, Johnston began his career at FranklinCovey doing HR work for outside companies. Although he enjoyed his work, Johnston realized his passion was doing internal HR work. His younger brother Spencer, who was about to graduate from BYU Marriott’s School of Accountancy when he died in 2018, inspired Johnston to take a step toward changing his career for the better.

“My brother had a lot of goals and aspirations, while I was simply ‘going with the flow’ in my career,” he says. “In memory of Spencer—and also for myself—I decided to go back to school and earn my MBA.”

While deciding which MBA program to enter, Johnston ultimately chose BYU Marriott. “The deciding factor was discovering that the BYU Marriott

human resources program is actually number one in the country, according to the Princeton Review. So getting my MBA in HR meant that I would receive a world-class education and learn at a place that supported my work ethic,” he says.

Since entering the MBA program in 2019, Johnston has encountered unexpected challenges. However, through the help of BYU Marriott’s network and resources, he overcame and grew from these obstacles. “For example, I had an internship offer for a company in the energy and gas industry rescinded in 2020 because of COVID-19,” he says. “I initially panicked, but then I reached out to my network. People stepped up and helped me find another great internship. **Troy Nielson**, my HR advisor, and other BYU Marriott mentors were instrumental in helping me.”

As a second-year MBA student, Johnston now hopes to provide the same support for other students. Johnston currently works as the head of the BYU MBA sherpa program. “As sherpas, we act as mentors for first-year MBA students to help them learn the ropes and find companies to talk with. Helping my peers and working with a great team has been a meaningful experience,” he says.

Johnston has also learned about his value from the ups and downs he has faced. “I learned that you don’t need to be better than anyone else to make a difference,” he says. “Sometimes we think that we are not good enough to give back, but I’ve found that everyone can give back. Sometimes, depending on their willingness, an inexperienced person can do better than someone who may be more technically qualified.”

After he graduates in April 2021, Johnston and his family will move to Texas, where he will work for ConocoPhillips. He plans on applying the principles he has learned at BYU Marriott—such as giving back and helping others—throughout his life. Wherever he goes, Johnston hopes to continue pursuing goals that would make his brother proud.

Ready for the Challenge

While many people see COVID-19 as a setback, **Ruchika Goel**, a 2020 BYU Marriott MBA grad, saw the pandemic as the universe telling her to start a company. This isn't the first time Goel has taken risks: six years ago, she left her home country of India and moved to America. Starting her own company during a global pandemic seemed doable too.

On 1 January 2015, Goel bravely made the thirty-six-hour journey from India to Utah to join her husband, Anup, a native of India who had recently finished his master's program at Arizona State University and was working in Utah. Tired of the long-distance element of their relationship, Goel had quit her job at General Electric, packed her things, and flown halfway around the world.

"We fell in love with Utah," Goel says. "I had never lived near mountains before, so having the ability to drive a few minutes from home into a canyon and be engulfed by its beauty was a magical experience for us."

Sadly for Goel, before the end of the year, the couple moved to New Jersey for Anup's new job. Although they enjoyed their time in New Jersey, Goel missed Utah.

After a few years in New Jersey, Goel decided to pursue an MBA. Although her visa would not allow her to work, she could attend school, and she was ready for the challenge. She saw earning her MBA as the perfect excuse to move back to Utah. "I found a picture

of BYU's campus up against the mountain. I printed it out, taped it on my wall, and made that my goal," Goel says. With her husband's full support, Goel headed back to Utah to earn her MBA at BYU Marriott.

While working on her MBA, Goel became involved with the BYU Marriott MBA sherpa program. The sherpa program pairs second-year MBA students (sherpas) with first-year students (climbers). The sherpas mentor the climbers and are especially valuable in helping the first-year students find internships. Through this experience, Goel realized how much she loved helping MBA students and gained inspiration to start her company, Get On the Raft.

Get On the Raft provides MBA students around the world with the same support Goel found as a climber and a sherpa. "At Get

On the Raft, I help MBA students unlock their true potential in each step of their job search process through one-on-one, personalized mentoring," Goel explains. "I enable this by helping students bring their whole selves to the job-search process and feel comfortable in their own skins." The company launched in August 2020 and has already begun helping MBA students around the world.

Although the company has much growing to do, Goel is proud of what she has already accomplished. "I have learned that if we choose to see challenges as an opportunity to do something amazing, we are much better off," Goel says. "Whether it was my move from India to a country I had never been to before or starting a company amid the biggest pandemic in this century, optimism is the key to success."



2020 Case Competition Highlights

Hoisting the ACG Cup

A team of two MBA students and two MAcc students took first place at the Association for Corporate Growth (ACG) Cup held Winter 2020 semester, receiving \$3,000 after competing against teams from universities across Utah. The four-member BYU Marriott team consisted of first-year MBA student **Spencer Stevens** from Holladay, Utah; second-year MBA student **Xueying "Sophia" Zhang** from Beijing; and MAcc students **Peter Call** from Colorado Springs, Colorado, and **Seth Lawrence** from Andover, Minnesota.



First in Venture Capital

A team of BYU Marriott MBA students took first place at the Utah Venture Capital Case Competition held on 18 November 2020. As part of the competition, students sourced a deal with a company that helps entrepreneurs build mobile apps, gaining skills that will help them build their future careers. The winning team included **Stephanie Maynes Aldous**, a fourth-year JD/MBA student from Studio City, California; and second-year MBA students **Kailey Battaglia** from Lagos, Portugal; **Michelle Dangerfield** from Amherst, Virginia; and **Angela Smith** from St. George, Utah. The team's critical-thinking and problem-solving skills were put to the test throughout the competition.



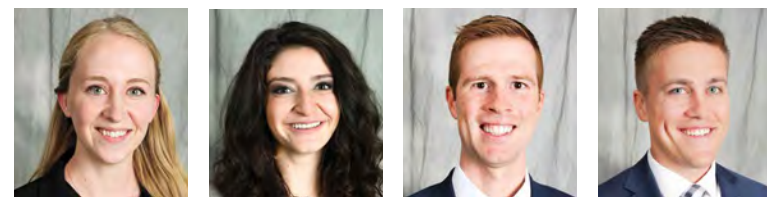
Big Win in Texas

Four students continued BYU Marriott's four-year streak of top-two finishes when they won second place at the TCU Neeley School of Business Graduate Supply Chain Case Competition, held February 2020. The students each received an iPad and shared a \$5,000 prize. Team members included group leader and second-year MBA student **Whitney Waite** of Whittier, California, and second-year MBA students **Neal Ball** of Fairfield, California; **Jordon Patton** of Salt Lake City; and **Jaron Thorley** of Lindon, Utah.



BYU Marriott MBA Scholars

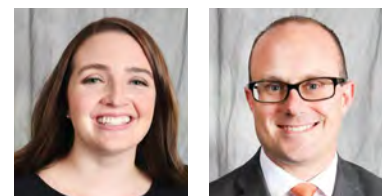
BYU Marriott MBA students are recognized for their uncommon maturity, confidence, and experiences. They excel in many ways, including academically. Top MBA scholars are honored annually through the Eccles, Hawes, Stoddard, and Williams Scholars programs.



