

ALUM SPEARHEADS HISTORIC INITIATIVE IN IRAQ

BYU MPA Alum Al Haines is breaking ground in Iraq, helping newly elected provincial councils and their soon-to-be appointed governors learn and apply the processes of local governance and take the reins on local projects.

Last year, Haines accepted a position as chief of party for USAID, a foundation that aids the Iraqi government in transition. As chief of party, Haines oversees the effort to orient and train local leaders on planning, budgeting, conducting meetings, and other topics related to their powers under the recently passed Provincial Powers Act. The act, passed in 2008, grants local provinces more autonomy and decision-making power on a local level.

For the first time since United States' occupation in 2003, Iraq held open, democratic elections for provincial councils, who in turn selected governors. Although the country has previously hosted elections for local government officials, those elections have been organized by foreign influences and laced with secrecy and covert political strategy.

"These elections empower the local officials and provinces to have some influence over the services that they receive like water, sewer services, schools, and hospitals," Haines says. "They will be able to have more control over how money is spent in the province."

By preparing orientation materials



An Iraqi boy looks on amid a backdrop of campaign posters and advertisements. This was the first year candidates were able to openly campaign for provincial elections.

and providing technical advisory services to the Iraqi leadership on legal and fiscal matters, Haines and his team have paved the way by which all the provinces will have access to top-notch leadership development. Haines and his team have turned to their Iraqi employees throughout the country to actually advise and support the newly elected officials, making this project a largely self-supported one.

As local officials shift into their new roles of power, Haines and his staff will stay in Iraq for a year, counseling more than 400 Iraqi and expatriate employees in assisting eleven provincial councils. Their job is to understand and apply the principles set forth in the Provincial

Powers Act, which translates into a lot of advice on budgeting, planning, meetings, and general public management affairs.

This project, the latest of several initiatives to train local leaders, has several distinguishing factors from similar previous projects. In years past, elections have been purely based on political parties where citizens were unable to vote for particular people.

"Five years ago people were afraid they would be assassinated if they campaigned or let people know they were running for office," says Lamar Cravens, deputy chief of party for the project. "This time around,

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From the Director



These days, one cannot turn on the news without hearing of the newest layoffs, downsizing, bail-outs, and bankruptcy filings. By now everyone is feeling the effects of the current economic down-

turn. While we are realistic about the state of the economy, the Romney Institute of Public Management is also using this time to present a positive learning opportunity for our students. In most of our courses, we are addressing the need for fiscal responsibility, planning for the future, and sound economic policy. Our students are receiving first-hand insight into problems they will likely tackle after graduation.

The RIPM is tackling the same problems. Although the Romney Institute has prided itself in being fiscally responsible, we are finding ways to be even more prudent with our resources. Compared to other programs in the country, we are better off. Our guiding principle of being financially conservative in times of plenty and thus less affected during down times has its advantages, but we are still facing a very noticeable shortfall in resources, particularly with regard to our budget and endowment.

As a result, some key components of the program are suffering. While our program's public image and visibility have greatly improved through professional interaction, it has come at the cost of an increased travel budget. We recognize the role of travel in the larger perspective of our expenses, yet have subsequently cut our travel by approximately one-third this year. The tri-annual newsletter has been cut to twice a year. Some graduate assistant and office positions have been cut. And while it has always been important to express appreciation to our donors through yearly gifts, imparting these gifts during an economic crisis does not make sense this year.

While budget cuts constitute part of the normal ebb and flow of business, the most painful effect we have felt is in scholarship money. Because of our endowment's severe losses in 2008, we have

decided not to pull scholarship money from it. Outside sources that have typically funded student scholarships are contributing less money. As a result, we are attempting to cover all scholarships through other means, which has put a noticeable strain on other key budget areas.

Ultimately, our goal is to act responsibly while minimizing the impact on our students. The best solution for riding the financial waves of the economy's undercurrent is to generate more money. Now is a crucial time to help. We certainly understand that everyone is feeling the impact of the economic downturn, but any help you give would be greatly appreciated.

While the obvious form of help is financial we are equally concerned about the job market for our graduates. It is not looking promising. It is not looking any better for our first-year students on the internship market either. Any assistance you can offer in making us aware of opportunities in either arena would be invaluable. Please contact our career services director, Tanya Harmon, at 801-422-1827 or me at 801-422-7243.

The main reason that we will survive our current economic situation is because of our unparalleled alumni. We are proud of our strong alumni support system that binds our students with successful and capable professionals tackling the current issues head on. This school truly runs on the fuel of its graduates.

Sincerely,

DAVID W. HART

David Hart, Director

OUTREACH

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*Published by the George Romney Institute of Public Management at
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MPA PROFESSOR HONORED WITH 1,000 PAPER CRANES

When students in the MPA program want to show they care, they don't send a card, they fold origami cranes.

