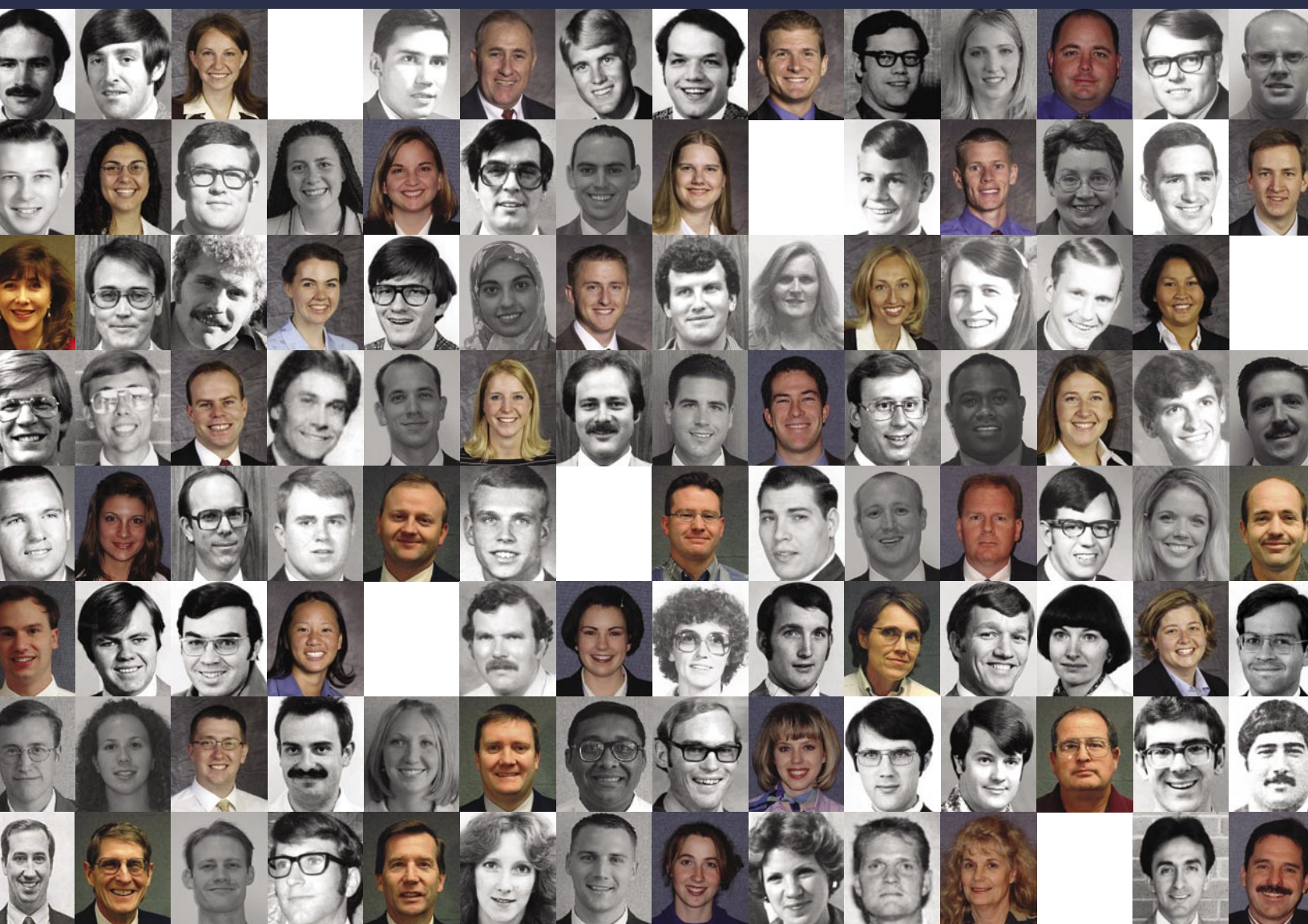




OUTREACH

*FORTY YEARS OF ENTERING TO LEARN
AND GOING FORTH TO SERVE*





After teaching for thirty-three years, Dale Wright continues to go forth and serve. He currently resides in Belarus with his wife, Virginia, where they are volunteering for a non-government-organization. They have been involved in programs such as distributing wheelchairs and special equipment for deaf children.

George W. Romney Institute of Public Management

Forty Years of Entering to Learn

1965 ~ 2005

and Going Forth to Serve

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A LEGACY OF SERVICE

WRITTEN BY BECCA SHIM, MPA CLASS OF 2005



Forty years ago, Stewart Grow founded what is known today as The George W. Romney Institute of Public Management. The Romney Institute operates on the ideals of public service that embodied Grow's life: that all those who enter to learn should go forth to serve. In celebration of the 40th anniversary of the Romney Institute, his youngest daughter, Carolyn, shares thoughts on her father's legacy.

Enter to Learn

Carolyn Grow Dailey, the youngest daughter of Stewart Grow, remembers spending her ninth birthday nursing a bike injury, wrapped in gauze and agonizing in the back of the family van as they drove across the country. After spending several hours in the emergency room before starting their family vacation and Church history tour, her father calmly stated, "Well, this will certainly be a memorable adventure for you, Carolyn."

According to Carolyn, this is how Stewart Grow lived his life; turning every occasion possible into a memorable learning experience.

Grow was born on August 31, 1913, and spent his childhood learning the value of work on a cattle ranch in Alberta, Canada. At the age

of 16, his parents sent him to Provo, Utah, so that he could begin his education at Brigham Young University. Years later, Grow was offered a teaching position at BYU and he never looked back.

Carolyn describes her father as a great mentor, a wonderful servant, a leader, and a scholar. "There was never a student that he wasn't willing to help," she said. In fact, she recalls that he would gravitate toward students who were struggling in class and personally invite them to his home to spend time with his family, share a family meal, and have the extra opportunity to give them the personalized attention they needed. This practice allowed the Grow children to enjoy diverse and rich interactions with people from all over the world. According to Carolyn, "Whenever we traveled as a family, we would go visit his students and call upon them. They really became a part of our family He mentored us the same way."

Whatever activity they were engaged in, Grow would make learning opportunities out of the situation. He was known by his children to interrupt dinner to get an encyclopedia or volume of reference in order to allow his children the opportunity to find the answer to a question they had just posed. He never indoctrinated, but created a learning environment for his children and students by giving them the resources they needed to find answers. This balanced approach to learning often caused his students to speculate about which side of an issue he actually supported. This brought him great satisfaction as an educator.

Grow further fostered learning in the home by supporting his family in the development of their various talents and interests. From athletics to music, Grow encouraged the family's progress even in areas outside his expertise. Carolyn remembers that her father's relationship with her mother, Sarah,

was wonderfully progressive in this regard. As an accomplished musician, Sarah had many opportunities to be involved in service and to share her talents with others. "No one was a better appreciator than my tone-deaf father. He couldn't carry a tune, but he carried a lot of musical instruments and went to a lot of performances. He was incredibly supportive and honored my mother wonderfully through encouraging and enabling her to fulfill her dreams at the same time he was having a wonderful career himself," Carolyn said. Sarah served for nine years as a stake Relief Society president and then served on the general Relief Society Board. Even with many demands on her time, Carolyn recalls that her father was always willing to help her mother and rejoiced in her accomplishments and service.

Grow family trips were never a typical vacation. They were usually customized around Grow's educational travel for seminars or classes. During their cross-country treks, which led them across about 40 U.S. states, Canada and Mexico, the Grow family would stop at every point of interest. Every vacation was a learning process. "I can't remember a time when we just went to the beach," Carolyn

"WHAT YOU LEARN ENABLES YOU TO GO FORTH AND SERVE, TO CHANGE THE WORLD AND MAKE YOUR HOMES AND YOUR FAMILIES BETTER. WHATEVER AVENUE, WHATEVER PROFESSION YOU DECIDE IT'S NOT SO IMPORTANT WHAT YOU CHOOSE TO DO AS HOW YOU GO ABOUT DOING IT."

mused. She does remember a time when her family went to Arizona on a family trip. All she wanted to do was play in the swimming pool. And while her father enjoyed the water also, he loved learning even more, and was quite persuasive in drawing her away from the pool by asserting that, "The day will come when you will be very glad that you had all of

**SEE A Legacy of Service
CONTINUED ON PAGE 20**

REFLECTIONS OF A SCHOLAR

WRITTEN BY BOB PARSONS, NAC PROFESSOR OF PUBLIC MANAGEMENT



When I started teaching at Brigham Young University in the Fall, 1970, Richard M. Nixon was President of the United States and Spiro T. Agnew was his Vice President. The Baltimore

Orioles won the World Series, the Knicks beat the Lakers for the NBA Championship, and the Chiefs beat the Vikings 23-7 in the Super Bowl. *Patton* won the academy award for the best picture. You could purchase a gallon of milk for \$1.32, a loaf of bread for 24 cents, and a gallon of gas was only 40 cents. You could purchase a new automobile for \$2,500 and the average cost of a new home was \$40,000. The rate of price inflation in 1970 was 5.6 percent, the unemployment rate was 4.9 percent, and the real growth in GNP was less than 1 percent. I have often said in

my economics class, "that over-time in the study of economic theory and its application, the questions never change, just the answers." In other words, how do we achieve full employment with stable prices and relatively sound economic growth?

During 35 years of teaching economics I have learned three important lessons. First, that it has been an honor to assist students in their learning process. I don't remember how many sections of economics I may have taught over the years, how many students may have been in my classes, or the number of A grades that I have given. (A good data economist could probably figure out those numbers). However, I do remember the relationships and the associations with so many of you. Those friendships and memories are what I will remember most and miss from my experience at BYU.

Second, the collegiality and kindness of faculty members, Romney Institute Staff, and other university friends. The process of academic and professional research generated its own

reward, despite the fact that based upon national statistics only about 2.3 people read your articles. I was grateful that one of those 2.3 people was my mother-in-law who always demonstrated interest in my research. She loved the use of economic terms, especially, "unearned increment."

Third, I have learned some valuable lessons that will provide me direction after my retirement. Remember that "man is that he might have joy." Remember that joy comes by developing and using our talents. And to quote from Dr. Harvey Fletcher, Sr., "Remember not to worry too much about the yesterdays or fear too much about the tomorrows, but greet each dawn as a new adventure, where the interplay of faith, love, and work either makes life richer or more miserable according to our efforts and attitudes." And to paraphrase a great poem by John Donne, "No man is an island, every man is a part of others, and because I am involved in mankind, the bell tolls for thee."

