

FACULTY PROVIDE TRAINING IN A TROPICAL ISLE

From the shadows of the Wasatch Mountains to the misty islands of American Samoa, faculty at the Romney Institute of Public Management strive to promote good governance practices wherever they may be. Last November faculty and an alum traveled to the island of American Samoa for the first-ever Pacific Public Management Executive Seminar.

Romney Institute director Dave Hart and professors Jeff Thompson and Larry Walters traveled almost 5,000 miles to the tropical, unincorporated United States territory. By inviting public management leaders to American Samoa, more than 200 individuals were able to obtain cutting-edge training at a fraction of the cost—in their own backyard.

“The American Samoan government was very impressed with the professionals that presented,” says Ifo Pili, Romney Institute alum, conference organizer, and American Samoan native. “They even requested they come again.”

Before the inauguration of the Pacific Public Management Executive Seminar, it was economically unfeasible for American Samoans to receive quality governmental training, because traveling to the United States would cost about \$5,000 per person. A grant from the U.S. Department of Interior covered travel and accommoda-



tions costs for seminar speakers, who participated free of charge.

Of the speakers at the seminar, the Romney Institute presenters had the largest representation and were the only educators. Professor Thompson’s keynote address centered on his award-winning research on finding your calling. Some of the other topics discussed by Romney Institute faculty included budgeting, team decision making, and strategic planning.

“We, along with the other presenters, were able to train many levels of their government in one setting,” Hart says. “It was exciting to present to such engaged participants. There are some real opportunities for the training provided to have

a significant impact on an already solid government.”

Members of the Romney Institute were able to create new relationships with those who also spoke at the seminar; including Dave Childs, president of International City/County Management Association; Barney Sene, executive vice president of Inter Island Airways, Inc.; and Nik Pula, director of Insular Affairs at the U.S. Department of Interior. As a result of the newly formed relationship, Pula will be speaking at the Marriott School on 7 April.

Without a Romney Institute alum the seminar wouldn’t have happened. The

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Institute News

2010 ANNUAL REPORT

We want to keep you informed on how your program is doing. Here are numbers that make us proud.

STUDENT INFORMATION

- Approximately 120 full-time day MPA students are enrolled, nine of which are JD/MPA, and nearly 150 are enrolled in the Executive MPA program.
- Nearly two-thirds of the MPA students are bilingual, 80 percent have lived abroad, almost half of the students are female, and 45 percent are married.
- International students comprise 10 percent of enrollment in the day-time program.
- Entering full-time MPA students have an average undergraduate GPA of a 3.6 and an average score of 1188 on the GRE or 581 on the GMAT.
- Executive MPA students have an average undergraduate GPA of 3.3 and almost ten years of work experience.
- The average age of full-time day students is twenty-six; the average age for executive students is thirty-five.

FACULTY INFORMATION

Eight of the nine full-time faculty members have continuing status. The program also has fifteen part-time faculty members with diverse interests.

Faculty Research Interests:

Don Adolphson: linking decision analysis and business ethics

Brad Agle: character and integrity in professional degree programs

Rex Facer: alternative work schedules; local infrastructure financing

Ray Nelson: taxes and government finance (especially business cycles)

David Hart: ethics

Jeff Thompson: meaningful work

Lori Wadsworth: work and family issues

Larry Walters: international property tax issues

Eva Witesman: voluntarism; nonprofits

ALUMNI INFORMATION

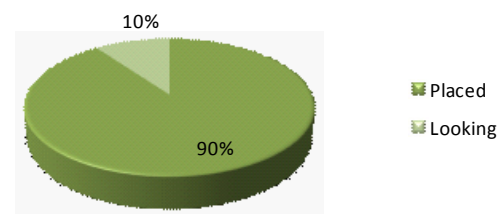
Total Alumni	3,041
MPA Grads	1,888
MPA/JD Grads	125
MHA Grads	68
EMPA Grads	960

Alumni can be found in forty-eight states and twenty-two foreign countries.

