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Summer 2007

GEORGE ROMNEY: COMMITTED TO SERVICE

WRITTEN BY CINDY GLAD

"Except for my church participation, it would have been easy for me to become excessively occupied with business, social, and recreational activities; because of my church, I have devoted more time to my fellowmen, community, industry, and nation than would have been the case otherwise. Through these activities, I have experienced the supreme value and power of cooperation between free people and free organizations. Cooperation is to the economic and social what brotherhood is to the religious." George W. Romney, "Because of My Church," BYU 4 June 1959

Charged with continuing George W. Romney's vision of service to our fellowmen, the institute is celebrating the 100th year of his birth and recommitting to honor his legacy. To better understand this great man, this article will look at his philosophy of service. It examines how those values may have been formed and how they helped him succeed in business, government, volunteer work, and other areas of service.

THE FORMULA

Romney lived by what he called "The Lord's Formula." He gleaned it from a Doctrine and Covenants scripture and willingly shared it with the curious.

Beginning on his mission and reinforced later, Romney became



convinced that Doctrine and Covenants 90:24 contained the Lord's formula for success: "Search diligently, pray always, and be believing, and all things shall work together for your good, if ye walk uprightly and remember the covenant wherewith ye have covenanted one with another." This formula soon formed the basis of his general approach life.

He believed people have a responsibility to care for one another. He believed in hard work. He believed voluntary cooperation was the best method of solving problems. He was deeply religious. He was passionate about his country and called himself "a citizen first."

A HERITAGE OF CITIZENSHIP AND STRENGTH

The roots of these values lie in a closely intertwined mix of family heritage and LDS church teachings. His early life experiences show the values he was taught and the importance of hard work and teamwork in his life.

It was written of George's grandfather, Miles P. Romney, "Few men in his generation sense more fully than he the advantages of living in a democratic country, and at the same time the responsibilities attendant upon citizenship under a government of the people. . . . Loyalty to country and to his church was a cardinal virtue with Miles P. Romney, a loyalty based on sanity and not on fanaticism. His was the assumption that men should be students of both state and church government in order that they might intelligently carry on in harmony with the fundamental law and discipline of each and not be like 'dumb driven cattle,' exercising no mind of their own."

The fifth son of Gaskell and Anna Romney, young George lived an idyllic childhood until the age of five. Then in 1912 a Mexican revolution forced the family from their fine home and prosperous business in a

SERVICE

CONTINUED ON PAGE 8

DIRECTOR'S CORNER

The Romney Institute of Public Management is pleased to bear and represent the name and the example of George W.

Romney. This year marks the 100th anniversary of this great man's birth; thus the Romney

Institute is renewing

our commitment to honor his legacy. The highlight of the year-long celebration will be 17 October—a full day set aside to honor Governor Romney.

This event will be preceded by an institute service project that will give our students and others a chance to work in the community in honor of Governor George Romney. We hope that many of our



past students will take advantage of this anniversary to look for opportunities to serve or volunteer in their communities.

Romney's accomplishments have set a high bar for everyone associated with the Romney Institute of Public Management. George Romney was not born into greatness. He lived a principled life. He earned the respect of his colleagues in government and industry. If you have not read a biography on him we can recommend,

• *The Story of George Romney*

(1960) by Tom Mahoney

• *Romney's Way: A Man and an Idea*

(1967) by T. George Harris

• *George Romney: Mormon in Politics*

(1968) by Clark R. Mollenhoff

• *George W. Romney, Shirtsleeve*

Public Servant, available on our web site

at <http://marriottschool.byu.edu/mpa/PublicServant.pdf>

These books describe a man with unshakable moral convictions and commitments. He was a giant of his generation when he saved American Motors, a giant when he was governor of Michigan, a giant as cabinet secretary of Housing and Urban Development, and a giant leading America toward meaningful voluntary action. Romney was honored in 1997 at The President's Summit for America's Future, an event he planned but didn't live to see happen.

Upon learning of his death President George H.W. Bush said, "Romney was a dear friend, a dedicated family man, and a first-class public servant who will be missed."

