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CELEBRATING FORTY YEARS OF ENTERING TO LEARN AND GOING FORTH TO SERVE

Romney Institute alumni from around the country gathered with faculty and students to celebrate forty years of MPA degrees. Activities were so successful we hope some will be repeated each year.

Held Labor Day weekend, events included dinner, seminars, a football game, a Sunday evening fire-side, and a hike up to the Y. Many alumni sported commemorative hats and t-shirts at various events. Alumni enjoyed mingling with former faculty and friends, and even the current students got in on the networking, making contacts around the country.

Ivan Legler, class of 1984, commented, "[My wife] and I enjoyed the dinner and seeing old friends. I also enjoyed the chance to spend some time in the Tanner Building on Saturday and to be up with you folks on Y mountain. It was a great time."



Activities began Friday evening September 2 with a well-attended dinner at Orem's Senior Friendship Center. More than 330 alumni, students, and friends of the institute were present. Balloons and a buffet catered by Tucanos Brazilian Grill helped create a festive and memorable evening. Class pictures

and other photos from the past forty years were scattered about the room. Governor Mitt Romney's book *Turnaround* was given as a gift to all alumni.

Gary Cornia, institute director, conducted the evening event. Alumni from the different time periods were invited to stand so everyone could see the years represented. Cornia provided an update on each of the retired faculty members.

The evening provided an ideal setting for the first public announcement of a large donation. Cornia was pleased to announce that Professor Gloria Wheeler has provided a substantial donation that

"[My wife] and I enjoyed the dinner and seeing old friends. I also enjoyed the chance to spend some time in the Tanner Building and on Y mountain. It was a great time."

~Ivan Legler

SEE 40 Years

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DIRECTOR'S CORNER

TANNER BUILDING ADDITION ANNOUNCED

WRITTEN BY GLORIA WHEELER, ASSOCIATE DIRECTOR



As I was talking with others about a good topic for this column, several suggestions came up. One was to discuss the newly approved concept of adding to the Tanner

Building. A second was to discuss my adventure of walking across England last summer. Since neither story is enough to make a full column, I decided to combine them.

First, the Tanner Building. After several years of preliminary discussions and quite a few months of negotiation with BYU's administration, the Marriott School has been given formal permission to plan and build an addition to the Tanner Building. At the time of this writing (February 2006), the plans are only preliminary, but we do know a few specifics. The addition will be built to the west of the current building, into what is now the full-time employee parking area. The addition will only contain about half the square footage of the current Tanner Building. One

of the main purposes of the addition is to add classroom space, and there will be a number of new classrooms. Because plans are still very preliminary, we don't know much more than this. We'll update you as the plans become more specific.

Second, my England walking adventure. Some years ago, a friend from Michigan suggested walking across the island. She had been there on a more standard tourist trip and had found out about a trek called the Coast to Coast Walk. We casually discussed this trip from time to time, and in April 2004 decided we were really going to do it. We set the date for July 2005. Eventually, six of female friends decided to make the trip. The trek is officially 192 miles long, and stretches from St. Bees on the Irish Sea to Robin Hood's Bay on the North Sea. It traverses England's rugged Lake District and on across farming country through to the vast moors of Yorkshire.

I started training seriously in February 2005, walking at least six miles a day along the Provo River Trail. By mid June I was walking fourteen miles a day at least five days a week and for the six weeks prior to leaving, climbed to the "Y" behind campus twice each Saturday morning.

The trek was an adventure I will never forget. The English countryside is lovely, and we experienced people, sheep, cows, and even chickens more closely than I ever would have imagined! We started according to tradition, dipping our boots into the Irish Sea at St. Bees, then walking north along the cliffs for several miles before turning inland. We could see the southern coast of Scotland for those first few miles. For the next three weeks, we walked six days per week headed almost due east. We averaged eleven miles a day, with the daily distance ranging from eight and one-half miles to fourteen miles. We slept in bed and breakfasts every day, and a van transported our luggage from one place to the next. Thus we only had to carry day packs with rain gear (important!), drinking water, lunch, maps, and emergency items. We took rest days on the two Sundays during the trek, and attended Church of England services in nearby medieval church buildings on those Sundays. The trip ended similarly to the way it began, reaching cliffs along the sea coast a couple of miles north of our final destination. We trekked along the coast, into and through the town of Robin Hood's Bay to the beach, where we officially completed the walk by dipping our boots into the North Sea. The walk was a soul-filling experience, and I will treasure my memories forever.

STUDENT SPOTLIGHT



"A 'good fit' can be an integral part of success when matching a person with an organization," states Cheya Wilson, a second year MPA student from Lehi, Utah.

