



OUTREACH

BRIGHAM YOUNG UNIVERSITY MARRIOTT SCHOOL | ROMNEY INSTITUTE OF PUBLIC MANAGEMENT | FALL 2013

GARY CORNIA SHARES MEMORIES, ADVICE



In July Gary Cornia finished his five-year term as dean of the Marriott School of Management. Cornia is now returning to the Romney Institute faculty until his retirement.

Cornia joined the Marriott School in 1980 as an MPA professor teaching economics and finance. Throughout his career Cornia has served in various leadership positions for the university, including director of the Romney Institute. During his tenure as dean, he emphasized high academic standards and saw the undergraduate business program ranked No. 5 by *Bloomberg Businessweek*. Cornia recently fielded questions about his accomplishments and future plans.

What is one of your best memories from those early years as an MPA professor?

I co-taught a class with professor Kent Colton. Kent was fairly new after teaching at MIT. Teaching with him was a rich experience because he was a no-nonsense faculty member. He helped me understand the need to push students and to keep my expectations high.

What advice would you give to recent MPA graduates?

The hunt for jobs has become increasingly complex. Understand that the difficulties have nothing to do with you but a great deal to do with the economy. That's an important lesson to remember.

What were your thoughts as you began your tenure as the seventh dean of the Marriott School? What did you hope to accomplish?

I followed a history of exceptional deans, and I wanted to build off of their legacies. I felt it was time to have the level of scholarship in the Marriott School reflect the level of scholarship at the top management schools in the country.

What influential people contributed to your accomplishments as dean?

I had three very good associate deans—

Michael Thompson, Jim Stice, and Lee Perry. They were very helpful in asking hard questions and making certain that our ideas measured up to careful scrutiny. I was also fortunate to have a very strong set of department chairs and program directors who were committed to making their programs as strong as possible. Last but not least, I had exceptional help from the professional administrative staff and secretarial staff in the dean's office. That staff is as good as any you will find on any campus in the country.

What was the biggest challenge you faced during your tenure as dean?

Just before I became dean there was a meltdown in the economy. Financing the

Cornia, cont. p. 7



Dean Gary Cornia congratulating J. W. Marriott Jr. on his eightieth birthday.

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From the Director of Recruiting



REACHING THE RIGHT STUDENTS

A fifty-year heritage of outstanding scholars helps a lot when we are looking for the right students to fill classes each fall. As admission to our program becomes more competitive, we are trying even harder to reach the right peo-

ple and to help those who may need a bit more preparation before beginning our program.

Over the past few years we have mentored several students prior to their admission to the MPA program. Working with individuals before admission to ensure they are academically capable of completing our rigorous program has proven very effective.

Students with persistence and a vision for a future in public service have succeeded with this approach. Some have studied and taken entrance exams several times until they achieved a competitive score. Others have more fully immersed themselves in the English language before tackling complex graduate-level coursework. In some parts of the world, the cost of an entrance exam is prohibitive. Testing may require travel with a passport just to get to a testing site. We admire the grit and determination of these students and want to help them succeed.

While our program cannot serve and accommodate every student, we worry about those who may not know to ask for encouragement and help along the way. Some of these potential students come from situations and parts of the world where an MPA graduate could make a huge impact in his or her community. Serving these students is in line with the mission of the LDS Church, BYU, and the Romney Institute.

We have begun forming a committee of alumni from around the world in an effort to extend our reach and assist in identifying students who would do well in our program but may need extra encouragement or assistance before applying. We are particularly interested in students from disadvantaged backgrounds that may have previously been unaware of or lacked preparation for our program. Such barriers may include poverty, non-native English skills, or background as a minority or international student.

This is where the fifty years' worth of awesome alumni can be very helpful. There are more than three thousand of you scattered across the world. Are you aware of someone whose impact on the world would benefit from an MPA degree from the Romney Institute? Perhaps someone who may be unaware of us or possibly need encouragement? Let us know. Share the admission requirements and application information found on our web site. We are also happy to send information to you and to the students you recommend. Contact Cindy Glad at cindy_glad@byu.edu or 801-422-4516 for more information. Together we can reach the right students and continue to build on the great legacy of the Romney Institute!

Sincerely,

A handwritten signature in dark ink that reads "Cindy Glad".

Cindy Glad

If you would like to receive the MPA Outreach newsletter electronically, please let us know by emailing us at mpaalumni@byu.edu.

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OUTREACH

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STUDENTS TEAM UP INSIDE AND OUTSIDE THE CLASSROOM

Brittany Bailey leaned slowly out over the cold river water, her feet pressing dimples into the raft's side. Her arms strained as she grasped her team members' hands. They, too, leaned out opposite sides of the raft, each depending on the others to stay dry. If one grip failed they would all tumble. It was an exercise of trust.

