



# Outreach

George W. Romney Institute of Public Management

Table of Contents

Internships and Placement page 2

Recruitment Update page 2

Student Spotlight page 3

Alumni Luncheons page 4

MPA Reunions page 5

Lost Alumni page 6

Alumni Spotlights page 6

Faculty Updates page 7

Director's Corner page 7

FYI page 8



Fall 2001

## City Managers' Gathering Provides Professional and Spiritual Growth

The 87th annual ICMA conference was held in Salt Lake City this year, thus providing a homecoming of sorts for many alumni and friends of the Romney Institute in the city management profession.

The opening session of the ICMA conference, held inside the historic Tabernacle on Temple Square, featured President Hinckley as the keynote speaker and also featured the Mormon Tabernacle Choir singing uplifting and patriotic songs. Several thousand city managers and spouses were in attendance from all over the world. President Hinckley's address centered around the principles discussed in his book *Standing for Something*.

Just prior to this opening session, the BYU Alumni & Friends organization met for its annual Sunday morning devotional at the Salt Palace convention center. The devotional, designed to give LDS city managers and spouses a chance to share their experiences and testimonies with each other, was attended by more than 130 people.

BYU Alumni & Friends also met for its annual Tuesday night dinner in the Empire Room of the Joseph Smith Memorial Building. A record attendance

of more than 180 people enjoyed good conversation, great food, and a marvelous address from BYU President, Merrill J. Bateman.

BYU Alumni & Friends thanks the Romney Institute for their support and assistance in organizing the events of the conference.

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Highlights from President Bateman's Speech on 25 September 2001

At the annual meeting of the BYU Alumni and Friends-City Managers group, BYU President and General Authority of the Church, Merrill J. Bateman recalled the spirit of volunteerism he has seen through his involvement with the Church. He also expressed hope for the future, and looked at current world events through the light of the gospel.

Bateman recalled that, as Presiding Bishop, he learned that almost three-fourths of the volunteers that appeared in Miami on the first weekend to clean up after Hurricane Andrew were members of the Church of Jesus Christ of Latter-day Saints. Not only did they appear in significant numbers but they were organized. They were led by stake presidents, bishops, and quorum leaders. Moreover, they were accompanied by eighteen-wheeler trucks full of supplies from the Atlanta regional storehouse. The trucks carried plywood, nails, hammers, blankets, food, medicinal supplies, and other materials to relieve suffering and assist in the rebuilding of the city.



A few years later, following the floods in Central Georgia, approximately six thousand of the eight thousand volunteers who appeared to clean out homes were LDS, even though Church membership in Georgia is less than 1 percent of the state population. Similar responses in recent years have occurred in Oklahoma, Texas, and California.

Bateman talked about city managers who make a difference and quoted from The Proclamation on the Family, "We call upon responsible citizens and officers of government everywhere to promote those measures designed to maintain and strengthen the family as the fundamental unit of society." His remarks were encouraging and uplifting to city managers and those in attendance feeling the sorrow and trepidation following the September 11<sup>th</sup> attacks.

Bateman compared those responsible for the attacks to the Gadaianton robbers, and commented that starvation was what finally destroyed them.

In his concluding testimony, Elder Bateman reassured attendees that truth will prevail.





Debra Gibbons, Advisor

# MPA Internships and Placement

As an advisor for the Career Placement Center I advise MPA students. My role as MPA Career Advisor includes the following five areas.

**1** General MPA student advisement regarding career information. I am available to help the students in any way I can

as they pursue internship and career placement opportunities. In addition to training the students on e-Recruiting, the on-line recruiting tool, I also help students one-on-one with resumes, cover letters and interviewing techniques.

**2** Development of internship and career placement opportunities. We are building a database of information for students to use in their search for internship and career opportunities. Much of this information comes from you, alumni and friends. The database is maintained by program emphasis: Urban Management, Information Systems, Financial Management, Human Resource Management, Management Analysis, Not-

For-Profit, and International Development.

**3** Internships. I met one-on-one with each first year student prior to November 1. During this meeting we talked about the student's job shadowing experience, where, and who they shadowed for the day. Many of the students have taken it upon themselves to arrange numerous job-shadowing experiences. This gives them an inside view into careers they may wish to pursue. We also talked about where they would like to do their internship this spring and summer. Their locations varied from the United States, Africa, Fiji and Geneva, and in a wide range of environments, including zoos, museums, and symphonies. The first year students are very motivated and have great potential. Our goal is to have the majority of our students secure an internship by March 15, 2002.