SENATOR BENNETT FIRESIDE

WRITTEN BY BEKA CLEMENT, MPA 2007



On Sunday, 15 April, United States Senator Robert Bennett joined approximately 150 faculty and students of the George W. Romney Institute of Public Management for a special fireside. The topic Bennett was asked to speak on was George W. Romney's favorite scripture, Doctrine and Covenants 90:24, which reads, "Search diligently, pray always, and be believing, and all things shall work together for your good, if ye walk uprightly and remember the covenant wherewith ye have covenanted one with another."

Bennett began by explaining the context in which the scripture was revealed. The scripture was directed toward the First Presidency of the church at the time, Frederick G. Williams, Sidney Rigdon, and Joseph Smith. In fact, after receiving this scripture, Joseph Smith was sent to prison and both Williams and Rigdon eventually left the church. Bennett stated that at times it is hard to see how things are working for your good, but eventually things worked out for the good of the church.

Bennett spoke specifically about the pivotal points each person experiences in life and how those mold our personalities and guide us to where we are now. Bennett shared a personal story of how trials had worked out for his good, although during the trial it did not appear that it would.

After leaving the Nixon administration, Bennett bought an existing public relations firm. One day, Bennett received a phone call from a Nixon advisor stating he wanted to hire one of Bennett's employees to work on the re-election campaign. Bennett replied, "Whatever the president needs." The caller responded that the employee would be able to continue working for

Bennett because the employee would mostly be working during evenings and nights.

That employee was E. Howard Hunt, who was later convicted for the Watergate burglary with G. Gordon Liddy. Due to the rumors that Bennett was involved in the burglary, Bennett rapidly lost clients until he was down to one—Howard Hughes. Bennett was forced to close his firm and went to California to work as director of public relations for Howard Hughes.

Although not the job he had envisioned for himself, it was an opportunity that led him down a path that could have otherwise never happened. Because of the trials and difficult times that the Watergate scandal brought upon Bennett initially, he was guided to move to Utah, which then led him to become a United States Senator.

In closing, Bennett stated, "The world is filled with extraordinarily good people trying to do extraordinarily good things in the political world. You will be one of them if you will 'search diligently, pray always, and be believing And all things will work together for your good.'"

CONGRATULATIONS CLASS OF 2007!

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Matthew Blackner
Christine Boren
Jessica Church
Beka Clement
Brett Cooper
Meredith Coy
Roland Erickson
Tawna Fowler
Craig Goldie
Gisel Gomez
Alexia Green
Duane Huffman
Tau Ioane
Brynn Janke
Elizabeth Jenson
Tanner Kay
Blair Keller
Travis Larsen
Rebecca Makarova
Michelle Manning
Brooke McIlvain

Justin Meredith
Maranda Murphy
Tricia Newman
Jessica Nord
Kye Nordfelt
Malinda Okerlund
Siobhan Ollivierre
Marc Owen
Fred Philpot
Kristian Postonen
Alyson Price
Melissa Redding
Lindsey Reeves
Joshua Salisbury
Raul Sedas
Kaydee Shakespear
Aaron Smith
Zsuzsanna Somodi
Gary Syphus
Adam Tracy
Joelle Whittemore
Douglas Willardson
Micah-Ann Wixom

EMPA Graduates



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John Best
Carol Biesinger
Julie Bills
Kevin Borkman
William Bridges
Samuel Brown
Karen Bryce
Linda Christensen
Orrin Cooper
Melanie Cottam
Steven Cuthbert
Staci Dearden
Jaren Dyreng
Rebekah George
Blaine Haacke
Daniel Harkness
Bradley Harris
Joseph Hucks

Heidi Jimenez
Juan Jimenez
Joel Kongaika
GaeLynn Kuchar
Diane Lawson
Jodie Layton
Victor Losser
Donald Lovelace
Ana Makoni
Missy Mumford
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Deanne Perez
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Jaclyn Price
Brodie Smith
Vince Stroud
James Wingate

We Wish You the
Best of Luck!!!

