



# OUTREACH

BRIGHAM YOUNG UNIVERSITY MARRIOTT SCHOOL | ROMNEY INSTITUTE OF PUBLIC MANAGEMENT | SUMMER 2013

## TEXAS OR BUST FOR MPA GRADS



From left: Bryan Layton, Chad Tustison, Michael Coon, and Shawn Metcalf.

Brigham Young University MPA grads have created a trend the size of Texas—working for the City of San Antonio.

Since 1996 nearly twenty graduates from the Romney Institute of Public Management have started their careers with the city. In 1998 Bryant Powell graduated from the program and started in the office of management and budget as a baby BAMA—the office nickname for new budget and management analysts. Powell says he thrived in San Antonio because of his determination.

“I did what I was taught in the MPA program—come to work, put your head down, ask good questions, and make a positive impact,” he says.

For Powell, the big city’s small-town feel was a plus. When he moved to Texas,

he discovered friendly people who were proud of their past. And he found a firsthand history connection. The budget office was located in the Plaza de Armas—the building which held weapons during the Texas Revolution.

In recent years, the connection between Alamo City and BYU continued to grow. In 2005 the city hired three more MPA graduates. One of them, Chad Tustison, began in the budget office and soon was working in special projects. He says MPA students do well in San Antonio because of the practical and analytic skills taught in the MPA curriculum.

“Our city manager likes to call the budget office the analytical arm of the city,” Tustison says. “We don’t just crunch numbers and develop budgets.

We provide the city’s executive leadership team with in-depth analysis, recommendations and alternatives to targeted issues facing the city.”

Tustison says initiative was key to making a good impression in San Antonio. He was asked to help lead the logistics for a \$550 million bond program—the largest in the city’s history at that time. He was appointed as a team leader because he regularly volunteered for side projects and his supervisors liked his work ethic.

“Being willing to do a lot of different things is key,” Tustison says. “You won’t grow in your career or as a person unless you’re actively branching out and taking on new projects. Managers want to see someone who can not only find problems

*Texas or Bust, cont. p. 6*



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# From the Director



The Romney Institute has just admitted its fiftieth class to the MPA program. This outstanding benchmark has caused us all to reflect on the high caliber of students and graduates. Your accomplishments are truly impressive. For the past fifty years, the Romney Institute has perpetuated a strong sense of connection which helps us stay

updated with your incredible achievements. A few years ago, we decided one way to improve this would be to expand the Romney Institute Advisory Board (RIAB) to include a representative from every class.

The purpose of these class representatives is to act as a liaison between you and the Romney Institute. In other words, each representative is a familiar face that keeps you informed and up-to-date. Class representatives also provide you with opportunities to reconnect with classmates in social settings. I was recently included on the emails regarding an informal alumni gathering at a local park. It was really fun to see alumni making an effort to stay connected and demonstrate a sense of camaraderie. One class representative helped connect alumni by inviting his classmates to sit together at the Alumnus of the Year luncheon this past November. Another class coordinated a time for a group of former students to support Professor Jeff Thompson in a local theater performance. For those classes that have difficulty coordinating schedules, some class representatives provide regular communication through monthly emails with interesting information about classmates and the Romney Institute. Others maintain a Google Doc that can be edited by classmates so information stays current.

We like class representatives to have a specific focus each year. During 2011 and 2012 we focused on having class representatives reestablish connections with you. The end of 2012 marked an emphasis on our ongoing efforts to connect you to the Romney Institute through donations. You have probably seen some emails from your class representative describing this focus. To benefit future students of the MPA program, the Romney Institute will dedicate all the funds you donate this year to scholarships and

educational experiences to help students succeed. We believe the act of giving creates a strong sense of connection, commitment, and investment in a cause.

Later this year and next, our focus is on networking. We make it a goal to facilitate strong and amiable relationships among alumni in the hopes of creating a profitable network for you. We are aware of and grateful for the remarkable efforts of our class representatives. They have a strong desire to keep their classes informed about one another and with the Romney Institute. Our hope is you will recognize the great work being done by your class representatives and utilize your relationships with them to communicate more efficiently with one another and the Romney Institute.

