

# Outreach

George W. Romney Institute of Public Management

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## The Olympic Edition

**H**osting the Olympics brings opportunities for service... approximately 26,000 opportunities. And where there is service, there are MPA students. Five of our students and one of our faculty took a minute out of their busy schedules to share some of their Winter Olympiad experiences.

**Allen Powell, Class of 2003:**

I enjoyed being around people from all over the world. Usually the work was simple for me—I stood at bus doors at Soldier Hollow to make sure people didn't under or overfill them. Some of the busses were old (pulled from a bus graveyard in California and they didn't come close to meeting emissions.)

Naturally, there were people here from all over the planet. I enjoyed meeting groups from so many nations. On one particular day, I spoke to some Chilean fans in Spanish, to a Chinese couple in my limited Mandarin, and to a Swiss couple in French. Where else could I have done that other than in NYC's JFK airport?

On one particular day, I spoke to some Chilean fans in Spanish, to a Chinese couple in my limited Mandarin, and to a Swiss couple in French. Where else could I have done that other than in NYC's JFK airport?

-Allen Powell,  
Class of 2003

I have some grand memories of serving on TEAM 2002. The founder of the Olympic movement, Pierre de Coubertin, said, "The important thing in the Olympic Games is not winning but taking part. Just as in life, the aim is not to conquer but to struggle well." I am grateful that I had the chance to participate in the Olympics in Salt Lake City, and I will always cherish the memories that I made as a volunteer.

**Ryan Lambert, Class of 2003:**

volunteered full time as a media cook, cashier, and sandwich maker at the

As the moment came and the WTC flag was announced, the sixty-five thousand people in the stadium from all over the world rose to their feet and went dead silent.

-F. Neil Brady,  
Professor of Public Administration

Peaks Ice Arena here in Provo. Ryan did his part to help international relations with our friends in the Baltics by serving a Sprite to the President of Latvia as she cheered on Latvia's women's hockey team. Not one to let such a once-in-a-lifetime experience slip by without a defining moment, Ryan "drank from the Sprite can that she left behind, just to say I did!"

**Barry Alfred, Class of 2003:**

I volunteered as a host for the Utah Olympic Park. The events offered there were bobsled, ski jump, luge, and

If there is any major boom in the economy it will undoubtedly be due to my band!

-Matt Young,  
Class of 2002

skeleton. I was involved in magnetometer and bag screening, ushering, access control monitoring, etc. It has been a great experience.

**Heidi Brady, Class of 2002:**

My husband and I volunteered at the Olympic Medals Plaza almost every night during the Olympics and LOVED it!

Interacting with spectators from around the world, seeing the medallists in their moments of glory, and meeting celebrities, athletes, and dignitaries are a few of the fun times we had!

**Matt Young, Class of 2002:**

I had the opportunity of playing in a band that provided some entertainment for potential business investors.

The State of Utah's Economic development board hosted multiple events at the Devereaux mansion just north of the Delta Center. This provided opportunities for businesses to establish business contacts and discuss potential development

(Continued on page 2)



Winter  
2002

# Department Updates

(Continued from page 1) throughout the state. If there is any major boom in the economy it will undoubtedly be due to my band!

## Admissions

I thought you might like to see what our applicant pool currently looks like as of March 1, 2002.

Last year we had seventy-seven applicants to the program. As you

can see we have already surpassed that mark, and we are confident that we will reach our goal of 115 submitted applicants. We will know for sure in two to three weeks.

Total Applicants:	129
Submitted Applicants to Date:	80
In-process Applicants to Date:	49
Female Applicants to Date:	46%
International Applicants to Date:	27%
Minority Applicants to Date:	9%

*Neil Brady, professor of public administration:*

One of the advantages of a job in academics is flexible time, which allows people like myself to accept other responsibilities that might make irregular demands on one's time and attention. I am fortunate to have been in the Tabernacle Choir for five years. Normally we rehearse on Thursday evening and sing on Sunday morning, but the past two months have stretched our endurance to the limit.

