



MPA Professor Helps Organize Ethical Leadership Conference

Elder D. Todd Christofferson was the keynote speaker at an ethical leadership conference organized in part by BYU Marriott George W. Romney endowed professor Bradley R. Agle. Representatives from government, business, media, and academia from across the Caribbean attended the conference, which was held in the Dominican Republic.

Entitled “Ethics and Integrity in Business: How Fair Play Yields Better Results,” the November conference was designed to support The Church of Jesus Christ of Latter-day Saints’ efforts at building a community of ethical behavior, says Agle. “There are a number of influential people who are interested in and committed to ending corruption and building an ethical culture in their country,” he says. “The conference content was highly appreciated by the participants, who mentioned often how positively the conference reflected on who we are as a Church. A lot of goodwill was created by bringing local Church leaders together with these influential community leaders and building bridges of understanding and cooperation.”

Agle noted that Elder Christofferson’s experience with the Watergate investigation was especially interesting for conference attendees to hear. At the time,

Christofferson was serving as a young law clerk to John J. Sirica, then chief judge of the US District Court in Washington, DC. During the Watergate investigation, Nixon’s recordings were subpoenaed, and Judge Sirica and Christofferson listened to all the tapes in the judge’s chambers.

It was during this experience that Christofferson made a defining decision that guides his life to this day: no matter the circumstances, always submit to the dictates of an ethical conscience.

“Putting one’s integrity on hold, even for seemingly small acts in seemingly small matters, places one in danger of eventually losing the benefit and protection of conscience altogether,” he said during his conference keynote address. “Conscience is a defining personal imperative that stirs deep in the soul of each person,” Christofferson continued, noting that it is an “invisible space” in the heart and mind where right and wrong are decided, that make one a human being. “Not all consciences come to the same conclusion on every matter—personalities, perspectives, histories, and circumstances are too diverse for that—but they tend to promote the greater good, not serve personal interests or the demands of blind ideology,” he said.

In his role, Agle helped arrange for additional conference speakers, including



BYU Marriott Romney Institute associate professor David Hart and University of Virginia Darden School of Business professor Jared Harris, as well as entrepreneurs James Clarke and Amy Rees Anderson, members of the Wheatley Ethics Advisory Council. Hart and Harris discussed factors that make it difficult for individuals to act with integrity at all times, along with some of the ways those factors can be overcome. Clarke and Anderson provided inspiring messages about the critical nature of ethical leadership in making a company truly successful and the importance of business leaders being absolutely committed to integrity. “The thing that impressed me most is how thoughtful all of these speakers are about the difficulty—but also the potential—for good that ethical behavior has in public as well as private life,” Agle says.

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From the Director



My father was raised in a small Northern Utah town. For his eighth-grade graduation, he was assigned to recite a poem. When his turn came, his mind went completely blank. He was terrified. He looked out at the crowd then turned and ran down the stairs into the basement. He was humiliated

and felt sure that he had embarrassed his family, his teacher, and his friends.

After the ceremony, his teacher gave him some invaluable counsel. She said that she knew the experience had been embarrassing and that he probably never wanted that to happen again, then she explained there were two ways to make that happen: One was to never accept an assignment to speak before a group again. The second was to accept every possible assignment—even go out of his way to speak before an audience—and then be well prepared and ready.

Of course, my father quickly decided on the first option. But upon reflection, he realized that wasn't the best answer. So he spent the rest of his life willingly accepting any assignments to speak in public or lead others. By the end of his life, he was well-known as a master speaker and storyteller, as well as a wonderful leader.

When we come upon weaknesses or difficulties in our lives, we have the same choice: we can run away and avoid the problem, or we can turn around and face it—even going out of our way to look for opportunities to improve.

If you have seen the movie *The Sound of Music*, you remember that when Julie Andrews is on her way to be a governess, she sings aloud, “I have confidence.” It’s pretty clear that she doesn’t have confidence, but speaking the words and acting the part provides her with confidence. Aristotle taught the same principle when he said, “We become brave by doing brave acts.” We cannot wait around to get confidence; we have to step out and do—action then leads to confidence.