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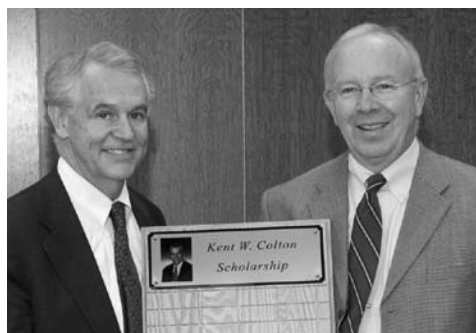
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Peggy Young
Barbara Zapata

KENT COLTON SCHOLARSHIP

Over the past few years the Romney Institute has added six fully endowed scholarships. In addition, this past spring, the institute announced a new scholarship named for Kent W. Colton, former faculty member of the Romney Institute and past Romney Institute Board chair. The scholarship was announced on 29 March 2007 during the advisory board meetings. Much of the funding for this scholarship comes from funds donated by Colton during his seven year tenure as advisory board chair.



Kent Colton and Gary Cornia

In addition to his service to the Romney Institute, Colton also served on the faculty at MIT and as an adjunct faculty at the Kennedy School of Government at Harvard University. He has had a distinguished career in Washington, D.C. Colton served as an advisor to several presidents and in the early 1990s was the executive director of the Presidents Commission on

Housing. Colton's work on housing has had a strong impact on the housing policy that is currently being pursued by national and state governments.

Colton is serving with his wife, Kathryn, as mission presidents in the Florida Tampa Mission.

Thanks to wonderful support from our MPA alumni, donations in 2006 exceeded \$130,000. Because of the increased donations, nearly every current day student is able to receive a scholarship. "We have one of the best alumni groups and student participation in annual giving of any program in the Marriott School," says Vicki Okerlund, coordinator of external relations for the Romney Institute. "I love working with our alumni. The MPA program faculty and staff foster a family feeling. Students feel this genuine concern during their graduate studies and remember that connection well after they graduate. It is this connection that has steadily increased giving participation during the past six years."

ADMINISTRATOR OF THE YEAR

WRITTEN BY TANYA HARMON

Thomas R. Hardy, city manager of Bountiful, Utah, was named Romney Institute's 2007 Administrator of the Year. Speaking to the students of the Romney Institute and the audience as a whole, at a banquet in his honor, graduated from the MPA program in 1973, and has spent the last thirty-four years in public service. Following his graduation from the program, Hardy served in city management in Tallahassee, Florida; Scottsdale, Arizona; Buena Park, California; and for the last twenty-seven years has served as the Bountiful City manager in Bountiful, Utah.



Tom and Ann Hardy

Hardy has been recognized as City Manager of the Year by the Utah City Management Association, by the Utah League of Cities and Towns as the Outstanding Appointment Official, as the Taxpayer Advocate of the Year by the Utah Taxpayers Association, and as Outstanding Citizen of the Year by the Bountiful Elks Lodge.

"Tom Hardy is an exceptionally qualified public manager and is a very good example for our current students, as well as all the friends and alumni of the Romney Institute," commented Professor Gary Cornia, director of the Romney Institute.

In concluding his comments, Hardy expressed appreciation for the mayors and council members he has worked with over the years, some of whom were in attendance at the banquet, advocating a close working relationships built on mutual respect and support. He said he had stayed with a small city, instead of moving on to a larger city in his later career, at least in part because of the "intelligent, principled men and women who ran for public office with no agenda other than serving the community and making it a better place. They have allowed me the freedom and opportunity to do what I thought was best and encouraged me to think outside the box and push the envelope. To them I owe a debt of gratitude for their faith and trust in me."

STUDENT AWARDS

WRITTEN BY VICKI OKERLUND

Each April, the Romney Institute recognizes several students for their academic excellence during their graduate school experience. These academic awards go to the top ten percent of the MPA and EMPA classes. This year the academic excellence awards for the each of the classes are listed below:

MPA

Tricia Newman	Duane Huffman
Alyson Price	Michelle Manning
Kaydee Shakespear	Joshua Salisbury
Jessica Church	Mishael Sedas
Meredith Coy	Kristi Anderson
Christine Boren	Matthew Blackner

EMPA

William Bridges	Linda Makin
James Wingate	Melanie Cottam
John Best	Karen Bryce
Jaren Dyreng	Linda Christensen
Rebekah George	Victor Lossner

In addition to the academic excellence awards, the institute gives four awards—three named for former directors of the MPA program and the fourth award named for a distinguished public administrator.