In the month of February we performed at the Opening Ceremonies of the Winter Olympics, thirteen presentations of "Light of the World", four major concerts with guest artists, four broadcasts of "Music and the Spoken Word," and four "mini-concerts" following each Sunday broadcast. Most of these performances also had ticketed dress rehearsals.

Although we were tired, we had some wonderful experiences. One, in particular, comes to mind... In January, we recorded an arrangement of the "Star Spangled Banner" that differed from every previous arrangement we had sung: it began very slow and soft. Nobody seemed to like it very much; we preferred something with a little more pizzazz. We couldn't imagine that a rowdy, football stadium crowd would go for it, either. On the evening of the Opening Ceremony dress rehearsal we heard some news: We would be singing the Star Spangled Banner, not to the U.S. flag already flying in the stadium, but to the World Trade Center flag as it was slowly carried into the stadium. This decision had been made only a day earlier. As the moment came and the WTC flag was announced, the sixty-five thousand people in the stadium from all over the world rose to their feet and went dead silent. Then we sang, "Oh, say can you see..." in a very hushed and reverential way, as it had been recorded in January. It was perfect—exactly the right response to

(Continued on page 7)

## Fundraising

At the November 2000 meeting of the Romney Institute Advisory Board, a goal was set to raise one million dollars over the next five years to endow various scholarships and ensure the institute performs at a high level.

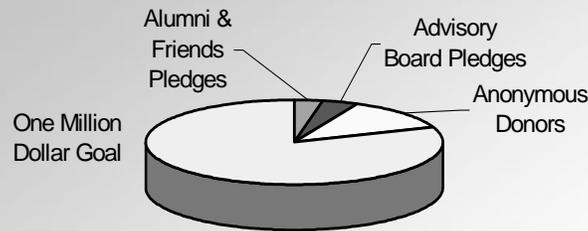
Last year, generous anonymous donors agreed to make donations and pledges to BYU through 2003. In conjunction with those donations the MPAA asked each current student to pledge \$125 over the next three years to the Marriott School Dean's Annual Fund. Advisory Board Chair Kent Colton issued a challenge to board members that they should be responsible for at least 50% of the institute's pledged income. The leaders of the Alumni & Friends—City Managers asked members of

their group to pledge 1% of their income to establishing an urban management scholarship, and 100% of the Romney Institute faculty have pledged financial support to help meet our goal.

Through the efforts of these leaders and many generous contributions and pledges received over the last year, we are well on our way to meeting our one million dollar goal. Alumni and Friends have pledged more

than \$30,000; Advisory Board members, \$39,000; and anonymous donors more than \$120,000, for a grand total of \$192,337 pledged to the Romney Institute over the next four years.

If you would like to make a donation, please send a check made payable to the Romney Institute in care of Robert J. Parsons, 760 TNRB, Brigham Young University, Provo, UT 84602.



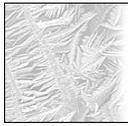
## Placement

Thank you to all of you, alumni and friends, for being so willing to help our students when they have called. They are well on their way to finding internships for this summer and jobs to begin upon graduation. As you know, they are

wonderful students and have learned the skills necessary to be successful in their future endeavors. We set a date at the beginning of the school year to have our students placed by March 15, 2002. They are each working earnestly toward that goal.

If you know of any internship or job opportunities that you would like our students to be aware of, please contact Debra Gibbons at [debra\\_gibbons@byu.edu](mailto:debra_gibbons@byu.edu). Information will be passed on to the MPA students the day it is received.

Thank you.



# Student Spotlight

## Getting to know Michael Chinn

As the spring of 2002 is rapidly approaching, the second year students are anxiously pursuing job possibilities. One student in particular from the graduating class of 2002 has proven to be successful in his pursuit of a career in public administration.