Stephanie Aldous Dunia Alrabadi Ryan Brown Chad Carr



Lillian Barton Geurts Easton Johnston Sage Maddux Dallin Pope

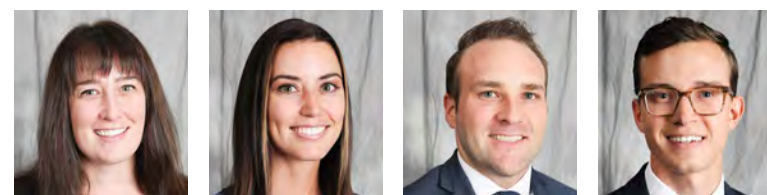


Sarah Waggoner Michael Wakeham

Hawes Scholars

The Brigham Young University Marriott School of Business named ten 2020-21 Hawes Scholars, an honor that carries the highest distinction given to MBA students at the school, along with a cash award of \$10,000 each. Named for successful corporate executive Rodney A. Hawes Jr. and his wife, Beverly, the Hawes Scholar award was created in 1998 to recognize the accomplishments of graduating MBA students.

The 2020-21 Hawes Scholars are **Stephanie Aldous, Dunia Alrabadi, Ryan Brown, Chad Carr, Lillian Barton Geurts, Easton Johnston, Sage Maddux, Dallin Pope, Sarah Waggoner, and Michael Wakeham.**



Caitlin Jolley Angela Smith Jacob Valentine Logan Wooden

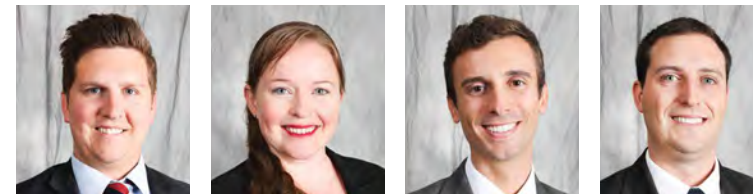
Williams Entrepreneurial Leadership Scholars

Four students were honored as Williams Scholars, an award that recognizes leadership, vision, innovation, motivation, and execution in the program. Each recipient was awarded \$5,500.

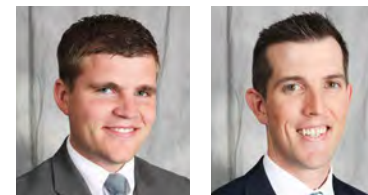
The 2020-21 Williams Scholars are **Caitlin Jolley, Angela Smith, Jacob Valentine, and Logan Wooden.**



Brad Arnell Ben Aston Brett Diggins Matt Drake



Jackson Guinn Sarah Hatton Graham Johnson Jordan Rapp

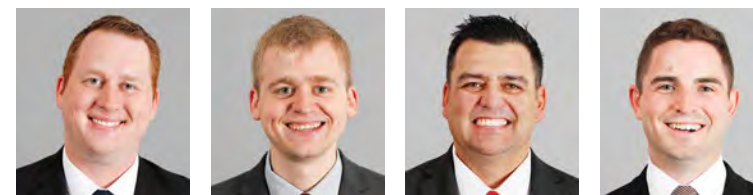


Max Vaterlaus Jarom Walker

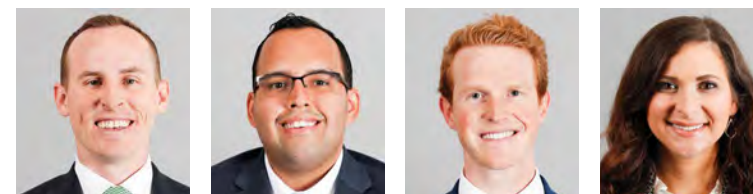
Stoddard Scholars

Ten Brigham Young University Marriott School of Business students were honored with the George E. Stoddard Prize, a \$5,000 award given to exceptional MBA finance students. The Stoddard Prize was established in 1985 by George E. Stoddard, a 1937 BYU alumnus. Initially awarded to second-year students, the award was expanded last year to include first-year students.

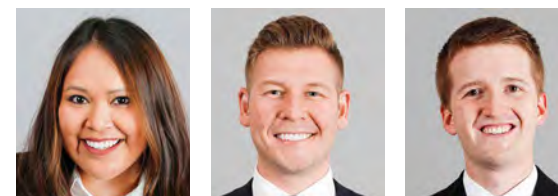
The 2020-21 Stoddard Scholars are **Brad Arnell, Ben Aston, Brett Diggins, Matt Drake, Jackson Guinn, Sarah Hatton, Graham Johnson, Jordan Rapp, Max Vaterlaus, and Jarom Walker.**



Taylor Ball Caleb Faber Ethan Felix Sam Hobson



Brady Johnson Angel Martinez Michael McKinley Julia Moorhead



Racheal Neiger Pavel Semenenkov Jared Whaley

Eccles Scholars

Eleven students were honored as Eccles Scholars, an award presented by BYU Marriott's Whitmore Global Business Center. Each recipient was awarded up to \$9,000 of financial aid for schooling expenses, international projects, and global career exploration. The Eccles Scholars award is funded by the George S. and Dolores Doré Eccles Foundation and is awarded on the basis of academic performance and trajectory toward a global business career.

The 2020-21 Eccles Scholars are **Taylor Ball, Caleb Faber, Ethan Felix, Sam Hobson, Brady Johnson, Angel Martinez, Michael McKinley, Julia Moorhead, Racheal Neiger, Pavel Semenenkov, and Jared Whaley.**

Faculty/ Staff News

A deep commitment to students is found at every level of the BYU Marriott MBA and EMBA programs—from faculty who devote their time to both high-impact research and the success of their students, to staff and administration who show equal devotion to assisting students in whatever way they can. In her role as the business manager for the Whitmore Global Business Center, **Lisbeth Hopper** works closely with MBA students involved in the Cardon International Sponsorship program. Read on page 25 about her own international story and her dedication to students.



Faculty Awards

Professorships

PROFESSORSHIP	2020-21 RECIPIENT
<i>Ardis, Glenn D.</i>	Michael S. Drake
<i>Beesley, Horace Pratt</i>	Jeffrey H. Dyer
<i>Brown, Denny L. & Jerri</i>	Hal B. Heaton
<i>Christensen, Don M. & Arda Jean</i>	Michael J. Swenson
<i>Covey, Stephen Mack</i>	W. Chad Carlos
<i>Deloitte</i>	Monte R. Swain
<i>Driggs, Douglas & Effie</i>	Bonnie B. Anderson
<i>Edwards, William F.</i>	Grant R. McQueen
<i>Garrett, J. Earl & Elaine</i>	Neil R. Lundberg
<i>Hardy, John W. & Nancy S.</i>	Jacob R. Thornock
<i>Hill, Ned C.</i>	Todd V. Mitton
<i>Jones, Alice Belle</i>	Kristen 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>Peterson, Joel C.</i>	James C. Brau
<i>Romney, George W.</i>	Bradley R. Agle
<i>Second Mile</i>	Craig B. Merrill
<i>Smith, Robert J.</i>	William B. Tayler
<i>Staheli, Donald L.</i>	John B. Bingham
<i>Thorsell, Hazel Speirs</i>	Scott E. Sampson

Fellowships

FELLOWSHIP	2020-21 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>	Shad S. Morris
<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>Perry, Lee Tom</i>	Daniel C. Snow
<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>Warnick/Deloitte</i>	Steven D. Smith

Sitting at the Table



Lori Wadsworth, the director of BYU Marriott’s MPA program and an ethics professor in the MBA program, missed one night of classes during her time as a student in the BYU Marriott Executive MPA (EMPA) program: the night of her son’s birth.