"The idea of carefully matching personalities and tasks to attain the most positive outcome is a theme which repeatedly stood out during my staffing, organizational behavior, and human resources classes. I have also noticed this in action in my own life." Considering some of her life experiences over the past few years, this idea has been realized many times.

After completing a mission in South Africa and an undergraduate degree in education, the first 'good fit' came while working as a professional educator. Wilson spent three years teaching at Oak Canyon Jr. High School in Orem, Utah, in the life skills classroom for students with severe disabilities. She describes her work with special education students as "highly rewarding and continually exciting. The students, administrators, parents, and other teachers were delightful. It was a great situation and I felt the work I did really helped the students." She spent free time learning to play the violin, traveling, and coaching a Special Olympics team. However, despite gaining tenure, she left in search of further education and new challenges.

Interested in work that emphasizes helping people and making a difference, Wilson applied to the MPA program. "When I consider the curriculum, professors, and peers in

the program, I conclude that this has been a perfect fit for me. The brilliant professors are also kind, approachable people. The students are amazingly talented and have great plans to improve the world. It's a refreshing place of people and ideas, and I feel it opening doors to great new opportunities."

The MPA program turned out to be great a match between her interest in service and desire to learn applicable skills. While seeking for ways to constantly leave improvements for future classes, Wilson worked with the MPA Association, initiating a weekly religion seminar where peers share spiritually as well as academically.

Cheya's summer internship with the City of Cedar Hills, Utah, was yet another great

SEE Wilson

CONTINUED ON PAGE 6

STUDENT SPOTLIGHT



I m a g i n e a group of brand new BYU law students, with all of their drive and energy, setting out on the defining challenge of their academic careers.

The first year alone would require many long hours and late nights, only to come down to a handful of three-hour finals that would not only determine the students' grades, but also their futures. Almost four years ago, Aaron Miller was one of these students. Surely, he was not the only one who felt unsure about his place in the law.

People who know Aaron typically identify him by the passions he evangelizes (usually without invitation). One of those passions is innovation, pursued with difficulty in legal careers. Because this and his other passion, development, needed some forum

of expression, he did his best to find the right opportunities in law school. He first confirmed his doubts about a traditional legal career, thanks to a spectacular legal internship with the prominent D.C. firm Arent Fox. Miller said, "If I couldn't enjoy the high-end clients, great people, and comfortable environment there, I knew that the work wasn't for me."

Knowing how much he enjoyed law, he sought out other opportunities. Subsequently, he found himself working for Grameen Foundation USA in Washington, D.C., only a few blocks from his previous summer job with Arent Fox. Working there, and later at the BYU Center for Economic Self-Reliance, he found the kind of work that energized him. Perhaps inevitably, he turned with great satisfaction to the Marriott School's MPA program. For the first time in his college career—balancing cheerfully between law, charities, and business—he feels truly at home.

Thanks to wise and generous mentors, an enduring wife and children, and the Marriott School, Miller has found his way into engaging

and rewarding opportunities centered on nonprofits. He now runs a small company, ChariState, Inc, which just completed its financing round. ChariState helps nonprofits navigate the morass of multistate solicitation registration requirements, and will launch their first product this year. The product is designed to streamline the entire system. The company owes a great deal of its fruition to the Social Enterprise category of the BYU Business Plan Competition, sponsored by the Center for Entrepreneurship.

When Miller set out on his college career, he could not have laid out a more gratifying, enjoyable path than the one that culminates for him in the MPA program. He commented, "The courses, professors, and classmates have all enriched me personally and professionally. In my typical, evangelical approach, I constantly tell others how great the program is and how rewarding it has been. I hope that my career can measure up in even the smallest part of the impressive legacy it has built over the years."

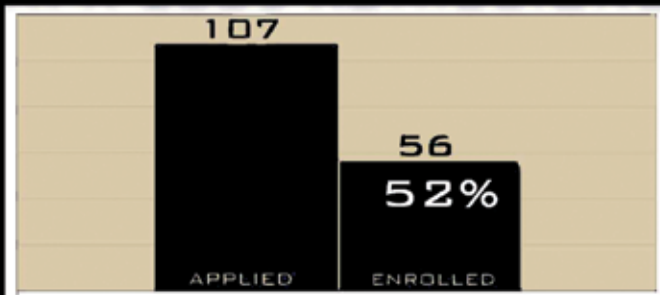
HISTORY

WAS MADE THIS YEAR BY THE ENTERING MPA CLASS. FOR THE FIRST TIME, THERE ARE MORE FEMALES (30) IN A MARRIOTT SCHOOL GRADUATE PROGRAM THAN

MALES (26). PROFESSORS COMMENT ON THE HIGH QUALITY OF STUDENTS IN BOTH THE MPA AND EMPA CLASSES.

