



## Sheryl Sculley **Honored** for City Management

BYU Marriott's Romney Institute of Public Management named Sheryl Sculley 2018 Administrator of the Year. The city manager of San Antonio, Texas, Sculley has spent the past twenty-five years managing operations there and in Phoenix, Arizona—the two largest professionally managed cities in the country.

"Sheryl Sculley is recognized nationally as an outstanding city manager," says Rex Facer, associate professor and co-chair of the award committee. "We've been fortunate to place over twenty students in San Antonio in the last dozen years, and we have watched them grow and develop. Part of that has been because of Sheryl's nurturing. She is a committed leader who cares for the people that work for her."

The Romney Institute's Administrator of the Year Award honors outstanding public management professionals for their ethical and moral service in the public sector and for the example that they set for BYU Marriott MPA students.

Sculley was recruited to San Antonio to overhaul an underperforming city organization. As chief executive officer, she increased financial reserves, completed more than \$2 billion in infrastructure improvements, reduced the property

tax rate four times, and streamlined city business systems.

Thanks to her leadership, the City of San Antonio now has an AAA general obligation bond rating—the highest of the country's ten largest cities. Sculley says that the city is a "learning organization," always studying best practices. True to this philosophy, she has instituted several formal mentoring and leadership programs for city employees.

Sculley earned a bachelor of science degree from Ball State University and a master of public administration degree from Western Michigan University. She also completed the Program for Senior Executives in State and Local Government at Harvard University's John F. Kennedy School of Government.

Sculley served on the International City Management Association (ICMA) Board of Directors from 2002 to 2005 and was elected president of the Arizona and Michigan City Management Associations. In 2009, ICMA recognized her with the Career Excellence in City Management Award. Sculley also chaired the 2013 United Way Campaign and currently serves on the San Antonio United Way Board of Directors. In addition to her many professional achievements,

Sculley is an avid runner and has completed nine marathons.

During her visit to BYU, Sculley attended a banquet

held on March 15 in her honor where she received the award. During the banquet, she addressed MPA students and faculty about the importance of professional city management

"Many factors contribute to success: education, hard work, and support of families," she said. "You have the education. Just remember that it's also about a lifetime of learning. And be the hardest worker on your team. You want to be the go-to person for getting things done and getting them done well."

Her tenacity and drive to do the right thing were apparent throughout her speech. "That's what we do in local government," she noted. "We keep people safe. We improve the quality of life. And we provide opportunities for prosperity for all of our residents."



Sheryl Sculley

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# From the Director



The BYU Institute of Government was created in 1966 and renamed, with a gift from the Romney family, the George W. Romney Institute of Public Management in 1998. Since 1998, the faculty and programs within the Institute have evolved, as has the environment in which we work.

One area of evolution is in the field of nonprofit management. This field is growing across MPA programs, and we have a significant number of applicants interested in pursuing careers in nonprofit management. We have added a nonprofit emphasis to the MPA program, hired faculty who have expertise in the field, and created Grantwell, a student-led, community-engaged learning program for students interested in the nonprofit sector.

The field of nonprofit management serves as an excellent companion to our continued study and preparation in public sector management. We have strong offerings in local government and also successfully prepare students for careers in the state and federal government.

Simultaneously, our focus in ethics has continued to grow. Each student in the Marriott School takes a required ethics course, all of which are taught by faculty in the Romney Institute. We have hired nationally renowned ethics faculty who teach and research ethics.

As we considered the strengths of our department, we real-

ized that the current name did not reflect these multiple areas of expertise. Thus, we have received approval to change our department name to **George W. Romney Institute of Public Service and Ethics**, effective Fall 2018. This renaming of the Romney Institute lets our stakeholders know that we have significant expertise in multiple fields and sets us up to be premier researchers in what we think are incredibly important areas.

We want our faculty and students to make an even greater impact in public administration. As faculty, we will be specifically looking at ways that the fields of public administration and ethics intersect, and will focus our teaching and research in those areas where appropriate. And with this increased focus on public service and ethics, our students will go out into the world better prepared to solve important and sticky problems.