Sincerely,

**DAVID W. HART**

David Hart

## Join the Romney Institute's online networks

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

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## MAKING DOUGH FOR A CAUSE



David Hunsaker's latest adventure is no surprise to the people who know him.

Hunsaker was the political nerd in high school. He volunteered for campaigns, dominated the debate team, and even wore political pins. In college, he majored in political science. Now finishing his MPA degree, Hunsaker planned his most public gesture—marching for his belief in traditional marriage by traveling to Washington, D.C.

Originally from Ogden, Utah, Hunsaker wanted his family to join him in the nation's capital but knew the cost was too high. He got an idea. While he was growing up, Hunsaker's mother, Louann, would bake and sell bread to pay for piano lessons. Hunsaker's wife, Melissa, was unsure if the venture would pan out, but

Hunsaker decided to give it a go.

In the first two days he had one bread order, but soon orders started pouring in.

In total, Hunsaker and his wife sold nearly three hundred loaves of homemade bread. He admits it definitely wasn't easy. One morning Hunsaker got up at 2 a.m. to begin his first batch.

"We made 100 percent of the money we needed to travel to Washington, D.C., and ended with an incredible experience," he says.

In the Romney Institute, students are taught to be involved in the issues of their field. Hunsaker started the MPA program in 2010 and experienced a curriculum that pushed students to fight for causes they believe in.

"The whole mindset of the professors and students is that we're here to make a difference," Hunsaker says. "And you can't make a difference unless you know what's going on in the country."

In the program, Hunsaker gained the practical skills he used in his bread project, such as marketing, organization in Excel, and surveys. He also learned to keep the stakeholders in mind.

"The night we flew back from D.C., the first thing we did was blog about the trip," Hunsaker says. "Our stakeholders needed to know the trip was a success."

In the end, Hunsaker realized his actions inspired others. Standing in Washington, D.C., he was one of thousands. But back in Utah, he was a major influencer.

"The miracle to me is how many people became aware of something just because we sold a few loaves of bread," Hunsaker says. "It's important for national leaders

to hear from the people. You don't have to travel or lead a national organization. Just become aware—be an informed and active citizen."

*The Hunsaker family always enjoys a warm slice of homemade bread. David willingly shared his tried-and-tested recipe—a fresh spin on the Bosch classic.*

### Hunsaker's Winning Recipe

**Yield:** 5–6 loaves

**Time:** 1 hr 20 mins

#### Ingredients:

2/3 cup oil

2/3 cup sugar

5-3/4 cups of warm water

2 tbs salt

12–16 cups flour

3 tbs yeast

**Directions:** Combine oil, sugar, warm water, and salt in a mixer. Next mix in 9 cups flour and 3 tbs yeast. Continue to add more flour (about 3–5 cups) until the dough stops sticking to the side of the mixing bowl. Mix for 10 minutes. Grease 5–6 bread pans. After the dough is mixed, grease hands, mold the dough into loaves, and place into greased pans. Let loaves rise for 35 minutes and heat the oven to 350 degrees. Bake the loaves for 25–30 minutes or until golden brown. Remove from oven, brush the tops with melted butter, and turn loaves out of pans to cool.



## CHANGING THE WORLD—ONE MEDICINE CABINET AT A TIME



Kye Nordfelt, far right, with the leaders of the Utah County Substance Misuse and Abuse Reduction Team. From left: Wayne Fancorn; Matthew Morgan, MPH; Cameron Lister, MPH; JoAnn Petrie, PhD; Gary Weist, DS; Stephen Nelson, MD; and Kye Nordfelt.

While Kye Nordfelt was attending Brigham Young University he had one thing he wanted to accomplish during his career: help people. Armed with that aspiration and an MPA from the Romney Institute, Nordfelt became an award-winning advocate for preventing drug and alcohol abuse.