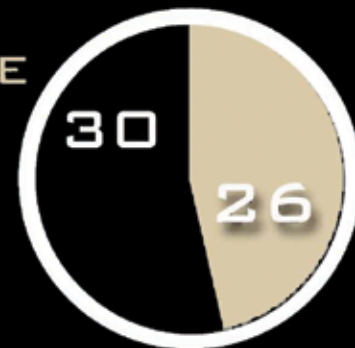
STUDENTS COMMENT ON THE RIGOR OF THE PROGRAM. WE LIKE TO HEAR BOTH REPORTS.

MPA 2005 ADMISSIONS



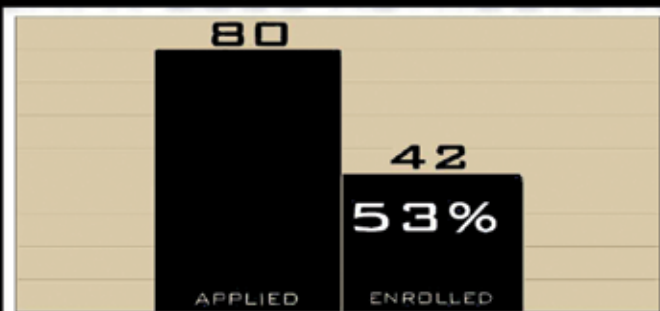
MPA CLASS

54%
FEMALE



46%
MALE

EMPA 2005 ADMISSIONS



AVERAGES

| | MPA | EMPA |
|-------------------|------|------|
| UNDERGRADUATE GPA | 3.6 | 3.4 |
| GMAT | 558 | N/A |
| GRE | 1150 | N/A |
| LSAT | 156 | N/A |
| AGE | 25.5 | 37 |
| YEARS OF WORK | N/A | 11 |



CHRISTMAS IN THE CAPITOL

WRITTEN BY JIM MORTENSEN
EMPA CLASS OF 2004

In late December, the recent (2004/2005) MPA grads in the Washington D.C. area gathered for dinner at Andrea Worthen's. It was an enjoyable opportunity to eat, catch up, and reminisce - with our favorite topics revolving around the Romney Institute. Enjoy the picture of our beautiful happy mugs.

Front row: Andrea Worthen,
Shu Li Tseng, Danelle De Graw;
Back row: Bradford Johnson,
Jim Mortensen, Shari Grossarth,
Jocelyn Sparks, Mark Vasilkov

WE WANT TO HEAR FROM YOU!

Are you a woman using your MPA degree to administer in your own home? If you are, we'd like to hear from you. We want to know what value the MPA degree has for women who chose to stay at home. Was it worth it? Do you plan to work later? Tell us what you think.

Email your ideas to mpaalumni@byu.edu by 15 April 2006 or send them to Vicki Okerlund, 760 TNRB, Provo, UT 84602

Do you have an idea for a future newsletter article? Is there an issue in your workplace that deserves an airing in the Outreach Newsletter? Do you know of an alumnus who deserves a spotlight? Tell us.

Email your ideas to mpaalumni@byu.edu or send them to Vicki Okerlund, 760 TNRB, Provo, UT 84602



BOB PARSONS AWARDED

Robert J. Parsons, who recently retired from the Romney Institute after thirty-five years as a professor, was recently honored as the recipient of the 2005 BYU Faculty Teaching Award for the Division of Continuing Education.

Nominations for this award are invited from departments throughout the Division of Continuing Education. The award is given for excellence in teaching and a com-

mitment to the adult student. Parsons was nominated because of his many years of service and teaching in the EMPA program at the BYU Salt Lake Center.

As a part of his appointment as department chair for the Romney Institute of Public Management, Parsons served from 1999-2005 as director of the EMPA program, working closely with center administration on an almost daily basis.

The award was announced at a banquet held 6 October 2005. Because of travel and family commitments, Parsons was unable to attend the banquet. His award was presented by Kenneth Anderson, associate dean of the Division of Continuing Education at a special luncheon on 27 October 2005. Dr. Parsons' wife, Connie, was in attendance as was Lee Glines, director of the BYU Salt Lake Center.

