

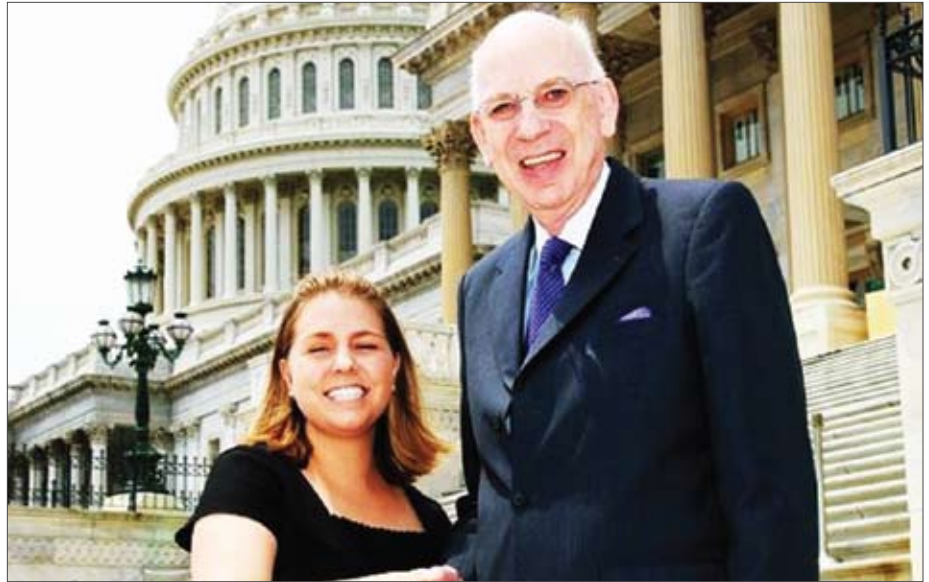
FEDERAL JOBS RISE IN POPULARITY

Amid a sea of hiring freezes, layoffs, and cutbacks, desperate college graduates are navigating their way to jobs—any job—that offer regular paychecks. For many, the government is one life preserver.

“The sheer number of new federal jobs combined with the rise in unemployment has sparked interest in federal jobs,” says Tanya Harmon, career services director for the Romney Institute. “The government is also seen as a very stable employer, offering reasonable salaries and amazing benefits.”

“Over the past year, we have seen a rising interest in federal employment among college students,” says Tim McManus, vice president of education and outreach, Partnership for Public Service. “Our recent survey of career counselors at nearly two hundred colleges and universities found that 90 percent of the students working with their offices are interested in federal jobs or internships. This finding shows that we have a once-in-a-lifetime opportunity to recruit a new generation to public service.”

Nationwide, government and public policy programs have experienced a flood of applications. The National Association of School of Public Affairs and Administration reported that applications increased for 82 percent of public sector graduate programs, some experiencing the



Sarah Larsen, second year MPA student, served her internship with Senator Bob Bennett

largest application increase ever.

BYU MPA applications increased 19 percent this year, from 114 to 146 applicants.

Many MPA students have found that while local government and nonprofit jobs are scarce, the increasing availability of federal jobs has made these job options an attractive gateway to a dream career.

In October, a group of nine MPA students traveled to Washington, D.C., to network and gather information about federal jobs. Andrew Grover, first-year MPA student from Sugarland, Texas, says

while he has always been interested in federal jobs, his classmates saw federal jobs as an opportunity to gain government experience while waiting for the economy to recover.

“One student on the trip always wanted to be a city manager,” Grover says. “After visiting, he saw that the federal government is a great place to start and learn how the big picture works before eventually ending up in local government.”