**4** Career Placement. I am also meeting with the second year MPA students as they begin their job search. Many had valuable internships this past spring and summer that helped to form the basis of their job search. We are meeting one-on-one to visit about the area of emphasis they want to focus on and in what part of the country they want to locate. Our goal is to have most of the students placed by March 15, 2002.

**5** Career Office. Dr. Parsons and I are working together to identify and encourage not-for-profit agencies to visit campus and utilize e-Recruiting, our on-line recruitment tool. We host these agencies while they are on-campus and provide offices for interviewing, information sessions and any other resources they may need to help in their recruitment trip.

If any of you have any internship or job opportunities, please let me know by calling 801-378-8902 or emailing [debra\\_gibbons@byu.edu](mailto:debra_gibbons@byu.edu).

# New Student Recruitment Effort Update

As we are in the middle of our recruiting season I thought you might like an update on our recruiting efforts thus far and what we have planned for the rest of the season. But before I continue, I would like to thank all of you who responded to the sound in your EAR (Every Alumni a Recruiter). We truly appreciate the referrals you've sent us and hope you continue to promote the program to those you come in contact with.

### Graduate School Fairs

October and November have been extremely busy, as our recruiting team has attended several graduate school fairs in the West. These schools include: Utah State University, Westminster College, University of Nevada Reno, University of California Berkeley, California State University Long Beach, Loyola Marymount University, University of California Los Angeles, University of California Riverside, San Diego State University, and University of California San Diego. In the coming weeks the team will also visit Arizona State University, University of Arizona, Utah Valley State College, University of Utah, BYU-Idaho, Boise State University, Weber State University, Southern Utah University, and University of Nevada Las Vegas.

### Open House

On Tuesday, November 6 the institute held the biggest event of the recruiting season, our BYU Open House. The open house featured: from the Romney Institute faculty, Drs. David W. Hart and Gloria E. Wheeler, MPAA President Cass Cook, JD/MPA student Paul Tsosie, MPA Student Michelle Tanner, and myself. To prepare for this event we mailed 3,000 letters to BYU seniors, posted flyers around campus, and had information booths the day before and the day of the open house. We also marketed to students at UVSC. We were pleased with the response, and anticipate a high number of applicants due to the turnout of about 150 prospective students.

### MPA Brochure and Website

We have been working hard on producing a new MPA brochure and website. The old brochure was three years out-of-date and the website had only three pages. We are pleased to have completed a streamlined, up-to-date brochure, and invite you to visit our new website at

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

Through these and other efforts I expect to see over 100 applications for the 50 seats available for Fall 2002. I hope this update provides a feel of what we are accomplishing in student recruitment.



Vincent Fordiani, Director of Student Services

# Getting to Know Lina Abdallah

Lina Abdallah (MPA Class of 2003) was born in 1978 to a Palestinian refugee family living and working in Kuwait. She lived there until 1990 when they moved to Jordan before the Gulf War. In the short three years she spent in Jordan, Abdallah was honored with a Lifetime Police Friend membership from the Jordanian Police Department, and served in two summer camps as a leader and supervisor in the West Bank City of Al-Bireh.

Throughout her education, Abdallah has distinguished herself as a hard worker and an achiever. In 1993, her family moved to the West Bank in Palestine. Upon graduation from high school, she was awarded with the United Nations Secondary Education Certificate for Higher Education Tuition Scholarship in 1996, and also the Honorable High School Graduates Award. After four years at Birzeit University in Ramallah, West Bank, she graduated with a BA in Business Administration.

Abdallah heard about BYU and the Romney Institute of Public Management in 1999 through Dr. Omar Kader, a former faculty member of the Marriott School of Management, who she met as a member of the Fund for American Studies. She also heard about the Institute through a network of BYU alumni, who “fascinated [her] with their stories about the exciting and inspiring BYU campus experience and about wonderful Provo.” After some research regarding the Institute rankings, courses awarded, and the chances of being admitted, she became interested and enthusiastic about pursuing a graduate degree at BYU.

