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Summer 2006

# TO GHANA AND BACK

In May, several faculty and most members of the international development management class traveled to Ghana for two weeks. The purpose of the trip was to give students an understanding of the reality of doing international development work "on the ground." A total of eighteen persons participated.

The class met intensively in Provo for two weeks before the trip, covering the classroom materials regarding international development management. Students studied topics including private, for-profit investments; types of NGOs; and the impact of currency exchange rates on developing economies. Student groups prepared and presented analyses of various developing countries, and each student prepared and presented an individual report concerning one NGO in Ghana. The reports gave background on organizations the class would visit.

After a very long airplane journey (about twenty-seven hours!), the group arrived in Accra, the capital. The next morning they visited LDS Charities and met with the local director of the operation. Daily activities included trips to one or two organizations in the morning and another one in the afternoon. The group selected a wide variety of organizations to understand the differences among them: locally based versus internationally based; small versus large; funded through government contracts versus donations from individuals



*Kaydee Shakespeare talks with school children in a village near Accra, Ghana.*

or groups; advocacy versus relief; hands on care to individuals versus working with organizations, etc. The following is the list of organizations visited:

LDS CHARITIES  
USAID  
REACH THE CHILDREN  
TSHIE ORPHANAGE  
SOS CHILDREN'S VILLAGE  
WEST AFRICA AIDS  
FOUNDATION - WAAF  
IFESH (EDUCATION)  
CATHOLIC RELIEF SERVICES  
AMNESTY INTERNATIONAL  
GHANA SOCIETY FOR THE  
PHYSICALLY DISABLED  
LDS EMPLOYMENT SERVICES  
UNESCO  
TECHNO SERVE (AGRICULTURE)  
ELI AND EMMA (MICRO  
ENTERPRISE)

Some of the people directing the NGOs were expatriates from the United States, but most were Ghanaians or Africans from a nearby country. Ghanaians were extremely friendly and helpful, and because English is the official language of Ghana, the group did not have to cope with translation difficulties.

Most of the trip was spent in Accra or in visits to nearby areas. However, the group did spend several days, including their only Sunday in Ghana, in Cape Coast, which is about a four-hour drive from Ghana. While there they had the opportunity to have a family home evening with two local LDS

SEE *Ghana*  
CONTINUED ON PAGE 6

# DIRECTOR'S CORNER

## PREPARING NEW LEADERS AND MANAGERS

WRITTEN BY GARY CORNIA, DIRECTOR



During my twenty-five years on the faculty of the Romney Institute of Public Management, one of the most constant elements of change has been the

curriculum.

Over the years, this has resulted in a number of important changes in what and how we teach. Perhaps the most fundamental change in the curriculum was instigated in the early '80s when the faculty, under the direction of Lennis Knighton, redesigned the MPA courses to reflect a strong management focus in the required courses. This redesign was partially motivated by the inclusion of the RIPM in the newly formed Graduate School of Management at BYU and partially because the faculty believed that a very important

distinction a BYU MPA graduate needed was the ability to be a manager.

The motivation to be a leader in preparing students to become managers in public and non-profit organizations continues to be the primary focus of the RIPM. In comparing our required classes to virtually any other MPA program, one will find a distinctive focus on managing complex public and non-profit organizations. For example, we are one of only a few programs that devotes an entire course to governmental accounting. This is in addition to a course in public and non-profit budgeting. The same can be said for our focus on human resources management and management analysis. We are committed to preparing our students to consistently be ready for management and leadership positions.

The same model is used in our various areas of emphasis. Regardless of students' decisions to focus on city management, human resource management, managerial analysis, or non-profit management, they will

encounter courses designed to prepare them for management in their chosen specialty.

We have just completed revisions of the MPA and EMPA curriculums. The changes adopted were designed to even better prepare our graduates to be leaders and managers and to continue our distinctive niche in public management education. Every faculty member in the RIPM is committed to preparing our students to be competitive for every position throughout their professional career. We don't go through change just for the sake of change. We undergo changes to increase the value that we add to the skill sets of our graduates.

But we are not done with curriculum changes. Over the next several semesters, the RIPM will be part of a Marriott School initiative to formalize learning outcomes in each class we teach and in the entire RIPM program. The faculty welcome this opportunity to sharpen the focus of our classes and the skills of our graduates. It is a challenge from the Marriott School Dean's Office that we believe will make us a better program. ♦

## ANNUAL AWARDS

### Faculty of the Year Awards

First- and second-year students voted separately for the professor they wanted to honor as the faculty of the year. First-year students presented their award to Bill Baker, who teaches communications courses. Second-year students honored Carl Hernandez, a dean at BYU's law school, who teaches state and local government law.

### Karl N. Snow Award

Rebecca Bracken received the Karl N. Snow award for highest GPA in the MPA graduating class. The award is calculated on program GPA through the semester before graduation. Bracken is from Layton, Utah. She emphasized in finance and is now working for Sandy City as a management analyst.

Karl N. Snow was an early leader of the MPA program at BYU and a former director of the institute as well. He also was a founder of the National Association of Schools of Public Affairs and Administration.

### Lennis M. Knighton Award

Lynnett Gardner received the Lennis M. Knighton award for the EMPA graduating student with the highest GPA. This award is also based on program GPA through the semester before graduation. Gardner is from Orem, Utah, and currently works as an English teacher at Lone Peak High School.

Lennis M. Knighton was the third director of the institute and oversaw the development of the executive program.