DIRECTORSHIP CORNER

WRITTEN BY GARY CORNIA, DIRECTOR



In 1965 the first class of students graduated from Brigham Young University with a Master of Public Administration. The first graduating class was small in number but the promise of

that first class and the promise of the MPA program were enormous. Now 40 years later, we just graduated our 40th class from the Romney Institute of Public Management. We had 50 graduates from the MPA program and 26 graduates from the EMPA program. This class is much larger than the first class and I think the promise of the future may even be brighter for our 40th class.

Since the first class a number of things have transpired. We have far more demand for our degree than we can reasonably accommodate. This means we are turning away a number of

students with good records and it also means that the students we are admitting to the program are getting better and better. We believe we have graduate students that can compete with MPA graduate students from any program in the United States. Our faculty are publishing in the best academic journals in their respective fields and they are becoming the leaders in their fields. For example, this Spring, Rex Facer hosted the Urban Affairs annual meeting in Salt Lake City. Because of Rex's work, several hundred academic experts in urban issues are now familiar with the Romney Institute and Brigham Young University. Similar points can be made about our other younger faculty. Either through writing and research; or public and professional service; they are building reputations and the reputation of this institute.

This year we gave the administrator of the year award to Governor Olene Walker. As part of that award banquet, we also recognized the students graduating this year for their accomplishments. As we were handing out the various awards I could not help but

think of the former faculty in whose names the awards are given. Every member of the current faculty and the former students know the difference that our predecessors made in our lives as either professional colleagues or as mentors and teachers to our students. We all understand that the program was built by the hard work and love of the faculty who have retired.

We have also been given a substantial gift by the Romney family to honor the name of their father and to further the development, education, and training of students interested in government and nonprofit organizations. It is difficult to express how much this endowment has strengthened our program.

We now have over 2,500 alumni working in 49 states and 25 foreign countries. These alumni represent the real strength of the Romney Institute. They are the ones who, on a daily basis, work to improve the lives of citizens and organizations. They are the example for the next 40 years of students who will "enter to learn and go forth to serve."

THROUGHOUT THE YEARS

As part of the celebration of the 40th anniversary, we asked several hundred alumni to nominate one alumnus from each of the eight five-year periods of the institute. Each alumnus with the most nominations in their five-year period was asked to write a short biographical sketch on their life after the MPA program. We hope you enjoy being able to see how the institute has influenced so many people throughout the years.

1965-1969

L. LARRY BOOTHE CLASS OF '65

Larry graduated from the "Institute of Public Administration" at BYU, and after a brief stop at Western Wyoming Community College in Rock Springs, Wyoming, joined the Central Intelligence Agency in 1966 as a Career Trainee. Larry served in various positions throughout the world and at CIA headquarters and was promoted into the Senior Intelligence Service in 1984. He is the recipient of several meritorious awards and the Distinguished Intelligence Medal.

During Larry's tenure as a senior intelligence officer he successfully served in the positions of Executive and Administrative Officer on the Afghanistan Covert Action Program in the Directorate of Operations (Espionage Directorate); student and graduate of the National War College (Class of 1985); Director of Employment for the CIA; Deputy Director for the Office of Information Technology, which operates the CIA Computer and Domestic Communications Facilities; Deputy Chief and Comptroller in the Directorate of Operations staff for Programs, Budgets and Operations Evaluation; and as Director of CIA Facilities in Frankfurt, Germany.

Larry's final assignment with the CIA, prior to retirement in 1997, was as an Officer in Residence at Utah State University where he currently serves as an Adjunct Professor of

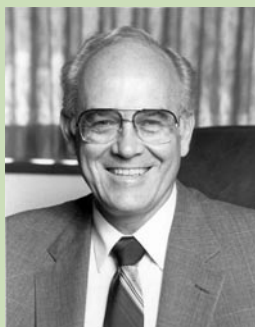
National Security Policy. He remains affiliated with the CIA as a consultant. He is also the Planning Administrator for Teton County, Idaho, on a part time basis. Obviously, he failed retirement.

His devotion to education and service was encouraged by attending BYU. He was especially privileged to have Dr. Stewart L. Grow and Dr. Karl N. Snow as mentors. These two men, through example and selfless service, inspired him to want to serve our nation. To them, he will remain ever grateful.

Larry's greatest gift at BYU was finding his wife Sharon Delaney. They are the parents of two children, Major L. Lance Boothe and Dana B. Kirkham and have four grandchildren.

1970-1974

LARRY LUNNEN CLASS OF '71



I have been truly blessed to have had two careers and loved both of them. My first was in law enforcement. I served for three years as a Military Policeman in the U.S. Army Airborne in the United States and Japan. My military service was the beginning of a long career in law enforcement

and was the motivator for continuing my education.

I served as a patrolman and detective on the Salt Lake City Police Department and a criminal investigator with The Bureau of Alcohol, Tobacco and Firearms (ATF), and the US Treasury Department. At that point I decided that I wanted to go into administration. Having obtained a B.S. Degree from the University of Utah I then applied for entrance into the Master's of Public Administration at BYU. At the same time I was appointed Chief of Police of the Orem Police Department.

I obtained my Master Degree in Public Administration. At that time there were only a handful of law enforcement officers in Utah with a Master Degree. I subsequently served in various administrative capacities in the Utah Department of Safety. My advanced degree was an important factor in being appointed to those positions. I served as Director of Highway Safety, Director of Law Enforcement Planning, and Director of the State Bureau of Criminal Identification. In 1977 Governor Scott M. Matheson appointed me Commissioner of Public Safety and Commissioner of Utah Highway Patrol. I served in that capacity during the eight years that Governor Matheson was in office. I was often able to use what I had learned in my public administration courses of study as I administered these agencies.

I was the first Director of Criminal Justice at Weber State College and was instrumental in bringing the first Baccalaureate Degree in Criminal Justice to a Utah school. In later years I started the Criminal Justice Program at Dixie College and taught courses in Criminal Justice at Dixie College and Southern Utah University.

I presently serve as a council member on the Richfield City Council and as a member of the Board of Directors of the Utah League of Cities and Towns.

Any degree of success I may have achieved, I owe in part to my education in public administration at BYU and to a loving wife and family who have always supported me.

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WHO HAVE ALWAYS SUPPORTED ME.
~ LARRY LUNNEN**

1975-1979

GARY S. ESPLIN

CLASS OF '76



Thank you for the opportunity to represent the BYU Master of Public Administration class of 1976. I feel it is a distinct honor and privilege to be selected. I am grateful for the opportunity I had

to attend Brigham Young University and its MPA program. I will never forget the lessons I learned from the professors there, especially Leroy Harlow, Doyle Buckwalter, Bill Timmins, and Lennis Knighton. I never thought I would get through Dr. Knighton's governmental accounting and budgeting class, but I can honestly say the principles I learned in that class have helped me throughout my career.

Probably the most important thing I learned at BYU was that if you incorporate the principles and teachings upon which the university was founded into your personal and professional life, you will be successful. One of the most difficult challenges government faces today is restoring citizens' trust and faith in all levels of government. I believe the MPA program at BYU has the unique opportunity to help change the negative perception of government by bringing forth leaders who reflect the principles of honesty, integrity and ethical behavior.

Every year I enjoy the opportunity I have to attend the International City Managers Conference; and to meet with, and rub shoulders with alumni from the MPA program. The quality of these individuals places them at the top of the city management

profession. It is interesting to me to review management book after management book, and when you boil everything down to the basics, the principles and teachings we received at BYU and through our church are basically the same.

I have been the City Manager in St. George, Utah, since 1976 and have seen the city grow from 10,000 to over 70,000. I have served on several community boards and been active in the church serving as a bishop. I have enjoyed coaching various Little League teams throughout the years. I have been married for over 30 years, have five children and three grandchildren.

1980-1984

GWEN V. YOUNG

CLASS OF '83



It's been quite a journey since graduating from the MPA Program in 1983. I remember how I carefully selected classes that would best prepare me for my public sector career.

As time passed, I realized that the classes I've used most weren't the classes on public finance or budgeting but rather the classes on ethics, public speaking and writing. The most important skills I learned in the MPA program weren't the intricacies of econometrics or macroeconomics but rather how to work in groups and how to overcome personal doubt. When I left the MPA program, I was elated as I thought I'd never have to do another group project again; boy, was I naïve. Life, and especially work, is one group project after another. I also benefited from the friendships I developed in the program and especially my study group – Gary Oba, Steve

Hopkins, Ginger Gardiner, Avis Armfield, and Ann Jensen. In addition to helping with my homework, they helped me understand that I could overcome challenges if I just believed in myself (gee, I hope I remembered everyone...).

I'm concluding my 22nd year with NASA where I started in Washington, DC as a Presidential Management Intern. Those two years as an intern were interesting and challenging as I learned about the federal budget process from the perspective of the Comptroller's Office, next from Capitol Hill in Congressman Daniel K. Akaka's office and, lastly, in the Space Station Program Office. When I left DC in 1993, I worked in Mississippi at the Stennis Space Center as their Budget Officer and then moved back home to California in 1995 to work at the Dryden Flight Research Center on Edwards Air Force Base, just northeast of Los Angeles. I'm now the Associate Director for Management and am responsible for the business functions at the center. The MPA Program was a very good personal investment.

1985-1989

KEVIN D. WATTS

CLASS OF '86



Following graduation, I participated in the Presidential Management Internship (PMI) Program. For the first year I was at the Johnson Space Center in Houston, Texas, working on the

source determination board that negotiated the purchase of the Space Shuttle Endeavor. The second year I moved to Washington to work at NASA Headquarters in the Space Station International Programs Office, where I stayed for six years. Having served a mission in Japan, I wanted work that would take me back to Japan and allow use of my language skills. I was able to do this while working in the Japanese division of my office, negotiating the programmatic and technical agreements associated with the Japanese Experiment Module, which is Japan's contribution to the International Space Station. As manager of the Japanese Office I was selected in 1993 to serve as the NASA Space Station Liaison to Japan. In this position I moved my family to

SEE Kevin Watts

CONTINUED ON FOLLOWING PAGE

I BELIEVE THE MPA PROGRAM AT BYU HAS THE UNIQUE OPPORTUNITY TO HELP CHANGE THE NEGATIVE PERCEPTION OF GOVERNMENT BY BRINGING FORTH LEADERS WHO REFLECT THE PRINCIPLES OF HONESTY, INTEGRITY AND ETHICAL BEHAVIOR.

