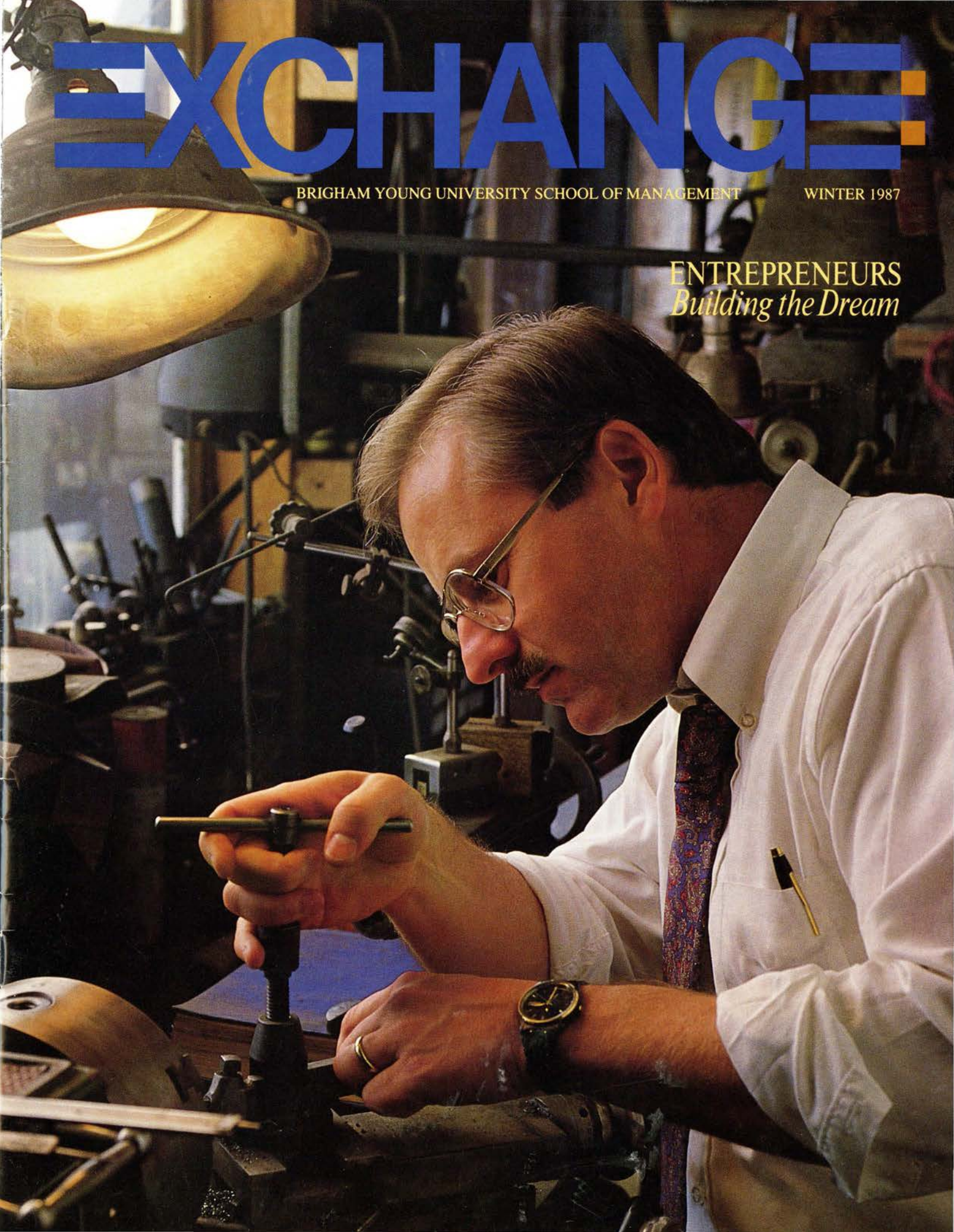


EXCHANGE

BRIGHAM YOUNG UNIVERSITY SCHOOL OF MANAGEMENT

WINTER 1987

ENTREPRENEURS
Building the Dream



DEAN'S REPORT

The School of Management has redirected some of its programs in order to place an increased emphasis on entrepreneurship and small business. This redirection has come about because of a growing interest on the part of current students and recent graduates. (We are finding that many SOM alumni have left corporate life to enter entrepreneurial activities while others, at the outset of their careers, established their own small businesses.)

The School, with the support of the National Advisory Council, has taken several steps to augment its activities in entrepreneurship. Special conferences were held in the spring of 1985 and again in 1986. Men and women actively involved in entrepreneurial ventures met on campus to discuss relevant skills and academic preparation. They discussed successes and failures, they evaluated each others suggestions and ideas, and they made positive contributions to the development of the School's plan. (A conference report appears in this issue of *EXCHANGE*.)

As a direct result of the first conference, the Entrepreneurship Lecture Series—an SOM credit course—was initiated. Approximately 350 students have attended the series each of the past three semesters. Conference participants have become guest lecturers or have sponsored other guest speakers. The students have had opportunities to question these men and women on the hows and whys of entrepreneurship. In addition, two related courses have been added to the curriculum. The undergraduate course, taught by Richard Galbraith, has proved to be very successful, as has Keith Hunt's second-year MBA course.

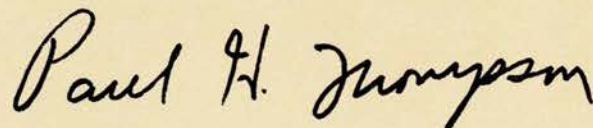
Faculty involvement has gone beyond the classroom, with several undertaking major entrepreneurship research projects. In 1985, W. Gibb Dyer began research into family-owned and developed businesses. His research led to the publication of *Cultural Change in Family Firms*, a book based on forty case studies. Other faculty have completed research that is beginning to appear in professional journals and as presentations at national conferences. For example, Roland Koller's article in *The Journal of Private Enterprise* and Lee T. Perry's presentation at the 1986 National Academy of Management annual meeting.

A special Intrapreneurship Research Group has been organized to study innovation and entrepreneurship as they relate to large existing organizations. They want to rethink the corporate system to see if positive entrepreneurial factors can be infused into existing corporate structures.

The Entrepreneur-in-Residence Program has been organized, and during the 1985-86 year three visiting practitioners worked with faculty and students in developing concepts and ideas for research, study, and careers.

To facilitate a strong entrepreneurship program, the School has received financial support from Hank Marcheschi and Max Farash. This support provides resources needed for research, curriculum development, internships, and community outreach.

We recognize that this is a major commitment for the School, but we feel it is an area of developing need and interest. Consequently, we are moving ahead to provide better educational opportunities for students and practitioners. We are interested in hearing from alumni and friends who have strong interest in helping the School to expand its entrepreneurial program.



CONTENTS

WINTER 1987

BRIGHAM YOUNG UNIVERSITY SCHOOL OF MANAGEMENT

ARTICLES

- 2/ **Bringing Family into the Business**
W. Gibb Dyer, Jr.
The problems of a family business cannot be avoided—therefore, they must be managed. Dyer's research sheds light on the challenges and opportunities in this unique form of enterprise.
- 6/ **J. Willard Marriott: Seeing Only Opportunity**
Roger Terry
Bill Marriott never knew how to accept defeat; challenges and obstacles, however, were his companions. Roger Terry unfolds Marriott's story.
- 25/ **Author! Author! Writers Take a Bow**
The School of Management faculty has been particularly active in authoring books used by thousands of schools, colleges, and universities worldwide. A sample of titles from the past two years is described.
- 28/ **Entrepreneur to Educator: Sharing a Wealth of Ideas**
Does University study prepare a student to become an entrepreneur in the "real" world? A recent BYU Entrepreneurship Conference brought together professors and practitioners to explore some ways to bridge the gap.
- 32/ **Fred G. Meyer: Innovator, Entrepreneur, Benefactor**
From horse-and-wagon traveling sales among lumber camps to a retail empire, Fred G. Meyer demonstrated excellence in retailing. To further promote this excellence, the Fred G. Meyer Chair of Retailing has been established.
- 34/ **Beating the Odds with SBDC**
Warner Woodworth and Jean Brown
Starting a small business takes more sweat, tears, and failures than the common myth portrays. BYU's Small Business Development Center is helping entrepreneurs get a solid footing.

DEPARTMENTS

- Addresses** 10/ **1986 Graduation Convocation Addresses**
Jack R. Wheatley and Richard L. Warner
Principles that have helped them in their lives and in their careers were shared by Jack Wheatley and Rick Warner at the School of Management and College of Business graduation convocations this spring.
- Briefly** 17/
- Donors** 20/

Publisher: Paul H. Thompson
Editor: Paul R. Timm
Assistant Editor: Tina J. Jones
Copy Editor: Byron Bronk
Art Director: Brent D. Burch

Published by the School of Management, Brigham Young University, Provo, Utah. Copyright 1986 by Brigham Young University. All rights reserved. All communications should be sent to EXCHANGE, 730 Tanner Building, Brigham Young University, Provo, Utah 84602. Telephone (801) 378-4121.

The views expressed in EXCHANGE are those of the various authors and not necessarily the School of Management.
Cover photograph by John Snyder.

BRINGING FAMILY INTO THE BUSINESS

W. Gibb Dyer, Jr.

Marriott, duPont, Levi Strauss—names associated with successful corporations—also represent visionary entrepreneurs who built thriving businesses... with the help of their families. The decision to integrate family members into the business is one of the most difficult issues faced by many entrepreneurs. People facing such a decision often articulate the pros and cons. If family members work in the business I will be able to associate with them daily, teach them my values, and perpetuate family control of the business—all of which will bring me satisfaction. But family involvement in the business will mean that I will have to select, train, evaluate, reward, punish, or possibly fire family members—thus creating potentially damaging conflicts. Furthermore, nonfamily employees may resent any favoritism shown to my family and therefore be less committed to the business.

Well over ninety percent of businesses in the United States are considered to be family owned and managed. And despite the potential problems of family involvement, most entrepreneurs do decide to employ family members in their firms.

In my recent book *Cultural Change in Family Firms: Anticipating and Managing Business and Family Transitions* (San Francisco: Jossey-Bass, 1986), I have highlighted a number of key issues that entrepreneurs encounter in a family firm. The findings are based on over forty case studies of both successful and unsuccessful family owned and managed businesses. I will summarize some of these findings here by discussing two key issues entrepreneurs must prepare for and manage if they want to successfully work with family members.

Fewer than one-third of all family firms survive into the second generation. While many of these failures can be attributed to economic or market conditions largely beyond the control of the firm's leadership, the demise of many family firms can be traced to two significant issues that the entrepreneur must manage: 1) conflicting business and family values; and 2) conflicting values between the generation that started the firm and succeeding generations.

Conflicting Business and Family Values

Studies often find that the values of the family are inconsistent with commonly held beliefs about how to run an effective business. These conflicts

typically arise in the areas of employee selection, compensation, and the appraisal of family members who work in the business. The spouse, children, and relatives of the entrepreneur often feel that the business exists to benefit the family. Thus the business should provide employment for family members. Moreover these family members should receive compensation based not only on their performance, but on their needs and wants. Families also generally believe that all members are of intrinsic worth and value. None should be deemed to be significantly better than others.

These family norms often fly in the face of what is considered to be good management. For example, most businesses are founded on the assumption that the selection of employees should be based solely upon qualifications and merit. No individual has an intrinsic right to be employed. Compensation should be based according to the prevailing economics of the labor market—not by the needs of the employee. Also, each employee should be evaluated and ranked based on his or her abilities and performance. (Appraisal systems exist to accomplish this.)

These divergent business and family values are often the source of conflicts in a family firm. The entrepreneur will feel



ENTREPRENEURS MAY LACK FORMAL BUSINESS EDUCATION. THEY'RE INTUITIVE; THEY "FLY BY THE SEAT OF THEIR PANTS." SO THEIR CHILDREN ARE SENT TO LEADING BUSINESS SCHOOLS, WHERE THEY BECOME COMMITTED TO "MODERN" MANAGEMENT TECHNIQUES. IT'S SOON DISCOVERED, HOWEVER, THAT THE PARENT DOESN'T APPRECIATE OR WANT TO IMPLEMENT THE NEW IDEAS, OFTEN RESULTING IN FEELINGS OF BETRAYAL, WITH CHILDREN ABANDONING THE FAMILY BUSINESS AND BECOMING ESTRANGED FROM THE FAMILY.

caught between these two systems. He or she will want to nurture, reward, and support children or other relatives and yet also want to promote and reward those who perform well in the business. Unfortunately, many entrepreneurs handle this dilemma with a lack of consistency. At times they will employ and promote family members because they feel that it will benefit the family. At other times they will reward family and nonfamily employees strictly on the basis of performance. The end result is a set of mixed signals that create confusion in the minds of family and nonfamily employees alike.

Different Values between Generations

Another major source of problems comes from differing values between entrepreneurs and their offspring. Founders of family firms are often self-made men and women. They have created a business based on unique skills, high energy, and vision. Their children's skills, energy, and view of the future, however, may be quite different from the founder's.

For example, studies often find that an entrepreneur lacks training in certain areas of business—typically finance and accounting. Moreover their management practices appear to be mostly intuitive—they “fly by the seat of their pants.” To compensate for these weaknesses, the entrepreneur sends his or her children to leading business schools to receive such training. The children learn and become committed to a set of skills and values learned at school. However, upon returning to the business the children discover that their parent doesn't really appreciate or want to implement all or any of the “modern” management techniques that they learned. The result: the offspring feels betrayed, in some cases leaves the business, and becomes estranged from the family.

In other value differences, entrepreneurs create their businesses as the result of long hours and great sacrifices. Many are workaholics, putting in sixty hours a week or more. The founder's children, however, have seen the costs of such a commitment and

prefer a more “relaxed” lifestyle. They are unwilling to make the same sacrifices, preferring to enjoy some of the fruits of the family's labor.

Some want to pursue a career outside of the business. Such a decision can be painful, and they feel guilty for having “let the family down.”

In one family firm studied, the president's son did all he could to avoid working in the business. He didn't take any business courses in high school or college—preferring to major in psychology. The son spurned repeated attempts by his father to get him to take a management position in the company. The father and son have had numerous confrontations over this issue, and their relationship has suffered.

The children may also have a different vision of the business's purpose. An entrepreneur typically seeks to fill a particular need in the marketplace and wants to see the business grow and expand. This means using profits to fund the firm's development. But the children may believe that such funds should be used as dividends to increase the family's wealth.

Managing a Family and Business Successfully

In the family firms that I studied, only about one-third could be considered successful; that is, they were able to build a strong family unit by successfully managing conflicting business and family values as well as differing values between generations. Those who have succeeded tend to share certain characteristics. Among these are self-awareness, clear and appropriate family and business boundaries, high trust, ways of managing conflicts, and contingency plans.

Developing Self-Awareness

Entrepreneurs, like all people, often lack the ability to discern their own shortcomings as well as weaknesses in family members and in their businesses. For example William Millard, who founded Computerland, built a billion-dollar empire with 1,100 employees and 800 franchisees in just a few years. As the major stockholder, he

ruled with an iron hand, promoting his daughter Barbara to the position of president-in 1984. But both William and Barbara are now out of the business—forced to resign in the fall of 1985 by disgruntled investors and angry franchisees.

The evidence suggests that Millard caused his own downfall when he failed to listen to advice and make needed changes in the firm's strategy. Investors claimed that Millard reneged on an agreement to give them more stock. Franchisees felt the Millards were treating them unfairly. One of Computerland's franchisees complained that: “It's because of Bill's arrogance that all the problems came about.” (“All in the Family,” *Time*, October 14, 1985, p. 68.)

Most successful entrepreneurs hire managers who will complement their skills and are willing to argue other points of view. They listen to family members and nonfamily employees alike, and collaborate with them to solve problems. They also find competent advisors—board members, consultants, family counselors—who can help guide them through difficult problems and provide feedback and support to help them make appropriate behavior changes.

Creating Appropriate Boundaries

Entrepreneur families must recognize that the values of the business and the family are frequently in conflict and that boundaries between the two systems must be established. Leaders must clarify these values, communicate them to family members and employees, and be consistent in supporting them. For example, one founder of a major conglomerate has created “family council” to deal with the problems associated with family ownership of the business. The family meets periodically to receive instruction and advice from the father regarding concerns related to the business. In these sessions conflicts surface and are discussed. In addition, the father has created a group of top managers (including family managers) who meet periodically to discuss business issues and concerns the

managers might have about family ownership and management. In this way the entrepreneur can address the concerns of both groups, establish ground rules for each system (family and firm), provide direction, and receive important input.

Establishing Trust

Unless family relations are built on trust and interpersonal commitment, and on commitment to the business, the entrepreneur would be well advised to not bring family members into the firm. If family members cannot trust one another, it is difficult, if not impossible, to work together without creating terrible strains on family relationships.

In some family firms such as duPont and the A.T. Cross company, maker of Cross pens, family members were constantly trying to undermine each other. Finally, family relationships were shattered, and the legal system was called upon to settle the disagreements.

To avoid misunderstandings that could erode trust, the entrepreneur must frequently communicate his trust in others. To do so, the leader must be willing to delegate responsibilities to family members, train family members as owners or managers, give them the responsibility and authority to carry out their tasks, provide them with the support needed to insure their success, and then follow up with appropriate performance evaluations.

Letting go of responsibility is not easy for an entrepreneur, but it is necessary to demonstrate trust and to train future leaders. This may also mean trusting the next generation to take the business in a different direction, if that is necessary.

Developing Mechanisms to Manage Conflict

Another attribute of successful family firms is the ability to manage conflict. Entrepreneurs may use an *asset management board* to air disputes and train family members. Such a board, which is separate from the board of directors, is composed of key family members and meets to resolve issues such as succession planning, stock distribution, training and development

of family members, etc. Outside consultants or advisors can be brought into this group to facilitate the discussion or provide needed information. Such a board can work to create a collective vision of the future if there is a climate of trust and a problem-solving orientation.

Another approach to managing conflict is to enlist respected, impartial third parties to listen to both sides of conflicts and help achieve a satisfactory agreement. Roles and expectations can be clarified and negotiated in such controlled situations.

Finally, a *confrontations meeting* can be used to gather organization-wide data about conflicts. The process involves getting key people together who have data about a particular problem and having them share and confront that data with the group. Problems can be identified and actions taken. To use a confrontation meeting, however, generally requires the use of an outside consultant. Moreover, the participants must be willing to share and explore data about themselves and others. Trust, openness, and the ability to handle negative feedback without becoming overly defensive are essential for the confrontation meeting to be effective.

Regardless of the mechanism employed, the entrepreneur must create forums to address and manage the inevitable conflicts that arise from working in a family firm.

Planning for Contingencies

The final characteristic of successful family enterprises is that they plan for contingencies. The psychological and emotional issues surrounding leadership succession point to the need for contingency planning. One entrepreneur described succession planning like “preparing for his own funeral.” Another said it was like “committing suicide,” because retirement meant giving up those things that made his life meaningful. However, if estate or succession planning is neglected, serious problems arise. One study noted that the businesses of entrepreneurs who had developed a succession plan and had communicated the details of the plan to

their families were able to remain far more profitable after succession than the businesses of those entrepreneurs who failed to plan.

Death is not the only contingency that requires attention. What happens if the founder is incapacitated by a serious illness? What if those designated as successors die or have problems that would disqualify them? What if a family member/owner loses interest in the company?

Too often, such questions are not asked because the family believes, “it could never happen to us.” But the unexpected all too often happens, and the family is forced to make some undesirable choices. It may sound trite, but those entrepreneurs who fail to plan do, indeed, plan to fail.

The Entrepreneurial Challenge: Adapting to a Changing World

Organizations develop much like people. They are born, they grow, they mature—and eventually die. So, too, do families grow and mature. As both family and firm evolve, they have different needs. The entrepreneur must recognize that the business and family do change—they must change—in order to survive and thrive. Thus entrepreneurs must be skilled at managing change and adapting to changing conditions. They must be able to adapt their management styles, improve their skills, and develop new ideas to meet changing needs.

In creating a successful family business, the entrepreneur must develop self-awareness, establish appropriate boundaries between the business and the family, foster trust, manage conflict, and plan for contingencies to avoid the many pitfalls awaiting the leader of a family firm. Without such effort, the experience of founders of family firms becomes one of frustration, conflict, and disappointment. The problems of a family business cannot be avoided—therefore they must be managed. To succeed in a family firm, the entrepreneur must recognize the problems, take action to solve them, and be flexible enough to change to meet changing conditions. ☺

Roger Terry

Because of his remarkable success, J. Willard Marriott has left his mark as one of the nation's outstanding entrepreneurs of the Twentieth Century. And because that success unfolded within the framework of sound values and unquestioned integrity, he also stands as one of this century's most exemplary entrepreneurs.

