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# A SHORT HISTORY OF THE ROMNEY INSTITUTE

Founded in 1963 under the direction of Stewart L. Grow, BYU's master of public administration program granted its first degree in the area of Public Administration in 1965. The first graduating class—housed in the Political Science Department—received a master's of science in public administration. After the program grew, students in 1972 graduated with a new degree—a master's of public administration. Some issues were raised within the Political Science Department regarding the applied degree versus a more traditional academic degree. The intermediate solution to this problem was to house the MPA degree and its faculty in the College of Graduate Studies, detached from other departments.

Around the same time, the College of Business decided to assemble the management masters' degrees throughout BYU into the Graduate School of Management. This new school included business administration, accountancy, organizational behavior and public administration programs. In 1973, the MPA program was named the Institute for Government Service and the Executive Master of Public Administration program was started in Dugway (about 80 miles west of Provo).

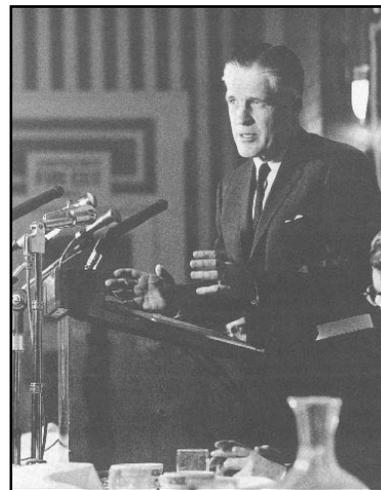
In 1978, the name of the institute changed to the Institute of Public Management. During a short period when the institute also offered a master's of health administration (MHA) degree the

name changed to the Institute of Public Management and Health Administration. With the demise of the MHA degree, the name reverted to the Institute of Public Management.

The institute honored George W. Romney posthumously in 1996 with its annual Administrator of the Year award. This event, and the reaction of the Romney Family to the honoring of their husband and father, led the institute to think more about George Romney and his impact. Larry Walters, who directed the Institute of Public Management, proposed that an endowment be established to expand the institute's established programs into the areas of Romney's experience: nonprofit management and volunteerism. With enthusiasm from the faculty and university approval, the institute approached the Romney family with a proposal to begin such an endowment.

The Romney family provided the initial endowment in 1998, which was to be matched with money raised by the institute. That same year, the institute was renamed the George W. Romney Institute of Public Management. Funding for the institute is provided through the return on the endowment and continued donations from alumni and friends.

The George W. Romney Institute of Public Management strives to provide students with role models of influential public administrators. Romney was an inspirational leader



both in business and government. He fought for civil rights, combated poverty, and promoted national volunteerism. Providing role models like George Romney is important to the institute's mission of preparing students for careers in public service.

The institute emphasizes not-for-profit management and public service to help prepare MPA students to make significant service contributions to society. Students develop core values and skills for effective community and public service. Students and faculty conduct research on how to build and maintain strong, vibrant communities.

The Romney Institute produces graduates who make a difference and improve the quality of the communities where they live and work—both in the United States and throughout the world.

# MEET THE ADVISORY BOARD

The Romney Institute Advisory Board (RIAB) was established in October 1999. The purpose of the advisory board is five-fold: (1) Review and monitor the MPA program and the Romney Institute's mission and purpose, (2) Ensure effective organizational planning, (3) Ensure adequate resources, (4) Enhance the organization's public standing and (5) Recruit and orient new board members and assess board performance. The advisory board meets twice yearly to review and discuss relevant issues. Currently, the advisory board consists of twenty-one active members who are strongly committed to the Romney Institute and its mission and serve voluntarily. In this and upcoming issues, we will introduce you to these influential board members beginning with our distinguished chairman, Kent W. Colton.



Kent Colton is the former Executive Vice President and CEO of the National Association of Home Builders, a position he left in May 1999 after serving as the CEO for 15 years. He has more than 30 years of experience as a housing scholar and expert in the field of mortgage finance and housing policy.

During his tenure as the Chief Executive Officer, NAHB grew from 120,000 to a membership of 199,000 and implemented a wide range of new programs. Colton was responsible for managing a staff of more than 340 and overseeing an annual budget of \$55 million. He also implemented a long-range planning process to outline the major business and policy challenges facing the housing industry in the future.