Today Nordfelt serves as the coordinator for the Substance Misuse and Abuse Reduction Team (SMART) in Utah County. He obtained this position after working as an intern at the Utah County Department of Substance Abuse during his last year of graduate school. This year he was recognized as the Advocate of the Year by the Community Anti-Drug Coalitions of America (CADCA). He cites his experience earning his MPA degree

as a catalyst for his success.

“My Marriott School education was crucial,” Nordfelt says. “Every day I apply the things I learned in the MPA program—whether I am creating presentations, analyzing spreadsheets, exploring data, or building relationships. I love the program and am grateful for what I got out of it.”

This training helped Nordfelt and SMART become a force for good in Utah. The work is carried out by a team of forty-five volunteers who work year-round to lobby local and national government leaders, conduct extensive research, educate physicians, hold marketing campaigns, and hold awareness events like drug take-back days.

“All of us are impacted by these

issues, whether it’s our own story or the story of someone we love,” Nordfelt says. “It’s been a great blessing to be a part of this important program.”

Nordfelt is quick to point out that his recognition as Advocate of the Year is really a tribute to the work of all the Utah County volunteers.

“Receiving this award was a great nod to all of our volunteers and the work they do,” Nordfelt says. “It has also helped us get our name out there so others know we exist and can get involved in this important cause.”

CADCA CEO Arthur Dean extended high praise for Nordfelt at CADCA’s twenty-third annual National Leadership Forum. “When it comes to policy matters, Kye is one of CADCA’s most active and strongest allies,” Dean said. “Kye is always willing to go the extra mile to help advocate for the coalition field.”

Through its efforts SMART has lobbied for and obtained passage of ten bills, preserving funding for the organization and helping to limit the availability of alcohol and prescription pain pills—especially to teens. The group has trained more than four hundred doctors to better prescribe pain pills and collected 800,000 abusable pills to keep them out of the hands of potential addicts.

Nordfelt hopes to continue to move the organization forward, helping it become a force that can effectively promote laws that encourage teens to not abuse drugs.

In what little free time he has, Nordfelt enjoys spending time in the outdoors—especially in Moab—with his wife and four children.

# MPA ALUM REACHING FAR AND WIDE

As the only BYU MPA alum to serve in Congress, Matt Salmon is laying a foundation with his work in the House of Representatives.

An EMPA grad from the class of 1986, Salmon was elected five years later into the Arizona State Senate. He is currently serving in his second tenure in the U.S. House of Representatives, initially elected in 1994 and serving through 2000. After a twelve-year hiatus, Salmon was again elected to the House of Representatives in 2012.

"I try to enact good policies that benefit the whole while still focusing on the individual," Salmons says. "I enjoy my time in office and have learned many valuable lessons while serving."

In 1994 Salmon ended his state senate position and began his first term in the House of Representatives. Because he learned to speak Mandarin fluently as a full-time missionary in Taiwan, he received multiple government assignments to China. He remembers realizing the impact his position could have during a conference in China.

"During that trip the significance of my position really hit home," he says. "Back on my mission when I was pedaling

my bicycle in the streets of Taiwan, I never in my wildest dreams thought I would be sitting with some of the most powerful people in China."

As incredible as Salmon's international experiences are, he enjoys interacting with his local constituents the most.

"They are what this is all about and are just as important as anybody I work with around Capitol Hill," he says.

During his time in the Arizona State Senate, Salmon was the assistant majority leader, sat on the Senate Appropriations Committee, and was chair of the Rules Committee. As a representative in the US House during his first three terms, he worked to build trade relations with China and sat on the House International Relations Committee.

Salmon retired in 2000 from his congressional life and decided to make an impact locally as a public affairs consultant for the next twelve years.

Chris Brady, city manager of Mesa, Arizona, and 1989 MPA graduate, met Salmon when they worked together in Mesa. Brady says Salmon's friendly reputation preceded him, and they hit it off immediately.



"Matt is more interested in getting solutions and less focused on political teams," Brady says. "He comes, asks what he can do to help our city, and then listens. He goes out of his way to connect with people and has become a great friend."