Imagine, for a moment, a Marriott Hotel—let's say the Orlando Marriott World Center, though any other would serve just as well. Picture in your mind an immense inner patio, bathed in sunshine, enclosed on three sides by five tiers of balconies and on the fourth by a tower of eighteen tiers. Imagine seven restaurants and lounges; 124 conference suites; 13 spacious meeting and exhibit rooms; the El Pequeno Ballroom, which seats 3000, and across the hall, the Grand Ballroom, which, at the same time, can seat and feed 4000; lobbies that radiate the welcome of a living room; and Italian chandeliers. On the exterior, sweeping beds of flowers, an 18-hole golf course, the largest swimming pool in Florida, and 16 tennis courts.

Let your imagination stretch a bit now—enough to include 160 other hotels, 1500 restaurants, more than 200,000 employees, and meals served to more than 6,000,000 people each day through the Marriott in-flight operations, restaurants, and food service management contracts throughout the country. Also consider food being served to 300 colleges and universities, 300 hospitals, and 400 business offices and corporate headquarters. Think also of food service complexes in 50 major airports from London to Honolulu.

Now, if you have all this firmly in mind, let your thoughts trace a path back against the stream of time and progress, until you find yourself standing before a 1927 store-front—eight feet wide; deep enough for a counter, nine stools, and a small equipment room; an orange and black revolving A&W barrel on the counter; nickel root beer that is free on this particular day. The date is May 20, and an enterprising young man with \$1500 of his own money, \$1500 of borrowed funds, and \$3000 from his



J. WILLARD MARRIOTT

partner, Hugh Colton, is opening the doors of his own business on Fourteenth Street, N.W., a mile or two from downtown Washington, D.C. The young man, of course, is Bill Marriott, a sheep rancher by experience, who put himself through college by selling woolen underwear in logging camps during the summer. He also happens to be engaged to be married in less than three weeks to a girl named Allie, who is still back in Salt Lake City finishing her college degree.

Simply stated, a story worth hearing lies between these two disparate images.

Such stories are the fabric of which the American Dream is fashioned. That fabric, however, is not the satin or velvet some young people today expect, or even demand—it is woven on the loom of adversity, sewn by hands willing to work sixteen-hour days, and finally worn by those few who can look failure in the eye and see only opportunity, who set their determination and pay the exacting price of perseverance.

Weaving the Fabric

Bill Marriott never knew how to



SEEING ONLY OPPORTUNITY

accept defeat; challenges and obstacles, however, were his constant companions. Anyone who tries to make dreams materialize must welcome such company, for success comes in no other way. From the beginning, Bill knew adversity. Growing up in Marriott, Utah, the son of a sheep and cattle rancher, a beet farmer, he knew hard work first hand. Even when sheep prices were favorable and the farm was prosperous, there was no time for slothfulness. At fourteen he was responsible for delivering the sheep to market—first to San Francisco, then to

Omaha—alone.

He loved learning, but all too often work called him away from school. And this was a challenge, because his dream beckoned him from beyond the desert to the west and the mountains to the east, beyond the borders of that narrow valley where the Mormon pioneers had settled. The big transcontinental trains that passed near the farmhouse called his mind to other places. He wanted something more than sheep and beets, and his only chance to reach beyond them was to gain an education. His solution to this challenge was simple:

get up at four or five o'clock in the morning and devour anything he could find—Zane Grey, Nathaniel Hawthorne, Mark Twain—by the light of the kerosene lamp.

At the age of nineteen he boarded one of those big trains, headed for the East Coast, to the New England Mission. For two years he taught the principles of the LDS Church, studied hard, and gained experience. On his way home, before he returned to Utah, he spent a couple of days in Washington, D.C.—and he couldn't help but notice the pushcart peddler, selling ice cream and lemonade in the sultry, summer weather. In minutes he'd be sold out and on his way to pick up another cartload. The image of that peddler would surface again in a few years and inspire Bill to seize an opportunity that most ordinary people would never have noticed.

In the meantime, though, the return from the mission field was not quite what he had anticipated. His father, Will, had over twelve thousand head of sheep for which he had paid twelve to fourteen dollars a head. They were now worth only three to five dollars a head. Will had borrowed fifty thousand dollars, and Bill knew that from that day his father would be working for the bank, and not for himself. This was a lesson he would never forget.

Through selling woolen goods at lumber camps during the summers, Bill put himself through school, studying for two years at Weber College and finally earning a degree in history from the University of Utah. Just prior to his senior year, Will informed him that he had borrowed from the bank again, purchased 3000 head of sheep, and needed Bill to bring them home from Elko, Nevada, to the lambing fields, and then drive them through Ogden Canyon up to the South Fork to fatten them up. This meant another winter on the range, another winter away from his education. He did it for his father, and was glad he did, but he knew this would be his last winter on the range. He returned to finish his studies the next year.

During his senior year he began dating a slender, dark-eyed junior named Alice Sheets. By summer they were engaged. President Tracy, who had

helped Bill get admitted to Weber College in Ogden, asked Bill to return and help him at the school. Soon Bill was secretary and treasurer of the college, was also teaching theology and English, selling ads for the college yearbook, and running the bookstore.

But Bill never wanted to have just a job. He wanted to work for himself. And he thought a good deal about a new soft drink that had come to Utah—A&W root beer. Bill and Allie spent quite a few hot summer days at the A&W stand. It seemed a funny sort of thing to make a career of—a soft drink—but he remembered the pushcart peddler in Washington, and the hot, sultry weather. He checked it out, and by the next March he had an A&W franchise for Washington, Baltimore, and Richmond.

Sewing the Pieces Together

The new business was a success from day one. Before the grand opening, Hugh Colton, Bill's partner, had enlisted pretty high school girls to pass out a thousand tickets for free root beer to pedestrians and shoppers. On May 20, customers crowded into the little shop to quench their thirst and listen to reports of Lindbergh's transatlantic flight on Bill's tabletop radio.

Before the fledgling business was three weeks old, Bill had left for Utah—to see Allie graduate with highest honors, and to be married to her in the Salt Lake City Mormon Temple. They departed for Washington immediately following the wedding luncheon, and within a few weeks of their arrival, they opened a second Hot Shoppe at 606 Ninth Street, N.W.

They learned to watch their pennies in those early years, to be frugal. And Bill developed a philosophy of service that became a foundation for his expanding business: offer the customer high quality at low prices; maintain a friendly, clean atmosphere; treat your employees well.

Before opening the third store, Bill and Allie looked for a location that would allow plenty of parking for curb service, because they had decided to use an innovation, one that would become a Marriott trademark—a tray that could be attached to an open car window. And

thus they introduced the first drive-in restaurant east of the Mississippi.

The challenges in those early years were many, but Bill seemed to welcome them as opportunities to succeed. A city ordinance prohibited the use of chlorine in the sterilization of the mugs. They had to be boiled in water for five minutes instead. The high demand for root beer required the quick chilling of warm mugs and this cracked many of them. Bill somehow managed to have the ordinance changed.

As winter approached, another dilemma surfaced: the franchise agreement forbade the selling of anything other than A&W root beer. Bill and Allie still had furniture to pay off, as well as the \$1500 loan. They couldn't just shut down for the winter, so Bill secured special authorization for him alone to sell food at his A&W stands.

Cold root beer in the summer, hot Mexican food in the winter—it sounded like a great idea. But neither of them knew how to cook a hot tamale or chili con carne. No problem—Bill simply visited the Mexican Embassy and an accommodating embassy chef provided them with a sheaf of recipes.

The transition was a great success, and the name Hot Shoppe appeared on the window and above the door. The next spring Hugh Colton decided to return to his native Vernal, Utah. Bill visited the manager of the Park Savings Bank, Mr. Stunz, who happened to be a patron of the Hot Shoppes. Admiring the young man's independence, Mr. Stunz loaned Bill the \$5000 he needed to buy out Hugh's share of the business.

Bill and Allie were now on their own. Sixteen-hour days were common, for Bill was not content merely to run a restaurant: he wanted to expand. In the next few years they opened a number of new Hot Shoppes. Bill and Allie carefully analyzed each new location, counting cars at intersections, learning which corner had the highest volume of traffic. These new sites were usually in the suburbs, where the majority of customers would be families. Each location succeeded, and even the Depression years brought growth and expansion.

Bill's mistrust of banks and of

borrowing was reinforced by an experience he had during the Depression. His father-in-law, Senator Smoot (who had married Allie's widowed mother), advised him to remove the \$15,000 he had in Park Savings, a small bank that had a good chance of failing in those tough years. That money represented his entire savings and the company's working capital. Bill went to visit Mr. Stunz, a man he liked personally and who had been generous with the young entrepreneur. Stunz pleaded with Bill not to withdraw the \$15,000. He was confident the bank would survive. He even promised Bill that he would call if it appeared the bank would close, so that Bill could get his money out. Against his better judgment, Bill withdrew only \$5,000. Within two months the bank had closed. Stunz never called, and shot himself the next day. An audit revealed that he had embezzled some \$250,000 and lost it all gambling.

This setback did not cripple the young business; it merely strengthened Bill's resolve to be self-reliant and to expand. He saw in expansion a security against failure. With a large business he could survive the failure of a couple of stores, could train his own people and hire from within, and could save on food costs by purchasing larger quantities.

As the business grew, Bill realized that continued success depended on his ability to maintain two things—control and quality. He centralized purchasing, standardized all recipes, had his own kitchens specially designed, and invented the art of MBWA—management by wandering around. He made it a practice to drop in on a restaurant anytime, day or night, and do a white-glove inspection. Bill hired good people and indoctrinated them in his philosophy of service. He encouraged loyalty, pride in quality and cleanliness and service, and faith in the company that, if they worked hard and followed his policies, they would be richly rewarded. He set up a profit-sharing plan, and many of his employees retired wealthy and satisfied.

Expansion was in Bill's blood. He was not merely running a restaurant; he was in the restaurant business. Ever the

opportunist, he noticed that Hot Shoppe #8, located near Hoover Airport, was selling a good deal of food to airline crews and passengers who would take the meals with them on their flights. From this small beginning he pioneered an in-flight feeding service that would one day stretch around the globe. He even found a way to expand operations during the rationing of the war years. Hot Shoppes began catering to thousands of military and government personnel.

Shortly before the United States entered WWII, Bill went against his firm belief in financial independence and raised capital for a new commissary by selling preferred stock to Earl Sams, a good friend and chairman of the board of the J.C. Penny Company. The move was timely, but Bill worked even harder so he could ensure a good return to Mr. Sams.

After the war the company continued with a natural expansion in a booming post-war economy. Personally, however, Bill started taking more time for himself, his church, and his family. A bout with hepatitis kept him in bed for a time, and the call to serve as a counselor and then president of his church's Washington Stake gave him added responsibilities away from the company. His brothers handled much more of the day-to-day management, but the guiding philosophy that he had established kept the business on course.

In 1952 Bill felt it was time for a fundamental change. Either the company would remain at a relatively stable size or it would grow with the rapidly expanding economy. The second option would require a good deal of money. This was a crucial decision for him, but he finally decided to go public. Two months after Eisenhower's inauguration, Hot Shoppes, Inc., offered for public sale 229,880 shares of common stock, almost one-third of the company's shares. Within two hours every share was sold.

Wearing the Fabric Well

The rest of the story is success added upon success. The planned expansion swept across the country. A shop was even opened in Salt Lake City, where

Bill's two sons, Bill Jr. and Dick, learned the business the Marriott way—from curb service up. (They received no special consideration; they earned their responsibilities through experience, and were promoted from within the company.)

In the early 1950s the area surrounding Hot Shoppe #8 became hot property. National Airport was only a half mile away, and even closer the engineers at the Federal Bureau of Public Roads were making plans for a futuristic cloverleaf approach to the Potomac bridges. Bill was under pressure to sell the property. Instead he purchased the adjoining eight acres and announced "the logical extension of Hot Shoppes' traditional concern for the American family on wheels"—a 370-room motor hotel that would feature soundproofing, drive-in registration, a Hot Shoppe overlooking the swimming pool, an observation deck, TV sets and two double beds in every room, wall-to-wall carpeting, and babysitters on call. Suddenly the Marriotts were in the hotel business.

Bill Jr., just out of the Navy, supervised the final months of construction and the grand opening. In 1958 he was elected executive vice-president in charge of the new motor hotel division. During the ensuing six years division sales increased ten-fold, and in 1964 Bill Jr. replaced his father as president of the company. As chairman, Bill Sr. was still vitally involved in the operations, continued to visit restaurants and hotels, traveled more, spoke at numerous gatherings, but left most of the decision making to Bill Jr. and the other corporate officers.

J. Willard Marriott achieved in his lifetime a degree of wealth and fame beyond the imagination of that young entrepreneur with the A&W franchise. But he never lost sight of the important things in life. "Without question," he once said, "the Church is the most important thing in my life. It has given me a good family: a wonderful wife and two boys I couldn't improve upon." To the editors of *Forbes* magazine, he said, "There are just two main reasons for my success. The first is my church and the other is my wife."

The fabric from which Bill Marriott had woven his dream was the fabric of hard work, friendly service, and high quality. This was the fabric of his life also. His concern for his employees and customers overflowed into his concern for worthy causes. He was a generous man, especially when it came to education, for he knew that his own education had opened opportunities for him that would otherwise have remained closed. The Marriott Center at Brigham Young University and the University of Utah's Marriott Library attest to this generosity. He also established at BYU the Marriott Scholarship Fund, a significant resource to assist worthy students in gaining an education. In October 1984 he established the Marriott Endowment for Excellence in Management at the BYU School of Management. Its purpose is to develop excellence in management instruction and performance on the part of both faculty and students.

In the past two years this endowment has provided funds for research and course development, salary supplement programs, a visiting professional program, the purchase of computers, faculty productivity awards, and fellowship grants.

The mortal life of Bill Marriott ended on August 13, 1985, but his service continues. His life's work is still expanding, providing employment for thousands, quality service for millions, and educational opportunities for generations to come. His life stands as proof that success comes because of hard work and sound values, not in spite of them, and that it comes to those who do not see defeat, but rather opportunity, in adversity. His dream has made so many other dreams possible. ☸

Sources from which the biographical material was gleaned include: *Marriott: The J. Willard Marriott Story* by Robert O'Brien (Desert Book Company, Salt Lake City, Utah 1977); *Marriott Corporation (A)*, a case by the Colgate Darden Graduate School of Business Administration, University of Virginia, 1986; "In Memoriam: J. Willard Marriott" by Jeffrey R. Holland in *BYU Today*, October 1985, p. 49.

ADDRESSES

 1986

 Graduation
 Convocation
 Addresses

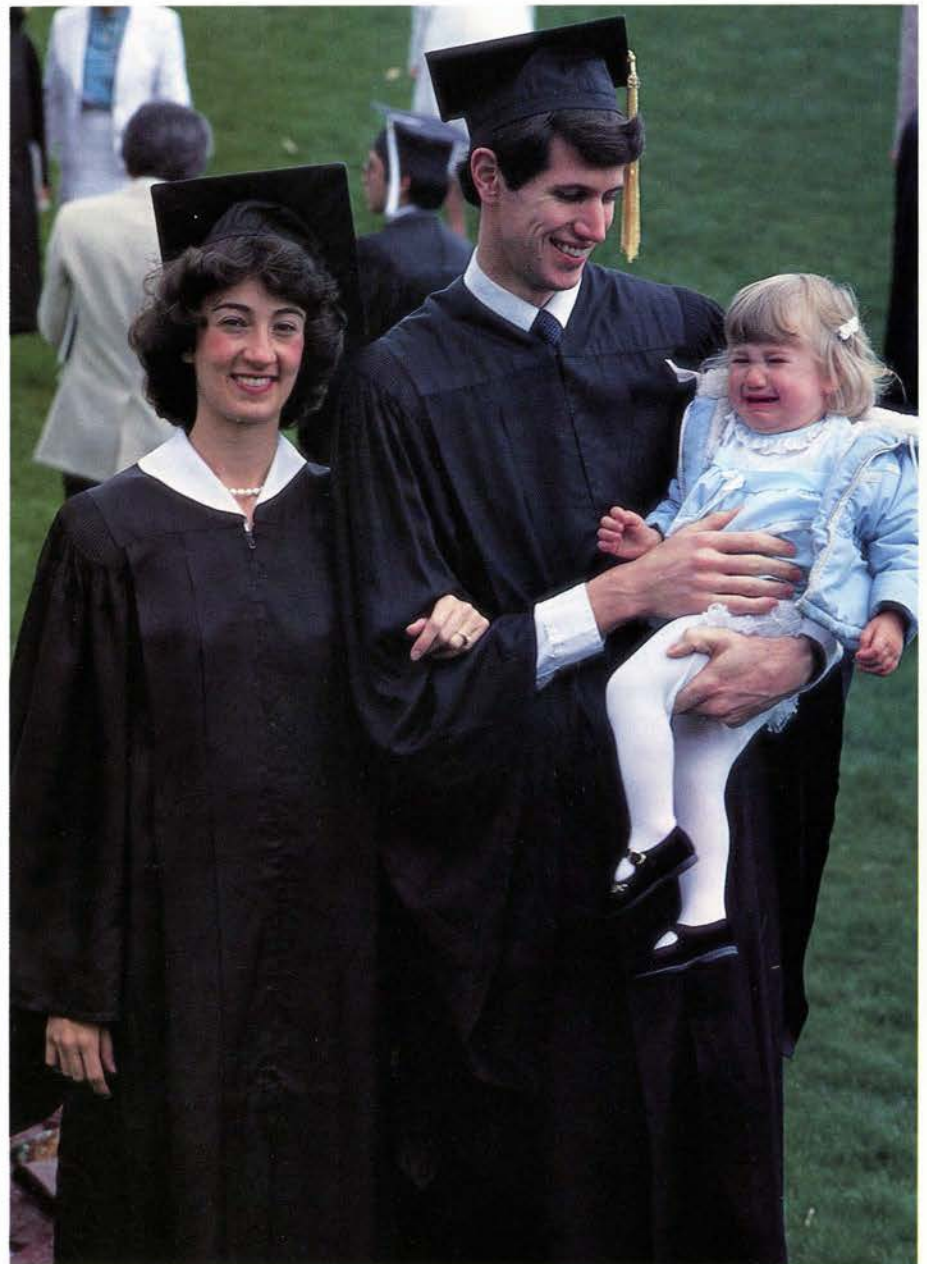
**Jack R. Wheatley Addresses
 Graduate School Convocation**

Contracting and real estate executive Jack R. Wheatley addressed those receiving advanced degrees from BYU's Graduate School of Management in April. In introducing Wheatley, Dean Paul H. Thompson cited the wide range of his leadership service, from U.S. Military Academy training to mayor of Palo Alto, director of Stanford Hospital, active participant in civic organizations and Church leader including service as bishop, mission president, and stake presidency member.

Wheatley's six children have all studied at BYU. The following are excerpts from his address:

I've always considered myself a practical doer. I would be much more comfortable here today building this building than here speaking in it. I'm not a speaker. However, I do appreciate the opportunity of sharing what I consider are some basic ingredients for a successful career and life in the world of business.

Forty years ago I entered West Point United States Military Academy, where the discipline, duty, loyalty, and honor of each graduate were prized, cultivated, and yes, forged. As the armed forces had just completed the conquering of Europe and Japan, we enjoyed the respect and honor of the country wherever we went. The Army's football team was ranked No. #1 nationally (you may relate to that), and many other athletic honors and achievements were



recorded. Sports and achievements were enthroned by General Douglas MacArthur, who said, "Upon the fields of friendly strife are sown the seeds, which in other days, on other fields, will bear the fruits of victory." We were prepared to win.

Two weeks after I graduated, I started the test of my preparation as the Korean War began. I quickly realized that my education was not over, but just beginning. In addition to the cloistered classroom learning and examples, I was to add the valuable experiences and challenges of real life-and-death situations. I soon realized that I needed spiritual help to gain the guidance and the knowledge that I needed—not only to survive, but to prosper. In fact, I used to spend a lot of time in Korea reading the *Book of Mormon*. Along with this, I had to have the vision of what I could do. May I share with you several principles that have been helpful to me, and which I have witnessed being helpful to others in their careers?

Dream of what you can do and become. Dreaming is like cultivating the fields and planting the seeds. How can I become successful, marry, and have a family, and serve in the community and church? What are my priorities? How can I do all of these things at the same time?

As a boy growing up on an Idaho dry farm, without benefit of many books or television, I used to envision what the Pacific Ocean was like. I would think about that and dream about it. I was able to envision this great ocean and its shore.

Every day at about noon, one of the first commercial aviation routes in the Rockies would fly over our farm. I would look up and see an airplane, and I began to dream about building an airplane. With a grade school classmate, we actually started the process—mainly talk; we didn't have to fly it.

Later on I began to dream about being a builder. Even when I was in the military service, my goals and objectives seemed to be about putting things together into buildings or into structures. I was able to envision that clearly and have since successfully

carried it through many times.

After I graduated, I had to envision what a military career would do for me and my family. Would I be able to put down roots? Would I be able to establish a home, serve in the church as I wished to serve, and be a good father, and when I knew I'd probably have to move every year or two? I had a difficult time with that one, obviously, and left the military service.