Colton moved to NAHB in April of 1984 from Freddie Mac where he served as executive vice president of policy, planning and

economic research. The Commission completed its report May 30, 2002.

economic research.

In June 1981, Colton was appointed staff director of the President's Commission on Housing. Ten months later, the Commission sent its 275-page report to then-President Ronald Reagan with more than 100 major policy recommendations on housing and the nation's housing finance system. Before joining the President's Housing Commission, Colton was a professor of public management and finance at Brigham Young University's Graduate School of Management. He also served as an Associate Professor at the Massachusetts Institute of Technology (MIT) Department of Urban Studies and Planning and as an Associate at the Joint Center for Housing Studies of MIT and Harvard University.

A 1967 graduate of Utah State University, Colton received an M.P.A. from Syracuse University in 1968 and a Ph.D. in Urban Studies from MIT in 1972. In 1974, he was chosen as a White House Fellow and served as a special assistant to the Secretary of the Treasury. Over the years, he has written numerous articles and books on housing finance, the secondary mortgage market, housing policy and a range of management issues.

Colton and his wife, Kathryn, have five children. They live in McLean, Virginia.

Kent Colton is currently a Senior Scholar in housing studies at the Joint Center for Housing Studies, Harvard University, where he recently completed a book, entitled *Housing in the 21st Century: Achieving Common Ground* (Harvard Press June, 2003). He is also President of K Colton, LLC, and is engaged in a range of consulting and entrepreneurial activities related to housing. He also served as a member of the Millennial Housing Commis-

## PLACEMENT AND RECRUITING

WRITTEN BY VINCE FORDIANI, DIRECTOR, MPA CAREER MANAGEMENT

As we come to the end of another year and the beginning of a new year I thought it time to update you concerning last year's placement and our recruiting plans for 2005.

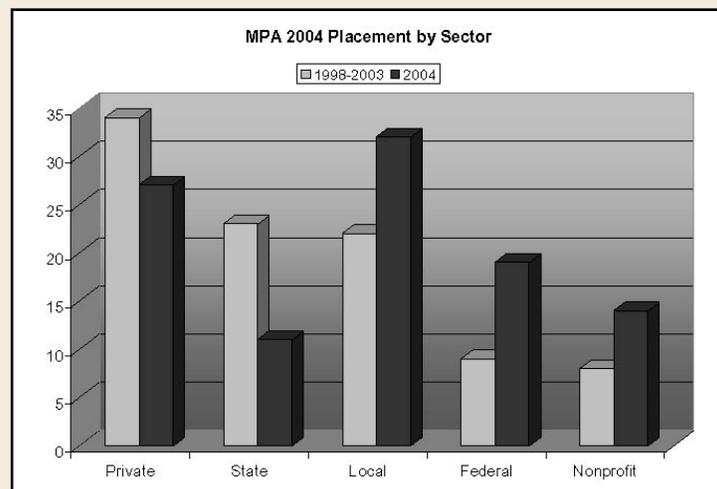
Despite a still sluggish labor market, 2004 MPA graduates were remarkably successful in obtaining full-time employment. As of October 24, 97.4 percent of the thirty-eight graduates who were seeking full-time employment were placed in a full-time position, garnering an average starting salary of \$40,916. Of the eleven graduates not seeking full time employment, five are attending PhD programs at Cornell, Notre Dame, Washington and BYU (two), two are continuing work with their current employers, and three have chosen to be full-time homemakers. As for those in our class of 2005 seeking internships during summer 2004, 100 percent found positions in a variety of government and nonprofit organizations. The chart to the right shows placement by sector compared with the previous six

years. Also, 28 percent of graduates are now working east of the Rocky Mountains and 5 percent are working internationally.

We hope to carry the success of 2004 into 2005 when we will focus our recruiting efforts in locations where we have large pockets of alumni. These locations include Salt Lake City, Phoenix, Boise, Sacramento, Dallas, and Washington D.C. among others. Additionally, we have teamed with the University of Utah, Utah State University, and American Society for Public Administration to hold a government and nonprofit career fair in Salt Lake City in February. If you are interested in being part of the

career fair or would like to meet with me to discuss recruiting a MPA, please contact me.