Students from adjunct professor Kimball Young's fall 2008 public debt management class banded together to show their support for a professor they love and appreciate.

Young, who was diagnosed with cancer in the fall, decided



from Provo, took the reins on the project and organized the students together. One January evening, about fifteen students gathered in the MPA lounge to watch *Kung Fu Panda*, munch on snacks, and share stories about Young and his class.

After spending several hours in the lounge, many students took paper home to fold cranes during down time; some students enlisted the help of spouses and houseguests. At the rate of approximately three minutes per crane, the cranes were finished fifty hours later. In early February, several students carpoled together to deliver the cranes to Professor Young's house where they were greeted warmly.

"He had just got back from Texas, and he was looking much better," Halverson says. "He was really appreciative. We spent the hour chatting about current events and drinking cider."

The cranes, strung up in a cylindrical stream of rainbow colors are now hanging in Young's office—a reminder of the class that he sacrificed for.

Student News

to avoid the advice of Dean Gary Cornia to take a break from teaching. Instead, Young drove down from Salt Lake City each week amid frequent chemotherapy treatments.

"That was very touching to us," says Brian Halverson, a second-year MPA student with an emphasis in local government from Troutdale, Oregon. "An ordinary person would say, 'I've done enough. I've taught several years; I can take a leave for this.' But Professor Young didn't. He kept faithfully driving down almost every week for us."

Young's example of sacrifice prompted his students to take action. They thought about a card but didn't think one could adequately express how they felt. Then Halverson had an idea.

"When my mother was sick with cancer, several people in the community banded together and folded 1,000 cranes for her," he says.

In ancient Japanese folklore, folding 1,000 cranes for a person is said to grant that person one wish. Although the practice is widely used throughout the world to promote world peace, it is most traditionally linked to curing illnesses and diseases.

The time-consuming but worthwhile gesture was disorganized at first. That's when Amy Harlow, a second-year MPA candidate with emphases in local government and finance



Alumni News

RECENT MPA GRADUATE MINGLES WITH TOP NAVY EXECS

Recent MPA graduate Kristi Anderson never anticipated that less than one year after earning her degree, she would be mingling with top government executives, prosecuting cases in court, and wearing the same outfit to work every day.

Anderson, who earned a JD/MPA in 2008, now works in the command services office of the Navy Judge Advocate General (JAG) debriefing its CEO on legal cases and issues.

“I chose to accept a commission with the Navy because it provided the opportunity to gain immediate trial experience,” Anderson says. “The Navy also affords me the opportunity of working in diverse areas of law: contracts, wills, divorces, and criminal law—as well as providing legal and ethical advice to the commanding officer of the Transient Personnel Unit, Puget Sound and assist in advising the commanding officer of Naval Base Kitsap.”

While most attorneys specialize in one area and work up the ranks to litigation and more responsibility over the years, the military entrusts its novice employees to high-ranking and diverse job opportunities.

Anderson’s job requires her to make complex legal documents readable for those in management positions and also requires her to supervise “legal men” (the equivalent of civilian paralegals). She acts in a role comparable to a prosecutor, defending the government’s case against members of the

military accused of minor crimes who face losing their jobs. Soon she will be the special assistant U.S. attorney for the Western District of Washington State.

As she moves up and is given more responsibility, Anderson notices how each facet of her MPA degree plays a vital role in her success as a lawyer. “The first-year core classes were invaluable to me,” she says. “As I receive promotions, my areas of responsibility will primarily involve fiscal, budget, and personnel decisions, the precise things I learned while earning my MPA.”

While her job may seem exciting and unique, Anderson says she went through quite a physical ordeal to be able to work with the Navy. Few MPA graduates boast about job opportunities that give them less hours of sleep than in college, punish them for not cleaning their room, and deprive them of email privileges for weeks. But for Anderson, this was standard when preparing to enter the service.

The Navy’s five-week training program deprived participants of email, caffeine, sugar, talking during mealtime, and civil-



ian clothing, among other things.

“Given my screw-ups of accidentally saluting enlisted personnel, not saluting officers, and not wearing my cover properly, I wonder how I survived,” Anderson says.

The program was strict, but Anderson endured, passed the bar, and is now living in Bremerton, Washington, with plans to implement the lessons of service she learned as a graduate student in the community.

“My goal is to produce quality work and to maintain integrity such that my reputation is known for good reasons,” she says. “I hope people will say of me, ‘She’s got it together; we can trust her. We know she works hard and gets things done.’”

Featured News

ALUM HONORED WITH ICMA AWARD



Early in Ed Thatcher's career, he was given some important advice about city management.

"People told me, 'You'll burn out in ten to twelve years and go do something different,'" he says. "I have never felt that way. I love what I do."