Michael Chinn is from Burley, Idaho, and is the oldest of seven children. He served a mission in Riverside, California. Mike attended Ricks College where he completed his general studies, then transferred to BYU and completed his bachelor's degree in political science in the spring of 2000.

Mike's decision to go to graduate school was due to his strong desire to serve in the public sector. After completing his first year in the MPA program, Mike accepted an internship with Sandy City, Utah. His first assignment was in the risk management department. His major assignment was to duplicate the statewide audit that was performed in 1994. The audit consisted of analyzing various risk management issues within the city's departments to see if they comply with state and federal codes and regulations. Mike was given the opportunity to develop his own auditing model that had to be approved through two city lawyers and the city manager, then distributed to each department. He was also able to be a part of troubleshooting claims that came in from city residents.



Mike stated that his internship with Sandy City taught him a lot. He was especially impressed with the weekly excursions to different departments. He was able to view the various aspects of a city and specifically, learn how to run a city such as Sandy. Mike also stated that Sandy City is great place to work because of the friendly atmosphere.

I went through the MPA program to give back to my country and society what they have given to me. In other words, I needed a career that didn't focus on myself or the organization, but on those we serve.

-Michael Chinn,  
Class of 2002

At the close of Mike's internship he concluded that although he enjoyed many aspects of city government, he felt more inclined to serve in the public sector on a higher level.

During his second year of graduate school, Mike investigated the possibility of working for the federal government. His diligent efforts provided him with a position at Hill Air Force base training as a logistic management specialist. Specifically, the position is called the PALACE Internship. It is a civilian internship that includes intense three-year training in a specific field. Mike manage the life of weapon system, i.e., aircraft, missiles, and helicopters. He will work with a contractor to plan and implement the repairs, inventory, testing, deploying, and retirement of a weapon. Mike is excited to begin his new career.

Mike noted that the MPA program has given him a better understanding of what to expect in the future and has reinforced his original desire to serve in the public sector.

## A Second Opinion from Classmate James Manning

Michael James Chinn was raised in a small farming community in Southern Idaho. He was raised with the gospel in his life and served a full-time mission in the Riverside, California Mission. While at Ricks College, he was actively involved in the college tutoring programs. At BYU he quickly became involved in the campus tutoring efforts and has had a great deal of influence in helping shape the program into what it is today—tutoring thousands of students with hundreds of different courses. He has been actively involved in organizing clubs on campus as well as participating on various committees for campus events. The MPA fits very well with his interests as he has long had a desire to find a career where he can have an influence on the lives of others for good. He is excited about his new position with the Air Force, and his family has been very supportive and excited about his decision to accept this offer (his father served in Vietnam and his brother is active with the Army). Mike spends his time cycling, playing his acoustic guitar, socializing with the lady folk, and on occasion, studying for his classes.

Mike has a desire to work in a career where he feels that the time he is contributing is making a difference in society. He strives to be honest with those around him and at times can even be more blatantly honest than people would prefer. This is also how he prefers others to deal with him—to just say things how they are rather than trying to sugar-coat things. He is not afraid to see things and comment on how they actually are rather than how others would prefer them to be viewed. He is actively involved in his ward and takes the time to work on all aspects of his life including the spiritual, physical, and mental.

# Alumni and Friends Continue to Gather

# Institute I

-Jennifer Francom,  
Class of 2002

Dr. Robert Parsons is on the move again! He continues efforts to gather with MPA Alumni & Friends throughout the United States. His recent travels have taken him to Washington, D.C.; Dallas, and Houston Texas.

In Washington, D.C. Parsons attended the National Association of Schools of Public Affairs and Administration (NASPAA) National Conference. While attending the conference he met twenty MPA Alumni on Friday, 26 October 2001 at the *America* restaurant located at Union Station. The visit was informative and enjoyable as Parsons was able to discuss the latest developments within the MPA program, and alumni were able to share their career successes in the public administration field. People in attendance included: Mason Bishop, Norman Boyle, Robert Carver, Kerry Dexter, Brian Johnson, Laura Kaloi, Anthony King, Nickolas Mazanix, Dana Mellerio, Derek Miller, Stuart Nelson, John Parks, Blake Jones, Ray Sudweeks, Michael Turner, and Corine Larson.



