



# OUTREACH

BRIGHAM YOUNG UNIVERSITY MARRIOTT SCHOOL | ROMNEY INSTITUTE OF PUBLIC MANAGEMENT | SPRING 2015

## FACULTY, STUDENTS, AND ALUMNI CELEBRATE FIFTIETH ANNIVERSARY AT BANQUET



Governor & Mrs. Romney enter the banquet.

Former faculty, alumni, and current MPA students and professors came together to celebrate the fiftieth anniversary of the public administration program at BYU. The banquet, which was held in BYU's

Hinckley Center, marked an important milestone for the program: since 1965 more than 3,400 students have graduated and gone on to serve the public.

"From humble beginnings, this program has become a great force for good in the world," said Jeffery Thompson, director of the Romney Institute, addressing banquet attendees.

Former program directors Lennis Knighton, Karl Snow, and Dale Wright, along with eight members of the first graduating class and members of the Romney family attended the banquet. BYU advancement vice president Matt Richardson and former Marriott School deans Gary Cornia and Fred Skousen also attended.

Speakers included former governor of Massachusetts and presidential nominee Mitt Romney, graduating class member Brittany Erikson, 2013 graduate Frank Magana, and 1971 graduate Ruth Ann Jefferies. Their messages focused on what the MPA program meant to them.

Magana spoke about how his parents,

both immigrants, were not able to receive higher than a tenth-grade education. But through their teaching and his efforts, Magana now helps thousands of students learn as the director of Latinos in Action, a local nonprofit that helps Latino students succeed.

"What the Romney Institute gave me was opportunity," said Magana. "My parents never got those opportunities."

Mitt Romney shared a heartfelt message about his father's accomplishments and service.

"Let me suggest some reasons why I'm not the only one that thinks George Romney stands apart and is a fitting name to be atop this great institution," Romney said. "One political observer said that George Romney was absolutely unique. He would look a problem in the eye, take it by the horns, and throw it down."

He said that he hopes Romney Institute students will have the same passion and integrity that his father had as they prepare to be public servants.

**Fiftieth, cont. p. 3**



### CONTENTS

From the Director . . . . .	2
Student News:	
Keeping the Legacy Alive . . . . .	4
Q&A with Governor and Mrs. Romney . . . . .	5

Alumni News:	
From Munich with Love . . . . .	6
Honoring Ruth Ann Jefferies . . . . .	7
Student's Design Honors Romney Legacy . . . . .	8

# From the Director



Fifty years of building public service careers! As the BYU MPA program celebrates this

important birthday, I'm inspired by the impact it has had on the world during the last five decades.

The program has produced more than 3,400 graduates. They work in local, state, and federal government, human resources, and consulting. And a growing number work in the nonprofit sector, including health care administration and education. Our graduates represent us in an impressive array of institutions that shape our society from the community to the national level.

The reach of our graduates is truly global. MPA alumni work in forty-nine of the fifty states (if you know of prospective students in Vermont, please send them our way!). Our graduates also work in nations across the world—at least forty countries that we know of, and we are sure our list is incomplete.

There is inadequate space here to describe all of the exciting things our current MPA students do. Our students have a unique experience in a team-based environment, learning ready-to-apply quantitative skills through the Romney lecture series, student field projects, and annual study abroad programs in Ghana and China. We are particularly proud of our cutting-edge Grantwell Program, a student-run organization that advises large donors in their giving. With some world-renowned new clients coming on board this year, our students will be advising more than \$15 million in grants to nonprofit organizations.

So what lies in our future, and how can you help? One of our key goals is to increase the reach and diversity of our student population. We are exploring new ways to help deserving applicants from other nations qualify for the BYU MPA experience. We are also dramatically expanding our marketing efforts to make young people more aware of our program and career opportunities in public service. We'd invite you to adopt our mantra: "Every alumnus a recruiter." Who do you know that might be a good fit for

the MPA program someday? We invite you to identify at least one person this year who you can introduce to the program.

As we commemorate fifty years of the MPA program, we invite you to join with us in celebrating. Visit our new display in the MPA office lobby and get to know George W. Romney better. Also, plan to participate in our fiftieth anniversary day of service (3 April in Utah and other dates in cities throughout the United States). Visit [mpa50.byu.edu](http://mpa50.byu.edu) for more details.

Thank you so much for your contributions during our first half-century. We are excited about the contributions the BYU MPA program will make in the next fifty years!

Sincerely,

A handwritten signature in dark ink, appearing to read "Jeff Thompson".

Jeff Thompson  
Director

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

## OUTREACH

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### Fiftieth cont. from p. 1

Lennis Knighton, who was the director of the public administration program at BYU from 1978 to 1984, helped develop some of the program's curriculum and says he was happy to see where the program is heading at its fifty-year mark.