Harmon says this mentality is sup-

Jobs, cont. p. 5

CONTENTS

| | |
|-----------------|---|
| From the Editor | 2 |
| Then and Now | 3 |

| | |
|----------------------------------|---|
| Student News: | |
| UCMA Competition | 4 |
| MPA Student Walks into Classroom | 5 |

| | |
|-----------------------------|---|
| Alumni News | 6 |
| Institute News | 7 |
| Ethics Expert Joins Faculty | 8 |

From the Editor



When I was student, the MPA program did not have a career services office. We did, however, have Doyle Buckwalter. Professor Buckwalter seemed to know everyone who

was anyone in the public sector. Students searching for summer internships or their first job would visit him, confident that he would have the answers. Most of the time, he knew just the right person to contact.

Today the MPA program has many more resources for students to find internships and jobs, but I will never forget the lesson I learned from Professor Buckwalter: It's not what you know; it's who you know. During tough economic times, this oft-quoted mantra has become increasingly essential.

Throughout this issue of *Outreach*, you will notice examples of students taking initiative—targeting a particular employer and then making connections with people who already work there or targeting a specific industry and talking to key players in that industry. One enterprising student saved the business card of a lecturer, which he eventually used as a reference to land his dream job in Texas. Whatever your preferred method, getting and staying connected with the right people is, on some levels, just as important as what is learned in the classroom.

Online media outlets have emerged as a viable way to develop and maintain a social network. Sites like LinkedIn and Facebook provide opportunities not only to connect with people in similar fields but also to post résumés, interests, and related job experience. Web traffic to employment sites increased 20 percent in the first few months of 2009, according to internet usage analysts at hitwise.com. Facebook also saw a 149 percent jump in hits for employment purposes from February 2008 to February 2009.

The Romney Institute has been hard at work developing even more resources than Professor Buckwalter could provide. We have created several digital avenues for alumni and current students to connect, share success stories, and share contacts.

This summer we started the BYU Romney Institute group on LinkedIn. More than six hundred of you are already members of this group. Within the group are sub-groups by industry or job sector where several of you have shared ideas, asked questions, and posted jobs.

This past month the Marriott School launched the new alumni portal at marriottalumni.byu.edu. Here you can create groups and a blog as well as search half a million BYU alumni records.

Finally, go to Facebook.com and after creating an account, search for “BYU MPA at the Romney Institute.” Join the group and become a fan of the page. This will keep you up-to-date on life at the Romney Institute.

Over the years we have loved the many alums who have dropped by our offices for visits. While these visits are welcome, these digital tools are another way to stay connected.

And if anyone sees Professor Buckwalter, let him know he needs to join too. He may have a few tips for all of us.

Sincerely,

Vicki Okerlund

Join the Romney Institute's online networks

Join us: *LinkedIn* [BYU Romney Institute of Public Management Alumni](http://BYURomneyInstituteofPublicManagementAlumni)

Connect with us: marriottalumni.byu.edu

Become a fan of: facebook.com/byumpa

OUTREACH

| | |
|----------------------------|-------------------|
| Publisher | David W. Hart |
| Managing Editor | Vicki Okerlund |
| Editor | Emily Smurthwaite |
| Creative Editor | Cindy Glad |
| Graphic Designer | Nina Whitehead |
| Student Writer | Sara Payne |

Published by the George Romney Institute of Public Management at Brigham Young University. © 2009 by Brigham Young University.

Then and Now

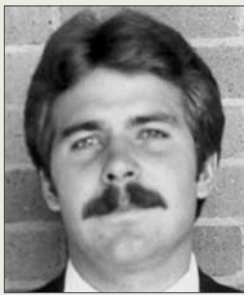
PAST AND PRESENT IN THE MPA PROGRAM

The MPA program has undergone many changes in the last few decades. In addition to adopting a name with a hefty pedigree, the program has left its roots in the Jesse Knight Building and merged with the business school in the Tanner Building. Below we explore similarities and differences the program has experienced.

Sport of Choice

THEN: Basketball

NOW: Racquetball



Jay Covington, a BYU MPA 1982 alum, recalls that some of his fondest memories of the program involved spending quality time with faculty both inside and outside the classroom.