It takes a lot of bravery to try something new or to try something again when we seem to have “failed.” It takes a lot of bravery to move in a direction without knowing where the end of the path lies. It takes a lot of bravery to speak up and stand out among our peers. May we all choose to not run from hard things but instead to face them. We will be better leaders and better people when we do so.

Sincerely,

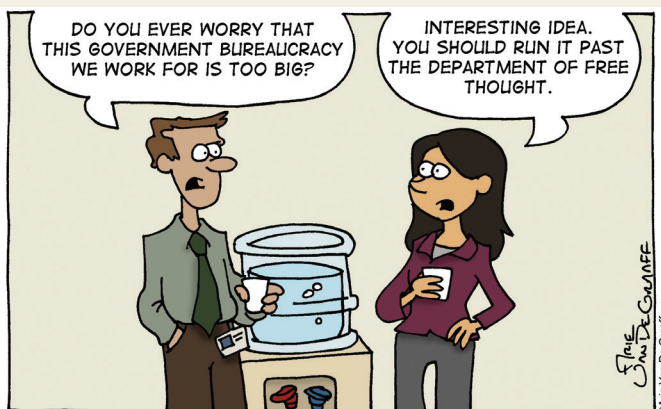
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Director

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GAG TIME

BY ARIE VAN DE GRAAFF, CLASS OF '01



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Institute News

Mesa City Manager Honored as MPA Alumnus of the Year



The Romney Institute of Public Service & Ethics honored BYU Marriott MPA graduate Chris Brady, city manager of Mesa, Arizona, with the 2018 N. Dale Wright Alumnus of the Year Award.

During his remarks at the MPA luncheon where the honor was awarded, Brady shared insight into unifying a massive workforce such as Mesa's nearly four thousand city employees. The key, said Brady, is to establish a statement of core values and then take necessary measures to ensure employees adopt those values. For Brady, those measures come in the form of what he calls the "city manager's roadshow."

"I go to where my employees are," Brady said. "I visit them in the fire stations. I visit

them in the libraries and parks. At ten at night, I visit my fleet-services employees who are working diligently to make sure they get those garbage trucks ready to roll out at four in the morning."

In this roadshow series of thirty-five meetings with groups of city employees, Brady strives to reinforce the city's core values of knowledge, respect, and integrity. "My message to the employees is this: these values will continue to endure and not change with the seasons or get replaced by the latest upgrade from Apple or Microsoft," he said.

Those three values—knowledge, respect, and integrity—are essential to any organization, said Brady. He has learned this by first-hand experience throughout the course of

his career. For example, while working for the city of San Antonio, Brady recalled how the mayor exhibited those same core values.

In the aftermath of Hurricane Katrina, when New Orleans desperately called upon neighboring cities to house tens of thousands of refugees, San Antonio Mayor Phil Hardberger publicly declared that San Antonio would provide for as many refugees as needed.

Brady's assignment was to find shelter for more than ten thousand refugees overnight. Even though the task was daunting, Brady appreciated the mayor's resolve to maintain the city's core values. "We soon realized that our role was more than just providing temporary shelter," Brady said. "We were there to restore human dignity and hope for many fellow human beings." More than a decade later, residents still point to the Katrina refugee crisis as a singular, unifying event for the city of San Antonio.

Brady maintains that most graduates of BYU Marriott's MPA program will face similar situations in which they must choose between upholding core values or cutting corners. He offered comforting advice to current MPA students: "You need to be humble about the opportunities ahead of you, but you can also be confident that what you are learning here and the experiences you're having, especially in the BYU Marriott MPA program, are preparing you well for what's out there in the world. And as you go with confidence, not afraid to learn more, you can have great success."

Alumni News

MPA Alums Elected to House

BYU Marriott's Master of Public Administration program has long been providing the Utah community with leaders in public service. This year, two notable alumni from the program were elected to the Utah House of Representatives: Marsha Judkins, a 2010 EMPA graduate, and Brady Brammer, a 2008 JD/MPA graduate.

Judkins, from South Jordan, Utah, has spent her life raising her family, serving her community, and teaching mathematics at a university level. Judkins chose to be a stay-at-home mom while her kids were young. However, she remained active in the community, sitting on the school board and volunteering in various capacities. These experiences proved to be key in her decision to run for office.