This winter Parsons traveled to Texas to meet with alumni who freely give that southern hospitality. On 24 January 2002 in Houston, Texas, Parsons met with Al Haines, city manager of Houston, toured the city facilities, and met Haines' staff. In conjunction with Parsons' visit, he joined an Alumni and Friends group at the Brazery Restaurant, located inside the downtown Doubletree Hotel. CEO of Deloitte and Touche, Scott Huntsman, was invited to attend personally by Rex Billings, class of 2001, who is employed at Deloitte and Touche as well. Others in attendance were: Al Haines, Greg Martin, Craig Redding, Joel Richards, David Rowe, and Kevin Watts.

On 25 January 2002, Parsons met alumni and friends in Dallas at the *Le Madeline* restaurant for a cozy gathering of seven people. Those in attendance were: DeeAnn Cheatham, Dale Cheatham, John Koerner, Ryan Judy, Dave Salil, Philip Sanders, and Tom Ward. Though small in number, Parsons enjoyed the alumni and friends who were able to come and share with him their latest accomplishments.

Parsons will be in Phoenix, Arizona on 25 March 2002, where he will join alumni and friends at The Matador Mexican restaurant.

Coming in Fall 2002, the Romney Institute of Public Management will be hosting luncheons for all Alumni and Friends in Utah, Davis, and Salt Lake Counties, as well as St. George. Watch for future dates and times, and feel free to email: [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu), if you would like to be involved in any way.

To see upcoming luncheons, visit <http://marriottschool.byu.edu/mpa> and follow the links to Alumni & Friends and Alumni Events.



## Upcoming Reunions

In the Fall 2001 issue we reported on the MPA reunions held by the Classes of 1991 and 1994. Since that issue, additional reunions are in the works for this year, 2003 and 2004. Each of the reunions has a class representative helping with the planning. Here is a list of each reunion, the information we have to date, along with the class representative and email contact. If you would like to help organize a reunion for your class, contact Vicki Okerlund at [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu). If you are hesitant about volunteering your services, don't be. Part of Vicki's job is to help plan these reunions—which means we book the event, help with mailings to your classmates, and help with other things as needed.

### Class of 1992 (daytime)

Date: Friday, 4 October 2002  
Class representative: Keith Morey  
[kmorey@sjordan.state.ut.us](mailto:kmorey@sjordan.state.ut.us)

### Class of 1982 (daytime)

Date: Thursday, 3 October 2002  
Class representative: Bryant Howe  
[bhowe@le.state.ut.us](mailto:bhowe@le.state.ut.us)

### Class of 1993 (daytime)

Date: Friday, 3 October 2003  
Class representative: Rex Facer  
[rfacer@byu.edu](mailto:rfacer@byu.edu)

### Class of 1994 (daytime)

Date: To be determined  
Class representative: David Salazar  
[dsalazar@udc.state.ut.us](mailto:dsalazar@udc.state.ut.us)

### Class of 1992 (executive)

Date: Friday, 11 October 2002  
Class representative: Ralph Clegg  
[ralph@state.ut.us](mailto:ralph@state.ut.us)

### Class of 1982 (executive)

Date: Friday, 20 September 2002  
Class representative: Blake Chard  
[bchard@aros.net](mailto:bchard@aros.net)

### Class of 1993 (executive)

Date: To be determined  
Class representative: Julie Cloward  
[julie.cloward@byu.edu](mailto:julie.cloward@byu.edu)

### Class of 1972

Date: Friday, 18 October 2002  
Class Representative: David Gunn  
[david@mtnvalleyredcross.org](mailto:david@mtnvalleyredcross.org)

### Class of 1973

Date: To be determined  
Class representative: Ed Blaney  
[eblaney@wfrco.org](mailto:eblaney@wfrco.org)

# formation

## New Website for the RIPM

We've been working hard to keep our alumni aware of what's going on here at the Romney Institute. Our most recent effort is an updated web site. It can be accessed at <http://marriottschool.byu.edu/mpa>.

