

ETHICS AT THE FOREFRONT OF ROMNEY INSTITUTE’S GOALS

Sherron Watkins, a former employee at Enron Corporation, used a poignant quote by Martin Luther King Jr. to illustrate ethical decision making while lecturing for the Wheatley Forum on Ethics last December: “Our lives begin to end the day we remain silent about things that really matter.”

As she reflected on the ten-year anniversary of the collapse of what was once the seventh-largest company in America, she says she doesn’t regret her decision to be one of the main whistleblowers in the Enron scandal.

Her appearance and experience at the Marriott School was facilitated by Brad Agle, a renowned ethics expert and professor in the Romney Institute.

Agle is part of an initiative by the Marriott School to make ethics its signature strength and to ensure that ethics is an integral part of every course. He worked with other Romney Institute faculty, including Dave Hart and Jeff Thompson, to construct a strategic plan for ethics in the Marriott School four years ago as a visiting professor. That plan now has the full support of the dean’s office and, through efforts by the Romney Institute, is fast becoming a reality.

The strategic plan includes requiring all Marriott School students to take one

course of the ethics classes offered, which are currently taught by members of the Romney Institute. Agle is joined by others in the Romney Institute including full-time faculty Dave Hart, Lori Wadsworth, Jeff Thompson, Don Adolphson, and Aaron Miller, as well as adjunct professors Liz Dixon and Carol Ellertson.

“The ethics leadership provided in the Marriott School by these professors is putting us in the forefront of research on organizational ethics and training around ethical issues,” says Dean Gary Cornia. “These faculty have outstanding reputations in both the academic world and in the world of public and private organizations. I believe they provide Marriott School graduates with a very defensible set of principles to help guide them as they move down organizational paths.”

Romney Institute faculty are also taking their ethics expertise to secondary audiences. Agle, Hart, and Thompson, among others, conduct and present research on ethics as well as provide ethics



training across a variety of organizations and around the world. For example, Agle recently hosted a webinar for the BYU Alumni Association and sponsored by the Wheatley Institution that illustrated one of what he says may be the most important part of ethics.

“The process of ethical decision making requires a lot of work, especially when translating principles into business behavior,” Agle says. “You need to prepare. You have to think about it and be ready to act as a strong moral agent.”

Preparation is at the center of the strategic plan. The newest addition to the seventh floor of the Tanner Building is the Ethics Library, housing material from

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From the Editor



Have you been contacted by your class representative yet? Exciting things are happening with connecting classes!

We want to know what great things everyone has been doing since you left us. Thus, we are moving forward with more ways to keep classes connected to one another and to the institute. We want to re-create that MPA lounge

feeling that usually ends upon graduation.

In the last newsletter we explained our new expanded advisory board with representatives from each MPA and EMPA class since 1965. November marked the first meeting of the new board. The representatives gathered for a day of training, current student mentoring, and learning about today's Romney Institute.

At the meetings the Romney staff encouraged the board to have fun reconnecting and reconvening their classes. We hope the reps will keep us informed of growing families and job and address changes. These developments make wonderful stories for our newsletter!

Representatives can choose their own means to connect with their classes. It is funny to watch the different ages. Some reps are still using smoke signals, while others zoom past the rest of us with customized Google+ pages. All joking aside, each of these class reps left the November meetings excited about the possibility of reuniting with old friends no matter what venue. The department is working to establish social networking options for Facebook, Google+, and whatever new web site that develops.

We are seeing success already. Becka Gledhill, rep for the MPA Class of 2005, organized her class on Facebook before arriving at the meetings. Retired professor Dale Wright was even using email to connect the 1960 alums.

Our connections system has even caught the eye of Dean "Gouge 'em" Cornia who joined us for parts of the November gathering. He praised the MPA alumni for their level of loyalty to the Romney Institute even after graduates have been gone

many years. He has said the institute does what all the programs in the Marriott School should be doing and has established an excellent prototype. He left promptly after addressing the group to guard his front lawn so that no pink flamingos or old water heaters would mysteriously appear. With that many MPA alums gathered in one place he was a little worried because it has happened before.

Our new system is so exciting. We anticipate the representatives to be the most effective liaison to strengthen relationships between classes. This will make our already solid affinity even stronger.