*Lennis Knighton and Lynnett Gardner, recipient of the Lennis M. Knighton Award.*

### Stewart L. Grow Award

Cheya Wilson received the 2006 Stewart L. Grow award. The recipient is named by the institute faculty as the second-year student who exemplifies the characteristics of Stewart

SEE Awards

CONTINUED ON PAGE 13

# STUDENT SPOTLIGHTS

## BARBARA LEAVITT EMPA 2008



Barbara Leavitt, a first-year EMPA student, moved her family from their home in Downey, California, to Provo shortly after her husband passed away

with cancer. Leavitt had experienced first hand the gifts of service and care others provided during her husband's difficult battle with cancer and the superb treatment received at City of Hope in Duarte California. One reason for choosing the EMPA program was that Leavitt wanted to gain the knowledge and ability to assist others during extremely difficult times, just as she had been. Barbara determined the program would provide the foundation and skills to pursue a management career in an organization where employees play a critical role in helping others on a day-to-day basis

The communication and presentation skills Leavitt developed during her undergraduate studies as a marketing student proved useful during the last twenty-one years with her husband managing a family business, raising four daughters, and responding to her community when she saw areas needing assistance. Leavitt played a pivotal role in her children's schools by forming educational clubs, managing a campaign to raise funds for the schools, and working with other parents to gain and improve their parenting skills. Her family developed and maintained for sixteen years a baseball league for disabled children in their area. Her family's traditional Thanksgiving dinner for the

past eight years has been spent feeding a gathering of more than seven-hundred people. "My husband and I always felt we should instill in our children their responsibility to reach out to others," she says. She has also had the opportunity to improve her teaching skills through the church as an institute and seminary instructor in California. "I found working with young people to be challenging but also extremely rewarding. We have amazing youth in the church, interested in making significant positive impacts to this world."

Building on a rich life experience, her first year in the EMPA program has provided positive educational challenges. Leavitt is also excited that she and her oldest daughter will be graduating from BYU in their respective programs in the same year.

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## WESTON PARSONS EMPA 2007



Weston Parsons sought out the EMPA program at BYU due to his father's influence (Bob Parsons, former director of the Romney

Institute). Parsons attended Utah State University, where he began pursuing a business degree in hopes of eventually earning an MBA. However, after attending a career fair for internships

where the only internship prospect was with Purina Dog Chow, he quickly changed his mind. He wanted something that would make him happy and excited about his future.

Following this discovery, he changed his major and earned a bachelor's degree in elementary education, and in psychology. Parsons spent time teaching elementary school in Las Vegas and Logan, and returned to Utah to begin working on a master of public administration and seek his educational leadership endorsement to become a principal.

During his time at Utah State, Parsons worked part time at the local Boys & Girls Club, an after school and summer program for youth. Upon returning to Utah, his former boss recruited him to work as the organization's program director. After a year in this position he was selected as the executive director for the Boys & Girls Clubs of Utah County. He has been in this position for more than two years.

Parsons is passionate about serving youth, especially those who need extra assistance and services. He loves the opportunity to work with the youth daily, create programming that meets their current and future needs, and develop an organization using his entrepreneurial instincts.

Parsons is the father of two children (Gracie, 3 ½, and Logan, 22 months), and married to his lovely wife, Jane. They reside in Santaquin, Utah. ❖

VISIT PAST

OUTREACH NEWSLETTERS AT

[MARRIOTT.SCHOOL.BYU.EDU/MPA/NEWSLETTERS.CFM](http://MARRIOTT.SCHOOL.BYU.EDU/MPA/NEWSLETTERS.CFM)



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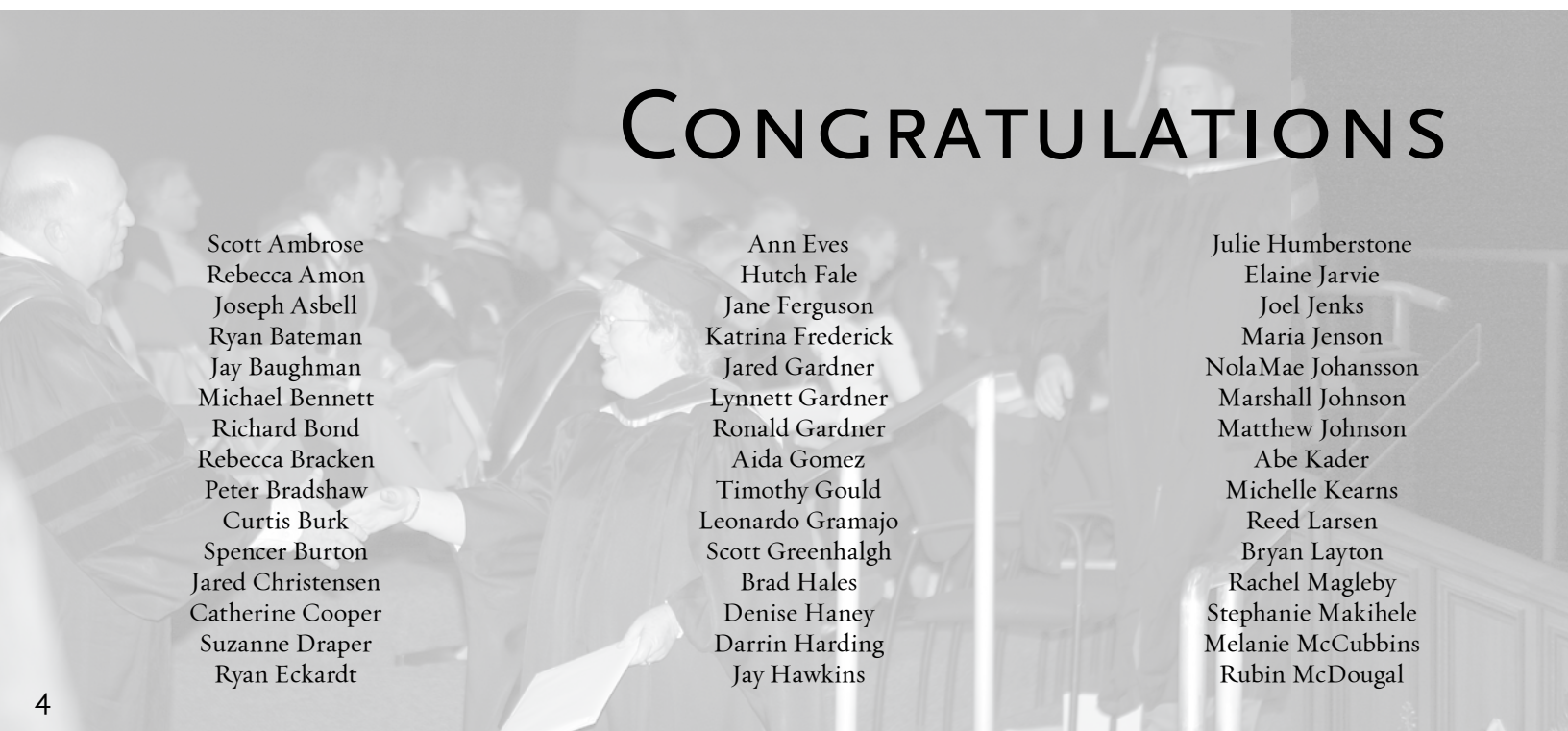
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Amelia Pinegar  
Lauren Rains