While we hope this change will enhance our teaching, it will not change the MPA program and the great preparation our students receive. We will continue to work hard at producing students who are prepared with specific skills and more broadly in our program learning outcomes: communications, teamwork, quantitative analysis, and public service values.

Sincerely,

A handwritten signature in black ink that reads "Lori".

Lori Wadsworth

Director

Romney Institute of Public Management

## GAG TIME

BY ARIE VAN DE GRAAFF, CLASS OF '01



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Publisher . . . . . Lori Wadsworth  
Managing Editor . . . . . Vicki Okerlund  
Editor . . . . . Kellene Ricks Adams  
Graphic Designer . . . . . Nina Whitehead  
Student Writers . . . . . Katelyn Bowen, Emily Colon,  
and Katie Olson

Find us online @byumpa



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# Institute News

## Scholars Flock to Conference



Conference attendees at WCND

The Romney Institute of Public Management solidified its name in the nonprofit data game when it teamed up with the BYU Department of Sociology to cosponsor the West Coast Nonprofit Data Conference (WCND) this spring. This was the first time BYU has hosted the conference since it started in 2004.

On 27–28 April, scholars from thirty-one institutions across the nation flocked to the BYU Salt Lake Center to participate. This year's conference focused on data and research methods.

The two-day seminar boasted a broad range of topics including the effective-

ness of fundraising and volunteer work, online mentoring for entrepreneurs, the role of social media in philanthropy, and gender-related policy changes and pay gaps.

The WCND created a place for people with the same goals to meet and build collaborations from all different parts of the nonprofit sector. Because the

WCND is a smaller conference, it provided a forum for real talk where people could help each other with their data and research methods and discuss challenges they run into.

"It's kind of an off-the-radar conference for people who are in the know," said Eva Witesman, a Romney Institute professor and conference organizer. "So it's a great chance to meet with some of the best of the best and see what they're working on."

The conference was originally started to bring together faculty, grad students, and applied researchers in the nonprofit community to talk about data and methods and to bring attention to the nonprofit work and voluntary action taking place in the west. It has since grown to include institutions across the country.

## BYU Marriott Recognizes Faculty, Staff

Two members of the Romney Institute's distinguished faculty and staff, Eva Witesman and Kip Smith, received awards this year from the BYU Marriott School of Business. Witesman, a Romney Institute professor, received a faculty citizenship award for furthering the school's mission through service. Smith, the Romney Institute's branding and marketing manager, received the staff excellence award for demonstrating proficiency in management, professionalism, character, and initiative to improve.

Witesman serves as the chair of the Institute's strategy committee and moves the institute forward through her leadership. She devotes incredible effort to reaching individual students who need to



Eva Witesman and Kip Smith

be emboldened and encouraged throughout their educations. Students call her the "Wonder Woman of our time."

Witesman has developed a network of community partners to give her students real exposure to public service, which has enhanced the MPA program in the community's eyes. She also hosted the West Coast Nonprofit Data Conference at the BYU Salt Lake Center in April. She has truly shown

her commitment to furthering the school's mission through service.

Smith's suggestions and marketing tactics have shaped the identity of the Romney Institute.

Smith is always looking for ways to creatively and innovatively present the institute to the public. He has created countless videos, campaigns, and award-winning posters. He also strives to serve as a mentor for students in the MPA program and is always willing to help where he is needed. Students say he helps them understand their purpose for being in the program and life after they graduate.

Both Smith and Witesman enhance the Romney Institute and BYU Marriott through their work and conduct, which was proven by the awards the school presented them.



# Alumni News

## BYU Alum's Comedy Entertains Board



Hani Almadhoun

When Hani Almadhoun, a Muslim from Palestine, attended BYU, he found many Mormon friends. One of his favorite stories of his time on campus is how his Mormon friends often introduced him to others. “They would say something like, ‘This is Hani. He’s not a member of our church, but he is still a good man,’” Almadhoun recalls.

Almadhoun’s humorous take on his time as a BYU student was part of his stand-up comedy routine, which was a highlight of the BYU Marriott’s Marketing Department’s recent advisory board meeting. The group met for two days last month, and organizers invited Almadhoun to perform as part of the entertainment.