Because of his determination and longevity in the field of city management, Thatcher, a 1979 BYU MPA alumnus, was honored last fall by the International City/County Management Association (ICMA) for serving thirty years in city management. Thatcher has clocked all of those years in city management positions throughout Texas. Although he faced unusual and stressful challenges, he attributes his lack of burnout to his love for the communities and his love of governmental positions that keep him connected to the people.

His love for city government did not come overnight. Thatcher received a prestigious job offer to work for the State of Utah upon graduation, where he had already made friends from a previous internship. But wanting to make a bigger difference in city government, Thatcher scoured the municipal market. Once he decided Texas was the place for him, he pushed hard for a job in Abilene, Texas, until his future boss finally relented.

"Even though I didn't know the city manager, I called him and said, 'I need to go there, and you're the guy who can get me there,'" Thatcher says. "He didn't have a job opening, but I said, 'You can put me anywhere, and I'll work there until something opens up.'"

Thatcher climbed the ranks from being an administrative assistant to assistant to the city manager in Abilene, which catapulted him to city manager of Navasota, Texas, three years later. But Navasota had its own sets of challenges that

would test Thatcher's commitment to the job.

When he got to Navasota in 1982, he found a town that continued racial segregation on public land, where black and white cemeteries became the centerpiece of Thatcher's first major battle. While the white cemetery was beautifully maintained with mature pecan and oak trees growing throughout, the black cemetery was run down and had one part-time employee in charge of maintenance.

Thatcher proposed that the fence between the two cemeteries be taken down. When people strongly opposed this idea, Thatcher made sure public funds went to maintain both cemeteries equally. He initially received a lot of heat from the community, but continued his desegregation plan. Then months later a miracle occurred.

"A tornado came through the town," Thatcher says. "Pecan and oak trees fell over the fence, and we didn't have money to fix it. We were able to take the fence out then."

Thatcher is no stranger to repairing cities. He worked for Rosenberg, Texas, as the city's first city manager.

"When I got to Rosenberg there were no processes in place, the employees were running amok, and the city had not had a balanced budget in more than ten years," Thatcher says.

While Thatcher made many changes in a short time, a job opened up shortly in the Dallas area, a place he had been eyeing since the beginning of his career.

Thatcher became the city manager of Greenville, Texas, where he stayed for fourteen years. He is now city manager of Heath, Texas, a suburb of Dallas and has been since 2005.

Thatcher's first boss who gave him the memorable advice about burnout is now working in California—not as a city manager. But Thatcher, whose love for the people and the job has propelled him, has no plans to leave. When he shares stories from his previous jobs, Thatcher seems more like a grandfather relaying tales of the good old days than a person climbing the governmental ladder.

"Everything we do in city management has a purpose, and it's so much fun," he says. "I still love the work."

WORK IS A ZOO

The wages are subpar, the hours are uncomfortable, and animal waste abounds. For zookeepers, the work environment stinks—literally. Yet they love their careers.

A study by the Romney Institute's Jeff Thompson sheds light on the benefits and drawbacks of being a zookeeper.

Thompson says most zookeepers feel a destined calling to their field, which explains the deep sacrifices they endure for the profession. The average zookeeper makes less than \$25,000 a year, and two-thirds depend on another source of income, but many say they couldn't foresee a situation where they would leave the zoo. They care too much about their animals.



"When you have employees who are motivated by a calling, they are going to be very committed, work very hard, and sacrifice their personal time, which is all good news," Thompson says. "However, they also tend to view the

world from a moral lens. It isn't a professional choice—it's a moral duty."

Thompson explains employees will find that highly involved employees are not low-maintenance; disagreements with organizational decisions can turn into battles. Employees who view work through a moral lens are also more likely to be critical of each other.

"There is a lot of literature promoting this idea of finding your calling at work," Thompson says. "I resonate with that personally but wanted to show that having a calling isn't a straight-forward positive experience. It is a burden as well."

The study, "The Call of the Wild: Zookeepers Callings and the Dual Edges of Deeply Meaningful Work" is authored by Thompson and Stuart Bunderson of Washington University in St. Louis and will appear in the March 2009 *Administrative Science Quarterly*.



Iraq, cont.

people knew the candidates by name. The candidates were not afraid to show their faces and advertise campaign posters. The fact that people are that confident indicates that they have made progress."

Jim Mayfield, former professor of Middle East studies and political science at the University of Utah, has dedicated nearly four decades studying, lecturing, and writing about the intricacies of Iraqi politics. Mayfield says these new provincial powers pave the way to more individualized support for Iraqi citizens unlike the historic roles of the province. Even though 80 percent of Iraqis lived outside of Baghdad, 75

percent of the country's budget used to be allocated to the capitol city. And although they had provincial governors, it was merely a façade.