Vince Fordiani  
Director, MPA Career Management  
(801) 422-1827  
vincef@byu.edu



# IN HER OWN WORDS

WRITTEN BY MARIA PEDROZA, MPA CLASS OF 2006

From east to west, María Pedroza has experienced an education unmatched in peers and opportunities. As a 2004 graduate of Harvard with a degree in government, coming to the Marriott School was a change of scenery figuratively and literally.



Pedroza served as senior editor for *The Harvard Crimson*, the nation's oldest college daily paper. There she wrote human interest stories about the student body and the occasional celebrity—ranging from “The Bachelor” to Harrison Ford. It was not until her stint as a content editor that she found a profession in journalism applies to other sectors.

After joining the Church of Jesus of Christ of Latter-day Saints her senior year of college, she thought a trip to Utah was in order. What started as a tour of BYU's campus turned into a discussion about an MPA degree, which she knew fit her commitment to service. At BYU she has encountered a whole new culture but has acclimated nicely. An interest in public administration, particularly in nonprofit work, has been honed in her first semester at The Marriott School, where the fundamentals of the public sector have been illustrated in readings, discussions, and field trips.

As an undergraduate, Pedroza volunteered for “An Evening With

Champions,” a student-run figure skating event showcasing Olympic stars to raise money for a cancer institute in Boston. During her junior year she and five friends also started an all-female social club focusing on cultural opportunities in and around Boston. On a whim, she decided to train for and run a marathon. She completed the Boston Marathon in non-record time but in what she believes was record pain.

Pedroza was born in Mexico but has lived in Chicago with her family since age seven. She is the second of four and the apple of her parents' eyes. Still astounded by the daily sight of mountains, she tries not to run into people on her bike as she stares at Mount Timpanogos. If you see her coming at you, she doesn't mean to run into you, she just appreciates nature.

# IN HIS OWN WORDS

WRITTEN BY MACK UENO, MPA CLASS OF 2005

After a mission to Taiwan I graduated from Hosei University in Tokyo with a Bachelor's degree, majoring in geography. Yasuko, my wife, and I have four children, Asuka, Sayaka, Tomoki, and Yuika. We are enjoying the experience living in Utah and seeing the geographical features here.

Three reasons I am studying at the Marriott School include: 1) my interest in behavioral diversity in organizations which was piqued by observation through my previous work experience, 2) my work in the church helped me learn it was not enough for me just to serve in the church, I needed better skills to more effectively serve both in church and in business, and 3) I wanted to see how the United States provides service for people with Down's Syndrome.

Some of the most important lessons I have learned in this great institution are the importance of a passion for service, skills to implement a plan and balanced action.

People who are engaged in non-profit organizations almost always have a strong passion for serving people. In order to be successful in such an organization, a desire to serve is essential.

Implementation skills I have been leaning include quantitative and statistical analysis,

policy analysis, strategy, organizational structure, monetary management, and ethical implementation. I once heard somebody say that the ability to succeed must be supported with confidence and competence. The skills I am learning make me be more confident and competent.

The program has reminded me that balance is very important for us to achieve our goals. Emotion and rationality must be integrated so that people can feel safe, comfortable, and happy. As we work, we need to set a plan and evaluate the progress to keep balance.

I had the opportunity to participate in the Asia study abroad and visit several Asian countries. Even though I am from Japan, it was a surprise for me to see how much my country had changed in a year. I was able to compare my country with the U.S. and other Asian countries. Because of the different political systems, the way the countries handle both government and business were interesting. The differences such as culture, people's perspective, economic situation and geographical advantage provided interesting contrasts. With this knowledge we can more



effectively deal with the differences and make the world better, even though what we can do might be little.

I was moved when I saw deaf children perform for us when we visited a school for the deaf in Vietnam. Their innocent enthusiasm reminded me of something I had forgotten. I asked myself, “Do I have pure, bright eyes as the children have? Do I really have pure motives to serve others?” This was a reminder to reconsider who I am and what I can do with my life.