Above all else, an interest in serving her society is what led Abdallah to apply to the MPA program. She sees her time at the Romney Institute as a valuable way to broaden her “knowledge and level of expertise in the different areas of management and especially the financial aspects.” She hopes to be able to use that knowledge to help people in her country, a place she says is “in need of people who believe they can make a difference, especially in the growing public and non-for profit sector and civil society institutions.” She hopes to be able to make a difference in her country and for her people by serving in not-for-profit organizations. “Never has there been a greater need for highly qualified and professionally trained managers in the public and non-for profit organizations in Palestine, than now. Therefore, I hope to utilize the MPA experience upon return to my country.”

It will be a source of honor for me to be an alumnus of a university that values the enforcement of the moral character and integrity in its education as much as it values academic achievement.

—Lina Abdallah  
MPA Class of 2003

Abdallah says another factor in choosing Brigham Young was she believes that “BYU has been able to distinguish itself among the US universities for its ethical code and its moral commitment to serving religion and society. I am a faithful person of my own religion, Islam, and I find the Brigham Young environment comfortable and very appealing to my aspirations.” She maintains that “it will be a source of honor for me to be an alumnus of a university that values the enforcement of the moral character and integrity in its education as much as it values academic achievement.”

A dedicated daughter, Abdallah says, “I would also like to add that in addition to my personal goals, hard work, and commitment, I also owe a substantial part of my progress to my parents, and to my family members. The great level of support and love I received from my parents has helped me draw a clear picture of my educational and future objectives. My parents value my ambitions, and they did their best to be on my side and to support me.”



## A Second Opinion from Classmate Glyn Drewery

I have chosen three words that I believe describe Lina and her attributes well. They are a) kind, b) talented and, c) brave.

First, Lina is extremely kind. Her manner is gentle, open, and shows concern for her peers. If you were to speak to other students in the program they would also describe her as sociable and friendly. Lina often finds herself the center of attention given her different appearance. She is always willing to answer questions from those we might consider strangers. To Lina all are alike and everyone is treated the same.

Next, Lina is very talented. Working as a group is a challenge for many people. With Lina there are no problems as she is always willing to do her part and more. She is often the first to volunteer for assignments and is enthusiastic when she is given opportunities to do her part. Her talents are enhanced further by her perfect command of the English language. She speaks it better than most Americans but also delights us with the occasional word from her native tongue. Lina graduated from a business school and is not found lacking in the American schooling system.

Lastly, Lina impresses me most because of the bravery that she's exhibited recently. As the events of September 11 unfolded I could sense that Lina was having a very tough time. Many that did not understand may have cast an eye at her dress and glanced for longer that they should have. While many students from the Middle East returned home, Lina remained to deal with the questions and the uncomfortable feeling. Coming from a war torn country, Lina is acquainted with life under challenging circumstances. She is an example of strength to us and I am grateful that I am able to work alongside her.

# MPA Alumni & Friends Gather Around the United States

—Jennifer Francom  
MPA class of 2002

Over the past few months Dr. Robert Parsons has had the opportunity to meet with many MPA alumni and friends. The first week of September his travels took him to San Diego, West Los Angeles, Orange County, Oakland, and Sacramento, in California. During the trip, he also met with alumni who live and work in the Carson City, Nevada area. Alumni at numerous luncheons appreciated the progress of the MPA program and Dr. Parsons' efforts to maintain relations with them. Dr. Parsons felt that the time spent was valuable and he was pleased to see the success of the alumni. He was able to meet with approximately 40 alumni during his travels.

The Romney Institute of Public Management hosted a luncheon at the Utah State Capitol on 22 October 2001, for the Office of Legislative Research and General Council, the Office of the Legislative Fiscal Analysts, and the Office of the Legislative Auditor Generals for the state of Utah. During the luncheon Dr. Robert Parsons and Dr. Gary Cornia spoke to approximately 55 people. The majority of the attendees were MPA alumni. The purpose of the luncheon was to thank the diverse offices for their continued efforts on behalf of the Romney Institute. These offices have helped place many MPA graduates in the various state offices. This has been a tremendous service to the students of the Romney Institute.

