

RESEARCH KEEPING FACER, WADSWORTH BUSY

In June, Romney Institute professors Rex Facer and Lori Wadsworth published their findings on the increased satisfaction and productivity of employees who work four ten-hour days a week. The explosion of interest on shorter schedules that has followed is keeping Facer and Wadsworth busy five—and sometimes six—days a week.

They say the intense interest (their findings have been in *USA Today*, as well as newspapers, TV, and radio stations across the globe) is the product of an idea coming out just at the right time. With organizations scrambling to alleviate skyrocketing energy costs, alternative work schedules suddenly became a hot topic and more relevant option—Facer and Wadsworth’s research was right on cue.

“In this situation, an idea merged with an opportunity,” Facer says.

“We have both done other research articles, but I’m not sure if anyone else read those,” Wadsworth says with a smile.

Their initial study, published in the *Review of Public Personnel Administration*, studied city employees in Spanish Fork who had switched to a compressed work-week and found that, among other things,

employees who work the 4/10 have a better work-life balance.

Facer and Wadsworth are now looking to publish multiple studies in the coming year. They are currently gathering data from 151 HR directors of cities with populations of at least 25,000 across the nation to look further into 4/10 schedule drawbacks and employee perception.

“There’s not much out there—there’s a vacuum we are trying to fill as quickly as

that 4/10s may not be for everyone, but that each organization should look at—and consider—it carefully.

“It’s not the only available answer, but it needs to be a part of the conversation,” Facer says. “For some it will make a lot of sense, for others it doesn’t. You have to balance the needs of your employees, customers, and clients.”

According to Facer and Wadsworth, employees who work 4/10 work schedules report they felt more productive and satisfied with their work. Employers are seeing lower levels of employee absenteeism and some are also using the schedule as a recruiting tool.

As for the attention from the media, Facer and Wadsworth say it hasn’t just made them more recognizable, it has helped them get a clearer view of the benefits and drawbacks of alternative work schedules.

“Our conversations with media members have enhanced our research; reporters have asked questions that we weren’t asking but were legitimate,” Facer says. One of those questions, Facer says, is what employees are doing on their extra day off. Before they weren’t sure, but now they are finding out.



possible,” Wadsworth says.

They will also publish studies looking at citizen perception, the effects on employees who have adopted the schedule across the State of Utah, and 4/10s in the private sector; they’re also trying to gather data on the actual energy savings organizations can get from switching. They say

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From the Director



As faculty and staff we have the privilege of working with students from the initial application to the program through graduation, and we truly enjoy watching each person's progress. Recently, I had the opportunity to read about many students' experiences in an important step in that progress: their internships.

Internships don't just allow our students to get

ready for the workforce by building their résumés and developing professional contacts, they allow our students to go out into the real world and make a significant impact. And they are.

For example, this past summer one of our students conducted a budget study that corrected property tax rates and protected citizens, while another developed training for employees who speak English as a second language. One student was given responsibility to help coordinate a major, first-of-its-kind city event; another student visited Central America and reported on how a nonprofit organization could improve its services. One student's research provided an analysis of the need for a multi-billion dollar water supply project in California.

Every internship experience is unique, but the feedback from employers remains consistent: employers rave about our students' quality!

"She has been a great ambassador for the Marriott School," an employer recently wrote about one of our students. "We extend our thanks to the MPA program for yet another outstanding summer internship. We look forward to next year and working with the Romney Institute again."

"He finished the work in half the time we had allotted," says another. "If we had paid a consultant it would have cost us four or five times as much, and the work wouldn't have been any better."

I am astounded at what our students are able to accomplish and reminded that they are our program's greatest asset.

In this issue you'll find the stories of many who are making a difference—including current students as well as program alumni. But for every story shared, there are hundreds who, through their own individual dedication to integrity and success, are representing the Romney Institute in ways that are meaningful, interesting, and remarkable.

Already this fall we have had the opportunity to hear a handful of these stories during visits from several alumni who have gone out of their way to share their unique experiences. Each has been a valuable teacher, mentor, and example to our students. And each has been appreciated.

Thanks to each of you who take the charge of learning and service to heart. You are a great asset to the institute, to your families, and to our world.

Sincerely,

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

Catherine Cooper
Associate Director

OUTREACH

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*Published by the George Romney Institute of Public Management at
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THE BEST FIT

Brittney Smith turned down multiple internships this summer in hopes one she really preferred would come—and her patience paid off.