~ GARY ESPLIN

*I HAVE ALWAYS TRIED TO FOLLOW MARK
TWAIN'S ADVICE AND NEVER LET MY
SCHOOLING INTERFERE WITH MY EDUCATION.
THE MPA PROGRAM PROVIDED THAT
SCHOOLING, BUT MORE IMPORTANTLY,
PREPARED ME FOR A LIFETIME OF LEARNING.
~ SCOTT TRAINOR*

Kevin Watts

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Japan and spent three years working at the Tsukuba Space Center 50 miles Northeast of Tokyo. While in Japan, I became interested in the research being planned for the Space Station, so upon my return I took a position in the Space Station Payloads Office. There I developed high fidelity test facilities at several NASA centers that are used for testing payloads prior to launch. I was also responsible for conducting compatibility testing on select payload hardware in the U.S. Laboratory Module at Kennedy Space Center prior to its launch in 2001. During the last three years I have been responsible for the strategic planning of science and research aboard the Space Station and for management of the support contracts within the Payloads Office that provide payload integration and operations services here and at the Marshall Space Flight Center in Huntsville, Alabama.

1990-1994

FRANCINE A. GIANI

CLASS OF '91



Francine Giani was appointed Director of the Utah Division of Consumer Protection in 1991, the year she graduated from the Romney Institute's Executive Master of Public Administration program. She has held the position

continuously since then. In addition to general regulation of deceptive business practices, the Division registers and regulates specific industries including telemarketing, charitable solicitations, business opportunities, credit repair, debt management, health spas, and private career schools. The Division has three objectives: (1) education of the public; (2) registration of specific industries; and (3) law enforcement.

Upon beginning her assignment, Francine initiated a review of the statutes enforced by the Division to identify areas that could be strengthened. Each year since then, legislation has been enacted to improve Utah's consumer protection laws. During those years the Division has earned an excellent reputation with the Utah Legislature, four gubernatorial administrations, the business community, and consumer advocacy groups.

Recent legislation broadening the Division's authority includes a 2002 bill that gave the Division jurisdiction over private career schools, requiring the schools to register and post tuition restitution bonds with the Division. In 2003, the Legislature created a Utah Do-Not-Call list, allowing the Division to work with the Federal Trade Commission to provide both state and federal enforcement of Do-Not-Call violations. In 2004 and 2005 the Legislature modified existing laws to increase the Division's investigation and enforcement abilities.

The Division negotiates settlements to provide restitution to hundreds of consumers each year. A 2003 settlement involving a

major wireless telephone provider resulted in significant changes to the provider's consumer relations policies in addition to consumer restitution. Francine regularly makes speeches, produces public service announcements, and issues press releases to educate the public about consumer protection issues. Francine is married to Rick Luczak. They are the proud parents of eight-year-old twin daughters, Madeline and Meredith.

1995-1999

SCOTT P. TRAINOR

CLASS OF '97



When I stepped out of the classroom and into the "real world" in 1997, I did so with a bit of nervousness, and a healthy dose of "Do I really know what I'm doing?" What I found was that the experiences

thrust upon all of us as students really did give us the opportunity to develop and prepare ourselves to face the great unknown. Sure, in my case there was quite a bit that still needed learning (and still does, for that matter), but I have always tried to follow Mark Twain's advice and never let my schooling interfere with my education. The MPA program provided that schooling, but more importantly, prepared me for a lifetime of learning.

Since leaving BYU, I have had many opportunities to inflict at least a small measure of good in the communities I have served and, hopefully, leave them better off than when I started. I have served as the City Manager of Cedar Hills, Utah, and Ontario, Oregon. I am the Vice President of our local Lions Club and have served in a variety of church positions, ranging from the bishopric to gospel doctrine teacher.

However, my favorite challenges and accomplishments revolve around my kids and the chances I get to coach them at soccer, work with them on projects, and just be a plain old dad. I don't know that I've done great things and made a huge difference in the world, but I sure know that I've been blessed in many different ways relating to my schooling, my family, my work, etc. I guess I'm a subscriber to Bob Dylan's philosophy when he said, "What's success? A man is a success if he gets up in the morning and goes to bed at night and in between does what he wants to do." I certainly do.

2000-2004

SHARI K. GROSSARTH

CLASS OF '04



Having graduated just about ten months ago from the Romney Institute, I represent the most recently graduated class in the 40 year history of the MPA program. I have the least post-MPA experience, but the

freshest recollections of the MPA program to draw upon.

After graduating in April 2004, I began working in Washington, D.C., at the U.S. Environmental Protection Agency (EPA). The mix at EPA of pressing environmental problems to be solved, varying public opinion to be dealt with, and lack of adequate funds to be had, has provided the perfect milieu to apply my recently acquired MPA knowledge and skills. There are not too many days that go by when I do not think of something I learned as a student in the Romney Institute—there truly is no such thing as a silver bullet and there certainly is a whole lot to consider when making any decision that involves the

public good. I am grateful for the experience I received and the perspective I gained from my participation in the MPA program. In addition to the know-how I gained, I am particularly grateful for the confidence I developed because of my interactions with Romney Institute faculty and students. I feel honored to have been part of a group of such amazing people. The relationships I developed with friends and mentors will bless my life forever.

I enjoy my job at EPA and I am driven by the challenges presented by work in the public sector. I know my career is just beginning, though, and I am sure I will have various opportunities and challenges ahead. The things I learned as an MPA student about hard work, humility, trusting the Lord, working with others, serving others, building relationships, and continuing to learn, will enhance my life no matter what I end up doing.

I AM GRATEFUL FOR THE EXPERIENCE I RECEIVED AND THE PERSPECTIVE I GAINED FROM MY PARTICIPATION IN THE MPA PROGRAM. IN ADDITION TO THE KNOW-HOW I GAINED, I AM PARTICULARLY GRATEFUL FOR THE CONFIDENCE I DEVELOPED BECAUSE OF MY INTERACTIONS WITH ROMNEY INSTITUTE FACULTY AND STUDENTS.
~ SHARI GROSSARTH

GOING FORTH

BY VINCE FORDIANI, DIRECTOR OF MPA CAREER MANAGEMENT

As we celebrate 40 years of graduating MPAs from BYU, we also celebrate 40 years of you, our graduates, “going forth to serve” in public service, nonprofit and private organizations. You are making a positive difference in the world through the work you perform and the example you set.

In assisting students to find internships and professional positions following graduation, I am constantly amazed at how willing you are in helping current students “go forth” as well. On behalf of the institute, I would like to take this time to personally thank each of you who contacted us about internships and full time job opportunities or have made yourself available in a variety of other ways to help students with their careers. Thank you. We couldn’t do it without you!

As you know, the world is moving rapidly and the job market is increasingly more challenging and competitive. A solid education, like the one we receive here at the Romney Institute, is no longer enough to successfully compete for many entry-level professional positions. Quality work experience is a must as well as a strong network. You can help students succeed in this difficult market by aiding them in landing an internship opportunity or full time position. If you are not quite sure how to do this, here are a few suggestions:

- Start an internship program at your current workplace if one doesn’t already exist.
- Keep us aware of full time or internship opportunities with your organization that are

appropriate for MPA students.

- Provide key contacts for prospective employers of our students.
- Invite us to speak at your local management society meeting or other venues.
- Speak to current students about your career by phone, e-mail, or a campus visit.
- Assist MPA Career Management by donating time in contacting prospective employers. If you are available in the Provo area we even have office space available for you in the career center to contact them.

Please call me for more information and together, we can continue to help our students “go forth.”

Vince Fordiani
(801) 422-1827

Where Are They Now?

WRITTEN BY BECCA SHIM, MPA CLASS OF 2005

Without wonderful faculty members, the MPA program would not exist. Special memories and friendships are formed during our years of schooling, but we often lose track of our classmates and professors. We have found out as much as we can about many of the past faculty members of the Romney Institute to share what they have done after leaving their positions here. We hope you enjoy reading the following professor updates.

NORMAN BOEHM

According to his colleagues, Norman was restless and eager to be back in the field of action when he left the Romney Institute. He took a position as executive director of the California State POST (Peace Officer Standards and Training) Program. He headed that program for many years in Sacramento. He also served as a stake president and as an Area Authority Seventy for the Church. He recently returned from serving as Mission President of the Russia Sumara Mission. Norman has found great satisfaction in hearing about the success of his former students, a few of whom are serving as city managers in his home state of California. In fact, in an effort to stay active, Norman is currently working part time as an executive recruiter at Cooperative Personnel Services Executive Search where his immediate supervisor is a former student.

STEVE BROWER

Following his time with the Romney Institute, Steve Brower enjoyed his retirement in classic fashion. He utilized his open schedule to travel and visit with his family. He could often be spotted at BYU football games cheering on the Cougars. He recently passed away in Cache Valley.

DOYLE BUCKWALTER

Since his retirement in 2000, Doyle has been involved in several community and personal endeavors. He currently serves as the chairman of the Orem Recreation Commission and is working on a master plan of recreation for Orem. He has been involved with completing his family history as well as building his own personal history. During the past few years, he and his wife have enjoyed traveling to places such as Europe and other locations. Next year, they look forward to serving a mission.

KENT COLTON

After serving on the Romney Institute faculty, Kent was appointed staff director of the President's Commission on Housing in 1981. Ten months later, the Commission sent its 275-page report to then-President Ronald Reagan with more than 100 major policy recommendations on housing and the nation's housing finance system. He moved to the National Association of Home Builders (NAHB) in April of 1984 from Freddie Mac where he served as executive vice president of policy, planning and economic research. At NAHB he served as the Executive Vice President and CEO. He left the CEO position in May 1999 after 15 years of service. Currently, he is the President of K Colton LLC, and is engaged in a wide range of activities related to housing. He is also Senior Scholar at the Joint Center for Housing Studies, Harvard University, where he recently completed a book entitled "Housing in

the 21st Century: Achieving Common Ground." He is the co-author of "Opportunity and Progress: A Bipartisan Platform for National Housing Policy." He also served as a member of the Millennial Housing Commission established by the US Congress. The commission completed its report May 30, 2002. Colton is also currently serving as chair of the Romney Institute Advisory Board.

WILLIAM (BILL) DYER

After retiring from BYU and his role as Dean of the Marriott School, Bill Dyer continued to be an active author and consultant. He wrote several books, including "Catching the Vision" which described what a Zion society should look like in the modern day. He served as the Stake President of the BYU 1st Stake and he and his wife, Bonnie, were serving as public affairs missionaries when he passed away in 1997. Recently, BYU announced the founding of the Dyer Institute for Leading Organizational Change, housed in the Marriott School, which was named in honor of Bill. His legacy of academic achievement, commitment to strengthening Brigham Young University, and devotion to the church underscored his primary interest in making the world a better place for all of God's children.