Although Almadhoun graduated from BYU in 2004 with a bachelor’s degree in international studies and then with an MPA degree in 2007, department organizers didn’t know he was a BYU grad when they extended the invitation. They had simply found a YouTube video of him performing and thought he would provide

ideal entertainment during their event.

“Hani’s show at our Marketing Advisory Board meetings was refreshing and entertaining,” says Glenn Christensen, associate professor of marketing. “Hani’s point of view and background are so unique that his perspectives were at once engaging and surprising. But that unexpected element, and the parts of the show where he talked about attending BYU, were insightful as well as humorous. His ability to infuse everyday moments with humor were the perfect way to end our day.”

*Unexpected* is definitely an accurate word to describe Almadhoun attending BYU. He was selected to attend the Y through an international student program, and arrived on campus in August 2000 knowing little English and being unfamiliar with America generally and Mormons in particular.

“I arrived on a Saturday night, and school didn’t start for a couple more weeks,” says Almadhoun, who now works in Washington, DC, as director of donor development for American Near East Refugee Aid (ANERA). “They opened up Deseret Towers for me, and no one was in the building but me and a house mother. I felt pretty lonely. I woke up Sunday morning and went outside and saw every-

one walking around in suits and dresses. I freaked out because I thought this was the school uniform, and I didn’t own a suit. I was relieved Monday morning to see that everyone was dressed more casual.”

Despite the first two weeks in Provo being lonely, Almadhoun ultimately ended up enjoying his time at BYU immensely. “Many worked hard to convert me,” he says, “but they also went the extra mile to accommodate my different faith. To this day, I still share a meal with my Mormon friends during Ramadan. We often do it on the first Sunday of the month when they tend to fast. While many think that a Muslim living in Utah must face major challenges, I found nothing but respect.”

So much so that when Almadhoun returned to Utah to perform, he brought his wife, Roa, and two young daughters, Mariam and Zayna. “I wanted to take my family to the BYU Creamery for an ice cream cone; that’s really the whole reason we came,” he says, only half joking. “And I wanted to get a picture of my girls on campus. They might choose to go here someday, and I’d be fine with that. BYU was generous with me—I learned a lot and had a great experience. I would love it if they did too.”



# Day of Service

If you woke up to snow on an April weekend, would you snuggle back into your covers and snooze a little longer?

Fifty-six volunteers had to make that decision earlier this year. The volunteers were scheduled to participate in the Romney Institute of Public Management's annual day of service, but the weather certainly didn't cooperate. However, despite the cold temps and overcast skies, the group showed up at the Paul Reams Wilderness Park in Provo on Friday, 13 April, to serve.

"We had decided that, come rain or shine or snow, we were going to show up," says Danielle Duffy, a 2018 graduate who spearheaded the project. Duffy worked with the Provo Parks Department to set up the project, get the word out, and assemble volunteers.

The less-than-ideal conditions made Provo City employees wonder if anyone would show up to help clean the Provo river trail. They were surprised—and impressed—when the volunteers showed up. Mary Felber, the volunteer coordinator for the Provo Parks Department, helped supervise the project and made sure all the proper tools were onsite. She says working with Duffy made planning easy because she was always quick to respond.

"I was impressed with how quickly and efficiently everyone worked," Felber says. "It was a fantastic experience."

Students, alumni, and faculty alike cleared the river trail of branches and debris, cleaned out tree rings, and swept pathways. The project was not only an opportunity to help the community but also a fantastic networking event.

"We accomplished a lot," says Ruth Ann Jefferies, a 1971 alum, "and had the added advantage of visiting with new

friends, new acquaintances, and old friends from school years ago."

Julius Ha, a current MPA student, says April is a stressful time during the semester, but the service project gave him and his classmates a chance to get outside and do good in their community.

"It was great to see how many alumni came," says Ha. "I think it was a testament to how amazing the program is because so many alumni still want to be involved. And to see my fellow classmates who were

willing to come out and serve showed the serving nature of MPA students."

MPA students share an immense camaraderie, and they felt it among the alumni that day as well.

"It was nice to get out and lift a shovel instead of a pencil all day," agrees Doral Vance, a 1980 alumni and representative of his class.

Felber says the Provo Parks Department would love to work with the Romney Institute again in the future.



