

## ENTER TO LEARN; GO FORTH TO SERVE

by Carolyn Grow Dailey

What a privilege it is to be with you this evening! It is a great honor to receive this recognition from the Romney Institute, the Marriott School, and BYU.

I recognize that my life is a tapestry, woven with the threads of wonderful family, great friends, and distinguished colleagues. There are many here this evening to whom I owe much for their influence on my life. Mother, it's particularly gratifying to have you here. You may not remember our conversation last month. You wondered what there was to look forward to at age eighty-seven. I mentioned that perhaps you could look forward to this evening. You asked what the occasion was and my husband, Ken, said "Mom, the Romney Institute is honoring Carolyn as Administrator of the Year." Then you poignantly questioned, "Well why would they do that?" And I replied, "That's a very good question, Mother." We laughed and noted that since the award is for 2008, I still have time to try to live up to it.

Recipients of this award during the past thirty-seven years—including government, educational, and religious leaders—have left some very big footprints. My shoe size is only an eight narrow. But the good thing about someone going in front of you with big footprints is that they set the pattern into which a skinny foot with a lengthened stride can follow. I recognize the never-ending challenge to lengthen my stride.

Fortunately, I can draw upon a rich heritage of support: the tapestry of family, friends, and colleagues I mentioned earlier. At the head of the list are my father and mother, Stewart and Sarah Grow, whose lives have exemplified the motto Dad submitted to BYU: *Enter to Learn; Go Forth to Serve*.

Since this motto also expresses the mission of the Romney Institute, I thought you might enjoy some insights behind this motto that Dad shared with me, both in word and in action. My comments this evening will explore the meaning of Enter to Learn; Go Forth to Serve.

### ENTER TO LEARN

Most of you probably thought the phrase "Enter to Learn" referred specifically to entering Brigham Young University. What you may not know is that it also referred to entering the Grow family dining room. Now while I admit that the motto was not physically posted in our dining area, it was most certainly practiced. Each evening, we were encouraged to share highlights of what we had learned that day and to discuss questions or challenges we had. Then the real fun started when Dad would pull out an encyclopedia or another appropriate resource to give us the "opportunity" of looking up the answer.

Furthermore, several times each month, our family dinners included one or more international students. On these occasions, we would also learn about the culture of our guests. I had the blessedly warped perspective that everyone grew up this way. Years later, I recognized how unusual it was to have such a culturally diverse learning environment at home. And I also recognized how much this has—and continues to—influence my life.

I learned through example that "*Enter to Learn*" has its greatest application in the home. Our home campuses are the foundation and the keystone for the things we learn as we study and participate in school, church, work, athletics, music, travel, adventure, and service. Each time I see the words "Enter to Learn," I can't help but smile and remember the valuable question: "Carolyn, what did you learn today?"

As I consider this question, I am reminded that the phrase “Enter to Learn” also applies directly to our mortal tenure here on earth. We have already committed that we would *enter* mortality in order *to learn*. So whatever our current circumstances as students, educators, administrators, entrepreneurs, retirees, volunteers, parents, or grandparents, we can all benefit from taking regular inventory, and asking ourselves: “What did I learn today? How can I apply it in my life?”

## GO FORTH TO SERVE

My father believed that learning should be applied. Thus, the second half of the motto, “Go Forth to Serve” followed logically. But service was much more than a logical action step to Dad. He saw service as both an obligation and a reward. He taught us that as we fulfill our responsibility to serve, we also have the opportunity to progress and mold ourselves into noble leaders who: *1) lift others, 2) do it right, and 3) take it on as a challenge.*

### First, lift others.

The principle that noble leaders lift others holds true, regardless of political or religious affiliation. In fact—though some of you may not believe it and certainly won’t want to admit it—this principle holds true even at the University of Utah. I had the good fortune of attending both BYU and the U of U, and I discovered that positive influences of each can be found in the halls of great rivals. During my studies at the University of Utah, I was blessed to be mentored by several of my father’s former students and colleagues, including President David P. Gardner, Vice President R.J. Snow, and Professor J.D. Williams. As a Republican, I’m not sure which was more fun: a friendly debate about politics with colorful Democrat J.D. or bantering with the best Republican Democrat I knew—my father. Friendly rounds of political sparring would often conclude on common ground as we discussed the positive attributes of world leaders who demonstrated the ability to lift others.