During Wadsworth’s time as a student in the EMPA program, she worked full-time at BYU Graduate Studies while she and her husband were raising five children—six once the aforementioned son was born. Though Wadsworth had multiple responsibilities, earning her EMPA through the Romney Institute was worthwhile.

“The BYU Marriott EMPA program changed my life in significant ways,” says Wadsworth. “During those three years, I went from having little confidence in my abilities

to walking out feeling like I could do hard things.”

While Wadsworth was in the program, several faculty members approached her and asked if she had considered pursuing a PhD. “I hadn’t, but the more I thought about it, the more I thought I would like being at the front of the class as a professor instead of sitting in the back of the class as a student,” she says.

Wadsworth gave birth to their seventh and eighth children, twins, four months before she started her PhD program. “That time period was crazy because there were ten of us in our family, and we didn’t have any income other than the stipend that the University of Utah gave me,” she says. “Earning my PhD was definitely a team effort, with my husband taking care of everything at home so I could concentrate on my PhD.”

Nevertheless, pursuing a PhD opened up new possibilities for Wadsworth. While she was completing her PhD, she returned to BYU Marriott’s MPA program as a visiting professor with the intention of staying for one year. That year turned into two years, and twenty years later, Wadsworth is now director of the MPA program. “BYU is where I needed to make my impact,” she says. “I’ve had the opportunity to make a difference here.”

Becoming a professor in BYU Marriott’s MPA program allowed Wadsworth to work alongside her own role models from the program. “Being among people who were my heroes was a thrill to me,” says Wadsworth. “They had been my professors, and suddenly I was sitting next to them at the table.”

In 2017, Wadsworth was given the chance to have an even greater impact when the MPA program’s faculty and staff selected her as the program director. In this role, Wadsworth teaches the MPA program’s leadership capstone class, conducts research in work-life integration, helps with alumni relations, and much more. Wadsworth is also the chair of BYU Marriott’s Inclusion Committee. “As director, I’m part of the MPA staff, so I have one foot there, and I’m a faculty member, so I have another foot there, and I don’t have another foot, but maybe like a Twister game, I’ve got my arm in the Inclusion Committee,” she says.

Reflecting on her time with the MBA program, Wadsworth says, “MBA students have a wealth of background and experience to draw on. This makes our discussions about ethics richer and more meaningful, as they are able to consider their own real-life experiences and quickly make applications of ethics to the workplace.”

Cultural Anthropologists in Innovation

When teaching his class ENT 401: Entrepreneurial Innovation to MBA students, associate professor of entrepreneurship **Nile Hatch** shares his own method of innovation: developing a deep understanding of others' needs. With both management and engineering students in the class, Hatch also encourages his students to combine their strengths in teams and support one another's needs.

Hatch joined the entrepreneurship program faculty when the program first started at BYU Marriott in 2007. He teaches classes in innovation, entrepreneurship, and the economics of strategy. His research primarily focuses on using innovation as a process to identify the unfulfilled needs of customers.

Uncovering these needs begins with building relationships with target consumers. "I've developed my own innovation process that I teach my students, but the process doesn't start with innovation—the process starts with identifying people who you care about and spending time with them," he says. "I urge my students to first strive to understand the needs of these people, then validate their needs, and finally build solutions for those needs."

In Hatch's own experience, this innovation process brings about the most success. "What's wonderful about going through this

innovation process together as class members is we're not taking a premade solution and looking for a business or problem that fits that solution," he says. "We're cultural anthropologists in our way of looking for problems, and we're innovators looking for solutions to existing problems. I teach my students that becoming personally involved with their potential consumers will ultimately bring the most success."

Hatch appreciates both the skills and expanded vision that his graduate students bring to the table, as well as their eagerness to dive into the innovation process. "The strength of the MBA students is their business experience, whether they are an engineer working in engineering or in business working for a company," he explains. "When they come back to get their MBA, they have a vision of what matters most in a business, so they're willing to learn and apply the things they learn."

In addition to teaching a unique way to innovate, ENT 401 is also different because it typically includes both MBA and engineering students, partially due to BYU Marriott's joint MBA/MS engineering degree program. "I love seeing these two groups of students come together and share their strengths," says Hatch. "The management students have wonderful business model ideas, but most of them



don't know how to create the technology to support their ideas. The engineering students, on the other hand, work on amazing technologies, but their business models are flawed. Without each other, these students don't have much chance of succeeding, but together they are incredible."

This dedicated teamwork is something Hatch admires about his students. "I love working at BYU, primarily because of my students and their shared sense of purpose," he says. "I feel deeply touched when I watch classmates, who are technically competing with each other for grades, reach out to help struggling students."

"Recently," Hatch continues, "a former student who took my class contacted me and told me that he had built a successful company. He asked, 'How can I give back to the program? Being surrounded by students who want to make a difference, even after they leave, is such a blessing, and I'm grateful to be involved with them.'"

Preparing to Explore the Unknown

The Denny L. and Jerri Brown Professor of Finance at BYU Marriott, **Hal Heaton** has become renowned for his rigorous method of challenging students' case study positions by asking them to defend their logic. Heaton hopes the lessons that students learn from his teaching method help prepare them as they enter the workforce and compete in business with professionals from all over the world.

Heaton's desire to teach students began when he was a child growing up in Utah. While in elementary school, he wanted to teach at an elementary school. While in junior high, he wanted to teach at a junior high school. "I gradually moved up the chain until I realized what I actually wanted to be was a professor," says Heaton.

He received his undergraduate degree in mathematics in 1975 and his MBA in 1977, both from BYU. After he graduated from Stanford with his PhD and started teaching at Harvard, he learned about the

Harvard case study method. "The Harvard cases are real problems with real companies," says Heaton. "Real business cases are full of oddities and quirks that must be dealt with."

When Heaton came to BYU, he brought those case studies with him, employing a teaching method that became known for its rigor. During class, he presents his BYU students with a Harvard case. When students present their solutions, Heaton argues against their solutions, even if he actually agrees with the solutions. "My students fondly call this method the Heaton Beatin' because they know they have to defend their position—and it's not easy," he says.

Heaton wants students to walk away from his class feeling confident encountering new situations and addressing difficult questions. "In the real world, you have to be able to quickly learn about an area you don't know anything about. My students do that every day in my classes," he says. Heaton also hopes his classes prepare students for the unknown.

Stepping into the unknown is a familiar concept to Heaton. While teaching at BYU, Heaton had the opportunity to fill in for an executive training instructor who was supposed to meet with business executives in New York City. "I got no sleep during the days prior to the training," says Heaton. "I was right there on the edge of my understanding." Despite his fears, he took advantage of the chance to teach and interact with business executives. To Heaton's surprise, the training went so well that he was asked to return.