New features on the web site include a history of the department, an outline of curriculum, links to applications, student body demographics, student life, past internships, placement information, and a calendar of upcoming events (reunions, luncheons, group meetings, etc.).

Watch in the next month for updates to the Alumni & Friends section of the web site including:

**Advisory Board Information**—See the faces and learn the stories of the Romney Institute Advisory Board, the people responsible for the future of the Romney Institute and the MPA program.

**Outreach Online**—Access issues of the Alumni Newsletter, contribute articles or pictures, or e-mail to let us know how we can improve your newsletter.

**Alumni Accomplishments**—We have more updates than we can fit in the newsletter, and we want to show the world what our alumni have been up to.

**Groups and Conferences**—See what's happening with the Alumni & Friends of the George W. Romney Institute of Public Management, and learn how to join our groups in conjunction with professional conferences (ACHE, GFOA, ICMA, NCSL, SHRM).

**Reunion Information**—Learn about your class reunion, find out who to contact from your class for more information or to lend a hand, or take initiative and find out who to contact here at the institute for help planning your class reunion.

**Alumni Events Calendar**—Follow the links to an online calendar of institute happenings.

Available links:

**BYU Alumni**—Update your contact information, and find out how to contact your classmates online.

**E-recruiting**—Post openings to recruit MPA students to your organization.

**Alumni Placement**—Access a large network of BYU alumni for help with job searches and career placement.

**Records Office**—Request copies of your transcripts from BYU Records.

We hope you're as excited about these additions to the information superhighway as we are. We look forward to hearing your comments and suggestions for improving our services to you. Email us at [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu) to let us know what you think!

### MPA CALENDER EVENTS

Alumni/Friends Search

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
March 2002							
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Add/Edit Event

## Conference Gatherings of Alumni & Friends a Success

As reported in the Summer 2001 issue of *Outreach*, the Romney Institute has established several new alumni and friends groups similar to the ICMA alumni and friends group. All of these groups have held their first initial organizing meeting in conjunction with their respective conferences. Each of the groups are functioning and are making plans for this year's conferences. Here is a summary of the first meetings:

**Healthcare Professionals—ACHE Conference.** The ACHE Conference was held in Chicago, Illinois, 17-21 March 2002. Current MPA students interested in a healthcare profession attended the conference along with Dr. Robert Parsons from the Romney Institute. Attendance was excellent.

**Finance Officers—GFOA Conference.** The GFOA conference was held in Philadelphia, Pennsylvania, 3-6 June 2001. On Sunday, 3 June 2001, a testimony/sacrament meeting was held for all LDS GFOA members and their families. This was the first formal meeting of the BYU Alumni and Friends—Finance Group. Approximately forty people were in attendance, eighteen of which were government finance professionals. All finance professionals in attendance were grateful for the opportunity to meet together in a "church setting" prior to the conference opening session. Also, the finance professionals elected to establish a group. Art Hunter, administrative services director of Sandy, Utah, agreed to take the lead. David Bass, finance director of Lake Forest, California, and Kent Rock, treasurer of Boise City, Idaho, agreed to provide assistance with the group. Plans are in the works for next year's meetings in Denver, Colorado 16-19 June 2002.

**Human Resource Professionals (Private Sector)—SHRM Conference.** The SHRM Conference was held in San Francisco, California the week of 24 June 2001. On Sunday, 24 June 2001, a meeting to establish a BYU Alumni and Friends—Human Resource Group was held. Unfortunately, due to the inability to obtain a membership roster to send the initial letter inviting SHRM members to attend the meeting, the attendance was sparse. However, the few members that were there were supportive of the formation of this group. Since this initial meeting in June, the Romney Institute has obtained a membership roster of the Utah Chapter of SHRM. It is hoped that from this mailing list, attendance will be much improved at this year's meeting in Philadelphia 23-26 June 2002.

