



OUTREACH

BRIGHAM YOUNG UNIVERSITY MARRIOTT SCHOOL | ROMNEY INSTITUTE OF PUBLIC MANAGEMENT | SUMMER 2014

FINDING A CALLING: PROFESSOR'S BOOK GUIDES READERS TO MEANINGFUL WORK

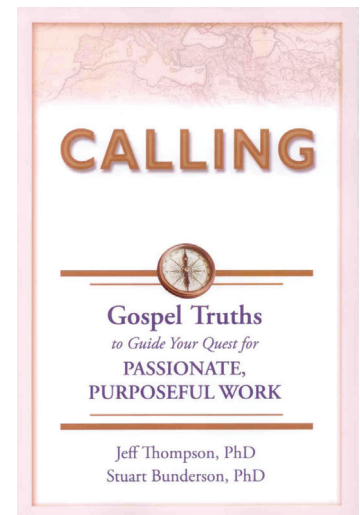
Eli Jones was stuck. He wanted a career that would help him serve others but felt completely disconnected from people in his job as a human resource manager at a shipping company. Money was tight, and he felt like it was his only option.

"I hated it," he says. "I hated it with a passion. The week after I took that job I went home to my wife and said, 'We made a big mistake. I cannot stay at this job.'"

Romney Institute Professor Jeff Thompson sees many students who are

Your Quest for Passionate, Purposeful Work, Thompson guides readers through analyzing goals, passions, and talents to help them find their professional calling—a career that matches their natural gifts with a service that needs to be performed.

"When we look at the purpose of work from a gospel perspective, there's so much peace and comfort to be found," Thompson says. "When you look through the lens of faith, you can approach your future with hope, not fear and insecurity."



"A calling is not really about a job; it's about using your gifts to serve. It's a matter of saying, 'I'm not satisfied yet. How can I give more? How can I grow more?'"

scared that they, like Jones, will choose a career they will be unsatisfied with. In his new book, *Calling: Gospel Truths to Guide*

Thompson notes that people often feel without purpose and can't decide what to study or what life path to take. He says

reasons for this include common misconceptions about work. For example, some may believe not everyone has a professional calling, or that the perfect job will be worry-free. His experience shows that finding a fulfilling career usually doesn't happen overnight but through a process that takes years of change and growth.

An award-winning researcher on the subject of meaningful work, Thompson outlines how to start that journey in his book. He says there are three factors that will determine a calling: passion, purpose,

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From the Director



I'll be the first to admit my surprise at having the honor of addressing the Romney Institute community as the new director. A dozen years ago, I never could have imagined it.

The reason I couldn't imagine it is simple and a little embarrassing: I didn't know what an MPA was. Although I was vaguely aware of the

degree, I had gravitated toward an MBA and, ultimately, a PhD in business. That path blessed me greatly, but it was always an awkward fit. I yearned to be involved in organizations that valued service over profitability, and my research eventually led me to the public sector.

Discovering the MPA program eleven years ago was one of the most blessed developments of my career. Joining the faculty at the Romney Institute gave me a focus, a purpose, and an energy that I had never experienced before. I realized that I have always been an MPA at heart, but I took my time finding my way home. Today, I am head over heels in love with the Romney Institute, our students, and our mission at BYU and in the world.

With that story as a backdrop, it should come as no surprise that one of my driving motives as director is to ensure that anyone interested in public service knows what the Romney Institute is and what it has to offer. So this letter is actually an invitation. Will you join us in finding the very best, most passionate and promising young leaders who might not yet realize that an MPA is perfect for them?

Here are some of the things you can tell them:

- Our MPA program is one of the most practical in the world. Our students learn stellar presentation skills, cutting-edge spreadsheet techniques, program evaluation tools, and economic analytics, among many other things. Employers rave about how quickly and how much our interns and graduates contribute.
- Our MPA program prepares students for teamwork more intensively than any other program we know of. We don't just put

students into groups. We teach them how to build teams with shared goals and accountability.

- We have nearly unmatched resources in career services, with a full-time staff member dedicated entirely to helping students find internships and jobs. Students participate in career trips to Washington, DC, and other major cities. We place students in outstanding jobs in local, state, and federal government; health care administration; and nonprofit organizations.