At the Romney Institute I have learned about non-profit organizations and other ways of thinking about human activities besides business. It makes more sense to me to share with and care for people in a community. One of the greatest things I have experienced in this program is that the students help each other and care for each other. I believe God has a specific plan for everybody. I have been helped by many people. One of the biggest achievements for us through work is not just providing goods and services but helping people have hope and confidence in their lives.

# STUDENTS TREK TO SAN DIEGO

WRITTEN BY REX FACER, ASSISTANT PROFESSOR

Attending the International City/County Management Association (ICMA) conference is always one of the most important events for second-year students emphasizing in local government management. This year we loaded up vans and headed to San Diego, looking forward to the tropical climes of Southern California. Fortunately for the students, it rained most of the time we were there—lessening the lure of the coast and the other exciting options in San Diego.

Joining the students on this year's trip were Professors Cornia, Parsons, and Facer, Vince Fordiani (Career Services) and Vicki Okerlund (Alumni Relations). With ten students, the BYU MPA program was very well represented.

We were able to keep the



student's cost to a minimum because ICMA waived the conference fee for student members and BYU Alumni and Friends helped defray travel expenses.

At the conference students interacted with alumni from around the country and managers from around the world. One of the conference highlights is always sacrament meeting. Sunday morning about 120 students, alumni and family members, came together to share their common bond of the gospel of Jesus Christ. It is critical for students to see successful managers who have integrated their commitment to public service with the rest of their life—most importantly, their families and the gospel.

Sunday evening students joined the Utah City managers for a dinner hosted by Lewis, Young, Robertson & Burningham (LYRB), a public finance firm located in Salt Lake City. This was a wonderful opportunity to interact with managers from across Utah in a friendly setting. When asked about the LYRB dinner, Robbie Hammond said, "It was excellent." He was especially awed by the magician who entertained the children and other guests at dinner.

In an effort to increase the visibility of our students, The Romney Institute hosted a booth in the exhibit hall, staffed by students. Vince Fordiani prepared packets for visitors containing information about the program and a CD with student resumes. This gave our students the opportunity to highlight their skills and start their job search.

Additionally students attended the conference's many workshops, forums, and educational sessions—exposing them to a wide range of issues facing city managers.

They were able to hear

"WHERE ELSE WOULD I HAVE BEEN ABLE TO MEET HUNDREDS OF PROSPECTIVE EMPLOYERS ALL AT THE SAME PLACE? WHERE ELSE WILL I HAVE THE OPPORTUNITY TO TALK TO THEM ON NEUTRAL GROUND, FIND OUT ABOUT THEM, TELL THEM ABOUT ME AND PERSONALLY GIVE THEM MY RESUME? I SPENT MOST OF THE TIME TALKING TO PEOPLE AND I LOVED IT."

—ETHER SIMONCINI

from keynote speakers such as Richard Florida, author of *The Rise of the*

*Creative Class: And How It's Transforming Work, Leisure, Community and Everyday Life* and D.

Michael Abrashoff, author of the recently published *Get Your Ship Together: How Great Leaders Inspire Ownership from the Keel*. We are very grateful to J.D. Williams of PeopleSoft for his kind words about the Romney Institute and the BYU MPA program when he introduced Captain Abrashoff.

Monday night we had the annual BYU Alumni and Friends ICMA dinner. We hopped on the train and went down to Old Town San



Diego for a terrific Mexican dinner. More than 100 guests joined us for a fun evening of reminiscing. We heard encouraging remarks from a couple patriarchs in the group: Lynn Dredge and Morris Vance. The support from our alumni and friends is one of the intangible assets that sets the BYU MPA program apart from other programs around the country.

In all, the ICMA trip is a critical part of students' educational experiences. As Jeff Beaty said, "I personally enjoyed getting to know my professors and peers outside of the classroom experience and developed a deep appreciation for them. Attending the ICMA conference is essential to any graduate student interested in local government. The opportunity for students to meet and network with city managers from around the country was an invaluable experience. Sending students to attend the ICMA conference should continue to be a major consideration of the RIPM." These opportunities for the students will pay large dividends as they move forward with their careers.

Thanks again to all our alumni and friends for making this trip a successful for our students.