But Salmon's retirement game plan changed when he got the political itch and didn't want to sit on the sidelines any longer. In 2012 Salmon put on his congressional hat once again and returned to the House of Representatives.

"Looking at my wife, Nancy, and my children and grandchildren, I knew that if I didn't get involved and fight for what I believed in, I would always regret it," Salmon says.

Now Salmon is immersed in his congressional life and sits on the Education and Workforce Committee and the Foreign Affairs Committee. The knowledge Salmon gained from his EMPA degree is woven into his daily life, helping Salmon make the big and little decisions as part of the daily political grind.

"The education I received at BYU was excellent," Salmon says. "I've been a state senator and a congressman, and I can say my public budgeting class has helped me more than anything. I also learned how governments should operate, when to ask tough questions, and how to prioritize."







but also come up with solutions and alternatives. BYU MPA students are practiced in making recommendations.”

Keeping with the trend, the city has hired an MPA graduate almost every year since 2005. Brian Halverson was hired in 2009 by the city’s solid waste department. Two years ago he transferred to the police department and currently works as

the assistant to the chief of police. Even though he was qualified, Halverson feels BYU’s strong alumni network helped him secure his position.

“Knowing people, reaching out, and being helpful builds this web of support,” he says. “The alumni network in San Antonio is strong, and we try to set a good example for folks that might come after us.”

Paying it forward is an attitude that Powell is also working for. Although he doesn’t work in San Antonio anymore—he’s now the assistant city manager in Apache Junction, Arizona—he continues to draw on what he learned working in River City.

“In my job now, I pull from what I learned in the MPA program, internships, and budget office,” Powell says. “I’ve learned that through public service, local government managers have the opportunity to make a big difference for a lot of people.”

There are still plenty of opportunities in San Antonio’s city offices. This year, two MPA graduates and one summer intern will begin in San Antonio. Ed Belmares, assistant city manager, says he hires BYU MPA graduates because of their wide skill set and strong work ethic.

“Each time we hire an MPA student from BYU, we know we’re getting someone who is trustworthy, eager to learn, and willing to go the extra mile,” he says. “The Romney Institute does an excellent job of preparing students to succeed.”

## Adolphson cont. from p. 8

Pack says. “Then all of a sudden I would realize he was teaching me a principle. He never made me feel like my mistakes were bad but instead an opportunity to learn.”

Adolphson draws many of his stories from the tennis court. The business professor played on the tennis team at University of California, Berkeley and has competed against some of the top tennis players in the world.

“In the pre-existence I think I played a lot of tennis and did a lot of math because those things just come naturally,” Adolphson jokes. “Playing tennis will be a staple in my retirement life.”

Beyond the BYU sphere, Adolphson is involved in environmental issues. He also gives trainings to local government associations and LDS church leaders.

Without making solid plans for his retirement life, Adolph-

son knows he’ll enjoy more time with his wife, Judith, and expand his knowledge with reading.

“I would love to work with my wife and engage in the academic things that are important to me,” Adolphson says. “Even though I’m the one with the PhD, it’s obvious that she’s the brains of the family. If we can make the world a better place together, I’d really like that.”

Although he is looking forward to the post-teaching chapter of his life, Adolphson says he will miss the daily interactions at BYU.

“Being in the public management department has brought out the best in me,” he says. “I could have had a more magnificent looking résumé if I had continued teaching math, but I’m really satisfied with where my career ended up.”

## FORMER SENATOR GIVEN PRESTIGIOUS AWARD

The Romney Institute of Public Management at Brigham Young University presented former senator Robert F. Bennett with its 2013 Administrator of the Year award for his work in Congress.

Since 1972 institute faculty have nominated outstanding men and women who have achieved distinction in public sector management. Bennett is the forty-second recipient.

