

SHEILA C. BAIR: ADMINISTRATOR OF THE YEAR

The Romney Institute honored Sheila C. Bair as its 2012 Administrator of the Year for her management of the Federal Deposit Insurance Corporation during the recent economic downturn.

Speaking to nearly 175 students, alumni, and faculty at the event, Bair, who served as the nineteenth chairman of the FDIC from 2006 to 2011, reflected on her experiences in public service and praised those seeking to enter the industry.

“For those wanting to go into public service I think you deserve not only a standing ovation, but you also deserve a ticker tape parade,” Bair said. “One of the best things that an organization like the Romney Institute can do is teach students to have courage to lead. No matter what kind of push back you get, your job is to serve the public interest. If you’ve done that, you will be recognized.”

Bair’s leadership during a tumultuous period in the nation’s financial sector has led her to receive many accolades, including being named by *Forbes* magazine as the second most-powerful woman in the world in 2008 and 2009, behind only Germany’s chancellor Angela Merkel. Also in 2008, Bair topped *The Wall Street Journal’s* annual 50 “Women to Watch List.”

“Ms. Bair was an easy choice for this award because she is committed to serv-



ing the public,” says David Hart, director of the Romney Institute. “When Ms. Bair stepped down as FDIC chair she probably had many opportunities to make a lot of money in the private sector. But where did she go? She went to a charitable foundation. That’s indicative of the type of person she is.”

When Bair arrived at the FDIC in fall 2006, she quickly realized that operational issues within the organization needed to be fixed. Employee morale was down after recent layoffs gave the perception that the reductions were not based on merit but on personal opinion.

After commissioning an employee survey, Bair opened up lines of communication, initiated quarterly call-ins, and revamped a troubled pay-for-performance system. Before long, employee morale

soared as the FDIC was listed number three of the “Best Places to Work in the Government for 2010,” among more than two hundred comparable federal organizations.

“I like to work on policy,” Bair said. “But I quickly realized you don’t do policy work if you have an operationally ineffective agency to execute those policies.”

Bair also led FDIC resolution strategies to sell failing banks to healthier institutions, while providing credit support of future losses from failed banks’ troubled loans. These strategies saved the Deposit Insurance Fund \$40 billion it would have incurred if the FDIC had liquidated those banks.

After stepping down as FDIC chair in September 2011, Bair joined Pew Charitable Trusts as a senior advisor. In this role she provides counsel to the nonpartisan group on matters of fiscal and economic stability.

“It’s easy to come up with programs that sound good on paper,” Bair said. “It’s a lot harder to actually design a program that can be approved, funded, implemented, and executed in a way that achieves its goals. That’s why it’s so important we have institutions like this one to teach management skills to help folks realize their objectives.”

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Institute News

2011 ANNUAL REPORT

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

STUDENT INFORMATION

- During the 2010–2011 academic year, 126 students were enrolled in the full-time day MPA program. Of that number, three were JD/MPA students. The Executive MPA program enrolled 150 students.
- Nearly two-thirds of the MPA students are bilingual, 80 percent have lived abroad, more than half of the students are female, and 40 percent are married.
- International students comprise 11 percent of enrollment in the day-time program.
- Entering full-time MPA students have an average undergraduate GPA of 3.6 and an average score of 1145 on the GRE or 590 on the GMAT.
- Executive MPA students have an average undergraduate GPA of 3.38 and an average of eleven years of work experience.
- The average age of full-time day students is twenty-six; the average age for executive students is thirty-six.