LEROY HARLOW

Shortly after his retirement, LeRoy Harlow was one of four faculty members initiated into the BYU chapter of the Honor Society of Phi Kappa Phi. Although he received an honorary doctorate, he always introduced his wife as the "real doctor" as she earned her Master's and Doctorate degrees while he taught at BYU. In 1980, he was approached to run for Utah County Commission. Although he eventually lost that election, he was able to support his son-in-law in a successful campaign to serve on the California State Senate and eventually in the U.S. House of Representatives. The Harlows were also able to establish a scholarship endowment that has benefited students from all over the world. After learning that his wife was in the early stages of Parkinson's disease, they chose to do considerable travel, both at home and abroad. They also served a mission in New York City. LeRoy served in Salt Lake City on a committee involved in legislative action and reform. In 1984 his second book "Servants of All" was published and in 1988 the draft of his third book "Democracy Efficiently at Work: Better Government for All" was complete. He received many commendations for his work and was listed in the Marquis "Who's Who in the World." During the last three years of his life, although he suffered from a debilitating illness, he completed a 10-year work, a personal history, began his fourth book, and promoted something he believed in deeply, an oath of honor for public officials. He passed away after a stroke on May 4, 1995 at 81 years of age after almost 56 years of marriage.

KIRK HART

Even though his duties of professor have passed, Kirk Hart's influence can still be felt in the academic world. His son, Dave, currently serves on the Romney Institute faculty. The father and son duo have authored an article together. They are in the process of authoring another in the hopes of someday publishing a book, "The Moral Foundations of Leadership." In addition to this work, since the passing of his wife, Kirk has continued to make trips to see his children.

DEE HENDERSON

During his time on the Romney Institute faculty Dee Henderson was able to work with the World Bank to develop MBA programs in East Africa. Later, he was asked to help with the reorganization of the World Bank. Following his time with the Romney Institute, Dee was appointed to the cabinet of Governor Boothe Gardner to serve as the director of human resources for the State of Washington. From there, he returned to Washington, D.C. as a consultant and later as an associate director of the Office of Personnel Management. He also served as the director of the Federal Executive Institute and the Dean of the Business School at Richard Stockton College of New Jersey. He currently works as the Associate Vice Provost at the University of Nevada at Renoover Extended Studies.

LENNIS KNIGHTON

Lennis Knighton and his wife have enjoyed the past few months of retirement, taking the time to do many things they love. Most importantly, they have enjoyed the time to be of service to family, friends, and neighbors. They have been heavily involved in family history work, creating digital photo archives, video CDs, and traditional written histories for their families. Dr. Knighton has been enjoying the privilege of helping his 91-year-old father write his personal history. He has enjoyed retiring from a career that allowed him to literally associate with thousands of individuals who are dedicated to public service. He and his wife hope to serve a mission.

RICHARD McDERMOTT

Richard McDermott left the Romney Institute after a few years to become the Chair of the Accounting Department at Weber State University. He is currently Chairman on the Board of Trustees at the Ogden Regional Medical Center. He is also Vice Chairman of the National Development Council at the College of Religious Studies at BYU. He has authored two text books recently, "Code Blue" and "11th Hour," about accounting and managed care respectively. He started and currently administers the Harmon Foundation which has given out approximately one million dollars in scholarships to women head-of-households. He is also the treasurer of AYUDA, a foundation that provides free dental services to people in South America and Asia.

JAMES McDONALD

Jim McDonald served as the Associate Dean in the Honors and General Education College at BYU after teaching a few classes at the Romney Institute. He was then called to serve as the mission president of the California Anaheim Mission. Since his return, he has stayed actively involved with research and teaching and is currently serving as the Chair of the Economics Department at BYU where he has been for five years.

RICHARD (DICK) OVESON

When Merrill Bateman resigned as the Dean of the School of Management and set up his own capital management firm, Dick Oveson, who had served as a counselor to Merrill Bateman in a stake presidency and who was a life-long friend and a former colleague at the U. S. Air Force Academy, left to join the firm as well. Later, he served as a mission president for the Church in Bordeaux, France. After his mission, he worked with The Thaniel Group in business for four years. He currently enjoys the leisure of golf and Lake Powell visits, which he jokes have been increasingly more rare since his call to serve in the Provo Temple Presidency. Dick summarized that his retirement has consisted of mainly business and church service.

ARNOLD PARROT

After teaching at the Romney Institute in the late 1960's, Arnold did consulting work for several years. He later returned to the university teaching an undergraduate course in Human Resource Management and a few graduate-level courses with the Organizational Behavior department. He has been working for six years as the director of placement for Career Placement Services at BYU. Outside of his professional work, Arnold enjoys raising chickens and rabbits as a hobby.

BONNER RITCHIE

Like other past faculty, "retired" is not a word in Bonner's vocabulary. His family jokes that instead of being retired he has accomplished "re-tired." Bonner left BYU only to continue in the world of academia as the Dean of the Business School at UVSC and to serve as a scholar in residence at UVSC. He is currently heavily involved in international consulting and spends much time traveling the globe as a consultant. He also continues to be involved with supporting various BYU groups.

KARL SNOW

Karl Snow retired from BYU in 1995, but continued to teach a class during the fall when he received a call from Elder Jeffery R. Holland issuing an invitation from President Hinckley to organize a sesquicentennial project honoring the Mormon Cotton Mission and his great grandfather, Apostle Erastus Snow, the founder of St. George. In August of 1997, Karl and his wife, Donna, accepted a mission call to open a Church international affairs program in New York City. Their assignment was "to make friends" and otherwise represent the Church with U.N. Ambassadors and consuls general of the greater New York area. After returning home from this assignment, the couple was asked to assist in hosting dignitaries visiting the campus under the BYU Ambassador Visitors Program and the BYU International Symposium on Law and Religion. During the Winter Olympics, they were called as missionaries to host ambassadors and other dignitaries visiting Salt Lake City, BYU, and the MTC. It was following this call that they accepted an assignment from Church Humanitarian Services to organize a relief project for the victims of the devastating floods in Mozambique. In November 2003 the Snows accepted a call to serve as Country Directors of Church Humanitarian Services in the Africa Southeast Area serving Angola, Botswana, Namibia, South Africa, and the Kingdoms of Lesotho and Swaziland. They currently reside primarily in Johannesburg, South Africa. The Snows plan to return home in December 2005 and retire in Palm Springs.

BILL TIMMINS

After serving on the Romney Institute faculty, Bill Timmins became heavily involved in consulting. His particular area of expertise was in negotiating agreements between worker unions and local government. He worked primarily with worker unions in Salt Lake City and Salt Lake County. In addition to this work, he was able to author several articles prior to his death in 1989.

LARRY WALTERS

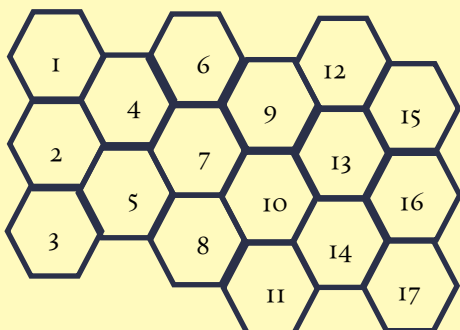
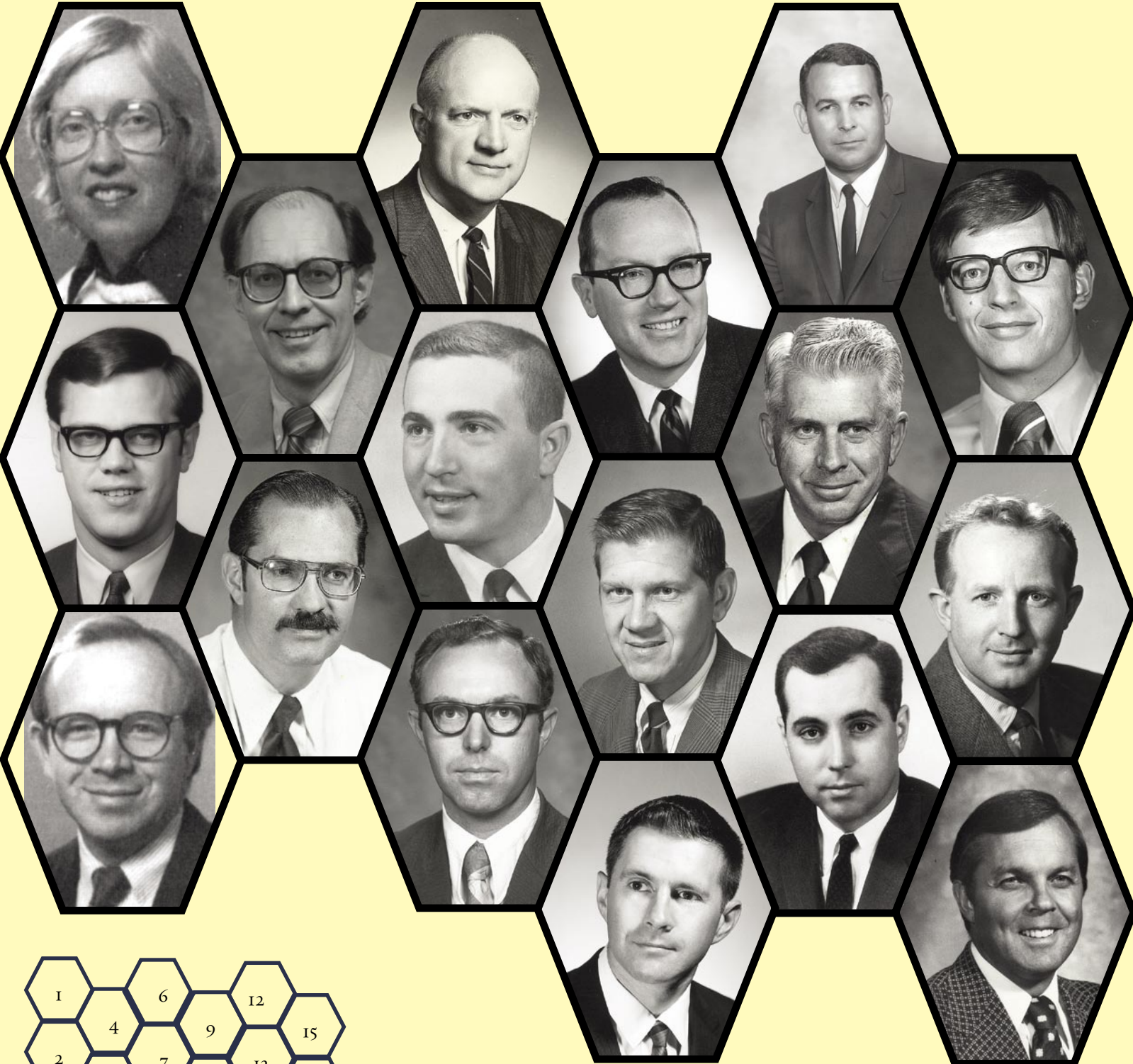
Larry left the Romney Institute in 1999 and traveled to Xiamen, China as a visiting scholar for the Department of Politics and Administration at Xiamen University. He then went on to teach at the Lincoln Institute of Land Policy in Cambridge, MA. He currently directs the MPA program at George Mason University. In addition to his teaching

SEE Where are they Now?