“Actively pursue the best fit,” Smith advises internship-seekers. And her experience at Hewitt, a Chicago-based HR outsourcer, turned out to be the best fit.

“This company deals with both the private and the public sector,” says Smith, who is specializing in HR management. “I’ve been able to apply everything I’ve learned in the program.”

Smith, now a second-year MPA student, worked as an internal consultant for the firm during the summer. Her success at Hewitt led to an offer to continue working; she is currently an HR connect consultant for the company. Artell Smith, a program alumnus who contacted the Romney Insti-

tute about opportunities at Hewitt, attributes Smith’s success to her work ethic and strong educational base.

“Brittney was enthusiastic and eager to learn from the moment she arrived,” he says. “Her HR-related coursework in the MPA program prepared her to quickly absorb increasingly complex HR content—this knowledge base was a tremendous asset as she dove into her assignments.”

Artell advises other students to capitalize on emphasis-specific classes the way Smith did.

“There’s a natural advantage for graduate students who have completed specific coursework in their chosen discipline,” he says.



Student News

MPA STUDENTS GO TO WASHINGTON



Accountability, integrity, and reliability.

Those are the core values of the Government Accountability Office, and their similarity to Romney Institute principles helped three MPA students, Bradley Carmack, Rebecca Rygg, and Jeff Heit, land GAO internships this past summer.

The relationship began a couple of years ago, when the Romney Institute named U.S. Comptroller General David M. Walker Administrator of

the Year. Walker, then-GAO head, left Provo with a favorable impression of the program.

Michael Motley, director of continuous improvement in GAO’s Office of Quality and Continuous Improvement, says Walker believed BYU students already embraced the GAO’s core values. And Motley says his work with the interns has led

him to the same conclusion.

“Overall the BYU students are bright, willing to work hard, and interested in making a difference,” he says. “I think making a difference is a large part of what GAO is all about.”

As the watchdog of Congress, the GAO investigates how the government spends taxpayer’s dollars and is a great launching place for MPA students interested in a variety of fields.

That was the case for Rebecca Rygg, a fourth-year JD/MPA student from Branchburg, New Jersey, who sought performance auditing experience at a national level, and Bradley Carmack, a second-year JD/MPA student from Meridian, Idaho, who wanted experience in the federal sector.

Carmack worked for the change management team at GAO, where he took a leadership role in a web site redesign project. It was rewarding experience, and he commends co-workers for helping him transition when he first arrived in the D.C. office.

“I had employees step up as mentors when they didn’t have any assignment or responsibility to do so,” he says.

For those students considering an internship at a large federal institution like the GAO, Rygg recommends having patience with the application process, which is more complex and involved than most internships.

Global News

MPA STUDENTS HELP GROUP BRING ELECTRICITY TO GHANAIAN SCHOOLS



On a recent field study trip to Ghana, BYU MPA students teamed with a charity powering rural schools with merry-go-rounds to help fight third-world poverty.

Empower Playgrounds, which installs playground equipment that converts kid's energy into real energy, asked MPA students to use their management skills to better place the electricity-generating merry-go-rounds, which are used to power rechargeable lanterns the children can use to study at night among.

"The poverty is pervasive, but the people are greatly concerned that their children get a chance to learn," says trip director Jeff Thompson, whose students visited eighteen villages off the power grid and determined which five the merry-go-rounds would be most effective in.

"We wanted the people to take owner-

ship and initiative," Thompson says. "If the merry-go-round feels like it is theirs, they will be more likely to use it and the electricity it generates."

The trip started when the students visited the village where Empower Playground's pilot merry-go-round had been installed weeks earlier by a team of BYU engineering students.

During their two weeks in Ghana, the MPA students talked to parents, teachers,

and students in each village to gauge how the equipment would be accepted in that area's culture.

"In development, there isn't a one-size-fits-all solution," says Jordan Wright, a second-year MPA student from Pleasant Grove, Utah. "What works in one city may not work in another—so a lot of policies have to be tailor made."

Aaron Miller, a faculty advisor on the trip, says the field study was an opportunity for students to learn how to apply their training in the real world in a situation where they were the experts.

"It gives them the chance to take the skills they learn in the program—such as business presentations and quantitative and qualitative assessment—and put them to use in a very meaningful way," he says.

Miller says the trip also made them all more aware of the complex issues surrounding world poverty.

"These students gained a deep appreciation of the need we all have to get involved and solve these kinds of problems," Miller says. "We just need more smart people thinking about these problems and doing what they can to help."