"I traveled the world and learned things about international economics and about how political issues drive business decisions," he says. "That all came from being willing to step into the unknown."

Heaton believes his students can also learn and grow from daunting experiences, just as he did. "I want my students to be able to walk into difficult situations and realize that they can adapt and learn quickly," he says. "My students can compete with anybody on the planet."



Rave-Worthy Graduates

Daniel Snow enjoys receiving compliments from managers who have hired his BYU Marriott MBA graduates. Since becoming the MBA director in June 2020, Snow has dedicated himself to not only upholding the school's values and reputation but also fulfilling his personal goal to make a positive impact on the lives of others.

Though he initially thought he would pursue political science or law during his undergrad, Snow was drawn to business because, he says, "I recognized that people in business can have a positive impact on the people around them as well as the economy, culture, and the world."

Over his career, Snow has interacted with hundreds of students every year who go on to make a difference in the world. "I experience making a positive impact in an interesting and unexpected way," says Snow. "I get to participate through the lives and successes of my students who come to BYU Marriott and then go on to do big things."

Snow keeps in touch with many of his students, and he continues to hear of their successes and achievements long after they have graduated. "If I had a dollar for every time someone reached out to me saying that they are glad to have one of my graduates at their company, I could retire early," he says. "People rave about our graduates. I get that all the time, and it's the most gratifying part of my job." BYU Marriott and the MBA program are able to produce exceptional alumni because of BYU's first-rate education, he adds.

Snow's high appraisal of BYU Marriott MBA students comes with experience. Before coming to teach at BYU, Snow was a professor at Harvard Business School. He has also taught at the Wharton School of the University of Pennsylvania, the Tuck School of Business at Dartmouth, and universities abroad, including Tsinghua University in Beijing and Chalmers University of Technology in Gothenburg, Sweden. Just before returning to BYU to become the MBA director, he was a professor at the University of Oxford in the UK.

After experiencing firsthand various aspects of world-class education, Snow says that BYU Marriott

stands side by side with these prestigious schools. "I'm in a position right now where I can try to help faculty and students in our program recognize our potential," he says. "Sometimes we don't give ourselves credit for being world-class. Our students, our faculty, and our staff rank favorably with the best programs in the country. One of the greatest parts of the job is being able to help people recognize that reality."

What are Snow's goals for the MBA program? "My continuous goal is for us to play as a top-ten program," he says. "My aspiration is for the MBA program at BYU Marriott to do things that will lead to substantive improvement going forward, and I'm committed to that."

To Snow, making a positive impact in the lives of others means being committed to his students and the program. He says, "I would like to be remembered as someone who loves the students individually and sees the potential in the students and the program. As a director, I see their potential to make a positive impact in the world."



A Heart Split Between Two Continents

When she was seventeen years old, Denmark native **Lisbeth Hopper** immigrated to the United States to pursue better opportunities for education. Despite an emergency landing in Ireland and a night alone in a hotel, Hopper felt a mixture of excitement, nervousness, and hope as she entered a new chapter of her life.

Today Hopper often recalls those diverse feelings when she works with international students who are making similar transitions. As the business manager for the Whitmore Global Business Center (GBC), Hopper is over the Cardon International Sponsorship (CIS) program, which helps international students, and sometimes their families, come to BYU Marriott to earn a graduate degree. "I'm sort of the students' mom away from home," she says. "I help them deal with finances, but I'm also just there for them when they need me."

Interacting with these students is often a humbling experience for Hopper. "One memory that brings tears to my eyes involved a family from Africa," she says. "After I told them how much money they would have every month for rent and food, the mom looked at me and said, 'What do I do with all the money that's left over at the end of the month? Do I give it back to you?' That shocked me. I realized she came from a background

where money and food are scarce, so the allowance I offered seemed like a phenomenal amount. She later invited me to their home for dinner. The experience was so touching."

After graduating in 1996 with her MBA from Regis University, Hopper held many positions in banking, including vice president of FirstBank in Castle Rock, Colorado, and vice president and relationship manager for Wells Fargo Commercial Banking Group in Salt Lake City. She also volunteered at Colorado high schools, helping with classroom instruction and curriculum development.

In her current role at the GBC, she utilizes experiences from both education and business to teach one of the four sections of the CIS class American Business Culture. "I know the students recognize that I understand how hard it is to come from the outside and learn how to adapt to new things," she says. "Professionally, academically, and personally, I feel like my whole life has been in preparation for this particular job."

Hopper asserts that all international students share a unique understanding with one another. "We are all non-Americans," she explains. "We're trying to adapt to being American, so there's a special bond."

Despite being far from her home country, Hopper finds ways to



incorporate her love of Denmark and the Danish language both at BYU Marriott and with her grandchildren—whom she calls the light of her life—as well as in her hobbies, including family history.

"I spent more than six years at the Harold B. Lee Library as a service missionary on Saturdays," she says. "Many people came in with records and letters written in Danish. I translated their records and helped them find their family members from Denmark, which was extremely gratifying."

Although it hasn't always been an easy journey, Hopper is grateful she chose to come to the United States. "When you immigrate, your heart is always split between two continents, but I find ways to reconcile that," she says. "I've been so blessed to have life-changing experiences, and working with international students at BYU Marriott is an opportunity I will always cherish."