**State Legislatures and Legislative Staff—NCSL Conference.** The NCSL Conference was held in San Antonio, Texas 11-15 August 2001. On Sunday, 12 August 2001, the initial meeting to form the group was held. Approximately fifteen legislatures or legislative staffers gathered in San Antonio for the first meeting of the group. All were excited about the creation of this group. Next year's conference is in Denver 22-28 July 2002.

**City Managers—ICMA Conference.** The BYU Alumni and Friends Group for City Managers is still two-hundred members strong. The annual conference will be held this year in Philadelphia from 29 September to 2 October 2002.

If you attend any of the conferences listed and would like to be a part of the group, email us at [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu).

# Alumni Updates

Barbara Hood Zapata  
Class of 1982

## Krescent Hancock Class of 2001



*"The Presidential Management Intern (PMI) Program was established by Executive Order in 1977 to attract to the Federal service outstanding individuals from a wide variety of academic disciplines that have an interest in, and commitment to, a career in the analysis and management of public policies and programs. By drawing graduate students from diverse social and cultural backgrounds, the PMI Program provides a continuing source of trained men and women to meet the future challenges of public service."*

-pmi.opm.gov

Krescent Hancock pursued an internship with PMI last winter, where she was selected as a finalist and attended a PMI job fair in Washington, D.C. While in D.C., Krescent interviewed with different agencies. She had offers from FEMA, the FBI,

Veterans Affairs, and the Department of State. She was placed last year in Washington, D.C. as a coordinator for Support to Diplomatic Operations programs, in the Office of Intelligence Resources in the Bureau of Intelligence and Research. Her time with the State Department has been encouraging. "I get to do things that I didn't think about before, including some technical things I didn't think I was capable of," she said. Krescent has loved this position because of the amount of traveling she has been able to do. Her recent travels have taken her to New York to support Secretary of State Colin Powell at the UN General Assembly meeting in November, to the Bahamas in early February, and to Tokyo, Japan, also supporting the Secretary.

Krescent is planning on staying at the State Department at the conclusion of the two-year program. The PMI program offers additional training and rotation opportunities, and has proven to be a fast track into civil service. Members of the class of 2002 who have pursued the PMI internship are Amy Luke, Brad Barney, and Klint Johnson. Decisions will be made toward the end of March. We wish them luck.

-Jennifer Francom,  
class of 2002

## Kent Cooper Class of 1972

One of my favorite stake presidents counseled us to be on our best behavior until we are "safely dead." Having just completed thirty years of public service in local government, I am now "safely retired" and greatly relieved. During my last eighteen years, I served as town manager of Gilbert, Arizona, a suburb of Phoenix. When I assumed my duties, Gilbert was a community with six thousand people and sixty-five fulltime employees and was known as a rural farming community. When I retired last July, Gilbert had reached a population of 120,000 people with seven hundred fulltime employees and a budget of over two hundred million dollars. The US Census Bureau acknowledged Gilbert as the fastest growing city in the United States for the category of cities over 100,000 people for the decade of the 1990's. This growth rate necessitated a lot of innovation and a willingness to take risks. Gilbert's political climate has been consistently anti-growth over the years.

During my tenure, I worked for six mayors and thirty council members. Many of these people ran on a platform of getting rid of the pro-growth manager who is really running the town, not the council. This means that from 1983 to 2001 when I retired, my greatest challenge was to educate newly elected officials and win their support to allow us to implement financing tools and management practices which fostered success. Amidst the ever-changing political winds, the constant has been the long tenure of the town manager and several key department heads. Another challenge was outlasting the political control of the original town folk who only wanted acre lots and rural lifestyle in the middle of one of the fastest growing regions in America. About ten years ago, one citizen activist in his hospital death bed asked the mayor to fire me as his final wish. There is not a quick explanation for my success, but I can say that the principles taught at BYU are a solid foundation. There simply is no substitute for integrity-based service. My advice is to be skillful in standing for what is right, even to the point of putting your job on the line. I've found that even the people who didn't like me still respected honesty and courage.