THE GREAT MINNEAPOLIS ADVENTURE: 15 STUDENTS EXPLORE ICMA'S CONFERENCE

WRITTEN BY REX FACER, PROFESSOR



In the fall 2005, fifteen students from the Romney Institute joined thousands of city managers from around the world at the International City Manager's Association (ICMA) annual conference in Minneapolis. Gary Cornia, director, noted, "This is one of the most important opportunities for our local government students."

alumni and friends group for their support on this trip. The students enjoyed interacting with ninety alumni and friends at an annual dinner on Monday night at the Newsroom restaurant in downtown Minneapolis. The opportunity to interact and understand the perspectives of practicing managers is an invaluable part of our students' educational experience. Additionally, the students are grateful to Lewis, Young, Robertson, &

This conference helps MPA students start to build their professional networks. The students spent time at the Romney Institute booth in the main exhibit hall and met interesting managers from around the country. Additionally, the conference sessions promote interest in the communities around the country.

The students are grateful to BYU ICMA

Burningham for their gracious dinner invitation.

While these social gatherings are very valuable to our students, the highlight of the year is always the Sunday morning testimony meeting. This year we had 110 people attend this event. While the professional contributions of our alumni and friends are outstanding—

SEE ICMA

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"Associating with professional managers from all around the world helped me realize how much I enjoy being a part of this profession. I have been to many conferences, but this was the first one that left me with a desire to return."

~ Kelly Pfost

MPA ALUMNI GIVE GENEROUSLY DONATIONS IN 2005 EXCEED \$170,000

Donations continue to grow tremendously each year. In 2005, the donations to the Romney Institute exceeded \$170,000, more than five times the amount recorded in 2001 when the institute began tracking donations. With these donations, the institute has endowed two additional scholarships in 2005—the Robert J. Parsons Scholarship and the Executive Master of Public Administration Scholarship.

Robert J. Parsons Scholarship

Because of the diligent efforts of Rulon Stacey (MHA Class of 1986), president and chief executive officer of Poudre Valley Health System, and Parson's wife, Connie Parsons, this scholarship became a reality this past year. Many of Parson's family, friends, colleagues and former students donated to this scholarship. The Robert J. Parsons Scholarship will be given annually to a current MPA student with an emphasis in public service.

The scholarship was formally announced at a reception on Thursday, 2 February 2006. Many of the donors attended the event to celebrate with the Parsons.

EMPA Scholarship

The idea for an Executive Master of Public Administration scholarship was initiated by a then current executive student, Stephen Whyte (Class of 2004). Whyte convinced the rest of the Executive Master of Public Administration Class of 2004 to begin a fund for an EMPA scholarship, something never before done by a graduating class. The EMPA Class of 2004 expected it to take many years of student contributions to reach their goal of a \$35,000 endowment. However, during the March 2005 meetings with the Romney Institute Advisory Board, the hope of endowing an EMPA Scholarship was discussed. William D. Hansen, a member of the Romney Institute Advisory Board and

former United States Deputy Secretary of Education, attended these meetings and was very interested in providing a scholarship for executive students. Donations by past and current EMPA students combined with Hansen's unexpected and generous contribution have allowed the EMPA scholarship to be endowed much sooner than expected. This scholarship will be given annually to a current executive student.

Gloria Wheeler Deferred Gift

In addition to these two scholarships Gloria Wheeler, associate director, has recently established a charitable remainder trust for \$300,000. This is a deferred gift that will come to the Romney Institute upon Wheeler's death—which we hope is not soon. This scholarship will be named in honor of her parents.

CELEBRATING ENTERING TO LEARN AND

I thought the event was great and only wish that more alumni could have attended, especially from our class.”

~ Pat Cabulagan

40 Years

CONTINUED FROM PAGE 1

will benefit the institute for many years. The crowd respectfully stood and clapped for her.

Saturday morning featured alumni seminars from four faculty members. Dave Hart, professor, taught “Thinking and Acting Strategically.” Don Adolphson, professor, taught “Decision Analysis Review” featuring the famous dancing line graphs. Jeff Thompson, professor, taught “Managing with Integrity.” Judge Jon Memmott taught “Supreme Court Ruling on Workplace Religious Liberties.” During breaks alumni enjoyed refreshments and mingled in the Tanner Building atrium.

Marsha Bowen, class of 1981, found the Saturday morning classes to be particularly interesting and informative. “In Don Adolphson’s class I learned some specific Ex-

cel spreadsheet applications that I can apply immediately to projects that I am currently working on. I look forward to the release of Don’s new book!”

Offered as a free service to alumni who wished to keep current on public administration topics, these classes provided another excellent networking opportunity. The seminars were so well received, the institute hopes to continue offering similar seminars every fall to alumni.