Alumni News

ALUMNUS LEADS SUSTAINABLE DEVELOPMENT IN MOZAMBIQUE

An innovative self-help program engineered by MPA graduate João Bueno, recently reached the 10,000-person milestone as it aims to alleviate poverty and improve the quality of life in villages throughout Mozambique.

Bueno works for the humanitarian group Care For Life. Although many aid organizations simply disburse supplies to the poor, Care For Life representatives believe the free handouts can increase dependence and perpetuate poverty. In 2005, Bueno spearheaded the development of Care For Life's Family Preservation Program, which achieves sustainable development by empowering families and communities to overcome extreme poverty and become self-reliant.

"We do not look for short-term results," Bueno says. "If we work with local leaders and the community as a whole to provide a solution, then it is sustainable, and families and villages will learn how to help themselves. Our aim is to be the last NGO in the lives of those families."

The program works by educating the poorest families in one of the poorest areas of the world about how to overcome challenges and change habits. For thirty-

nine months, Care For Life volunteers meet with families and community leaders every other week to teach hygiene, sanitation, general health, financial responsibility, and more. Each family sets ten goals, such as building latrines, planting gardens,



Mozambique, cont. p. 6

GRAD COUNSELS BEIJING OLYMPICS



Kelly Crabb began his MPA at BYU with the goal to work internationally, and he recently served on the international counsel for the Beijing Olympic Games. Goal accomplished? That would be an understatement.

Crabb, MPA class of 1973, combined his education at BYU with a law degree from Columbia and has since built an expertise practicing intellectual property law and working with Asian firms.

In his legal career he has represented Paul McCartney, Elizabeth Smart, and Academy-Award winning producer Gerald Molen. He won gymnast Paul Hamm his gold medal from an Athens Olympics' legal dispute, wrote a musical, and produced a television documentary. But he considers his work in Beijing the engagement of a lifetime, and he says his

MPA has never been more important.

"All the things I've done in my career have been helped by my public management degree, but none more than this," he says. "I'm constantly working with government officials. The Olympics is on such a large scale. It's an administrative function as much as anything."

As co-head of Morrison-Foerster LLP's engagement in the international counsel in Beijing, Crabb dealt with practically every aspect of the Olympics during the last six years, including the game's infrastructure, intellectual property, and commerce.

Crabb says flexibility was one reason earning an MPA was the right fit for him. "I don't have the classic city manager's background, but that was never my intent either. I wanted to go into the Foreign Service."

As a student, Crabb worked with Karl Snow, a former institute director, to ensure his MPA education would align with his career ambitions. And while his career has taken twists as diverse opportunities have come, his educational foundation hasn't budged.

Mozambique, cont.

or vaccinating their children. Care For Life provides incentives for families to meet their goals—rewarding the villagers with things like aluminum for a new roof or seeds for a garden.



“As families perceive the benefits of achieving their goals, they become very motivated,” Bueno says. “When we leave, those families will have the power to change.”

Families are organized into groups who share responsibility for each other. Leaders are chosen from among the community to make village-wide decisions that address unexpected challenges and to help the neediest families.

When Bueno began in 2005, Care For Life assisted 754 Mozambicans. The success of the Family Preservation Program swelled the ranks in excess of 10,000 beneficiaries in eight communities in 2008.

Participating communities have seen dramatic improvements in living conditions and health. Care For Life’s statistics show that the first four participating villages experienced an 80 percent reduction in diarrhea, a 60 percent reduction in coughing, and a nearly 70 percent reduction in deaths in only the first year. Plus, half of the families were planting their own gardens, and literacy and school

attendance were rapidly increasing. And because the villagers themselves are driving the change, Bueno says he believes the progress is sustainable.

Several faculty members from the BYU Economic Self-Reliance Center contribute to the Family Preservation Program as Care For Life board members. In addition, dozens of Marriott School students volunteer in Mozambique as interns, helping teach classes in microcredit, financial responsibility, and more. In fact, Bueno began his service in Mozambique as a Marriott School intern with Care For Life in 2004.

“The Marriott School is an incubator—what we have here are students with brains, skills, energy, idealism, and values who want to go out and change the world,” says Warner Woodworth, BYU professor of organizational leadership and strategy and one of Bueno’s mentors. “They want to do more than write checks. There’s this passion and this drive to make a difference.”

ROMNEY INSTITUTE WELCOMES EVA WITESMAN

Long before Eva Witesman started pursuing her MPA—or even knew the program existed—she had a mindset centered on service.

“I felt like nothing was worth doing unless you were helping others,” she says.