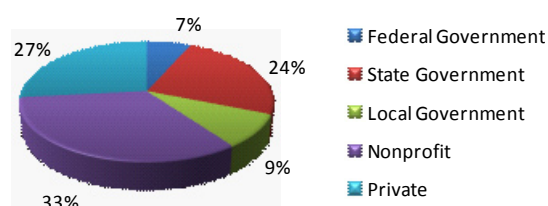
CAREER SERVICES INFORMATION

All data is from the 2010 graduating class.

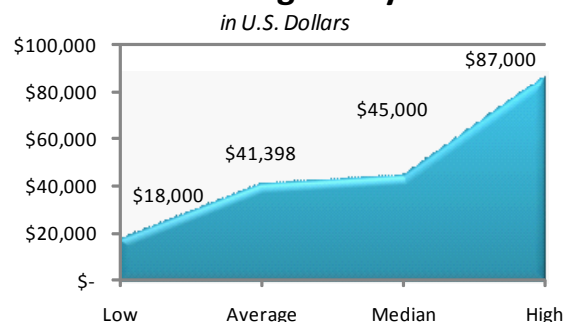
Total Placement



Placement by Sector



Starting Salary



OUTREACH

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*Published by the George W. Romney Institute of Public Management
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Student News

ONE FOOT IN THE CLASSROOM, ONE IN THE REAL WORLD

For several students at the Romney Institute of Public Management, their professors weren't the only ones eager to read their final projects. Real-world leaders planning to put the students' efforts into action were also anticipating the reports.

Last fall five students revised a compensation act proposal for Senator Orrin Hatch to fulfill the final project requirements for three, first-year MPA classes, and another group prepared a strategic plan for Woodland Hills, Utah, as a part of its local government management course.

"Schoolwork changes when you think about real people and their problems," says Andrew Nelson, a first-year MPA student from Las Vegas. "We felt a much greater connection to our work. We were not studying theory or completing a task. We were rewriting legislation that provides compensation to victims of government negligence."

Students created a proposal to revise the Radiation Exposure Compensation Act (RECA), which provides additional aid to those who contracted medical diseases as a result of living downwind (in parts of Nevada, Utah, and Arizona) of nuclear bomb tests conducted in the 1950s. The main goal for the team was to expand the geographic scope and number of diseases included in the act.

One challenge of the proposal was to suggest where money for the victims would come from. As a result, the team suggested implementing an eight cent tax per month on all cell phones in America and a two cent tax on each bag of commercial grade fertilizer.

These tax ideas along with the remainder of the proposal were presented not only to the students' professors but also to a representative from Senator Orrin Hatch's office. The work done on this project will help Senator Hatch when political action on this act takes place, and the students are able to use it as a building block for their careers.

"The RECA project helped me more than any other academic experience I've had," Nelson says. "I learned how to examine an issue from the perspective of a variety of stakeholders. This skill will help me

in any future organization in terms of exercising judgment and demonstrating empathy toward employees, residents, businesses, and NGOs."

While Nelson and his team were expanding compensation options, eight students were investigating development possibilities for Woodland Hills, Utah.

Located about twenty miles south of BYU campus, Woodland Hills is a small city of about 1,500, with a growing population. The city council came to the Romney Institute for advice on town development. Professors and students teamed up to provide a strategic plan for the city.

According to Rex Facer, one of the professors leading the effort, the students performed an analysis of Woodland Hills' growth over the years. Research was also conducted determining how similar small towns have provided services, political or commercial, to their residents.

For Jared Floyd, a second-year MPA student from Tupelo, Mississippi, the experience solidified his interest in local government issues, and he feels more prepared to enter the public sector.

"To have a professional partnership with a commitment to deliver a quality product has been really beneficial," Floyd says. "Working on a project with a real council prepares you to work in any facet of government."

2011 STUDENT PROJECTS

PROJECT	CLIENT
Citizen Satisfaction Survey	City of Eagle Mountain, UT
Disaster Director Satisfaction	Red Cross
Disaster Worker Satisfaction	Red Cross
Voter Turnout Survey	Dean Sanpei, Utah House Representative
Access & Awareness Survey of Families	United Way of Utah County
CDC School Health Profile Analysis	Utah State Bureau of Health Promotion
Water Conservation Comparison	Central Utah Water Conservation District
International Study Program Perceptions	BYU International Study Programs
Community Needs Survey	City of Nauvoo, IL
Citizen Survey of City Services	City of Kanab, UT
Influence of Public Sector on Private Economics	Romney Institute
State of the Sector Report	Utah Nonprofits Association

Have an idea for a student project? Email Vicki Okerlund at mpaalumni@byu.edu.