On 24 October Dr. Parsons traveled to Washington D.C. to attend the NASPAA (National Association of Schools of Public Affairs and Administration) annual conference. He also met with alumni in the D.C. area on Friday, 26 October 2001 at the *America* restaurant. The visit was informative and enjoyable as Dr. Parsons discussed the latest developments within the MPA program and alumni stood up, introduced themselves, and shared their career successes with the other attendees. Dr. Parsons felt the luncheon was worthwhile and was pleased to meet with those who participated.



Look for Bob to show up in a city near you!

The opportunity to meet with Alumni and friends is beneficial to the MPA program. Our goal is to maintain and build a community of alumni. With strong supporters of the Romney Institute, progression and recognition of the MPA program is inevitably in its future. The Romney Institute is proud of its well-rounded, diverse student body and alumni. Alumni luncheons thank the members for their continued support and loyalty to Brigham Young University and the Masters of Public Administration program.

Future visits will be held in Dallas, Texas on 10 January; Houston, Texas on 27 February; and Phoenix, Arizona on 25 March 2002. Alumni in these areas will be informed of dates and times for the luncheons.

If you would like information in advance, feel free to e-mail: [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu)



## Reunions

Do you want to have as much fun as the classes of 1991 and 1994 had at their recent events? Would you like to reconnect with your MPA classmates? Do you want to have a 10-year, 20-year, 25-year, 30-year reunion with your old MPA clan?

Keith Morey, Class of 1992, offered his services to organize the party for the 1992 gang, and Rex Facer will head up the 1993 get-together. The Romney Institute External Relations office will assist with mailings, help arrange food, and help defray some of the expenses.

If you would like to organize a reunion for your class, contact Vicki Okerlund at [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu).

# Class of 1991 Reunion

—by Mark L. Bigelow  
MPA class of 1991

About a year ago, our grand President, Vicki Okerlund, reminded David Hart and me that it had been nearly ten years since we graduated. She requested (should we say demanded?) that David and I help her with this project and we agreed.

After determining that it would be better to meet in the fall of the year rather than the spring, we met to decide on the what, where, and when, and started making plans. We decided Vicki would do most of the work (nothing new there) and David and I would look helpful from time to time. We decided on a two-day reunion to include a nice Friday night out at Thanksgiving Point and a Saturday afternoon at the park. We also decided to ask all of our classmates to send in statements about “What I’ve been doing for ten years,” and “Funny things I remember about our class.” While a few people sent their statements quickly, most took a while, and despite my begging, some never sent anything in. I compiled the booklet and included some old photographs of our class to pass out during our reunion.



Fifteen of our twenty-one alumni came on Friday evening, most bringing spouses. It was a pleasant affair and included good food, conversation and reminiscing. Drs. Parsons, Cornia, Thompson, Wadsworth, Facer, Wright, and Wheeler also attended and added their own touches to the evening. Our own Chad (“Will this be on the test?”) Westover managed to roast us all just enough to be funny and nostalgic without making anyone get up and leave. We all noticed that we had gained some things (experience, children, and pounds) and lost other things (innocence, hair, and memory).

On Saturday afternoon most of us got together again to share a picnic lunch in the park. Since most of us brought our families, we had quite a group. Those of us without the mode number of children (4) felt a little self-conscious, but

we’re working on it. Nevertheless, we ended up having one too many 6-foot sandwiches and like good public servants, we took it to the Food and Care Coalition in Provo. They were more than happy to take it and have an extra item on the menu for the evening.

In all, we had a great time and recommend the “10-year reunion thing” to all of you. Contact Vicki and she will set you up.

# Class of 1994 Looks Forward to Many Happy Returns

—by David Salazar  
MPA class of 1994



On 22 September, the class of 1994 reunited with staff and faculty at Provo's Rock Canyon park, the first time since graduation over seven years ago. The class met in conjunction with the national ICMA Conference held in Salt Lake City. Abraham "almost PhD" Benavides suggested this time would be a great opportunity for gathering our class, then quickly designated yours truly to organize everything. Classmates—including Abraham Benavides, Darren Cluff, Marvin Dodge, David Fraser, Debra (Taylor) Gania, Brad Mertz, Bryan Montgomery, and David Salazar—joined together with families (more kids than classmates!) to get the skinny (more of us

heavy rather than skinny) on where life's taken us since graduation.