If you haven't been contacted by your class representative, please find their names listed on the back page. Email addresses and other contact information can be found at :

<http://marriottschool.byu.edu/mpa/pdf/advisoryboarddirectory.pdf>

Sincerely,

Vicki Okerlund

Vicki Okerlund

Join the Romney Institute's online networks

Join us: *LinkedIn* *BYU Romney Institute of Public Management Alumni*

Connect with us: *marriottalummi.byu.edu*, *facebook.com/byumpa*, and *twitter.com/BYUmpa*

OUTREACH

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Student News

EMPA CANDIDATE SPREADS JOY THROUGHOUT THE WORLD

Regina Klitgaard's children used to tease her about her lack of technological knowledge, but recently they have been singing a different tune.

This year Kiltgaard was appointed executive director of World Joy Inc., a nonprofit organization that serves thirteen small rural villages in the Atiwa District of Ghana. Through this job Klitgaard has learned to embrace technology by redesigning a web site, figuring out the logistics of QR codes, and creating brochures and pass-along cards, and now she says her technological knowledge surpasses her children's.

Her Cinderella story began in 2009, ten years after earning her undergraduate degree at BYU in family relations, when she began her Executive Master of Public Administration at the Romney Institute. As part of the Marriott On-Board program, she served on the board of directors of World Joy in 2010 and observed and learned as a non-voting member. One year later she was directing the meetings.

"I never expected to see myself in this position at this time in my life," Kiltgaard says. "I can honestly say that I would not be where I am today without my education. Through the EMPA program I have the skills to get into the job market and to feel confident."

Kiltgaard began her career in media relations with Utah Governor Norman Bangerter and then in constituent services for Governor Mike Leavitt. After devoting a few years to her three children, Carissa, Gavin, and Maddison, and encouraging her husband's entrepreneurial pursuits, she started working again at Entertainment Publications in 1998.

Now as director of World Joy and as an EMPA candidate, she works to fulfill World Joy's purpose: to offer strength and sustainability to existing government-based health and education programs to the Ghanaian villages. Since the organization's start

in 2005, World Joy has constructed seventeen schools, excavated fifty-three deep water wells, completed three health sanitation facilities, established two health clinics, trained six hundred teachers, and established a community library.

Kiltgaard's skills have not only made a difference in Ghana but are also earning the esteem of her current classmates as well.

"Regina is a thoughtful and professional business woman with the warmest smile. She is always ready to help," says Valerie Meade, representative of Kiltgaard's EMPA Class of 2012. "She gives every project 100 percent and always wants to make sure all sides of an issue are covered fairly."

Kiltgaard will graduate from the EMPA program in June 2012 and plans to continue with her current job after graduation. She says the MPA program courses have led her on her path to success, especially the finance, nonprofit structure, and organizational behavior classes.

"Dr. Jeff Thompson's research on meaningful work has heavily influenced me to be where I am today," Kiltgaard says. "I have found my life's mission, and it is incredibly rewarding despite the many sacrifices. Passion is a true requisite for all those engaged in meaningful work, and I have found this to be the case while taking on the role of World Joy's executive director."



Alumni News

ALUMNI BUILDS HOPE IN EL SALVADOR



Dale Wegkamp, a 1985 Romney Institute graduate, tried retirement for a little while. Six months after leaving the FBI in February 2008, however, he was on a plane to El Salvador heading back to work.

Wegkamp leads an important project for the U.S. Agency for International Development (USAID). As part of Checchi and Company Consulting Inc., he is chief of party in a project focused on improving the justice system in El Salvador, especially law enforcement.

"It's a job with fulfillment," Wegkamp says. "You see the result of your effort as you help people improve their circumstances."

He and his team of more than forty full- and part-time employees/consultants work with judges, prosecutors, police, non-governmental orga-

nizations, and civil representatives to improve effectiveness and efficiency of their institutions. They also engage in development activities, including the establishment of domestic violence and rape crisis centers. Thus far, the project has launched five centers that serve as a refuge for women and children, providing counseling, legal guidance, medical attention, and vocational training.

"The centers are what I am most proud of, because prior to us being here, they were not in existence," Wegkamp says. "Between those two types of centers we are helping more than three hundred people a month."

He says that on the day the most recent rape crisis center was inaugurated, there were already four sexually abused children on the steps seeking attention.

Wegkamp cites the domestic violence centers as an example of the rewards that come from the work he is doing in El Salvador. The first center just celebrated its one-year anniversary and since then more than sixty graduates of the vocational program sell crafts and goods to support their livelihoods.