-Kent Cooper

I first traveled to Ethiopia in 1998 to complete a community assessment and a business plan for the construction of the first healthcare facility in the community of Yetebon in the southern highlands of Ethiopia.

My work with the development of the hospital also includes coordinating a program to train local people to be healthcare workers. These workers in turn will train others so there continue to be skilled people to take care of patients in the clinic and hospital and to assist communities with public health education and disease prevention measures. This training program is sponsored through a large grant from Rotary International Foundation.

Local women are also being trained for hospital dietary, housekeeping, and laundry. Since I have no clinical skills, I happily taught these manual skill classes. Teaching hand-washing techniques and the use of bleach in water to clean counters and dishes has been an ongoing exercise.

As volunteers in third world countries, our impulse is to do and make things better for people who live in such grinding poverty. I think it is better for them if we see ourselves as facilitators and look for ways to build and improve upon what the people already do and know, filling in gaps. It is an integrated approach that will allow improvements to be sustained in the long run. Combining public health measures with better nutrition through new crops and improved animal breeding, building marketable skills among both women and men, and keeping technology at a level local people can maintain seems a realistic approach to community development. Without the training and economic improvement components, I fear we make something better for the moment but preserve the path for future devastation. For example, we vaccinate a child so she/he doesn't die of measles but instead dies of starvation a year or two later.

There are abundant opportunities to assist Ethiopian communities. There are schools to be built, children to be taught, sickness to be prevented and healed, farms to be improved, roads to be constructed, and lives to be improved. Many problems have such simple solutions, and so much can be accomplished with very little money.

-Barbara Hood Zapata

For the whole story, please visit our website:  
[marriottschool.byu.edu/mpa/alumni\\_friends](http://marriottschool.byu.edu/mpa/alumni_friends)

(Continued from page 2)

such a unique occasion. Who would have known? I am reminded of a lesson taught to us by our Choir Director, Craig Jessop. We had just had a similar experience singing a song for General Conference that we all thought was "corny." But as we sang the song, we all changed our minds; we knew it was perfect for the occasion. Craig said, "I will never again judge the worth of another piece of music without hearing it in the context for which it was written."

These two months the choir has sung with Sting, Yo Yo Ma, John Williams, Michael Kamen, the Kings' Singers, Frederica Von Stada, Evelyn Glennie, Mark Watters, and Richard Stolzman. Most have expressed considerable appreciation for the choir. Sting sent a message saying it was an honor to sing with us.

So, membership in the Tabernacle Choir is like anything else, I suppose. It is hard work, and it is a lot of fun. And it's very hard to remain depressed or angry or stressed out for very long. It's like having an ace pitcher on your baseball team whose turn to pitch comes around in the rotation every fourth game. You know your losing streak will never be longer than three. The same for the choir: I know that no matter how I feel on Monday, Tuesday, or Wednesday, I will be feeling great on Thursday. I have walked in the West Gate to Temple Square and taken my seat in the choir loft about eight hundred times now. And the result is always the same: whatever feelings I come with are all left at the door, and I am cleansed, energized, and encouraged. I leave with a smile. The Tabernacle Choir is my "drug of choice."

# Faculty Updates



N. Dale Wright,  
Associate Director

## Directorship Corner

### An Update on the Executive MPA Program

The EMPA program was launched in 1974 in Dugway, Utah. The first class consisted of military and civilian employees of the Dugway Proving Ground. Since that initial class nearly one thousand have graduated from the program. The Romney Institute continues its mission to improve management in public and non-profit organizations by providing an opportunity for those currently employed to earn an MPA degree.