“We would try to talk Gary Cornia into leaving the ivory towers of the Jesse Knight Building and play some

pick-up basketball,” he says of Cornia, then an MPA professor and now the school’s dean. “He played a mean game of basketball, and our goal was just to wear him out.”

Today students prefer a more one-on-one approach with professor Jeff Thompson. Although he plays racquetball with mostly alumni, Thompson recently has been bombarded with invitations from current students to play one-on-one during downtime.

“He was pretty much trash-talking, saying a student had never beaten him,” says first-year MPA student Andrew Grover. “So I caught him in the hall one day and told him I was ready to beat him.”

Field Trips

THEN: Los Angeles, California

NOW: Accra, Ghana

Whether in the '80s or today, professors seem to open up more when they travel with students. Heather Morgan, a current second-year MPA student with an emphasis in HR



and global management, says on this summer’s Ghana trip to conduct field research, the students played twenty questions. She was surprised when her professor Aaron Miller answered questions about his family and his hobbies.

“When we came back we had to remind ourselves that he was our professor,” Morgan adds. “It was a bonding experience for everyone.”

Covington and other students connected on a road trip to California with Cornia to an ICMA conference more than two decades ago. The students initiated the trip but realized they lacked the funds to pay for it on their own. So they invited Cornia, their basketball buddy, to accompany them and transform the road trip into a school-sponsored event.

“As long as Cornia was listening to his Jackson Brown tapes in the van, he was fine,” Covington jokes.

He says learning Cornia’s musical tastes, eating out, and nearly swiping cars in the crazy L.A. traffic proved to be a unifying experience.

Food of Choice

THEN: Godfather’s pizza

NOW: Kneader’s French toast

“We were dirt poor,” Covington says. He recalls weekends where he and his brother-in-law would each pitch in \$5 for Godfather’s Pizza, root beer, and a movie at the Varsity Theatre. The most memorable pizza moment, however, occurred during class.

“In the middle of the lecture, we ordered pizza and had it delivered to class,” he says. “Somehow I didn’t think Dr. Cornia would kick us out of school for that.”

These days, the students are more prone to wait for their

Then and Now, cont. p. 6

Student News

BYU'S BIG WIN AT UCMA COMPETITION PRODUCES BIG RESULTS

Paul Dean never expected that winning a state-wide manager competition would lead to starting his own consulting project. But that is precisely what happened when a team of BYU MPA students headed to St. George in April for the Utah City Managers Association case competition.

"I entered the competition to network, show off, and just get some face time with local government officials," says Dean, a second-year local government and finance MPA student from Orem.

What he and the team received was an offer from a Pleasant Grove city administrator, Frank Mills, to help in the selection process for the new city manager after Mills retires. Because not all competitors were available to help with the project, Dean enlisted the help of two other BYU MPA students. This team is now incorporating into the ARC-application review committee.

But a business venture was not the only benefit of BYU's victory. The competition proved to be a great networking strategy and allowed students to refine their management skills.

"Every year this competition puts our students in a positive light to local governments across Utah, which leads to job opportunities," says faculty advisor Rex Facer. "Managers see the high quality of students we have and high quality work we do."

The MPA students who participated this year were Amy Brennan, Nick Cam-



berlango, Billy Dalebout, Dale Frost, Ariel Lara, Troy Larsgard, Bryce Mumford, Megan Selin, and Dean. The competition, which pitted BYU, Utah, and Southern Utah University against one another, required competitors to analyze and implement a mock budget and operations plans for dispatch services in Utah County. The judging was based solely on a fifteen-minute presentation.

Dalebout, an MPA graduate from Provo who is currently employed with the Environmental Protection Agency in Washington, D.C., says some of the skills needed for his current job were developed because of the UCMA competition.

"Being able to present complex or technical information to a significant audience is helpful," he says. "Those presentation skills will be invaluable to me now and throughout my career."