One of those leaders was Winston Churchill. One of the qualities we admired was that throughout his life, Churchill encouraged and furthered young politicians. It was one of the hallmarks of his success. He was an effective leader, to a large degree, because he surrounded himself with talented future leaders, and instead of being threatened by others, he took it upon himself to lift and empower them to achieve their potential.

I have had many “Winston Churchills” in my life. While I was a student, they not only mentored and lifted me but also encouraged and furthered other students. They taught me through their examples that noble leaders lift others and also rejoice when those whom they have mentored achieve their potential.

Such was certainly true for my father, as he watched his former students excel, including Rex Lee<sup>1</sup> and Elder Dallin Oaks, both of whom served as president of this fine university. Consequently, President Oaks became Dad’s boss.<sup>2</sup>

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<sup>1</sup> Rex E. Lee, then dean of the BYU Law School, spoke of Stewart Grow’s influence: “It is remarkable that the single individual who has had the greatest total influence on Mormon lawyers over the last thirty years is not a lawyer. That is not only remarkable; I submit it is also free from any serious dispute. Indeed, it is just possible that his influence on Mormon lawyers transcends that of anyone in the history of the church....” (These remarks were given at a banquet honoring Dr. Grow, on 6 October 1978, when the Stewart L. Grow Law School Scholarship was established.)

<sup>2</sup> Dallin H. Oaks, then president of BYU, wrote in a personal letter to Stewart Grow: “There is no way I can adequately express my gratitude for your influence on me as a student at BYU, as a student at the University of Chicago Law School, and as a young lawyer. I cannot even give illustrations. Your influence was too fundamental, too intertwined with the roots of my basic orientation, aspirations, and self-confidence. You had a unique influence. You persuaded me to set my sights

This particular lesson hit home for me when I was serving as student manager of our high school forensic team. It was my job to help my fellow thespians try to win the national championship. Setting our sights on the national title, we realized that each member of our team needed to be ready to excel in at least two of the following categories: debate, legislative forum, oratory, extemporaneous, or impromptu speech. Some of the most gifted members of our team had never contemplated an additional skill outside their one area of expertise. So we organized ourselves with each specialist assigned to mentor a fellow team member in an additional area.

I'll never forget when the colleague I mentored that year, Shane Swindle, ended up winning the state championship in extemporaneous speech. I came in second. Upon receiving the news, he looked me straight in the eyes and said, "Thank you for making this possible." I grew up a lot that day as I rejoiced in his success. I am convinced that we, as a team, went on to achieve our goal to become national champions, because we focused on lifting each other.

As we consider those who have mentored and guided us, those whose leadership roles have been defined with big footprints of service, it becomes clear that as we go forth to serve, we need to learn to set aside selfish interests and become *noble leaders who lift others*.

**A second insight behind the motto "Go Forth to Serve" is simply: Do it right.**

Ennobling service requires a solid foundation of guiding principles and values as well as goals. Most of us are fortunate to have been taught the importance of setting worthwhile goals and working honestly to achieve them. But the world in which we live presents many temptations and opportunities to justify a departure from ethical conduct.

Earlier this month, we had a workshop in South America for our ASCEND region managers. We were discussing how difficult it can be in developing countries to be honest, dependable, and accountable when corruption is an accepted "fact of life." I was sharing the story of our region manager in Ethiopia, Nigatu Ayele, who left his previous employer because he was asked to falsify information. Now, as region manager in our most challenging, bureaucratic country, Nigatu refuses to pay bribes and feed the corruption which chokes his country; he stands up for the rights of the people we serve.

After this discussion, our newly appointed region manager from Ecuador, Carlos Camacho, approached me. "Thank you for sharing that story," he said. "I too have had experiences similar to Nigatu. At the time you were interviewing me for this position, I did not want to talk badly about the organization with which I was serving, but I was similarly asked to submit false reports by my boss. When I refused I was told that my contract would be terminated. I hoped I could find an organization where integrity was valued, where it was a priority to practice what we preach. This was an important reason why I wanted to work with ASCEND."

As Carlos shared his experience with me, I felt fortunate that ASCEND has the solid service footprints of Founder Tim Evans and Co-Chairs Joel Madsen and Lynette Gay, whose guiding principles of integrity, innovation, and teamwork have established a path of "doing it right." Service loses its savor if we forget the foundation of why we serve in the first place. In each of our lives, we have the opportunity and responsibility to "do it right."