Stewart L. Grow Award

Mishael Sedas received the 2007 Stewart L. Grow Award. The award is given to the second-year student who exemplifies integrity, academic excellence, concern for others, and devotion to public service—the characteristics that embodied Stewart Grow's life.

Karl N. Snow Award

This year three women shared the honors for the highest GPA in the MPA graduating class: Trisha Newman, Alyson Price, and Kaydee Shakespear. The Karl N. Snow award is named for the former director of the MPA program and one of the program's

early leaders. Snow was a founder of the National Association of Schools of Public Affairs and Administration.

Lennis M. Knighton Award

Bill Bridges and James Wingate were presented the Lennis M. Knighton award for the highest GPA for graduating EMPA students. Lennis M. Knighton was the third director of the institute and oversaw the development of the executive program.

Garth N. Jones Writing Award

For her accomplished writing, Christine Boren was honored with the Garth N. Jones writing award. This award is named for Garth N. Jones who had a distinguished career in public administration and was a prolific author of papers dealing with public policy and public administration issues.

STUDENT SPOTLIGHTS

HEATHER HAMMOND EMPA 2008

A lifelong learner, Heather Hammond has always had an innate drive to continually enrich herself and enjoy life. She found it especially important after finishing her



undergraduate degree in math education at BYU. Although she loved the experience of working with “creative” middle school students (she even got her own street name, “Hamster”), she accepted an offer to return to BYU where she traded herding eighth-graders for engineering faculty. Not one to let time go to waste, she occupied herself with opportunities to develop her skills. She learned to play the organ (she keeps it lively at church), weave baskets (yes, it really is a class at BYU), and even took Accounting 200 “for fun.” She’s a near-daily visitor to Wikipedia to look up her latest curiosity (most recently it was “pavement ants” who battle other colonies on the sidewalks).

The drive for enrichment led Heather to further her education with graduate school. The Executive MPA program seemed to be the best fit given her background in education, both at the public teaching and higher education levels, and her interest in the public sector. She has especially enjoyed studying the areas of human resource law and strategic management and hopes to further her work experience in those areas.

Heather currently works as the secretary to the dean of undergraduate education at BYU and recently received the President’s Appreciation Award. She was praised for “managing the office with grace and delight,” such that “those who meet with her leave the office happier than when they arrived.” While she enjoys working at BYU, she is open to new adventures after graduation.

One of Heather’s great passions is serving others, whether it be tutoring math, working at the temple, or simply pruning the neighbors’ bushes. Due to time constraints

with work and school, she has had to lay aside some of her regular commitments and is excited to pick them back up after graduation. When that day arrives, however, Heather will dearly miss working with her team. They have bonded these past couple of years over good food, good laughs, and, of course, good learning experiences.

This past year has been especially rewarding for Heather. She ran the Canyonlands Half Marathon in March, followed by the Salt Lake Marathon in April. Since she had already been cross-training with swimming, she decided to add bicycling to her agenda and competed in her first triathlon in June. Heather has always found the outdoors to be therapeutic. Each year, as winter draws to a close, she anxiously waits for the snow to melt so she can enjoy hiking the mountains “in her backyard.” It’s her time to escape the stresses of life and let her mind wander (as long as there are no snakes!)

Heather attributes her love for life, learning, and service to her parents. She grew up on a farm in eastern Washington where life lessons were readily abundant. She loves to spend time with her family and takes pride in being the favorite aunt to eleven nieces and nephews.

SPENCER HADLEY EMPA 2009



After graduating from BYU in April 2002 with a bachelor’s degree in political science, Spencer Hadley thought he knew exactly how the rest of his career would turn out.

However, he was surprised to learn that employers had no intention of racing to the phones to be the first to hire him. When he couldn’t find a job right away, some of his friends encouraged him to go back to school. He had heard about the MPA program through a fellow ward member, but he did not feel it was the right time for more school since his wife had

just recently had a baby boy, and his little family was in need of a paycheck first.