Now, that desire to improve the world is bringing her to BYU, as the newest Romney Institute faculty member, where she says she looks forward to helping students learn to help others.

After earning an MPA concentrating in nonprofit management in 2004 from

Indiana University–Bloomington, Witesman says she felt like she needed more research tools. She started pursuing a PhD in public policy analysis and public management, which she will complete in 2009.

Witesman believes research and analysis can have a profound impact on organizational efficiency.

“The best way to improve the world is through better information and more knowledge,” she says.

A Salt Lake City native, Witesman earned her BS from the University of Utah in 2000. She then started working

in the nonprofit sector for the Waterford Institute, a maker of educational software programs.

Witesman says she is excited to return to the mountains of Utah. She enjoys outdoors activities, including hiking, river-rafting, and camping, as well as the fine arts. She and her husband, Owen, have two daughters—Julia, five, and Amelia, 8 months.



Institute News

NEW CHANGES FOR THE MPA HUMAN RESOURCES TRACK

This fall, the human resources emphasis is experiencing—and benefiting from—some adjustments, giving students reason to get energized about where the program is headed.

“We’re excited about what we can do with this program to help better prepare our students,” says Lori Wadsworth, who teaches the MPA program’s introduction to human resources course.

In March, Wadsworth and others from the Romney Institute met with a focus group of human resources professionals in Salt Lake City to discuss current HR trends and curriculum development.

“Our meeting with these top-level managers was very valuable and served a dual purpose. We received information on what we need to be focusing on to prepare our students for their careers and we were



able to give a little more exposure of our program to these professionals and potential employers,” Wadsworth says.

“We received information on what we need to be focusing on to prepare our students for their careers.”

During winter semester, Career Center Director Tanya Harmon mailed surveys to MPA alumni who have worked or are currently working in the human resources field. Alumni were asked about professional affiliations they belonged to, con-

ferences they had attended, and areas of HR they used most in their jobs.

With that information, Wadsworth and a team of others are working to redesign the curriculum. Right now, they are also brainstorming other possible future implementation strategies such as designing smaller one-credit module courses, inviting HR industry professionals to

teach specific classes, and coordinating more with the MBA program. “We’re moving in the right direction, and we’ve already seen some immediate impacts,” Wadsworth says. “Of course, change will take some time to fully implement, but we’re definitely excited about where we’re headed.”

In addition to curriculum adjustments, three HR professionals have been added to the Romney Institute Advisory Board. Jeff Hering, executive director of HR for the State of Utah, Karen Suzuki-Okabe, deputy mayor of Salt Lake County Government, and Paul Jackson, assistant vice president HR at Intermountain Health Care, are all now bringing their expertise to help guide the Romney Institute’s HR track.



"AMERICA'S GREATNESS IS NOT THE
GREATNESS OF ITS GOVERNMENT, BUT
THE GREATNESS OF ITS PEOPLE."

ETHICS CONFERENCE COMES TO BYU

BYU's Wheatley Institution will host a conference on ethics 26–27 February 2009. The conference will serve as a think-tank on ethics and as a forum to engage the public on the topic. It will also include a panel of professors and practitioners seeking to make research recommendations.

Brad Agle, visiting Romney Institute professor in winter 2008, is a Wheatley Institution advisor and researcher, and is helping to organize the conference. With the consequences of unethical business decisions causing recent economic upheaval, Agle says an ethics conference is particularly meaningful.

"Such a discussion could not come at a more opportune time," Agle says. "The country is grappling with the effects of ethical problems from the business sector."

To kick-off the conference, former major-league baseball player Dale Murphy will speak in the JSB Auditorium. Mur-

phy, who was a two-time most valuable player on the Atlanta Braves in the 1980s, recently started the nonprofit organization called the iWon'tCheat foundation, which promotes ethics in youth athletics and seeks to deter steroid use and cheating.

The following day will feature speeches from James Hunter, professor of religion, culture, and social theory at the University of Virginia; and Thomas Donaldson, director of the Wharton Ethics and Law PhD program at the University of Pennsylvania. The conference concludes with

an open panel discussion during which the conference attendees will open up to any questions from the public.

"The event will be a wonderful opportunity to bring together some of the country's best and brightest minds in the field of ethics," says Jeff Thompson, assistant professor in the Romney Institute of Public Management.

The Wheatley Institution was organized to encourage and fund collaborative research, with the goal to produce scholarship of consequence that focuses on family, education, and ethics.

"With the consequences of unethical business decisions causing economic upheaval, an ethics conference is particularly meaningful."