

Outreach

George W. Romney Institute of Public Management

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What's in a Name?

Many of you have spent countless hours searching through name books, web sites, family histories, and even phone books to find the perfect name for your baby—the name that would serve them from age one to one hundred and not perpetually remind you of that horrible little kid who hit you in second grade. Despite all the searching, it's the passing comment on your favorite soap that finally sparks the name that, when looking at

support, and to the world to demonstrate the Romney Institute's focus on service and leadership.

Outreach will be a vital tool for maintaining and gathering contact information from our alumni. In the future, updates will be published in the newsletter regarding career changes and other events. *Outreach* will continue to publish information about professional meetings such as ICMA and the administrator of the year.

Outreach will demonstrate the achievements and efforts of our faculty—focusing on events such as the Micro-credit Conference and

In a tribute to Dr. Wheeler, I administered an employee satisfaction survey to [Orem] City's employees. Of course, I did all of the analysis, and then wrote a report that was given to the city's executive staff members so they could make appropriate changes in their respective departments.

—JJ Allen
MPA Class of 2001

Micro-enterprise Journal, and other professional participation, publications, and research. Student internships, special activities, field studies, projects, and other research will also be highlighted.

Finally, *Outreach* will spotlight the achievements and contributions made by our alumni. Knowing many of our alumni give dedicated service to a variety of efforts, we want to use the newsletter to let other alumni and

friends know of your contributions, great or small. If you know of a fellow alumnus who has done or is doing something to go out of their way to serve, we would like to know.

As an example, when Ed Thatcher from the Romney Institute Advisory Board found out that a second year student was going to be in Texas over the Christmas holiday, he went out of his way to take an entire day out of his schedule to show the student around the area and introduce the student to other public administrators. The student was impressed by Ed's willingness to help and really appreciated the service rendered. This may seem small, but these are the things that reach out and make a difference. Please email mpa@byu.edu if you know of a fellow alumnus doing great things.

We are looking forward to sharing

I was specially charged with putting together a handbook for companies who might want to locate in [Bremerton, WA. It] provided them with information concerning available resources and contact persons as well as demographic information. The city will be using the handbook to put together a website.

—Ty Mangrum
MPA Class of 2001

and hearing how the MPA program and its alumni are reaching out and making a difference in numerous ways. We hope Outreach will help you to gain a vision of who you are, what you want to be, and how you can get there.

The highlight of my internship had to be the two and a half week cross country trek to expose the "Seven Shameful Secrets of the AARP" while following them on their voter express tour... the trip provided me an opportunity to see many parts of the United States while gaining valuable experience.

—Krescent Hancock
MPA Class of 2001

your baby, actually fits.

Well, our baby, the IPM newsletter, needed a new name. We asked for suggestions, held brainstorm meetings, and researched newsletter titles from programs all over the country. However, it was in a passing moment, or should I say, "mumble," that the name *Outreach* finally emerged. When evaluating our objectives, it was a perfect fit. *Outreach* is not just a newsletter, but a vision of who we are, what we want to be, and how we can get there.

The purpose of *Outreach* is to reach out to our alumni to stay connected, to our publics such as NASPAA and other MPA programs to gain



Spring
2001

D. Kirkwood Hart



Kirk Hart recently retired from the Romney Institute after seventeen years of service in the program. Kirk came to BYU in 1983 after several years at the University of Washington. He came specifically to help build an ethics component in the MPA program. The

Romney Institute is one of a few programs in the Marriott School to still require an ethics course in the curriculum.

The one word that would best describe Kirk would be passionate. Among his professional passions were his research, students, faculty, and BYU.

Kirk is a well-known and prolific writer, specifically in the area of character ethics. He has written dozens of articles, several books, and continues to serve on the editorial board of several academic journals. His research focuses on the

One word that would best describe Kirk would be passionate. Among his professional passions were his research, students, faculty, and BYU.

need to develop men and women of character—which happens to be a major goal of both the Romney Institute and the Marriott School.

Developing character in students and preparing them to be ethical professionals has been another of Kirk's passions. The students always anticipated his ethics course; many have stated over the years that that class has had a long and often life-changing influence on them. This is reflected in a battery of teaching awards he

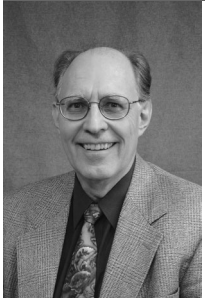
received both from the department and the college. The thing he has valued most, however, is the lasting personal relationships with many of the students throughout the years.