The Romney EMPA is a mid-career, management-oriented program designed to enhance career mobility. Building on an existing career in the public or not-for-profit sectors, the program introduces students to new skills, knowledge, and contacts. These advantages create upward mobility and career flexibility options for graduates and allow them to explore a wide variety of management activities.

The EMPA program draws heavily upon students' practical experience. As a result,

applicants must have a minimum of four years full-time, professional work experience. EMPA students come from a variety of professional backgrounds including law enforcement; healthcare administration; city planning; federal, state, and local government agencies; and nonprofit organizations.

We are busily recruiting a class of 35 to 40 students for Fall Semester 2002. This class will meet on Thursday nights from 5:00 PM to 10:00 PM. The course of study lasts for three years. Classes are taught at the BYU Salt Lake Center on Highland Drive and 3700 South. For additional information please visit our website at <http://marriottschool.byu.edu/empa>.

If you have any colleagues in Salt Lake, Utah, Davis, Weber or Tooele Counties who are ready and eager to participate in the same excellent program you graduated from please have them contact:

EMPA Admissions Office  
760 Tanner Building  
Provo, Utah 84602  
(801) 422-4516  
[empa@byu.edu](mailto:empa@byu.edu)

I hope all is well with you.

## Faculty Articles

### Bob Parsons

"An Opportunity for HMO's To Use Marketing to Increase Enrollee Satisfaction"

*Managed Care Update*, Jan. 2001

Identifies the important consumer variables that result in HMO enrollee satisfaction, including access to the health plan including specialists, quality of care, customer service, and health promotion programs.

"Effect of Organizational Change on the Individual Employee"

*Health Care Manager*, June 2001  
(co-authored with Gloria Wheeler)

Increasing market pressures force companies to implement drastic organizational changes in order to remain competitive. The study provides information useful for dealing with employee satisfaction, morale, and trust during times of budget limitations.

"Orem's Tech Center and Revolving Funds"

*PM Magazine*, Nov. 2001

This article examines two local economic development programs that are proving successful at spurring job growth and economic development in local communities. Revolving loan funds and business incubators are described from the Orem City experience.

### Rex Facer

"Public Employment in Georgia State Agencies: the Elimination of the Merit System"

*Review of Public Personnel Administration* 22,2  
Georgia's 1996 elimination of merit protections for newly hired employees challenges the legal protections that act as a barrier to unfettered government action. This article reviews the implications of Georgia's reforms in light of constitutional protections and judicial precedent.

"County Revenues: A Survey of Authority and Practice"

*National Association of Counties*, Sept. 2001

Conducted for the National Association of Counties (NACo) to help assess the fiscal conditions of county governments across the United States. The study found that property taxes, sales and use taxes, and fees and charges for services were the three most important own-source revenues for counties.

"County Election Services: Results of a National Survey"

*National Association of Counties*, Apr. 2001  
Conducted at the request of NACo to provide additional information to the National Commission on Election Standards & Reform for their March 2001 meeting. The survey had responses from over 48 percent of the 3,067 NACo recognized counties and county-like governments in the United States. The survey reported findings on the number of elections and other general election questions, the voting systems used by responding counties, election financing, civic education, and election workers.

# Outreach

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Excerpt from a story that appeared on [wintersports2002.com](http://wintersports2002.com) on 20 February 2002. The headline: *Tabernacle Choir has been a shining star at Games*, by columnist Doug Robinson, *Deseret News*.

After a recent performance, a couple from Chicago asked an usher if they could meet Craig Jessop, the choir conductor. 'Of all the experiences we've had since being here, nothing has touched us more than being in the Tabernacle and experiencing this,' the man told Jessop. Weeping, he removed an Olympic pin from his lapel and pinned it on Jessop's coat. 'This is done with gratitude and love for what you have done,' he said. 'There have been so many experiences like that,' says Jessop.