Ralph Sokolowski then gave a presentation on BYU football team statistics. Sokolowski was a member of the class of 1979 who must have done quite well in his statistics class! Ralph’s hobby of keeping track of BYU football statistics led to the broadcast booth where he now provides statistical background information. A computer is too slow for him, so he relies on a system of files and his incredible memory. He now travels with the team and is well respected for his very accurate information.

Advance ticketing allowed the group to sit together for the Saturday afternoon game against number 22 ranked Boston College. It was the first football game of the season—and Coach Bronco Mendenhall’s first game as head coach.

John Weston, class of 1982, was the featured speaker at Sunday night’s fireside. Weston is vice president of marketing, sales and pricing at FedEx Freight. He spoke about the importance of marketing yourself. He said he believes that BYU’s graduate students

are great and encouraged students to develop their own brand and to always be honest.

What better way to spend Labor Day than hiking the Y? Families of alumni, faculty and current students met at 8 a.m. Many hikers sported the celebration’s t-shirts and hats. Group pictures were taken at the base of the mountain, along the trail, and again at the top of the Y. The institute provided water, fresh apples and granola bars. The weather was crisp and invigorating, not too cool and not too hot. Through the switchbacks talking and laughing could be heard as groups of students and alumni tackled the trail.

Pat Cabulagan, class of 1987, enjoyed seeing old friends and professors at the celebration. “I thought the event was great and only wish that more alumni could have attended, especially from our class.”

“As for the MPA program, I am truly grateful for the education and experience I had at BYU. It has helped me tremendously in my profession,” Cabulagan said. “I know for me, it has been a great field to be employed in.”

The faculty enjoyed visiting with former students and found it rewarding to see how they have progressed in their careers. “The connection with the alumni is so rewarding and valuable to the current program. We’re looking into ways to integrate our alumni into some kind of event every fall,” Cornia said. “We hope to continue offering seminars and inviting all alumni to a banquet annually.”

Cheya Wilson

CONTINUED FROM PAGE 2

fit. “My intern experience shed a spotlight of understanding on the things I had been learning in school. All of the employees were gracious and helpful. Tami Harrison and a few other MPA alumni who work for the city helped me pull together experience, skills, and theory into a much clearer view of reality.” Other types of summer learning came more dramatically as she took up playing the

mandolin and enrolled in a Comedy Sportz course, following a quick rejection at American Idol auditions.

During her second year as a student Wilson has worked with the Romney Institute of Public Management Student Services. RIPM Student Services helps with, among other things, the recruiting of new students to the MPA and EMPA programs. “Because I know what a great program this is, finding

and talking with students who are looking for what the MPA program offers feels a lot more like fun than work. It’s exciting meeting potential students and sharing with them how great this program is.”

Wilson is earning her MPA emphasis in human resources. Upon graduation she plans to work with a government or nonprofit organization in which she finds ‘a good fit’.

40 YEARS OF GOING FORTH TO SERVE



SMALL FORTUNES: MICROCREDIT AND THE FUTURE OF POVERTY

WRITTEN BY BRENLEY BURTON, MPA CLASS OF 2005,
ASSISTANT TO THE DIRECTOR OF THE CENTER FOR ECONOMIC SELF-RELIANCE



Small Fortunes do not come in fortune cookies. Nor has the message from *Small Fortunes* been as ignored as most advice provided in the folded wafers. In fact, hundreds of people around the globe have responded to the BYU-produced *Small Fortunes: Microcredit and the Future of Poverty*, a one-hour documentary describing the impact that microcredit is having throughout the world. Many are asking, "What is microcredit?" and "How can I get involved?"

What Is Microcredit?

Millions of the world's poorest—mostly women who are unable to provide the necessary collateral to secure a traditional loan—are



turning to microcredit institutions for help. These institutions give "micro" loans, often less than \$100, to those for whom the entrepreneurial spirit is still in its purest, most basic form. Whether it's through milking a buffalo, selling tortillas, or weaving cloth, most borrowers are able to pay back their loans and have enough profits to reinvest in their businesses, homes, and children.

The documentary tells the stories of twelve microentrepreneurs living in Bangladesh, India, Kenya, Peru, The Philippines, and the

United States and their involvement with microcredit. *Small Fortunes* shows how short-term loans of even a few dollars have resulted in dramatic changes in lifestyles for families who otherwise would have no means of lifting themselves out of their poverty.

Why Small Fortunes?

The *Small Fortunes* documentary was produced by BYU Broadcasting in association with the BYU Center for Economic Self-Reliance (CESR). The film aired on PBS sta-



tions nationwide 27 October 2005 and will air on BYU-TV starting in May 2006.