CONTINUED ON PAGE 10

NAME THE FACULTY

Remember how you thought you would never forget the names and faces of your favorite professors? Well, now is your chance to see if you really do remember the faculty through the years at the Romney Institute. Take a few seconds to see if you can name each one of these faculty members. Submit your answers to mpaoutreach@byu.edu by the fifteenth of July and if you are one of the top five we will mail you a free t-shirt to celebrate our 40th anniversary. Please submit your answers in the order the pictures are arranged from top to bottom and left to right as demonstrated in the boxes below. Good luck!



STEPHEN BROWER
DOYLE BUCKWALTER
SPENCER CONDIE
GARY CORNIA
WILLIAM DYER
LEROY HARLOW

KIRK HART
LENNIS KNIGHTON
JAMES McDONALD
BOB PARSONS
BONNER RITCHIE
KARL SNOW

WILLIAM TIMMINS
MAX WATERS
GLORIA WHEELER
CARWIN WILLIAMS
DALE WRIGHT

THE YEAR OF THE TRIPLETS

WRITTEN BY JENNIFER COBIA, CLASS OF 1998

The year 2004 will never be forgotten and hopefully never repeated. Preparing for, worrying about, delivering, and caring for our triplets is what we have been up to. It has and will consume all of our energy and money.

Last May we found ourselves staring dumbfounded at an ultrasound monitor which showed three separate heartbeats, each in its own amniotic sac. Jared nearly fainted when our OB announced we were expecting fraternal triplets. Our news elicited jaw-dropping responses from friends and strangers alike—especially when they learned our youngest daughter would not be two before they arrived.

In August, Jared's parents left their comfortable life in Las Vegas to help us prepare for the triplets. They considered it a mission to drop everything and help us. They arrived just in time to take over while Jennifer went on bed rest and eventually into the hospital.



The pregnancy was considered high risk and was a nail biter from start to finish. Jennifer was on partial or full bed rest for four months, hospitalized for 26 days for pre-term labor, and finally delivered at 31½ weeks on November 9, 2004. All three spent time in the Neonatal Intensive Care Unit for varying degrees of breathing difficulty and jaundice.

Jennifer had never carried a baby over 6 lbs 8 oz. before; however, because of God's will and the prayers of many, she was able to carry all three children (11 lbs 4 oz. total baby weight).

We can't express how thankful we are for the extra measure of grace we were given during this year. Leslie Ann (current weight: 13.5 lbs) Mariah Lillie (13 lbs), and Alena Marie (14 lbs) are our miracles.

Jared and his dad have become experts at feeding, diapering, and burping babies. It is a crack-up to see their male perspective on newborn care. Dennis and Jared make wall-

Last May we found ourselves staring dumbfounded at an ultrasound monitor which showed three separate heartbeats . . . Jared nearly fainted when our OB announced we were expecting fraternal triplets.

sized feeding, diapering, and burping charts in Excel, experiment with new feeding methods, and are quick to point out ways to increase efficiency.

Going from two to five children in one year is a challenge; sometimes we don't know if we are coming or going. Tucked away for awhile are the days when we had time for projects and theoretical debates. Hopefully, our management education has been worth every penny as we attempt to lead and manage the details of our little crew.

Where are they Now? CONTINUED FROM PAGE 8

assignments, Larry has been able to research, publish, and present on many topics in politics and public administration. We have recently learned that Larry will be rejoining the institute faculty this fall.

CARWIN WILLIAMS

After his retirement from the Political Science Department at BYU, Carwin spent much of his time involved with promoting family literacy in Utah. He was heavily involved in organizing fundraising efforts, including art auctions and other community events. These activities helped him to organize and support many family literacy programs during his retirement. He passed away in 1998.

GARY WOLLER

Since his time with the Romney Institute, Gary Woller has been busy with his international development consulting firm, Woller and Associates, which specializes in microenterprise, development finance, and policy analysis. He has had the opportunity to develop an impressive client base which includes organizations such as The World Bank, The U.S. Agency for International Development, The United Nations, The Organization for Economic Co-operation and Development, and The Department for International Development in Great Britain. His work in this capacity has allowed him to travel

and interact with people from all over the world.

DALE WRIGHT

After retiring in the summer of 2003, Dale Wright went to BYU-Hawaii to determine the possibility of offering a public administration program in the Departments of Business and Political Science. The Wrights then traveled throughout Europe where Dale attended an art workshop and painted while his wife, Virginia, went sightseeing and did a lot of reading. The couple also spent time hiking, visiting friends and taking pictures for future paintings. Later that year, Dale's paintings were featured in an art show in Provo. In April of 2004, the Wrights went to Belarus to volunteer for an international charity called ICPA Sophia which is headquartered in Minsk. Their charitable work includes arranging for containers of blankets, clothing, dry milk, and various kinds of kits to be brought into the country for distribution to poor and needy people. As the country was greatly affected by the Chernobyl disaster, the Wrights have had many opportunities to work in orphanages and facilities which care for the aged and disabled. They have also worked with the Wheelchair Foundation of the United States to bring in 750 wheelchairs thus far and will probably bring in another 500 before the end of 2005. They plan to return home early next year.

CONGRATULATIONS TO THE 40TH GRADUATING CLASS 2005

RICHARD AMON
JEFFREY BEATY
STEPHEN BENSON
JARED BLACK
JOAO BUENO
AMY BUTLER
DANIEL CHASE
CAMERON CLAPPER
MICHAEL COLLEDGE
AMANDA COOPER
CODY DEETER
KACEY DUNCAN
LEIF ELDER
DENNIS EVANS II
MICHAEL FAZIO
ERIN FINDLAY
RUSSELL FRANDSEN

TERRY FREEK
ALICIA GETTYS
REBECCA GLEDHILL
ARMAND GLICK
LISA GREGORY
VAI HAFOKA
SCYRIL HAMBERLIN
ROBERT HAMMOND
LANE HENDRICKS
ERIN HERZOG
KAB-PYO HONG
ROBERT HUNT
LONO IKUWA
ANDREW JACKSON
CHAUMA KEE-JANSEN
JULIO LEIVA
BRENLEY LEWIS

ALLAN LOYBORG
MAURICIO MALDONADO
BRITTANY MARTIN
MEGAN McALLISTER
LUKE MORRIS
EMILY MUELLER
RICHARD MURDOCK
SUNIL NAIDU
COREY NORMAN
CHRISTOPHER PALAIA
TYLER PALMER
TADD PETERSON
LOREN RAMOS
MARK REID
ROMANNA REMOR
SHANNON SCHMIDT
REBECCA SHIM

ETHER SIMONCINI
JENNIFER SLAUGH
RANDY SPARKS
BRITTANY STEADMAN
JED THOMPSON
CHAD TUSTISON
MAKOTO UENO
SCOTT VAN KAMPEN
ENOC VELAZQUEZ NIEVA
GERARDO VILLAR
SHAWN WARNKE
JEREMY WEBER
CALVIN WENDELBOE
JONATHAN WESTOVER
HEIDI WILDE
TADD WILLE
SCOTT WYCKOFF

STUDENT SPOTLIGHT

WRITTEN BY BLAINE HAACKE, EMPA CLASS OF 2007

I feel like every time I go to class, I have 40 close friends with whom to dialogue. That is why I like BYU's EMPA program so much. The program works for me because I am with other functioning professionals currently in the workforce who can bring real life experience into the classroom. The combined management experience of my cohorts has to be in the hundreds of years. This type of networking and trading of "life stories" is so valuable. The best part of the EMPA experience comes from being able to use what I have learned immediately the next day in my 8-5 job.

I am a Bountiful, Utah native and graduated from the University of Utah in English and math with a secondary teaching certificate. Although I loved the junior high students and the enthusiasm of each school day, teaching

in the public schools beyond my student teaching tenure, never did come to fruition. Instead, the doors were opened for working with the municipally owned public utilities of Bountiful City Power and Light and Murray City Power. Working within this structure of a government, non-profit format has been very rewarding. One can provide a needed service to a customer at a fair price, yet have the personal touch and interaction of being a hometown-utility. It is the best of two worlds and very satisfying.

Being immersed in a long range career, married with two sons, 14 and 10, and enjoying my journey through mid-life, attending management school was the furthest thing from my mind. That is until two of my fellow Murray City employees attended and graduated from the Executive Master Public



Administration program. Their incessant encouragements ("Blaine, this program is tailor-made for you,") finally prompted me to investigate. Following through on their hunch, I was admitted into the class of '07 and have enjoyed an incredible experience.

The "second time around," or life beyond undergraduate work, has been extremely

The best part of the EMPA experience comes from being able to use what I have learned immediately the next day in my 8-5 job.

SEE *Blaine Haacke*
CONTINUED ON PAGE 13

MEET THE ADVISORY BOARD



William D. Hansen is the Senior Vice President and Managing Director of ACS' Education Services Business. Hansen joined ACS State and Local Solutions in July 2003 as the company launched its new education line of business. ACS, a Fortune 500 company with more than 40,000 people supporting operations in nearly 100 countries, provides business process and information technology outsourcing solutions to world-class commercial and government clients.

Prior to joining ACS, Hansen served as the United States Deputy Secretary of Education. In this post Hansen served as the Department

of Education's (ED) chief operating officer and principal adviser to Secretary Rod Paige. He managed 5,000 employees and administered a \$100 billion annual budget. He played a key leadership role in the development and implementation of the landmark No Child Left Behind Act. He has been recognized for his significant management accomplishments which included earning the first independent clean financial audit in ED's history and achieving the highest ratings from OMB for the effective implementation of the President's Management Agenda. President George W. Bush nominated Hansen to be the Deputy Secretary of Education on March 8, 2001. He was unanimously confirmed by the United States Senate on May 22 and sworn in as the Deputy Secretary on May 24, 2001. During the preceding months, Hansen served as the ED transition team director for the Bush-Cheney Transition.

From 1993 until his appointment as Deputy Secretary, Hansen served as the President and CEO of the Education Finance Council that works to expand educational opportunities for students to pursue their dreams of a postsecondary education. During this time he also served on several state and national boards and commissions on reforming elementary and secondary schools and increasing access to higher education, including the National Commission on the Cost of Higher Education.