Faculty assistance has proven to be the key to success in this competition. BYU won the competition the last two years of the four years the competition has existed. What made the difference the past two years is the increasing involvement of the faculty in the critiquing and refining the students' presentation.

Dean observed that of all the teams who presented at this year's case competition, BYU's team seemed the most prepared because of increased faculty involvement.

"We received some excellent feedback from the faculty," Dalebout adds. "Because it was a difficult case to break apart, faculty helped us present it in a way that wasn't too complicated."

MPA STUDENT WALKS INTO CLASSROOM...



Dale Hull worked as a successful OB/GYN for ten years. All the years of medical school, training, and sacrifice went into building a successful career in medicine. Then one day everything changed.

Hull did a back flip on his trampoline and landed on his neck, paralyzing him from the neck down.

"I'm one of the fortunate ones," he says. "For unknown reasons, some functions started to return early on in my rehab. But I still had to spend the next two and a half years relearning how to do everything."

This included not only walking but also basic functions like crawling, kneeling, standing, and using his hands and fingers. Hull noticed during the process,

however, the inadequacy of the insurance climate that prematurely discharged spinal cord injury patients. While talking about the problem with his physical therapist, Jan Black, Hull decided to find a solution.

"We felt that someone should create a specialized clinic focusing on spinal cord injury," Hull says. "Eventually that 'someone' became us."

Hull and Black, who spent her entire career working with spinal cord injuries, got started right away. Neither had previous business experience—just passion and a plan.

"It was kind of a back-of-the-napkin idea," Hull says.

Those napkin ideas unfolded into Neuroworx, which began as a nine hundred-square-foot facility with six pieces of equipment and about a dozen patients. Now the South Jordan, Utah, facility provides approximately 3,600 outpatient visits per year, serves forty patients, and spans nearly four thousand square feet. More impressive than the expanded space is the facility's purpose to rehabilitate spinal cord injury patients and help them on the road to recovery.

This fall, ten years after his trampoline accident, Hull walked into his first class as an Executive MPA student at BYU.

He enrolled in the program to more fully understand the nonprofit sector and to provide patients opportunities to fully recover regardless of insurance coverage.

"We allow patients to push themselves to a greater level of functioning," Black says. "This creates better health and enhanced quality of life. Having the necessary resources to allow that to happen is an absolute necessity."

Hull stands—literally—as a model for this purpose.

"As of today, I walk with a cane," he says. "But walking is still a conscious act that I have to think about."

Hull's example of hard work and achieving goals has rubbed off into his business practice and has inspired others to do the same. Sam Harrison, who became fully paralyzed after a skiing accident, says he will continue to go to Neuroworx as long as he can afford it. The physical and mental healing that takes place, he says, is exactly what he needs.

"Some of the things I gained from physical therapy have really helped my relationship with my son," he says. "I want to live a normal life and have a successful career and family. It takes a lot of work, and the expertise and sincerity of institutions like Neuroworx make it happen."

Jobs, cont.

ported by the jump in applications for a federal fellowship program—Presidential Management Fellows. The PMF invites top graduate candidates across the country to a recruitment fair in Washington, D.C., each year that places qualified graduates with a federal agency. In the past three

years, PMF applications from BYU have hovered around ten per year. This year, BYU submitted a record twenty-three applications.

For Grover, federal jobs are particularly attractive because they not only allow

opportunities to travel but also to experience the stability that may not accompany other jobs. "You don't have to worry about the market crashing or your company taking huge risks," Grover says.

EDUCATION: THE GIFT THAT KEEPS ON GIVING

Every year children seem to struggle with the same dilemma: what to give to their fathers for Christmas. Or birthdays. Or Father's Day. Or special occasions.

Last year Daniel Lau's children worked outside the box for their father's retirement present. The gift they settled on outshines the standard tools, socks, and electronics that infiltrate fathers' closets.