"They were all totally and completely controlled by the central government," Mayfield says. "They had absolutely no autonomy; a governor could not even have a road finished without approval from Baghdad. Hospital officials were constantly being forced to justify the use of medicines. If a party member did not get operated on first, hospital employees could be imprisoned."

Discretionary use of money budgeted to each province is a key component to

this project that Haines is spearheading.

"If you look at Iraq's government historically, it's really a Soviet model," Haines says. "It was all centralized. So this is the beginning of an attempt to move some level of political activity and accountability to these local elected officials—the provincial councils."

Haines says the local leaders this year are much more qualified and are able to handle the tasks that lie ahead of them. These qualifications will come in handy this year when Haines and his crew implement the governance program that they have been creating.

Institute News

NEW ADDITION BENEFITS MPA STUDENTS



They don't have a foosball table.

That's the only complaint MPA students have with their new lounge. But the new Tanner Building addition's large flat screen TVs and plenty of available study rooms more than make up the difference.

While the recent addition to the building helped alleviate the strain on many departments within the Marriott School, the Romney Institute students were particularly helped by the addition of a new, secure access lounge.

"In the old lounge, it seemed crowded when eight people were in it," says Scott Selin, a second-year MPA candidate from Phoenix, Arizona. "The old lounge had chairs everywhere and desks surrounding the perimeter. The new lounge is more conducive to larger groups and has more places to sit and relax."

Although similar features remain intact like a refrigerator, a microwave, tables, and chairs, Selin says the aesthetics and the setup make it a more pleasing place to be. He has even noticed that there are markedly more students who frequent the lounge this year.

The sweeping view of Provo's scenery west of campus is a welcome change from

screen TV.

The new addition also features high-tech study rooms that Selin says are more available and comfortable than in the old building.

"The old ones were really small," he says. "You'd cram in four chairs and a table and you'd be climbing over each other. The new study rooms are more comfortable because they are more spacious, and they have windows."

In a building where rooms with windows are regarded as prime real estate (some professors wait years to have window offices), students are pleased to have study rooms with natural light and a spacious feel. More than that, many of the thirty-nine new study rooms are equipped with white boards, wireless internet, and large flat-screen monitors with hookups. The screens are available for students to watch class-related movies or to edit papers together on one screen.

The ten new case rooms also have been praised for their aesthetic appeal and outlet accessibility for students with laptops.

As for the foosball table, Selin says: "I guess we're just more relaxed and don't need it."

the old lounge's third-floor view of the parking lot. It has a home-like feel with distinct study and printing areas, meal preparation and dining areas, and a sitting and entertainment area with a large flat-

STUDENT STATS

Most money spent in the new Blue Line Deli since opening: \$550

"Way too much," says one student.

Students who have slept in the lounge after midnight: 8

Five students responded, "Not yet."

Students who have traveled to more than four countries: 39

Bryan Moore has traveled to twenty-one countries.

Average number of jobs/internships applied for this year: 8

One student ambitiously applied to fifty places.

Most number of hours spent in MPA lounge per week: 25

Five hours a week is the average.

Number of students who speak a second language: 87

Average hours per week working on group projects: 7

One student says, "My life feels like one big MPA team project!"

Favorite lounge furniture: Ottoman chair, couches.



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

PRESIDENTIAL MANAGEMENT FELLOWSHIP FINALISTS

Two MPA graduate students will have the unique privilege of attending an exclusive job fair in Washington, D.C., this spring because of their outstanding performance in conjunction with the Presidential Management Fellows (PMF) program.

Competing with several thousands of talented students across the country, Sarah Bragonje, from Loomis, California, emphasizing in financial and managerial analysis, and Andy Bean, from Bothell, Washington, emphasizing in nonprofit management and finance, made it to the top 10 percent of applicants to achieve the title of PMF finalist.

Finalists are invited to a job fair in Washington, D.C., where recruiters from many organizations in the federal government get together and actively recruit—some students receive more than one dozen offers. Most federal agencies come to the fair, including USAID, FBI, NASA, and IRS.

Bean initially had no intention of working for the government. But when he was approached by David Hart about applying, Bean decided to give it a shot.

"I am really excited about the program, and I am learning that the federal government has many organizations that would be great for nonprofit students," he says.

"I am learning that the federal government has many organizations that would be great for nonprofit students."

Bean and Bragonje were both nominated by the Romney Institute for this fellowship. Applicants also submit their résumé online and take a nationwide test that evaluates the student's personality, logical reasoning, and grammar. For BYU

students, this meant leaving Utah.

When Bragonje flew to Colorado to take the test, she had a real test of patience to pass first.

"I almost missed my flight to Denver," she says. "It took me almost an hour to get my rental car. Then I had to navigate myself there with nothing more than the

dinky map the car rental company had in their shuttle. I, amazingly, was able to get there with about six minutes to spare, so I was pleasantly surprised when I heard the good news!"