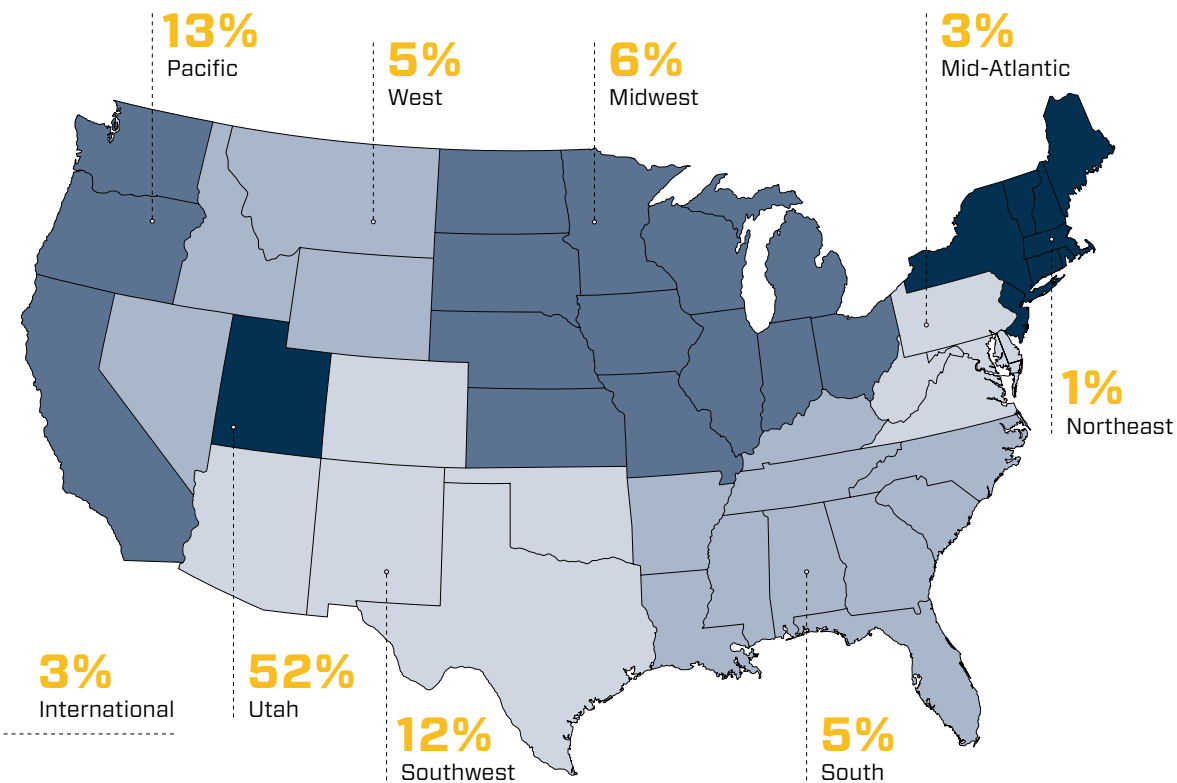
Alumni Updates

BYU Marriott alumni are widely recognized for their distinctive leadership style. Their ability to combine deep reserves of energy and empathy with informed leadership skills sets them apart. **David Paradiso** exemplifies this unique combination. As a participant in the Whitmore Global Business Center's Cardon International Sponsorship program, he has maintained his commitment to provide ethical leadership throughout his career, which has included work in Peru and India. Read more about his journey from his hometown in Argentina to his current role as a private equity fund manager in India on page 32.



Alumni Report

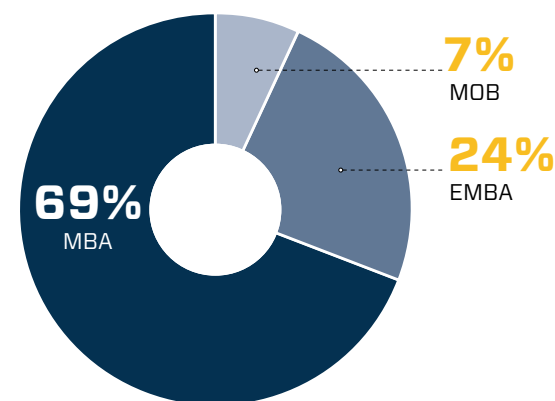
Where BYU Marriott MBA Alumni Reside



BYU Marriott alumni at a glance

- **8,688** total alumni (as of January 2021)
- First class graduated in **1963** with **15** students (seven still living)
- First EMBA class graduated in **1986**
- **15** MBA directors (Dan Snow is number 15)

Alumni by program



From Apple to Anthropology

The journey to becoming the first-ever chief operating officer and chief safety officer for the Natural History Museum of Utah was not one that **Abby Curran** expected. Curran says she owes her success to BYU Marriott’s MBA program and her life experiences that taught her to never stop improving. After Curran graduated from BYU in 2007 with a degree in Russian and sociocultural anthropology, she moved to New York City in search of her dream job at a museum. Little did she know that her immediate need to pay rent on her New York apartment would change the trajectory of her life and career, eventually bringing her back to BYU for her MBA.

Curran started working in Apple retail when she couldn’t find a museum job. “My time at Apple started as the job to pay the rent, and it turned into a rewarding career,” she explains. But after a few years of working with Apple, Curran wanted to advance in her career. After looking at possible options, she concluded that in order to progress in her current position, she would need to spend a lot more time climbing the corporate ladder—or change course and go to business school to earn an MBA.

Curran never thought she would go back and earn a graduate degree, noting that she finished her undergrad by the skin of her teeth. “But I got to a point where I said, ‘No, I want to do more, I can do more, and I’m going to do more,’” she says.

After finishing her MBA at BYU Marriott, she took a job with Dell EMC. Working there was an enlightening and stretching experience, but once again, she realized that it was not a work environment where she was going to thrive long-term. “A lot of my peers from BYU Marriott love Excel spreadsheets and could sit in front of them all day long. I’m not one of them,” Curran says.

When a position at the Natural History Museum of Utah became available, Curran says she had almost forgotten she wanted to work in museums, because she was focused on her path in the field of technology and business. “And certainly the Natural History



Museum of Utah doesn’t fall on the list of Fortune 500,” she jokes. Even so, she applied for the job and believes the Natural History Museum of Utah is the perfect fit for her.

All these experiences in the unanticipated course of her life helped Curran recognize that what she considers her proudest accomplishment is her continual progress. “I by no means would consider myself an overwhelming success story. But I’m someone who’s going to continue to work and keep trying,” Curran says. She is grateful that she has developed these qualities, because they have helped her to persevere in times of trial.

While her journey may have been different from what she had planned, Curran wouldn’t change a thing. “The BYU MBA was an unexpected critical milestone for me as a humanities and anthropology major beforehand, but it has been an invaluable one,” she says, “and I’m grateful my MBA experience is a part of my story.”

Opening Opportunities for Others

During her career in higher education, BYU Marriott alumna **Alison Davis-Blake** has prized building mentorship relationships with students and colleagues. She loves to see people choose their own educational paths and succeed as professionals.

As a BYU undergrad studying economics, Davis-Blake became interested in a career in higher education through her work as a teaching assistant (TA) for Economics 101. “My experience as a TA resonated with me because it pushed me to learn concepts in a deeper way,” says Davis-Blake, who earned an MOB degree from BYU Marriott in 1982 (an area of study that has since become part of BYU Marriott’s MBA program). “I also found that I enjoyed teaching. My interest in teaching continued as I worked as a TA for the Organizational Behavior 321 class as a master’s student.”

Davis-Blake continued her education at Stanford University, where she earned a PhD. “I chose to attend Stanford because it offered a multidisciplinary program that integrated psychology and sociology into a study of organizations,” she says. “I studied with some of the greatest names in the field, including Nobel laureate and psychologist Amos Tversky, who along with Daniel Kahneman earned the Nobel Memorial Prize in Economic Sciences. The program encouraged

us to go across campus and learn about different topics.”

Since earning her PhD, Davis-Blake has worked at universities across the country, including as senior associate dean of business at the University of Texas at Austin and as dean of business at the University of Minnesota and at the University of Michigan. She also served as president of Bentley University in Massachusetts. Currently, she works as an executive leadership fellow at the University of Minnesota Carlson School of Management.

As a university administrator, she encounters new problems to solve every day. “I don’t have a typical day of work. Every single day, regardless of what is on my calendar, at least one thing happens that I don’t expect,” she says. “Sometimes that’s a big thing, and I have to clear my calendar. I’m constantly facing interesting new problems that I have to tackle.”

Davis-Blake resolves many challenges that impact large institutions, but she also makes a difference at the individual level. “I have a passion for the power of education to change lives. I’ve had plenty of opportunities to talk with people about their aspirations and to guide them to the right education for them,” she says. “In an administrative role, I deal with large numbers of people, and that has some benefits. However, the impact on the



individual has also been rewarding to me.”