# LENNIS KNIGHTON RETIREMENT DINNER

WRITTEN BY GARY CORNIA, DIRECTOR

Professor Lennis Knighton retired after more than thirty years of teaching in the Romney Institute of Public Management. Prior to his position at BYU, he was a faculty member in the department of accounting at the University of Texas at Austin, where he taught for five years. He is a BYU graduate and did his PhD work at Michigan State University.

While teaching at BYU, Knighton took a leave of absence when he was appointed the first legislative auditor general for Utah. He served as auditor general for two years. He was a pioneer in performance auditing, and many states sought his expertise as they struggled to establish legislative audit functions. Knighton also served as director of the Romney Institute for six years. During his time as director he was instrumental in reforming the curriculum to focus on management practices issues. The

current teaching emphasis in The Romney Institute is modeled after his leadership. He guided the institute through its initial accreditation process and was the key player in each of the subsequent reaccreditation studies.

Knighton worked with the Church for a period of time, where he helped design and implement the consolidated reporting system used by the Church. He also served from 1987 to 1990 as president of the Rio de Janeiro Mission in Brazil.

For most students, Professor Knighton was their first exposure to accounting; he made a difficult and confusing subject understandable and usable for them. Many public management programs were envious that we had a full-time faculty member trained in accounting to teach our students. This was considered one of the most important

strengths of the institute.

In September the Romney Institute held a retirement dinner for Knighton, which was attended by his entire family, many colleagues and former students. Several individuals representing the students and his colleagues spoke about Lennis' contributions including Dean Ned Hill of the Marriott School at Brigham Young University and Byron Jorgenson, Chief



Administrative officer of Sandy, Utah. Lennis will be missed by his colleagues and students. We wish him the best in this next phase of his life.

## A BLAST FROM THE PAST

WRITTEN BY BOB PARSONS, PROFESSOR

On September 30, 2004 alumni of the Romney Institute's MPA program joined together to rekindle old friendships and celebrate their history. Forty-nine alumni, faculty, and guests attended the reunion, which took place in the Joseph Smith Memorial Building. The reunion included the graduating classes of 1974, 1984, and 1994.

There were several highlights of the event. First, each alumnus received a collection of updates from class members. Each class member was asked prior to the reunion to prepare a brief summary of significant events since they graduated. Even class members unable to attend the reunion sent updates.



These compilations were sent to absent class members who were not able to attend. It was fun to read some of the interesting things classmates have done since graduation.

Second, several alumni and faculty shared meaningful experiences. The mission of the Romney Institute "is to attract and develop men and women who: exemplify faith, character, and professional ability; are committed to service in public-sector and not-for-profit organizations; will become outstanding managers and leaders throughout the world." It is clear from the good people we saw at the reunion that not only is this occurring, but it is making a difference in the lives of people all over the world. We thank you for your hard work and

dedication in serving others.



Third, we had a presentation on the current state of the Romney Institute. In addition to updating alumni on their favorite professors, the presentation included information about current students in the MPA program. Alumni were challenged to stay connected with the institute by speaking on campus, providing internships, providing jobs, mentoring students, or donating money to the Romney Institute.



**SHANE DILLE**  
**CLASS OF 2000**

Shane was appointed town manager of Wickenburg, Arizona in October, 2002. As town manager, he is responsible for coordinating the daily operation of all town departments including: personnel, finance, community development, sanitation, water, wastewater, electric, streets, police, magistrate court, fire protection, and community services.

Shane previously served as town manager of Gila Bend, Arizona. Prior to that appointment, he served as the town's assistant town manager/finance director. He also worked as assistant to the city administrator in Lehi, Utah. Shane is currently a member of the Maricopa County Association of Governments Management Committee and chairs its committee for regional aviation system plan technical advisory. Within the Arizona City/County Management Association he serves as co-chair of the finance committee and is a member of the committee on professional conduct. He is a member of the International City/County Management Association and the Arizona City/County Management Association.

Shane was recently quoted in *American City & County*, where he talked about an innovative agreement he instigated between the city of Wickenburg and Maricopa County. In the article "Small Towns, Big Ideas", Shane discussed how he has been working together with the county to complete both city and county work projects at a lower cost. The agreement allows county workers to continue maintenance projects into city limits with permission from the city. In turn, city workers will do work for the county just outside the city's boundaries. In this manner the county avoids sending workers and vehicles long distances to small cities such as Wickenburg and small cities benefit from the vast equipment provided by the larger county government.