"It takes a lot of courage and tremendous effort to make the decision to leave an abusive environment," Wegkamp says. "To see those women succeed on their own in just one year is very gratifying."

Wegkamp recently received progress reports back from five of the ten

different communities that are participating in the community-policing initiative. According to the reports, there has been a 27 percent decrease in homicide rates and 33 percent decrease in robbery rates. USAID's efforts, as paired with the consulting company, are so successful that El Salvador has requested nine additional domestic violence centers and seven more rape crisis centers be established.

David Hart, director of the Romney Institute, also participated in the USAID program. While in El Salvador, he designed a leadership and organizational change course that is geared toward helping justice officials become better leaders and strategic thinkers. He established the curriculum and then turned the materials over to the consulting company and to Wegkamp, who he says has a "quiet charisma."

"It is a very sensitive process for someone to come in from the outside and offer suggestions, but one of Dale's biggest strengths is his ability to develop relationships," Hart says. "He gains the trust of those he works with and offers helpful and insightful recommendations for improvement. This puts them in a position to help themselves."

Wegkamp will continue to lead this project and is in process of rebidding for Checchi and Company Consulting's contract that expires with USAID July 2012. He and his wife, Lisa, live in El Salvador.

A LIFE OF POLITICS AND DEDICATION TO COUNTRY



Politics run in Albert Brechtefeld's veins. With a brother who was a minister of finance and now is a Cabinet member in the Republic of Kiribati, a father who just retired from his position on the Cabinet, an undergraduate degree in political science, and an MPA from the Romney Institute, Brechtefeld didn't stand much of a chance for avoiding the public eye.

Last October he ran for one of the forty-five openings in the parliamentary body on the islands of The Republic of Kiribati, an island nation located in the central tropical Pacific Ocean. He started his campaign two weeks before the election against many other candidates who had been campaigning for years.

"My goal was to test the waters and to try and change the way people have campaigned since Kiribati's independence in

1979," Brechtefeld says. "Bribing is very prevalent in the election process."

Brechtefeld says that what made him stand out from the other candidates is that he didn't spend a dime.

"During the election I didn't sponsor transportation to pick people up and take them to the polls," Brechtefeld says. "If people wanted to vote for me, I wanted them to make their ways to the polling station and mark my name."

Many people did put a tally next to his name. Out of sixteen candidates running in South Tarawa, the capital of Kiribati, Brechtefeld placed sixth—just one spot short of making it to the second round.

"What I think really attracted people to my platform was that I didn't promise anything impossible, and a lot of other candidates promised things that would never materialize, like raising the minimum wage," says Brechtefeld, a 2008 MPA graduate.

The one thing Brechtefeld did promise was to clean up the island. The first element in his platform was to implement laws that would enforce littering rules. He says that often a garbage bin will be sitting on the road sporting a sign that says "Keep Tarawa Clean," and it will be empty with trash surrounding it.

"I wanted to change the mentality from 'my trash is your responsibility,' to

'my trash is my responsibility,'" Brechtefeld says.

The two other components of his running campaign were to bring clean water and refurbished toilets to the island. He says that in the past the government has built toilets everywhere, including people's houses, but they were not maintained and became run down. He says there needs to be repercussions for ruining public property—even if it is in citizens' homes.

"We need to have a basic infrastructure," Brechtefeld says. "We have to attract more people. Kiribati is already beautiful, but if we clean it up and make it even better, tourism will flourish and help Kiribati grow."

Brechtefeld is currently an administrative services manager for the LDS Church's seminary and institute program on South Tarawa. He is responsible for overseeing the budget and the human resources departments and will continue to work on the Island of South Tarawa and get his name out among the people.

"My goal is to become the president of Kiribati someday, one who hasn't bribed his way into politics," Brechtefeld says. "On my first try I almost made it to the second round, so I think the next four years will be enough to get my message out to the people."

Ethics, cont.

faculty and recorded in an electronic database by students who oversee the project. It is designed so any Marriott School professor can access case studies, movies, books, and especially online material pertaining to ethics to help students prepare for the ethical situations they may face in the world.

Research is also a priority for Romney Institute faculty. Agle, Hart, and Thomp-

son are collaborating with fourteen students to write a book of compiled business ethics research. These faculty have also published many articles in professional journals including Agle's article for the *Academy of Management Review*, which has been cited thousands of times and has become a classic in the ethics world.