In addition to a great meal (a steak and BBQ chicken buffet), everyone enjoyed seeing and hearing about each others' experiences and accomplishments. Romney Institute Director, Robert Parsons, took time to greet us, eat with us, and share an update on the growth and progress the program has made since 1994—(no doubt but that the program hasn't been the same since we finished with it) Other faculty and staff in attendance included N. Dale Wright, Vicki Okerlund, and new faculty Lori Wadsworth, and Rex Facer.

Attempts were made to contact as many of our classmates as possible while organizing this event. Several classmates who live out of state regretted that they could not attend, but sent their regards and personal updates, which were shared with everyone in attendance. At the conclusion of the reunion, all agreed on plans to reunite again in 2004, for a 10 year reunion. We look forward to seeing more of everyone then.

Special thanks go out to Vicki Okerlund (class of 1991), External/Alumni Affairs Coordinator for the Romney Institute, and Institute Director Robert Parsons, for helping to organize and sponsor this event.

# Lost Alumni

Thanks to all of your help, we were able to locate 125 people on the lost alumni list. We appreciate all of you who gave us leads on your fellow graduates. We still lack contact for about 200 MPA graduates. We are reprinting the list of those left in hopes that we might still pick up a few more lost sheep.

Since we have spent so much time and energy over the last 6 months updating the MPA alumni directory, we need your help to keep this valuable resource as accurate and up to date as possible. When your work and/or home information change, PLEASE e-mail your new information to [mpaalumni@byu.edu](mailto:mpaalumni@byu.edu).

- Class of 1967**  
Judith Henderson  
Helge Reistad
- Class of 1968**  
Jack McIntosh  
David Tolbert
- Class of 1969**  
Jay Southwick
- Class of 1970**  
Juan Rodas-Martinez
- Class of 1971**  
Yeong Feng Chou  
Wallace Ferrier  
Damianos Hilsaca  
Chaiyasit Hotarakit  
Kitcha Kanchanadeb  
Chuchart Poonsiri  
Ralph Rice  
Lyman Severe
- Class of 1972**  
Manas Changsubhan  
Chung Ho Chao  
Lynn Durham  
Iaroen Gobsuk  
Kimberly Higbee  
Michael Olsen  
Pornsak Phongphaew  
Dheerut  
Soonthornratanarak  
Sonchai Supol  
Grishana  
Teerachaichar  
Wiroj Tirakungovit
- Class of 1973**  
Lawrence Crosby  
David Ivory  
Chakra  
Karnchanaviro  
Michael Moody  
Yasuo Niiyama  
Robert Reeve  
Parinya Subbunrod
- Class of 1974**  
Curtis Flowe  
Glenn Tillotson
- Class of 1975**  
Terry Liebel
- Chaiyot Satchachai  
Don Thompson
- Class of 1976**  
Brady Earlewine  
Barbara Riley
- Class of 1977**  
Amos Akpan  
Robert Moreland  
John Powless
- Class of 1978**  
Dennis Cooper  
Curtis Elton  
Henry Kale  
Jeff Peirce  
Wayne Summerill  
Kenneth Weihs
- Class of 1979**  
Gordon Hall  
John Miller  
Russell Richards  
Brian Schlaak  
Nicholas Zullo
- Class of 1980**  
Ronald Francis  
William Hawkins  
Ronald Lewis  
Ramon McCombs  
Lincoln Meyer  
David Warren
- Class of 1981**  
Oneil Brereton  
Larry Butler  
David Fitzgerald  
Eric Frame  
David Green  
Mark Jackson  
John Koch  
Randy Mortensen  
Kevin Richardson  
Vaughn Ross  
Tamotsu Sakuma
- Class of 1982**  
Larry Anderson  
Gary Bergera  
Donald Bogardus  
Marjorie Gold  
Robert Janzen  
Donald Kasper