With the growth of the microcredit movement over the last several decades, the film is focused on portraying the principles of microcredit, issues inherent to microcredit, and the stories of those who have been involved with microcredit over the years. The documentary is dedicated to understanding microcredit and its impact around the world.

How Can I Get Involved?

As a result of *Small Fortunes*, CESR has received numerous inquiries from those who



want to get involved. Todd Manwaring, managing director of CESR, explained the center's plan to meet the enthusiastic response. "We have initiated the Action Group Program as a way for people from various backgrounds to get involved with microcredit in meaningful ways—to learn about microcredit as a group and then contribute to an organization that the group has determined will most effectively use the contribution." Thus far, action groups have sprung up around the country by an assortment of people, ranging from high school students to business partners. The common denominator being that each wants to be part of the effort in alleviating world poverty. And, just as the film title denotes, this effort happens through very small and



ordinary means that to the microentrepreneur is simply a small fortune.

To Learn More...

Visit www.small-fortunes.com to view a four-minute video excerpt, read profiles of the microfinance organizations and microcredit borrowers from the film, find out how to get involved with microcredit, or to purchase a documentary DVD.

CLASS REUNIONS: A NIGHT TO REMEMBER

For the third year, the Romney Institute of Public Management hosted ten, twenty, thirty and forty year class reunions. Graduates from the MPA classes of 1965, 1975, 1985, and 1995 and the EMPA class of 1995 gathered on 29 September 2005. Twenty-one members of these classes and their guests joined Associate Director Gloria Wheeler, faculty, and staff for a celebratory dinner at the Joseph Smith Memorial Building in Salt Lake City.

After dinner, a representative from each class shared memories from their time as an MPA student and talked about how

their MPA degree has contributed to their current success. Wheeler spoke of the state of the Romney Institute and how the current faculty, staff and students value their connections with alumni. The graduates were challenged to continue these connections by speaking to students, providing internships and jobs, mentoring students, or contributing donations.

Each graduate was presented with a collection of updates from classmates. Graduates who were not able to attend the event were emailed or mailed the update as well.



FACULTY SPOTLIGHT



Larry Walters rejoined the RIPM faculty fall, 2005. Walters originally came to BYU in 1985 as the director of the Social Science Computing Center. He moved to the

MPA faculty in 1989, and served as the director of the institute from 1995 to 1999. In 2001, Walters moved to George Mason University in Fairfax, Virginia, as the Director of the MPA program there.

Walters earned his PhD from the University of Pennsylvania's Wharton School in public policy analysis and management. He also has

a bachelor's degree from BYU in the same field. Early in his public service career, he served as the city manager in Salem, Utah and the town marshal in Ferron, Utah. Over the years, Walters has applied his policy analysis skills for local school districts, cities, states, the federal government, and several foreign governments. Currently, Walters is conducting a study for Utah on the feasibility of a land tax to fund transportation infrastructure, and he is part of an International Monetary Fund team advising the Egyptian government on property tax reform.

Walters' research lies in two areas of public policy. He has published extensively and continues to be very active in property tax policy and administration, both domestically and internationally. His most recent publication in this area, "Full Disclosure: Unanticipated Improvements in Property Tax Uniformity," written with Gary Cornia, was recognized as

the best article of 2005 in *Public Budgeting and Finance*.

Walters' second area of research focuses on public decision making when the problems are complex, the issues controversial, the alternatives unlimited, and the future is unknown. This effort often involves large computer simulations in support of broad-based public participation efforts, such as planning the future of the national forests in California.

Walters teaches the managerial economics course and will be teaching more in program evaluation and performance management. He has also taught a variety of quantitative methods and policy analysis courses over the years. Walters and his wife, Carol, are the parents of seven children (four boys and three girls). His youngest daughter was just admitted to BYU for next fall.

ICMA

CONTINUED FROM PAGE 5

ing; our students are always strengthened by hearing their testimonies and commitment to the gospel of Jesus Christ.

This group of students will mark the forty-first graduating class from BYU's MPA program. We are grateful to all of our alumni and friends for the strong heritage and tradition of excellence that they have created for our students. We continue to believe that each

year our students continue to excel to new heights.

We hope that city managers take the time to get to know these bright and capable men and women as they embark on their careers of service.

Please mark your calendar now; next year's conference is in San Antonio, Texas, 10-13 September. We hope you will join us and help our students have another terrific educational experience.