In September 2002, after a short career in car rental, Hadley was happy to find a modest job working as an assistant in the Lieutenant Governor’s Office. His first duties included checking notary signatures, stuffing envelopes, and stapling papers. “It’s amazing how attractive that job sounded to me back then,” Hadley says. As his duties expanded, Hadley became the assistant over foreign authentications and worked closely with adoption agencies, LDS missionaries, and foreign consulates.

Four years and two promotions later, he and his wife and now three boys began preparing for more time at school when he was accepted into the EMPA program. In his current capacity in the Lieutenant Governor’s Office, Hadley has learned a lot about high-profile public service. Having now served in three different administrations, Hadley has worked with a wide variety of professionals, ranging from notaries to state legislators. Currently, he assists Utah’s lobbyists in their reporting of financial activity. He feels that this latest opportunity with lobbyist regulation has helped him to gain the right kind of exposure in politics. He has even expressed interest in running for office one day—although he admits many of his friends look surprised and even scared when he mentions the idea.

Hadley says that his job can be quite challenging at times. Despite those challenges, he feels grateful to be learning so much about politics and government. He says that his classes in the program have contributed a great deal to his ability to perform and compete.

“There really aren’t any supermen on Utah’s Capitol Hill,” Hadley says. “They’re just regular people who—for some reason—love the excitement of politics.” He also says he understands their enthusiasm since he tends to get caught up in it as well.

For now, Hadley plans to continue working in the public sector, either in state or county government. “My wife and children are a great inspiration to me,” he says, “and regardless of my career path, I want to be involved in the kind of work that will do the most good for my family and the community.”

GEORGE ROMNEY

SERVICE CONTINUED...



George Romney shows his father, Gaskell, a 1950 Nash car.

Mexican Mormon colony. Fleeing to El Paso, Texas, they left everything.

But Romneys were not quitters. One family motto was, “When a Romney drowns, look upstream for the body.” Immediately Gaskell and every boy older than five became a breadwinner.

For the next ten years the family pooled resources with Gaskell’s brother George S. Romney to weather various economic setbacks. The two families totaled twenty-one people. For a time life got easier when George S. became president of Ricks Academy and Gaskell built homes in the Rexburg, Idaho area. When George S. became sick, Gaskell taught his brother’s courses—even though he had only had one year of college.

In 1926 the family, now living in Salt Lake City, determined that if George were to leave on his mission in the fall as he desired, he would have to earn at least \$500. His older brother was serving in South Africa, and the family couldn’t support two missionaries at once. Working from dawn to dusk as a lather, he earned \$700, paid tithing, and started off with \$630.

Teamwork, service, and spiritual strengthening are common in LDS missions, and Romney’s time in Great Britain was no different. He also observed many things that influenced his later work. He pondered on the differences between the poverty-stricken coal miners he taught and the British nobility with whom he met. He observed factors—such as religious indifference, apathy, and over-reliance on government—that he believed contributed to the decline of the British Empire.

The perspective he gained showed in his push for greater citizen involvement to prevent the decline of America. His love for the people showed twenty years later when he returned for The Stockholm Conference on rebuilding war-torn Europe. He voiced the opinion that Americans should provide economic assistance. “We’re all like billionaires living in a few mansions in the midst of a vast world ghetto. Too often our actions belie our words.”

PUTTING THE FORMULA TO WORK

With this strong framework of values, Romney began his career. He advanced quickly and provided well for his young family. By age 34 he was handed a huge responsibility. Within weeks after the attack on Pearl Harbor, the Automotive Council on War Production (ACWP) was formed with Romney as the managing director. He became the industry spokesman and frequently testified before congressional committees on war production issues. The task must have been overwhelming—quickly convert all 650 automotive companies to the manufacture of airplanes, tanks, and other war necessities. Romney later commented that persuasion, not authority, was his best tool with the voluntary organization. He compared that to the lesson taught on priesthood authority and persuasion in Doctrine and Covenants 121.

It worked. In a March 1942 speech, Romney noted that, “The automobile industry is the first major industry to be converted 100 percent from civilian to war production. The annual volume of war work called for is three times the greatest volume of automotive output in the record year 1929.”