Years later, as I was serving as a Church mission president in Colorado, I knew a regional representative and military man, General John Lassiter, who was commanding officer of the Cheyenne Air Base. I looked at him and realized that he had blended a military career perfectly with his family (he was a great father), with his church service (he had served as stake president and regional representative), and with his community. I came to realize that for any career, if you have enough interest and if you follow your principles, you can visualize the possibilities and make it successful.

Learn to do whatever you do simply, efficiently, and rapidly. A few years ago, my son (who now knows better, but then was not an MBA graduate), was framing a house wall. A very wise carpenter foreman came over to him and said, "Robert, if I were you, I wouldn't make a career of framing that wall."

Quickly sort out the things that make a difference—the big items. I'm an estimator of construction work. That's the ultimate in sorting out the big things. You have a limited time to put together an estimate. You must concentrate all of your energy and strength on what's really important. You cannot, however, overlook the little things. By focusing on important things, yet not overlooking the small things, I have learned to become productive.

Things I thought and dreamed about years ago that I could produce or do in a lifetime, I can probably do in one year. With this efficiency I must balance my life between such achievements and other priorities.

Wives, let your husbands be productive. Husbands, help your wives to be productive. Do not distract or

divert. It takes all of your energy, all of your strength, everything you have, to be successful in this life. Support and encourage one another.

My wife is a portrait painter. I support her and encourage her and see that she does not get distracted, so that she can produce beautiful portraits.

Develop confidence, tempered with humility—not arrogance, pride, conceit, or ego. I've always thought that if I were interested enough, I could learn the basics of most anything and then succeed in doing it. We need to identify a need or an idea in the field in which we go from here to serve, and learn to make it useful for other people.

Apply discipline to your talent, knowledge, and good intent. Discipline adds muscle and strength to our abilities and efforts. Someone has said, "No life ever grows great until it is focused, dedicated, and disciplined." I don't know many who don't get up early in the morning who are successful.

The Green Bay Packers and West Point had a great coach named Vince Lombardi. Vince Lombardi's first rule of success was: "If you're not ten minutes early, you're late."

Enter into your life's work with enthusiasm and vigor. Pull up your socks and make things happen and succeed. Life is a battle, and the greatest joy is to overcome. We read in the scriptures that we are being refined. The pursuit of easy things makes men weak. Jesus said, "Whatsoever thy hand findeth to do, do it with thy might."

Seek spiritual help in your lives. The Lord directs and keeps us from going off the deep end by giving us callings in the church to help one another, by letting us serve and teach. This gives us balance and eternal perspective.

Practice the principles of the gospel. We need to show people the value of our standards without being sanctimonious and self-righteous. The business world needs you and your principles.

Here are some leadership and management principles from gospel teachings that I have applied to my business. These are taught and learned in priesthood meeting, in Relief Society, and in our personal study of the gospel.

And if you will practice them in your life and in your business career, you will find they will make you successful.

Respect and love all people, and desire to see them progress. The higher you go, the more of a servant you become. You are never too high to put on your knee pads and serve others. When you think you are high and mighty, the fall begins.

Stand for truth—not political expediency—as you build your eternal character and integrity.

Be humble and teachable—and willing to change. Learn where and when to compromise and cooperate and be helpful, as well as where to stand fast.

Be loyal and true to your employer. Be honest in all your dealings with others. Become totally responsible and trustworthy.

Stay out of excessive debt. Be resourceful and fruitful. Help solve problems. Magnify your talents by diligence and hard work. Work hard; play hard. Strive for excellence, and love your enemies and those who despitefully use you. The Savior actually meant that.

To these I add a couple of additional guidelines. General MacArthur, when asked what qualities were necessary for success in life, said, “First, tolerance.” We should not debase those who differ in character, race, or achievements. Honor all men, and all men will honor you. “Second, balance.” “Third, intelligence.” “Fourth, courage of one’s conviction to see a thing through.”

I have a classmate, General Fidel Ramos. He was the acting chief of staff in the Philippines, under the regime of President Marcos. He had served the republic for thirty years as a professional soldier. As the elections unfolded, I wondered how he could tolerate what was going on and be loyal to the government. A few days later as I was watching television, I watched my classmate and friend, locked in military barracks in Manila, leading a military revolt against his commander in chief. This was at the peril of his life. I knew him as an honorable man with a great

family. I was proud that he was willing to put his life on the line, which some of us may be asked to do, in order to stand for his convictions.

Albert Einstein said a hundred times every day, “I remind myself that my inner and outer life depend on the labor of other men, living and dead, and that I must exert myself in order to give in the same measure as I have received and am still receiving.”

Richard L. “Rick” Warner Looks Back on Life, Business, and His Spirit of Entrepreneurship

Salt Lake City businessman Rick Warner spoke at the College of Business’s April graduation convocation. Below are excerpts from his remarks focusing on his entrepreneurial activities through the years.

My parents gave us what might be termed entrepreneurial opportunities, even though we didn’t realize that this was happening at the time. I was blessed by having my grandmother (my mother’s mother) live with us for the first thirteen years of my life. She had six sons who came to visit every week. This, too, was a blessing to me. She had a particularly keen mind. I remember that she could add up four columns of figures just like a computer. She’d just go down the page like that and total up those figures.

When I was eight years old I had a magazine route. I sold the *Saturday Evening Post* and *Ladies’ Home Journal*, and I used to buy the *Posts* for three cents and sell them for a nickel. The *Ladies’ Home Journal* was much more expensive. I had to pay six cents for those and sold them for a dime. The *Ladies’ Home Journal* stacked up on me; I had quite an investment in old issues that I couldn’t sell. I can remember my grandmother bringing me in one day and she said, “Richard, I can tell you how to sell the *Ladies’ Home Journal*. In fact I’ll pay you a bonus of a nickel for every *Ladies’ Home Journal* that you can sell that is an old issue.” She then proceeded to tell me just a little bit about some of the articles in those magazines.

I can still remember the surprise of some of our neighbors as I would knock on the door. As the lady came to answer, I presented her with a *Ladies’ Home Journal* and told her a little bit about some of the articles. She’d be quite startled. I was able to sell those *Journals*, and I really made a lot of money with the bonus money on top of the four cents that I made anyway. I’ll always be grateful to my grandmother for giving me that kind of help in that entrepreneurial opportunity.

My father was one of ten children. He grew up on a farm in Morgan County and was the only member of his family to attend college. He went to the University of Utah, where he was very active in athletics. He was captain of the football, basketball, and baseball teams there his senior year. Because of his athletic background and the fact that he was instrumental in setting up the first all-Church M-Men basketball and softball programs, we grew up (the four of us—my two brothers and one sister) very much involved and interested in athletics. To me, at the ripe old age of nine, football was to be my career. In the Salt Lake City schools, in those days, they came around and asked each of us students what we wanted to do and what we wanted to be in life, and I put on my statement that I wanted to be a professional football player.

In February of that year, I fell on the ice and bruised my right hip. I went home and didn’t feel well. My mother bundled me up on the couch in the living room. I developed a high temperature of 105°, and my right thigh swelled up about half again the size of my left. My mother called our family doctor (my uncle—Bill Richards), and he came out. As he examined me and found my condition to be what it was, he called the hospital and asked for an ambulance to come out.

Even though I felt miserable, I can still remember the thrill of hearing that ambulance come up with its siren and turn into our driveway. The attendants came in with a stretcher, took me out, and put me in the ambulance. My mother came with me. All the neighborhood kids had gathered around,



and it was really quite exciting to be a part of that and have everything centered on me and the ambulance as we drove down the street with the sirens blaring and the lights flashing. They took me to the hospital and immediately into X-ray.

The X-rays showed that I had an infection in my right hip, so they decided to operate. I still remember the next morning going into the operating room where the nurse applied the anesthetic. She used ether and placed a gauze over my nose. She would squeeze one drop at a time and call out "one" and then "two." She counted up to nineteen and then I was out. The next thing I remember was waking up and seeing what looked like red flames, and I wondered what I had done to end up there. I was relieved to find it was an electric heater they were using to warm the cast they'd put on me—a plaster cast from my waist down to my toes on one leg and down to my knee on the other leg. That was a traumatic experience, and I guess I was pretty sick for about five days with my temperature staying up high.

When I was able to really understand what was going on, I remember my father and uncle coming in and giving me a blessing. I remember that in the blessing I was told that I'd be able to do all of the important things that I wanted to do in my life. I remember what a

relief that was, even as a youngster of nine, to believe that blessing would be fulfilled.

I also remember the keen disappointment when the doctor came in a few days later and told me no more football. They had fused my hip, so I had a solid joint. The doctor said football was out of the question, and I thought that was about the end of the world. But, thanks to a wonderful father and mother, after six months in a cast and a year and a half on crutches, my father bought me a 75-cent tennis racquet, and I started to play tennis over behind the old Highland Park Ward.

That court wasn't much of a court. We didn't have a net, and we had to string a heavy cord between the two net posts and have a third person side along the court to say whether the ball went over or under. And there were chuckholes behind the baseline; if we stepped off the cement and into the dirt, we might sprain an ankle. But, looking back on it, it was probably a pretty good experience to learn how to take a ball on the rise. A little later on, when I was thirteen, I had an opportunity to get a job taking care of the five clay tennis courts at the old Salt Lake Tennis Club. I used to get up at 6 in the morning and walk a mile through the Forest Dale Golf Course down to Ninth East. I'd drag, water, roll, and line those five courts. It

took me until noon every day, and then I would have the opportunity to be ball boy for the tennis pro and play with him occasionally. It was really a wonderful life for me at that time; my interests changed, and I learned to love tennis. Tennis has meant a lot to me in my life and still does. We've won tournaments with eight of our children in the parent and child division, and I think that's probably the most satisfying of any of my tennis experiences.

I'll be grateful forever for a father who understood my situation and gave me a new opportunity when he gave me that tennis racquet. I've been given opportunities for many jobs in my time. I told you about the magazines and the tennis court experience. I sold oranges one winter. I worked in a bean cannery one summer for 35 cents an hour, 15 hours a day with no overtime. (There wasn't time to be wondering if that's what I ought to be doing because that was the only job available at that time.) These jobs have given me an opportunity to meet wonderful people. One day at the University of Utah, I was sitting in the placement bureau in the presence of Harold Carlson, who was the director. As we were talking (I was looking for a job), a lady called and asked if he knew anyone who could come and clean her house, wash her walls, and scrub her floors. Harold

ADDRESSES

Carlson turned to me and said, "Do you know how to clean wall paper?" I said, "Sure. I've seen it cleaned." I'd never cleaned it. But anyway I got the job.

Whitey Ericks and I set up a house cleaning business. We'd go out and make bids on homes and offices—we had portable, expandable ladders and a plank. We didn't have a car, so we had to carry them on the streetcar to get around to some of our jobs. It was a great experience, and we met a lot of people—a lot of friends who were helpful to me in later years. In fact, the dean of the Business School at that time owned several duplexes, and we had the opportunity to clean them.

Just before my graduation, my father was in the automobile business, but I had never considered going into that business. The district manager of Ford Motor Company, who was over the 133 dealers in the Intermountain Area, called me into his office one day and he told me that if I would be interested in going to work for the downtown Ford dealer, Bennett Motor Company, he would send me back to the Ford Merchandising School. They were just developing the plans for this school, and I could be the first student from this area to go back there. It was very interesting to me because he told me that Henry Ford II, Ernest Breach, and some of the top executives in the Ford Motor Company would be part of that faculty. I decided this was an opportunity I wanted to take advantage of, so I went to work for that dealership.

I didn't know a carburetor from a distributor, so I went out in the shop and worked as the mechanic's helper for several months to try to learn a little bit about the mechanical side of an automobile. I worked for two practical joker mechanics. They used to delight in wiring up a spark plug tester to their tool box and sending me over for a wrench. They'd send a high voltage through the tool box and me. I tell people that's when I started losing my hair. They even thought I was gullible enough that they asked me to go over to the back parts counter and get a can of compression. But I didn't fall for that one.

I had many opportunities with this

new job. I did go to that Ford Merchandising School, and it was a great experience. I later had an opportunity to get into sales management. When the sales manager quit to go into the used car business, I was given an opportunity there.

This experience taught me that the automobile business was a great business. I loved it, but I wanted to have my own business. For several years I tried to find my own dealership. I approached the owners of the dealership where I worked, and finally in 1965 I got the opportunity (after 19 years) to buy out the owners. While I'd enjoyed very much the experience of being in the automobile business, somehow it was different when I had my own money to invest. I didn't have the money for the down payment that was required, but two banking friends of mine were willing to loan me that money.

I thought if there was some way I could get our key people to see the potential that I saw in our future, we'd be headed in the right direction. So, with the help of a consultant who used to come in once a month and spend two days with me critiquing our operation, we devised a plan. We set up seven profit centers in that dealership, and we gave the managers and the key people in each of those profit centers an opportunity to be partners without any investment. That is, they could participate in the bottom-line net results that they produced. We had some wonderful people, and all but one of those managers was very excited about the opportunity. (He knew it could never work with him. He happened to be our past-year car service manager, so we transferred him to another department and found someone who was excited about the opportunity.) In ten years, with these managers taking hold the way they did and team members following their leadership, we developed a business that was eight times the revenue-producing business that we had at the beginning. It was because of their efforts, of course.

The excitement and the satisfaction from a financial standpoint wasn't nearly as important as the satisfaction in

seeing the changes that came into the lives of these people. As they used their own creativity and developed their plans—as long as they stayed within the basic business philosophy that we had—they could do whatever they wanted to do to make good things happen. They watched expenses, and they developed sales. They developed people, and it was an exciting thing to see what happened to them.

The buy-out was completed in 1970, and then on the advice of my tax consultant we decided to diversify. One of the things that I wanted to get into was the securities business. I had bought and sold stocks but had no success at it. I'd paid a lot of commissions, but I didn't really make any money. But I'd learned of a stock broker who had done so well for himself and his clients that he decided to get an office with no name on the door. He got out of the business and into an office to do his own research and investing. I approached him several times to see if he wouldn't handle my little portfolio. He always refused and said, "I don't need the money, and I don't want the worry of other people's money."

Finally, I ran into him one day about three years later in the Desert Gym. He was a racquetball nut. He loved the game, but he had never really learned how to play. I helped him a little bit with his racquetball game for about an hour. When we got through he said, "If you're still interested in my handling your portfolio, come in tomorrow morning." Well, he took over my little portfolio, and he bought for me when he bought. He sold for me when he sold. I didn't have anything to do with approving the transactions or not, but he's done a tremendous job for me. In eleven and a half years he's had just one loser. I hear that isn't common.

This opportunity came to me because through the tennis and the racquetball I had something that I might offer someone who seemed to appreciate it, and we'd become very good friends.

About four years after the purchase of the dealership, the previous owner (who had kept the real estate; we had signed a long-term lease on it) came to me. He



said, “We’ve decided we’re out of the automobile business, and we’d like to have you buy the real estate.” Of course I was delighted with that opportunity, but I sure didn’t have the money. So we got two appraisals and averaged them out and decided on a sale price of a \$1,200,000.

Then, through a tax consultant, we decided to set up a family partnership with our nine children as the limited partners. We drew a lease from the partnership to the dealership. With that twenty-year lease we got a new appraiser to come in, and he appraised the property for \$1,585,000. We took that appraisal to an insurance company, and they loaned us the full \$1,200,000. So we didn’t have to put any money down, and the income from the lease more than serviced the mortgage on the real estate, and rather than the rental check going down the drain every month, it was building equity in the real estate. Again the opportunity came because of some good counsel that was given me.

Before my father died, he established the tradition of having his three sons and a son-in-law meet with him for lunch every Friday at Little America. He died two years after he began that practice, but we’ve still continued to meet. My brothers and brother-in-law have been great friends and consultants. None of us

takes the others too seriously, so we can’t get carried away. We always bring ourselves back down to earth, and it’s been a great experience for me over the years. It’s been 33 years since we started those meetings, and we still meet every Friday. I’ve appreciated their counsel and also their friendship. We also meet on the first Sunday of each month with our wives and have been able to stay close. If we didn’t have those regular appointments, we probably wouldn’t have seen very much of each other. So that practice that my father initiated has been a great blessing to me.

At one of these luncheons my older brother Homer (who’s a medical doctor in computer medicine) told us that he had about sixty members on his staff at the LDS Hospital who were teaching graduate engineers some medicine, particularly medical terminology, and then the engineers would develop programs and systems for computerized medicine. He told us of a problem that he had of keeping his graduates. He said a lot of the bright young men worked with him for a few years and then would go out into the industry just because they could earn six or seven times what they were earning with him. He wanted to find a way of keeping them, so he suggested that we set up a company called Medlab Computer Services to market the programs and systems that he

developed. We did this, and I learned from this that it takes a lot of money to start a new company and particularly to fund it in the early years. We finally had to sell out to a large company.

Six and a half years ago, a group from Brigham Young University had been involved in developing a software system to speed up language translation through the use of computers. After working together for nine years and developing a product, the institute was dissolved. Some of them came to me and asked if I’d be interested in helping them set up and finance a commercial company. I sent my doctor-brother, who had the knowledge of computers, to Provo to take a look at the product (I didn’t know anything about computers or languages). He came back and said that he thought they had a unique product. So we set up a commercial company, and now six and a half years later it’s starting to blossom. We have contracts with some of the large computer companies. We have a subsidiary in Neuchatel, Switzerland, and it’s starting to develop.

It really turned around when we found the right man, a little over a year ago, to be our president and CEO. He’s a man with experience who had contacts. He had taken his own product, from a company that he and his father had founded several years earlier, from

ADDRESSES

nothing and built a business making electronic keyboards for computer companies. They marketed successfully all over the world. We got him to come in as our CEO, and he (along with our specially talented team) is making that company go. Again, the opportunity came about not because of me, but because of contacts and because of friendships that I made somewhere along the line.

Two and a half years ago Philip Caldwell, then chairman and chief executive officer of Ford Motor Company, was named International Executive of the Year by the School of Management at Brigham Young University. I know that many of the faculty members were there that evening in the Wilkinson Center when President Jeffrey Holland introduced Mr. Caldwell. He said, "Mr. Caldwell, tell us how you turned around Ford Motor Company." (President Holland explained that during the past twenty months, Ford's stock had gone from \$16 to \$67.)

Mr. Caldwell said two things were primarily responsible for the turnaround. The first was that Ford Motor Company had determined to concentrate on quality—to build products of a higher quality than they had ever produced before. The second (and just as important) was that they initiated a program called E.I., which stands for Employee Involvement. He then proceeded to tell us some of the things they had done to get the Ford employees involved in solving some of their problems and realizing how important this was in the success of the company. This E.I. has spread—we had a meeting last night and again this morning in our truck service department, where we're starting a similar program in our company. This is another example of having exposure and opportunity to learn something from someone else that may apply to us.

Walt Disney said that it's kind of fun to do the impossible. President Henry D. Moyle said that all great leaders have pictured in their minds the thing they want to accomplish, even though it may have looked impossible at the time,

before it actually happened. You think a minute about that. This is pretty true—in athletics, in our school experiences, etc.

I remember my father used to tell us that things work out if we'll just do the things that are right. We know what we ought to do and what our Heavenly Father wants us to do—that eventually, if we keep doing those right things, things will work out.

One day I was having lunch with President N. Eldon Tanner—a marvelous executive. I was the stake president at the University of Utah, and we had asked him to speak at a devotional. As we were sitting there, I asked, "President Tanner, how do you do it? You have all these responsibilities, and you always seem to be calm. You never seem to get upset. How do you do it?" He said, "It hasn't always been that way with me. Back in my early career, I used to take all my problems home with me, and I would stew and I would fret. I wasn't the kind of father and I wasn't the kind of husband that I ought to have been, and I worried about everything. Pretty soon I started to get an ulcer." Then he said, "One day I took account of myself. I determined that from that moment forward I would not worry or waste energy on anything that I couldn't change or have some effect upon. So then I started concentrating on just those things that I could do something about, and it's made my life much more simple. I don't worry about anything that I can't change."

Fasting and prayer have been a great element in my life, and I was blessed with a wonderful wife who really believes in those principles. Many times when we would be going into negotiations to buy the language translation company or while having key problems with the company, she has joined with me in fasting and praying. She'll wait sometimes until 7 or 8 at night for me to call her and say, "Ok, you can eat now." I tell her about the results. I know that my Heavenly Father hears and answers prayers. I know that He's aware of us, His sons and daughters. I know that He expects us to do the best we can with the talents He's given us.

I hope you young graduates will always remember that you're expected to do your very best in everything that you do. When you get an opportunity, even though you may not realize it's an entrepreneurial opportunity, know that you want to take advantage of that opportunity; and you'll be able to do just that. This isn't going to happen at one great moment. But, just as Dean Thompson indicated in the article about him in the Deseret News a short time ago, we build our careers a little bit at a time. The experiences we're having today may lead to the opportunities, and our ability to take advantage of those opportunities in the future may help us succeed. I would suggest that you look for those opportunities and that you be prepared.

One of my favorite scriptures is, "If you are prepared, you shall not fear." That's certainly been my experience. I think back to my school days and tests and how I used to dread to go into a test if I wasn't ready for it. I relished the opportunity if I had been prepared, and I wanted to be tested.