She especially enjoys focusing on women interested in business or in teaching business. “When I was an undergraduate student, I was the only woman in all of my upper-division economics classes, and I did not have any female professors in economics,” she says. “I’ve dedicated myself to mentoring a new generation of female faculty and students.”

As Davis-Blake reflects on her career to this point, she views her mentorship opportunities with pride. “I look around the country and see deans, presidents of universities, and faculty members that I’ve mentored,” she says. “I’ve been successful in making the professoriate more diverse in terms of gender. People whom I’ve mentored have done great things, and they’ve opened up new pathways of business education. I am grateful for these opportunities and the influence I’ve been able to have.”

A Grill Guru

Few people can walk into a store and pick up an item that they helped create. **Jason Alleger**, an MBA alumnus from BYU Marriott, can. During his summer 2017 internship with General Mills, Alleger was on the team that researched and developed Nature Valley Wafer Bars. Although he has many impressive feats on his résumé, he credits that General Mills internship for being the springboard to his current position as director of consumer insights and strategy with Traeger Grills.

Before Alleger helped design delicious treats, he studied in BYU’s advertising program. Upon graduation in 2011, Alleger began working for Penna Powers, an ad agency in Salt Lake City. After working at the agency for five years, he realized he was ready for a change. “I wanted a new challenge. I realized that many of the jobs I was looking at required an MBA,” he says. “I also wanted to expand my network and

surround myself with other people who were as driven and as self-motivated as me.” He started BYU Marriott’s MBA program in August 2016.

At the end of his first year in the MBA program, Alleger moved his family to Minneapolis to complete a prestigious internship with General Mills. “General Mills typically hires from Ivy League programs, so I was honored when they interviewed me,” he says. “They assigned me to work specifically with Nature Valley. They wanted to create a granola bar that was indulgent but also had healthy cues. I worked with the research and development team members to develop concepts.”

Alleger and those team members came up with more than a dozen different concepts for consumers to try. During taste tests, the consumers selected their favorite versions of the bar, which, after two years of additional work, became a product that consumers can buy today.

The Nature Valley Wafer Bar is not the only product Alleger worked on that can be purchased in stores. He currently works for Traeger Grills, which makes wood pellet grills. Although he had never owned a Traeger grill before working for the company, he now owns four. “We had all four grills running last Thanksgiving,” Alleger says. “I use my Traeger grills nearly every day. Some of my favorite things to make are brisket, beef jerky, and smoked ice cream.”

While working for Traeger, Alleger has helped beta test new grills before they hit the market. “I get to set up and manage the beta tests, sending out hundreds of grills to consumers across the world,” he says. “We ask them for their feedback and use that information to improve the products.” He has helped with beta testing of the Traeger Pro, Timberline, and Ironwood grills.

Alleger feels blessed to work for a company that sells a product he is excited about. “Working with a product you are passionate about is so neat,” he says. “Sometimes when I go to Home Depot, I just watch people buy the grill. A few weeks ago, I walked up to a family looking at a Traeger and talked to them about how easy it is to cook for a family on the Traeger, a grill I work with. The experience was deeply fulfilling.”



Global Social Impact

Whether they're riding elephants or exploring Machu Picchu, **BYU Marriott MBA graduate David Paradiso** and his family have enjoyed adventures around the world. However, none of these experiences—or his career opportunities—would have been possible without the education and skills he obtained during his time at **BYU Marriott**.

Originally from Buenos Aires, Argentina, Paradiso graduated with his bachelor's degree in accounting from Argentine University of Enterprise. He entered the **BYU Marriott MBA program** in 2011 as a recipient of the Whitmore Global Business Center's Cardon International Sponsorship (CIS). This scholarship aids international students by providing funds for their living and tuition expenses during their time in the MBA program.

The CIS program aims to prepare international students to become leaders in foreign countries, both in their companies and in The Church of Jesus Christ of Latter-day Saints. "One of the commitments I made with the CIS program was not only to gain an education and improve my skills but also to put those skills to good use in other areas of the world where the Church is not as strong and where ethical leadership is needed," Paradiso explains.

He has sought to keep this commitment in all stages of his career with Maj Invest, a Danish asset management company, where he has worked in Peru as a general office manager and in India as a private equity fund manager, with a focus on financial inclusion. "I love that my job perfectly blends two of my passions: international private equity and social impact," he says. "I use my financial and investment skills while looking for ways to have the highest impact on poverty alleviation. I have an incentive to excel at what I do because it can help millions of families in their efforts to have a better life."

After graduating from **BYU Marriott** in 2013, Paradiso moved to Peru and became president of the **BYU Management Society** chapter there. He collaborated with CIS alumni and Church leaders Carlos



Godoy and Joaquin Costa, who "had a clear vision of strengthening local Church leadership by sending people to get an MBA through the CIS program," Paradiso says. They worked together to identify and prepare CIS candidates from Peru, several of whom were later accepted into **BYU Marriott** and the CIS program. "After moving to India," he adds, "I kept in touch with several candidates and kept mentoring them virtually to help them achieve their professional goals and earn their MBA degrees."

Paradiso feels immense gratitude for his **BYU Marriott** education, which included gaining real-life practical experience with investments and deals through the Cougar Capital course. "My experience in the MBA program provided me with the skills and knowledge necessary to obtain invaluable work opportunities," he says. "I recognized the importance of networking in your career and the power of ethical leadership. The most important thing I learned, though, is that the positive impact I can make on the people around me is more important than the size of my bank account."

Paradiso also points out the "incredible memories" he's made with his family: "Living in so many different places has been an enormous blessing. We've developed the ability to relate with people of different countries, cultures, and religions, and our kids are having experiences that my wife and I never would have dreamed of having when we were kids."

1992



When **Kirk Gadberry** graduated with his MBA in 1992, he knew he wanted to do something in the international business arena. Gadberry moved with his wife, Cindy, and their son to Gadberry's hometown of St. Louis, where he gained key experience in the import and export environment while working for a local sporting goods wholesaler with a strong presence in Asia. He now serves as president and COO of North American Lighting and was the first American board member at North American Lighting's parent company, Koito Manufacturing. He currently resides in Charleston, Illinois, and when he is not working, he enjoys weightlifting, running, biking, and swimming. He is also currently serving on the Illinois Workforce Innovation Board and the Eastern Illinois University's School of Technology Advisory Board.

1993



As director of the eMINTS National Center at the University of Missouri, **C. Tad Brinkerhoff** works with twenty former K-12 teachers who are doing research and implementation on integrating technology in education. After graduating with his MBA in 1993, Brinkerhoff went on to work at **BYU Marriott**, Purdue University, and the University of Illinois. He says his career started when he met **Kristie Seawright**, a **BYU Marriott** professor in marketing and global supply chain, at a conference. "She invited me to apply for a position at **BYU Marriott**," he says. "Her questions and invitation made all the difference for me." When he isn't working, Brinkerhoff enjoys spending time with his wife and five children. He also volunteers as the Just Serve specialist for Columbia, Missouri, and as a driving instructor for refugees.