At the war’s end, military leaders estimated the council’s work shortened the war by seven months, saving thousands of lives. Still feeling a responsibility for others, Romney facilitated contract termination legislation for the council members. This allowed production of cars to begin again immediately, thus avoiding a serious unemployment problem.

MORE BUSINESS AND SERVICE

Romney and his formula continued to make great things happen in business, government service, and volunteer organizations.

After the war he turned down a more prestigious and lucrative offer from Packard—where he was promised the top job in two years. What appealed to him at Nash Kelvinator, the predecessor to American Motors, was the opportunity to spend a year roaming the place and learning about every aspect of the company. It certainly presented him with the opportunity to “search diligently.”



Mitt, Jane, Scott, Lynn, Lenore, and George Romney

Six years after he joined Nash-Kelvinator Corporation the company merged with the Hudson Motor Car Company to create American Motors. In 1954 Romney became its president.

It became known that his first act as president was to give his problems “thoughtful and prayerful consideration.” He simply told the curious, “Prayer is not a substitute for work. First we have

COMMITTED TO SERVICE

to do all we can ourselves to understand a situation. Then when we ask for help, sometimes it is very evident, sometimes it isn't. Sometimes we may well be helped by not getting a decision."

Under his leadership the car company went from near collapse to success. He told the country they didn't want those "gas-guzzling dinosaurs" and introduced the "Rambler," the country's first compact car. He was named Associated Press' Businessman of the Year for four years running, beginning in 1957.

Years later Romney remarked, "I was like a skunk at a picnic back then. Not only had we successfully marketed the first small economic car in the American market, I had worked out a profit-sharing program, and the other companies thought that was horrible. Share the profits with workers? They couldn't imagine it."

Busy with American Motors and serving as stake president over an area that covered Michigan and parts of Ohio and Ontario, Canada, he accepted the challenge of chairing the Citizens Advisory Committee on School Needs in Detroit (CADSND). The committee produced 182 recommendations for revitalizing the school system, most of which were implemented. Work with this committee earned him the nickname, "Spokesman for a Better Detroit." The success of the group proved for Romney that an apolitical volunteer group could impact social change.

Romney later argued that a new state constitution was necessary to resolve

Michigan's financial crisis. He formed Citizens for Michigan to design a makeover similar to the school system change. After three years of work, it became apparent that changes wouldn't happen unless a new governor was elected.



Romney on the Campaign Trail

After much prayer and consideration, Romney announced his candidacy.

Youngest son Mitt recalls his father's example of choosing to serve: "In 1962, when I was fifteen years old, my father ran for governor. He walked away from success at American Motors—from an increased salary and options and a new generous pension program—to devote himself to public service."

Elected three times as governor, he was clearly a popular leader. By 1964 many urged him to consider a run for the White House.

John F. Kennedy said of him, "The one fellow I don't want to run against is Romney. That guy could be tough.

... You have to be a little suspicious of somebody as good as Romney. No vices whatsoever, no smoking and no drinking."

Romney did run for the presidency in 1968 and for a time was considered a frontrunner.

He then served one term as President Nixon's secretary of Housing and Urban Development. He anticipated he would be able to affect great change from that office and had hopes of promoting volunteerism as well. But Romney was never comfortable with Nixon and felt the bureaucracy shackled his freedom to serve.

FULL TIME VOLUNTEER

After one term he resigned and devoted his efforts to promoting volunteerism fulltime. He served as chair of the National Center for Voluntary Action and later as chair of VOLUNTEER: The

National Center for Citizen Involvement. President George H.W. Bush asked him to be a founding board member of The Points of Light Foundation.

Until his sudden death in 1995 he was planning for a presidential summit on volunteerism. His impact there will be explored in the next newsletter.

Romney served the church as a Regional Representative of the Twelve Apostles and as patriarch of the Bloomfield Hills Stake.

Romney attributed development of his leadership skills to his church background. He found success with "The Lord's Formula" and remained true to his values. He said, "To an unparalleled extent, teachings in my church make me my brother's keeper spiritually and materially."