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ever higher and higher. I always felt your interest and confidence in me and your loving expectation that I would do the best of which I was capable. That was the measure of your influence on my life. And for that I will ever be grateful."

**A third insight my father often taught is that service is seldom convenient or easy, so we need to be prepared to “take it on as a challenge.”**

These words, spoken wisely by my father on many occasions, ring in my ears when things get tough: “Carolyn, take it on as a challenge.” As I have contemplated what it means to take something on as a challenge, I have come to appreciate the importance of being *committed to a mission, regardless of the weather*.

One of the activities my husband and I enjoy is hiking and mountain climbing. We have found some great life lessons in both our failures and our successes. About a year ago, we set aside the time after our humanitarian work to climb four peaks in Ecuador, each progressively higher. The highest mountain, Chimborazo, has an elevation just shy of 21,000 feet.

On two previous attempts to summit Chimborazo we were unsuccessful: the first due to lack of preparation, the second because of weather. During these two failed attempts, we learned the importance of being “battle ready;” that we must train well, eat well, acclimatize well, have proper equipment, and prepare for inhospitable circumstances, including poor weather. We also learned the importance of having excellent guides who were in tune with our abilities and goals and could balance them with their first responsibility of safety. We became a “battle-ready” team.

As we approached mighty Chimborazo on this third attempt, conditions, once again, were not great, so we waited an extra day to begin our ascent. Our guides determined that our best chance for success would be a seldom traveled and more difficult route. At 11 p.m., in the black of night and shrouded in dense fog, we finally began our journey. Progress was slow but steady up to 19,000 feet. This altitude had been the point at which we had turned back previously. And it was here that the route became so steep and technical that crampons and ice axes alone were not sufficient. But this time we were all prepared for and committed to the mission.

Our guides secured a fixed rope into the mountain. Then it was our task in the dark, cold night, to carefully pull our bodies up a 200-foot cliff. While recovering after conquering that obstacle, it was gratifying to look back to see half a dozen headlamps bobbing like “glow-in-the-dark yo-yos,” as others made their way up the cliff as well.

I am reminded of the quote by Ralph Waldo Emerson: “Do not go where the path may lead; go instead where there is no path and leave a trail.”

Chimborazo is a massive mountain, topped with a crown of four distinct summits. For the next two hours, we battled the altitude and blizzard-like conditions. Our progress was tedious with near hypnotic rhythm: one step, one breath, another step, another breath. Finally, we reached the second-highest summit called Veintemilla. With the aid of pre-dawn light, we were again pleased to catch glimpses of others still following in our footsteps.

Our clothing and the exposed parts of our faces were frozen, but our guides turned to us, offered warm congratulations for reaching Veintemilla, and asked if we wanted to continue to the highest summit or go down. “Is it safe to continue?” we questioned. “Yes, from here it is not so technical,” they replied. “But we must stay strong, and we must go quickly before the sun rise begins to melt the mountain.” Although I couldn’t imagine how the sun could melt the mountain in such a blizzard when I was so cold, we continued without delay.

We battled the elements for nearly another hour testing the limits of our commitment and determination. Still roped to our guides, we found ourselves calling upon their added strength and experience to keep us moving forward quickly. Finally, exhausted and spent, we reached our goal, the Whymper Summit. Only one other couple joined us on the highest summit of Chimborazo that day. At the time, I'm not sure we realized the significance of this or the wonderful lessons we were learning. After all, at 21,000 feet our brain cells were clearly not in top form.

But once we descended to the "oxygen-rich atmosphere" of about 19,000 feet, we began discussing what we learned from this experience in comparison to our previous unsuccessful attempts, and how we could apply what we learned to help us ascend future mountains of life.

Lesson 1: Find good guides and mentors. Learn from them and follow their wise counsel.

Lesson 2: Proper preparation and training are critical. Whether we are students in the MPA program or practitioners in the work place or in our homes, we cannot afford to sit back and assume what we have learned so far is sufficient to meet the challenges ahead. We must continue to learn and train; we need to enhance our strengths and endeavor to turn our weaknesses into strengths. One of life's brutal lessons is that complacency is a path to destruction.