Alumni News

CANUCK KICKING CANCER, KENNETH KYLE

Ding. Seatbelts are unbuckled and airline passengers gather their belongings before shuffling down the aisle. Passengers who deplane a flight in Canada should consider thanking not only the pilot for a safe trip but also a Romney Institute graduate.

Kenneth Kyle, a 1968 alumnus, played a pivotal role in banning smoking on domestic and international flights in Canada two decades ago while serving as director of public health issues for the Canadian Cancer Society.

"I didn't realize how much work I'd be doing in tobacco control," Kyle recalls. "But as we started having success in tobacco control, we began to realize how cost effective this was in preventing chronic disease."

According to the Canadian Cancer Society, a cigarette produces twelve minutes of smoke even though a person may only inhale thirty seconds of smoke. The remainder of the smoke is left lingering. Because of the re-circulated air onboard airplanes, passengers used to be subject to second-hand smoke for the remainder of a flight.

After four years of work by Kyle and a team of international supporters, the smoke-free skies resolution was passed by the International Civil Aviation Organization in 1991, making smoking on international flights to Canada illegal. Since the bill passed in Canada many



countries have replicated the work done by Kyle and colleagues to make the skies healthier. A comparable bill was passed in the United States in 2000.

"When the resolution passed, my colleagues and I were proud of the fact that we were able to protect the health of a billion passengers yearly," Kyle says. "Now that work has affected the health of more than 15 billion passengers."

In Kyle's more than twenty years of experience in public health, he has also made an impact in preventing cancer on the ground.

Kyle led the efforts to pass a Canadian bill implementing picture-based warning labels on cigarette boxes.

These labels feature photos such as a man smoking through a stoma (hole in the throat), a struggling cancer patient, and a breathing aid.

These photos, paired with the written dangers of smoking, bring the long-term effects of lighting up closer to home. According to Kyle, many countries, including the United States, are taking action to implement these picture-based warnings.

"In the 1970s, Canada had the highest per capita smoking rate in the world," Kyle states. "Now Canada has one of the lowest per capita smoking rates in the Western world."

Although Kyle retired in 2007, his influence on public health continues. He is happy to share his knowledge with current public health leaders in other countries and future leaders. Last November, the BYU Health Science Department invited Kyle to campus to discuss his influential work on creating smoke-free skies and pictorial cigarette warning labels in Canada.

Kyle and his wife, Lorna, can be found in Lethbridge, Alberta. Kyle confesses he's a failure at retirement. Currently he serves on the Alberta Public Health Association Board of Directors and has teamed up with the University of Alberta to develop a chronic disease prevention plan. He and Lorna also enjoy visiting their twelve grandchildren.

EMPA PROGRAM ACCELERATES CAREER PATHS

For those with an established career, the Executive MPA program at the Romney Institute of Public Management has been an extra boost to their career path.

For two EMPA alumni, the program was a springboard to more leadership, responsibility, and gratification in their work.

Judge Paul Warner



Judge Paul Warner graduated from BYU with a bachelor's degree in English in 1973 and later graduated from the J. Reuben Clark Law School's charter class

in 1976. He served as a trial lawyer in the Navy in San Diego, California, for six years before returning to Utah to work in the Utah Attorney General's office as chief of the litigation division. Immediately after moving to Utah he started his EMPA program at BYU.

"I was fascinated by the idea of managing lawyers," Warner says. "I found it challenging, interesting, and satisfying to deal with the management side of the practice, but I lacked the professional training."

Warner says he quickly learned the language of business and his employer took notice.

"The attorney general was impressed that I was taking classes and applying them in my day-to-day work," Warner says.

His application and dedication got Warner a raise after graduation in 1984 and many more promotions followed.