- We have innovative experience-building programs. MPA students can choose from annual study abroad programs in Ghana or China. Many also join Grantwell, a student-led organization that consults real foundations, assisting them in awarding and administering thousands of dollars in grants every year.

I could go on and on—and regularly do. Of course, we are unable to admit every deserving student who applies to our program. But as friends and alumni of the MPA program at the Romney Institute, we hope you will make it a goal to point young people in your circle of influence toward the blessings and fulfillment that can be found in public service.

Sincerely,

Jeff Thompson

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

OUTREACH

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Published by the George W. Romney Institute of Public Management at Brigham Young University. © 2014 by Brigham Young University.

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and place. The first, passion, is linked to spiritual gifts and natural talents that may be overlooked. The second, purpose, is often a problem that needs to be solved. The third, place, may be an organization or a physical location where one feels a sense of belonging and identity.

Finding a calling begins with discovering what these factors are. Thompson's book features activities that help readers analyze their passions and interests. One example asks readers to imagine they just received a \$1 billion inheritance. The catch is they only have thirty seconds to decide what they will dedicate the rest of their lives and the money to—what will they choose?

"It's a book you work through and wrestle with, not just read," Thompson says. "It challenges people to think, which helps people articulate their calling."

Thompson uses the book as curriculum for his first-semester MPA students to guide them as they prepare for careers in public administration. He says serving BYU MPA students is his calling and hopes that his students will remember that the most important factor in any career is to help others.

"A calling is not really about a job; it's about using your gifts to serve," he says. "It's a matter of saying, 'I'm not satisfied yet. How can I give more? How can I grow more?' Even if you land the perfect job, if you stop pushing yourself, it's going to stop being your calling."

For Jones, pushing himself meant going on to try new things—applying to be an elementary school teacher and later entering a doctorate program in education. He beams as he talks about his future in education.

"You can have your cake and eat it too," Jones says. "It doesn't have to be a fight between doing what you want and what is best for your family."



Q&A WITH DR. DALE HULL

Dr. Dale Hull, a 2012 EMPA graduate, was paralyzed from the neck down after a debilitating trampoline accident in 1999. A practicing OB/GYN, he was forced to give up the career he loved and start over. Once again able to walk, he is now the executive director of Neuroworx, an outpatient physical therapy clinic specializing in spinal cord injury rehabilitation. His story is featured in Jeff Thompson's book.

How did you keep moving forward after your accident?

I had to start thinking about what I could do, not what I couldn't do. I was fortunate enough to regain some functional ability because of the therapy I received. However, most people with spinal cord injuries didn't have the same access to innovative therapy at that time. My physical therapist, Jan Black, and I decided to help meet that need in our community and opened Neuroworx ten years ago.

What do you love about your current work?

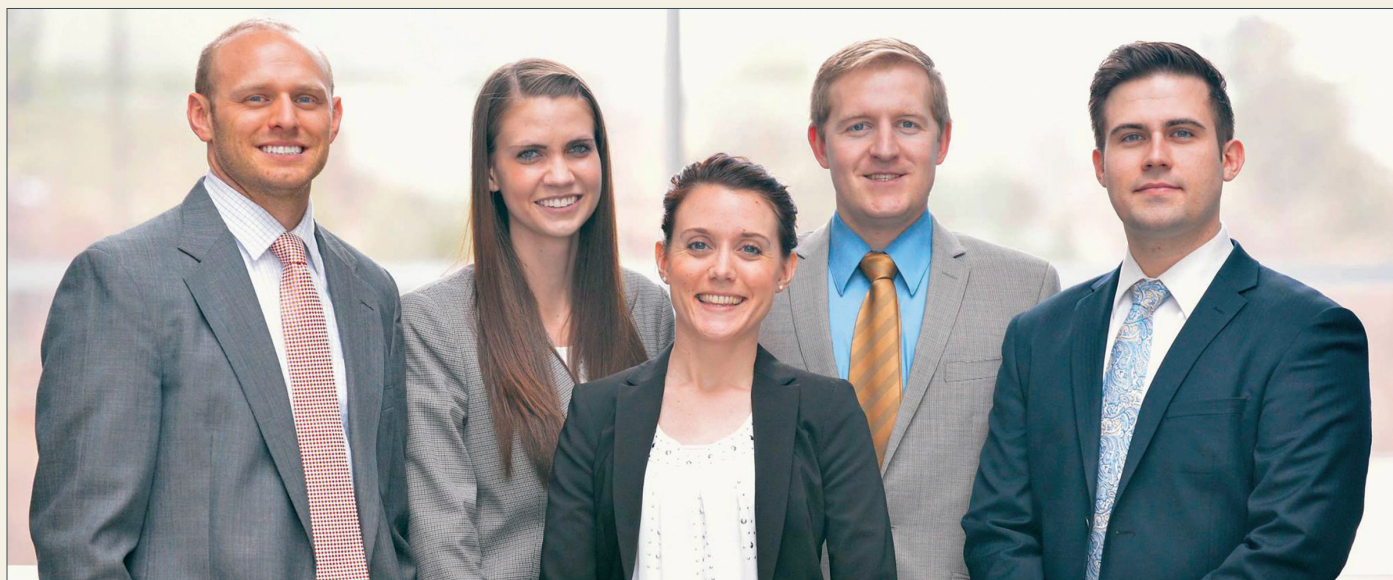
I've been extremely blessed to associate with extraordinary people whose lives have been devastated by paralysis. The process of creating an opportunity for others has been both therapeutic and redefining for me.