"When we started we had an amazing group of faculty who

were united in our vision of making the program the best it could be," Knighton says. "That same level of quality of students and faculty dedication has continued over the years, and I'm sure the program will continue to do wonderful things."



Banquet participants celebrating the MPA fiftieth anniversary. Insert: Frank Magana speaking about his MPA experience.

### Design cont. from p. 8

family, including correspondence with political leaders and the bible presented to Romney when he was appointed to President Nixon's cabinet.

"The inspiration behind the whole thing was seeing what an awesome guy George Romney was. He went from poverty to making a name for himself and making the nation better," Smith says. "I think that's inspiring for our program because we're trying to instill those same values."

Smith searched through documents and photos donated by the Romney family in order to learn about Romney and the work that he did. His research also informed the design for the east wall, which features different aspects of George's career that coincide with emphases in the MPA program. It also highlights recent graduates from each emphasis. In the future, more students' stories will be added to the wall to showcase their careers.

The remaining two walls contain a quote by Romney and a



Mitt and Scott Romney look at exhibit 16.

design of wood blocks that Smith says will someday be engraved with names of alumni.

Smith, who hopes to consult nonprofit organizations in the future, says the project was worth the sleepless nights and lugging tools around the Tanner Building.

"I think it turned out well, and I'm happy that so many hands were involved in the process," he says.



# Student News

## KEEPING THE LEGACY ALIVE

Public administration at BYU hits its golden anniversary this year, and forty-four MPA and forty-three EMPA students will leave the Marriott School to serve the public around the world. Highlighted here are two members of the fiftieth graduating class.

### THE ART OF ANALYSIS

Whether it's classic literature or a quarterly budget, Matthew Taylor can analyze it. Taylor, a former English major, will be graduating with BYU's fiftieth MPA class this year, and he hopes to have a career that will unite his love for the humanities with his desire to serve the public.

"The ideal career for me would be something where I use my skills and talents to do some social good," he says. "That's what the MPA is all about."

Just a few years ago, Taylor had never heard of the MPA degree, but he knew he wanted his career to positively impact the world. After graduating from BYU in 2012, he began doing research for the Ballard Center for Economic Self-Reliance, and a mentor suggested he look into the MPA program. Taylor decided to apply when he learned about the Romney Institute's nonprofit emphasis.

"I had thought it was strictly government, but the program's nonprofit leadership classes fit with what I wanted," he says.

Taylor's goal is to work in library or museum administration, and he feels like he's



gotten experience to launch his career in that direction.

"The skills we learn and the team-based program help prepare us for the real world," he says. "It's such an awesome thing to come out of the program having used these skills with community partners on real projects."

Through Marriott On-Board, a program that allows Marriott School students to sit on the boards of local nonprofits, Taylor learned the ins and outs of nonprofit leadership at Utah County's YMCA. Taylor has also served as the grants director of Grantwell, where he trained five team leaders on choosing organizations to receive grant money.

This summer Taylor took his experience to the Utah governor's office, where he analyzed Utah's education budget and helped present findings to the Utah State Board of Education.

In addition to his studies, Taylor also works for the Romney Institute, heading up the program's social media efforts. Heather Chewning, department program coordinator for the Romney Institute, says Taylor adds value to the program by coming up with creative promotional strategies.

"In the short amount of time that we have been working together, it has been great to see Matthew's talents benefit the department," she says. "He just comes up

with an idea and takes off. It's been fantastic."

Whether it's been in the nonprofit or government sector, Taylor has enjoyed his learning experiences and is looking forward to using his skills in a career.

"I have been impressed by the people I've met working in the public sector," he says. "I'm excited to join them in the workforce."

### LIFE IN THE HEALTHCARE FAST LANE

Heather Rayburn had a full plate managing dozens of employees, writing medical protocol, and ensuring compliance as the director of cardiovascular ultrasound at Intermountain Healthcare. And in 2012 she decided to take on even more, enrolling in the Romney Institute's executive MPA program.

"As soon as I finish, I will sit back with my feet up and eat bonbons," she says with a laugh.

But until April, Rayburn will continue to stay on top of her demanding schedule, taking classes, working full time, and raising five kids. Despite her shortage of down time, Rayburn says BYU's EMPA program has





been worth every minute. The program's focus on ethics, rigorous academics, and nonprofit management was just what she was looking for.

"Healthcare bridges the business world and the public world," she says. "The EMPA program gave me the expertise and flexibility I needed for both."

Rayburn has worked at Intermountain Healthcare since 2007 and has been director of cardiovascular ultrasound since 2010. She began her healthcare career as a college student and has worked her way from performing ultrasounds to managing the ultrasound departments for multiple facilities.

"I have a desire to spend a career helping others," she says. "And my field is very technology driven, which is exciting."