"Anything we gave him would end up on a bookshelf collecting dust," says Marilyn Lau Pike, a 2008 MPA alum. "A scholarship would be a living legacy that gives every year. It would also honor the giving part of my father's life."

The idea was born from a phone call between sisters Marilyn and Allison when Marilyn was a BYU MPA student. The

idea crystallized when their brother Robert Lau stepped up to the plate and drafted a plan. Robert enlisted the help of his father's friends and former colleagues to fund the scholarship in addition to what the Lau family could contribute.

About seventy close friends and colleagues beyond the Lau family contributed to the scholarship to honor a man who they say dedicated his life to education. At an annual administrators conference in San Francisco, the Lau family presented Lau with the gift after attendees watched a short tribute film to Lau's life.

"To honor forty years in higher education, Dan's children, friends, and colleagues have organized a scholarship in his name at the Romney Institute," the children announced to an audience of four hundred administrators from around the country.

Daniel says the gift was a complete surprise. Daniel, a 1967 graduate of the BYU MPA program, says he hopes that this generous gift not only helps a student in need of financial assistance, but that also the student will continue the cycle of giving.

"If they have an opportunity later on in their lives, I hope they would return the favor to somebody else who is in need to get through college," Daniel says.

To Daniel's children, this attitude of perpetual service and the value of an education was the main impetus behind selecting this unique retirement gift.

"I believe it's important to give back. And if along the way you can honor somebody, I think that's only more meaningful," Robert says. "This gift honors a past generation that gave to us. It perpetuates the cycle."



Alumni News

"If they have an opportunity later on in their lives. I hope they would return the favor to somebody else who is in need to get through college."

Then and Now, cont.

food breaks. Morgan and a group of students once stayed up until 2 a.m. to complete a project that was due the next day.

"After the presentation was over the following morning, we all went out to breakfast at Kneader's for its unlimited French toast," she says.

Time brings many changes, but luckily some things never

change, like the unity felt in the program. Covington still keeps in touch with former classmates and professors who he says impacted him in unforgettable ways.

"I feel like I am surrounded by a family that is trying to help each other be successful," Morgan says.

Institute News

DREAM JOBS AMID ECONOMIC CRISIS

The job market looked bleak in 2009. Although unemployment rates reached 9 percent, some enterprising MPA graduates relentlessly pursued not just a steady paycheck but their dream careers.

“I was very vigilant in following up with a particular employer,” says Mike Speed, a 2009 MPA graduate.

Speed was determined to secure a job with Moody’s Investments after a representative, Patrick Ford, spoke on campus last winter. Speed sent Ford his résumé, sent him follow-up emails, and called him but heard nothing.

“I checked Moody’s web site and saw an opening, so I applied, and I put down Ford’s name as a personal reference,” he says.

While listing Ford as a reference was risky, it landed him the job as a municipal bond rating analyst for Moody’s—a company that recommends credit ratings for local governments.

Fellow classmate Katie Forrest wanted to find work using her human resource emphasis. She set her sights on Hewlett-Packard to further magnify her human resource skills.

“I knew a few people who worked for them, and I had heard really good things about them,” Forrest says. “I worked my way in to have them at least look at my résumé.”

From that initial contact and subsequent interviews, the international computer company hired Forrest to train business teams around the world in basic business principles such as logistics, budgets, and leadership. Because Forrest works with teams in Mexico City, Budapest, and São Paulo, she keeps a unique schedule.

“Last night, I had a meeting at midnight, supporting a team in Budapest,” she

says. “I have meetings that can really start at any hour.”

At this time of Forrest’s life, her erratic schedule is just part of the fun in working for her dream employer. For Holly Hansen who works for the Musical Instrument Museum in Phoenix, work is all fun.

“Every day I get to go to work with people who are obsessed with their jobs and love what they’re doing,” Hansen says. “I love museums; I love art; I had a passion for those areas, so I thought I could incorporate my passions into my work.”