ALUMNI SPOTLIGHTS

WRITTEN BY BILL GUEST, MPA CLASS OF 1983



Bill Guest graduated with the MPA Class of 1983, with an emphasis in health services administration. He had previously earned a BS degree at BYU in business management/

Finance. He is the president and CEO of Cascade Comprehensive Care, Inc. (CCC), a physician-hospital owned managed health care company in Klamath Falls, Oregon, just north of the California-Oregon border. CCC manages 6,500 Medicaid enrollees, as well as providing both pharmacy management and nursing case management services for a commercial insurer. Guest's company has expanded to managing Medicare enrollees in

2005 via a new subsidiary, ATRIO Health Plans Inc. Guest also serves on the board of directors of PHP Healthplan, a commercial insurer. He was elected as chairman of the Oregon Healthplan's Contractors Group, which consists of the various medical, dental, mental and alcohol/drug plans that contract with the state of Oregon for Medicaid services.

Guest's first job out of school was as a financial analyst for the Sisters of Charity of Leavenworth at Saint John's Hospital and Health Center, a 551-bed hospital in Santa Monica, California, where he was eventually promoted to director of financial planning. Not only was Southern California an exciting place to live and work, but it also offered something not available in Provo: game shows! Guest and his wife were on five games shows during their seven years in L.A., winning more than \$33,000 in cash, enough for a down payment on their first home.

In 1989, he accepted a position as director of budget and corporate reporting at Holy Cross Health Services of Utah, working at the regional office, which coordinated the services of Holy Cross Hospital in Salt Lake City; St. Benedict's in Ogden, Utah; and Jordan Valley Hospital in West Jordan, Utah. When Holy Cross was sold to HealthTrust in 1995, Guest, by then director of financial planning, accepted a position with his current employer.

Guest and his wife (the former Sue Petersen, who earned her BA in education from BYU in 1980) are the parents of six children, two of which are enrolled at BYU, with another serving as a full-time missionary in Santiago, Chile, and three are still at home. Bill was recently released as a bishop and is serving as the first counselor in the stake presidency of the Klamath Falls, Oregon, Stake. In his spare time, he has picked up playing the drums.

ALUMNI SPOTLIGHTS

WRITTEN BY DEREK MILLER, MPA/JD CLASS OF 1998



Derek Miller recently returned to Utah from Washington D.C. to work in Governor Huntsman's administration as director of the Utah Division of Real Estate. Before his appointment,

Miller lived in Virginia with his wife, Laura, and their three children—Hunter, Max, and Ellie—where Derek worked as Congressional Counsel for the U.S. House of Representatives. "We loved our time in D.C.," Miller says. "It is a great place to raise a young family with a strong church influence and a tremendous sense of history. At the same time, we are excited to be 'home' and working for the State of Utah."

As counsel for the House Committee on Transportation and Infrastructure, Miller

had oversight over various federal agencies, including Environmental Protection Agency, Department of Transportation, and Transportation Security Administration. His duties included making sure that the agencies were implementing the laws in the way that Congress intended. "It was interesting to see things from both perspectives—how Congress passes laws in the legislative branch and then seeing how those laws are implemented by the agencies in the executive Branch."

While working for Congress, Miller also assisted on the recently passed Transportation Reauthorization Bill, which provided nearly \$300 billion in funding for highways, transit, and highway safety. "This is an experience I will never forget," Miller says. "There were many late nights. (I never realized before that the lights on the monuments actually turn off around 3 a.m.) It requires a lot of balancing between competing interests when there is that much money on the table. I was certainly glad when it was over and was able to see my family awake again instead of just lumps in beds. At the same time, I learned

more from that experience than I could have any other way."

After graduating from the Romney Institute, Miller accepted a job at Arthur Andersen as a management consultant. While there, he managed a number of projects for public sector clients including the Department of Housing and Urban Development and the Department of Transportation. "It was fun to learn the nuts and bolts of how government works and especially fun to figure out how to make government work better."

Miller plans to continue his zeal for "good government" at the Division of Real Estate. "I am a big believer in government being customer focused and serving those customers efficiently and effectively." Working from the outside as a consultant, on the inside with numerous government agencies, and from the top-down passing legislation, has given Miller a unique perspective on what makes government work and, more importantly, what makes it work well.

OUR CONDOLENCES

The Romney Institute would like to note the passing of three of our alumni since the last edition. Mark Baughman (1978) died of lung cancer on 28 December 2005; Rachel McTeer (2003) was killed in an automobile accident on 18 June 2005; and Shauna Hullinger (2005) lost her battle with cancer on 5 August 2005. Our condolences go to their families.