Hansen held numerous executive positions in the federal government during his 12 years of service from 1981 to 1993. From 1991 to 1993, he was ED's Assistant Secretary for Management and Budget and CFO. He was nominated to this post by former President George H. W. Bush and was unanimously confirmed by the Senate. From 1990 to 1991, he served as ED's acting Assistant Secretary for Legislation and Congressional Affairs and acting Deputy Under Secretary for Planning, Budget, and Evaluation. From 1988 to 1990, he served as the Deputy Director of Public Affairs at the Department of Commerce and then headed the intergovernmental and industry affairs office at the Department of Energy. Hansen, who first came to ED in 1981 as a legislative assistant, later served as Deputy Assistant Secretary for Elementary and Secondary Education.

Hansen was recently appointed to serve on several corporate boards including, the University of Phoenix, the California Higher Education Loan Authority (Chela Financial), the First Marblehead Corporation, and the Student Loan Finance Corporation. Hansen is a native of Pocatello, Idaho. He attended Idaho State University and earned a B.S. degree in economics from George Mason University in Fairfax, Virginia. He and his wife, Kasi, live in McLean, Virginia, with their six children.

STUDENT SPOTLIGHT

WRITTEN BY LISA GREGORY, EMPA CLASS OF 2005



Lisa Gregory recently graduated in April with her Executive Master of Public Administration degree. She is anxiously anticipating the opportunities that await her with her

master's degree. She would probably tell you it was a long three years with many challenges along the way, but the many positive returns from the commitment to this degree program have been well worth the sacrifice.

Gregory has an educational and life background that exemplifies the highest levels

of dedication and perseverance. She chose to make a commitment to pursue a master's degree in the EMPA program despite the challenges of being a new single mother raising three teenage sons and beginning a new full-time job.

Gregory chose to pursue a degree in the EMPA program out of a desire to complement her current career goals, enhance her professional relationships, and provide an example to her three sons of the importance of committing to and completing advanced college degrees.

Her sons have observed the many necessary sacrifices made over the past three years in order to successfully complete this program. She would also tell you how grateful she is for the support and sacrifice of Tyler, Tanner,

and Jace and the constant reassurances of how proud they are of her efforts. She has had the unique parental experience of hearing them tell her to follow her own admonition to "finish what you start."

Gregory brings the same enthusiasm and valuable insight to the EMPA program that she does to BYU's Career Placement Services where she has been employed as Manager and Advisor of Education Placement for the past three years. Her work experience, which has entailed managing other employees, working with over 1,000 education graduates each year and initiating and implementing the first ever BYU Teacher Fair, has given her a breadth of experience and fulfillment that has greatly enhanced her experience in the EMPA program.

ADMINISTRATOR OF THE YEAR

WRITTEN BY CHAD LITTLE, EXTERNAL RELATIONS



"THROUGH MY YEARS OF INVOLVEMENT IN THE PRIVATE SECTOR, IN THE PUBLIC SECTOR, AND WITH MY FAMILY, I HAVE FOUND THAT MONEY, FAME, AND POWER DO NOT BRING HAPPINESS."

Olene S. Walker was sworn in as Utah's 15th governor on Nov. 5, 2003—the first woman to hold that office. She also served as Utah's first woman lieutenant governor, where she spearheaded many important initiatives including education programs, budget security measures, healthcare reform, and workforce development.

Governor Walker was also a leader in the Utah House of Representatives where she served as majority whip. She has chaired the National Conference of Lieutenant Governors and is a past president of the National Association of Secretaries of State.

Walker was born in Ogden, Utah. She earned her bachelor's, master's, and doctorate degrees from Brigham Young University, Stanford University, and the University of Utah, respectively. She currently is a member of the Marriott School National Advisory Council and the Romney Institute Advisory Board.

The Romney Institute has presented the Administrator of the Year Award annually

since 1972. Institute faculty nominate and select an outstanding man or woman who has achieved distinction after many years in public sector management. Past recipients include: Charlie E. Johnson, CFO of the Environmental Protection Agency; Neal A. Maxwell, former commissioner of education for The Church of Jesus Christ of Latter-day Saints; and Elliot Richardson, Former U.S. Attorney General and Secretary of Treasury.



Brigham Young University's Romney Institute of Public Management named Olene S. Walker, former governor of Utah, as the 2005 Administrator of the Year. A scholarship was also founded in her honor.

"Through my years of involvement in the private sector, in the public sector, and with my family, I have found that money, fame, and power do not bring happiness," Walker told guests at a banquet in her honor. "In the long run it is how we live our lives on a daily basis, how we treat other individuals, the routine decisions that establish who we are and what our reputation is."

Blaine Haacke CONTINUED FROM PAGE 11

rewarding. Having the perspective of the work place, its daily situations and experiences, as well as having ready access to students and cutting edge knowledge from faculty that are professionals themselves, is fabulous. The EMPA program is a perfect fit for me and my job-related duties of managing a \$30 million budget, submitting financial and operation reports to the Murray City's mayor and council, supervising materials procurement and administering facilities management programs.

Although a Utah born and bred boy, I have tried to venture outside of the state, allowing myself to see different cultures, perspectives and lifestyles. A mission to Helsinki, Finland allowed me to see the European angle on life. Subsequent trips to Europe and around the U. S. have been enjoyable as well as beneficial for me.

I relax with my family in my Bountiful, Utah home. Both of my sons, Ben and Chris, are very musical (organ, piano, violin, fiddle, and trombone) and it has been a blessing to me to have my wife, Anne, share her musical talents with them.

YEARLY STUDENT AWARDS

WRITTEN BY CINDY GLAD, COORDINATOR OF STUDENT SERVICES



Amanda Cooper shakes hands with Garth Jones before receiving her award.

As Amanda Cooper walked to the front of the room to accept her writing award, she paused to shake the hand of Garth N. Jones, the man for whom the Romney Institute's newest recognition award is named.

Jones had a distinguished career as a public administrator and prolific author of papers on public administration and policy issues. His son, Kevin Jones, has set up the award which will now be given annually to the student demonstrating the best research and writing skills.

Cooper, of Elko, Nevada, received the first Garth N. Jones Endowed Writing Award. She is currently looking for a full-time position in training and development in Madison, Wisconsin where her husband is pursuing a

PhD in economics.

Makoto Ueno of Hachioji, Tokyo, Japan, received the Stewart L. Grow Award. The Grow Award is given to the student who demonstrates qualities exemplified by Grow—founder of the BYU's MPA program—including service and volunteerism. Ueno is returning to Tokyo where he will work as Marketing Coordinator for Ganeses Company, Limited.

The Karl N. Snow Award is given to the daytime student with the highest GPA in the program. Professor Snow was an early leader of the MPA program at BYU, and a founder of the National Association of Schools of Public Affairs and Administration. Jeremy Weber, of Fairfax, Virginia, was this year's recipient. Weber maintained a 4.0 GPA throughout the MPA program. He has accepted a performance auditor position for the city of Atlanta, Georgia.

The Lennis M. Knighton Award is named for the third director of the Institute, who oversaw the development of the executive program. It is presented at the EMPA banquet to the executive student with the highest program GPA. Receiving the honor this year was Scott Wyckoff with a 4.0 GPA. Wyckoff, of Payson, Utah, works as Budget Analyst for the Urban South Region of Intermountain Health Care.

In addition to these awards the ten MPA students with the highest GPA throughout the

program were recognized. This year eleven students received awards as the tenth and eleventh students had the same GPA. They were Jeremy Webber, Robby Hammond, Jared Black, Kacey Duncan, Amanda Cooper, Emily Walker, Jonathan Westover, Rich Amon, Brenley Lewis, Lane Hendricks, and Brittany Steadman.

Don Adolphson was selected by the first year

Garth N. Jones Award - Amanda Cooper

Stewart L. Grow Award - Makoto Ueno

Karl N. Snow Award - Jeremy Weber

Lennis M. Knighton Award - Scott Wyckoff

Faculty of the (1st) Year - Don Adolphson

Faculty of the (2nd) Year - Judge Jon Memmot

Top GPA

Jeremy Webber
Robby Hammond
Jared Black
Kacey Duncan
Amanda Cooper
Emily Walker
Jonathan Westover
Rich Amon
Brenley Lewis
Lane Hendricks
Brittany Steadman

daytime students to receive the Faculty of the Year Award. Students selected him because of his ability to use Excel as a decision making instrument.

Judge Jon Memmot was voted by the second year daytime students to receive the Faculty of the Year Award. Students selected him because of his interesting lectures filled with life experience, the presentation skills he taught, and for his very helpful feedback.



Jeremy Webber and Brittany Steadman receive congratulations from Governor Walker and their awards from Gary Cornia.



Class President Cody Deeter presents Don Adolphson with the Faculty of the Year Award.

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DEEANN L. CHEATHAM
VERN CHRISTENSEN
GAIL C. CHRISTIANSEN
BRUCE R. CLARK
RALPH L. CLEGG
BRUCE R. COLEMAN
MICHAEL COLLEDGE
CASS M. COOK
KENT L. COOPER
WILLIAM H. COPE

CHARLES L. CORDER
JEFF COTTLE
GREGORY COX
DELWIN L. CRAIG
DEAN L. CRANDALL
YUKARI H. CRUMMETT
TIMOTHY P. DANIELS
J. SCOTT DARRINGTON
SALIL DAVE
KATHY C. DAY
PHILLIP V. DEAN
RICH P. DEAN
CODY DEETER
RICHARD DEFILIPPI
DWIGHT V. DENISON
ROGER A. DIXON
DONNA L. DOWNING
W. LYNN DREDGE
W. RONALD DUNN
GIOVANA EAQUINTO
WOODY T. EDVALSON
LEIF ELDER
AARON D. ELIASON