What advice do you have for people who go through similar challenges as they search for their calling?

Everybody has a journey they must take. We often focus too much on the destination, but I've come to realize it isn't necessarily where we end up, it's the journey that produces the character and strength that we value. No matter how difficult the journey, you must have faith and keep moving forward.

Institute News

GRANTWELL PROGRAM SHARES NONPROFIT SAVVY, EXPANDS PROGRAM TO UNLV



Tyler Robinson Foundation Team from left: Mike Nascimientto, Lacey Nay, Cindy Jenkins, Cody Hill, and Matthew Stokes.

With the goal of consulting nonprofits and charitable foundations on their use of funds, the Romney Institute's Grantwell program launched in 2008. Their first task: help a charitable foundation find the right nonprofits to receive \$5,000.

In the six years since the program's inauguration, Grantwell students have advised donors giving \$1.5 million to deserving nonprofit organizations. Now Romney Institute professors are preparing to teach other universities how to run the program, helping more students gain career-boosting experience.

"The program gives students a top-to-bottom philanthropic experience, with real projects and work experience to deepen their engagement in the nonprofit world,"

says Aaron Miller, the faculty advisor for BYU's Grantwell program. "With the program at other schools, more students will have this same opportunity to learn."

Miller and fellow professors Todd Manwaring and Jeff Thompson organized the program like a charitable foundation—with students serving on the board of directors and as project and development team members, all headed by a student executive director. Project teams consult clients on three different types of projects: giving donors recommendations on grant recipients, consulting foundations in strategy initiatives, and evaluating the effectiveness of donors' past projects.

"We're able to have a lasting impact on some of these organizations, and we get a

diverse learning experience," says Jackie Saumweber, executive director of Grantwell and 2014 MPA graduate. "Overseeing the projects helped me develop leadership skills and learn how to motivate and support my teams."

In 2012 John Wagner, director of community relations for UNLV's Nonprofit, Community, and Leadership Initiative, approached Miller to discuss starting the Grantwell program at UNLV. Miller had been wondering for years how to best share Grantwell with other schools, so starting the program at UNLV was the prime opportunity.

"As far as advising donors, there's more work than BYU could ever handle," Miller says. "It's really exciting because it's spreading this model to other schools."

Wagner and a team of students built the foundation of Grantwell at UNLV over the summer of 2013 and officially launched the program in January 2014. Their first group of students helped Stern Family Foundation, a private charity based in Las Vegas, allocate \$25,000 in grant funds.

Stephanie Holguin, a UNLV student and executive director for Grantwell at UNLV, worked closely with Wagner to develop the program and says the experience will benefit her and future students alike in their careers.

"I'm learning how to read and evaluate grant proposals on a much more practical level than is offered in other classes," Holguin says. "The work we've done will give us an edge in experience when we go in for job interviews."

Brooke Flake, a 2010 MPA graduate from BYU, recently landed a new job at a non-profit organization in Las Vegas and says her involvement with Grantwell is what caught

her employer's attention.

"I hadn't put Grantwell on my résumé, but the interviewer saw I was from BYU and asked me about the program," she says. "It was encouraging to see that an established development professional knew and was influenced by Grantwell."