Remember the education you have received here at Brigham Young University. Many of you will go on and get more education (Dean Thompson tells me that about a third of you will get graduate degrees). And remember that the person who is ready and can take advantage of an opportunity is the one who is going to make a success of it.

I'm grateful for the opportunity of visiting with you here this afternoon. I pray that our Heavenly Father will bless you and all of us that we might be good stewards, that we might be interested in helping others. One of the greatest blessings of my life came from my parents as they taught us that principle. I don't know just how they did this, but they taught us to enjoy others' successes. A great satisfaction in my life has been in seeing others succeed, particularly those we love: our children, our friends, and our associates. I know how our Heavenly Father must feel if we succeed, particularly in the most important work that we're sent here to do. I pray for your success, and even more importantly for your happiness. ☸

BRIEFLY

ALUMNI

The School of Management is reaching out to you, its alumni, and is working hard to "bring you back." Since you are a most valuable resource, whose support is critical to the ongoing success of the School, the SOM wants you to get reacquainted and reinvolved with the School and to gain a greater feeling of loyalty and commitment to the mission of BYU.

About 18 months ago, the new Alumni Relations Program began strengthening ties and encouraging more interaction between the School and its alumni. After visiting a number of the nation's leading business schools, we decided to build our program by taking the best ideas and adapting them to our needs.

A major goal has been to meet and involve as many alumni as possible through a number of new activities that utilize your talents.

We need you, the alumnus, to help with student placement, in-class lectures or speeches, student advisement—in short, to tell our students and faculty how it really is "out there." And, of course, we need your financial support.

Here are some of the newly initiated areas in the Alumni Relations Program:

ERIC: We're Learning to Keep Track of You

Our first project was to establish ERIC, the External Relations Information Center (ERIC), a data base of names, addresses, and other key bits of information. Questionnaires were sent to all alumni, and the response has been very good. Each SOM alumnus is on the computer, and more information is continually being collected and updated.

If you did not receive an ERIC questionnaire or need to update, please let us know.

Class Reunions: Coming Home to BYU

The first Alumni Relations

sponsored reunion was held last fall for the MBA classes of 1965, 1970, 1975, and 1980. This year two reunions were scheduled—one for the MBA Classes of 1966, 1971, 1976, and 1981 and the other for the graduating classes of 1956, 1961, and 1966. Both reunions were held in conjunction with Homecoming on October 24 and 25.

On the agenda were a number of excellent professional update seminars and various other reunion activities along with the opportunity to participate in BYU Homecoming. It is the goal of the Alumni Relations Program to hold reunions for each School of Management alumnus every five years.

Alumni Board: Reaching Out to You

The School of Management Alumni Board is an exciting new innovation that will help develop a closer relationship between the school and its alumni. The board will encourage participation and support from alumni and will help with alumni activities and involve them in as many ways as possible.

The board is composed of a cross-section of alumni, taking into consideration age, sex, profession, location, and degree. The initial board is relatively small, but will eventually build up to 35 or 40 members.

Student Council: Listening to the "Kids"

One of the ideas picked up when visiting other schools was that of a student council—a group of selected students who advise the alumni association. This council will be used to coordinate various activities among the different school organizations, to provide a bonding element for the students, to provide several functions a year that will be useful and interesting to the students and to help create an atmosphere wherein the students more closely identify with the school.

The council will be coordinated by two Student Alumni Association representatives appointed by the dean. The Student Alumni Association is a university-wide (and nationwide) organization that is composed of one or two representatives from each college on campus. We feel that the SOM Alumni Association Student Council will be a tremendous vehicle to help create a feeling of fraternity and belonging among the students as well as to instill a sense of loyalty and pride.

Management Society: Partners and Friends

Management Society chapters are now established in many cities throughout the country, and they invite participation from alumni and friends. The chapters provide opportunities for alumni to associate, to further and enhance the professional careers of Management Society members, and to make available an association of managers with skills and talents that can be of service to the School of Management.

EXCHANGE Magazine

The publication you are reading will continue to bring you up-to-date information of interest to management professionals and keep you informed of BYU School of Management accomplishments and plans. Upcoming issues will include feature articles on information systems and international business.

We have received many helpful suggestions from our alumni, and we welcome more. Each will be carefully considered. We encourage you to draw closer to the school and become involved in alumni activities and programs.

For further information about alumni programs, contact Mrs. Emily Hart, 712 Tanner Building, BYU, Provo, UT 84602.



The Dean's Report to the National Advisory Council

Dean Paul H. Thompson reported the "State of the School" to the National Advisory Council in April 1986. The following are excerpts from his comments:

Faculty Productivity

We have an outstanding faculty in the School of Management. They are achieving new levels of excellence in teaching, research, and professional activity. Among their noteworthy contributions are:

- 45 books authored by 39 faculty members (1984-86);
- 170 articles in major journals by 55 faculty members (1985-86);
- 139 papers presented by 55 faculty members (1985-86); and
- 47 offices in professional organizations held by 29 faculty (1985-86).

Because of this productivity, increasing visibility, and professional recognition, a substantial number of faculty members have been approached by other universities and companies to see if they would be willing to leave BYU. Most have stayed with us, but it becomes more of a challenge to keep them.

One response to the challenge has been the establishment of the Endowed Scholars Program, which will provide major financial support to the faculty. The program involves the creation and funding of chairs, professorships, and faculty fellowships. In recent years, the School of Management has been recipient of funding for the following:

Endowed Scholars Programs

Endowed Chairs

- Harold F. Silver Chair of Finance and Management
- Fred G. Meyer Chair in Retailing

Endowed Professorships

- Peat Marwick Professorship in Accountancy
- Stephen Mack Covey Professorship in Entrepreneurship and Small Business
- Ernst and Whinney Professorship in Accounting
- Arthur Anderson & Co. Professorship in Accounting
- (Six more professorships have been pledged, but not yet announced)

Faculty Fellowships

- Denny L. Brown Faculty Fellowship

These endowed funds are critically important to the School. They provide an important part of the financial support necessary to stabilize and strengthen the faculty—a faculty committed to achieving national recognition for management education excellence.

Coopers and Lybrand Grant Received

The BYU School of Accountancy was pleased to receive a grant from Big Eight accounting firm Coopers and Lybrand in the amount of \$20,000. The grant will be used by Professors Jay Smith and Leon Woodfield to develop additional programs for integrating computers into the accounting curriculum. Both faculty members traveled to New York City to attend seminars sponsored by Coopers and Lybrand and to meet with other grant recipients to share ideas on computer use in education.

Dean Paul H. Thompson expressed appreciation to Coopers and Lybrand, noting that this grant "will be particularly beneficial to the students who soon will be entering the accounting profession."

The check was presented by Managing Partner Richard Goode on behalf of Coopers and Lybrand.

Professor Harold Smith Elected President of Information Management Group

Dr. Harold T. Smith of our Information Management Department was elected president of the Administrative Management Society for 1986-87. AMS is an international association of managers and academics involved in administrative and information management issues. Smith has served extensively at the international level with AMS and has been president elect.

Smith has conducted seminars on office automation for the U.S. Office of Personnel Management in Germany and the Institute of Administrative Management in Great Britain. He is a member of the Office Systems Research Association and the World Future Society. In 1980, Smith received the School of Management's Distinguished Faculty Award. He has authored more than 80 articles in professional journals and several books including *Automated Office Systems Manager*, *The Administrative Manager*, and *The Office Revolution*. In addition, Smith has been active as a consultant with a number of corporations including General Mills, 3M, and Kennecott Copper.

Albrecht Receives Arthur Andersen Professorship

W. Steve Albrecht, a professor in the School of Accountancy, is the first recipient of the new Arthur Andersen & Co. professorship,

established at BYU by one of the nation's leading accounting firms.

"We are very pleased that employees and former employees of Arthur Andersen have seen fit to support the School in such a meaningful way," said Paul Thompson, dean of the School of Management. "This professorship provides funding that will assist a very productive faculty member to be even more productive." The professorship and the first recipient were announced at a recent Beta Alpha Psi (accounting fraternity) dinner.

Albrecht, a certified public accountant and certified internal auditor, came to BYU in 1977 after teaching at Stanford and at the University of Illinois and after working as a staff accountant for Touche Ross & Company.

He has done extensive research into white-collar crime and business fraud, publishing and lecturing on much of his findings. He has also presented papers at conferences.

He received a bachelor's degree in accounting (1971) from BYU and MBA and doctoral degrees from the University of Wisconsin at Madison.

Albrecht has won many awards and honors, including the School of Management Outstanding Faculty Award, Arthur Andersen & Exxon Teaching Awards, and an Ernst & Whinney Doctoral Fellowship.

He has served as a consultant for leading firms such as IBM, Deere & Co., Caterpillar Tractor, and the American Savings and Loan Corporation.

Albrecht is a member of the American Accounting Association and has served on many of its committees and boards, including the Audit Committee, the Fraud Research Subcommittee, the Accounting Accreditation Committee and the Committee to Respond to the Audit Standards Board.

Randall Is Ernst & Whinney Professor

Boyd C. Randall, a professor of accountancy, is the first recipient of a newly-established professorship funded by Ernst & Whinney, one of the "Big Eight" accounting firms.

The professorship and its first recipient were announced at a recent dinner held in recognition of Ernst & Whinney's participation with the School of Management in providing quality educational opportunities to faculty members and students in the accounting program.

Ernst & Whinney employs more than 25,000 people with 369 offices in 77 countries. According to Wyn Bowman, an Ernst & Whinney tax partner in the Salt Lake office, BYU has been targeted by the firm as one of its main recruiting campuses, both for accounting and for tax candidates. "We recognize BYU's tax program as one of the most outstanding in the country," he said. "They definitely lead the list in the western U.S."

Dean Paul H. Thompson said he was pleased with the Ernst & Whinney professorship endowment and the selection of Randall as the first recipient. "Dr. Randall is a very productive member of the School of Accountancy faculty," Thompson said. "He has done extensive research and writing in the area of tax accounting and has published widely in professional journals. He will represent Ernst & Whinney and the School of Management exceptionally well."

Randall received bachelor's (1966), master's (1967), and juris doctorate (1968) degrees from the University of Utah. In addition, he earned a Ph.D. from the University of Minnesota in 1972. Upon completion of his doctorate, he joined the University of Oregon faculty. A federal income taxation specialist, Randall came to BYU in 1974.

Randall is the recipient of several honors and awards, including the Exxon Teaching Excellence Award, the Institute of Professional Accountancy Teaching Excellence Award and the Haskins and Sells Foundation Fellowship Grant. He has written books, papers, professional development material, and more than a dozen articles published in professional journals. He is a member of several professional organizations, including the American Taxation Association, the American Accounting Association, the Utah State Bar Association and two honorary fraternities, Beta Alpha Psi and Beta Gamma Sigma.

Swinyard Named Recipient of Covey Professorship

William R. Swinyard is the first recipient of the Stephen Mack Covey Professorship in entrepreneurship and small business, Dean Paul H. Thompson has announced.

The three-year professorship was recently established through a donation from Lucille Janette Covey and Lynn S. Richards, the daughter and son-in-law of the late Stephen Mack Covey. Covey was a business leader who was not only financially successful, Thompson said, but who also was honest and ethical in business dealings, had a strong family orientation, and exemplified the ideals of The Church of Jesus Christ of Latter-day Saints. Professorship criteria encompass these personal and professional ideals.

"We are very pleased that Lucille and Lynn have made this professorship possible," Thompson said. "We appreciate their efforts on behalf of the School of Management to enhance its academic programs."

Swinyard, a professor of business management, will begin the appointment in September.

"Bill is an exceptionally fine faculty member who has an outstanding reputation as a

teacher and who has made contributions to his profession through research and publication," Thompson said.

Covey was born in 1869 in Salt Lake City to a family of Utah Mormon pioneers. He had little formal education but a great desire to learn. His first business experience came at 17 when he became a partner with his father and brothers in a successful sheep ranching endeavor. Covey later organized the Covey Gas and Oil Company, which eventually expanded to include restaurants and the well-known Little America motels.

Swinyard received his bachelor's degree in 1965 from BYU, his master of business administration in 1967 from the University of Michigan, and his doctoral degree in 1976 from the Stanford University Graduate School of Business.

He has worked for several regional, national, and global industrial clients and is the recipient of numerous honors and awards including the 1985 "Outstanding Professor" award from the National University of Singapore School of Management and the 1984 "Outstanding Faculty Member" award from BYU's School of Management.

James B. McDonald: Blue Key Professor of the Year

BYU's Blue Key National Honor Society has announced that BYU Professor James B. McDonald has been selected as their 1986 professor of the year. McDonald, of the Managerial Economics Department, was lauded as an excellent teacher in a most difficult subject area, econometrics and mathematical economics.

Comments by faculty and students alike leave little doubt that Professor McDonald is one of the best teachers in the country. Graduating seniors frequently cite his classes as the most rewarding of their academic studies. He takes the time needed to help students master the

course material. He also serves as mentor and advisor, especially to those interested in graduate study.

In addition to teaching excellence, McDonald is a renowned researcher who has received a National Science Foundation Award. One colleague notes, "Jim could someday receive a Nobel Prize because of the revolutionary nature of his work." Over the past thirteen years, McDonald has made eight major presentations at international economics conferences, has served as a referee for fourteen internationally recognized professional journals, and has made a major impact on his profession. Dean Paul Thompson notes that Jim McDonald "is one of the economics profession's theoretical leaders in the U.S. at the present time."

Excellence in the three areas (teaching, research, and notability among colleagues) has led to this prestigious honor. Congratulations, Jim McDonald.

New Tax Library Established

A corporate gift from "Big Eight" accounting firm Ernst & Whinney has established a tax research library within the School of Management that will be a virtual duplicate of the tax library typically found in a major accounting firm. "The resources in the library will be updated on a weekly basis to reflect any changes made by Congress. When a new tax law is signed into effect, the new information will probably be in the library the day after the president signs it," according to Dr. Fred Streuling, director of the School of Accountancy.

The gift from Ernst & Whinney provides BYU students with the most up-to-date tax information available. The library will be located in the Tanner Building's Glenn and Olive Nielson Library. The school thanks Ernst & Whinney for their willingness to be partners in education. ■

DONORS



**School of Management
Expresses Gratitude to 1985
Corporate Donors**

The School of Management wishes to acknowledge with appreciation the following organizations that have made substantial contributions to the school in 1985.

Alamex, Inc.
Alexander Grant & Co.
American Stores, Inc.
Appraisal Institute
Arthur Andersen & Co.
Arthur H. Carter Foundation
Arthur Young & Co.
Bank of Southwest
Bechtel Foundation
Bennett Paint & Glass
Big and Tall Assoc.
Black Petroleum Dist. Co.
Campbell Assoc.
Centel Business Systems
Chevron USA, Inc.
Christensen Fund Scholarship
Commercial Security Bank
Commodity Information, Inc.
Conoco, Inc.
Coopers & Lybrand
Deloitte, Haskins & Sells
Denver Management Society
DWC Corporation
Dynamic Enterprises
Educon, Inc.
Ernst & Whinney Foundation
Exxon Education Foundation
Farash Corporation
First Interstate Bank
First Security Bank
FMC Corporation
Fred Meyer Trust
General Electric Co.
General Mills Foundation
Glenn Erwin & Assoc.
Goldman Sachs & Co.
H. J. Heinz Co.
Haynie & Co.
Henry H. Haws & Assoc.
Hewlett-Packard Co.
International Tel & Tel
Kemper Foundation

KMG Main Hurdman
Lakeside Foundation
Leavitt Associates, Inc.
Lewis Financial Services
Main Hurdman Foundation
Marathon Oil Co.
Marriott Corporation
May Department Stores Co.
McDonnell Douglas Foundation
Mobil Foundation, Inc.
Morrison-Knudsen Engineers, Inc.
Ore-Ida Foods, Inc.
Paul Gustavson & Assoc.
Payless Cashways
Peat, Marwick, Mitchell & Co.
Personnel Assoc., Central Utah
Peterson Fredric Group
Phillips Petroleum Foundation
Phoenix Chapter Mgmt. Society
Price Waterhouse Foundation
Procter & Gamble Fund
Quick Lube, Inc.
Radisson Hotel, SLC
Rockwell International
Security Pacific National Bank
Southern California Mgmt. Society
Sweet Candy Co.
Time Share Computer Systems
Touche Ross & Co.
TRW Foundation
U.S. Borax
United Technologies
Utah Mortgage Bankers Assn.
Utah Power & Light Co.
Video Shacks of the West
Washington Post Co.
Washington State Bar Assn.
West World Foundation
Woodgrain Moulding



**School of Management
Expresses Appreciation to
1985 Individual Donors**

The BYU School of Management expresses appreciation to the hundreds of individuals who have donated funds to the school in 1985. These people have made a considerable impact by helping us to strive toward our goal of academic

excellence. We recognize with thanks these donors.

Thomas L. Adams—*Sundown, TX*
William R. Agnew—*Arvada, CO*
Tom H. Ahlstrom
—*Los Alamitos, CA*
W. Steve Albrecht—*Orem, UT*
Don M. Alder—*Hidden Hills, CA*
Gregory D. Allan—*San Diego, CA*
Kathi Cook Allen—*Las Vegas, NV*
Roger C. Allred—*Bakersfield, CA*
Brian D. Andelin—*Houston, TX*
Niel L. Andersen—*Tampa, FL*
Andrew G. Anderson—*Allen, TX*
Archie J. Anderson—*Fairview, UT*
Bradley K. Anderson
—*Beaverton, OR*
Byron J. Anderson—*Murray, UT*
Guy A. Anderson
—*Mountlake Terrace, WA*
Marcel C. Andres
—*Castro Valley, CA*
Gregory R. Andrew
—*Salt Lake City, UT*
Paul Burch Andrus—*Payson, UT*
Roman Ray Andrus—*Provo, UT*
Brent David Archibald
—*Idaho Falls, ID*
David B. Archibald
Michael D. Armstrong
—*Idaho Falls, ID*
Clinton T. Asay—*New Orleans, LA*
Dale T. Ash—*Duluth, MN*
R. Floyd Asher—*Bountiful, UT*
Roy M. Avondet—*Saratoga, CA*
Edwin Kent Baggs—*Ogden, UT*
Carl J. Bailey—*Orem, UT*
Kathy Baird—*Boulder, CO*
Stephen R. Baker—*Fremont, CA*
Marion K. Bandle—*Stockton, CA*
Michael T. Barkely—*Reseda, CA*
Howard W. Barnes—*Provo, UT*
Richard V. Barney
—*Walnut Creek, CA*
William G. Barnson
—*Gaithersburg, MD*
Ron N. Barrus—*Oklahoma City, OK*
John Cullen Barton—*Sun City, AZ*
David W. Batchelor—*Mesa, AZ*
Merrill Bateman—*Provo, UT*
Dean D. Baxter—*Paradise, UT*
Robert W. Bean—*Bothell, WA*
Stephen C. Bean—*Seattle, WA*
James Robe Beadoin
J. E. Beaton
Helen Beaton—*Phoenix, AZ*
Shari M. Beaty—*Portland, OR*
Gary P. Beckstrom—*Irvine, CA*
Gerald L. Beebe—*Los Angeles, CA*
Michael Bell
—*Toronto, Ontario, Canada*
Christian Leo Bendixen
—*Pleasant Hill, CA*
Karen A. Bennett—*Vienna, VA*
Desmond M. Bennion—*Casper, WY*
Fred E. Bernhardt—*Ione, CA*

Carroll V. Berryman
—*Colorado Springs, CO*
Delora P. Bertelsen
—*Springville, UT*
S. David Billeter—*Lafayette, CA*
Becky Bills—*Kansas City, KS*
Robert A. Bird—*Miami, FL*
Ronald C. Bird—*Marmora, NJ*
Weller Stephen Bishopp
—*Ridgefield, CT*
Leland Black—*Orem, UT*
Carl Alma Blackham—*Marietta, GA*
Wallace G. Blackhurst
—*Salt Lake City, UT*
F. Duane Blackley
—*Manchester, MD*
Eugene C. Blackman, Jr.
—*Los Alamitos, CA*
Benjamin L. Blake—*Midland, TX*
Gary Blaycock—*Denver, CO*
John B. Blickenstaff—*Humble, TX*
David J. Blodgett—*Clancy, MT*
Walter Boberg—*Loomis, CA*
Robert D. Bolinder—*Boise, ID*
Robert M. Bollard
—*Palm Springs, CA*
S. Ralph Boswell—*Los Angeles, CA*
James Alvin Bowden—*Boise, ID*
Paul W. Boyack—*Downey, CA*
Andrew D. Boyd
—*San Bernardino, CA*
William Thomas Boyd
—*Edmond, OK*
David R. Boyer—*Cheyenne, WY*
Royanne D. Boyer—*Provo, UT*
Dallas Hansen Bradford
—*Bountiful, UT*
Kent H. Bradford—*Vienna, VA*
Scott W. Bradford—*Sandy, UT*
Meek E. Bradley
Blaine A. Brady—*Santa Rosa, CA*
Rochelle Brenner
—*North Highlands, CA*
Gordon K. Bretzing—*Loveland, CO*
Lyn E. Bright—*Ceres, CA*
Chris T. Brimhall—*Snowflake, AZ*
Stephen K. Brimhall
—*Menlo Park, CA*
Jean Hill Brink—*Merced, CA*
Fred J. Brinkman
—*San Francisco, CA*
Wesley B. Brooksby—*Oakland, CA*
Gregory K. Brough
—*Brentwood, TN*
R. Shane Brough—*Kaysville, UT*
Stephen L. Brower—*Provo, UT*
D. Bruce Brown
Denny L. Brown—*Arlington, VA*
Gail Nile Brown—*Danville, CA*
John Hyde Brown—*Los Angeles, CA*
Raymond M. Brown
—*West Jordan, UT*
Robert Arthur Brown
—*Rio Vista, CA*
G. Stephen Browning
—*Wilsonville, OR*
Karl M. Brunner—*Las Vegas, NV*