ANSWERS TO ROMNEY TRIVIA ON LAST PAGE

1. LDS Mexican Colony, Cononial Dublan
He was the fifth child of seven born to Gaskell and Anna Pratt Romney
2. Great Britian
3. Lenore Lafount
4. Actress—She gave up a \$50,000 contract Metro-Goldwyn-Mayer (MGM)
5. Four
Lynn, Jane, Scott, and Mitt
6. Miles Park Romney
7. Nash Rambler
8. Seven months—within weeks after the attack on Pearl Harbor, the Automotive Council on War Production (ACWP) was formed with Romney as the managing director. He was asked to quickly convert all 650 automotive companies to the manufacture of airplanes, tanks, and other war necessities
9. A small gift of some kind—a rose in later years
10. Richard Nixon

FACULTY SPOTLIGHT

LOCAL GOVERNMENT FROM SEVERAL DIRECTIONS

If there is a primary connection for most of Professor Rex Facer's research it is local government. He is currently working on several projects, all of which



impact local governments in one way or another. Since joining the Romney Institute in 2001, Facer has been focused on understanding local government and helping prepare students for careers in local government settings.

His most recent peer-reviewed publication focused on annexation laws. While his analysis focused on annexation activity at the state level, annexation is clearly a local government activity. Annexation is the process of expanding municipal boundaries. These boundary expansions occur for several reasons. Some of the most common reasons include increasing the tax base, providing access to municipal services, and altering land use

options—though many other reasons may exist for annexation in a given situation.

Facer currently has several other annexation papers he is working on. He is submitting another article on state annexation activity this summer, and he recently presented a paper on local annexation activity at the Urban Affairs Conference in Seattle this spring.

Another area Facer is actively researching is focused on infrastructure. He is working with Professors Cornia and Walters from the Romney Institute and Professor Jeff Chapman from Arizona State University on a paper exploring the use of a land tax to fund infrastructure. This paper builds on earlier work Facer did for the Utah Foundation examining a broad range of financing options to help Utah deal with a \$20 billion shortfall in transportation funding over the next twenty years. The land tax paper suggests that Utah has the technical expertise to implement a land tax for transportation, and, economically it would be a good tax, matching the benefit received to the service delivered. Also in infrastructure Facer has been looking at the impacts of local tax structures on infrastructure spending as well as the International Fuel Tax Agreement as an example of cooperation in tax administration that benefits infrastructure.

A third area of research for Facer is around local financial decision making. In a paper with Paula Yeary at the University of Georgia, he has explored local fund transfer decisions. They surveyed municipal finance professionals in Utah and Illinois about how they made decisions about transferring money from enterprise funds, generally to the general fund. They found that local professionals were very involved in the decision making, and they used a range of cost-allocation strategies. However, most of their decisions were influenced by informal policies or "rules of thumb." Nevertheless, the responding local financial professionals indicated that written policies, either approved by the city council or generated at the department level, lead to the most effective fund management policies.

Facer continues to be involved in local government research. With Professor Wadsworth he is exploring the implications of alternative work schedules, such as four ten-hour day work weeks, on local government employees. This and other projects will provide him with many opportunities to continue to think about how local governments provide services to their citizens.

ALUMNI SPOTLIGHT

TAYLOR M. OLDROYD EMPA 2001

Taylor Oldroyd is a long-time member of what President Theodore Roosevelt called "the fellowship of the doers." An avid athlete and outdoorsman—from hunting and fishing to running marathons and competing in triathlons—Oldroyd is the embodiment of the Rooseveltian "strenuous life." He even has traveled from his hometown of Provo, Utah all the way to his current residence in the suburbs of Washington, D.C.,—on a bike!

Oldroyd's current occupation is Rooseveltian too: for the last five years he has worked to promote rural America and conserve natural resources while serving in the Bush administration in several high-level positions at the U.S. Department of Agriculture (USDA) as a political appointee. Oldroyd has promoted the conservation movement, emphasizing efficient use of natural resources. Oldroyd has used his management, government relations, and public affairs skills—skills honed at the Marriott School—to oversee programs that provide billions of dollars of loans and grants for rural development; coordinate USDA relations with the



OLDROYD
CONTINUED ON PAGE 11

MPA WORKSHOPS IN GHANA

WRITTEN BY LISA MILLS PUGA, MPA 2008

Eighteen students from BYU's Romney Institute of Public Management traveled to Ghana for a two-week educational field study and a chance to share their business knowledge with twelve local nonprofit organizations.