Miller and other Romney Institute professors are currently developing a manual to help more universities start their own Grantwell programs. He says the value in Grantwell is not just in the funds students help give out but also in the employment opportunities Grantwell alumni receive because of their experience overseeing and analyzing the grant-giving process.

"I don't know how many students have told me that they got their jobs because of their experience with the program," Miller says. "Whether a project is big or small, every student's learning experience is fantastic."

A SAMPLE OF THIS YEAR'S PROJECTS

The Tyler Robinson Foundation

Project Type: *Strategy*

The Tyler Robinson Foundation was created by rock band Imagine Dragons to commemorate their fan Tyler Robinson, who died at age sixteen of rhabdomyosarcoma, a rare form of cancer. To support families of children diagnosed with cancer, the foundation helps pay bills that are not related to medical costs. Students created a curriculum to help the foundation's financial planners better assist families in need, giving the organization a system to work with for years to come.

Be A Philanthropist

Project Type: *Grant Allocation*

Be A Philanthropist is a program funded by the Sorenson Legacy Foundation that gives microgrants of \$300 to innovative projects that help better the world. Individuals and organizations can apply for the grants to help them accomplish their projects. Students reviewed applications to select recipients for the grants, which totaled \$10,000.

Fredette Family Foundation

Project Type: *Strategy and Evaluation*

The Fredette Family Foundation was started by NBA player Jimmer Fredette and his family to support Utah families in need. The student team created a system that matches kids who cannot afford to come to basketball camps with donors who are willing to support them. Students also made a survey to evaluate the effectiveness of the foundation's activities.



From left: UNLV Grantwell students Shadonna Scurry, Ambrosia Hafen-Hayes, and Fe Marcial.

DAVID HART FINISHES TERM AS DIRECTOR



During six years of service as the Romney Institute of Public Management's director, David Hart's innovation resulted in the continued growth of the MPA program and higher placement for graduates. After finishing his tenure as director, Hart will return to his position as a professor within the institute.

"We've tried to help the program have a more global perspective, both in recruiting and placement and in providing international experiences for the students in the program," Hart says. "Overall, it's been a great learning experience."

As part of Hart's global outreach, the program established the study abroad exchange program with Xiamen University, partnering students with Chinese

colleagues to accomplish real-world management projects. Now in its fourth year, the China study abroad continues to give students the opportunity to become more familiar with the growing economy and management issues in China.

"We have attracted new students to the MPA program because of our China offering, and the students that have studied there have definitely achieved a greater sophistication in understanding of global issues," says public management professor Jeffrey Thompson, who will succeed Hart as director of the institute.

Under Hart's directorship the Romney Institute grew to include the Marriott School Center for Ethics, a library and other resources on ethical leadership and decision-making which are available to the entire university. He also helped add seventy MPA alumni to the Romney Institute Advisory Board, increasing students' opportunities to network and collaborate with professionals. The Grantwell Program was also established, enabling students to receive hands-on experience allocating grants and evaluating nonprofits.

"In the past six years really exciting new components of the MPA experience have developed," Thompson says. "Dave's

made the program more vibrant."

With further establishment of the MPA program, placement rates at the time of graduation have jumped from 25 percent to 67 percent, with students placed in organizations such as the FDA, Ashoka, and the US Department of State. Catherine Cooper, associate director for the Romney Institute, says students have benefited from Hart's ability to maintain focus on larger goals while dealing with everyday problems.

"He's steady, thoughtful, and efficient with management," Cooper says. "He's a strategic thinker, so he helped the department think big picture."

Although he is looking forward to teaching again, Hart says he will miss working with students and alumni outside of the classroom as he did when he was director.

"My biggest takeaway from this experience is how great our students and alumni are," Hart says. "It is impressive how willing students and alumni are to drop whatever they're doing to help the program. The level of commitment our students and alumni have for the Romney Institute's mission is outstanding."

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to see the mountains every day; this painting has special meaning."

One question people frequently ask Oyler is how he's been able to stay in one city for so long in a position that tends to have a shorter tenure. He gave two reasons as to why he was so fortunate.

"I was privileged to work for some excellent elected officials and city staff during these past thirty-eight years and was never asked to leave," Oyler says. "I am also blessed to have a very supportive family, who enjoyed living in our small community as it grew and matured."