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Bruce Slater  
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# CLASS OF 2006

Jenifer McGill  
Matthew Michaelis  
Brian Miele  
Emily Miller  
Loretta Monareng  
Scott Moore  
Colby Morris  
Mary Karlee Mullen  
John Obinyan  
Lisa Paletta  
Brent Pearson  
Seth Pease  
Maria Pedroza  
Adam Pfof  
Kelly Pfof

Paula Piccioni  
Amelia Pinegar  
Elizabeth Pratt  
Lauren Rains  
April Riley  
Jeffrey Robb  
Kimberly Rodella  
Samuel Sanft  
Jeffrey Sellers  
Troy Simpson  
Tyler Smith  
Solomon Sogunro  
Erin Sanofsky  
Eugena Sorensen  
Susan Stephenson

Matthew Swenson  
Ashley Theodore  
Joel Thompson  
Liliana Vercillotti  
Maria Vera  
Marie Whitaker  
Cathy Wies  
Cheya Wilson  
Julie Williams  
Richard Winsor  
Lance Wollebaek  
Melanie Wood  
Andrea Workman



## Ghana

CONTINUED FROM PAGE 1

families. The group visited the Kakum National Park, (a rain forest) and also visited two of the old slave castles, Elmina and Cape Coast Castle, both of which have been declared World Heritage Sites.

Although most of their time was spent in visits to the various NGOs, the travelers took time one afternoon to attend a temple session. One of the workers that day was Sister Appiah, the mother of Isaac Appiah, an MPA graduate of a few years ago. The group also took time to visit a botanical garden and do some shopping. This trip allowed all who went an opportunity to understand nonprofit work in Africa in a way that could never be obtained by just studying about it in Provo. ❖



*Kristi Seawright's international development management class near the Accra, Ghana Temple.*



*Students dancing with the Bamboo Orchestra, a local music and dance group.*



*Rachel Magleby walks with a Ghanaian woman while on a trip with SOS Village.*



*Kaydee Shakesphere with Aduja.*

# ALUMNUS OF THE YEAR

## JONATHAN H. GARDNER

Jonathan H. Gardner was honored as the recipient of the 2006 N. Dale Wright Distinguished Alumnus award on 7 April 2006 at a banquet held at the Joseph Smith Memorial Building in Salt Lake City. Students, faculty, and staff from the George W. Romney Institute of Public Management, family members and friends of the Gardner family gathered to honor his service, career, leadership, and example.

The award is named after N. Dale Wright, a former professor and department chair of the institute. It is given annually to an alumnus who has demonstrated extraordinary service and leadership in the work environment and community, has been an active community volunteer, has maintained and exhibited high standards of excellence, and has gained the respect and loyalty of colleagues, peers, and family. Nominations for the award are accepted from both faculty and alumni.

Gardner has served in several very responsible positions within the Veterans Health Administration for the Department of Veterans Affairs for more than twenty-six years. He is currently the chief executive

officer of the Southern Arizona VA Health Care System. Additionally, Gardner has received numerous national awards based on competition with other VA and federal health care executives. Gardner has contributed significantly to improvements in the VA health care system, a system that currently is setting the industry standard for quality health care delivery. The VA health care system has become an effective government organization that is meeting the charge to provide quality health care to men and women honorably discharged from our nation's military—those who have answered their country's call to duty so Americans can enjoy the rights and freedoms guaranteed by the constitution.

One of the persons to nominate Gardner was Dan L. Johnston, area emergency manager of the Southern Arizona VA Health Care System. As part of his nomination, Johnston wrote, "Jonathan led and coordinated the implementation of an entirely new organizational structure, which resulted in the reduction from thirty-three services to eleven new service/care lines. He orchestrated the reorganization by involving the service chiefs,



*Jonathan Gardner speaks at the award ceremony.*

many of whom, based on his leadership and management style, voluntarily agreed to step down from their management positions. The reorganization resulted in a more efficient and effective health care system and improved health care for veterans as documented by nationally conducted patient surveys."