Most semesters don't begin with river rafting, but for Bailey, a first-year MPA student from Glendale, Arizona, the fun got started long before touching a textbook.

"From the time we started orientation we've been emphasizing teamwork," Bailey says. "We had a lot of fun together before we started the program so when we came into class on the first day we weren't surrounded by strangers. My team feels like family."

Bailey entered the Romney Institute after earning an undergraduate degree from Vanderbilt University. She works in a team with five other students. Their first day of classes started with a unique assignment. The professor required teams to spend time getting to know each other without talking about school. Bailey's team hiked Y Mountain and later threw a birthday party for one of its members.

"It's important to have fun, find out your teammates are human, and realize you want to be friends," Bailey says.

Bailey works with her team in every class. They collaborate on projects in organizational behavior, communications, economics, administrative environment,



Brianna Rowland and Brittany Bailey.

and quantitative decision-making analysis.

"I went from having all the free time in the world to having none," says Adriene Zeitz, a first-year student from Royal Oak, Michigan. "Even if you're not in class or having team meetings you have to be reading."

Fortunately, no MPA student is alone in reading the material.

"It's really more work than an individual can do," explains Jeff Thompson, associate professor of public management. "That's why we have teams. You really have to rely on your team members and use their strengths in order to manage the demands. Our experience has been that when a team comes together they succeed."

The workload requires total dedication

from Bailey and her teammates. They've committed themselves to an immersive program.

"Our students are true believers," Thompson said. "One of the most exciting things about being here is working with a bunch of idealists who want to change the world."

Bailey expects to change the world, and she's appreciative of the Romney Institute's role in preparing her to do just that.

"When I graduate I will be ready for a career doing something that really matters to me," Bailey said. "Before you develop the skills to live out your dreams you're just stuck with good intentions. I'm excited to release my good intentions and get to work."

Faculty News

ROMNEY INSTITUTE BRINGS ABOARD FAMILIAR FACES

The Romney Institute welcomes new faculty members Brad Owens, Ty Turley, and Chris Silvia. All three have BYU ties, impressive academic credentials, and an ardent desire to influence and improve on the Romney Institute's culture.

Brad Owens

Brad Owens, a native of Salt Lake City, comes to the Romney Institute after teaching at the University of Buffalo. Owens graduated with a bachelor's degree in human development from BYU and earned a master's degree in public administration from the Romney Institute in 2004. Owens went on to earn a master's degree and doctorate in organizational behavior from the University of Washington.

Although joining the Romney Institute as a faculty member has been a long-term goal for Owens, his life could have been very different if he had not attended an open house as an undergrad.

"I was interested in becoming a family counselor," Owens says. "I came to an MPA open house in the Tanner Building and felt very impressed by public service."

Owens initially started his MPA to prepare for a career in city administration but changed his mind after taking

Lori Wadsworth's organizational behavior course. Wadsworth and other faculty members mentored Owens in his decision to specialize in their field and helped prepare him for his doctorate program.

"I became fascinated with the human side of business and the issues of leadership," Owens says. "I knew I needed to get a doctorate in organizational behavior and teach at a university."

Owens and his wife, Cathy, have four children, ranging from age seven to three weeks old. The Owens enjoy visiting the park, reading, and performing music. Cathy, an accomplished violinist, started teaching her two daughters to play the violin when they were three years old.

For the upcoming school year, Owens will teach business ethics to undergraduate students and strategy courses to students in the executive MPA program.

"Coming back to BYU has always been a special goal and aspiration for me and my family," he says. "I'm excited to join my new peers in completing our lofty and important mission. I am grateful and excited to be here."

Ty Turley

Ty Turley, a native of Mesa, Arizona, is returning to Provo as a faculty member after receiving his doctorate at the University of Chi-

cago. Turley graduated from BYU with bachelor's degrees in economics and Russian. After his undergraduate work, Turley earned a master's degree in economics from the London School of Economics and a doctorate in economics from the University of Chicago.

With his extensive experience, Turley will teach economics for managers and developmental policy at the Romney Institute.

"I wanted to work with students who will make a difference in the management of public and non-profit organizations," Turley says. "These groups typically control enormous budgets and not enough is done to ensure funds are used effectively."

When not teaching or researching in his field, Turley is a sports enthusiast and avid outdoorsman. He loves rooting for the Phoenix Suns, Arizona Diamondbacks, Chicago White Sox, and Chicago Blackhawks. Now that he's back in Utah, he plans on following Real Salt Lake and BYU sports, specifically football and volleyball. In addition to watching sports, Turley particularly enjoys staying physically active. He enjoys playing volleyball, tennis, racquetball, soccer, and softball and spending time outdoors.