Finally, Kirk is always passionate about both the department and Brigham Young University as a whole. Collegiality has always been important to Kirk because it makes for a stronger department which, in turn, is passed on to the students. He often comments to those around him that he has never associated with a finer group of people and counts many in the department among his most valued friends.

All in all, the Romney Institute is losing an inimitable member of the faculty. Professor Kirk Hart has left an indelible mark on the Romney Institute, its students, and alumni. He will be sorely missed, although he can still be seen occasionally traipsing around the Tanner building—one need only look for a gray-haired man wearing a Samurai headband!

—David W. Hart

J. Bonner Ritchie



I first met Bonner, who then was known only by his initials J.B., in the fall of 1967 in Ann Arbor, Michigan. He was starting his first job as an academic. Bonner had studied engineering as an undergraduate at Stanford.

Upon graduation, he was commissioned a second lieutenant in the US Army. He was sent to Germany as an officer with an artillery unit, and while there learned that his second lieutenant rank was not enough to get his men to do what he wanted. After having one of his subordinates refuse to obey an order and swear at him while refusing, he realized that he had to earn their respect and understand what motivated them. Thus began his interest in organizational behavior. After completing his military service, Bonner returned to the university environment, earning a PhD at the University of California at Berkeley. He then got that all-important first job at the University of Michigan.

After spending six years at Michigan, Bonner accepted the invitation to come to BYU. He was

missed at the university and by the Ann Arbor Ward, of which he had been the bishop for several years. His interest in conflict resolution had led to many interesting experiences in Ann Arbor, such as working with the Black Economic Development League.

At BYU, Bonner again became noted for challenging students' thinking, and many students were counseled by others to take a course from Bonner just for the experience of having him as a teacher. He and a coauthor, Paul Thompson, edited a very popular book of readings in organizational behavior that was used for many years not only on the BYU campus but at numerous colleges and universities across the nation. For most of his career, Bonner was a member of the organizational behavior department, but when the Marriott School did a major realignment of departments several years ago, he chose to become part of the Romney Institute. We were honored by his decision.

A few years ago, Bonner was invited to become part of the Middle East peace process, serving as an advisor to Yassir Arafat and other Palestinian leaders. He and his wife Lois have made numerous trips to Jordan and Israel, some for a semester and others for briefer periods. Now that Bonner has officially retired from BYU, he and Lois are anticipating spending about half of each year in the Middle East, primarily in Jordan.

After having one of his subordinates refuse to obey an order... [Bonner] realized that he had to earn their respect and understand what motivated them.

We at the Romney Institute will miss Bonner as a valued colleague and teacher; I will miss him as a special friend who has been present at many important high points of my adult life. However, we wish him and Lois Godspeed on their many future adventures. And we expect that Bonner will remain a gadfly and a counselor par excellence to people in Jordan and around the world.

—Gloria E. Wheeler

Romney Institute Appoints New Faculty

The number of faculty at the Romney Institute of Public Management increased by two last fall with the addition of David W. Hart and Lori L. Wadsworth.

David has taught in the department of business administration at Mary Washington College in Fredericksburg, Virginia, for the past two years. He received his Ph. D. from the Rockefeller College of Public Affairs and Policy, University of Albany, State University of New York, in 1997. David's fields of interest are administrative behavior and theory, public and private-sector ethics, and government-business relations. David has already published six peer-reviewed articles and coauthored a book with David McCaffrey entitled, *Wall Street Polices Itself: How Securities Firms Manage the Legal Hazards of Competitive Pressures* (New York: Oxford University Press, 1998). In addition, David has been very active in professional conference presentations and participation including providing leadership for the Not-for-Profit Section of the Academy of Management. David is an excellent teacher and is currently teaching a section of "Business and Society" and a course entitled "The Environment and Process of Public Administration. We are pleased that David, his wife Lisa, and son Jackson are residing in Provo, Utah.



David W. Hart

Lori is finishing her Ph. D. in business administration with an emphasis in organizational behavior and human resources from the



Lori L. Wadsworth

David Eccles School of Business at the University of Utah. Lori received her MPA degree from the Romney Institute of Public Management in 1995. Her research interests include work-family conflict, intragroup processes and relationships, and ethics. In addition to her dissertation research, Lori has been productive in her scholarly efforts with published articles, papers under review, working papers, and presentations at professional meetings including the Academy of Management. Addie Fuhriman, assistant to

President Bateman, and a person who has worked with Lori, has said, "I heartily recommend Lori as an individual who brings the kind of expertise and experience that will make for a fine, contributing faculty member. Lori brings a wonderful combination of both intellect and interest in scholarly work and in teaching." Lori also teaches a section of Business and Society for the RIPM as well as our management philosophy course. Lori, her husband Kim, and eight children also live in Provo. Lori is an excellent colleague who brings a variety of skills that enhance the Romney Institute of Public Management.