Dave Hart, director of the Romney Institute, says this ethics initiative also has

an underlying goal outside of just increasing ethics awareness within the Marriott School.

"Our ultimate goal is to be known as one of the premier ethics programs in the world," Hart says. "We want to be the place where people come if they want to access research, receive training, and access teaching materials or just to learn more about ethics in general."

FRANCINE GIANI RECEIVES WRIGHT ALUMNI AWARD

The Romney Institute awarded Francine Giani, executive director of the Utah Department of Commerce, with its 2011 N. Dale Wright Distinguished Alumni Award. The award is one of the most esteemed accolades given by the institute and was presented to Giani at a luncheon in her honor.

“Francine truly embodies the values that we at the Romney Institute believe a public servant should hold: tireless service, a relentless defense of the public good, and grassroots volunteerism,” says David Hart, director of the Romney Institute. “She is truly an amazing person who always impresses with her dogged determination in protecting the public interest.”

The recipient is chosen by the Romney Institute faculty annually to recognize a graduate who has demonstrated service and leadership in the work environment and community; maintained and exhibited high standards of excellence; and



gained the respect and loyalty of colleagues, peers, and family. The award was named for former Romney Institute director and professor of thirty-three years N. Dale Wright, who attended the luncheon and presented Giani with a painting he made for her.

Utah governor Gary R. Herbert declared 11 Nov. 2011 as Francine Giani Day. “Whereas Francine’s career has been defined by her willingness and ability to stand up to corruption, criminals, and cowards, and furthermore, Francine’s efforts have brought both public and legal attention to the perils of white-

collar crime in Utah,” the declaration read, which also noted other achievements of Giani’s career.

Giani was appointed executive director of the Utah Department of Commerce in July 2005 by governor Jon M. Huntsman Jr. As executive director Giani is responsible for policy making and management over six division directors. Her department is responsible for the regulation of hundreds of industries and the issuance of more than 300,000 licenses.

More recently, Giani was appointed by Governor Herbert as the Department of Alcoholic Beverage Agency’s temporary head following the discovery of mismanagement and corruption within the department.

Giani spoke about her responsibilities in government and the impact one agency can have on the public interest.

“You might be surprised at what aspects of your lives are affected by the DABC operations,” Giani said. “School lunches statewide are funded and crime and impaired driving are reduced when the DABC properly enforces its standards. It has been eye-opening to discover how much I can serve the public through an agency that sells alcohol.”

During her speech, Giani also mentioned several faculty members from the Romney Institute who added valuable skills to what she called “her MPA toolkit.”

“I value my professors who generously shared their knowledge and vision,” Giani said. “Their leadership and backgrounds from local and state government to international government and development helped give us a broad scope as well as lessons learned from day to day management in different organizations.”

Giani graduated with a Bachelor of Arts in communications from Hunter College and went on to work briefly at ABC News. Previous to her appointment in the Utah Department of Commerce, Giani served as a press secretary and policy advisor to former Utah governor Norman H. Bangerter from 1984 to 1992 and as a Centerville City Council member from 1992 to 2000. She was appointed director of the Division of Consumer Protection in 1992.

COMING FULL CIRCLE: FORMER ROMNEY ASSOCIATE'S MEMORIES

Patricia Nicklin, CEO for the Partnership for Public Service in Washington, D.C., is not an alum, student, or professor in the Romney Institute. But her experience with George Romney made her an invaluable speaker for the institute's lecture series last fall.

In 1990 Patricia Nicklin was working as a team leader for McKinsey & Company, an international strategic consulting firm, when former president George Bush came to the company. He desired to create a non-profit, non-partisan organization. Nicklin was assigned the task to write a strategic plan for what eventually became the Points of Life Foundation.

Through this assignment she crossed paths with George Romney for the first time. He was head of the National Volunteer Center at the time, and soon after the center merged with the Points of Life Foundation. This is where she began to learn from whom she called the master of volunteerism.

"George Romney arguably had more knowledge about volunteer service than anyone," Nicklin says.

Her most prevalent memories of Romney center around his leadership style and ideas about volunteerism. His first priority, she says, was a vision to get the whole nation active in his passion: volunteer service.

"He wanted to mobilize the country to volunteer service like you might mobilize a country going into war," Nicklin says. "He believed it took leadership from the highest levels, including CEOs and presidents of the United States."



Tanya Harmon (left), career services director, and Pat Nicklin (third from right) with current MPA students at November 2011 lecture.