"One of the biggest motivators for me was the time I spent on the school board in Provo," Judkins says. "I noticed that for changes in local government, the state legislators are often the ones who have the power to make a difference, whether for good or not so good."

Judkins is one of seven women to join the legislature this year, contributing to the record-breaking number of women holding seats in the Utah legislature. "I am excited to be serving with these talented, intelligent, powerful women," Judkins says. "I think they will bring an important diversity of perspectives and life experiences to the legislature's discussions."

She says her EMPA prepared her for her work as a representative. "My MPA has guided many decisions throughout my life

and has been one of the most helpful things I have accomplished," she observes. "Through my experience at BYU Marriott, I learned not only how to communicate meaningfully with others but also how to reach the best decisions. I feel it has helped me in both my family life and my career."

Brammer, a Utah Valley native, is a lawyer currently practicing at Spaulding Law in Pleasant Grove, Utah. Since graduating from BYU Marriott, Brammer has used his MPA in various capacities. He has experience working on the Highland Planning Commission and the Great Outdoors Fund, and he has even taught ethics and business law classes as an adjunct faculty member at BYU.

Brammer sits on the House Business and Labor Committee, the House Judiciary Committee, and the Infrastructure and General Government Appropriations Subcommittee. During his campaign, Brammer noted he was interested in working on the East-West Corridor road in American Fork to create a "win-win solution to a very complex issue."

Brammer's other interests include education, tax reform, and maintaining second amendment rights while protecting schools.



Principles of iMPAct

Have you heard about our new *Principles of iMPAct* video series? Launched in 2018, these short videos provide an opportunity for our faculty members to share some of their best leadership tips with you. Some of the topics covered include the self-persuasion technique, ethical dilemmas, and communicating your impact.

Check out these videos on our YouTube channel to learn or brush up on strategy and leadership skills.

Self-Persuasion Technique: youtube.com/watch?v=cUdyX0ShBIE&feature=youtu.be

Ethical Dilemmas: byu.app.box.com/s/p9051aa8jn7q3ovgh8ip40oaeidofw5n

Meaningful Mission: youtube.com/watch?v=zTR9NZ6G0JU&feature=youtu.be

Purposeful Mission: youtube.com/watch?v=mmJjiZNV5zc&feature=youtu.be

Empowering Evaluation: youtube.com/watch?v=xW_vQmV4u2Y&feature=youtu.be

Watch for a new Principles of iMPAct video to be launched every quarter.



An Exciting Change of Pace

When BYU MPA alum Koreen van Ravenhorst is not at her day job working on the state budget for California, she can be found working a food bike (as opposed to food truck) on the streets of Sacramento selling cookies with her husband, Johan.

Known as *stroopwafels*, the caramel-filled cookies were once considered a poor person's dessert before eventually becoming the national cookie of the Netherlands. Its popularity in other countries has also grown over the years; however, access in the United States is often limited to imported cookies that are not fresh—one of many reasons why the van Ravenhorsts decided to start Dutchman's Stroopwafels.

For Koreen, selling fresh Dutch cookies with Johan during her lunch breaks and on the weekends is a refreshing change of pace. "Working on the streets is fun," Koreen says. "People are so cheerful, and they enjoy eating our stroopwafels. We get lots of smiles and 'thank yous' on the streets."

As unique as the cookies are, the experiences that brought the couple to this point might be even more intriguing. It began in 2014, when the couple met on an airplane. Koreen was living in California, and Johan was living in the Netherlands. After two years of long-distance dating, including many economy flights, they married.

During their courtship, Johan was finish-



ing his PhD in mechanical engineering but had decided that he didn't want to work in the field. Koreen and Johan joked that he should simply ditch engineering to bake and sell stroopwafels in the United States. Little did they know that the joke would eventually become their reality.

When Koreen and Johan got serious about the idea, they obtained a Dutch cargo bike known as a *bakfiets* to create an authentic experience selling stroopwafels. After importing the bike to the United States, the couple discovered that the city

of Sacramento needed to update its code to allow for food bikes before they could continue with their plan. Fortunately, Koreen had the background necessary to prepare a convincing case for the change. "My MPA degree gave me a general framework of how to change things, especially in government," Koreen says.