—Robert J. Parsons

Doyle W. Buckwalter



In January of 1968 Doyle Buckwalter began teaching at Brigham Young University after completing his doctorate in international relations at the University of Michigan. Doyle initially taught international relations in the Political Science Department. Later he

associated himself with the Institute of Government Service (the precursor of the Romney Institute of Public Management).

In 1973 Doyle moved with the Institute from the Political Science Department to the School of Business, where the institute had department status. He moved his teaching from international relations to local government, city management, land use planning, and the legal and social environment of public management. The change involved a considerable effort on Doyle's part; both his teaching and research changed. In his first published article, Doyle analyzed the Gulf of Tonkin incident at the beginning of the Vietnam War. Doyle's most recent work analyzed career

patterns of city administrators. Doyle became a leading scholar in local government management and consulted with many municipalities.

During his career Doyle directed the Romney Institute's internship program. With hard work he has encouraged many organizations to develop internship possibilities, and he has helped hundreds of students find internship possibilities.

Doyle has lived his life with the basic assumption that he wanted to improve society. He spent his life trying to improve our communities, the places where we live, where we are educated, and where we raise our children. A quote from the Broadway musical "Man of La Mancha" best describes Doyle's attitude towards his career:

"To surrender dreams—this may be madness. To seek treasure where there is only trash. Too much sanity may be madness. And maddest of all, to see life as it is and not as it should be." Doyle's entire career has been dedicated to making society as it should be.

Doyle and Sony are the parents of four children. Their family life is dedicated to becoming a family as it should be. They wanted their children to be all that they could and should be. Doyle has

spent a lifetime serving his family, students, and communities throughout the state and his church. We will miss our association and friendship.

—N. Dale Wright

"To surrender dreams—this may be madness. To seek treasure where there is only trash. Too much sanity may be madness. And maddest of all, to see life as it is and not as it should be."

—The Man of La Mancha

Alumni Updates

Class of 1967

Sherman A. Beck
Chief Mediator, Mountain States Mediation Services
Smithfield, Utah

Class of 1969

Stuart Preece
Assistant Director, Utah State Archives
Salt Lake City, Utah

Class of 1970

C. Russell Fotheringham
Associate Director of Business Development
State of Utah

Class of 1971

David L. Harris
Principal Consultant, Shannon Associates
Sacramento, California

Class of 1973

Ronald W. Heaton
President/CEO, State Bank of Southern Utah
Cedar City, Utah

Class of 1977

Roger D. Lee
Professor, Salt Lake Community College
Salt Lake City, Utah

Class of 1978

Michael Ettredge
Associate Professor, University of Kansas
Lawrence, Kansas

Albert L. Ngo
Senior Accountant, Balboa Life & Casualty
Irvine, California

Class of 1981

Todd Hansen
Administrator, Billings Oncology Associates
Billings, Montana

Class of 1982

Terry L. Cuthbertson
Director of Information and Business Management,
Eastern Kansas Health Care System
Topeka, Kansas

Vance Fager
Owner, Grove Development
Meridian, Idaho

Class of 1984

Kevin G. Davis
Management Consultant
Midvale, Utah

Dr. Bruce D. Latham, D.O.
Physician
Port St. John, Florida

Class of 1985

Dale B. Wegkamp
Director, International Law Enforcement Academy,
Federal Bureau of Investigation
Budapest, Hungary

Class of 1986

Robert L. Kendrick
Vice President, Management Science Associates,
Independence, Missouri

Class of 1987

Patrick T. Cabulagan
Executive Director, Water and Sewer Risk
Management Pool
Bellevue, Washington

Dave Millheim
Vice President of Development, E & H Investments
Salt Lake City, Utah

Niel Nielson
Financial Systems Analyst, Inland Northwest Health
Services
Spokane, Washington

Kelly G. Roundy
Technician III, Siemens
Salt Lake City, Utah

Doug Crabtree
CEO, Eastern Idaho Regional Medical Center
Idaho Falls, Idaho

Grady A. Brown
Vice President of Human Resources, Cerprobe Corp.,
Gilbert, Arizona

G. Kent Steuling
Dir. of Human Resources, America First Credit Union
Riverdale, Utah

Tom Belshe
Exec. Dir., Greater Arizona Development Authority
Phoenix, Arizona

Dennis G. Peterson
Senior Business Manager, Lockheed Martin
Dugway, Utah

Whitney J. Pugh
Budget Director, Lewis-Clark State College
Lewiston, Idaho

Don Tingey
City Administrator
Brigham City, Utah

Richard L. Davis
City Manager
West Point, Utah

David Salazar
Human Resources Dir., Regional Medical Center
Salt Lake City, Utah

Pablo Abrecht
Regional Marketing Manager, Polaroid, Vicente Lopez,
Buenos Aires, Argentina