Morgan Busch, Brittany Bird, Doral Vance, and Morris Havea

## Ethical Dilemmas: What to Do?

Join us for our annual alumni fireside, which will feature a public service ethics panel. Renew old friendships, make new ones, and learn as alumni share ethical dilemmas they have faced and how their decisions have impacted their careers and the organizations for which they work. Come prepared to ask questions!

**When:** Monday, 20 August, 5:30–7 p.m.

**Where:** W408 Tanner Building

**Moderator:** Aaron Miller, Romney Institute professor, will provide a brief overview of public service ethics and moderate the panel discussion.

*Note: Watch for panel members to be announced.*



# Student News

## Global Health Security, Pandemic Crisis Management **Focus of Competition**

Racing to save citizens from certain death by infectious disease sounds more like the plotline of a sci-fi movie than the pastime of grad students. But fighting against pandemic crises gave Breck Wightman, a 2018 MPA grad, the opportunity to work with students from universities across the nation, take on leadership roles, and win \$500.

On 24 February and 3 March, more than five hundred students across the globe took on roles such as prime minister and minister of finance as they participated in the Network of Schools of Public Policy, Affairs, and Administration's 2018 Batten Student Simulation Competition. This year's topic was global health security and pandemics crisis management.

"It was surprisingly realistic," Wightman says. "We had all these government and emergency response agencies that had to work together."

Students gathered at fifteen global host sites. Wightman participated at the Arizona State University regional site where his team won, before going on to tie for second place globally.

The simulation placed competitors in teams made up of students from different schools to represent the leaders of fictitious countries. Wightman says team members hardly knew one another when competition day arrived, but his group clicked right away and worked well together.

"We understood one another and communicated well, and we were on the same page with policy goals and what we thought would work well," Wightman

says. "We started to see positive results quickly."

The simulation fabricated an epidemic that broke out across the world, and each team had to prevent and react to it as best as it could. The program also provided statistics for how many citizens were infected or died and gave the team a range of policy options that it had to decide whether to implement in its country based on a given budget.

"It was a cool experience to learn how to take a little information, analyze it the best that you can, and make the best decision," Wightman says.

Each team would lead a new country and each team member would carry out a different role during a total of four rounds. After the second and fourth rounds, each team was required to write a memo outlining its policy strategy.

Wightman took on several different roles, including communications direc-

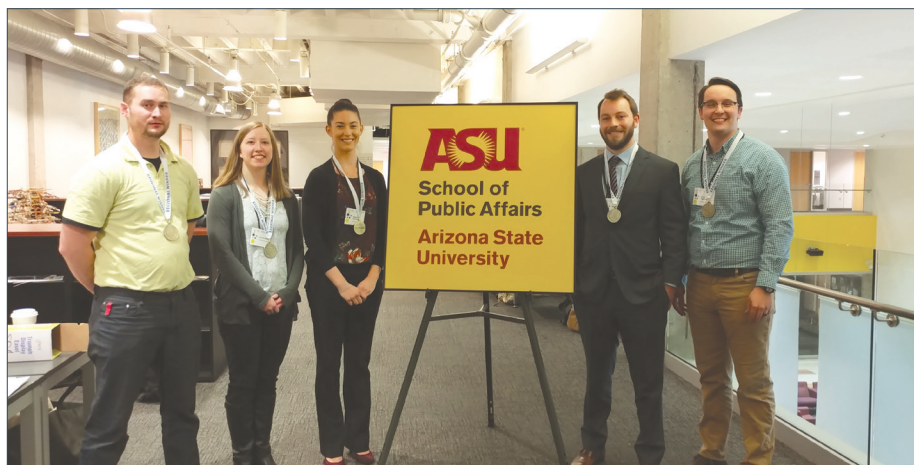


Wightman and team members

tor, health and human services director, and budget director.

Each team was scored on its simulation outcome compared to a random sample, assessed on teamwork, and judged on its policy strategy. The judges looked for awareness of big-picture problems and management of the crisis "day to day."

"It was one of the most unique experiences I've had," Wightman says. "I'm grateful I had the opportunity to participate."



Wightman's team tied for second place globally.