FACULTY INFORMATION

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

Faculty Research Interests

- Don Adolphson:** linking decision analysis and business ethics
- Brad Agle:** student ethical development in college
- Rex Facer:** alternative work schedules; local infrastructure financing
- Ray Nelson:** taxes and government finance (especially business cycles)
- David Hart:** ethics
- Jeff Thompson:** meaningful work
- Lori Wadsworth:** work and family issues
- Larry Walters:** international property tax issues
- Eva Witesman:** voluntarism; nonprofits

ALUMNI INFORMATION

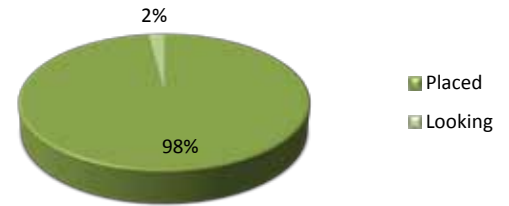
Total Alumni	3,139
MPA Grads	1,977
MPA/JD Grads	133
MHA Grads	68
EMPA Grads	961

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

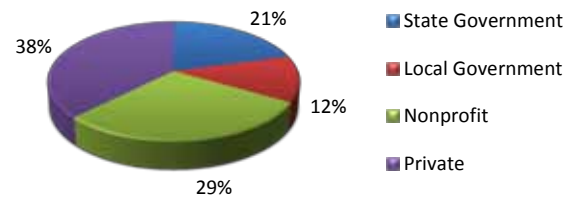
CAREER SERVICES INFORMATION

All data is from the 2011 graduating class.

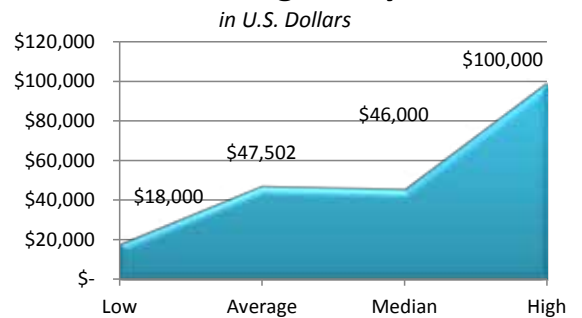
Total Placement



Placement by Sector



Starting Salary



OUTREACH

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Alumni News

HOLLY HANSEN: CAREER AT THE MUSEUM

Holly Hansen has always known two things about herself: she loves working with people, and she loves making a difference. What she hasn't always known is where to find a degree and career that combine those two passions.

Enrolling in the MPA program in 2007 with a nonprofit management emphasis helped her find the degree she was looking for, but her ideal career still eluded her.

Hansen had an epiphany during her second year of the program while doing fund-raising work for Grantwell. She really enjoyed fund-raising, and together with her appreciation of music and the arts, Hansen realized that museum work would be perfect for her. Now she just needed to find the right opportunity.

When she graduated with her MPA in 2009 in the midst of the recession, finding that job was especially difficult. Though the job market was weak, little did she know, the timing couldn't have been better.

While Hansen struggled to find a great opportunity, the Musical Instrument Museum (MIM) in Phoenix was putting the finishing touches on before opening.

MIM, which opened in April 2010, features more than 15,000 instruments and artifacts from two hundred countries and territories around the world. It also houses a three hundred-seat theater for performances and an artist gallery of instruments linked to world-renowned musicians such as John Lennon, Elvis Presley, Carlos Santana, John Denver, Eric Clapton, and Paul Simon.

At the time, the museum was searching for interns in multiple departments. It had interviewed a number of students from



neighboring Arizona State University but wasn't able to find candidates with relevant fund-raising experience.

Hearing about the position through the Marriott School's MPA career center, Hansen decided to apply.

"Being involved with Grantwell stuck out on my résumé and being familiar with fund-raising set me apart," Hansen says. "I was asked a lot about Grantwell during the interview, and when I was able to converse in the right terminology, it really impressed the interviewer."

Hansen secured the internship and loved the opportunity. But after a few months she wanted more stability. She received a full-time offer at the Heard Museum in Phoenix, which specializes in American Indian art and history.

Not wanting to lose her, MIM offered her a job as community outreach coordinator, which she accepted.

"Holly's position interfaces with many organizations, so she represents the museum's brand wherever she goes," says Karen Farugia, director of marketing at MIM. "Holly's friendly, positive attitude and willingness to help in any situation makes her a great asset."