2011



When the COVID-19 pandemic took the world by surprise, **Andrea Cordani**, Airbnb's business operations manager for Italy and Southeast Europe, used the skills he learned at **BYU Marriott** to put together a pilot program to house doctors and nurses for free. This pilot program eventually became Airbnb Frontline Stays, which provided more than 100,000 free nights to frontline workers throughout the pandemic. Airbnb is combining the program with others to form a nonprofit to house people in times of emergency. A 2011 MBA alum, Cordani also earned an MS degree in industrial engineering from Università di Parma in Italy. He lives in Piacenza, Italy, with his wife and four children. He previously worked as an Amazon Prime leader for Italy and Spain and as manager of the Center of Excellence at Adobe.

2013



After graduating from **BYU** in 2005 with a BA in communications with an emphasis in advertising and marketing communications, **Tyler Ruby** worked in marketing for a few years before choosing to earn an MBA at **BYU Marriott** in 2013. He says, "My MBA opened the door to a monumental transformation and opportunity to work on one of the most iconic brands in the world: Jeep." After gaining invaluable experience at Jeep, Ruby moved on to Webasto, which develops and produces heating, cooling, battery, and electric vehicle charging systems for commercial and passenger vehicles. He works as the company's senior director of customer and technical services. Ruby says that his proudest accomplishment, however, is his relationship with his family. When he isn't working, he loves to spend time with his wife and four children skiing, biking new trails, or talking late into the evening about every topic imaginable.

2013



Christian G. Rytting has worked for Saudi Aramco for seven years in human resources, but he doesn't consider himself a typical HR leader. He started his career in marketing in the software industry in Utah and decided to pursue an MBA in order to better prepare for his growing interest in business management. After graduating with his MBA from BYU Marriott in 2013, Rytting wanted to work internationally and applied at Saudi Aramco. In 2019 he was promoted to culture champion, employee experience designer, and design thinking lead. Rytting has enjoyed applying his background in strategy, marketing, and communications to the world of human resources. He lives with his wife, Emily, and five children in Dhahran, Saudi Arabia. They enjoy traveling as a family and visiting other countries in the Middle East and Asia.

2016



Steve Washenko received both his MBA and JD from BYU in 2016. While Washenko was a student at BYU Marriott, he interviewed with Amazon and received an offer during fall semester of his second year; he's been with Amazon ever since. Washenko currently works as a senior operations manager at the company. As such, he plans the labor of more than fifteen hundred associates for the Farmington, Connecticut, fulfillment center, ensuring that packages and materials process through the system properly and move on to their destination in a timely manner. When he isn't working at Amazon, Washenko enjoys mountain biking, skiing, running, and watching anything Marvel-related with his family. He also supports his wife in running her online piano studio by editing videos and updating content on her website.

2019



Erika Nash says she owes her career as a venture capital and private equity investor to BYU Marriott. Nash, who graduated in 2019 with both her JD and MBA, found her place in private equity while participating in the Cougar Capital program and interning in the industry. "I learned that my love of learning and desire for a fast-paced work environment was exactly what private equity offered," she says. Her incredible mentors and the BYU Marriott alumni network helped open doors for her, and she hopes to do the same for future students.

Nash currently works for Sorenson Capital in Salt Lake City, a firm that invests in software companies in the infrastructure, security, and healthcare sectors. When she's not helping support entrepreneurs on their paths to creation, she loves cooking with her mom and preparing to hike Mount Rainier with her brother; both of whom are also BYU graduates.

2019



Kyle D. C. Poulin's journey to becoming the founder and CEO of his own company began his last year in the BYU Marriott MBA program. Together with fellow MBA alumnus **Chris Bright**, he created True Adherence, a biomechanics platform that provides personal fitness coaching by using depth-sensing cameras to adapt and coach users through workout programs automatically. "In the past five years, there have been necessary experiences that led to me attending the MBA program, turning down finance positions, and pursuing a fitness technology startup. Suffice it to say, I've had personal answers to prayer that have led me to choose to be where I am today," Poulin says. When he isn't running his business, Poulin loves to spend time with his wife, Marissa, and their two daughters; he also enjoys weightlifting and listening to audiobooks.

From Big Banks to Startups

Whether **Christian Hsieh**, a BYU Marriott MBA alum, is talking with a veteran of finance or a young employee of a startup, he's constantly learning something new. Hsieh's current experiences as the founder of a crypto-asset management startup are just one step on his journey of lifelong learning.

Hsieh's quest for education took him from his home in Taiwan to BYU-Hawaii and then, after he worked for a startup company in Utah, to BYU Marriott in 2007 for an MBA. At BYU, he enjoyed learning business principles in the light of the gospel. "When I was taking classes such as accounting, every lesson was spiritually oriented. That spiritual focus went hand in hand with the secular principles that we were discussing," he says.

Years later, Hsieh still remembers the lessons about integrity and common sense that he learned during his time at the school. "Sound judgment is crucial in business because there is so much noise out there, and so many businesspeople try to do too much instead of focusing on making the right decisions," he says. "The sound judgment these people need comes from the Spirit. When we pray about our decisions, that often saves us a lot of energy. Integrating gospel principles into business principles can lead to success in that way."

While studying at BYU Marriott, Hsieh focused on finance and ended up accepting a job with JP Morgan in Singapore after



graduating in 2009. "While working at JP Morgan, I noticed inefficiencies and limitations in the world's current financial system," he says. "I think an issue with the global economy is that the current financial system is not inclusive and is only open to certain privileged people. Financial services should be accessible to more people."

Cryptocurrency is a more accessible way for people to build wealth, says Hsieh, so he started his own company working with that technology in 2018. "Bitcoin is a great innovation because everyone with a mobile phone and internet connection can access that technology," he says. "I worked with a larger crypto-asset management company for a few years, and then I decided to create my company, Tokenomy, focused on crypto-asset management."

Whether he's working at one of the largest banks in the world or in

his own small startup, Hsieh learns valuable lessons from those around him. "In a traditional finance setting, I worked with a lot of experienced people who are wealthy and wise, and I learned a lot from those people," he says. "Now I'm in the startup setting, learning and working with young people. They're innovative and efficient, and they know how to use the most advanced technologies. I've seen a different learning dynamic between the different age groups I've worked with, but learning from each of them is rewarding."

Hsieh is grateful for the experiences he's had throughout his career. "My career journey has been rewarding because I run into different people every day, tackle different problems, and hear new stories," he says. "The knowledge and learning experiences are the most important things that I've gained in my career."