Warner was appointed as the United States Attorney for the District of Utah by President Bill Clinton in 1998 and was one of only two U.S. attorneys retained and reappointed by President George W. Bush in 2003. After almost eight years of service, Warner resigned and was appointed as a magistrate judge for the district of Utah, a position he has held since 2006.

"The training I had in the EMPA program was what made me effective," Warner says.

Lieutenant David Puett

After earning a bachelor's degree in economics from BYU in 1979, Lieutenant David Puett worked for ten years in the private sector. In 1991 he brought his results-oriented focus from the private sector to the Utah Department of Corrections working at a prison in Gunnison,



Utah, and began his master's degree soon after.

"I learned how to look outside of the box, and achieve goals at a lesser cost through a change of focus," Puett says.

Because of his EMPA training, Puett has helped implement a variety of beneficial programs. One such change has helped the Gunnison prison keep costs down. Housing criminals in individual cells became very expensive. Puett and a team of associates used "out of the box" thinking to implement a dorm setting for the prisoners. Inmates could volunteer to live in a group setting and would receive incentives for good behavior. The program was an overwhelming success and saved the prison thousands of dollars.

Puett has worked at the Gunnison prison for ten years and now serves as lieutenant at the facility.

"Through the classes we took and the discussions we had, the MPA program at BYU helped me accomplish more in my career," Puett says

Tropical, cont.

genesis of the seminar came from a father and son, both involved with public management thousands of miles apart.

Ifo Pili, a 2007 graduate of the Executive MPA program, has developed many contacts while at BYU and as assistant city manager for Eagle Mountain City. For Pili, inviting his former professors from the Romney Institute to present at the seminar was a natural choice.

"I learned so much from my professors and knew the things they taught me would be helpful to those in the South Pacific," Pili says.

His father, Falema'o Pili, owner of F.M. Pili and Associates, a public management consulting company, hosted the seminar. The American Samoan government was captivated with the seminar and requested Romney Institute professors return for

next year's event.

But the American Samoan government wasn't the only one pleased with the institute's efforts.

"The Romney Institute faculty represented the program well," Pili says. "As an alumnus I was even more proud to be a part of the Romney Institute."

Alumni News

RELIVING Y2K

Graduates from the Class of 2000 made a familiar trip to the Tanner Building last October, but instead of gathering to prepare for final exams, the former classmates exchanged stories and shared family pictures.

"When we were all together in the same room again, it definitely didn't seem like ten years had passed," says Hannah Michaelsen, MPA Class of 2000 representative, from Martinez, California.

Graduates traveled from as far as Virginia for the Homecoming weekend class reunion. Students were welcomed by dean Gary Cornia, former director of the MPA program and former professor for many of the students.

Not only were students able to visit with professors who continue to walk the halls of the Tanner Building but also with retired professors Gloria Wheeler and Bob Parsons. Wheeler

retired in 2008 after teaching statistics and human resources for many years. Parsons taught quality management and economics at the Romney Institute for thirty-five years before retiring in 2005.

"This is a class that cared for one another and helped each other when they were students, and they have continued that tradition," Parsons says. "The Romney Institute faculty is grateful for them and their example. They have made all of us better people because of our association."

In addition to a dinner, photo slide show, and giveaway contest at the reunion, a tribute was given for Kit Lindsey, a classmate who passed away from multiple sclerosis a year ago.

"Kit would have been really happy to see us get together," Michaelsen says. "He was the glue that pieced us together."



Front row, from left: Hannah Michaelsen, Molly McCall, Jason Mills, Janelle Johnson, Kristi Anderson, and Cheri Illum.

Back row, from Left: Vicki Okerlund, Gloria Wheeler, Lori Wadsworth, Bob Parsons, Peter Christensen, Bruce Riddle, Shane Dille, Sam Lee, Derek Byrne, Jason Koop, Sean Oliver, Randall Boyle, and Jared Fotsch.

NATIONAL RECOGNITION FOR RESEARCH

While most marvel at the exotic animals in zoos, one Romney Institute of Public Management professor became fascinated by the zookeepers and their dedication to their careers. That fascination turned into research, and the findings captured the interest of the academic community as well.