Commissioned to raise awareness of the new museum in the community, she couldn't feel more at home in her new role.

"Anyone who knows me will tell you I'm a people person," Hansen says. "It was nice to find a job that was natural for me."

Hansen, cont. p. 7



Faculty News

THE END OF AN ERA: BILL BAKER RETIRES

The year 1970 is perhaps most notable for the Kent State campus shootings. Man walked on the moon for the first time just a year before. Also in 1970, William Baker began teaching at BYU. A mere forty-two years later, Baker is calling it a career.

Throughout his career he has literally taught thousands of students in the art of written and oral communication. From the likes of legendary BYU quarterback Steve Young to a number of Marriott School professors such as Kevin Stocks, former accounting department chair; Ray Meservy, information systems professor; Lori Wadsworth, public management professor; and Liz Dixon, writing center director.

“Professor Baker has taught me, guided me, helped me, and trusted me,” Dixon says. “I owe my success as a teacher at BYU, in large measure, to him.”

For the past fifteen years, Baker has been teaching MPA students in the management communication course.

“I’ve loved teaching the MPA students,” Baker says. “I’ve taught MBAs, MAccs, and many other Marriott School students, but I feel a special connection with MPA students. They’re my kind of students.”

Any of his students can attest that the skills learned in his class have been instrumental in their careers.

“The communications skills I learned in Professor Baker’s class have prepared me to become a better manager,” says Tommy Montoya, a student who served as TA for Baker this year. “The confidence in my ability to communicate and the character I have developed working with Dr. Baker will greatly aid me in my career.”

Baker is currently working on a third edition to his textbook, *Writing and Speaking for Business*. Knowing Baker’s teaching style, students will not be surprised to discover a new acronym in the textbook—SPELL—an acronym about Structure, Punctuation, Errors, Language, and Length of sentences.

During his career, Baker helped students improve their presentation skills. He has coached case-study competition teams, helping many place in the top-three and having several win the competition.

“Professor Baker has an effortless ability to see people’s potential and help them reach it,” says Tina Huntsman, a 2004 MPA graduate. “He nurtures individual potential and celebrates both progress and achievement.”

Baker recently invented REACT, a revolutionary internet-based, real-time video feedback system used in coaching presentation skills in education and business. The program allows evaluators to leave time-stamped comments as well as give numerical ratings throughout the entire presentation.

“Students and teachers think it’s phenomenal. They’ve never had anything like this in the past,” Baker says. “There

is a lot of potential with this product, and I’m excited to see its future.”

Living the gospel has always been a staple of Baker’s life. He was recently released after serving for five years as president of the YSA Provo South Stake.

“As a teacher I’ve been able to work with students’ minds, but being a stake president has allowed me to better understand students’ hearts,” Baker says. “I’ve been able to understand their feelings, concerns, and stories and develop a greater love for them.”

Serving a mission is next on the radar for Baker and his wife, Jeannie. They are open to serving anywhere and are hoping to leave this fall.

They also look forward to spending more time with their large family of eight children and thirty-six grandchildren, with one more on the way.

Additionally, Baker hopes to spend more time involved in his favorite hobbies of cycling and gardening.

The prospect of retirement offers many mixed emotions. Baker is excited for the future opportunities but is also sad to leave the BYU campus.

“It’s been a really great career,” Baker says. “If I had to do it all over again, I’d do it all over again.”



Bill Baker with a group of MPA first-year students after their final presentation. From left: Takashi Ushijima, Rachel Chan Rawle, Aurora Ebert, Baker, David Clyde, and Wilson Ashton.

MPA STUDENTS TAKE COMPETITION BY STORM



Lacee Curtis.

The MPA program was well represented at the Ballard Center's annual Social Venture Competition as MPA students were members of the first and second place teams.