- Glenn McMurtrey  
Julie Morgan  
Ricky Nelson  
Brenda Sanford  
Randolph Smith  
Frederick Sorensen  
William Southerland  
Nien Tien  
Kim Ventura
- Class of 1983**  
Emmanuel Adeleke  
Charles Defranchi  
Richard Hollingshaus  
Ann Jensen  
Sione Latu  
Sialaiti Lotulelei  
David Loveless  
Byung Pak  
Robert Pixton  
Martha Quist  
Lora Seelof  
Bryan Silva
- Class of 1984**  
Barbara Crawford  
Floyd Handley  
Shurwin Huff  
Randy Johnson  
John Metallo  
Christopher Nelson  
Gary Oba  
Eva Powers  
Joseph Reno  
Dennis Roberts
- Class of 1985**  
Terry Dennis  
Dina Jarrah  
Colin Molzen  
David Reffert  
Kelly Wing  
Ralph Woolston
- Class of 1986**  
Bill Callahan  
Ming Cheng  
Ching Chin  
James Harris  
Lexie Holbrook  
Matthew Salmon  
Tonya Stallings
- Class of 1987**  
Terel Grimley  
Calvin Harper  
Kowilton Itaaehau  
Koo Kang  
Shailla Marcusen  
Martin Privette  
Laura Rackley  
Keith Simpson  
Albert Wallis
- Class of 1988**  
Troy Atnip  
Debra Bair  
Roger Butler  
Diane Lawyer  
Bradley Meads  
Larry Moody  
Scott Putnam  
Irene Rees

- Charles Smith  
Michael Smith  
Randall Voss  
Carl Wiese
- Class of 1989**  
Jeffery Dean  
Gaylen Lawyer  
Bryan Norton  
Phelon Rammell  
Norma Sanchez  
Raymond Wu
- Class of 1990**  
Bryant Garrett  
Trisha McDonald  
Douglas Pennock  
Arlene Sion
- Class of 1991**  
Scott Bradley  
Tenney Jensen
- Class of 1992**  
Ivan Carmi  
Robert Crowther  
Dana Currie  
Lee Ellenburg  
Mark Freeman  
Gabriella Lewon  
Joanna McCormick  
Lynette Vance

- Class of 1993**  
Michael Bezas  
Jennifer Kelson  
Robin Nelson  
James Powner  
Darlene Sherwood
- Class of 1994**  
Elizabeth Lingren  
Clair Read
- Class of 1995**  
Jamey Anderson  
Huan Chen  
Jaime Figueroa  
Young Kim  
Yi Li  
Clyde Oliver

- Class of 1996**  
David Alvarez  
Martin Monks  
Todd Richardson  
Leisa Tucker  
Lili Wu
- Class of 1997**  
Bruce Quick  
Charlie Revillo
- Class of 1998**  
Shawn Bingham  
Jonathan Boutelle  
Donald Llewellyn  
Lowell Richards
- Class of 1999**  
Laura Anthony  
Anna Best-Abbott  
Brian Davis  
Klinton Donaldson  
G. Mark Dunning



There's an old adage you've heard—maybe you even say it once in awhile—about long journeys and single steps. And nobody knows the truth of it more than Lindsay Mann. Twenty years ago, Mann found himself in the frustrating position of being a fresh graduate with no permanent source of income. He decided to take an internship with a health care system in California. He has worked for that same health care system since then, and recently Lindsay K. Mann was promoted to CEO of Kaweah Delta Health Care District General Acute Care Hospital and Health Care System. He received his BS in international affairs from BYU in 1979 and his MPA from BYU in 1981. He and his wife, Lesa, are the parents of five children and reside in Visalia, California.



Rex Facer (MPA, 1993) joins the Romney Institute this fall as our newest faculty member. He is a graduate of the University of Georgia where he did his doctoral work in public administration. He also completed an undergraduate degree and an MPA at Brigham Young University. Prior to coming to BYU he was employed by the Vinson Institute of Government at the University of Georgia. While at the Vinson Institute he was involved in a variety of research and training activities with local governments in Georgia. He recently published the results of an extensive study of the tax expenditure concerns facing counties in the United States. Both the Vinson Institute and the National Association of Counties published the study. He has also published several articles in the *Public Administration Review*, as well as articles in the *Journal of Public Affairs Education*, *Public Administration Quarterly*, and the *Review of Public Personnel Administration*. He is currently teaching budgeting classes for the MPA students and students in the undergraduate minor. His research and teaching focus will be in the general area of local government management. He and his wife Teresa live in Spanish Fork with their three children.