Jeff Benson
Senior Business Operations Specialist, Idaho National
Engineering and Environmental Laboratory
Idaho Falls, Idaho

Shawn M. Davis
HRIS Manager, E Trade
Rancho Cordova, California

Troy Dial
Captain, Salt Lake County Sheriff's Office
Salt Lake City, Utah

Rob Karlinsey
Management Services Director
City of University Place, Washington

David Brice Porter
Director, Market Analysis, New Power Company
Houston, Texas

R. Ryan Rhees
Golf Professional, Rivers Edge Golf Course
Bend, Oregon

Class of 1996

Cameron K. Martin
Alumni Association Dir., Utah Valley State College
Orem, Utah

Lane Turner
Courts Consultant/Trainer, Systems & Computer
Technology
Lexington, Kentucky

Vicki Waddoups
Senior Consultant, Plaut
Dallas, Texas

Class of 1997

Dennis Mehr
Assistant Administrator, Health Management Assoc.,
Statesville, North Carolina

Bryan Steele
Accountant
City of Cedar Hills, Utah

Scott P. Trainor
City Administrator
City of Cedar Hills, Utah

Class of 1998

Nathan Checketts
Auditor, California State Auditors
Sacramento, California

Mitchell Pulley
Consultant, iQuantic Inc.
Lakewood, Colorado

LaRee Ricks
Dir. and Financial Consultant, Sterling Finance & Ins.
Orem, Utah

Class of 1999

Emily Eyre
School Finance Specialist, State Office of Education
Salt Lake City, Utah

Gregory D. Martin
Management Analyst
City of Houston, Texas

Class of 2000

Shane D. Dille
Town Manager
Gila Bend, Arizona

Toshiyuki Nishimura
Special Assistant to the President, Japan Commercial
Arbitration Association, Tokyo, Japan

Karen Peterson
Performance Auditor, Bureau of State Audits,
Sacramento, California

DO YOU HAVE AN UPDATE FOR THE NEXT
ISSUE OF *OUTREACH*? CONTACT US!

mpa@byu.edu

Alumni Survey

The Romney Institute, in conjunction with the LDS Foundation Telephone Center, is in the process of conducting a telephone survey to all of you (we hope.) The purpose of this survey is twofold: 1) to update personal and business information; and 2) to collect new information regarding the organization and job categories that relate more to the public and non-profit sectors. Currently, the codes used to classify organizations and jobs do not fit well with the type of organizations and jobs that MPA graduates work with or have. Also, these categories better fit with the new emphases of the MPA Program. These emphases are: 1) urban management; 2) non-profit; 3) human resource management; 4) financial management; 5) information systems; and 6) management analysis.

We hope all of you were contacted; however, if you were not, please email us at mpa@byu.edu and we will send you a survey.



Faculty Awards

Congratulations to Dr. Gary Cornia and Dr. Lawrence Walters on their achievements this year!

Dr. Cornia has been recognized with the Marriott School of Management's Outstanding Research award for his research in e-commerce, forecasting tax revenues in eastern European countries and deregulation of utilities.

Dr. Walters is a joint recipient of ASPA's Louis Brownlow Award in Public Administration Review. *This award is presented for the best Public Administration Review article written by a practitioner* (aspanet.org). Walters, with coauthors James Aydolette and Jessica Miller, are being recognized for their article, "Putting More Public in Policy Analysis," from the July/August 2000 issue of *PAR*.

Cornia and Walters were also complimented in a recent book review for their work in [Experts Agree: Utility Deregulation Will Affect Local Property Taxes](#).

Got Jobs?

Hey alumni!! Have you ever been on the BYU alumni site at www.alumni.byu.edu? This site contains a various useful services. At the top of the list is alumni placement. Here you can post a job, search for a job (if you are in the market) or access Career Services. You can also update your personal information and search for former classmates and their whereabouts. So get online!! This information could be helpful to you in many ways.

Director's Corner



Robert J. Parsons,
Director

As Director of the RIPM, I was able to attend the National Association of Schools of Public Affairs and Administration (NASPAA) meetings in

Richmond, Virginia, 19-21 October 2000, "Preparing PA Professionals for the Early 21st Century." The programs at the conference focused on the core issues related to competencies needed by PA professionals in today's environment. My summary of these important and significant competencies discussed at the meetings are presented below in random order.