Gardner received a BA degree in 1978 and a master of public administration in 1980. He has also completed advanced studies at the Yale School of Organization Management. ❖

## GANI RECEIVES SERVICE AWARD



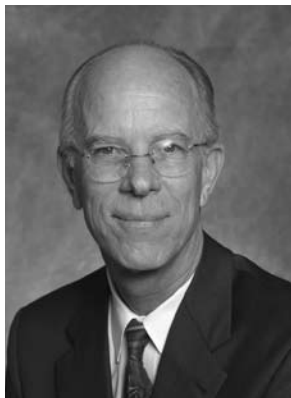
*Francine Gani (left center) with faculty and staff of the Romney Institute.*

On Friday, 2 June 2006, Francine Gani, executive director of Utah Department of Commerce, was honored by the Utah Chapter of the American Society for Public Administration. Gloria Wheeler, the Romney Institute's associate director, presented Gani with the G. Homer Durham Distinguished Service Award, which honors appointed officials who have served the public with honor and integrity, as did Durham. Durham had an illustrious career serving in numerous positions at the University of Utah, among which were director of the Institute of Government, vice president of the University and president of Arizona State University. He also served as the national president of ASPA from 1959 to 1960.

Gani, who earned her EMPA in 1991, began serving as director of the Utah Division of Consumer Protection in 1991. 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 negotiates settlements to provide restitution to hundreds of consumers each year. Gani regularly makes speeches, produces public service announcements, and issues press releases to educate the public about consumer protection issues.

Gani is married to Rick Luczak. They are the proud parents of twin daughters, Madeline and Meredith. ❖

# FACULTY SPOTLIGHT



The Romney Institute of Public Management consists of a faculty with highly diverse backgrounds and training. Neil Brady may be the best example of this.

With a PhD

in philosophy from The University of Texas, he might seem like an unlikely fit in a management program. But Brady teaches the ethics classes, and he does so with genuine commitment to the field. He came to BYU in 1993, having spent eleven years at San Diego State University, where he taught business ethics and spent his down-time boogie boarding at Mission Beach. (He says the ocean boosted his powers of philosophical contemplation... yeah, right!) Brady is

a specialist in a department filled with specialists of different sorts. Each faculty member's training matches an important need of the program. He says that although this diversity makes collaboration on research very difficult, it is also highly enriching. He says that spending time over lunch trying to understand each other's research is like being a perpetual student.

Away from the department, Brady enjoys music. He just retired from the Tabernacle Choir, having been a second tenor for nine years. Although he says the choir was like magic for him recently it has become very busy and just "too much for an older guy." Over the years he made more than a thousand trips to the tabernacle or conference center, and each time, no matter what mood he was in, his spirits were elevated within minutes of sitting in the loft. "There is nothing like the physical act of singing and pouring your heart into it that can cleanse the soul of each day's burdens," he says. Brady describes the choir

as his "drug of choice." His favorite piece of music? "Thou Gracious God" arranged by Mack Wilberg.

Brady is also a licensed master falconer. Yes, he catches, trains, and flies birds of prey. During the last ten years, Brady has flown red-tailed hawks, prairie falcons, merlins, harris' hawks, sharp-shinned hawks, and cooper's hawks. "To watch a prairie falcon dive from a thousand feet like a brick out of the clouds and swoop past a fleeing pigeon is an experience most people never forget," he says. "I guess I should have been a naturalist, not an ethics teacher."

Brady's academic life has come full circle: He began as a student in the program he now teaches for. In 1980 Brady earned his MPA from the Romney Institute, and then went to San Diego State. Brady says, "Just look at all the younger faculty we now have who also were once students in our program! Maybe I started a good thing...." ♦

## BABIES GALORE



### We want to hear from you!

*In the next issue of Outreach we would like to include an article on all of the twins, triplets, and other multiple-baby births that have been born to Romney Institute graduates. If you would like to include a picture and short article about your babies, please send them to [mpaoutreach@byu.edu](mailto:mpaoutreach@byu.edu).*



# MPA MOMS

*In the last issue of Outreach we asked graduates who are stay-at-home moms to tell us about their experiences using an MPA degree from the home.*

*We sincerely appreciate the responses we received and hope to continue publishing stories about your lives. Here are some of the responses:*

## JENNIFER LEWIS CARTER

### MPA 1986

After twenty years of reading the MPA bulletin, I was quite delighted to come upon the call for ideas from stay-at-home mom alumni in the latest issue. I was a freshly married student when I began the program in fall 1985 as one of ten women in my class of about forty students. I fondly remember the great lectures given by Bill Timmins, Kirk Hart, Bob Parsons, and others. I also enjoyed my stint as a TA for Gary Cornia. Because my husband was to start medical school in Baltimore before I would have a chance to finish my degree at BYU, I was able to finish my last semester at Johns Hopkins University and transfer the credits back to complete the degree. I used my degree to support our new family while my husband completed his MD and PhD. I gave up outside employment after two children and the start of my husband's grueling seven-year residency program in Boston.

Twenty years and five children later, I cannot remember more than a few bits and pieces of information studied during that time yet I still regard the experience as highly valuable. How has it been useful? Through the group projects and study of organizational behavior, my MPA degree has helped me to be a more effective team player and leader in callings, church presidencies, PTA organizations, and other volunteer organizations of which I've been a part. The public speaking course and presentation opportunities the degree provided have also proved valuable.

Having a master's degree has also contributed to my level of self-confidence and my desire for my children to value education.

Education broadens the mind and enriches our life experiences even if not always directly applicable to the situation at hand.

Do I plan to work later? With a husband who is both a busy neurosurgeon and bishop and children who span the range of college scouting to toilet training, I don't have time to think about it. But if I do go back to work in the future, I will at least have the MPA and life experience as a basis to build upon.