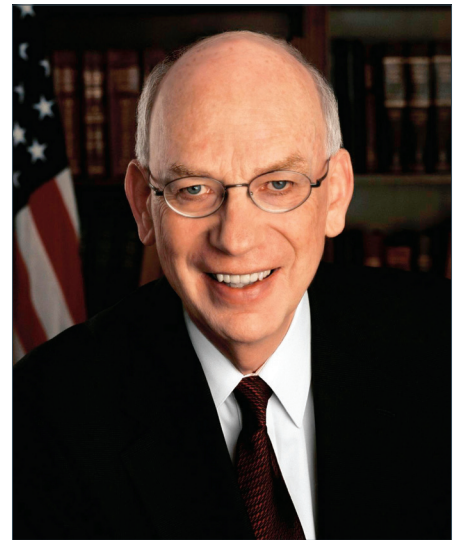
“Senator Bennett is recognized as an outstanding statesman,” says Rex Facer, public finance and management professor and award committee lead. “He’s a careful thinker who always looked to both sides of the political aisle for help. Adding Senator Bennett to the list of recipients was an easy decision.”

The awards ceremony took place at a private banquet on campus. Prior to the occasion, Bennett spoke to Romney Institute students about entering the workforce with a creative outlook. He illustrated his point with historical anecdotes. Bennett compared today’s new technologies to the ancient hunter-to-farmer transition and told students to keep an innovative mindset.

“You will be making careers in a world where productivity is always increasing,” Bennett said. “But you have an advantage because you grew up in this world. You can be powerful agents for the right kind of change.”

Bennett was elected to his first congressional term in 1992 and served until 2011. He was involved in national economic policies as the senior member of the Committee on Banking and the Joint Economic Committee. He has been praised for his intellect and integrity by political figures from both parties.

Before his time in the Senate, Bennett graduated from the University of Utah, served in the Utah National Guard, and worked for the US Department of



the Utah Education Strategic Planning Commission.

Bennett will join the ranks of other distinguished individuals who have been named Administrator of the Year. Past recipients include William H. Hansell, former executive director of International City/County Management Association; Charlie E. Johnson, former CFO of the Environmental Protection Agency; and Olene S. Walker, former Utah Governor.

“You will be making careers in a world  
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Transportation. In the private sector, he worked as the chief executive officer with Franklin Quest and as chairman with



"IT ISN'T A GREAT NATION THAT BREEDS  
A GREAT PEOPLE. IT IS A GREAT PEOPLE  
THAT BUILD A GREAT NATION."

## STARTING A POST-RETIREMENT CHAPTER

In the thick of a mid-life crisis, MPA professor Don Adolphson came to the Tanner Building to find no electricity. He



quickly cancelled class and with time on his hands wandered into a neighboring office and began visiting with another professor.

That conversation led to the Applied Decision Analysis course and a new way of teaching decision making to MPA students. Now thirty-two years later, Adolphson is retiring.

"I kept wondering if I'd done anything truly significant in my professional life," Adolphson says. "But I'm grateful for that mid-life crisis because I shifted

toward being a decision-making expert rather than a quantitative math guy."

Adolphson began his professional career as a math professor at the University of Washington. He was the go-to instructor for expertise in math and computers. His responsibilities broadened when he came to Brigham Young University.

While Adolphson's hallmark course has been coined the Excel class, he contends it is much more. The course uses Excel to help students think critically—teaching the decision-making process rather than just giving the answer.

Professor Heather Pack, a 2010 MPA graduate who was Adolphson's teaching assistant while in the MPA program, believes the course is impactful because it's unlike anything else students have taken.

"Students start with a fresh slate," Pack says, "This class helps you think of the problem in a different light."

Through the course, students got to see Adolphson's—or Dr. A as students like to call him—true character.

"Dr. Adolphson is one-of-a-kind," says Arie Van De Graaff, a 2001 MPA graduate. "He combines a brilliant mind with sincere humility, allowing him to approach problems from a unique perspective."

Students came to know Adolphson's thoughtfulness in a personal way. In Pack's final semester, she and Adolphson had a standing appointment each week—a meeting they dubbed Tuesdays with Donnie.

"He would lean back in his chair, put his head back, and start in on a story,"

Adolphson, cont. p. 6