Trano Mirary took first place in the competition, receiving a \$10,000 prize, along with another \$3,000 prize for winning the audience choice award. The team was comprised of Lacee Curtis, a first-year MPA student from Auburn, Washington, and her partner, Michael O'Day, a biological science education junior from Newark, Delaware.

After serving a mission in Madagascar, O'Day saw a government report stating that 87 percent of housing in Madagascar's capital city was unfit for human habitation. Additionally, a deficiency in the number of houses causes most Malagasies to spend 30-50 percent of their income paying rent.

"When people talk about helping Africa there's a lot of ignorance about the situation in Madagascar," Curtis says. "There's a lot of good to be done there."

By using innovative technology and Lego-like bricks, Trano Mirary is able to build quality houses at 50 percent of the cost in one-tenth of the time.

Curtis and O'Day will spend the sum-

mer in Madagascar building houses on three units of land they already possess. They plan to acquire more land and hope to have fifty homes completed by the end of 2013.

The company has received positive responses since the competition. According to Curtis, several people saw a *Deseret News* article about the competition and expressed interest in investing several thousands of dollars. Additionally, the company plans to work closely with the Utah University Impact fund, which is setting up a fund specifically for Madagascar.

"Our ultimate goal is to build new communities and provide not only homes for the urban poor in Madagascar, but also schools, sanitation, and clean water," Curtis says.

Second place and a \$4,000 cash prize went to Achatina Snail Farms, a company made up of Nick Romano, a first-year MPA student from Tooele, Utah, and his wife, Annie Stevens Romano, a first-year MPA student from Salt Lake City.

While interning last summer in Ghana, Nick noticed that Achatina snails make up a natural part of Ghanaians' diet. The snails, which are rich in iron, could prevent anemia, a cause which claims almost 4 percent of children under the age of five. But, since nearly two-thirds of the country's snail supply is imported, high prices make it difficult for many to afford them.

Nick came up with the idea of creating snail farms as micro-franchises to train Ghanaians to breed snails and increase the local supply.

He started developing the idea in the fall, the same time he and Annie started dating. Annie jumped on board, and the two prepared for the SVC.

"It was a bit crazy as we were in school, working, and building up Achatina Snail Farms in addition to planning our March wedding," Annie says. "It ended up being a great experience and has paid off!"

Nick will go to Ghana this summer to establish the business, while Annie and their other team member, Grant Weaver, will continue to work on Achatina Snail Farms from the states.

"We are hopeful that the funds will enable us to create a micro-franchise that will eventually become a sustainable co-op," Annie says.

In the case of both teams, their MPA background helped them develop the ideas and present them effectively.

"The dedication and passion that the program instills for public service and the example and support of my MPA peers as I worked on this program was immensely inspiring and helpful," Curtis says.

For more information about Trano Mirary, visit its website at <http://www.wix.com/tranomirary/affordablehousing>. Additional information about Achatina Snail Farms can be found at <http://www.facebook.com/AchatinaSnailFarms>.



Nick and Annie Romano.

A GLIMPSE INTO THE CLASS OF 2012

In all, fifty-two students graduated from the MPA's daytime program on 20 April. There were more applicants for this class than any other. The graduates were an even split of twenty-six male and twenty-six female students. They represent sixteen states and four countries. The following are profiles on three of this class' notable students.

Dominique Andriamanantoa

The only thing longer than Dominique Andriamanantoa's name is his international background. Being born in Madagascar, growing up in France, and serving a mission in Anaheim, California, Dominique speaks Malagasy, French, and English fluently.

"When I came home from my mission my goal was to get married, start a family, and build the LDS Church," he says.



Dominique returned to Madagascar in 1995 after completing his bachelor's degree in economics at BYU. Soon after, he met and married his wife, Claudia. They have two children, Karl Ludwig (K.L), an eleven-year-old son, and Lauren, a six-year-old daughter.

In 1995 the LDS Church had about 120 members in Madagascar and two branches. It grew enormously and in 2000, Madagascar's first stake was created and Dominique was called as its president. Now there are two stakes and about 6,000 members in the island nation.