“The Call of the Wild: Zookeepers, Callings, and the Double-Edged Sword of Deeply Meaningful Work,” by Jeff Thompson, associate professor of public management, and co-writer J. Stuart Bunderson, George and Carol Bauer Professor at Washington University in St. Louis, Missouri, have earned the attention of three prestigious national award committees.

The duo received the 2010 Academy of Management Organizational Behavior Division Outstanding Publication award; the William A. Owens Award, from the Society for Industrial and Organizational Psychology, Inc.; and Best Paper in Positive Organizational Scholarship from the Center for Positive Organizational Scholarship at the University of Michigan.

The AOM Organizational Behavior Outstanding Publication Award and the Owens Award are considered the two most prestigious honors in the field of organizational studies. For the first time the same paper has been recognized by both organizations in the same year.

National recognition was far from

expected for Thompson. He says the project started on a whim, and at times he wondered if it would ever be published at all.

“We knew the content was a little out of the mainstream but decided to see what we could learn,” Thompson recalls. “To get this much recognition is mind blowing. This has taught me that researchers need to follow their instincts and passion.”



— Faculty News

PRESIDENT OBAMA APPOINTS REX FACER



President Barack Obama announced the appointment of seven new members of the Federal Salary Council, including Rex L. Facer, associate professor

at the Romney Institute of Public Management, last fall. The council evaluates pay comparability of 1.3 million federal employees in professional, administrative, technical, clerical, and other white-collar jobs.

“These impressive individuals bring a wealth of knowledge and tremendous dedication to their new roles. I am confident that they will serve the American people well, and I look forward to working with them in the months and years ahead,” said President Obama in a release announcing the appointments.

The nine-member council meets in Washington, D.C., throughout the year to evaluate pay disparities between federal employees and private-sector employees within their respective cities. Based on the council’s evaluations, a formal recommendation of pay increases for federal employees in specific cities is given to the president each fall.

Last November Facer and the council recommended several new areas to receive a pay increase; these recommendations will be effective starting fiscal year 2012. For Facer, providing a more competitive pay for government employees isn’t the only benefit of serving; it’s also seeing the council as a whole determined to do the job well.

“I’m appreciative of the thoughtfulness and the care the members of the council have brought to these issues,” Facer says. “I’ve been impressed that they are there to make thoughtful decisions, not simply to advocate for their personal position. It’s good to be reminded of the legitimacy of good people doing good things.”



"NATIONS AND PEOPLES CAN ONLY
REALIZE THEIR FULL POTENTIAL, THEIR
FULL CAPACITY, BY THE APPLICATION
OF THEIR OWN EFFORTS."

MAYOR BECKER KEYNOTES LOCAL GOVERNMENT FAIR

For soon-to-be graduates attempting to join the workforce in a weak economy, knowing the right people is more pertinent than ever. To help students interested in government prepare to enter the field of public service, the Romney Institute of Public Management held its second local government fair with more than a dozen governmental entities in attendance.

In addition to the learning experiences available through potential internships, students were able to gain insights into serving as an elected official from keynote speaker Ralph Becker, mayor of Salt Lake City. Becker encouraged students to make a difference in the public sector.

"I know for many of you a sense of service has guided you to pursuing the degree that you have, and I applaud you for that," Becker said. "We desperately need you. And I hope that you can have

as meaningful and satisfying career as I've had."

Students across campus who attended the fair took a sizeable step in the right direction to having a career in local government. Six of the representatives interviewed students for internship and full-time job positions. Eleven city governments were represented from five northern Utah counties including Davis, Salt Lake, Summit, Utah, and Wasatch. Four governmental entities from Utah along with Harris County in Texas were also in attendance.

According to Andrew Nelson, student director of the fair, a larger fair presents more opportunities for networking-savvy students and employers to make crucial contacts.

"We nearly doubled participation from cities or government organizations and held many more interviews than last year," says Nelson, a first-year MPA stu-



dent from Las Vegas. "The feedback we received from professional participants was overwhelmingly supportive. We are hoping to make this event the premier recruiting fair for local government positions in the Intermountain West."