Then the pair ran into another challenge: they discovered that ingredients were different between countries, which led to many recipe experiments and taste tests. These efforts not only included figuring out the best ingredients but also involved determining where to buy the materials while still ensuring a reasonable profit margin. "I feel like we've had to become mini-experts in so many different fields," Koreen says. "And Johan has had the added complexity of doing it all in English, in a new country, and with a new measurement system."



While she enjoys applying her educational knowledge in her position with California's Department of Finance, Koreen also finds great fulfillment in the couple's business. The experience is an excellent reminder that satisfaction is within reach for those who are passionate about their dreams. "Seeing something through from start to finish that I was personally invested in and that directly impacted my personal life has been incredibly rewarding," Koreen says. "I have loved wearing this different hat."

Then the pair ran into

Student News

Welcoming and Conquering the Challenge



As a volunteer translator, special service missionary, and employee of the US Department of the Interior, Darrick Whipple is no stranger to public service. But his love of service and learning compelled him to pursue an Executive MPA (EMPA). Whipple is currently a third-year BYU Marriott EMPA student scheduled to graduate from the program this spring.

After graduating from Southern Utah University with a bachelor's degree in agricultural science, Whipple spent twenty years in the production agriculture industry. He was working as general manager of Strawberry Highline Canal Company when he started the EMPA program in 2016, but he was recently hired to work for the Department of the Interior with the Bureau of Reclamation. Whipple and his family moved from

Minersville, Utah, making significant changes in their farming lifestyle so he could enter the EMPA program and move into public service. "The skills and qualifications I gained from the program helped me move into the government sphere, which is the direction I've wanted my career to take for some time now," he says.

Whipple's long-term goal is to work as a foreign official or ambassador to Haiti. That desire stems from the work he and his wife currently do as special-service missionaries and volunteer translators for Haitian immigrants in Utah Valley. They help the immigrants with important tasks such as registering their children for school or going to doctors' appointments.

suffering and struggling we see in that country," he says.

Whipple says one of the most challenging parts of the EMPA program has been the quantitative decision analysis class, which involves creating communications that effectively explain the results of quantitative analysis. "The concepts and assignments were difficult for me," he says. "But I realized that as I applied myself and learned how to welcome the challenge, I could master the skills and continue to build on them."

While the EMPA program, which meets one night a week for three years, is demanding and time-consuming, Whipple considers the experience to be a great blessing. "I know the confidence and skills I acquire in the pro-

"This program has continually taught me that I don't need to run from challenges because I now have the ability to conquer them," Whipple says.

While Whipple enjoys the work he does as a translator, he hopes to one day make an impact on a larger scale. "I'd love to work with the Haitian government to alleviate a lot of the

gram will stay with me forever," he says. "This program has continually taught me that I don't need to turn from challenges because I now have the ability to conquer them."

Students Honored for Internship Performance with Buckwalter Award

Two BYU Marriott MPA students have been recognized by the Doyle W. Buckwalter Award for outstanding performance in their internships. Award winner Aaron Shirley and finalist Shantel Sanders received the awards and cash prizes at the annual Alumnus of the Year luncheon.

AARON SHIRLEY

Shirley, a second-year MPA student from Stafford, Virginia, applied for the Buckwalter award after successfully completing two internships as a research analyst for the Utah Office of the State Auditor and Sandy (Utah) City Hall. At the state auditor's office, Shirley was able to identify fiscal health indicators, establish a nonaudit services contract, and increase the validity of the state transparency website.

Shirley heard about the state auditor's internship while he was working

on a project his first year of the BYU Marriott MPA program. That project involved analyzing data from Transparent Utah, a government website dedicated to maintaining transparency in government finances.

Shirley's passion for proper data in public administration piqued the interest of Michael Jensen, an analyst from the state auditor's office, who attended Shirley's final project presentation and encouraged him to apply for the internship.

During that internship, Shirley took part in various projects and consulted with other state auditing offices from around the country to add credibility to the Transparency Utah database. "The most important thing I learned from my internship was the ability to get key stakeholders in projects to buy into my vision," says Shirley, who will be working full-time in the state auditor's office beginning in the spring. "Until you come to understand the way your colleagues are thinking and respect that, you won't get anything done."