While working toward her EMPA degree, Rayburn has also served as class representative, expressing student concerns to administration and ensuring that her classmates have an excellent learning experience. In this role, Rayburn works closely with Catherine Cooper, associate director of the Romney Institute.

"Heather is exceptional in the scope of her involvement," Cooper says. "She does things like send out e-mails to the class to remind them about upcoming assignments and even makes sure to fix things like the temperature in the classroom. She has been a proactive, effective, and helpful class representative."

Rayburn says her experience with the Romney Institute has helped her solidify her knowledge of her current job and has given her a solid network of friends and professionals to learn from and work with. As she graduates with BYU's fiftieth MPA class this year, she is looking forward to more career options, no matter where she decides to take her career.

"I have enjoyed the student teams I've worked with, and the professors are outstanding," she says. "As I look for advancement, I feel like this degree is opening doors and giving me choices."

## Q&A WITH GOVERNOR AND MRS. ROMNEY

As part of the fiftieth celebration, Mitt and Ann Romney answered questions from MPA students, covering topics such as attending church with the Secret Service and finding work-life balance.

**As you started your career, how did you decide that it was worth it for Mitt to have such a time-intensive job?**

Ann: It was a partnership. We knew that we were building something together, so we worked it out. We knew it was not going to be a permanent thing, but it was part of building his career.

**It must have been grueling running for president. Can you tell us some of the tender mercies you experienced along the campaign trail that helped you go through such an experience?**

Mitt: Going to church on Sunday was a wonderful thing. It typically surprised the local members when we'd show up in their community. The Secret Service would show up first, talk to the Bishop, scout out the building, and lock it down. Then I would arrive, and the Secret Service would sit around us. It was fun to watch them learn all our hymns and so forth. That kept life in perspective for us.

**Ann, has it been difficult for you and Mitt to be in the public spotlight?**

Ann: I think in marriage we have an obligation to keep each other grounded, so that was my job. But I felt that what Mitt did was worthy of praise, so I always took great joy

in it. I got used to people not understanding my role or the significance that I played in Mitt's life. I had to keep my confidence no matter what was coming at us. I knew what we were doing was right.

**While your father was the secretary of Housing and Urban Development he had to decide between doing what was right and doing what was required of him. He decided to do what was right. Have you had a similar experience?**

Mitt: I recognized that fighting for a healthcare plan that got insurance for every resident in my state was not going to be popular in my party. All of my advisers said it was a perilous thing to do, but we did it anyway. When I ran for president there were many who said, "What you should say, Governor, is you made a mistake." And I said, "No, that's the thing I'm most proud of."

**As we go out into the workforce, carrying the name of your father, what do you want us to take from this program?**

Mitt: My dad approached things with energy and passion. What he would want, at least in my view, would be for you to decide what's important to you and to devote yourselves to it. We're honored that his name will be part of what you're doing and that his life and legacy goes on through the lives of so many remarkable young people.



MPA students with Governor and Mrs. Romney after the Q&A session.

# Alumni News

## FROM MUNICH WITH LOVE

### FIRST GRADUATING CLASS MEMBER TRAVELED THE WORLD WITH THE CIA

To the casual observer, Larry Boothe was an American embassy worker in Munich, recently graduated from college, and enjoying an overseas assignment with his family. In reality, he was undercover for the CIA, regularly traveling into the Eastern Bloc to recruit spies and steal secrets. Each trip was dangerous, stressful, and difficult, but Boothe felt the risk was worth it to protect his country.

“It was fun, and it was an extremely interesting organization,” Boothe says of the CIA. “We were the keepers of the nation.”

Boothe, a member of BYU’s public administration program’s first graduating class, worked for the CIA for thirty-one years after graduating in 1965. Among the positions he assumed are executive and administrative officer on the Afghanistan Covert Action Program in the Directorate of Operations, director of employment for the CIA, and deputy director for the Office of Information Technology. He is a recipient of the CIA Distinguished Intelligence Medal.

Boothe, however, didn’t plan on

working for the government. He went to college dreaming of being a baseball star. But after serving a mission in Germany for the LDS church, he changed course and enrolled in BYU’s brand new public administration program. Not long after graduation his former professor Stewart Grow called and said the CIA was hiring. After meeting with a recruiter, Boothe was hired as a career trainee in 1966.

He and his wife, Sharon, packed up their things and made the drive to Washington, DC. Since that first trip he has driven across the country to and from the nation’s capital sixteen times, lived in four countries on assignment, and had two children while living abroad.

“We learned a lot of things really quickly,” Boothe says. “When we went to Munich we got a real surprise—we could only cash one check in American currency every month. And that taught us that when we wanted something, we really had to hang on to get it.”

The family only returned to the United States for a couple weeks every

two years. Although it was hard being away from relatives, Boothe and his family enjoyed expatriate life.