CLINT C. ELISON
 LAWRENCE L. EPPERSON
 HEIDI ERICKSON
 RUSSELL J. EVANS
 NATHANIEL FARNSWORTH
 CURTIS D. FILLMORE
 ERIN FINDLAY
 RUSSELL FRANDSEN
 H. GEORGE FREDERICKSON
 TERRY FREEK
 BLEN A. FREESTONE
 JANNA L. GARNER
 MICHAEL L. GLENN
 ROBERT P. GOSS, JR.
 MARK D. GOTBERG
 TERRY E. GREEN
 DONALD L. GREGSON
 D. LERON GUBLER
 JANA S. GUNN
 BARRY L. GUTZMAN
 MALU H. HAAPAI
 JULIANNE HAEFELI
 RICHARD L. HALL
 SCYRIL HAMBERLIN
 ROBERT HAMMOND
 LARRY D. HANCOCK
 DAVID L. HANSEN
 TODD HANSEN
 NANCY H. HARDMAN
 SUNNY H. HARKER
 THOMAS HARLOW
 TANYA HARMON
 DAVID W. HART
 RICHARD M. HART
 SUSAN M. HART
 KARRI J. HARTMAN
 LORIN K. HATCH
 ADRIAN HEISELT
 MICAH HEISELT
 DEBRA R. HENDRICKSON
 EVAN S. HOBBS
 GREGORY P. HOLBROOK
 LARRY L. HOUP
 GEORGE T. HUDSON
 DAN A. HULL
 ARTHUR D. HUNTER
 TINA J. HUNTSMAN
 MITCH E. JEVNE
 BRADFORD JOHNSON
 GORDON R. JOHNSON
 GORDON S. JOHNSON
 JANELL H. JOHNSON
 MARK JOHNSON
 R. VAL JOHNSON
 SEVERIN V. JOHNSON

THOMAS W. JOHNSON
 VAUGHN L. JOHNSON
 JAMES E. JOHNSON, JR.
 BLAKE S. JONES
 MELODIE JONES
 GARY KAHN
 HAROLD R. KENDALL
 ROBERT L. KENDRICK
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 STEVEN A. KINGSOLVER
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 MARK F. LAU
 VAI LAUMATIA
 DEBRA B. LAURET
 DEBORAH D. LEE
 EDWIN L. LEE
 KORBAN F. LEE
 J. IVAN LEGLER
 NATHAN D. LEISHMAN
 BRENLIS LEWIS
 KIT M. LINDSEY
 RODNEY LISONBEE
 MATTHEW R. LITTLE
 DAVID S. LONGHURST
 DON LOVELACE
 BENJAMIN C. MACK
 RONALD A. MADSEN
 RACHEL MAGLEBY
 MAURICIO MALDONADO
 KENA JO MATHEWS
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 MEGAN McALLISTER
 PEGGY A. McCLELLAN
 J. RANDY McKNIGHT
 RICHARD L. MEYERS
 HANNAH R. MICHAELSEN
 BRIAN MIELE
 NYLA P. MILLER
 STEVEN L. MOGAN
 COLIN G. MOLZEN
 CLEVE MORRIS
 JAMES B. MORTENSEN
 BRUCE B. MUIR
 JERRY M. MURFF
 KATHRINA MURPHY
 GEORGE T. NAEGLER
 STUART R. NELSON
 MWABILU L. NGOYI
 KEVIN P. NICHOL
 NIEL R. NIELSON

VICKI W. OKERLUND
 LYLE E. ORR
 GRAY OTIS
 KRISTINE P. OUZTS
 BRADLEY P. OWENS
 LAWRENCE C. PALMER
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 FAITH F. PARKINSON
 NIKKI S. PARSHALL
 STEPHEN N. PATE
 JAN R. PAULSON
 STEVEN H. PAYNE
 SETH J. PERRINS
 KAREN R. PETERSON
 TADD PETERSON
 DANTE L. PETRIZZO
 ELLIS D. PETTIGREW
 AMELIA PINEGAR
 DAVID B. PORTER
 BRIAN A. POWELL
 SEAN S. RAINER
 NATALIE RALPHS
 LOREN RAMOS
 GINA P. RAWSON
 MARK REID
 JOHN D. ROBERTSON
 JOHNATHAN A. ROSENBLUND
 KELLY G. ROUNDY
 JOHN F. SCORESBY
 KRISTI C. SEELY
 REBECCA SHIM
 CHARLES B. SHRADER
 BRYAN R. SILVA
 CHRIS E. SILVIA
 JENNIFER SLAUGH
 JEFFREY E. SLICHTA
 P. ARTELL SMITH
 RICHARD J. SMITH
 SHANNON M. SMITH
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 VICTOR P. TARLETON
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 KELLY A. THOMPSON
 JONATHAN L. TUFUGA
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 RICHARD N. WARNE
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 JEREMY WEBER
 ANDY WELCH
 SCOTT H. WELCH
 CALVIN WENDELBOE
 DENNIS D. WENGERT
 L. BRENT WEST
 SARA M. WEST
 SARAH WESTERBERG
 JOHN H. WESTON
 APERAHAMA C. WHAREMATE
 AUDREY WHITE
 MICHAEL A. WHITE
 STEPHEN L. WHYTE
 JAMES D. WILLIAMS
 GEORGE E. WINN
 RANDELL J. WINSPEAR
 MARY L. WINTCH
 LAWRENCE C. WISCOMBE
 GARY M. WOLLER
 ANDREA M. WORTHEN
 TONY B. WRIGLEY
 THOMAS E. WROE
 PEGGY P. YOUNG
 HENRY A. YOUNGSTROM
 DARLENE S. ZOBRIST

YOUR CONTRIBUTIONS IN ACTION

Over the past four years, the Romney Institute has seen a marked increase in the total dollar donations received as well as the number of donors contributing to the institute. In 2004, our total annual contributions were close to \$90,000, up from 2001 annual donations of approximately \$30,000. Correspondingly, the total number of donors to the institute in 2004 was over 350, up substantially from our total number of donors of 158 in 2001. Because of the generosity of alumni and friends of the Romney Institute we will continue to place outstanding and prepared graduates throughout the world in the public and non-profit sectors that will make a difference in the communities where they serve. With your financial help we continue to help students achieve Stewart Grow's motto of "Enter to Learn, Go Forth to Serve."

In addition to the Marriott School of Management annual fund solicitation held in the fall of 2005, the Romney Institute also has a number of individual scholarship funds to which you can contribute. Below we have included a description of all of the scholarships which have been endowed or proposed.



Leroy & Agda Harlow Endowed Scholarship—Leroy Harlow was a member of the MPA faculty with a great love for urban management. This scholarship is given to a current MPA second-year student with an interest in city and urban management.

Lave and Nellie Evans Bertelsen Endowed Scholarship—This scholarship was endowed in June of 1997 by Delora Bertelsen, an MPA graduate and daughter of Lave and Nellie Evans. Preference is given to the top female student in the second year of the MPA Program and is awarded annually.

B. Gale Wilson Endowed Scholarship in City Management—Gale Wilson graduated from BYU in 1953 with a B.A. in political science. He made his home in Fairfield, California where he served as city manager for 32 years. The scholarship is awarded to a second year MPA student with an emphasis in city and urban management.

George W. Romney Endowed Scholarships in Not for Profit Management—George Romney served three terms as Governor of Michigan and was a champion of volunteerism. Four scholarships are awarded annually to MPA students. One of the annual scholarships will be awarded to an international student.

LDS City Managers Endowed Scholarship in Urban Management—This scholarship is awarded to two first or second year MPA students with an emphasis in city and urban management.

Doyle W. Buckwalter Endowed Scholarship for Outstanding Student Internship—Doyle Buckwalter received his PhD in international relations from the University of Michigan, served as the Associate Director of the Institute, and served as the Institute's Internship Coordinator for 28 years. This scholarship is given to an MPA student who has made a significant contribution to the public or not-for-profit sector through his or her summer internship experience.

Garth Jones Endowed Writing Award—This scholarship was endowed in December of 2004. Garth N. Jones is an individual who has had a distinguished career in public administration as an educator, as a public manager at both the national and international levels, as a prolific author of papers dealing with public administration and public policy issues, and as a practitioner in many public and community service activities. This endowed writing award is awarded annually to one or more MPA students for the best written papers. The purpose of the award is to encourage and develop research and writing skills.

Joan Lincoln Scholarship for Women in Public Service—This scholarship is named for the first female mayor of Paradise Valley, Arizona. This scholarship is presented annually to a current female MPA student.

Olene S. Walker Scholarship—This scholarship is named for the first female governor of Utah. The scholarship is presented annually to a current MPA student.

YOUR MPA ALUMNI PORTAL

BY BECCA SHIM, MPA CLASS OF 2005

CLASS REUNIONS COME AROUND ONLY ONCE EVERY FEW YEARS, BUT NOW THERE IS A WAY FOR YOU TO STAY IN THE MPA LOOP WHENEVER YOU SURF THE WEB.

All MPA students and graduates have access to their class Alumni Portal through the Marriott School Web site. Through this online resource, alumni can broaden their network of contacts and recharge their classmate interactions. The Alumni Portal contains many great features including class directories, alumni searches, career services, Marriott School news, reunion updates, BYU information, and other alumni resources. All alumni also have the ability, through the Alumni Portal personal settings, to update their personal information and control what information is made available to people who search for alumni. Additionally, alumni can enhance their personal profiles by adding pictures, resumes, work samples, or other files for others to see. By contacting your class homepage administrator, you can have pictures and announcements posted about events in your life so that others can see what you've been up to since your days at the Y. In

addition to updating and posting information about yourself, you can search the database of listed alumni to find a BYU alumnus by location, industry, degree, graduation year and, of course, by name. This is a great tool for networking in your area of interest or for just finding an old classmate.

Through your Alumni Portal, you can also view MPA class directories to get contact information on MPA alumni. However, be forewarned. You might look a little different now than you did when your MPA class picture was taken! Using the Alumni Portal, you can also send a class e-mail to all of your listed classmates. If you want to extend your communication reach, you can opt to communicate with MPA alumni and other Marriott School alumni through special communication forums. Join an existing forum that piques your interest or form one and invite others to join.

The Alumni Portal also links you to career management services hosted by the BYU Alumni Association. Using this resource you can search and post jobs by industry, location,

company, and even salary range. There are so many things you can do with your Alumni Portal if you just log in and start exploring.

NETID QUESTIONS?

If you don't have a netID or aren't sure if you have one, you can create one or check at the same site. You will be asked to enter identifying information about yourself. If the information you entered matches a profile in the database, you will be informed of your netID. If there are no matches found, you will be taken to a page that will take you through the steps to create one. After obtaining your netID, you'll be ready to access your Alumni Portal.

Using the Alumni Portal is a great way to stay connected to industry peers, classmates and the MPA world. Take a self-guided tour of the Alumni Portal by logging in with your BYU netID at: <https://marriottschool.byu.edu/alumni/portal/index.cfm> Make the most of your Alumni Portal experience and start using your class website to stay connected.