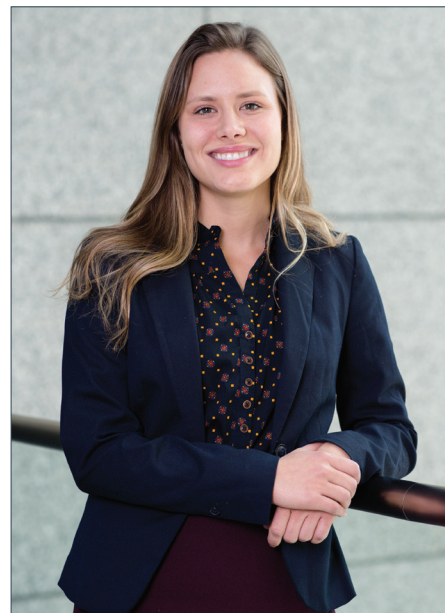
SHANTEL SANDERS

Sanders, a second-year MPA student from Houston, Texas, applied for the award after working at the US Embassy in the Philippines, where she tackled data mining projects and DNA testing, and conducted interviews to determine the validity of visa applications. Sanders found her internship without any internal networking, likely because her ability to speak Tagalog—a skill she gained during her mission for The Church of Jesus Christ of Latter-day Saints in the

Philippines—easily set her apart from the competition.

Sanders worked on the investigative side of immigration, inspecting the validity of each visa application and exposing crime rings that provided false documentation for visas. She personally managed over three hundred cases of potential familial relationship fraud.

The most important thing she gained from her internship was the importance of identifying with the mission of an organization. "I learned to appreciate the importance of following systems and procedures while gaining a deeper appreciation for the protections the law provides," she says. "It's difficult to do your job effectively if you don't understand the reason why you are doing it." Sanders is interested in pursuing a career in public administration with a focus on immigration.





"There is no substitute for one human being who cares enough about another human being to get out and help him." —George W. Romney

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Emeritus Faculty Spotlight: Lennis Knighton

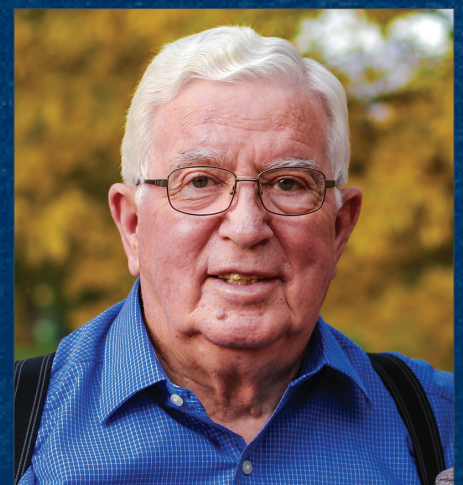
Between his work for the Executive MPA (EMPA) program and the invention of modern performance auditing for state and local governments, Lennis Knighton is an accounting rock star. To this day, the Association of Local Government Auditors gives the Knighton Award, named after Knighton, to local government organizations that have the best audit reports of the year. Now that his days of academic service have ended, Knighton and his wife, Peggy, have spent the last fifteen years continuing to serve those around them.

Knighton received his master's of accountancy from BYU Marriott in 1964 and went on to receive his PhD in accounting from Michigan State University. He returned to BYU in 1971 as an accounting faculty member before leaving in 1975 to serve as auditor general for the state of Utah.

Knighton later returned to BYU, becoming the director of the BYU Marriott Institute of Government Science. Under him, the master's of public administration program was nationally accredited and a master's of healthcare administration was developed.

Knighton and Peggy met fifty-five years ago while doing family history work and still regularly search for family names together. To date, they have done the temple work for hundreds—and perhaps thousands—of family members. The parents of eight enjoy gathering their family members to do sealings together. "We are also writing our life histories and the lives of several of our ancestors," Knighton says.

Since returning from serving as temple president with his wife in the Porto Alegre Brazil Temple in 2012, Knighton has



continued to look for ways to serve their friends and family. "We wish we had time to reach out to more of our special friends from the past, including those whom we served at BYU," says Knighton, "But we do what we can with the time and energy we are given."