First, PA professionals need to know and understand the process of financial management, how budgets are determined, how to use budgets as a managerial tool, and basic accounting.

Second, managers in the public sector should understand how the market economy functions, the role of supply and demand, the impact of externalities on economic policy, how the concept of opportunity costs are important in our managerial decision making, and how to apply marginal economic analysis. Specific tools mentioned in the accounting and managerial economics area included the use of the discount rate for monetary policy by the Federal Reserve System, cost benefit analysis, performance measurements, how to price government services, process management, and cash management.

Third, PA professionals need to know how to communicate policy, problems, ideas, and research findings both in writing and in oral presentations. In order to perform these competencies effectively, the public administrator needs to be able to work with teams.

The fourth area of competencies discussed at the NASPAA conference deals with the human side of management. The public manager needs to be aware of the legal aspects

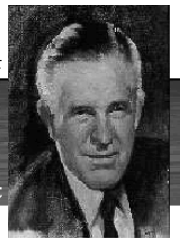
of human resource law, have an understanding of the core HR tasks of compensation and benefits, and be able to conduct a performance audit. As public sector managers, we need to be comfortable in our role as a "change agent," be able to develop a strategic plan, and know the distinction between "service" and "regulation" in the public sector. Moreover, do we fully understand the political environment in which we work? What is our relationship with the legislature? How do politics enter into our decision model? Can we assess what is happening in terms of cross-sector analysis? Can we deal with conflict management? Are we comfortable with our personal values, and do we understand our civic responsibilities?

The fifth and final area of competency that PA professionals need to be knowledgeable about deals with research methods and information technology. Traditional research competencies include basic research design, statistics, management of data sets, presentation skills (i.e., power point), citizen surveys, and personal computer skills (i.e. e-mail, spread sheets, etc.). The information technology requirements for the PA Administrator of the future are probably best summarized by knowing how to manage technology as well as how to manage with technology. Current issues pertain to purchase choices of technology, e-government, universal access, a wireless society, web strategy, etc. And who knows what the future holds in the technology of the future?

As practitioners and academics in the PA field, we need to continue the learning process so that we are competent administrators and maintain the public trust in our role as managers. One additional thought: One of the sessions at the conference was entitled, "Marketing the MPA Program: Experiences and Issues." A key issue in this discussion was, how do we better market the MPA degree among individuals in our communities? Generally, people know what an MBA degree is. We need to do a better job of communicating to the general public the advantages of an MPA degree.

Outreach

George W. Romney Institute of Public Management

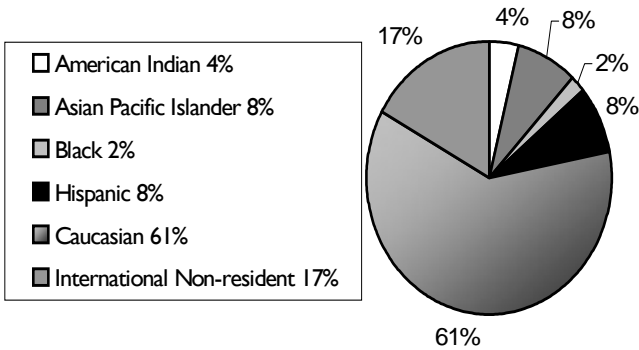


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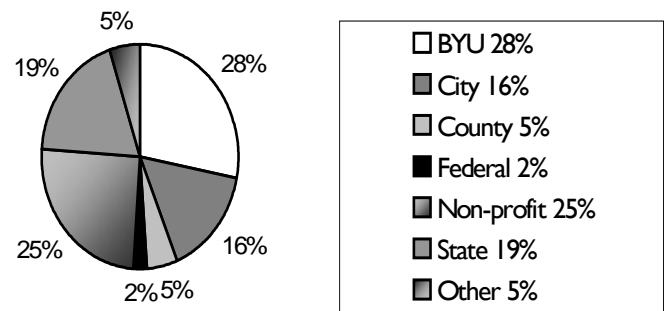
Ethnicity of Daytime MPA Students



Number of Applicants	75	Women	36%
Number Admitted	44	Men	64%
Number of Full-time Executives	9	Minorities	21%
Total Daytime Attendance	53	International Students	21%
Average GPA	3.48	BYU Grads	76%
Average Adjusted Test Score	550	Grads from Other Institutions	26%

EMPA Class of 2003

Employers of EMPA Students



Number of Applicants	76	Women	28%
Number Admitted to EMPA	66	Men	72%
Number Attending at Salt Lake Center	57	Minorities	7%
Average GPA	3.4	International	2%
		BYU Grads	53%
		Grads from Other Institutions	47%