The students offered one-on-one consultations to the nonprofits on personal empowerment, timelines, budgets, and outcome measurement, as well as open workshops for church members on business and personal management.

"We're preparing these students to become managers in the field of international development," says Jeff Thompson, assistant professor of public management and faculty supervisor. "The environment in Ghana—a strong, stable, developing nation—is a perfect laboratory for our students. They will be better equipped to be advocates for their own organizations as their careers progress."

Thompson also says the students' interactions with the local directors highlighted the difficulties associated with identifying a clear mission, conveying that mission to others, and making a strong case for financial support of that mission.

Many local nonprofit organizations attended the workshops, including:



Women and Youth Forum for Sustainable Development, Society of Albinos, Social Support Foundation, Family Advocacy and the Edikanfo Progressive Foundation.

During one workshop, the students taught nonprofit directors how to write effective grant proposals for specific project plans. Alex Tettah, director of the Ghana Society for the Physically Disabled, says he will be forever grateful for the training the students offered — a revision of his proposal resulted in a \$10,000 grant from LDS Humanitarian Services.

Many of the students recognized how the skills they learned in the MPA program enabled them to make a difference.

"Despite feelings of inadequacy, we learned that being a leader is having confidence in yourself and being able to transfer that confidence to those you are leading," says Jennifer Clark, a second-year MPA student from Belmont, Massachusetts.

In between workshops, the students gained insight about future development in Ghana by visiting organizations like the World Bank, UNESCO, USAID, and the West African AIDS Foundation. These opportunities allowed the students to see the challenges and successes of the organizations and discuss with the directors their decision-making process.

"My mind expanded as I realized the scope of development work," says Sarah Hall, a second-year MPA student from Iowa City, Iowa. "I realized how complicated it can be, especially looking through the lens of different cultures."

"I am really proud of how thoughtful the students were about the challenges of managing in the developing world," Thompson says. "I've heard so many probing and intelligent discussions between students about development issues, and I believe they have gained a great deal of sophistication in their understanding."

OLDROYD CONTINUED...

Congress; promote resource conservation among our nation's farmers; and manage the agency's relations with the press. "I have loved the opportunity to serve in the federal government on so many important issues for our nation," Oldroyd says.

Oldroyd's public service has not only been federal; he also has served at the state and local level. After receiving his MPA from the Marriott School, Oldroyd directed government affairs for the Salt Lake Chamber of Commerce and served as deputy

mayor of Provo City with responsibility for legislative policy and special projects. In those positions, Oldroyd gained significant experience working on business and economic development issues with state and local officials. The experience he gained as deputy mayor of Provo augmented the unique management experience he already had as the campaign manager of successful mayoral and congressional campaigns.

Oldroyd and his wife, Meredith, are the proud parents of five children: Jefferson, Liberty, Starly, Abigail, and Quincy. Their clan, like President Roosevelt's, are rambunctious "doers" too. In reflecting

on his own family, President Roosevelt stated that "all who have known really happy family lives . . . have known . . . the greatest happiness which there can be on this earth." Oldroyd agrees.

What Do You Know About George Romney?

Learn more about George Romney and test your knowledge of the Institute's namesake by answering these questions. Some answers are found in this issue; others are just tidbits we thought you should know.



1. Where was Romney born?
2. Where did he serve his mission?
3. What was the name of Romney's wife?
4. What career did Romney's wife give up to marry him?
5. How many children did the Romneys have and what are their names?
6. What is the name of Romney's paternal grandfather?
(Hint: The grandfather is mentioned in this newsletter.)
7. What is the name of the car that Romney made famous?
8. By how long was it estimated that World War II was shortened due to Romney's efforts?
9. What did Romney give his wife everyday of their life together?
10. Under which United States president did Romney serve as a cabinet member?

Trivia answers can be found on the bottom of page 9