DONORS

- Ronald A. Bryce—*Phoenix, AZ*
 Douglas O. Bucht
 William F. Buck
 Doyle W. Buckwalter—*Orem, UT*
 Bruce C. Buhler—*Hanford, CA*
 Bruce E. Bullouch—*Las Vegas, NV*
 Harold R. Bunderson—*Meridian, ID*
 Stephen Mark Bunker—*Orem, UT*
 Jerold Don Bugon—*San Jose, CA*
 Anthony Burns
 Robert K. Burr—*Bountiful, UT*
 Boyd Hanks Busath
 —*Salt Lake City, UT*
 J. Merrill Bushnell—*Dallas, TX*
 Richard C. B. Bybee
 —*Newbury Park, CA*
 Jeffrey Howard Cain—*Sandy, UT*
 Janet Calder—*Provo, UT*
 Callis Lee Caldwell—*Pocatello, ID*
 Dellwyn R. Call—*Seattle, WA*
 Ivan T. Call—*Orem, UT*
 Joseph S. Call—*Bountiful, UT*
 Rodney F. Call—*Renton, WA*
 Delvin V. Callaway—*Folsom, CA*
 Beverly Campbell—*McLean, VA*
 Daniel Wayne Campbell
 Dennis L. Campbell—*Valencia, CA*
 Charles W. Candland—*Mesa, AZ*
 John Maeser Cannon
 —*Pittsburgh, PA*
 Mark W. Cannon—*McLean, VA*
 Peggy J. Card—*Orem, UT*
 John D. Cardall—*La Mirada, CA*
 Wilford Cardon—*Mesa, AZ*
 Elaine N. Carlisle—*Bountiful, UT*
 Scott Lee Carlson—*Provo, UT*
 Jay S. Carrigan—*Kaysville, UT*
 James L. Carson—*Barnesville, MD*
 Paul Richard Carter—*Aurora, CO*
 Jeffery L. Case—*Columbus, IN*
 Francis W. Cash—*Potomac, MD*
 Lisa Casper—*Provo, UT*
 Melvin M. Chadwick
 —*Carrollton, TX*
 Kathleen A. Chalk
 —*Huntington Beach, CA*
 Craig B. Chambers—*Mesa, AZ*
 Joyce Gibbs Chaplin—*San Jose, CA*
 Bruce T. Chapman—*Cypress, CA*
 Craig A. Chapman
 —*Long Beach, CA*
 William R. Chase
 Darrell L. Cheney—*Perrysburg, OH*
 David J. Cherrington—*Orem, UT*
 Mitchell A. Chesney
 —*Oklahoma City, OK*
 Robert C. Chisholm
 —*Grand Island, NE*
 Albert Choules Jr.—*Phoenix, AZ*
 Allen D. Christensen
 —*Palo Alto, CA*
 Anthony J. Christensen
 —*Spanish Fork, UT*
 David A. Christensen
 —*Richfield, UT*
 Howard K. Christensen
 —*Wilmette, IL*
- Jared W. Christensen
 —*West Valley City, UT*
 Vern Christensen—*Abilene, TX*
 M. Allen Christiansen
 —*Chesterfield, MO*
 Vivan A. Christman
 —*Clemmons, NC*
 Leroy W. Christopherson—
 Bountiful, UT
 Walter H. Chudleigh—*Bethany, CT*
 Michael B. Chumley
 —*Kirkland, WA*
 Randy J. Churchill—*Seattle, WA*
 Herbert J. Clah—*Blanding, UT*
 Brian G. Clark—*Casper, WY*
 Douglas A. Clark—*St. Louis, MO*
 John E. Clark—*Winlock, WA*
 Roger G. Clarke—*La Canada, CA*
 Harold D. Clawson
 —*New Canaan, CT*
 James G. Clawson
 —*Charlottesville, VA*
 Robert A. Clawson—*Topeka, KS*
 Spencer H. Clawson
 —*Salt Lake City, UT*
 Michael P. Clayton
 David H. Clement—*Skokie, IL*
 John R. Clements—*Lombard, IL*
 Pheroze B. Coachbuilder
 —*Riverside, CA*
 Matthew T. Coffman—*Colfax, IN*
 Mark D. Colley—*Salt Lake City, UT*
 Gary E. Condie—*Valencia, CA*
 Robert G. Condie—*Kirkland, WA*
 Richard E. Cook
 —*Bloomfield Hills, MI*
 Debra A. Cooley
 Michael Coombs—*Los Angeles, CA*
 Dennis C. Cooper—*Bethesda, MD*
 David D. Corbett
 Roger C. Corless—*Littleton, CO*
 Linda L. Corwin—*Orange, CA*
 Jerry Coslett—*Denton, TX*
 William Cowley—*Humble, TX*
 Charles M. Cox—*Provo, UT*
 Bryant D. Cragun—*Farmington, UT*
 Christopher D. Crall—*Santee, CA*
 Keith B. Craven—*Billings, MT*
 Thomas J. Crawford
 —*Batesville, OH*
 Richard E. Creer—*Ogden, UT*
 William E. Creer—*Las Vegas, NV*
 Berlan I. Crouch—*Brawley, CA*
 George W. Crum—*Le Habra, CA*
 Matthew R. Crum—*Santa Ana, CA*
 Delma K. Culp—*Ft. Collins, CO*
 Herbert R. Cutler—*Issaquah, WA*
 Kenneth M. Cutler—*Ftn. Valley, CA*
 Robert H. Daines—*Provo, UT*
 Mark F. Dalley—*Cedar City, UT*
 Robert J. Dalley—*Farmington, NM*
 Ronald J. Dalley—*Farmington, NM*
 Reed N. Dame—*Ontario, OR*
 Kelly Dame—*Dallas, TX*
 C. Ferrel Dana—*Phoenix, AZ*
 Campbell W. Daniel
 Richard V. Daniels—*Payson, UT*
- Jerry W. Daseler—*Aurora, CO*
 Rilda B. Dattge—*Las Vegas, NV*
 Stanley V. Davidson—*Ames, IA*
 Donald D. Davis—*Richmond, VA*
 Donald L. Davis
 Glenn K. Davis—*Vienna, VA*
 Virginia K. Day—*Provo, UT*
 Deborah M. De Beneditti
 —*Pleasanton, CA*
 Paul G. Decker
 Richard C. Decker—*Houston, TX*
 Randy L. Degasperin
 Arie, J. Dekker—*Anaheim, CA*
 James W. Deloach Jr.—*Dallas, TX*
 John M. Dester—*APO New York, NY*
 Roger A. Dibb—*Salt Lake City, UT*
 Ronald C. Dodson—*Provo, UT*
 Keith Dohogne—*Richmond, VA*
 William J. Doll Jr.
 —*Coral Springs, FL*
 Bradley L. Doman—*Idaho Falls, ID*
 Carey P. Drake—*Summit, NJ*
 John E. Draper—*Laguna Hills, CA*
 Gregory J. Drennan
 Gary A. Drew—*Pueblo, CO*
 George H. Duce—*Placerville, CA*
 Robert D. Ducharme
 James G. Duffin—*Duarte, CA*
 Stanley L. Duffin—*Boise, ID*
 William Duncan—*Whittier, CA*
 W. Ronald Dunn—*Magna, UT*
 David A. Durfee—*Tempe, AZ*
 Edith C. Dusenberry
 Rodney W. Dutton
 —*Idaho Falls, ID*
 Michael H. Dyal—*Las Vegas, NV*
 William G. Dyer—*Orem, UT*
 John R. Eames—*Antioch, CA*
 Grant C. Earl—*Pasadena, CA*
 J. Donald Earl—*Phoenix, AZ*
 Roderick Edelman—*Alpharetta, GA*
 Kenneth D. Edmunds
 —*Fruit Heights, UT*
 Paulette C. Edvalsen
 Ed. E. Edwards—*Simi Valley, CA*
 Gregg K. Edwards—*St. Louis, MO*
 Weston E. Edwards—*Dallas, TX*
 William F. Edwards—*Provo, UT*
 Hal. R. Egbert—*Fullerton, CA*
 Martin W. Egbert—*Midvale, UT*
 Bradley J. Eichers
 —*Salt Lake City, UT*
 David L. Ellis—*Sandy, UT*
 E. Gary England—*Tooele, UT*
 Clinton W. Ensign
 Mary J. Erikson—*Sandy, UT*
 Dan C. Erickson—*Apple Valley, CA*
 Ervin R. Erickson—*Bellevue, WA*
 Joan S. Erickson
 —*Malmstrom AFB, MT*
 David C. Evans
 Larry A. Evans—*Metairie, LA*
 Robert K. Evans—*Arcadia, CA*
 Ronald M. Everett
 —*Rancho Mirage, CA*
 Mark W. Everette
 —*W. Hartford, CT*
- Douglas A. Eyre—*Draper, UT*
 Phillip M. Eyring—*Moraga, CA*
 Max Farash—*Rochester, NY*
 John C. Farmer—*Centerville, UT*
 Kelly D. Farmer—*Mesa, AZ*
 A. S. Farnsworth—*Escondido, CA*
 Brad W. Farnsworth
 —*Salt Lake City, UT*
 Dennis R. Farnsworth
 F. Dennis Farnsworth—*Orem, UT*
 Benjamin Feuz—*Gillette, WY*
 Paul J. Fields—*El Paso, TX*
 Curtis D. Fillmore—*Alpine, UT*
 John H. Fletcher—*Bountiful, UT*
 Scott C. Florence—*Orem, UT*
 Guadalupe Flores—*Azusa, CA*
 Robert L. Foley
 David S. Forbes—*Roswell, GA*
 Dean R. Foutz—*Honolulu, HI*
 Douglas G. Fowler—*Cheyenne, WY*
 John E. Fowler—*Metairie, LA*
 James R. Fredrickson
 —*Sunnyvale, CA*
 Sonja L. Freebairn
 —*Thousand Oaks, CA*
 Kenneth R. French
 Charles S. Friden—*Fort Jones, CA*
 James B. Fronk—*Deweyville, UT*
 James B. Fronk
 Robert D. Fronk—*Seattle, WA*
 Brent H. Frost—*Minneapolis, MN*
 Donald C. Gage—*Bakersfield, CA*
 Harold R. Gaisford
 Scott H. Garbutt—*Orem, UT*
 Annette M. Gardiner—*Orem, UT*
 Richard M. Gardner
 —*La Crescenta, CA*
 Robert L. Gardner—*Orem, UT*
 J. Earl Garrett—*Glendale, CA*
 James N. Garrett—*Mesa, AZ*
 Ray H. Garrison—*Orem, UT*
 David L. Gates—*Ft. Collins, CO*
 Devel K. Gedge
 —*Salt Lake City, UT*
 Gary D. George—*Troy, MI*
 Loyd D. George—*Las Vegas, NV*
 Gary V. Georgeson
 —*Bedford Heights, OH*
 Laren M. Gertsch—*Midway, UT*
 Clark G. Gessel—*Salt Lake City, UT*
 Mark G. Gibb
 Jerome G. Gienger
 —*Salt Lake City, UT*
 Clarita H. Giesick—*Plains, KS*
 Stanley F. Gilchrist—*Salinas, CA*
 Daniel A. Gillespie
 —*Salt Lake City, UT*
 David A. Giroux—*Midland, TX*
 Ellwood Gledhill—*Caldwell, ID*
 Gregory G. Glenn
 —*Calgary, Alberta, Canada*
 Michael L. Glenn—*Provo, UT*
 Eugene H. Goodsell—*McClellan, VA*
 Walter Gooley, Jr.—*Dumfries, VA*
 Robert P. Goss—*Stafford, VA*
 Victor V. Goulding—*San Jose, CA*
 John E. Graden—*Kirkland, WA*

DONORS

Robert M. Graham—*Anaheim, CA*
 Brooke Grant—*Salt Lake City, UT*
 David C. Grant—*Dallas, TX*
 J. Peter Graves—*Redlands, CA*
 Eric M. Green—*Citrus Heights, CA*
 Peter E. Green
 Robert E. Greene—*Villa Park, CA*
 Edmund R. Greenmun
 —*Prescott, AZ*
 Gregg A. Gregory—*Murray, UT*
 Paul S. Gregory
 Paul J. Griffin—*Richland, WA*
 Gary K. Griffiths—*Magna, UT*
 A. Milton Grimes—*Los Altos, CA*
 Cecil S. Grow
 Sarah Grow—*Provo, UT*
 Leron Gubler—*San Pedro, CA*
 Russell M. Gubler—*Glendale, CA*
 Larry W. Hadfield—*Provo, UT*
 Jeffrey K. Hafen—*Provo, UT*
 Gerladine Hahn—*Mclean, VA*
 Kregg S. Hale—*Baltimore, MD*
 Lloyd A. Hales—*Midland, TX*
 Ronald J. Hall—*Mission Viejo, CA*
 Nila L. Hamblin—*La Plata, NM*
 Steven L. Hamblin—*Tucson, AZ*
 Charles E. Hamilton
 —*Silver City, NM*
 Larry E. Hancock—*Cupertino, CA*
 Ronald E. Hancock
 —*Camrose, Alberta, Canada*
 Raymond L. Haney—*La Mesa, CA*
 Richard D. Hanks
 —*Salt Lake City, UT*
 Alma H. Hansen
 —*Salt Lake City, UT*
 Douglas D. Hansen
 —*La Crescenta, CA*
 Kris L. Hansen—*Seattle, WA*
 Roland D. Hansen
 —*West Jordan, UT*
 Stephen W. Hansen
 Raymond L. Hanson—*Acton, MA*
 James W. Harding
 —*Indian Wells, CA*
 Leroy F. Harlow—*New York, NY*
 Thomas G. Harlow—*Hollister, CA*
 David G. Harmer—*Lincolnshire, IL*
 Vernon A. Harmer—*Hayward, CA*
 Warren M. Harper
 —*Indianapolis, IN*
 David L. Harris—*Dixon, CA*
 Richard V. Harris—*Novato, CA*
 Donald P. Hart—*APO New York, NY*
 Joe Hartman
 Brent A. Haslam—*Baton Rouge, LA*
 William H. Haslam—*Provo, UT*
 Lorin K. Hatch—*Chandler, AZ*
 Louise C. Hatton—*Lexington, KY*
 Robert E. Hawkins
 Robert M. Haynie—*Chicago, IL*
 Dennis R. Hays—*Bakersfield, CA*
 Mark A. Heath—*Cross Lanes, WV*
 Robert C. Heaton—*Provo, UT*
 Curtis A. Hedges—*Reno, NV*
 Judith A. Henderson
 —*Camp Hill, PA*

C. Hendricks
 Leo Herbert—*Blacksburg, VA*
 Gary F. Herde—*Provo, UT*
 Christopher S. Hermanski
 —*Lake Oswego, OR*
 Grace H. Hiatt—*Salt Lake City, UT*
 Keith S. Hiatt—*Greensboro, NC*
 Kenneth R. Hickman
 —*Thousand Oaks, CA*
 Larry L. Hickman—*Boulder, CO*
 Robert N. Higbee—*Spokane, WA*
 Norman, C. Hill—*Metairie, LA*
 Michael R. Hilton—*Saugus, CA*
 Richard W. Hinton—*Gilbert, AZ*
 Jeffrey L. Hoffman
 —*Granada Hills, CA*
 Brent R. Holladay—*Longwood, FL*
 Marcus W. Holling
 —*Vancouver, OR*
 Thomas J. Holmes—*Garland, TX*
 Dennis S. Holst
 Dennis P. Holst—*Henderson, NV*
 Bryan G. Holt—*Lacey, WA*
 Lewis B. Hooker—*Midvale, UT*
 Melvin R. Hoopes—*Freedom, WY*
 Mark R. Hopkins
 Werner Hoppe—*Moorestown, NJ*
 Jay B. Horrocks
 Douglas M. Horsley
 —*Stone Mountain, GA*
 Dennis P. Houghton
 Mark B. Howard—*Chandler, AZ*
 Keith R. Howe—*Orem, UT*
 John W. Howell—*Evington, VA*
 Scott L. Howell
 —*American Fork, UT*
 Scott W. Howlett—*Las Vegas, NV*
 Brent W. Huff—*Sandy, UT*
 Anthony W. Huffaker—*Sandy, UT*
 Brian T. Hughes
 Douglas J. Hulme—*San Jose, CA*
 Paul Hulme—*San Jose, CA*
 Sandra Humphries
 Wallace E. Hunt Jr.
 —*Northridge, CA*
 Robert M. Hunter
 —*Salt Lake City, UT*
 Dennis E. Hutchings
 —*Thousand Oaks, CA*
 Paul N. Hutchings—*Saratoga, CA*
 Robert L. Hutchings
 —*Las Vegas, NV*
 Richard B. Hutchins—*Concord, CA*
 Dennis J. Hymas—*Farmington, UT*
 Neil E. Izatt—*Corning, NY*
 David A. Jackson
 —*Walnut Creek, CA*
 Donna P. Jackson
 —*Salt Lake City, UT*
 Kim T. Jackson—*Orem, UT*
 Thomas L. Jackson
 —*No. Las Vegas, NV*
 Kay L. Jacobs—*Pleasant Grove, UT*
 Reed T. Jacobs—*Canoga Park, CA*
 Kevin M. Jacobsen—*Provo, UT*
 Loretta R. Jacobsen—*Seattle, WA*
 Jeanine H. Jarvis—*Tempe, AZ*

James W. Jenkins
 —*Salt Lake City, UT*
 Roger G. Jenkins—*Phoenix, AZ*
 Bruce R. Jensen—*Preston, ID*
 Donald R. Jensen—*Beaverton, OR*
 Keith V. Jensen—*Mapleton, UT*
 Robert W. Jeppsen—*Bountiful, UT*
 Kelly T. Johnsen—*Allen, TX*
 Alan W. Johnson
 —*Sterling Heights, MI*
 Brett C. Johnson
 —*San Juan Capistrano, CA*
 Brian L. Johnson—*Cabin John, MD*
 Charles E. Johnson—*Sandy, UT*
 Jay L. Johnson—*Roy, UT*
 Rex Johnson—*The Woodlands, TX*
 Richard W. Johnson
 —*Springville, UT*
 Richard X. Johnson—*Rochester, NY*
 Severin V. Johnson—*Lafayette, CA*
 William H. Johnson—*Sandy, UT*
 Becky J. Johnston
 Will B. Johnstone—*Kaunakakai, HI*
 Bonnie L. Jolly
 David L. Jones—*Walla Walla, WA*
 Jennifer C. Jones
 Jim Jones—*Bountiful, UT*
 Neone Jones—*Bountiful, UT*
 Sandra T. Jones—*Salt Lake City, UT*
 Thatcher C. Jones
 Winfred E. Jones—*Orlando, FL*
 Michael E. Jorgensen
 —*Colorado Springs, CO*
 Vern F. Jorgensen—*Lomita, CA*
 Richard A. Jorgensen—*Peoa, UT*
 Douglas K. Judd—*Shawnee, KS*
 Colin M. Kailiponi—*Waikiki, HI*
 John A. Kane
 —*South Burlington, VT*
 Yong K. Kang—*Arvada, CO*
 Peggy M. Keele—*Orem, UT*
 Reba L. Keele—*Orem, UT*
 Don C. Keller
 Bob R. Kellett—*Springville, UT*
 Paul D. Kelley—*Bountiful, UT*
 Judd E. Kemp—*Salt Lake City, UT*
 Cecil H. Kendall—*Phoenix, AZ*
 William S. Kendig
 —*Yorba Linda, CA*
 Deann Kenney
 Diane Kenney—*Minnetonka, MN*
 Thomas R. Keyes
 William D. Kimber, Sr.
 —*West Valley City, UT*
 T. Robert Kindred—*Ames, IA*
 Leon P. King—*Canyon Country, CA*
 Portia J. King
 Preston L. King
 Karl H. Kinkade—*Bothell, WA*
 Caroline H. Kirkham—*Tempe, AZ*
 Christopher W. Kite—*Chicago, IL*
 David L. Klemm—*Los Altos, CA*
 Bonnie Knight—*Provo, UT*
 Lennis M. Knighton—*Provo, UT*
 Tony C. Knudsen
 —*Albuquerque, NM*
 John J. Kovach—*Los Angeles, CA*