Shane and his wife, Camille, have two children, Kayla (7) and JT (5). Shane serves in the Wickenburg, AZ ward bishopric, and Camille serves as primary president. Between the two callings and raising a young family, Shane and Camille keep themselves quite busy.



**AMER SALTİ**  
**CLASS OF 1966**

"The best place to study is with the Mormons!" Palestinian philanthropist Musa Alami advised his young protégé, Amer Salti, after visiting universities from Florida to California. "They're family-oriented like us and will help you." Now one of Jordan's most respected bankers, Salti has never regretted taking that advice.

Growing up in Galilee under the British mandate of Palestine, eight-year-old Salti's world fell apart when his city of Safad fell in the 1948 Arab-Israeli conflict and his Moslem family fled to Syria. When his father died three years later—leaving his mother five children to raise—a family friend took Salti to Jericho on the West Bank, where Alami had set up Boys Town to teach fatherless refugee boys a trade.

"Education is a sea I want to swim in!" Salti wrote his mother. "Uncle Musa" granted this dream and sent Salti on to high school in Jericho, then part of Jordan. Good fortune struck again when Salti was a senior and BYU president Ernest Wilkinson came to the Arab Development Society (ADS) which was founded by Alami to help Jericho's refugees. While visiting the project's Boys Town and a farm where the Church had donated a herd of dairy cows, he invited Salti to study at BYU. "That was my second break!" says Salti. The first Jordanian to receive a BYU scholarship, he graduated in political science and continued for a master's degree in public administration, writing his thesis on the ADS. After finishing preliminary exams for a PhD in political science at University of Utah, he studied Islamic history at Sorbonne in Paris on a French scholarship.

After studying thirteen years abroad, Salti returned to the West Bank to manage the ADS. Although Alami had verbal permission to live under Israeli occupation, Salti couldn't get the necessary residence permit and left to join Beirut's Citibank in 1975. The Lebanese War soon broke out, and Citibank sent him to Amman where he began a thirty-year career in banking. A fellow banker from Safad asked Salti to help manage Jordan's first investment bank and the two became a famous banking team, known for their honesty and professionalism. A decade later they started a subsidiary of Arab Banking Corp. which became one of Jordan's most successful banks. Salti eventually became its head. Today, he is advisor to the General Manager of the Bank of Jordan.

Salti has played a key role in developing Jordan's private sector. He has served on boards of enterprises ranging from poultry to petrochemicals, cement to marble, hospitals to insurance, and from the Industrial Development Bank to a French-Jordanian cell phone company. After being the American Community School financial advisor, Salti fulfilled his dream of starting a school himself—Modern Schools.

When Queen Noor's foundation asked him to help start a microcredit scheme with USAID funds, some resisted bringing in a high-powered banker. Now they are glad. With a 98 percent repayment rate, Jordan Microcredit Company will help start a bank for the poor. The Royal Society for the Conservation of Nature (RSCN) voted Salti to their board as well. King Abdullah just opened their exciting Wild Jordan nature center in Amman to promote Jordan's national parks.

Ever since he was the soccer hero of Jericho High, Salti has been active in sports. He helped set up little league tennis and is president of the golf federation. When King Hussein made peace with Israel in 1994, Salti's bank sent him to the West Bank to study opening bank branches. In the spirit of peace, he took his golf clubs, and was the first Jordanian to play golf in Israel.

Salti brought back more than degrees from the West. His first week at BYU, he met fellow freshman Rebecca Buchanan in the Cannon Center. His dean and her bishop, Dr. Stewart Grow, later married them in his home where Sarah Grow played the organ and their children sang for the

occasion. While Salti works with the “haves”, Rebecca has worked with the “have-nots,” upgrading slums and setting up income generation projects for Save the Children and RSCN. Their daughters followed in their footsteps to study in Utah. An athlete like her father, Jumana played basketball for BYU and Cornell and was on the first Arab women’s basketball team to make the Olympic playoffs. Jumana works in Queen Rania’s office, while Soraya, a University of Utah graduate, will take Jordan’s Junior Achievement model, INJAZ, to Arab youth in twelve countries as regional director.