But raising a family overseas didn’t come without challenges. The Boothes’ children, Lance and Dana, did not know what their father did for a career. They believed he worked at the embassy until they were teenagers and started suspecting otherwise.

“I told them the truth because I knew I would have problems if I didn’t,” Boothe says. “And, bless their hearts, they didn’t say anything to anybody.”

The family started out in Munich and then moved to Frankfurt, Germany; Caracas, Venezuela; Brussels, Belgium; and Washington, DC, during Boothe’s career.

Looking back, Boothe is grateful for the program and professor that pushed him to try something new and apply for the CIA position. He is proud to be a part of BYU’s MPA program and is looking forward to where the program will take students in the future.



Members of the first graduating class from left: Don Davis, Leon Sorenson, Larry Boothe, Bob Routsong, Kent Marlor, Bob Webb, RuthAnn Jefferies, and Dale Wright.



## RUTH ANN JEFFERIES HONORED AS 2014 WRIGHT DISTINGUISHED ALUMNUS



The Romney Institute of Public Management named Ruth Ann Jefferies, a property tax specialist at the Utah State Tax Commission, the 2014 N. Dale Wright Alumnus of the Year. The award is presented annually to an alumnus who has demonstrated extraordinary service professionally and in the community.

"It was very easy for us to recognize Ruth Ann, both in terms of her successful career and her outstanding character," says Rex Facer, associate professor of public finance and management, and co-chair of the awards committee. "I hope students can learn from her passion and her commitment to doing good."

Jefferies, who received her MPA from BYU in 1971, was voted by the Romney Institute Awards Committee as this year's

winner in recognition for her work in the public sector dealing with taxes and federal funds.

Jefferies has worked for the Utah State Tax Commission for more than twenty years, including the past fifteen years specializing in property tax. During that time she has managed the staff that set the property

tax rate and worked with the state legislature to amend and improve property tax statutes. Throughout her career Jefferies' goal has been to protect taxpayers by creating fair tax policies and increasing the transparency of the tax process.

"Property tax is complicated, and there's a lot involved," she says. "I work with the legislature to clarify various aspects of the tax so people can understand. It's rewarding to explain complex things in a simple manner."

Dale Wright, the namesake of the award and one of Jefferies' BYU professors, presented Jefferies with a painting at a luncheon held in her honor. He congratulated her for her career success and thanked her for her example.

"One of the best things about teaching is to see someone like Ruth Ann accomplish so much and turn out to be such a good person who makes a difference in others' lives," Wright says.

Jefferies received her bachelor's degree from BYU in political science, business, and history. She began her career in the public sector at the United States Agency for International Development and later worked at the University of Utah. Jefferies enrolled in the BYU MPA program in 1969 and was the first woman to receive an MPA degree from BYU. After receiving her degree she was the associate state planning coordinator in the Utah governor's office where she organized, implemented, and directed the Utah State Federal Assistance Management Program.

Jefferies jokes that her career started with and will probably end with property tax. While growing up in Idaho she would go out with her father, who was the county assessor, and count horses, cattle, and sheep to help him value property. Now as she helps Utahns navigate property taxes, she is humbled to be named this year's distinguished alumnus.

"I was astounded when I found out that I would receive the award," she says. "I'm at the end of my public service career, and this was the frosting on the cake."

# romney institute

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*"It isn't a great nation that breeds a great people.  
It is a great people that build a great nation."  
—George W. Romney*

## STUDENT'S DESIGN HONORS GEORGE ROMNEY'S LEGACY

When Romney Institute administration members asked MPA student Kip Smith for help redesigning the institute's display case, they were expecting a simple update. What they got was a full lobby makeover—and they couldn't be happier.

The new display offers a look into each aspect of the MPA program and George Romney's life of public service. Its main wall features photos and objects donated by the Romney family to bring Romney's legacy to life.

"The display gives an excellent introduction to the whole program," says Heather Chewning, the institute's department program coordinator. "Kip made things so much better than we could have even imagined."

Smith put in hundreds of hours of research, planning, building, and scouring

Pinterest for inspiration to create the institute's new display. Smith, who will graduate this April, had help from dozens of other MPA students and professors to ensure that the project came together in time for the Romney family's visit in November.

Brothers Scott and Mitt Romney and other family members cut the ribbon for the new display, which Smith and a few university personnel presented to them.

"It was great to see Governor Romney and his brother, Scott, look at the exhibit and reminisce about their father," Smith says. "I think we reached our objective of highlighting this great man."



Ribbon cutting ceremony with Ann, Mitt, Scott, and Sheri Romney.

Smith designed the four walls to showcase Romney's life and legacy. One wall gives Romney's personal history, outlining his achievements as a family man, automobile executive, civil rights activist, and champion of volunteerism. Each section includes artifacts donated by the Romney

*Design, cont. p. 3*