Steve Kramer—*Los Angeles, CA*
 David S. Kratzer—*Tempe, AZ*
 Ming H. Kung—*Cushing, NY*
 Milan F. Kunz—*Voorhees, NJ*
 Larry G. Kurth—*Cedar Rapids, IA*
 Kenneth L. Kyle
 —*Oakville, Ontario, Canada*
 Melvin E. Kysh—*Brentwood, CA*
 Ronald L. Lakey—*Alta Loma, CA*
 Patrick E. Lamb—*Danville, CA*
 Richard A. Landes
 —*Grand Junction, CO*
 Edna B. Laney—*Silver Spring, MD*
 Victoria Laney—*Atlanta, GA*
 Rudolph E. Lang
 Stephen W. Larimer
 —*Beaverton, OR*
 Annette Larsen—*Boston, MA*
 Cody B. Larsen—*Bartlesville, OK*
 Donald Larsen
 Robert L. Larsen—*Orem, UT*
 Stephen A. Larsen—*Blackfoot, ID*
 Terrill Lassetter
 Wesley W. Lathen—*Eugene, OR*
 Ronald R. Laudie
 —*Blue Springs, MO*
 James H. Layman—*Arvada, CO*
 Boyd Leavitt
 D. Henry Leavitt—*Phoenix, AZ*
 Gregory J. Lebaron
 Dale E. Lee—*Houston, TX*
 Douglas J. Lee—*Orem, UT*
 John F. Lee—*Short Hills, NJ*
 Terry G. Lee—*Sacramento, CA*
 David L. Lemmon
 —*Olympia Fields, IL*
 David E. Lesueur
 —*Laguna Hills, CA*
 David B. Lewis
 —*Garden Grove, CA*
 Larry E. Lewis—*San Jose, CA*
 William K. Lim—*Washington, DC*
 Robert W. Linge
 Donald H. Livingstone
 —*Walnut Creek, CA*
 Jesse E. Lloyd
 Hazen L. Locke—*Sandy, UT*
 Vernon A. Loforti—*San Diego, CA*
 Myron G. Logan
 Alden R. Loosli—*Plainfield, NJ*
 Dixon D. Low—*Kirkland, WA*
 William W. Low—*Provo, UT*
 Elaine B. Lowder
 Howard O. Lowe
 Kenneth A. Lowe—*Maitland, FL*
 Kevin W. Lowell
 —*Salt Lake City, UT*
 Ronald E. Ludders—*Phoenix, AZ*
 Allen C. Ludlow—*Modesto, CA*
 Grant E. Lundgren—*Shelley, ID*
 Earl Lundquist—*Salt Lake City, UT*
 Eino J. Lunt—*Mesa, AZ*
 Lawrence R. Lutz—*Anaheim, CA*
 Harvey K. Lynn—*Villa Park, CA*
 Kenneth G. Lynn—*Reno, NV*
 Margaret Lynn
 —*Mountain View, CA*

DONORS


Douglas A. MacDonald
—West Bountiful, UT
Tavish G. MacGregor
—Ridgecrest, CA
Arch Madsen
Charles H. Madsen
—Centerville, UT
Darrell H. Madsen—Tempe, AZ
Ronald A. Madsen—Provo, UT
Craig M. Malouf—San Jose, CA
Robert H. Malzahn
—Los Angeles, CA
Jeffrey D. Mann—Visalia, CA
Michael R. Manning
—San Juan Capistrano, CA
Richard B. Manning—Alpine, UT
Louise Marchant
—Salt Lake City, UT
Scott L. Marchant—Aloha, OR
Hank Marcheschi—Pasadena, CA
Dale J. Marquis
—Santa Barbara, CA
J. Willard Marriott
Russell S. Marriott Jr.—Dallas, TX
David C. Martino—Denton, TX
James B. Martino—Aubrey, TX
Dale E. Marx
—North Salt Lake City, UT
Larry C. Matheny
—Federal Way, WA
Dennis B. Mathews
—Washington, DC
Russell G. Mathis
—West Valley City, UT
Raymond Matsuura—Blackfoot, ID
Nancy L. Matthews
—Salt Lake City, UT
Douglas R. Maughan
—La Habra, CA
Leticia Mayer
Richard J. Maynes—Hollister, CA
Gerald L. McBride—Prescott, AZ
Richard L. McClellan
—Cleveland, OH
Frank M. McCord—Everett, WA
James B. McDonald—Provo, UT
Patrick J. McEuen—Chico, CA
William L. McGann—Sunland, CA
Margaret F. McIrvin
—Oceanside, CA
Stephen M. McKee—Houston, TX
Lynn J. McKell—Provo, UT
John D. McKeon
—Canyon Country, CA
Gary F. McKinnon—Provo, UT
James R. McKnight—Nephi, UT
Theodore N. McPhee—Elko, NV
Craig W. McPhie
—The Woodlands, TX
Gerald McQuarry
Bradley E. Meek—Salem, OR
Christopher B. Meek
—Sandown, NH
Floyd F. Melton—Richland, WA
Bradley R. Melville
—Wauwatosa, WI
J. Sterling Merrell—Lehi, UT

Victor L. Merrell
David F. Merrill
—Salt Lake City, UT
David P. Merrill—Sandy, UT
Norman K. Metcalf—Burbank, CA
Kent L. Meyers—Bloomfield, CT
Melvin J. Miles—Centerville, UT
Alene C. Miller
James O. Miller—Kaysville, UT
William C. Miller—San Jose, CA
William D. Miller
—South Jordan, UT
Lynn J. Miner—Mission Viejo, CA
Michael Minson—Modesto, CA
Kim L. Mock—Ft. Worth, TX
Phillip W. Molen
James E. Moncur—Provo, UT
Chris Money—Irvine, CA
Stuart R. Monroe—Flagstaff, AZ
Wayne K. Monson—Highland, UT
Bradley C. Moore
—Salt Lake City, UT
Dennis F. Moore
Douglas C. Moore
—Walnut Creek, CA
Gayla H. Moore—Orem, UT
Robert A. Moore—Cedar City, UT
Stephen W. Morgan—Phoenix, AZ
David S. Morris—Pleasanton, CA
Randy G. Morris
—Salt Lake City, UT
Vaun G. Morrow—Murray, UT
Denis K. Mortorff—Hercules, CA
Darcy G. Mott—Roselle, IL
Warren D. Mott
Kevin O. Mountford
—Carrollton, TX
Glade W. Mower—Fairview, UT
Michael R. Mower—Ridgecrest, CA
John H. Mullen—Stamford, CT
Don M. Muller—Escondido, CA
Tom Murset—Sherman Oaks, CA
William T. Murset—Mesa, AZ
William E. Mussman, III
—Hillsborough, CA
Richard L. Myers—Novato, CA
Richard J. Nasal—Eastlake, OH
John H. Naylor—Mesa, AZ
David A. Nelson—Englewood, CO
Janet Nelson—Orem, UT
Jerry P. Nelson—Salt Lake City, UT
Max D. Nelson
—Ranchos De Taos, NM
Neil F. Nelson—Preston, ID
Sterling L. Nelson—San Jose, CA
Thomas M. Nelson
—Grand Junction, CO
William G. Newbury—Phoenix, AZ
Gregory A. Newkirk
—Vancouver, WA
Evan Nielsen—Rockwall, TX
Allan R. Nielson—Burley, ID
Glenn W. Nielson—Cody, WY
Henry M. Nielson—Houston, TX
Veigh J. Nielson—Bartlesville, OK
Robert K. Nielson
—Salt Lake City, UT

Phillip W. Nolen—Littleton, CO
Bryant R. Norman
—South Jordan, UT
Michael J. Nunnelee
Donald M. Nuttall—Whittier, CA
Clinton L. Oaks—Provo, UT
Celeste M. Obenchain—Arvada, CO
Kathryn B. O'Brien—Provo, UT
Frank J. Ochoa—Azusa, CA
Ilean M. Ochoa—Azusa, CA
William V. Oldroyd
Don B. Olsen—Concord, CA
Larry A. Olsen—Cedar City, UT
Ole C. Olsen—Orem, UT
Evan M. Olson—Mesa, AZ
Von D. Orgill—Warrenton, VA
Sophie C. Orien—Ephrata, WA
Lyle E. Orr—Phoenix, AZ
Brent N. Orton—Benicia, CA
Bryce B. Orton—Provo, UT
G. Richard Oscarson
Paul K. Oscarson
—Chesterfield, MO
R. Don Oscarson—Florissant, MO
Merril J. Ostler
Michael G. Ota—Sumner, WA
Robert L. Packard—Mesa, AZ
Janet L. Page—Glendale, CA
Lloyd E. Page—Idaho Falls, ID
Lawrence C. Palmer—De Soto, MO
Torre M. Palmer—Durham, NC
Nancy N. Park—Provo, UT
Jerry R. Parkin—Buffalo Grove, IL
Steven D. Parks—Hanover Park, IL
John P. Parry—Idaho Falls, ID
Howard B. Passey Jr.
—Highland, UT
James R. Patton—Fairfax, VA
Gregory S. Paul—Concord, CA
Mark C. Paullin
—Palos Verdes Estates, CA
Russell C. Paulus—Arlington, TX
Monilee Pearson—Murray, UT
Walter R. Peck—Helena, MT
Victor A. Pectol—Novato, CA
Gary W. Pender—Sandy, UT
Edward W. Pendleton
—Pittsburg, CA
Dean J. Perkins—Centerville, UT
Lee T. Perry—Orem, UT
Barbara J. Perschon
—So. Jordan, UT
Floyd A. Petersen
—Salt Lake City, UT
Glynn B. Petersen—Magna, UT
Erlend D. Peterson—Provo, UT
Fredric G. Peterson—Orem, UT
Gordon A. Peterson—Sandy, UT
Joel & Diana Peterson—Dallas, TX
Martha J. Peterson—Boise, ID
Scott J. Peterson—Phoenix, AZ
Larry T. Pierce—New Canaan, CT
John M. Ponczoch—Appleton, WI
G. Craig Potter—Houston, TX
Reed M. Potter—Sugar Land, TX
Lynn O. Poulson—Los Angeles, CA
Mark T. Poulton

Douglas H. Powelson
—Salt Lake City, UT
David A. Prina—Birmingham, MI
Joann L. Prociw—Columbus, OH
Ronald O. Purcell
—APO New York, NY
Darwin W. Purvis
—Lake Oswego, OR
Charles R. Pyne—Orem, UT
Stanley F. Quackenbush—Payson, UT
Carlos B. Quinn—Santa Ana, CA
Harold G. Rader—Ketchikan, AK
David A. Ramos—Madison, WI
Kevin R. Ramsay—Monticello, UT
Paul J. Rands—Downers Grove, IL
James D. Rasmussen—Sandy, UT
Ward B. Rasmussen—Mesa, AZ
Curtis E. Ravsten—Centerville, UT
Betty L. Redd—Woodland Hills, CA
Merlene C. Reeder—Orem, UT
Burke N. Rees—Jackson, TN
Mary E. Reese
Norman D. Reeve—Medfield, MA
Douglas P. Reid—Marietta, GA
Lucretia Reidhead—Tempe, AZ
Keith A. Rhoades—Omaha, NE
Doraleen Rich—Salt Lake City, UT
Mary A. Rich—Orem, UT
Robert C. Rich—Naperville, IL
Thomas T. Rich—Sandy, UT
Lucille C. Richards
—Salt Lake City, UT
Lynn S. Richards
—Salt Lake City, UT
Sullivan C. Richardson
—Fullerton, CA
Robert H. Richins
Ronald E. Richins
—Minneapolis, MN
Alan D. Ricks—Larkspur, CA
Harry H. Rinquest
—Salt Lake City, UT
Lorilee F. Ririe
J. Bonner Ritchie—Provo, UT
David W. Roberts
—Salt Lake City, UT
Leslie M. Roberts—Mesa, AZ
Douglas K. Robinson
—Silverton, OR
Frederick Robinson—Danbury, CT
Hal R. Robinson—Afton, WY
Lee B. Robinson
E. Doyle Robison—Provo, UT
M. Lavoy Robison—Littleton, CO
Ronald E. Robinson
—Los Angeles, CA
Marshall B. Romney—Provo, UT
Jack L. Rookstool
—Klamath Falls, OR
Bruce A. Rosa—Westminster, CA
Robert D. Rose—Bountiful, UT
Lyle K. Rowe—San Diego, CA
R. Dilworth Rust
Karl S. Ruzicka
Larry L. Sampson—Hayward, CA
E. Arthur Sandgren—Orem, UT
Craig F. Sanford—Tucson, AZ

DONORS

- Donn W. Sant—*Englewood, CO*
 Mark T. Sargeant
 —*Fort Huachuca, AZ*
 Deborah L. Saunders
 —*Salt Lake City, UT*
 Brent J. Schenk
 Marlowe A. Scherbel—*Afton, WY*
 Ronald L. Schill—*Orem, UT*
 Phillip J. Schmidt
 —*West Bloomfield, MI*
 Randy N. Schouten
 —*Montevideo, MN*
 George J. Scott—*Portland, OR*
 John S. Scott—*Fruit Heights, UT*
 Mark R. Scurr—*Phoenix, AZ*
 Robert N. Sears—*St. George, UT*
 Michael G. Seawright
 —*West Jordan, UT*
 Paul M. Sederstrom
 —*Woodbury, MN*
 Glen E. Sellers—*Folsom, CA*
 Jerry W. Selph
 Ralph F. Severson—*Orinda, CA*
 Karen M. Seymour—*La Mirada, CA*
 Michael P. Shamo
 —*Salt Lake City, UT*
 Alan E. Shelton—*Yorba Linda, CA*
 Kenneth M. Shepherd—*Payson, UT*
 Kevin P. Shiley—*Puyallup, WA*
 David R. Shorten—*Orem, UT*
 Spence A. Shumway—*Slidell, LA*
 Stacy Siebers—*Falls Church, VA*
 Calvin H. Simmons—*Honolulu, HI*
 Dean Skalla
 K. Fred Skousen—*Provo, UT*
 Donn E. Sloniker—*Bellevue, NE*
 Andrew K. Smith—*Maplewood, NJ*
 Carla G. Smith—*Salt Lake City, UT*
 David G. Smith—*Salt Lake City, UT*
 Gregory E. Smith
 —*N. Plainfield, NJ*
 Jay M. Smith Jr.—*Mapleton, UT*
 N. Randy Smith—*Pocatello, ID*
 Richard C. Smith—*Hamsburg, OR*
 Lawrence A. Smoot
 —*Salt Lake City, UT*
 Bruce R. Snow—*Memphis, TN*
 John W. Snow—*West Jordan, UT*
 Karl N. Snow—*Provo, UT*
 Emory O. Sonderegger—*Provo, UT*
 Richard B. Sonne—*Palo Alto, CA*
 Brice K. Sorenson
 —*Salt Lake City, UT*
 Ferrill M. Sorenson, II
 —*Wheeling, IL*
 Peter J. Sorenson—*Houston, TX*
 Paul A. Sowards—*Grand Blanc, MI*
 Wilbur A. Sowards—*Provo, UT*
 Dennis P. Spackman—*Midvale, UT*
 Randall P. Spackman—*Irvine, CA*
 Lavorn G. Sparks
 Mark D. Spear—*Spokane, WA*
 Gregory C. Spencer—*Rio Rico, AZ*
 Allan F. Stanford
 —*Calgary, Alberta, Canada*
 Richard C. Staples
 —*Carmichael, CA*
- Paul K. Steenblik—*Los Angeles, CA*
 Craig W. Stephens—*Orem, UT*
 Kent H. Stephens—*Visalia, CA*
 Bradley J. Stevens—*Denver, CO*
 David E. Stevens—*Alta Loma, CA*
 Dave N. Stewart—*Arlington, VA*
 Glenn W. Stewart
 —*Salt Lake City, UT*
 Kortlan D. Stewart
 Joseph L. Stiggins—*Arlington, TX*
 John T. Stimson
 —*North Las Vegas, NV*
 Terry Stimson—*Mundelein, IL*
 Alene Stirling—*Los Angeles, CA*
 Phyllis Stirling—*Los Angeles, CA*
 Robert Stockwell—*Eureka, CA*
 George E. Stoddard
 —*Eastchester, NY*
 Michael V. Stoddard
 —*Richardson, TX*
 Ted D. Stoddard—*Provo, UT*
 Thomas A. Stoddard
 —*Lakeview, OR*
 Philip M. Stoker—*Bellevue, WA*
 Val B. Storrs—*Bellevue, WA*
 John O. Stott—*Havre, MT*
 Bruce B. Stratford—*Trumbull, CT*
 Alan J. Stratton—*Arlington, TX*
 Ronald A. Stratton—*Plano, TX*
 Rex E. Straw—*Long Beach, CA*
 Stanley R. Strebel—*Coalville, UT*
 Michael J. Streeter—*Burley, ID*
 G. Fred Streuling—*Orem, UT*
 Roland Stucki—*Salt Lake City, UT*
 Mark R. Sturgis—*Methuen, MA*
 Harry L. Swain—*Sandy, UT*
 William R. Swinyard—*Orem, UT*
 Evelyn A. Syphus—*Pocatello, ID*
 Marsha L. Szarek—*Beaverton, OR*
 Siegfried Szoke—*Salt Lake City, UT*
 Marilyn B. Taft—*Salt Lake City, UT*
 Robert N. Talbert
 —*Broken Arrow, OK*
 John W. Tanner—*Fresno, CA*
 W. Scott Tanner—*Los Angeles, CA*
 Joyce Tate—*Orem, UT*
 Terry Taye—*Salt Lake City, UT*
 Craig L. Taylor—*Houston, TX*
 Dale H. Taylor—*Provo, UT*
 Dorothy Taylor
 Gregg L. Taylor
 —*Salt Lake City, UT*
 John Taylor—*Cincinnati, OH*
 Myron C. Taylor—*Farmington, NM*
 Stephen B. Taylor—*Fair Oaks, CA*
 Weldon J. Taylor—*Provo, UT*
 John W. Thacker—*Kaysville, UT*
 John L. Theler—*Clayton, CA*
 Grant R. Thomas—*Cheney, WA*
 Charles G. Thompson—*Ogden, UT*
 Hollis M. Thompson
 —*Springfield, VA*
 Louis D. Thompson
 —*Stansbury Park, UT*
 Mary L. Thompson
 —*Salt Lake City, UT*
 Paul H. Thompson
- Terence R. Thompson Jr.
 —*Walnut Creek, CA*
 Conrad H. Thorne
 Marilyn G. Thorne—*Midvale, UT*
 Russell D. Thornock—*Mesa, AZ*
 Kimball D. Thurston—*Memphis, TN*
 Jeffery S. Tice—*West Jordan, UT*
 Paul R. Timm—*Orem, UT*
 Gerald Tischner
 Karl B. Tobler—*Pasco, WA*
 Paul G. Toner—*Rochester, NY*
 Laura L. Toney
 Paul W. Tucker—*Seattle, WA*
 Scott R. Turner—*Salem, OR*
 Wesley W. Turner
 —*Farmington, UT*
 Daniel J. Uhl
 David O. Ulrich—*Ann Arbor, MI*
 Patricia Urnsbach—*Sunnyvale, CA*
 Jack K. Vandermark
 Deborah G. Vanleeuwen
 —*Las Vegas, NV*
 Lee A. VanVleet
 Roger & Marilyn Victor
 —*Bellevue, WA*
 Samuel A. Vitkoski
 Brian A. Wadell—*Woodland, CA*
 John Wagner
 Edward H. Wahtera—*Houston, TX*
 Warren L. Walch—*Denver, CO*
 Stewart R. Walkenhorse—*Napa, CA*
 Leslie N. Walker—*Loveland, CO*
 Lorin R. Walker—*Dallas, TX*
 William J. Walker—*Ely, NV*
 Howard E. Wall—*McLean, VA*
 Val J. Walters—*Brea, CA*
 Ralph L. Waltman
 —*St. Petersburg, FL*
 Kent D. Watson
 —*Salt Lake City, UT*
 Douglas R. Ward—*Orem, UT*
 Keith J. Ward—*Auburn, AL*
 Lane D. Ward—*Orem, UT*
 Lorraine D. Ware—*Billings, MT*
 Sherman E. Warner
 —*Cedar Falls, IA*
 Boyd L. Warnick
 —*Salt Lake City, UT*
 Don C. Warnick
 Paul E. Warnick
 —*Walnut Creek, CA*
 W. Paul Warnock
 —*Salt Lake City, UT*
 James K. Washburn—*Caldwell, ID*
 Brent D. Weber—*Katy, TX*
 Dolores M. Weller—*Reno, NV*
 John T. West—*Marietta, GA*
 Margaret B. Whatcott—*Orem, UT*
 Jack R. & Mary Lois Wheatley
 —*Palo Alto, CA*
 Gloria E. Wheeler—*Provo, UT*
 John D. Whisenant
 —*Salt Lake City, UT*
 J. Morgan White—*Provo, UT*
 John R. White—*Murrysville, PA*
 Michael A. White—*Sacramento, CA*
 Monroe M. White
- Steven V. White—*Moraga, CA*
 Nina E. Whitehead—*Orem, UT*
 Kay R. Whitmore—*Rochester, NY*
 Calvin C. Wilcox—*Bellflower, CA*
 Lawrence W. Wilcox—*Phoenix, AZ*
 Alan L. Wilkins—*Provo, UT*
 James A. Wilkins
 Robert D. Willardson
 —*Valencia, CA*
 Mark Willes—*Kanab, UT*
 George R. Willett III
 —*Upper Marlboro, MD*
 Charles M. Williams
 —*Long Island City, NY*
 Don D. Williams—*Boise, ID*
 E. Blaine Williams—*Tremonton, UT*
 Keith R. Williams
 —*No. Richland Hills, TX*
 Wilford D. Williams
 —*John Day, OR*
 B. Gale Wilson—*Fairfield, CA*
 Dan J. Wilson—*Aurora, CO*
 Dennis A. Wilson—*Sandy, UT*
 James B. Wilson—*Edmonds, WA*
 Joseph H. Wilson—*Sacramento, CA*
 Norman F. Wilson
 Paul W. Wilson—*Plymouth, MN*
 Robert Wilson—*Riverside, CA*
 Thomas G. Wilson—*Dallas, TX*
 Donald W. Winkler
 —*Salt Lake City, UT*
 John C. Winkler
 —*Calgary, Alberta, Canada*
 Bruce R. Winn—*Hockessin, DE*
 Joel B. Winspear
 —*Minneapolis, MN*
 Arlan E. Winterton
 —*Salt Lake City, UT*
 Bill D. Wirthlin—*Salt Lake City, UT*
 Gregory E. Witt—*Redmond, WA*
 Steven A. Witt—*Houston, TX*
 Paul D. Woelke—*Lake Park, FL*
 H. Steven Wood
 —*Basking Ridge, NJ*
 John B. Woodbury
 —*Sacramento, CA*
 Leon W. Woodfield
 —*Springville, UT*
 Serge B. Woodruff
 —*La Crescenta, CA*
 Dennis R. Woods
 Robert M. Woodward
 —*Escondido, CA*
 Warner P. Woodworth—*Provo, UT*
 Frederick Woolf
 James S. Wright—*Denver, CO*
 Lynn C. Wright—*Tempe, AZ*
 N. Dale Wright—*Orem, UT*
 Norman D. Wright Sr.
 Arthur R. Wyatt—*Greenwich, CT*
 Thomas T. Yamakawa
 —*New York, NY*
 George M. Yeiter—*Pasadena, TX*
 Robert M. Youngs
 —*Schaumburg, IL*
 Holly O. Zenger
 —*Los Altos Hills, CA* 

AUTHOR!