## HANNAH MICHAELSEN

### MPA 2000

I received my MPA degree in 2000. I was able to work for almost three years before leaving the workforce to stay home with my infant son. While I was working, a colleague who had an MPA from a different university asked me why I had "wasted" my time and money obtaining a degree I wasn't planning on "using." I told him that I didn't think I had wasted anything. My degree allowed me to work in a rewarding job for a few years and gain some valuable experience. I also had something to fall back on no matter what life threw my way.

Managing a home is every bit as demanding as managing a department or organization. With my son's recent diagnosis of autism, I feel my degree has been helpful as we navigate the county and school services that are available as well as analyze treatment options. I know my MPA degree has helped me better serve in the church, especially in my current calling as Young Women's president. It has also helped me serve in the community on the board of a local mothers' club. I have only been away from BYU for six years, but I know that as time goes on, there will be other opportunities

to use my degree, even though I might not receive a paycheck.

I'm not sure when or if I'll enter the workforce again, but I know my degree will be an asset to me. I also hope my degree will set an example to my children about how important education is to me.

I am so glad I decided to enter the MPA program eight years ago this year. It was definitely worth it—I have no regrets!

## ELISABETH SWAN

### MPA 1983

Graduating in 1983, I married the next week, worked for a short while, and then had four children in quick succession. When the children were younger there were times when I didn't see the applicability of the degree to my daily life. At times reading updates on classmates has been discouraging because by comparison I didn't appear to be accomplishing anything professionally.

In retrospect, my graduate degree has been worth it. The program certainly sharpened my planning and organization skills. This

SEE MPA Moms  
CONTINUED ON PAGE 10



*Hannah Michaelsen with her son Spencer.*

# OVERALL, MY EDUCATION HAS IMPROVED ME AS A PERSON AND A CITIZEN, AND I THINK THE EFFECT CAN'T HELP BUT SPILL OVER INTO MY HOME AND MAKE IT A BETTER PLACE.

~KRISTI ANDERSON

## MPA Moms

CONTINUED FROM PAGE 9

has been beneficial to our family as I plan schedules, meals, appointments, and activities that go on in a busy family. My degree has served me as I participated in community activities such as the PTSA and in church. I can manage a meeting more effectively than most, come in on time and under budget on projects, and have never been afraid to cold call to enlist volunteers for the health room or classroom. Also, the assessment center skills helped me see group dynamics and problems. In the church I have mostly served as support to leaders of auxiliary organizations and am valued for my organizational skills and dependability. From Gary Cornia, I learned how to work a room and engage an audience, which definitely came in handy while teaching seminary.

After graduating I continued to learn. I gained valuable computer skills and learned to speak Spanish. I plan to go back to work in a couple of years, when our youngest child graduates from high school. Recently I took a class for women in transition, and it became apparent that while my MPA degree may be dated, it can still be used as a springboard to employment in the next phase of my life.

## MARYCLARE MASLYN

MPA 1989

After getting my MPA degree I worked for Spanish Fork City, a wonderful full-time career for seventeen years. Now my husband, two sons, and I live in Pennsylvania, and I teach part-time for George Mason University in their public and international affairs program. Both opportunities have come to me because of my MPA degree.

Not knowing what the future holds, whether we'll be living in Pennsylvania next year or what will happen tomorrow for that matter, it is reassuring to have the degree. My skills are certainly transferable to other options and opportunities. Right now the challenge is to keep a good balance for everyone in my family.

When I began to implement in Spanish Fork City what I was taught in the MPA program, first as an intern and later as the assistant city manager, I had dreams about how I might transfer my skills to managing a

family: the budget would be balanced; there would be great processes and backup plans to handle every crisis; capital projects would always be funded; and rarely, only rarely, would we need to transfer money from reserves to cover unexpected costs. Weekly meetings would be held to review everything on the calendar and to discuss who was assigned to what and who would follow through with whom to make sure everything worked out. There would be planning sessions, open forums in which we would discuss ideas freely, and chore charts with no missing star stickers. There would be organized desks and files for easy access at any given moment. Everyone would understand their job description and would follow through on all assignments with a smile on their face.

However, I learned managing a family is actually more work than managing a city, and my dreams, were actually pipedreams. We've found we're lucky if we can gather the boys around for family prayer in a "reverent" manner. My sons have not grasped the idea of what "other duties as assigned" might mean in their job description. They complete most of their job duties quite well, but when we throw in something out of the ordinary they unionize and say they won't do anything unless there is something in it for them. At-will employment threats mean nothing to them!

I feel more inadequate to the task of being a mom and raising these boys than I ever felt running a city or teaching. I can handle the task of running a city with less worry than raising my boys to be good men. Elder Jeffery R. Holland's remarks in what I consider to be one of the best talks directed



Elisabeth Swan with her husband, David, and four children  
Rachel, Sarah, Jared, and Karen.

toward mothers, brings comfort. He said, "Mothers.... Please know that it is worth it then, now, and forever... if you will plead for that guidance and comfort of the Holy Spirit promised to the faithful; if you will go to the temple to both make and claim the promises of the most sacred covenants a woman or man can make in this world; if you will show others, including your children, the same caring, compassionate, forgiving heart you want heaven to show you; if you try your best to be the best parent you can be, you will have done all that a human being can do and all that God expects you to do....When you have come to the Lord in meekness and lowliness of heart and, as one mother said, 'pounded on the doors of heaven to ask for, to plead for, to demand guidance and wisdom and help for this wondrous task,' that door is thrown open to provide you the influence and the help of all eternity. (General Conference, April 1997; Ensign, May 1997, page 35; www.lds.org.)

## TAMARA PARKER

### MPA 2003

I noticed the "We want to hear from you" section in the newsletter and thought I would reply. I am a woman using my MPA degree to administer in my own home, and I think it has been very helpful. With the communication skills I learned in school, and then built upon with my job as a consultant, I have been able to acquire a very part-time freelance writing job. It provides a balance for me and some mental stimulus.