“I was greatly influenced by my two mentors, Musa Alami and Dr. Stewart Grow,” says Salti, summing up his career, “and have always applied ethics, transparency and democracy in my work—attributes I learned at BYU.”

He hopes to hear from his BYU friends (email: rsalti@go.com.jo).

## WADSWORTH’S UPDATE

WRITTEN BY DR. LORI WADSWORTH, ASSISTANT PROFESSOR

Lori Wadsworth joined Romney Institute faculty as a visiting faculty member in 1999. At the time, she was working on a PhD from the University of Utah. She has since completed her degree in management with an emphasis in organizational behavior and human resource management.

Wadsworth received her BS in family sciences from BYU in 1982. She then worked in BYU’s Graduate Studies office for nearly fourteen years. During that time, she held several different positions; her final job in that office was academic advisor for graduate students. While working full-time during the day, Wadsworth pursued her executive MPA degree through the Romney Institute, attending classes in the evening at the BYU Salt Lake Center. Upon graduation, Lori decided to further her studies with a PhD.

Wadsworth’s research emphasis is on the relationship between work and family, including when those two domains conflict and when they might enhance each other. As part of that interest, she researches related areas including supportive relationships (both in and out of the workplace), and how one identifies with both work and family life. She recently completed a study on work-family relationships in the public sector with Bradley Owens, a 2003 MPA alumni. In addition, she is currently working with Julie Hite, a faculty member in educational leadership, on a study of family-friendly benefits and their effect on the work-family relationship.

Since joining Romney Institute faculty, Wadsworth has been actively involved. She currently serves as chair of the RIPM curriculum committee. She is the faculty member over orientation activities for

incoming MPA and EMPA students. She has also served as a thesis committee member for several students pursuing masters’ degrees in other departments on campus.

Lori has taught the first semester organizational behavior course in the MPA and EMPA program and currently teaches the human resource management course. She also teaches the business and society course required for all undergraduate majors in the Marriott School.

Wadsworth and her husband, Kim, are the parents of eight children (seven girls and one boy) and live in Provo. Two of their daughters currently attend BYU. Wadsworth enjoys spending time with her family and reading.



## DIRECTORSHIP CORNER

WRITTEN BY GARY CORNIA, DIRECTOR



Change! We all face it almost every day. A new boss, a new city, or a new coach for your daughter’s soccer team are typical changes that create new challenges. When you were a student in Professors Dee Henderson’s or Dale Wright’s class and talked about change, you may have, like me in my younger days, assumed change might be hard for others, but not for you. I have found that change is in fact hard. The uncertainty of change can be daunting. The Romney Institute has faced a variety of changes in the past two years. We have experienced the retirement of some of the best-known and longest-serving Romney Institute faculty—faculty who were here when the Institute of Government was formed; faculty who have a combined history of over ninety years of service at BYU.

We now have five new faculty members. This means we have traded years of experience for the potential of new faculty. Naturally, we wonder if the new faculty will be able to replace the veterans of the Romney Institute. We wonder about the change. Early evidence suggests we have faced the challenge of change and are meeting the obstacles. Teacher evaluations and alumni surveys reveal that we have hired faculty who are excellent teachers. Those of us who have been around the university for more than a few years are very encouraged by the evidence that these faculty can flat-out teach.

The new faculty are also playing a strong role in leading the department. They readily accept responsible assignments in the institute. They came into the institute with strong credentials and expectations, and they are more than living up to those expectations.

Among the most notable evidences that the new faculty are more than doing their share in building the reputation of the institute are their published works. Our new colleagues have published in some of the best journals in the field. These include *The Journal of Urban Affairs*, *The Academy of Management Review*, *Public Administration Review*, *The Journal of Applied Psychology*, and *Administration and Society*. These are journals with reputation and quality, which will to enhance the status of the institute and add to the quality of the degree.

There is no question that change is always a challenge, but the faculty changes have gone smoothly for the Romney Institute. While we can never replace Doyle, Dale, Len and Bob, we do have new faculty who can carry on their tradition.

## GEORGE W. ROMNEY



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

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

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