Hansen accepted an internship after graduation, hoping it would transition

into a permanent position. Her hopes came true, and now she is experiencing the reality of a museum start-up. The museum opens next spring and will feature musical instruments from around the globe.

No matter the industry or location, MPA graduates are spreading the word for future MPA graduates.

“I am proud to say I’m from the Romney Institute of Public Management,” Forrest says. “My colleagues are surprised when they hear my degree is in public management. I get to talk with them a little bit about the program and how it prepared me for my career.”

MPA 2009 Graduate Placement

| Organization | Emphasis | City |
|--|--------------------|-----------------------|
| Social Security Administration | PMF Federal | Seattle, WA |
| United Way of Utah County | Nonprofit | Provo, UT |
| California State Auditor’s Office | State | Sacramento, CA |
| VW Intergovernmental Relations | HR | Brazil |
| US EPA | Federal | Washington, D.C. |
| Hewlett-Packard | HR | Palo Alto, CA |
| U.S. Army | Federal | Fort Rucker, AL |
| Government Accountability Office | Federal | Washington, D.C. |
| IntegraCore LLC | HR | Sandy, UT |
| City of San Antonio | Local | San Antonio, TX |
| Standard & Poor’s | Public Finance | San Francisco, CA |
| Park City Municipal Corporation | Local | Park City, UT |
| Moody’s Corporation | Public Finance | Dallas, TX |
| City of Raleigh | Local | Raleigh, NC |
| California Bureau of State Audit | State | Sacramento, CA |
| Hewitt Associates | HR | Utah satellite office |
| BYU LDS Philanthropies | Nonprofit | Provo, UT |
| Musical Instrument Museum | Nonprofit | Phoenix, AZ |
| City of St. Johns | Local | St. Johns, AZ |
| Academy for Creating Enterprise | Intn’l Development | Brazil |
| NASA | Federal | Houston, TX |
| City of Nephi | Local | Nephi, UT |
| Governor’s Office of Planning & Budget | State | Phoenix, AZ |



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

ETHICS EXPERT JOINS FACULTY

Ethical dilemmas occur almost daily in corporations and management: Should executives and employees go to a five-star restaurant to discuss their bankruptcy filing? Should city council members publish the minutes of closed-door meetings? Is it wise to promote an immediate family member in your company? If you want to know what one deep thinker on the subject believes, ask professor Brad Agle.

An expert in the realm of business ethics, he is the newest faculty member in Brigham Young University's George W. Romney Institute of Public Management. Agle, professor of ethics and leadership, fills the newly created George W. Romney Endowed Professorship.

"Brad is one of the premier leadership and ethics scholars in the world," says David Hart, Romney Institute director. "He also has a very rich background in the applied business world and a tremendous network of professional and academic contacts that will benefit BYU and the Marriott School. You rarely find people who are as strong as

him in so many areas."

The accomplishments of the Romney Institute's newest faculty extend far beyond the BYU campus; they include the most-cited article on corporate social responsibility and the Best Article Award in 1999 by the International Association for Business and Society.

Agle is also well-known for his teaching abilities—not just in the United States but internationally as well. He was awarded the 2009 Distinguished Professor of the Year Award as a top faculty at the Katz School Executive MBA program in São Paulo, Brazil. And he has consulted with many notable organizations, including: Alcoa, U.S. Steel, and the U.S. Marine Corps.

"Brad has had exceptional training and experience with corporate America in the area of organization ethics," says Gary Cornia, Marriott School dean. "I believe he will be a significant leader in the Marriott School because of this tremendous experience."



A native of Michigan, Agle earned his information systems degree from BYU in 1986 and went on to earn a PhD from the University of Washington. He taught at Washington, Emory University, and the University of Pittsburgh—where he helped found the David Berg Center for Ethics and Leadership.

"My heart has always been with BYU," Agle says. "I hold a strong belief that the Marriott School and BYU have the ability to be a powerful force for good and a leader in the field of business ethics unlike any other university."