As for how my MPA degree has helped me in the home, I think overall it has given me confidence. I am confident in my ability to find answers to questions, get to the source of problems, and organize things in the best way possible.

## KRISTI ANDERSON

### MPA 2000

I am in charge of the finances in our house and the things I learned in finance and budgeting classes have been helpful to me, especially as we have been figuring out our investments and mortgage. Incidentally, I was dubbed risk-averse in Don Adolphson's class and have thought of that as my husband and I have made decisions as to what types of things we will invest in. Of course I am always pushing to be on the safer side of things, and Dr. Adolphson's discussions on risk helped me be aware of this.

My Excel skills have been valuable for me. I use it often as I am making family budgets and keeping track of our expenditures and assets. I have also been able to help my husband in his work because of what I learned.



*Tamara Parker with her daughter, Evie, and husband, Loren.*

spot a bad or leading survey question right away.

Bill Baker's communications class has probably been one of the most helpful classes for me. I often use the guidelines from his class in my different random responsibilities, such as writing a letter to an insurance company or writing our family history or teaching Relief Society. A number of times I have proofread my husband's professional letters and resumé.

Most importantly, the way I perceive and think about the world around me has been affected by the things I learned in the program. I often hear bits and pieces of old lectures going through my mind as I go through my day to day activities. I can hear Doyle Buckwalter's voice in my head asking "What are the implications?"

Overall, my education has improved me as a person and a citizen, and I think the effect can't help but spill over into my home and make it a better place.

Thanks for giving me the chance to write this. ❖



*Kristi Anderson with her husband and four children.*

Gloria Wheeler's statistics classes have been helpful because we are surrounded by statistics. There are many studies conducted which tell us what is best for our kids and they can be conflicting. But being taught how to look at the figures and how they were arrived at has helped me be better able to discern which information is more useful. I am also able to



# ADMINISTRATOR OF THE YEAR

## DAVID M. WALKER

With past recipients such as Neal A. Maxwell, Charlie Johnson, and Olene Walker, one might have questioned the Romney Institute's ability to select yet another Administrator of the Year nominee for 2006, who would come close to equaling the achievements or qualifications of those who have been honored in the past. But that is precisely what was done in honoring David Walker, comptroller general and head of the U.S. Government Accountability Office (GAO), a legislative branch agency founded in 1921.

Walker's visit to BYU campus on 2 March 2006 was enlightening for all who attended any of the many addresses he gave. He interacted with advisory board members, students, and faculty with interest and enthusiasm, as he shared information about where the country is heading, as well as his own ideas and vision for the future. His primary message centered on the urgent need to balance the national budget and be fiscally responsible now.

Walker became the seventh comptroller general of the United States and began his fifteen-year term when he took his oath of office on 9 November 1998. As comptroller general, Walker is the nation's chief accountability officer and head of the U.S. GAO. GAO's mission is to help improve the performance and ensure the accountability of the federal government for the benefit of the American people.

Before his appointment as comptroller general, Walker had extensive executive level experience in both government and private industry.



*David M. Walker addressing the audience at the administrator of the year banquet.*

"Mr. Walker gave a number of informative and thought-provoking presentations at Brigham Young University. His demeanor reflected a highly ethical person who is committed to delivering professional opinions. He was a great example to the students and faculty of the Romney Institute," commented Professor Gary Cornia, director of the Romney Institute.

Speaking at the banquet held in his honor that evening, Walker said, "In many respects, our quality of life has never been

better. We're living longer, we're better educated, and we're more likely to own our homes. But as many of you already know, we also face a growing gap between the haves and have-nots, and we're facing a range of quality-of-life concerns. These include underachieving public schools, grid locked city streets, energy and environmental challenges, increasingly expensive and inadequate health care coverage, and the stresses of caring for aging parents and growing children at the same time.

Walker concluded, saying, "My hope is that when you leave here today, you'll spread the word among your friends and family about the challenges we're facing. We all need to insist on the facts, speak the truth, lead by example, and help create a more positive future by fulfilling our stewardship responsibilities to our country, children, and grandchildren. We can, we must, and if people like you and I join together, I am convinced we will succeed. As Teddy Roosevelt said, 'Fighting for the right [cause] is the noblest sport the world affords.' Let's join the fight and make a difference!"

The Administrator of the Year award has been given every year since 1972, to an outstanding man or woman who has achieved distinction after many years in management in the public or nonprofit sector. Each award recipient is a testament that there are still great men and women in management in the public sector achieving great things and leading lives of integrity. ❖

*Mr. Walker's culminating address entitled, "The Challenges and Opportunities of Public Service" can be read in its entirety at [www.gao.gov/cg/home/byu.pdf](http://www.gao.gov/cg/home/byu.pdf).*

*"WE ALL NEED TO INSIST ON THE FACTS,  
SPEAK THE TRUTH, LEAD BY EXAMPLE,  
AND HELP CREATE A MORE POSITIVE  
FUTURE BY FULFILLING OUR  
STEWARDSHIP RESPONSIBILITIES  
TO OUR COUNTRY, CHILDREN,  
AND GRANDCHILDREN."*



*EMPA Academic Excellence recipients from left to right: Denise Haney, Paula Piccioni, Jane Ferguson, Maria Jenson, Andrea Workman, and Suzie Draper.*



*Cheya Wilson, Stewart L. Grow recipient, with Gary Cornia and Gloria Wheeler.*

### Awards

#### CONTINUED FROM PAGE 2

L. Grow, PhD, founder of our MPA program. Wilson is from Lehi, Utah. She emphasized in human resource management and is now working as a performance auditor for the State of Arizona.