Writers Take a Bow

BIOWIT

One measure of professional competency widely recognized in academia is the ability to author books that are used by a wide range of audiences. The School of Management faculty has been particularly active in such writing. Their books are used in literally thousands of school, colleges, and universities worldwide. Such publication brings considerable attention to BYU and to our excellent faculty.

Described below is a sample of faculty books. These have all been published within the past two years. In some cases, books have been coauthored with people from other universities or from industry. Non-BYU faculty authors are indicated by an asterisk. The list is organized by the author's department.

For copies of any of these books,

contact the publisher or the author c/o BYU School of Management, Tanner Building, Provo, UT 84602.

Accounting

W. Steve Albrecht, Keith R. Howe, and Marshall B. Romney, *Deterring Fraud: The Internal Auditor's Perspective* (Institute of Internal Auditors, 1984). This 169-page book helps the reader understand who commits fraud and why. It includes research results of studies involving the most important factors internal auditors can use to detect fraud in their companies.

Jeffrey S. Arpan* and Lee H. Radebaugh, *International Accounting and Multinational Enterprises*, 2nd edition (John Wiley & Sons, 1985). This

book discusses the reasons why accounting is practiced differently in different parts of the world and describes international efforts to harmonize accounting worldwide. It also focuses on the special accounting problems that multinational firms encounter, such as translating foreign currency financial statements, taxation, performance evaluation and control, and auditing.

J. Owen Cherrington, E. Dee Hubbard, and David H. Luthy*, *Cost and Managerial Accounting* (West Publishing Co., 1985). A conceptual/procedural coverage of the various topics of cost finding for income determination and of cost analysis for planning, control, and decision making. This book is designed as the primary text for a cost accounting course in an accounting program.

John D. Daniels* and Lee H. Radebaugh, *International Business Environments and Operations*, 4th edition (Addison-Wesley Publishing Company, 1986). This book discusses the international economic, cultural, and political environments in which firms operate. It also describes the strategies that firms must pursue in the functional areas of business as they become more internationally oriented.

Earl H. Fry and Lee H. Radebaugh, editors, *Canada-U.S. Economic Relations in the Conservative Era of Mulroney and Reagan* (David M. Kennedy Center for International Studies, 1985). This book looks at the future of U.S.-Canadian trade and investment relations in the wake of the landslide victory of the Progressive Conservative Party in Canada in 1984 and the reelection of President Reagan.

Earl H. Fry and Lee H. Radebaugh, editors, *Canada/U.S. Trade Relations* (David M. Kennedy Center for International Studies, 1984). This book discusses the implementation of the Tokyo Round agreements to liberalize trade and focuses on sectoral free trade. It also discusses countertrade strategies in Canada and industrial adjustment policies in response to trade liberalization.

Earl H. Fry and Lee H. Radebaugh, editors, *Regulation of Foreign Direct*

Investment in Canada and the United States (David M. Kennedy Center for International Studies, 1983). This book investigates the following issues as they relate to Canada and the United States: the federal regulation of foreign direct investment, state and provincial incentives for direct investment, extraterritoriality and antitrust dimensions of foreign investors in North America, and the changing environment for foreign investment.

Ray H. Garrison, *Managerial Accounting* (Business Publications, Inc., 1985). A book containing a full range of managerial accounting topics, including such topics as product costing, cost behavior, cost-volume-profit analysis, segmented reporting, budgeting, pricing, costs in decision making, and capital budgeting. The book is designed for use at either the undergraduate or the graduate level. A best-selling text nationwide.

Marshall B. Romney, J. Owen Cherrington, and James V. Hansen, *Casebook in Accounting Information Systems* (John Wiley and Sons, 1985). This book contains a series of eight interpreted cases that walk the student through some of the major steps in the systems analysis and design process.

Marshall B. Romney and James V. Hansen, *An Introduction to Microcomputer Systems and Their Controls* (Institute of Internal Auditors, 1985). Introduces the reader to microcomputers and telecommunication concepts and explains how these systems should be controlled.

Marshall B. Romney and J. Morgan White, *1-2-3 from A to Z* (SofTrain, 1985). Text used in information management classes at BYU and by Peat Marwick in their national training, and is marketed to many companies across the U.S. It teaches the reader how to use the Lotus (TM) 1-2-3 software package.

Marshall B. Romney, J. Morgan White, and Kevin D. Stocks, *Symphony from A to Z*, 2 volumes (SofTrain, 1986). Manual, text, tutorial, and reference books covering the Lotus Symphony software program for microcomputers. Text is used by Peat

Marwick in their national training and by other organizations and universities in the U.S.

K. Fred Skousen and W. Steve Albrecht, *Auditor Reviews of Changing Prices Disclosures* (American Institute of Certified Public Accountants, 1984). Monograph on adapting financial statements to include changing prices information.

K. Fred Skousen, Harold Q. Langenderfer*, W. Steve Albrecht, *Financial Accounting*, 3rd edition (Worth Publishers, 1986). An introductory financial accounting text; used by several universities throughout the country in their first accounting course for both majors and nonmajors.

Jay M. Smith, Jr. and K. Fred Skousen, *Intermediate Accounting*, 8th edition, comprehensive and standard volumes (South Western, 1985). An intermediate accounting text used in various intermediate courses in financial accounting throughout the country. Includes intermediate accounting and financial accounting topic taught both from theoretical and procedural points of view.

Fred G. Streuling, et al., *Federal Taxation of Partners and Partnerships* (Prentice-Hall, 1986). Text for a course on partnership taxation in a master-of-taxation program.

Information Management

Devern J. Perry, *Word Division Manual*, 3rd edition (South-Western Publishing Company, 1984). This is a reference book used primarily in the classroom as a check for spelling as well as correct word division. The contents of the book came from research on the words used in business letters, memos, and reports funded by the Delta Pi Epsilon Research Foundation.

Harold T. Smith and William H. Baker, *Automated Office Systems Management* (Wiley Publications, 1985). Helps the reader obtain a comprehensive understanding of automated office systems. It covers four main areas: (1) overview of word and information processing technology, (2) overview of advanced office technology, (3) principles of

administrative systems analysis and development, and (4) techniques and practices of management as applied to the automated office.

Ted D. Stoddard, Judith A. Chiri*, and Jacquelyn P. Kutsko*, *Houghton Mifflin Typewriting: Keyboard Mastery and Applications*, 10 volumes (Houghton Mifflin Company, 1984). A two-year comprehensive program segmented by semesters, now being used by 250,000 students across the U.S.

Ted D. Stoddard, Judith A. Chiri*, Jacquelyn P. Kutsko*, and Patricia E. Seraydarian, *Houghton Mifflin Keyboarding and Applications* (Houghton Mifflin Company, 1986). A one-semester keyboarding textbook for microcomputers, electronic typewriters, and electric typewriters.

Paul R. Timm, *Managerial Communication: A Finger on the Pulse* 2nd edition, (Prentice-Hall, Inc., 1986). A broad-based book covering all phases of communication skills needed for management success. This book is widely used in universities throughout the country and overseas, especially in graduate management programs.

Paul R. Timm, *Supervision* (West Publishing, 1984). An introductory overview text in basic management skills.

Paul R. Timm and Brent D. Peterson, *People at Work: Human Relations in Organizations*, 2nd edition (West Publishing Company, 1986). An introductory text dealing with people in organizations. Its focus is on organizational behavior and human relations. It covers such topics as motivation, leadership, organization theory, communication, minority relations, stress, and personal development. (Note: This book is also listed under Organizational Behavior.)

Paul R. Timm, Ray L. Young*, and Christopher G. Jones*, *Basic Business English and Communication* (Prentice-Hall, Inc., 1986). A hands-on text dealing with theory and the nuts and bolts of business communication. The book is especially strong in reviewing business grammar and writing skills needed for management success.

Institute of Business Management

Richard M. Bookstaber, *The Complete Investment Book* (Scott Foresman & Co., 1985). This is a book that deals with trading stocks, bonds, and options. It also includes computer applications.

Roger G. Clarke and Richard M. Bookstaber, *Option Strategies for Institutional Investment Management: A Guide for Improving Portfolio Performance* (Addison-Wesley, 1983). This book is exactly what the title indicates—a guide to improving your portfolio performance.

William J. Sawaya and William C. Giaouque, *Production and Operations Management* (Harcourt-Brace Jovanovich, 1985). A basic principles of production and operations management book for use by first-year MBAs and upper-division undergraduates.

Scott M. Smith and William R. Swinyard, *Marketing Management with Lotus 1-2-3* (Scientific Press, 1986). An introductory marketing models text used in marketing management and marketing models courses at the master's or senior undergraduate level.

Brent D. Wilson and Diana R. Harrington*, *Corporate Financial Analysis*, 2nd edition (Business Publishing Inc., 1983). This book deals with corporate financial management and is intended as a text for introductory financial management courses.

Institute of Public Management and Health Administration

William M. Timmins and David B. Timmins*, *The International Economic Policy Coordination Instrument* (University Press of America, 1985). An economic analysis of the OECD and its influence on economic growth, energy, monetary policy, employment, and development in Europe.

Managerial Economics

J. Kenneth Davies, *Mormon Gold: The Story of California's Mormon Argonauts* (Olympus Publishing Co., 1984). This book covers a most critical development in a most critical period in the economic history of Utah—the Mormon involvement in the gold fields

of California, 1864–1858. It is the conclusion of the author that without the \$80,000 or so of gold brought into Utah during the 1848–51 period, the infant economy might well have foundered.

Michael B. Pritchett, *Financing Growth: A Financial History of American Life Insurance through 1900* (S.S. Huebner Foundation, Wharton School, University of Pennsylvania). This book examines three major hypotheses: (1) life insurers mobilized a substantial pool of capital from a broad policyholder base, (2) the insurers supplied critical infusions of funds to new industries at a formative stage of their development, and (3) the industry channeled capital to developing regions of the country roughly in proportion to the premium volume originating in those regions. The analysis leads to the acceptance of the first hypotheses and rejection of hypotheses (2) and (3).

Organizational Behavior

David J. Cherrington, *Personnel Management: The Management of Human Resources* (William C. Brown Publishing, 1985). An introduction to major personnel functions such as hiring, selection, training, development, salary, and wages.

David J. Cherrington, *Rearing Responsible Children* (Bookcraft Publishing, 1985). This book describes the process by which moral values are acquired by children.

Gene W. Dalton and Paul H. Thompson, *Novations: Strategies for Career Management* (Scott Foresman & Company, 1986). The authors identify four major career stages and clearly explain what is expected of a person at each stage, and how to move from one stage to the next. This is a careful documentation of the factors that determine career progress, based on hundreds of interviews with professionals and managers from America's leading corporations.

William G. Dyer, *Contemporary Issues in Management and Organizational Development* (Addison-Wesley, 1985). Discussion of current issues that affect management development and organizational

development.

William G. Dyer, *Strategies for Managing Change* (Addison-Wesley, 1985). Review of strategies for bringing about interpersonal, group, and organizational change.

William G. Dyer, Jr., *Cultural Transitions in Family Firms* (Jossey-Bass, 1986). This book discusses the key problems family firms face as they evolve over their life cycle and describes what managers of family firms must do to help both the family and the business succeed. The book uses the concept of "culture" to analyze the dynamics and problems of family firms.

Christopher B. Meek, William Foote Whyte*, and others, *Worker Participation and Ownership* (Cornell I.L.R. Press, 1983). A review of research findings on employee-owner and labor-management cooperation conducted by the Cornell University's New Systems of Work and Participation Group. Also provides policy and intervention recommendations in these areas of research for labor leaders, managers, state, local, and federal government officials, and other practitioners.

Brent D. Peterson, Eric G. Stephan, and Noel D. White*, *Speak Easy: An Introduction to Public Speaking*, 2nd edition (West Publishing Company, 1984). This is an introductory public speaking and presentational speaking text for businesspeople.

Paul R. Timm and Brent D. Peterson, *People at Work: Human Relations in Organizations*, 2nd edition (West Publishing Company, 1986). (Note: This book is also listed under Information Management.)

J. Bonner Ritchie and Paul H. Thompson, *Organizations and People*, 3rd edition (West Publishing Company, 1984). Introductory organizational behavior text with readings, cases, and exercises.

Warner P. Woodworth, Christopher B. Meek, and William Foote Whyte*, *Industrial Democracy* (Sage Publications, 1985). A pioneering examination of the theory and practice for countering industrial decline and deterioration of community life. ☐



ENTREPRENEUR

SHARING A WEALTH OF IDEAS

TO EDUCATOR

The School of Management welcomed 17 successful entrepreneurs to a June conference exploring possible roles of the School in teaching entrepreneurial principles. The result: a stimulating, no-holds-barred discussion. From the entrepreneurs' point of view, universities are typically doing an inadequate job of preparing students to create new businesses or to work within the entrepreneurial environment.

Nevertheless, a consensus emerged that BYU's School of Management has a unique opportunity to serve this segment of the economy by teaching new-enterprise philosophy and tactics.

Interest groups held in-depth discussions on three major questions:

- What is the "spirit of entrepreneurship?"
- What should the School be teaching in an entrepreneurial program?
- What opportunities exist for writing and research in entrepreneurship?

The entrepreneurs who participated with the School's faculty were: Dr. E. Val Clark, Mr. Richard C. Cope, Mr.

Brett Davis, Mr. Paul N. Davis, Mr. Thomas Y. Emmett, Mr. James R. Fraser, Mr. Melvin C. Green, Mr. Guy A. Hale, Mr. John M. Huish, Mr. Paul L. Hulme, Mr. Hal M. Magleby, Mr. Larry H. Miller, Ms. June M. Morris, Mr. Donald E. Pickett, Mr. Richard S. Prows, Mr. Neal Savage, and Mr. H. Bruce Stucki.

Below are brief reports on each discussion area:

What Is the Spirit of Entrepreneurship?

Report by Professor Keith Hunt

The characteristics found in entrepreneurs best exemplify the "spirit of entrepreneurship," according to the discussion participants. Among the personality attributes most frequently mentioned were enthusiasm, dedication, a sense of satisfaction from having built something from nothing, a healthy ego, a general sense of dissatisfaction with the status quo, a desire to involve people, to give service, to provide a worthwhile product, and a fierce sense of competition coupled with an

enjoyment of intense work.

When asked about the notion of risk taking, the entrepreneurs agreed that some risk is, of course, involved in a new venture, but that risk taking per se is often overemphasized when looking at entrepreneurship. When risk is taken, the successful entrepreneur generally asks, "What's the worst that could possibly happen?" If they can handle the worst possible case, they go ahead without an excessive sense of having risked.

The ability to communicate was frequently mentioned. The entrepreneur is and must be "a peddler" according to one speaker. Good entrepreneurs are constantly selling. They get excited; they push their ideas and products relentlessly. And they enjoy it.

Finally, the participants agreed with recent research suggesting that family environment has much to do with one's tendency toward entrepreneurship. Children of successful entrepreneurs are sometimes intimidated by this success and seek more traditional employment. But more often, parental influence sows the seeds of entrepreneurship in

ENTREPRENEUR TO EDUCATOR

children. These kids are often taught to think about risk versus reward potential of various activities and are encouraged to "give it a try."

When considering the basic relationship between formal education and entrepreneurship, participants seemed to agree that the entrepreneurial spirit is in the student before BYU ever sees him or her. While college courses do a great deal of good in providing skills needed to succeed, different kinds of teaching are called for. Students of entrepreneurship need to *do* it, not just talk about it.

What Should We Be Teaching in the Entrepreneurial Program?

Report by Professor Hal Heaton

Most participants in the sessions discussing the nature of entrepreneurship classes agreed that the program should not focus the student into one technical area, but rather provide a basic understanding of a broad range of ideas and skills needed in business. Many participants expressed the idea that there is likely little commonality in the training of most successful entrepreneurs, but that there is a great deal of commonality in their natures.

Some basic courses should be strongly recommended, if not required. Courses frequently mentioned, along with the comments made, are the following:

Accounting A basic understanding of the methods and vocabulary of business is needed. A knowledge of tax laws and regulations is essential. For those involved in manufacturing, an introductory course in cost accounting is also important.

Organizational Behavior Entrepreneurs must be masters in the "people skills." They must know how to identify and motivate the right people. Successful entrepreneurs must have strong leadership skills.

Finance Entrepreneurs must have a fundamental understanding of cash flow as opposed to profits, credit analysis, investment analysis, and sources of capital. They should know what bankers

and other suppliers of capital look at in making an investment decision. They should be exposed to creative ways to structure deals to be most attractive to the various sources of money. They should know how to analyze a financial statement and deal with working capital.

Marketing and Salesmanship All entrepreneurs spend much of their time selling products, services, and especially themselves. They must know how to position and upgrade products to remain competitive, how to recognize trends in demand and life-styles, how to sell someone on an idea, and how to compete with larger and better-capitalized competitors.

Law Entrepreneurs must know the regulatory environment in which they must operate. They must have a basic understanding of how to establish a contractual agreement that will weather adverse conditions.

Communications Entrepreneurs must be able to express themselves clearly and effectively.

Economics Entrepreneurs must understand some basic ideas about inflation, what determines prices and levels of interest rates, the banking and financial market system, and the international economic environment in which business is conducted.

Production and Operations For many entrepreneurs, particularly those involved in manufacturing, some fundamental ideas in inventory management and running an efficient operation prove very useful.

Most of the conference participants did not feel that special courses just for entrepreneurs were necessary for the topics listed above. However, most of the participants felt that one or two courses just for entrepreneurs would also be beneficial. These courses should teach the following kinds of skills:

Writing an attractive and realistic business plan.

Recognizing and evaluating "ideas" when they come along. Ideas include market niches, competitive advantage, and risk management. (Many individuals told stories of how they constantly evaluate ideas.)

Understanding themselves. Students should recognize whether they have the right temperament for entrepreneurship including decision-making skills, the ability to manage stress, and the courage to take appropriate risk.

Knowing when to cut losses and get out regardless of sunk costs.

Using creativity and innovation—noticing things that others do not notice.

Having enough drive to transform an idea into a workable business. (Most participants felt that getting a good idea, although absolutely essential, represented only 2 percent of the work.)

Recognizing trends and anticipating major changes from the historical ways of doing things.

Staying abreast of current events and the regulatory environment.

Understanding difficulties of partnership arrangements.