IN ORDER TO GET THE MOST OUT OF THE ALUMNI PORTAL, EACH CLASS NEEDS A HOMEPAGE ADMINISTRATOR. THIS PERSON IS IN CHARGE OF PERIODICALLY POSTING ANNOUNCEMENTS AND PICTURES FOR THE CLASS. IF YOU ARE INTERESTED IN BEING YOUR CLASS HOMEPAGE ADMINISTRATOR, PLEASE CONTACT VICKI OKERLUND IN EXTERNAL RELATIONS AT [VICKI_OKERLUND@BYU.EDU](mailto:vicki_okerlund@byu.edu)

Proposed Endowed Scholarships

Robert J. Parsons Scholarship—The endowed professorship will be established to honor the career of Dr. Robert J. Parsons. Bob Parsons mentored many students interested in healthcare and served as director of the Master of Health Administration program in the late 1980's. He was the director of the Romney Institute from 1999 to 2003. To date, we have raised \$35,000.

Executive Master of Public Administration (EMPA) Endowed Scholarship—Each year at commencement, Romney Institute graduates on the average 25 EMPA students. The EMPA has always been an important and vibrant part of our program; however, our ability to help fund EMPA students is very limited. It often means some deserving students can't attend the EMPA program. To help with this concern, the Executive MPA class of 2004 started a fund for an EMPA scholarship, something never before

done by a graduating class. It is their goal to raise up to \$35,000 to fund one scholarship. They are hoping that all EMPA graduates will contribute to this fund. To date we have received approximately \$9,000 of the \$35,000 needed to endow the scholarship. When the \$35,000 goal is reached, each year an Executive MPA student will receive a scholarship.

Class of 1972 Endowed Scholarship—Michael Stapley, a member of the 1972 MPA class, is spearheading the campaign to raise \$50,000 for an endowed scholarship. Members of the class of 1972 can contribute to this scholarship.

Class of 1987 Endowed Scholarship—Dave Millheim, a member of the 1987 MPA class, is spearheading the campaign to raise \$50,000 for an endowed class scholarship. Members of the class of 1987 can contribute to this scholarship.

If you would like to make a contribution to any of the scholarship funds, please contact Vicki Okerlund at (801) 422-1468 or vicki_o@byu.edu.

Remember When...

WHILE GOING TO SCHOOL INVOLVES STUDYING AND WORKING ON PROJECTS, THERE ARE ALSO THOSE MOMENTS THAT ARE NEVER FORGOTTEN. WE ALL HAVE FUNNY MEMORIES OF SCHOOL, CLASSMATES, AND PROFESSORS. SO TAKE A MOMENT AND TRY TO HEAR YOUR CLASSMATES TELL YOU THEIR STORIES.

One of my funniest MPA memories was being a teaching assistant for Dale Wright and traveling with him to the Salt Lake Center each week for his EMPA class. Although shorter, more direct routes to the center surely existed, Dr. Wright would always take the “back way” through Murray, where he grew up, pointing out (no less than 2-3 times) every building, tree, and shrub that brought back a fond childhood memory. I can now drive the back streets and alleys of central Salt Lake County with my eyes shut.

CHRIS HILLMAN
CLASS OF 1999

All of us in Dr. Brower’s class that day will remember how tired Steve was as he slowly started to fall asleep in class, sitting in his usual place in the front row with his pencil perfectly aligned with the cooling fan blades of the overhead projector. Yes, it wasn’t long before the wonderfully humorous awakening of us all!

EDWARD G. BELLISTON
CLASS 1987

In 1986 I had a seminar case class from Karl Snow. We met for about three hours once a week and there were only about five or six of us in the class, but Dr. Snow still taught in a very formal manner. One day a fellow MPA student was to come to Snow’s class and pick up from me some group assignment that we were working on together for another class. I told Dr. Snow that someone would be stopping by and I needed to give them some paperwork. He said, “Okay, but do not disturb the class.” I sat down with one leg up under my backside and after an hour or so, my leg had fallen asleep but I did not have a clue. My friend showed up at the door. I jumped up with my leg now totally numb and unresponsive. I took about two or three very silly and clumsy looking steps and fell right at Karl Snow’s feet. He looked down at me without cracking a smile said, “I thought I told you to not disturb the class.” Everyone roared with laughter at what was probably the most embarrassing moment of my life.

DAVE MILLHEIM
CLASS OF 1987

From the Class of 1973 (Yes, I know we’re older than dirt, the guys with electric typewriters, before personal computers, laptops and TiVo; the real pioneers!) Remember that first year in 1972 with that young genius professor, Lennis Knighton, fresh out of school with his advanced degree and teaching all of the first year graduate students management information systems? The first term papers looked like he had bled red on them. No purple pens in those days and no mercy! Get a

new typewriter ribbon, clean up that English and write like you are intelligent. Ah, sweet memories.

RON HEATON
CLASS OF 1973

Funny comment from my three year old pre-schooler upon being accepted to the EMPA program:

“Mom, why are you going back to college? Didn’t you learn enough the first time through college?”

Upon graduating from the EMPA program:

“Finally, we get to graduate! No more finals to live through!”

Memories of professors:

Gloria Wheeler—Her extreme knowledge in statistics combined with her talent of teaching ensured that each student “learned” the deepest and darkest secrets of statistics—especially for those of us who typically do not dream or speak in numbers as she so competently does.

Robert Parsons—Economics and Marketing—Working on a RFP for Salt Lake County was a great experience. Applying what was learned in class in a real work situation was awesome.

Karen Suzuki-Okabe—A teacher who loved my writing about human resource issues. Expectations were exceedingly high and it was fun to meet her challenges of not only dotting every “i” or crossing every “t”, but knowing that as a competent public servant she was willing to share her expertise while working full time. Her passion was contagious.

SALLY LYON
CLASS OF 1994

Some things you never forget. For the Class of ‘88 and many others, these phrases will undoubtedly trigger an immediate recollection of the professors who used them repeatedly:

“Broad base, low rates.”

“Panache”

“Gunning-Fog index”

“Alright scholars...”

MARK ANDREWS
CLASS OF 1988

Although I have a lot of great memories of my MPA experience, for some reason my fondest memories are of the student lounge. Ah, yes, memories of the student lounge, listening to Derek Miller re-enact the most recent “Simpsons” routine; observing a project team have a break-down and start yelling at each other (won’t say who—it could have been any of us); watching the OJ Simpson trial on that little 7” screen TV; hours of great conversations with a lot of great people; making friends that will last a lifetime. Those are the memories I treasure.

SCOTT TRAINOR
MPA CLASS OF 1997

I recall Dr. Timmins teaching that there are at least 30 solutions to any problem. At the time (1974-76) he was consulting with various police departments in problem solving sessions. Besides saying he never let them take a break to use the restroom (kept them on track and focused that way) he said the police always came up with “buy a helicopter” as the standard solution to all problems. So for every problem solving assignment, we included “buy a helicopter” as one of the solutions. I now teach problem solving workshops and always include the “buy a helicopter” story to encourage the students to be creative in their thinking. My sincere gratitude to the now deceased Dr. Timmins, the absolute best of my university professors.

ROBERT D. BLACK
CLASS OF 1976

One of the best memories from the Romney Institute was a prank we pulled on Dr. Parsons for his birthday. Amber came into our class looking for volunteers. It turned out she had rented a gorilla suit and wanted someone to dress up in the suit and burst into Dr. Parsons’ class. I put on the suit, ran into his room, jumped onto the table and made monkey noises. I also put my arm around him. I think it took him a year to figure out who was in that suit.

JAY STEPHENS
CLASS OF 2003

Once as a second year student, our class was going with Dr. Buckwalter on a field trip. It was a sunny and warm winter day, and I decided to stay at home and play in the snow with my two children. Imagine my chagrin when a van full of students and Doyle Buckwalter pulled up to my house as a classmate of mine (who will

here remain unnamed!) wanted to drop off some papers to me. For years afterwards I’d get asked about remembering that field trip, and have the inevitable comment, “Oh yeah, you were throwing snowballs!”

WAYNE PYLE
CLASS OF 1992

I was a first-year MPA student sitting in Gary Cornia’s budget class. The 1997 NCAA basketball tournament just finished. I was unaware that I had won some money in an MPA tournament pool where several classmates and a couple of professors participated. Meanwhile, during class, two policemen knocked on the door. They came in and one asked for me by name. My heart dropped. Dr. Cornia said, “What seems to be the problem?” Well, one officer began to tell what I had done wrong, while the other took me outside. The officer told me there was a problem with gambling at BYU and my name was attributed to this ring. He then wanted me to tell on all those who were involved. I nearly died! Then the cop started laughing. Quite the joke. I sat shaking for the remainder of class.

DARREN MARSHALL
CLASS OF 1998

Five words “Lori Wadsworth’s Tinkertoy Class Project.”

JANICE HOUSTON
CLASS OF 2004

Legacy of Service

CONTINUED FROM PAGE 1

these learning opportunities.” Carolyn added that he was right.

Go Forth to Serve

In addition to instilling in his children the value of learning, Carolyn feels that the greatest lesson she learned from her father was that of service. The spirit of service governed the Grow family. According to Carolyn, “Of every batch of bread my mom baked, three loaves would go to the neighbors and one would stay home. That’s the way our household was. My parents lived what they taught.” Even her father’s emphasis on learning was focused on service. Carolyn summarized her father’s advice: “What you learn enables you to go forth and serve, to change the world and make your homes and your families better. Whatever avenue,

whatever profession you decide . . . it’s not so important what you choose to do as how you go about doing it.”

At home, Grow didn’t try to press or mold his children, but rather encouraged them and supported them so long as they approached their endeavors with an attitude of service. For example, Carolyn remembers how devastated her parents were when she decided to attend the University of Utah. “Yet after my Dad recovered from the shock,” she said “he picked up the phone and called some of his previous students and colleagues at the U, who in turn offered direction and support to me.” While her father never stopped joking about her attendance at the rival school, he supported her decision, was proud of her involvement and accomplishments as a student and even admitted that he had received his PhD there.

While the six Grow children pursued very different professional paths, they have all been servants in whatever industry they are engaged. Whether through business, homemaking, law, technology, or the nonprofit sector, the Grow children have found ways to touch the lives of those around them through their desire to learn and serve.

Carolyn is currently the president, CEO and co-founder of the Engage Now Foundation. The foundation’s mission is to empower villagers in developing areas to save their children and improve their lives through sustainable, self-help solutions; and to engage those who can help with those who need it most. Of her charitable work, Carolyn says, “I have a tough time believing that I would be doing what I’m doing now if it weren’t for my dad. I still feel his support and encouragement even though he is not physically here.”

“We now have over 2,500 alumni working in forty-nine states and twenty-five foreign countries. These alumni represent the real strength of the Romney Institute. They are the ones who, on a



daily basis, work to improve the lives of citizens and organizations. They are the example for the next 40 years of students who will ‘enter to learn and go forth to serve.’ ” ~ Gary Cornia, director