Grow was known as an accomplished and caring person, a friend of students, a loyal colleague, and an example for all to emulate. He was devoted to public service and management excellence in government.

#### Garth N. Jones Writing Award

Adam Pfof received the Dr. Garth N. Jones Student Writing Award. Pfof was selected based on his overall writing performance throughout the program. Pfof is from Idaho

Falls, Idaho. He emphasized in finance and now works at Epic Systems as a project manager in Wisconsin.

Jones had a distinguished career in public administration and was a prolific author of papers dealing with public policy and public administration issues.

#### Academic Excellence Awards

The academic excellence awards go to the top 10 percent of the class. Recognition is based on program GPA through the next to last semester. Recipients are listed below according to their GPA.

#### MPA

Rebecca Bracken  
Julie Humberstone

Aaron Michael Miller  
Adam F. Pfof

Katrina E. Fredrick  
Melanie Marie Neal McCubbins  
Kelly Pfof  
Ashley Paige Theodore  
April C. Riley  
Brent L. Pearson

#### EMPA

Lynnett Gardner  
Denise R. Haney  
Paula Kay Piccioni  
Maria Luz Jenson  
Suzanne Rogers Draper  
Jane Nelson Ferguson  
Andrea Beck Workman



*Rebecca Bracken, Karl N. Snow recipient, with Gary Cornia and Gloria Wheeler.*



*MPA Academic Excellence award recipients from left to right: Ashley Theodore, Kelly Pfof, Julie Humberstone, Melanie McCubbins, Katrina Frederick, and Aaron Miller.*

# ALUMNI NEWS

## BECCA SHIM MPA 2005



Since graduating last year, I moved to New York and have been working as the ESL coordinator of a high school in the Bronx. While I am a little disillusioned that I haven't spotted a single Globetrotter in my Harlem neighborhood,

I have been enjoying the quirks of New York and have been thoroughly challenged by my job. Running an entire department and working with the politics of the largest school system in the country has been trying and frustrating. While I have felt largely inadequate in this capacity, I take comfort in the fact that, thanks to the quant skills garnered through my studies in the MPA program, I have the most elaborate grading system at the school. Some call it overkill. I call it complete.

While it has been my job to teach my students good ol' American English, they have been teaching me a few linguistic gems and have opened my eyes to the possibilities of Ghetto Speak. A typical end-of-class conversation sounds roughly as follows:

**Student:** "Yo, Miss. Why ya ain't lettin' us out early? We be stayin' here mad late."

**Translation:** *Miss, why can't we leave? We've been at school too long.*

**Me:** "Yo, why you wilin'?"

**Translation:** *You're out of line.*

**Student:** "Miss, ev'ryday you be beasin' over two minutes!"

**Translation:** *Miss, you're always making a big deal out of us staying the entire day.*

**Me:** "For real, son, you O.D.-in'!"

**Translation:** *Seriously, you've got to calm down and just deal with it.*

I have been surviving this year by the sheer force of will power and the celebration of Jewish holidays. Indeed, the abundance of days off is by far the best (and most necessary) of the job perks. I have been using these days to travel to places like Guatemala and the Dominican Republic. Later this year, I am planning a trip to South America and Mexico. Summer vacation is just around the corner and surviving this first year has brought with it a kind of hubris that is usually reserved for superheroes and sixteen year olds. Because of this feeling of unwarranted invincibility, I will be using my summer vacation to get my motorcycle license and ride my new wheels all over the Eastern United States.

## KORY HOLDAWAY EMPA 1993



Kory Holdaway graduated from the EMPA program in 1993. Since graduating he has been involved in different public service activities. He is currently a member of the Utah Legislature representing House District

34 in Salt Lake County. He was elected to the legislature in 1998 and has served in many different capacities within the legislative body. He is currently serving as the Higher Education Appropriation co-chair and also serves on the Education, Natural Resource, and Political Subdivision standing committees. He is also a member of the Administrative Rules Committee. This committee oversees all rules that are made by state agencies to be in compliance with state statute.

While serving in the legislature, Holdaway has demonstrated a passion for education and has been one of the state leaders nationally that has worked with different federal organizations to improve the federal legislation dealing with education. He has chaired the education committee for the National Conference of State Legislatures. While in that position he worked with other

leaders across the country on a task force to address the challenges of No Child Left Behind. Holdaway is also serving as a member of the Kindergarten to 16 alliance within the state to improve the dynamics between public education and higher education.

Holdaway works on education issues because of his passion to improve the quality of education available to the citizens of Utah. Professionally, he works as a special education teacher in Granite School District in Salt Lake County. While attending the executive program he worked as the day treatment coordinator for a local mental health agency. His experience within the EMPA program and professionally have been beneficial in assisting him to be more effective as a legislator. Many of the issues he has dealt with were case studies and issues that he was made aware of while attending class and also learning from fellow classmates.

Although Holdaway gains satisfaction from public service his main passion is his family. He and his wife have three children the oldest of which is married and expecting their 2nd grandchild. He loves being a grandpa. His second son is currently serving a mission in the Florida area and his youngest son will be a junior in high school. The time he enjoys the most is the time with his family engaged in a variety of activities. He and his wife recently celebrated their 25th wedding anniversary while traveling through the Caribbean. They also enjoy spending time camping and house boating on Lake Powell.

## DENNIS WENGERT MHA 1986



Dennis Wengert was recently appointed the Nevada deputy district director for the U.S. Small Business Administration. The district oversees all SBA services throughout Nevada, including marketing, outreach and promotion of SBA loan programs, counseling, training,



lender relations, and disaster assistance. “The SBA is reinventing itself,” Wengert explains. “We’re getting away from being a transaction and processing type organization, to one more focused on seeing that our programs are accessible to the greatest number of people, especially women, minorities, and those living in economically disadvantaged areas.” Wengert comes to the SBA after a twenty-year career in the private sector.