Several of the conference participants stressed the importance of a decision-oriented program in which students were forced to make and defend decisions quickly and with limited information.

Other participants stressed the importance of a wide variety of non-business classes that would make students aware of their environment and demonstrate a broad approach to issues and problems.

Many participants felt that an internship with an actual entrepreneur would prove extremely valuable.

Finally, the unanimous opinion appeared to be that the Entrepreneur Lecture Series ought to be an integral part of the program for the students. Students need to see a variety of approaches to problems. They need to be emphatically reminded of the risks and the personal sacrifice, such as long hours and little time with family, that are typically involved. They need to see failures as well as successes. As one discussant put it, "Entrepreneurs can get students used to the water so that they are not afraid to jump in."

ENTREPRENEUR TO EDUCATOR

What Opportunities Exist for Research and Writing in Entrepreneurship?

Report by Professor Alan Wilkins

Several general areas of concern were expressed in the sessions on this topic. The first had to do with the characteristics and background experiences associated with successful entrepreneurs. The second area related to the problems and challenges faced by entrepreneurial firms and their owners and managers. The third dealt with how the SOM faculty can help students develop appropriate expectations for the challenges they will face.

Characteristics and Background of Entrepreneurs

There was a rich variety of comments suggesting a need to better understand skills and attitudes that successful entrepreneurs possess. Some participants suggested that there are certain skills, like being a “quick study” and having a “bottom line” orientation, that successful entrepreneurs master. Other participants suggested that successful entrepreneurs know how to look for creative opportunities and possess creativity.

Many of the conference participants put attitudes at the forefront and suggested believing in oneself and being willing to take initiative and responsibility, seeing risk as a challenge rather than as risk, and wanting to contribute to society rather than getting things from it. Some of the participants had concerns about the “know-it-all” attitude that many university graduates seem to possess. Research into the validity of this observation would provide worthwhile knowledge.

Other research might examine the attitudes and experiences that produce or lead to success as an entrepreneur. Many of the entrepreneurs mentioned the value of sales, interpersonal communication, and initiative-taking skills and attitudes. Others suggested that farm experiences were particularly productive of attitudes about taking responsibility and working hard. Taking music lessons, being responsible for pets, and having similar

types of experience that give people a sense of 24-hour-a-day responsibility all have the possibility of producing appropriate attitudes and abilities.

The research questions suggested by these observations point to the need for in-depth studies to determine whether these characteristics are generalized across a large group of successful entrepreneurs and are absent in people who are not entrepreneurs or who do not do as well as successful entrepreneurs. A second set of related questions might be:

□ How can employers recognize these attitudes and skills in people in order to utilize these attributes?

□ How can a university develop these skills and attitudes if people do not already possess them before college?

Challenges Faced by Entrepreneurial Firms

Another general area of research would examine the kinds of challenges, problems, and pitfalls associated with entrepreneurial firms. One group of participants suggested that in-depth studies of entrepreneurial failures could be especially instructive. Another group felt that a general study identifying various entrepreneurial industries and suggesting profit-making opportunities would be valuable to students.

Skills or abilities that were frequently mentioned as areas for further research include communication skills, the ability to solve problems, and the ability to work effectively with groups. Several conference participants included the importance of “salesmanship,” or the ability to persuade others, in the list of important communication skills.

One group in particular explored a problem that many entrepreneurs face—being unwilling to share their wealth. The participants claim that many firms reach a plateau they cannot go beyond because key employees leave the firm after a number of years feeling that they cannot continue to progress economically.

Research could address how important the mentioned skills are, identify those most commonly needed, and investigate the characteristics that discriminate between the successful

firms and less successful ones.

Further research could investigate the difficulties of having family members involved in the enterprise. Several spoke, for example, of the problems entrepreneurs face when a spouse is not able to put up with the long hours the entrepreneur has to put in. Some spouses are uncomfortable with the lack of money or the debt that is necessary in the early years of entrepreneurial venture. Several of the participants mentioned, as well, the problems of establishing and maintaining a feeling of equity among relatives, as well as with others who are not family members working for the firm. This area is one clearly needing investigation.

Two other research areas discussed were government regulation and problems associated with mergers and acquisitions. Several entrepreneurs mentioned the difficulties of government relations. Research projects that help entrepreneurs understand specific government regulations and teach them how to be flexible in responding to the government would be worthwhile.

Mergers and acquisitions could also be a fruitful area to explore, aiming to help entrepreneurs understand the intricacies of mergers and the pitfalls of being acquired or of acquiring other firms.

Encouraging Realistic Expectations

Finally, there were significant concerns in each of the sessions on the topic of encouraging realistic expectations. The implications for research are not as clear here, but the sincerity of concern expressed by the entrepreneurs should nevertheless be noted. As one entrepreneur put it, starting an entrepreneurial venture is much like a couple entering marriage. They begin with bright expectations derived from feelings of fun and the glitter of a diamond. Often they do not recognize that marriage also consists of diapers, dishes, and debt.

Similarly, according to the observations of many entrepreneurs, newcomers are not willing to pay the price (or are not *aware* of the price) of debt, long hours, and the great sacrifices required to be successful. ☰

Fred G. Meyer

Innovator

Entrepreneur

Benefactor



The Fred G. Meyer Chair of Retailing in the School of Management was established to honor one of the most successful retail executives in the West. This chair is designed to enhance the understanding and advancement of the retailing industry and to promote the successful principles upon which this leader based his life.



Fred G. Meyer: Man of Ideas

Frederick Grubmeyer was born in Brooklyn, New York, in 1886. Being the son of a grocer, Frederick was raised in a retailing atmosphere—an atmosphere that taught him that service to others, both in business and otherwise, was the key to personal and financial success.

In 1908 he arrived in Portland, Oregon, where he continued in the family tradition; he established a successful retail business from a horse and wagon, traveling among the lumber camps and farms scattered around the northern Willamette Valley. He later changed his name to Fred G. Meyer.

After a short and not so successful venture to the Alaskan gold fields, Mr. Meyer realized the “true gold” was in Portland. He returned, bought a store, and began his retail empire. When other businesses around his store failed, he bought them out and soon found himself both a landlord and an operator of several types of specialty food operations.

In 1920, Mr. Meyer married Eva Chiles, a thoughtful, caring woman who worked by his side for years, supervising departments of their stores and becoming a personal friend with many of the stores’ employees—adding a warm touch to the management



operations of the firm.

As Portland grew, so did Fred Meyer's business. He opened the first of his variety food stores in 1922. He supervised twenty employees in seven departments: meat, delicatessen, coffee, lunch, homemade mayonnaise, tobacco, and grocery.

A year later another store was built, featuring grocery and dairy products. The emphasis that Mr. Meyer put on friendliness and service, as well as quality products at good prices, made inevitable the continued growth and success that the company has experienced. It has mushroomed into 93 Fred Meyer Shopping Centers employing over 13,000 people.

Fred Meyer's reputation is one of an innovator, an entrepreneur—one who gambled his personal success on new ideas and won. Many of his ideas were purely business decisions: store placement, product selection, promotional campaigns. But a great deal stemmed from his belief in *service*, and the importance of customer convenience.

In an era when everyone else measured, counted, and weighed every single item, retrieving each one from the shelf while the customer waited, "self-service" hardly seemed a pro-consumer move. But along with self-service went *pre-packaging*. The trade-off for the customers—getting the items off the shelves themselves in exchange for not having to wait for it all to be measured out (in addition to the cost savings from a lower overhead)—proved to be an extremely popular concept.

A similar idea was one-stop shopping, where customers could get all the basic items they needed in one store. With the growth in popularity of the automobile, a new need arose—parking! The Fred

Meyer organization was one of the first to provide free parking areas for customers at their stores. And this was soon followed by a parcel-loading service: customers brought their cars around through a special lane devoted to this service, and the items they had just bought were loaded into their vehicles by smiling, friendly help.

Of course, not all of Fred Meyer's ideas about service were simply for the convenience of shoppers. Various promotional campaigns he created fulfilled an oft-overlooked need in the money-scarce thirties and forties: entertainment. In conjunction with the openings of new stores, Mr. Meyer provided fairs and carnivals, and even booked the Barnum & Bailey Circus. There was also a "Kid Show" at a local movie house every Saturday, with the price of admission being simply three labels from "My-Te-Fine" products (the Fred Meyer brand). In addition, each Christmas the Fred Meyer organization provided gifts of clothing, food, and toys to needy families in the area, and the annual company picnic in the summer raised money to establish a fund for helping employees and their families with medical bills or other financial needs.

Mr. Meyer's concern for others and desire to help continued to the end. At his passing in 1978 at the age of 92, his will designated nearly two million shares of Fred Meyer, Inc., stock to establish the Fred Meyer Charitable Trust. When the designated funds from the estate were transferred to the trust, this represented approximately \$150 million. The Fred Meyer Charitable Trust donates millions of dollars annually to a range of projects, including education, arts and humanities, health, social welfare, conservation, and others. It is this trust



that has provided the funds to establish the Fred G. Meyer Chair of Retailing at the Brigham Young University School of Management.

Fred G. Meyer Chair of Retailing

The Fred G. Meyer Chair of Retailing has been established to expand and complement the activities of BYU's Skaggs Institute of Retail Management, promoting the advancement of knowledge in that field.

An Arthur Young survey of retail chief executive officers listed BYU among the top four universities as a source of business talent. In a recent survey made by the National Retail Merchants Association regarding student recruiting activities of specialty retailers, it was concluded that retail companies "typically recruit from at least three schools, with Brigham Young University being particularly popular." BYU was the only university mentioned.

Meyer Chair funds will finance instruction and scholarly research in retail management and encourage the development of high standards of personal conduct and morality in retail business activity. Specifically, the funds will provide salary and other benefits for prominent scholars brought to campus, either for a short period as lecturers or for extended stays as the Fred G. Meyer Professor of Retailing. In addition, the funds will finance scholarly work that is consistent with the goals and objectives of the chair.

The chair holder will work with the Skaggs Institute in meeting its goals of being the premier source of retail talent, being a leading producer of viable retail research, and providing professional seminars to students and retail managers. ≡



BEATING THE ODDS WITH SBDC

Warner Woodworth and Jean Brown

Dozens of books have been published in recent years extolling the virtues of individual entrepreneurship and small business as the major stimulus for growth of America's economy. Wanniski's *The Way the World Works*, George Gilder's *Wealth and Poverty*, and Naisbitt's *Megatrends* all point to the promise, and the pain, of the individual working out of a garage who eventually makes it big as a business

entity.

The mythology surrounding small firms holds that working in the garage is a labor of love, that long hours are a joy and inspiration as one dreams up new products, designs creative marketing strategies, and finds a chink in the armor of the monolithic existing economy. The romantic picture concludes with a happy ending: entrepreneur takes the industry by storm, makes megamillions, lives in

a fancy condo, and starts driving a new Porsche—all before age 30.

Beyond the Mystique

In contrast to this popular myth lurks cold, stark reality. Launching a small business is mostly sweat, tears, and numerous failures. It involves considerable risk, often including a second mortgage on the house, car, and, at least psychologically, even the family

BEATING THE ODDS

if necessary. Entrepreneurship is not so much a joy ride as it is Brahma bull rodeo ride. The rider often ends up on the ground, nearly kicked to death, choking on the dust.

One fact about building a small business is evident to all—the survival rate is disastrously low. In spite of political rhetoric, small entrepreneurial firms have been crushed in recent years. While estimates vary, depending on one's definition of a small firm and the data base used, most experts agree there are severe problems. *Forbes* suggests that 80 percent of all start-ups are dead within a decade.

In an insightful article, "Rabbits, Lynxes, and Organizational Transitions," Kenwyn Smith argues that the current average life of business in America is less than 12 months, "an infant mortality rate of crisis proportions."

Business bankruptcies are increasing at an alarming rate: 11,000 in 1970; 12,000 in 1980; 25,000 in 1982; 52,000 in 1984. Economists at Dun and Bradstreet report that 1986 failures are running 18 percent ahead of last year. By contrast, there were approximately 32,000 business failures in the Great Depression peak year of 1932.

In response to this growing epidemic, the federal government's Small Business Administration (SBA) has attempted a number of innovative programs to strengthen small enterprises. One of these, the Small Business Development Center (SBDC), consists of providing technical assistance to local firms from an academic base.

Forging a New Partnership: BYU's Small Business Development Center

Traditionally, universities and surrounding cities are often at odds. The public may see academia as elitist, pursuing irrelevant research while ignoring local realities. Conversely, many universities perceive the larger city as parochial and out of touch with national and international developments.

At BYU we hope to avoid conflict and competition by building a new partnership between the School of Management and Utah Valley. While

the university has contributed considerably in terms of culture, religion, arts, and entertainment, there is much untapped potential to be released with respect to economic development. We have brainpower, access to major national figures, and applied research experience that enable us to participate in developing a healthier economic community. It is this common agenda that brings cities in the region and BYU together.

In early 1986, after 10 months of planning, a Utah Small Business Development Center was established within BYU's School of Management. Our interest in setting up such a program here is several-fold. First, it extends the university into the surrounding community in a way that makes the campus more socially responsible, more relevant to local concerns and needs rather than promoting an image of an aloof, ivory-towered institution. Second, it provides expertise to locally-owned firms that need, but cannot afford, consulting assistance. During 1980-83, Utah suffered a 578 percent increase in business bankruptcies, the third worst record in the nation. The new SBDC hopes to help counter, if not reverse, this trend. Third, this new program offers a number of students, especially MBAs, the opportunity to gain valuable field experience working with owners and managers. Too often their training is limited to casebook examples or pigeon-holed work in a small department of a large firm. Through the SBDC, students can now design and carry out a marketing study or help a small firm set up an accounting system with real bottom-line results. Such work yields academic credit or a modest consulting fee for the student, at no cost to the entrepreneur.

BYU's SBDC also has a field office at the Provo/Orem Chamber of Commerce. Funded by the SBA, with the state of Utah supplementing the budget and BYU matching it with staff support, offices, and other overhead costs, the program operates as a nonprofit organization. Linkages have been established with a number of regional

groups that are attempting to strengthen Utah Valley's economic health, including the Chamber of Commerce, Mountainlands Association of Governments, Utah Valley Industrial Development Authority, and others.

In addition to technical assistance, periodic training seminars are offered by the SBDC covering a range of subjects pertinent to small businesses, such as bookkeeping and accounting, time management, and customer relations. Seminars are taught by faculty members or area professionals who have experience working with small businesses. We anticipate that through training and counseling, BYU's SBDC will act as a liaison between campus expertise and the critical needs of Utah Valley.

The center is also developing several innovative programs beyond the conventional scope of the SBA. Small-scale entrepreneurial excellence will be emphasized by counseling small business managers on effectively using employee resources, creating high commitment workplaces, and building top performing organizations. Another effort is linking up innovative products emerging from technological research in the valley with local capital and managers desirous of launching new businesses. A third strategy consists of educating small business owners about the growing phenomenon of employee ownership. We are also working with other groups in Utah County to create a business incubator in downtown Provo that will hatch new jobs and new firms, helping to revitalize the city's economy.

Small Is Bountiful

The importance of the small business sector to the nation's economy can hardly be overstated. Contrary to expensive ads by large conglomerates about their contribution to job creation, most new jobs are generated by small companies. According to David Birch of MIT, two-thirds of all new jobs created between 1969 and 1976 emerged from companies with 20 or fewer employees. During the recession years of the early 1980s, small business developed 978,000 new jobs, equaling the entire

BEATING THE ODDS

net increase in employment during those years. In more normal periods, small firms create well over half of all new jobs.

There are approximately 14 million nonfarm businesses in the United States, 98 percent of which are small companies. In spite of popular rhetoric, which asserts that new jobs come from flashy high-tech industry, the reality is that most new firms and new jobs grow out of low-tech, conventional industries—companies such as construction, automobile dealerships, home furnishings, and warehousing. These new jobs arise from small, labor-intensive firms rather than large, capital-intensive enterprises.

The total value of goods and services provided by the small business sector of America makes it the fifth largest economy in the world. The United States as a whole tops the list, with the Soviet Union, Japan, and West Germany following. U.S. small business employs 48 percent of the private workforce, accounts for 42 percent of all sales, and contributes 38 percent of the GNP.

The evidence is convincing that smallness leads to creativity, too. The incidence of innovation among employees in small companies is significantly higher than among workers in large corporations. Small businesses have been responsible for over half of all new product and service innovations since World War II. According to research by the National Science Foundation, between the years 1953 and 1985 firms with less than a thousand employees provided half of the major innovations in the United States. Companies with fewer than 100 workers provided 24 percent of all inventions registered with the U.S. Patent Office.

Strengthening the Bottom Line

Much evidence suggests that undercapitalization is a horrendous barrier to small business success. However, a recent Dun and Bradstreet study revealed that ineffective management is the cause of business failures in over 90 percent of the cases. The report concludes that owners/managers are incompetent, lack

experience in the industry, or are simply untrained.

What we hope to do at BYU's SBDC is to counter these problems by developing strategies designed to increase managerial competence. Educational seminars and on-site consulting services will not be a panacea, but they can definitely have an impact. The bottom line is to marshal resources that will mitigate the immense challenges facing today's owner/manager. In the long run, we hope to prove that small is indeed possible—and a beautiful way to strengthen the economy.

The Utah SBDC at BYU has been busy since its recent opening, providing information and consulting services to approximately 60 businesses in the first several months of its existence. About half of the clients seeking assistance are individuals interested in starting a new business or individuals trying to market a new product. The SBDC is also working with several ongoing businesses representing clients in the travel industry, deep drilling, cleaning services, furniture manufacturing, and retailing. Consulting is provided in all areas, including management, record keeping, marketing, expansion, financing, and accounting.

The following cases portray the diversity of requests and the intriguing challenges facing small, locally owned enterprise.

Bill Wadsworth has been working since 1959 on his ideas for a series of games and puzzles. He now has invented over 80 variations of his ideas. Being forced to work on his ideas part time, supporting himself on odd jobs, and being undercapitalized have hampered his ability to produce his product for sale. Wadsworth has had plenty of creative ideas but not the expertise to create a business.

Recently Bill formed a management team that is interested in his product and willing to advise him on how to proceed. An interested manufacturer has agreed to make 110 prototypes of the "Pentamino Challenge" to begin marketing the innovative game. BYU's

Small Business Development Center is working closely with Wadsworth, helping him to write a business plan that will present his ideas to potential investors as well as assist in other areas of business management.

A recent graduate from the Design Engineering Technology program at BYU, Barry Phillips, got his start on a student consulting project helping a business organize their computer system. This led Phillips to design and produce an application software package for architects using the popular AutoCAD program. This product, plus additional software he has produced, allowed Phillips to launch his own company, AUTOEASE. Now being wooed by several large companies, Phillips will begin marketing his software through Business Land, Inc., this summer. The SBDC is helping AUTOEASE study market feasibility options in order to develop an effective marketing strategy.

A Provo travel agency began an innovative, aggressive marketing campaign that tripled their sales over a three-month period. This rapid expansion produced a cash flow crunch as well as other management problems that dramatically increased growth can create. The SBDC gave assistance in seeking outside investors and in developing a prebilling system to meet cash flow needs.

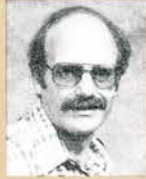
R.B. Davis and Company is a successful professional maintenance firm in Utah Valley that had its beginnings two years ago. It is a family-owned business that began with the father taking a part-time job and evolved into him starting a business that now employs all family members old enough to work as well as 40 other individuals. The business has expanded to the point where it needs a more formal method of accounting to keep track of company records. The Small Business Development Center has suggested an accounting system and is providing assistance in adapting the new system to the Davis's business. ☐

 ABOUT THE AUTHORS



W. Gibb Dyer, Jr. is an assistant professor of organizational behavior at Brigham Young University. He received his B.S. and MBA

degrees from Brigham Young and his Ph.D. from the Massachusetts Institute of Technology. His research interests are in the areas of family-owned businesses and organizational culture. He also has been involved in studying the process of technical innovation in high-tech companies. His article is adapted from his book *Cultural Change in Family Firms*, published by Jossey-Bass, Inc., San Francisco.



Dr. Warner Woodworth, a professor in the Organizational Behavior Department, is director of the Small Business Development Center at

BYU. Dr. Woodworth has done extensive management consulting with major corporations including General Motors, Westinghouse, PPG, Clark Equipment, and Honeywell. He has published on a wide range of subjects including labor relations, worker participation, and community economic revitalization.



Roger K. Terry earned his MBA from Brigham Young University in 1982 and presently serves as an instructor in the Department of

Business Management. His professional interests include operations management and writing. He has written numerous articles for a variety of publications.



Jean Brown is the BYU Small Business Development Center's assistant director, having received a master's degree from the School

of Management in 1986. Her emphasis of study has been family-owned small businesses and entrepreneurship. She has worked as a business consultant for the past three years in Utah and in the eastern United States.

School of Management
730 Tanner Building
Brigham Young University
Provo, Utah 84602
Address Correction
Requested

Nonprofit
Organization
U.S. Postage
PAID
Provo, Utah
Permit No. 49