"Being called as a stake president was a bit nerve-racking, especially since there wasn't anything to draw on," he recalls. "Having served a mission and lived abroad helped a lot though."

In 2009, while working in construction, the market was especially difficult. It reached a point when there wasn't a next contract. Something had to change. His service in the LDS Church led him to an interest in nonprofit management.

"We prayed and fasted and felt that we needed to make the move. We sold everything," he says. "We have been really blessed with scholarships and a sponsor. It's been a miracle that we've been able to do everything financially."

The family has really loved the new opportunities. The children have enjoyed school. Claudia has taught a Malagasy class at BYU and volunteered at the MTC. Additionally, the family has enjoyed interpreting to Malagasy each general conference and having a temple so close.

Overall, Dominique feels he has learned a lot more in the MPA program than he expected, especially in the area of leadership.

Recently, Dominique was asked to be executive director of Small Candles, a foundation with a mission to bring light into the darkness of poverty and ignorance in Madagascar.

Presently, he is building up the organization in Utah and hopes to get things settled in Madagascar soon.

"I read somewhere that with an MPA degree you can change the world," he says. "That drew me to the MPA program and reflects why I chose to work with Small Candles. We are always doing little things, but we can really make a difference in the world."

Leli Fotu

Women don't usually spend a lot of time with hammers, but Leli Fotu isn't the typical woman.

As a scholar athlete on BYU's track & field team she registered second on the

all-time women's list in the twenty-pound weight throw and third on the all-time women's hammer throw list.



In Fotu's experience, sports have instilled values that prepared her for the MPA program.

"I love the education available in sports. I strongly believe you can learn values in sports like teamwork, perseverance, and determination," she says.

Fotu, a Pleasant Grove, Utah, native, was drawn to the MPA program after hearing about her dad's experience as a 2001 EMPA graduate. His advice, together with the fact that the program is cause driven and housed in the school of business tipped the scales.

Not wanting to wait until graduation to make a difference, she ran for and was elected as MPAA president.

Fotu felt the MPAA offered a number of great social activities but thought there was potential to provide professional activities and expand the organization as more of a voice of the student body.

"After our council was elected, we did a lot of brainstorming and suggested different activities that the council reps could be passionate about," she says.

The result was a flurry of successful new activities and opportunities.

A night of civil discourse activity was organized to generate some heated discussion on popular topics. Professors Unplugged was also started, allowing students to learn from professors in a different setting like playing tennis with Donald Adolphson, touring Larry Walter's eco-friendly home, and finger painting with Eva Witesman.

To more fully utilize the TV in the

MPA lounge, a dashboard was created to show homework assignments, announcements, and job opportunities via an RSS feed. Also, a caucus website was formed, mpaa.byu.edu, as a resource for students and alumni to carry out discussions on current issues facing public administrators, and will feature frequently asked questions and refresher lectures in the future.

MPAA representatives also participated in the faculty's curriculum committee and as MPAA president, Fotu joined the executive advisory board.

"We've laid the groundwork for some great projects. If future students are invested and continue to take them on, great things will happen," Fotu says.

Fotu is still hammering out the long-term details of her future. For now, she will be writing grant applications and running program analyses for different programs, such as the Paiute nation and BYU's athletics department.

Andrew Heiss

The MPA program was not the beginning and will certainly not be the end of schooling for Andrew Heiss.

Before coming to the program, he graduated from BYU with a double major in Middle East Studies/Arabic and Italian. After graduating from BYU, Heiss and his wife, Nancy, moved to Egypt where he

pursued a master's degree in Middle East studies at the American University in Cairo.

Completing the degree with a 3.92 GPA, he and his family of four moved back to the U.S. to start the MPA program.

In addition to maintaining his 4.0 GPA in the program, Heiss was a TA for Donald Adolphson's decision analysis class, the TA for Aaron Miller's Ghana trip, and a research assistant for Eva Witesman. He also was a Sherpa for the incoming first-years and served as director of digital media management with the MPAA.