# Faculty Updates

In August, at the annual conference of the National Association of Local Government Auditors, three auditors' offices were recognized with the Lennis Knighton Award. The award, named for the Romney Institute's Dr. Lennis Knighton, is given each year to recognize excellence in performance auditing. This year nominees were divided into subgroups based on office size. They were awarded as follows: Large Shop: Office of the City Auditor, Kansas City, Missouri *Performance Audit of the Emergency Medical Services System* Medium-size Shop: City of Winnipeg Audit Department, Winnipeg, Ontario *Real Estate Management Audit*. Small-size Shop: Metro Auditor, Portland, Oregon *Contracting: A Framework for Contract Management*.



Don Adolphson has had an eventful year. In May he spent three weeks in China teaching an intensified version of PMGT 632 to students at Xiamen University. Upon his return he completed an article for *Marriott Alumni Magazine*,

"Providential Living: a Business Idea Whose Time has Come" (fall 2001) and coauthored an article with Romanna Remor (MPA '00) for *Bridges*, the Kennedy Center Alumni Magazine, "A Tale of Two Cities: Economic Development in Southern Brazil" (summer 2001), examining issues of growth in the cities of Curitiba and Remor's hometown of Criciuma.

According to Adolphson, "This summer work led me to discover the budding field of ecological accounting, which is a way for me to utilize my quantitative skills to help put decision making tools into the hands of practicing managers that will enable them to assess ecologic as well as economic impact."



Gloria Wheeler,  
Associate Director

## Director's Corner

Some of our students and alumni have probably asked themselves what has or will become different about the Institute of Public Management now that it has become

the George W. Romney Institute of Public Management. This wonderful endowment and the associated name change did not drop out of the sky. The endowment proposal was presented to the Romney family with the idea that we would focus much of the additional funding that the endowment would provide on volunteerism and educating students for not-for-profit careers. We have had some curriculum enhancements that will enable us to meet this obligation. We continue to offer our traditional courses and areas of emphasis, but have made curriculum changes in two ways.

First, many of the core courses have been modified to include issues appropriate to the not-for-profit sector. For instance, the course on the Environment of Public Administration, which used to focus rather heavily on different levels of government and how they operated, now uses (on the Provo campus) a number of guest speakers and field trips to expose the first-year students to the variety of careers available in the public and not-for-profit sectors. The course includes a job shadowing experience for the students. Students in the executive MPA program have different activities than their Provo counterparts, but the course in Salt Lake is also designed to expose students to the broad environment and to careers in both the public and the not-for-profit sectors. Another example of a content modification in current courses is in the introductory human resource management course, where sections have been added on working with volunteer staff and volunteer boards of directors in non-profit organizations.

The second change in the curriculum is the development of a few new courses in the not-for-profit area along with developing two new areas of emphasis. Traditionally the full-time MPA program has been a lock-step, broad based program during the first year. The second year has contained a few required courses, but most of the second year courses have been either required for a particular area of emphasis or pure electives. The traditional areas of emphasis have been city management, finance, management analysis, and human

resource management. More recently we have added management information systems, which requires students to take 15 credits from the Master of Information Systems Management program.

With the addition of the Romney endowment and new resources for not-for-profit work, we are adding two additional emphases: not-for-profit and international not-for-profit. Both of these new not-for-profit areas will require students to take an introduction to management in not-for-profit organizations (a new course), a course in grant writing and fund raising (also new), and two courses already offered: marketing in public and not-for-profit organizations and program evaluation. Students interested in the international development field will take a course offered by the Organizational Behavior program on third world development, and a course from our own program in international development management.

Other recent or proposed curriculum changes include the development of several undergraduate offerings. We have offered a class on volunteerism in society as a general undergraduate class. We have developed an undergraduate minor, open to all BYU undergraduate students, that includes some prerequisite general education courses, a couple of business management courses, and three courses from our department that focus specifically on public and not-for-profit issues: an introductory course, a course in finance, and a course in human resource issues. These same courses that form a general undergraduate minor are used in a slightly different way to create an area of emphasis in the undergraduate business management degree.

Another area under consideration is to create a language certification program that would use business foreign language courses now offered by the MBA program coupled with other international course work. Yet another curriculum option that is being explored is an international development emphasis that uses the foundation now used in the joint MOB/MA in International Development degree.

As you can see, though some things are somewhat the same as they were many years ago, as time passes there are always new developments. It's exciting to look at what we are now doing and to contemplate future directions.

# Outreach

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