Lesson 3: With proper preparation and training, when the storms of life come we will be able to dig deep in order to remain committed to our mission, regardless of the weather.

Lesson 4: Be a trailblazer. "Two roads diverged in a wood, And I took the one less traveled by; And that has made all the difference" (Robert Frost). Pursue your own route in life but always be willing to fix the line for others to help them succeed.

Lesson 5: Sometimes when we feel we are doing our best, we will be called upon to do even more. It is then that our ultimate guide and mentor, the Savior, will rope us up and give us the added strength we need to continue.

Lesson 6: It may take multiple attempts for us to reach the summit. We may fall short many times and experience rejection and frustration in our life's pursuits: careers, families, and personal progress. But if we are persistent and remain committed to our mission, regardless of the weather, the summits will come. We will experience the joy that comes from learning and serving well.

Rabindranath Tagore offered this explanation, "I slept and dreamt that life was joy. I awoke and saw that life was duty. I acted and behold, duty was joy." In this wonderful campus we call mortality, this is our charge: to find joy in our duty, to remain committed to our mission, to even be willing to go where there is no path and leave a trail. In the words of a wise mentor: "***Take it on as a challenge. Enter to learn; go forth to serve.***"<sup>3</sup>

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<sup>3</sup> In 1965, "Enter to Learn; Go Forth to Serve" was selected as one of two mottos to greet those entering BYU campus. Stewart L. Grow was quoted in the BYU newspaper that year, saying he thought Enter to Learn; Go Forth to Serve "fit so well the mission of BYU." Stewart also wrote the following in his autobiography: "Perhaps 'Enter to Learn, Go Forth to Serve' is also a distillation of my life's philosophy. We are born to gain experience in learning and have both the obligation and the reward of serving. The world has existed constantly with turmoil, war, and other troubles. Even so, man has survived and found pleasure in living. I know of no better way to expand the joy which man should have than to create a world in which all men will be motivated to learn and to serve each other."

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### **About the Speaker Carolyn Grow Dailey**

Carolyn Grow Dailey serves as president/CEO for ASCEND, a Humanitarian Alliance; she previously served as president/CEO/co-founder for Engage Now Foundation, and as CEO for CHOICE Humanitarian. During her administration of international humanitarian efforts, hundreds of thousands of impoverished children and families have been blessed through sustainable development programs in Ethiopia, Kenya, Mozambique, Bolivia, Peru, Ecuador, Guatemala, Mexico, Indonesia, India, Tibet, and Vietnam. Carolyn received the Freedom's Foundation Heroes Award. Her esteemed colleague Tim Evans noted, "Under Carolyn's leadership, we have seen unprecedented growth. Our rapid fiscal and geographic expansion is attributable directly to her."

Prior to her international leadership, Carolyn led successful national, state, and local political campaigns, nonprofit campaigns, events, and ongoing operations as an executive and consultant. She also served as president and vice president of publishing corporations and as partner in telecommunications consulting, which was recognized as Franchisee of the Year by the International Franchise Association. Carolyn and her husband, Ken, continue as partners in real estate.

Carolyn's educational background is in political science, mass communication, international development, and music. She is a National Harry S. Truman Scholar and has committed much of her life to public service. Having studied at both Brigham Young University and the University of Utah, Carolyn notes that her family proudly "bleeds both red and blue," and she gives credit to her parents, Stewart and Sarah Grow, for being great examples to her of the motto: Enter to Learn; Go Forth to Serve.

Carolyn loves her family, including husband Ken, children Ben and Rachael, and son-in-law Gavin Goodwin. Carolyn counts among her blessings the opportunity to serve her mother, Sarah, and to have such great family and friends. She has a history of service and leadership with The Church of Jesus Christ of Latter-day Saints, Rotary International, and other service organizations. Among Carolyn's passions is music: she is an accomplished violinist and concertmaster, enjoys singing in and conducting choirs, and arranging music. She also enjoys public speaking, sports, and adventures—including climbing Mt. Kilimanjaro in Tanzania; summiting Iliniza, Cotopaxi, and Chimborazo in Ecuador; riding her bicycle from Logan, Utah, to Jackson Hole, Wyoming (204 miles in one day); running rapids of Africa's Zambezi River; waterskiing the slalom buoys; and wakeboarding.