In Heiss' spare time, he worked at the Neal A. Maxwell Institute for Religious Scholarship doing Arabic typesetting for the Middle Eastern Texts Initiative.

With such a résumé, it's no surprise he cleaned up at the MPA program's annual awards.

In all, Heiss won the Garth Jones writing award, the Karl Snow award for highest GPA, and the Stewart Grow award. He was also nominated as the Outstanding Graduate Student in the Marriott School's Bateman Awards.

True to form, he didn't let the accolades get to his head.



"It was actually a bit embarrassing. I had no intention of doing that," he admits.

Heiss was also named as a Presidential Management Fellow and accepted to PhD programs in public policy at Indiana University and Duke University.

It was a tough decision, he says, but he decided to forego the PMF and enroll at Duke University.

"I was apprehensive about the math-intensive classes of the MPA program at first," Heiss says. "It's been very beneficial, however, because the classes have prepared me for the program at Duke."

He plans to write his dissertation on the nonprofit sector in post-revolutionary Egypt, evaluating the impact of government programs such as USAID.

After schooling Heiss would love to get back in the classroom—this time as a professor—in an international MPA-MPP program in the Middle East.

"I've loved everything about the MPA program, my classes, the culture of collaboration between students, and all of my peers," he says. "The MPA program ended up being a perfect fit for me."

Hansen, cont.

I'm able to use the skill set I developed in school as well as my personality."

The typical day gives her a variety of assignments. She develops strategies for approaching the hospitality and tourism industry with unique events or special opportunities for their employees and guests. She trains and manages volunteers who participate in outreach activities to help promote the museum in the com-

munity. She also works with the marketing director and the tours coordinator to initiate creative programs that will drive museum attendance.

"What I enjoy most about the job is the flexibility," Hansen says. "Especially since the museum is new, I have the opportunity to create different things. I'm always reaching out to make new friends,

brainstorming ideas, and putting it all together."

Hansen says she loves her job and feels fortunate that everything lined up for her.

"Don't be afraid to look at opportunities you might not have been open to before," Hansen advises. "Don't be afraid to take that job or internship; you never know where it will lead you."



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

INSTITUTE HOSTS FAIRS FOR JOB-SEEKING STUDENTS

In the typical search for jobs and internships, students seek out the company. The Romney Institute of Public Management, however, is finding ways to bring company recruiters to students.

The Romney Institute hosted two career fairs winter semester—local government and nonprofit—giving students a chance to gain industry-specific knowledge from top professionals, establish connections, and even interview with recruiters about available internships and jobs.

The third-annual local government fair, held 8 February, featured representatives from twenty governmental entities, more than the two previous years. From those participating, about a dozen internships, part-time jobs, or full-time jobs were available or announced at the fair.

The local government fair also featured a keynote lecture by Bob O'Neill, executive director of the International City/County Management Association. During the lecture, O'Neill shared advice he received during graduate school that changed the way he thought about his future.

"Do the most interesting thing you know the least about next," O'Neill invited the audience, "Think of this as a challenge for your career."

Considering the success of past local government fairs, the Romney Institute decided to host another fair this year catered to nonprofit emphasis students. Nine nonprofit organizations participated in the new fair, held 26 January. Among those participating, six of the organizations held interviews for internships.

During the keynote lecture, Kyle Caldwell, CEO of the Michigan Nonprofit Association, gave industry-specific tips on topics such as what nonprofits are looking for, what kind of jobs are available, and how to find a job in the industry.

According to Steve Thacker, city manager of Centerville, Utah, and chair of the Romney Institute Advisory Board, the opportunity students have to talk with professionals in their chosen career is beneficial in a couple of ways.

"Students can get a better understanding of the nature of potential jobs or internships before they actually send in their résumés," Thacker says. "Going through this process will help the students submit a more effective application."