Since Turley has traveled so much for work, he relishes spending as much time at home as possible. While home, Turley loves sculpting and taking the time to attend various international/art house films. Turley also enjoys making films about his research projects.

Aside from a desire to return to Utah



for its beautiful scenery and numerous outlets for outdoor adventure, Turley is ecstatic to interact with the high-caliber faculty and students at the Romney Institute.

"I came here to help students consider the consequences of credible impact evaluation and sound economic reasoning in the way they design programs and policy," Turley says. "I love BYU as an institution. I believe in its mission and am very grateful to be back."

Chris Silvia

After spending the last three years as an assistant professor of public administration at Kansas University, Chris Silvia headed to the Romney Institute. The Maryland native's unconventional path back to Provo includes two stints in the military.

After graduating from Boston University with a bachelor's degree in physical therapy, Silvia earned a master's degree in public health at the University of Utah before working as an industrial hygiene officer for the Navy. Silvia then returned to Utah to receive his MPA from the Romney Institute.

After Silvia's experience at BYU, he served in the Air Force as a hospital

administrator. Silvia then enrolled at Indiana University to work on a doctorate in public affairs. Once Silvia's postgraduate work was complete, he set his sights on education, becoming a professor at Kansas University teaching MPA courses in quantitative methods and interagency collaboration.



Silvia will teach quantitative decision analysis for first-year MPA students and a quantitative statistics course for undergraduate supply chain management students.

Married with three children, ages six, nine, and eleven, Silvia most enjoys spending time with his family. Although the family loves playing with their dog, competing against each other in games, and enjoying the great outdoors, the Silvias' real passion is cooking.

"Eating is fun," quips Silvia. "My nine-year-old daughter got her third cookbook for her past birthday. It's not like it was for an Easy-Bake oven, either. She really knows what she's doing."

After moving several times in the past decade for work and school, Silvia and his wife, Necia, are anxious to settle down in Provo. Silvia is especially anxious to utilize the resources available at the Romney Institute to contribute to his field.

"I'm so impressed with the Romney Institute, BYU, and what they stand for," Silvia says. "I love the

fact that I can research subjects that interest me, making it a perfect place for me professionally."

"After a very competitive hiring process, we were fortunate to get three great faculty members. Chris, Brad, and Ty are extremely competent at both research and teaching—we were lucky to get them. They will add tremendous value to the MPA program and the Marriott School."

—David Hart, Romney Institute Director

"I love it here at BYU," Silvia says. "The Romney Institute is a great program, and I have a strong connection to the school."

A LESSON ON ETHICS SPANNING CULTURAL BOUNDARIES

Carol Ellertson, adjunct professor for the Romney Institute, has traveled to China several times with her husband but never, until this past summer, to teach a class on ethics at Xiamen University located in the beautiful Xiamen, Fujian, province.

“Mainland China is different because they are not often exposed to western culture,” Ellertson says. “When I was there fifteen years ago there were bicycles everywhere and now there are a lot more cars on the road. The change has been definitely fun to see.”

Since 2010 the Romney Institute has sent a group of MPA students to participate in a six-week course; this year the course was on ethics. Ellertson and the BYU students had the opportunity to interact with their Chinese peers both inside and outside of the classroom.

“We became very good friends,” says Erin Woodlief, a first-year MPA student from Lewiston, Idaho. “We would go out to eat together. We went to movies together, and they took us to sing karaoke.”

Interacting with the students was a highlight of the trip, particularly for Ellertson. She enjoyed seeing the students work together and learning from one another as

the class progressed.

“The nine MPA students that came on the trip were top-notch,” Ellertson says. “Each student was assigned a Chinese counterpart. They would sit and listen together during class and then about every ten minutes I would stop and the BYU students would explain the concepts in more detail to their partners.”

Often these partnerships transform into lasting friendships and valuable learning experiences.

“My partner, Xiang Long, was very dedicated and took school very seriously,” says Tyler Terry, a first-year MPA student from American Fork, Utah. “He had a good heart too. I felt that way about a lot of students in the program. They are good people who want to do something meaningful with their lives.”

Ellertson assigned students to study an ethical issue they had experienced in their own culture, whether it was in the workplace or within social circles. They had to present this issue to the class and look at it from various philosophical frameworks.



Erin Woodlief and Liao Dinghian.