Wengert accepted his first professional position during the last semester of his MHA curriculum in 1986 when he joined Benchmark Regional Hospital. “I was the first person the administrator hired. All we had at that point was a vacant lot in Woods Cross. It was a great opportunity to create a marketing department and plan from scratch,” he says. After a successful opening and initial operations, Wengert went to McKay-Dee Hospital in Ogden, Utah, which was building a free-standing behavioral health hospital one mile south of the main campus. “I had to hustle, as we had only three weeks until the facility opened for business. It was a great experience in what I would call a panic start-up,” he says.

In 1991, Wengert joined Blue Cross Blue Shield of Florida as a marketing project

manager in Ft. Lauderdale. While with Blue Cross, Wengert was asked to study the feasibility of a potential strategic partnership with a workers’ compensation administrator. After making a favorable report and getting the go ahead to implement the partnership, Blue Cross decided to go in a different direction. The owner of the partner company came to Wengert and said, “Come join us, and we’ll do it on our own.” As vice president and director, Wengert had the opportunity to create and operate the first Florida certified managed care plan for workers’ compensation insurance using a PPO medical network.

Following the sale of the company, Wengert joined Acordia, Inc. as executive director of human resources in their Indianapolis corporate offices. “The company needed to restructure their employee health benefits to get their costs under control. It was a major project that ended up shifting a majority of the 3,300 employees to HMOs, restructuring several vendor contracts, and implementing a formulary for the prescription drug benefit. I learned a valuable lesson in balancing the issues of cost, corporate politics, and compassion. You can’t please everyone, but you can be fair,” he says. Before the company relocated to the Chicago area, Wengert

returned to Orlando, Florida, to join another start-up company.

After enduring three direct hits from hurricanes in 2004, Wengert decided to trade six months of hurricanes each year for six months of snow in Utah. “We had to replace the entire roof of a six-year-old home, and we didn’t want to face that possibility every summer. Plus, all my sisters and my parents had moved to Utah. I was the last holdout.” They bought a home in Highland, Utah, in June 2005. “I decided then that I wanted to do something to contribute to the public good. The SBA (in Nevada) was the perfect opportunity at the right time.”

Wengert commutes bi-weekly between Las Vegas and Highland for now. “Our youngest, Amanda, will be a senior in high school this fall. We didn’t want her changing schools two times in two years. After she graduates, we’ll see what happens.” The time away from his family has rekindled a passion for writing. Wengert has recently completed a screenplay and is working on a series of three business books. “My family is amused,” he says, “but I’m happy.” ❖

## MEET THE ADVISORY BOARD



“While income may feed your stomach, only assets change your head.” This quote from Michael Sheridan was a guiding principle in the founding of Partners for Self-

Employment, Inc. by Kathleen H. Close, a member of the Advisory Board.

Self-Employment, Inc. provides three key programs for borrowers: 1) MicroBusiness USA, which makes small loans of \$500 to

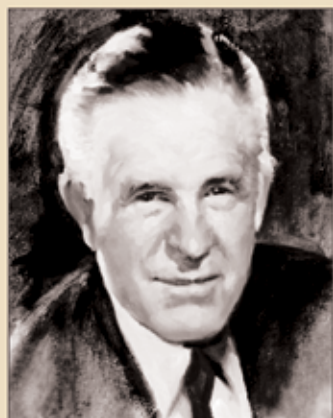
\$3,000 to groups of borrowers for small start up businesses. This program has over a 95 percent repayment rate. In the past four years, MicroBusiness, USA has made more than 2,700 loans, more than any other designated Small Business Administration provider in the nation. 2) The Entrepreneurial Institute provides a twelve-week course in business management, which helps borrowers prepare for increased loans of up to \$35,000. More than six-thousand entrepreneurs have gone through this program. 3) The Matched Savings Fund encourages the accumulation of assets by low income families by providing financial literacy and home ownership training. For every one dollar saved each month toward the down payments for the purchase of a home or starting a business, the company contributes two dollars. Since

the inception of this program, more than forty low income families have been able to purchase homes.

Close serves on the advisory board for both the Romney Institute and the Marriott School, was a past president for both Florida Women’s Political Caucus and the Cedars Medical Center Auxiliary, and has served with several other organizations committed to alleviating poverty and hunger.

Close lives in Las Vegas and Miami with her husband, Melvin D. Close, Jr., an attorney and a graduate of BYU School of Business Administration in 1956. They have four children, ten grandchildren, and one great granddaughter. ❖

## GEORGE W. ROMNEY



Named for the late three-term governor of Michigan, former U.S. Secretary of Housing and Urban Development, former president of American Motors, and tireless volunteer, the George W. Romney Institute of Public Management is located at Brigham Young University's Marriott School.

In his last speech as governor, Romney reiterated his values—values shared by the institute: “My parting prayer for Michigan and for America is that we may each join in a rededication to the common good through a deeper sense of our personal responsibility to obey our creator, respect the law, and serve our fellowman.” Inside the nourishing environment of BYU and the Marriott School, the George W. Romney Institute of Public Management aims to strengthen the “rededication to the common good” among students and faculty.

BYU's motto, posted at the entrance to the university, publicly declares what the Romney Institute accepts as its underlying philosophy, “Enter to learn, go forth to serve.” The goals of the Romney Institute combine the vision of BYU with Romney's legacy of public service, volunteerism, and the highest standards of personal integrity. In an age of profound individualism and cynicism regarding public service, the Romney Institute is committed to promoting the principle of quiet service to humanity.