She also says Romney was persistent. He would never let go of an idea. For example, he had an idea to hold a summit of all the living presidents to discuss volunteer service. Three days after he died, the event was confirmed to become a reality.

"He wasn't there to see it, but it did happen and it was incredible," Nicklin says.

Her job performance today at the Partnership for Public Service continues to be affected by her association with Romney. The mission of the organization is to inspire a new generation to public service in the federal government and to help agencies operate more effectively.

"Because we work on talent management and leadership issues in government, just being able to reflect on his example and leadership style is very helpful to me here," Nicklin says. "It's wonderful to have learned from someone who I think is the master."

Romney would invite Nicklin to walk with him as they went to meetings with President Bush in the White House. Rom-

ney would discuss the state of volunteerism with Nicklin and give her career advice. Nicklin paired this treasured wisdom with some of her own as she spoke with Romney Institute students.

"Think creatively about how you're going to make an impact," Nicklin says. "Don't just think of nonprofits as a big block, but know how for-profit, not-for-profit, and government sectors work together. Think of what you're good at, and match it to an opportunity."

She says she found BYU students to be wonderful, which was no surprise to her as she currently works with three Romney Institute graduates. She also loved experiencing the beauty of Utah and energy of BYU for the first time.

"I want to thank the school for providing me with the opportunity to reflect back on this time in my life," Nicklin says. "It's wonderful that the institute is named for someone with Governor Romney's values. This is an incredible place to be."

romney institute

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

CLASS REPRESENTATIVES

Name	Program	Year	Name	Program	Year	Name	Program	Year
Marissa Widdison	MPA	2011	Chris Hillman	MPA	1999	Scot Townsend	MPA	1987
Trent McCall	EMPA	2011	David Pack	EMPA	1999	Mark Stimpson	EMPA	1987
Heather Morgan	MPA	2010	Darren Marshall	MPA	1998	Michael Murphy	MPA	1986
Golden Thomas	EMPA	2010	Shannon Lavine	EMPA	1998	Matthew Salmon	EMPA	1986
Bryan Moore	MPA	2009	Scott Snow	MPA	1997	Woody Edvalson	MPA	1985
Matthew Christensen	EMPA	2009	John Arnold	EMPA	1997	Position Vacant	EMPA	1985
Clayton Fulton	MPA	2008	Cameron Martin	MPA	1996	Ivan Legler	MPA	1984
Gary Whatcott	EMPA	2008	Position Vacant	EMPA	1996	Jay Baldwin	EMPA	1984
Brooke McIlvain	MPA	2007	Reece DeMille	MPA	1995	Gwen Young	MPA	1983
Weston Parsons	EMPA	2007	Laurel Timmins	EMPA	1995	Bryant Howe	MPA	1982
Cheya Wilson	MPA	2006	Bryan Montgomery	MPA	1994	Morgan Busch	MPA	1981
Elaine Jarvie	EMPA	2006	David Puett	EMPA	1994	James Young	MPA	1980
Rebecca Gledhill	MPA	2005	Sam Penrod	MPA	1993	Mary Wintch	MPA	1979
Michael Colledge	EMPA	2005	Nancy Hamberlin	EMPA	1993	Thomas Perry	MPA	1978
Chris Silvia	MPA	2004	Alan Johnson	MPA	1992	David Oyler	MPA	1977
Kena Mathews	EMPA	2004	Kathryn McGregor	EMPA	1992	Susan Wakefield	MPA	1976
Korban Lee	MPA	2003	Kent Streuling	MPA	1991	Max Greenhalgh	MPA	1975
Randy Johnson	EMPA	2003	Position Vacant	EMPA	1991	Stewart Smith	MPA	1974
Cody Strong	MPA	2002	Trisha McDonald	MPA	1990	Michael Turner	MPA	1973
James Crane	EMPA	2002	Sam Hanson	EMPA	1990	John Darrington	MPA	1972
Johnathan Ward	MPA	2001	Chris Brady	MPA	1989	Ruth Jefferies	MPA	1971
Terri Zaugg	EMPA	2001	Rick Duckworth	EMPA	1989	Gordon Bissegger	MPA	1970
Janell Johnson	MPA	2000	Doug Crabtree	MPA	1988	Dale Wright	MPA	1966
Kevin Nichol	EMPA	2000	Kevin Clayton	EMPA	1988			