# MPA Grads Choose to Pursue PhDs

Three April 2018 MPA graduates will continue the exceptional educations they started at BYU Marriott by pursuing doctorate degrees this fall. Danielle Duffy, Jordan Hunter, and Breck Wightman have all chosen to pursue further education at universities around the country.

Duffy will pursue her PhD at the University of Kentucky's Martin School of Public Policy and Administration. She would like to teach education policy, public policy, and introductory economics.



Danielle Duffy

Duffy is from Peoria, Arizona, and loves her family and being an aunt. In her free time, she relishes a good road trip with stops at US history sites, a nice hike in the mountains, a moving art exhibit, a good book in bed, and eating chocolate.

Hunter will attend Indiana University to earn a PhD in public affairs with an emphasis in public finance. He says he never considered a PhD until he became interested in research during his undergrad. He plans to be a professor but is also open to the idea of working in the federal government.



Jordan Hunter

Hunter was born and raised in Glendale, Arizona. He loves the great outdoors, playing basketball, keeping up on his piano skills, and trying out new recipes.

Wightman has also been accepted to Indiana University, where he will pursue his PhD in public affairs with an emphasis in public management. His dad and grandpa were both professors, so he has always known he wanted to end up in academia, and "the MPA program and the intro-

duction to public administration class made me realize that's what I wanted to research and teach," he says.



Wightman was born and raised in Rexburg, Idaho. He and his wife have two young boys, a two-year-old and a nine-month-old. He enjoys golfing, leisure reading, and spending time with his young family in his free time.

"Each of these students was admitted to his or her top choice PhD program, arguably among the best PhD programs in the country," says Rob Christensen, Romney Institute associate professor. "Each is following his or her own path, highly motivated and ready to work. Collectively I esteem these to be some of the best students I've worked with anywhere."

## Romney Ties for Silver Scoop Grand Prize

The Romney Institute's New Student Orientation booklet tied as the grand prize winner in BYU Marriott's annual Silver Scoop competition. The annual wards recognize the best communications materials produced within the school across four categories.

In addition to the grand prize, the Romney Institute was recognized in the following categories:

### Printed Materials

- First Prize: New Student Orientation Booklet

### Social Media

- Runner-up: Cohort Photo

### Specialty Pieces

- Runner-up: Luncheon Program

### Campaigns/Events

- Runner-up: Impact campaign







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

MPA.BYU.EDU

## Brudney Recognized at Cornia Lecture Series

Another renowned scholar was honored at the third annual Gary C. Cornia Lecture Series hosted by the Romney Institute of Public Management.

Jeffrey L. Brudney, the Betty and Dan Cameron Family Distinguished Professor of Innovation in the Nonprofit Sector at the University of North Carolina Wilmington, was this year's recipient of the award.

"Even though I don't have the pleasure and honor of knowing Gary Cornia, everyone who is associated with him says the best things about him as a scholar and a person," Brudney says. "So being affiliated with him in any way is a peak professional achievement, one of which I'm very appreciative of."

Brudney addressed BYU Marriott MPA students and faculty on how universities can improve relationships in their communities.

"It's our responsibility as universities and institutions in our respective communities to move beyond outreach of engagement and take the lead by implementing new approaches and assuming accountability for community-engaged learning outcomes," Brudney said.

Brudney holds affiliate appointments in the Center of Philanthropy Studies at Universität Basel and the School of Public and International Affairs at the University of North Carolina. He has served as the editor-in-chief of *Nonprofit and Voluntary Sector Quarterly*, the leading academic journal in nonprofit studies. He has also served as a member of the Expert Advisory Board for the United Nations Volunteers Programme and succeeding editions of the State of the World's Volunteerism Report.

During his visit at BYU, Brudney enjoyed seeing how students integrate ethics and appropriate behavior when exercising management, and it's professionals like Brudney who are influencing students to use that integration in their work.

"I hope to adapt the overall character and service mindset of Dr. Brudney," says Danielle Duffy, a second-year MPA student from Phoenix, Arizona. "BYU's motto is 'Enter to Learn, Go Forth to Serve,' and I think he's the perfect recipient of this award because he exemplifies that."



Jeffrey L. Brudney