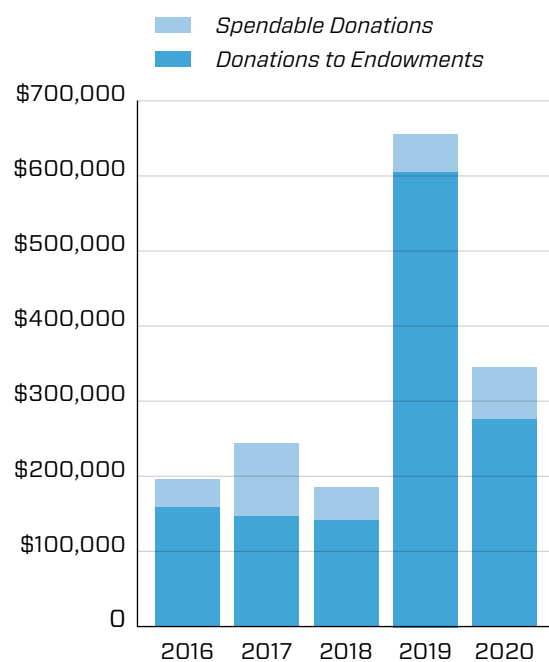


Program Support

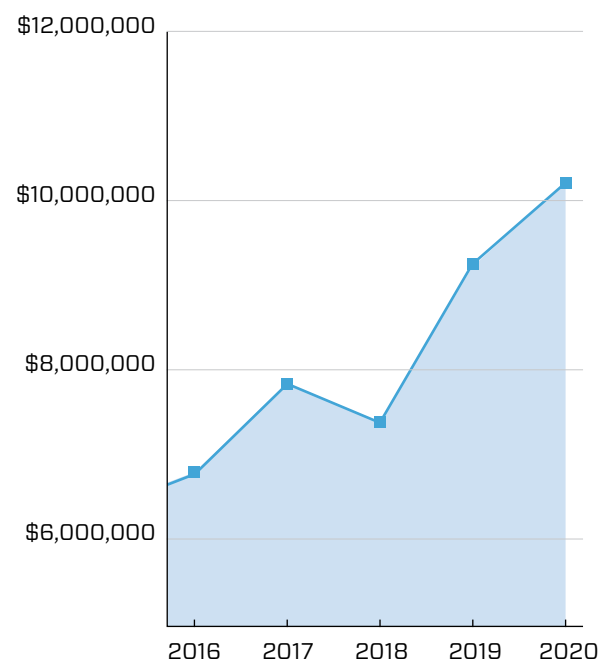
While BYU Marriott's MBA and EMBA programs are consistently recognized nationally for the education they provide, the programs are also quietly transforming lives in myriad ways. Students arrive at BYU Marriott from a wide range of circumstances and come together to participate in an outstanding educational opportunity. Many of these students receive donor support in the form of scholarships and other funds. Read about the impact on students and donors on page 39.

Fundraising Report

Total Donations to MBA Program



MBA Endowment Funds Growth



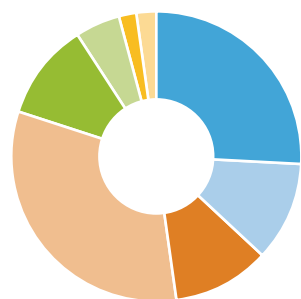
MBA Student Endowment Fund

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

Students and alumni from twenty-nine different classes have donated to this fund.



Percentage of Donations by Class

26% 1963-2015 11% 2019
 11% 2016 5% 2020
 11% 2017 2% 2021
 32% 2018 2% Other

Total = \$40,912

A Pandemic Haircut

Many people went without a haircut for months at the beginning of the COVID-19 pandemic because their go-to salon or barbershop was closed. However, **Grant McQueen**, William F. Edwards Professor of Finance at BYU Marriott, received the most memorable haircut of his life in April 2020.

“When COVID hit, our MBA classes were moved online and, even worse, internships and jobs dried up,” McQueen says. “A few companies out of necessity reneged on offers. Things were so bad that MBA students at a few prominent schools even threatened lawsuits against their universities. In contrast, the MBA students at BYU Marriott asked how they could help.”

“I challenged the first-year MBAs to send a signal of faith and gratitude to the world by donating even a token amount to the MBA program,” he continues. “To make the challenge fun, I agreed to let the students buzz my hair if 80 percent of them donated.”

Apparently, the offer was too good for students to pass up: it didn’t take long before more than that number from the class of 2021 donated to the MBA Student Endowment Fund. The fund, which was established by the class of 2016, offers support to future students and is sponsored entirely by BYU Marriott students and alumni.

“Core values and true character express themselves best in times



of distress,” McQueen says. “The students rose to the challenge, and in April 2020, four students representing the class of 2021 came to my backyard with gloves and masks and gave me the most enjoyable haircut of my life.”

Giving back amid difficult circumstances is something that 2017 EMBA grad **Emily Hellewell** also knows about. Only a few weeks before her cohort’s graduation, one of Hellewell’s classmates fell on hard times and was unable to pay the last semester’s tuition. “A few of my classmates found out about the student and launched a blitz fundraising campaign to raise money for that student’s tuition so they could walk at graduation,” she says. “To this day, a lot of our classmates still don’t know who

the recipient was. We were just told, ‘Hey, someone in our class is struggling. If you can help, this is where you send the money.’ It was empowering to see how we could make our impact on the EMBA program bigger.”

That experience, combined with the cohort’s end-of-year discussions about what they wanted to do with their newly minted degrees, prompted Hellewell and several of her classmates to establish the EMBA Student Endowment Fund, similar to the MBA Student Endowment Fund but sponsored by EMBA students. “We wanted to create a scholarship fund for executive MBA students at BYU because the common perception about EMBA is that they are well established in

their careers and lives,” Hellewell says. “That seems logical, but we saw classmates who went through job losses, illness, death, divorce, and all sorts of life struggles that impacted their finances. We realized that the perception about EMBA students’ financial situations isn’t always correct.”

Though the group raised more than \$20,000 over the next three years, to meet their goal of creating an endowment, they needed to raise three times that amount before a quickly approaching legal deadline. To kickstart a broad fundraising effort, they scheduled a meeting with a group of interested alumni for early March 2020.

“This literally happened the first week of the pandemic,” Hellewell says. “We had to go online for all our gatherings, but we’ve met every week since then. Through that consistency and dedication, we’ve been able to gather even more support, including from

Dave Jungheim [BYU Marriott MBA alumni manager], **Paul Godfrey** [William and Roceil Low Professor of Business Strategy], and students from the EMBA class of 2021. We expect to meet our goal any day now and hope to provide our first full-tuition scholarship by September 2021, possibly earlier.” Funds raised for this endowment will provide hardship scholarships for current students and merit-based scholarships for women, minorities and other under-represented students. In addition, Hellewell says they hope to eventually use the EMBA endowment to provide

professional and career development support for EMBA students and alumni.

“What makes the EMBA student fund cool is that, like the MBA student fund, it’s not just funded by one or two people—it’s much more of a crowdsourced, GoFundMe- or Kickstarter-like approach to endowment,” says Jungheim.

“These funds are created by current and former students to bless future generations of students with scholarships and related opportunities,” he continues. “This gives these scholarships a personal touch. It’s more personal for the donors, and if you’re the recipient, you’re going to be incredibly grateful.”

McQueen and Hellewell can attest that recipients aren’t the only ones who are grateful for those who provide financial assistance to students; endowment organizers and contributors are thankful too. “Donating to these class funds is a powerful way to help others and support the programs, and we’re so appreciative of the many people who have given back,” Hellewell says. “It shows that people genuinely care about their BYU Marriott experience, and they care about future students in a way that’s remarkable.”



Have you **MARCH-D** forth?

- M**entored MBA students or fellow alumni
- A**ttended a reunion or alumni conference
- R**eferred a potential student
- C**onnected with students and alumni
- H**ired MBA interns and alumni
- D**onated to an MBA student fund



Referral



Donation

BYU MARRIOTT
SCHOOL OF BUSINESS