Oyler discussed several ways he has been able to maintain such an abundant quality of life in his community.

"Whether we are running our household or managing a city, we must always live within our means, and, where possible, stay out of debt," Oyler says. "In Spanish Fork we have followed this philosophy. The necessities of life should always take precedence over the niceties."

Oyler has found his work as city manager to be tremendously rewarding.

"I have thoroughly enjoyed working at the local level of government where the things you do on a day-to-day basis have a direct impact on the quality of life of all the citizens you work for."

Alumni News

ALUM RECOGNIZED FOR EXCELLENCE AND PROFESSIONALISM AS CITY MANAGER

When Chris Brady, a 1989 MPA grad, took over as city manager of Mesa, Arizona, the city was facing some serious financial problems. But during the past eight years in that position, he has been able to overcome those challenges and more, earning him statewide recognition for his contribution.

In February the Arizona City/County Management Association awarded Brady with the John J. DeBolske Professional Excellence Award for his professional conduct and contributions to Mesa. The award is the highest honor the association gives and recognizes him for his innovation and leadership. It is given annually to recognize outstanding city or county managers and is named after a former executive director of the League of Arizona Cities.

"It was a great honor to receive the John J. DeBolske award," Brady says. "I have been in Arizona for eight years now, so I have gotten to know some of the previous recipients. They are a pretty impressive group of people so to be included with them is an honor."

When he started as city manager he was faced with a tight budget, which was further cut by millions of dollars because of the recession. Brady was forced to lay off employees and end some city services. Despite the challenges, he has been able to introduce city building projects and bring new business to Mesa. Kari Kent, a Mesa deputy city manager, says Brady's positive attitude and innovative leadership in the



face of hard circumstances helped the city keep moving forward.

"He takes the opportunity every day to look at how we can enhance our citizens' quality of life," she says. "When city staff, elected officials, residents, and other stakeholders are all on the same page like we have been for the last few years, it's amazing what can be accomplished."

Some of his innovative strategies include programs that invite MPA students, including BYU's students, to intern at the city offices; encouraging more use of technology in city services; and helping employees give the best quality service possible.

The projects he helped execute include improving roads across the city, building a number of new parks in the city, and the creation of Cubs Park. Cubs Park is now

one of the largest Major League Baseball spring training facilities in the country. He says he has felt the community's support through their willingness to fund these projects and says some of the values emphasized at the Romney Institute helped him gain the community's trust.

"The values that are important at BYU are essential in the workplace—being fair with people, being transparent, being honest with people," he says.

Though it's been difficult at times, Brady is glad to serve the people in Mesa and enjoys knowing that what he does makes a difference.

"We've completed new parks, and it is really gratifying to see kids enjoying the new environment," he says. "That's always really satisfying, seeing people enjoy the products of our efforts."



*"It isn't a great nation that breeds a great people.
It is a great people that build a great nation."
—George W. Romney*

DAVID OYLER NAMED 2013 WRIGHT ALUMNUS OF THE YEAR

This past fall the Romney Institute of Public Management honored David Oyler, city manager of Spanish Fork, Utah, with its 2013 N. Dale Wright Distinguished Alumni Award at a banquet held at the Hinckley Center. The award is one of the most esteemed accolades given by the Romney Institute.

"Dave was an easy choice for our Distinguished Alumni Award," says Rex Facer, associate professor of public finance and management. "During his career, he has helped Spanish Fork grow, thrive, and meet the service expectations of a dynamic community."

Oyler graduated from the MPA program in 1977 and currently serves on the advisory board for the Romney Institute. He has served Spanish Fork for more than thirty-eight years and is known for dedicated service to the city and commitment to improve everyone and everything around him.

"Dave has left a lasting legacy in Spanish Fork," says Seth Perrins, Spanish Fork assistant city manager. "His many accomplishments come because he dreams big. His fingerprints are all over the community, and Spanish Fork is a better city because of his leadership and love. I have long treasured our relationship and count my association with Dave as a great blessing."

At the award banquet, Oyler was presented with a beautiful painting of the mountains by N. Dale Wright, past Romney Institute director.



"I would like to thank Dale Wright for the beautiful painting," Oyler said. "I grew up on the Idaho side of the Tetons and was able

Oyler, cont. p. 6