ALUMNI SPOTLIGHTS

WRITTEN BY PEG SCHMIDT, EMPA CLASS OF 2002



Peg (Fountain) Schmidt first came in contact with the LDS Church when she was a teenager in Barrhead, Alberta, Canada. She quickly and easily embraced the restored gospel

and set a goal to attend BYU after graduation from high school. After graduation she began saving from her first real job—in administration at the University of Alberta. However, her path took a different direction as she became engaged, waited while her fiancé served his mission, then married in the Alberta Temple, and raised her two sons. Schmidt felt her long-held dream was fulfilled when her two sons, Royle and Ryan, graduated from BYU.

Although Schmidt took college courses over the years, she was not able to enter a formal undergraduate program until her sons were

raised. She then enrolled in a distance learning program and completed a bachelor's degree with honors in business management, human resource management, and human services administration from Charter Oak State College (1998), becoming a "Grandma Graduate."

For many years Schmidt has worked in human resources, as the vice president of Administration & Membership Services at the Alberta Construction Labor Relations Association; as a personnel specialist at Arizona State University; as Manager of the Phoenix Deseret Industries; and as a Human Resource Specialist at the Provo Deseret Industries.

In 1999, Schmidt transferred from Church Welfare Services to BYU's Employment Services where she worked as an employment specialist. On Peg's second day in her new job, one of her colleagues mentioned the EMPA program and Schmidt was so excited about the program by the end of that first week she had submitted her application. Schmidt graduated with her master's degree in 2002 and was inducted into the Beta Gamma Sigma Honor Society. Schmidt was

heard to exclaim, "Finally, I was able to fulfill my youthful dream of attending BYU, albeit it came forty-plus years later!"

Schmidt has high praise for the EMPA program, and feels it prepared her for opportunities in her career at BYU. Since 1999, Schmidt has filled the following positions in Human Resource Services: employment specialist, assistant manager, and assistant director, all in Employment Services; product manager, STAR Project; and equal employment opportunity manager. Schmidt is currently the managing director of compensation and benefits services on campus.

In addition to great curriculum and faculty in the EMPA program, Schmidt feels she benefited from association with her fellow students, especially those in her study group. Schmidt recommends the EMPA program to friends and colleagues and has been pleased to see many of them graduate. In her leisure time, Schmidt enjoys being with her sons and their families, and thinks that her grandchildren are THE FUNNEST! She also likes to swim, run and hike (especially Stewart Falls and Mount Timpanogos).

MEET THE RIAB



Charles M. Richards "Chaud" joined the Advisory Board in 2000, and has helped prepare the Institute for increased fundraising. Chaud was introduced to the RIPM by his daughter,

Hannah Michaelsen, who graduated with her MPA in 2000. Through contact with Lennis Knighton, Chaud was invited to speak to one of Professor Knighton's classes on the subject of non-profit management and fundraising in the non-profit sector.

Chaud has had other opportunities to speak to institute students interested in a career in non-profit management. His enthusiasm for the Romney Institute stems from what he sees as an excellent fit between Church values and the goals of most non-profit organizations. From his point of view, who better to be the

professional non-profit leaders of tomorrow than BYU graduates? Chaud has spent nearly 30 years involved with non-profit organizations. From 1978 to 1992, he served in several management positions with the YMCA, from membership development director, to branch executive director to president/CEO. His various YMCA jobs offered excellent professional development and daily opportunities to help others, while providing a supportive environment for his young family. With three children, Chaud and his wife, Ardis, especially enjoyed many summers at YMCA Family Camp, in the Sierra Nevada, filled with family time and wonderful memories.

In 1992, Chaud joined the firm Netzel Associates, Inc., a firm that provides consulting services to non-profit organizations and institutions in the western U.S. In just 20 years, the firm has raised more than \$1 billion to support new non-profit buildings and programs. Most rewarding to Chaud is the opportunity to see a new school, hospital, museum, YMCA, or other facility created as a result of his professional experience and counsel. Today, Chaud serves as the firm's ex-

ecutive vice president and a regional manager for Northern California.

He graduated from Utah State in 1974, with a degree in English and Philosophy. There he met his wife Ardis. They have been married 33 years and have three children and two grandchildren.

A California native, Chaud lives in Pleasant Hill, California, approximately 25 miles east of San Francisco. All three adult children are married and live within five miles of grandpa and nana. He joined the Church in 1992, and has served as a quorum advisor, counselor in a bishopric, and as a Bishop. Currently, he is serving as executive secretary to the Concord, California Stake presidency. Chaud surfed for 30 years in Southern California where he grew up and lived during much of his younger professional years between San Diego and Santa Barbara. He played on two national championship Ultimate Frisbee teams with the Santa Barbara Condors. Today, he loves to backpack in the Sierra with family members, and fly fish in California, Wyoming and Montana.

GEORGE W. ROMNEY



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

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

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