“I tried to bring in perspectives from Confucianism, which is the most dominant influence on how the Chinese view ethical issues,” Ellertson says. “We take a western philosophical approach to moral dilemmas so abstract analysis wasn’t terribly easy, but the students were bright and picked it up really well.”

For Ellertson, the biggest takeaway, however, wasn’t the traveling or classroom activities. It was an appreciation for the Chinese people and their beautiful culture.

“This trip really increased my respect and love for the Chinese people,” Ellertson says. “I would recommend this trip to anybody who is in the MPA program. It exceeded my expectations.”

Legacy cont. from p. 8

ally impressed by what the students can achieve.

“We challenge these students to excel and prepare for the future,” Magana says. “The students are constantly exceeding our expectations and improving their quality of life—98 percent of our students graduate from high school and 85 percent go on to college.”

According to Magana, his success at the nonprofit stems from his time in the MPA program.

“I have been able to apply almost everything I learned from the Romney Institute to what I do now,” Magana says. “The Romney Institute places a big emphasis on teamwork. Group

work, along with strategy, statistical analysis, and program evaluation, helped me a lot.”

Magana commends the MPA program for giving him the skills needed to sustain continued growth for Latinos in Action and in his future career.

“The Romney Institute taught me how organizations work and how they are structured in both the nonprofit and public sector,” Magana says. “It taught me the value of appreciating people and teamwork. It was a very positive experience and well worth it.”

Cornia cont. from p. 1

school was a significant challenge. I consider getting through the financial crisis without having to let anybody go a major accomplishment. I give substantial credit to the department chairs and associate deans for working hard to help us.

What will you miss most about being the dean?

I have deep feelings of respect and affection for the faculty. I will miss being around them. Their commitment to excellence and their commitment to the school, university, and Church kept me going.

We know you'll be teaching one more semester in the MPA program. Why did you decide to do this?

I miss teaching a lot. I want to get back in the classroom and have some fun. I'm going to co-teach a class with Ray Nelson. I'm also finishing up some research with Larry Walters. One of the treats of my life has been working with Larry.

Did you really move to St. George because you wanted to live there or because you didn't want your property tax value to increase with pink flamingos?

That's why I moved to St. George—so nobody could put pink flamingos on my lawn, or water heaters, or toilets. It's absolutely the reason. You can quote that.



ACHIEVEMENTS

Under Dean Gary Cornia

2008

- Graduate accounting program ranked **No. 1** in the nation.
- Information systems program among the **top 10** in the country.

2009

- Kevin and Debra Rollins Center for Entrepreneurship and Technology created.
- Marriott School's undergraduate programs ranked **No. 5** by *BusinessWeek*.

2010

- Both undergraduate and graduate entrepreneurship programs placed **top 5** in the nation according to *Entrepreneur* magazine and *The Princeton Review*.
- Undergraduate accounting program ranked **No. 1** in the nation by *Wall Street Journal*.

2011

- A **\$10 million dollar** endowment was established to help place graduating BYU students in a career, increasing job placement by more than 14 percent.
- The Peery Social Entrepreneurship program is named in honor of the Peery family for their dedicated work in social entrepreneurship.

2012

- The Miller New Venture Challenge established.
- The undergraduate information systems program ranked by *Business Week* in the **top 10** in the nation.

2013

- The Marriott School of Management ranked Most Family-Friendly by *The Princeton Review*.
- The international business program ranked in the **top 10** by *U.S. News and World Report*.



"IT ISN'T A GREAT NATION THAT BREEDS
A GREAT PEOPLE. IT IS A GREAT PEOPLE
THAT BUILD A GREAT NATION."

CHANGING LIVES AND BUILDING A LEGACY

Working to enrich the lives of others, Frank Magana, director of operations for Latinos in Action and 2013 MPA grad, strives to bring hope to the lives of youth across the country. The non-profit organization helps Latino youth find success in both educational pursuits and life.

"We believe strongly in the power of teaching and also in the power of being a good mentor," Magana says. "These kids often come to our class with a low GPA and end up teaching younger children. They realize they can apply what they are teaching elementary school students to their own life. By mentoring and teaching they begin to help themselves."

Magana became involved with Latinos in Action thanks to Professor Rex Facer, associate professor of public

finance and management.

"During my first year in the MPA program, Dr. Facer encouraged us to speak with someone that was doing something we were interested in," Magana says. "I ended up speaking with Dr. Jose Enriquez, the CEO of Latinos in Action, and got involved at first by helping with their social media."

The Latinos in Action organization has grown immensely in the past few years. The program began with thirty-



Frank Magana, director of operations for Latinos in Action, is far right.

eight schools and has more than 110 participating today. Magana is passionate about the program and is continu-

Legacy, cont. p. 6