This 8 July will mark the 100th birthday of Governor George W. Romney, the Romney Institute’s namesake. During the course of this year, Outreach will feature articles highlighting this outstanding American and how his influence continues in the Romney Institute and other national organizations. This article will provide an overview of his life.

**Early Life**

George Wilcken Romney was born to Gaskell and Amelia Romney in the LDS Mexican colony Colonia Dublan on 8 July 1907. The family was happy and lived well, but when Romney was five the Mexican Revolution had started and the family became some of what Romney later termed “the first displaced persons of the 20th century.”

Romney’s family suffered economic hardships for several more years and lived in Texas, California, Idaho, and Utah. But the young boy’s skills and determination were developing. Many times in his life others would say that he should become president of the United States. One of those times may have been when at age thirteen he graduated as valedictorian from Washington Grade School in Rexburg, Idaho, and spoke before more than eleven hundred people.

When Romney was seventeen he met beautiful fifteen year-old Lenore Lafount, and pursued only her from then on. After working in construction until age twenty, he served a mission in Glasgow, Scotland, and London, England.

**Marriage**

Returning from his mission in fall 1928, he lived at home for only a few months. Lenore’s family was in Washington, D.C., so he headed there and began classes at George Washington University. He was hired over about 115 applicants as a stenographer for Massachusetts Senator David Walsh for $120 a month. After two days it became obvious that his skills as a stenographer were less than adequate and his assignment shifted to tariff research. This position greatly influenced much of his later career path.

In 1931, Romney convinced Lenore to give up a $50,000 acting contract with Metro-Goldwyn-Mayer to marry him. They were married in the Salt Lake Temple on 2 July 1931.

Romney’s work with Senator Walsh led to work with Aluminum Company of America (ALCOA) first in sales in California and then as a lobbyist in Washington, D.C. Continually impressing those around him, Romney was offered a position with the Automobile Manufacturers Association (AMA) and was soon asked to be the Detroit office manager.

See Romney
Continued on Page 4
Students don’t need to wait until they graduate to begin serving. Since 1987 our students have served many people through their statistics projects. BYU’s “Enter to Learn, Go Forth to Serve” motto, as we know, was coined by Stewart L. Grow, founding director of the BYU MPA program. Throughout our forty-plus years, the program has focused on preparing our students to serve. One way that we have done that is through having students practice service in their coursework. This article for the Director’s Corner highlights some of the service rendered by students through their statistics projects.

Alumni who have graduated in the last twenty years have participated in statistics projects for public or nonprofit clients. During winter 2007, there were fifty-one students participating in thirteen projects. The clients and projects can be categorized under three main groupings: city/county citizen surveys, BYU graduate program alumni surveys, and special population surveys.

City/County Citizen Surveys
Citizen surveys were among the first projects undertaken, and they continue to be popular among local governments in Utah. During Winter semester there were four such surveys: West Point City, Eagle Mountain City, Orem City, and Grand County (Moab). Each city or county sought input from a random sample of its citizens. Although each one asked similar questions regarding various public services, there were some unique questions, as well. West Point City specifically asked its citizens about their Fourth of July celebration. Eagle Mountain was concerned about whether or not its citizens wanted retail establishments and/or industry within the city limits. Orem City was primarily concerned with where Orem residents were seeking services and goods, with an eye toward looking at where sales tax revenue may be lost and could be gained. Grand County was interested in citizens’ views about a proposed recreation center. The administrators of these government entities should receive valuable information from the survey projects that will help them make decisions to respond to their citizens’ opinions.

Graduate Program Alumni Surveys
For several years now, one statistics project group each year has surveyed recent MPA graduates. We’ve used a moving five-year window so that we reach alumni who are recent enough to still have the knowledge and skills learned in their graduate program impact the types of jobs and assignments they receive. Last year, as a service to the other graduate programs in the Marriott School, groups surveyed alumni from the other graduate programs: master of accountancy (MAcc), master of business administration (MBA), and master of information systems management (MISM). Their directors decided they wanted to continue that process this year. Also, this year, because of students’ interests, we added projects for BYU’s Mechanical Engineering Department and BYU’s law school.

All of the alumni surveys had some common elements, asking alumni to rate various aspects of their program. However, they also had specific areas of interest. For instance, the MACc survey focused on ways the School of Accountancy could enhance the alumni’s relationship to their alma mater. The MBA survey focused on the impact of non-classroom experiences such as field studies and internships. If used properly, the alumni surveys should allow their programs to implement directions that will enhance the experiences of future students and alumni.

Special Population Surveys
There were also three unique population surveys—one done for United Way of Utah County and two for Community Action Services of Utah County. United Way was interested in how citizens feel about belongingness in Provo City. Provo’s demographics are changing, especially impacted by a high rate of immigration. The project team was creative in writing a questionnaire that elicited residents’ opinions about being accepted into the community, interacting socially with diverse neighbors, and dealing with social issues in school. The survey was distributed to parents of all Provo elementary school students by sending them home with the students.

Community Action Services was concerned about two issues that are hot topics, both dealing with financial preparedness. One was about payday lending services, which are seen by many people as predatory. The project group working on that issue had a serious problem in developing a sample, but eventually was able to survey a number of people who have used payday lending services. The questionnaire addressed issues such as the intended use of the loan, the frequency of use of the service, and various demographics of the users. This survey can only be considered as preliminary because the sample obtained was clearly not a random sample. It will, however, provide some preliminary data about the people who use payday lending services.

Community Action Services second project was a survey of baby boomers and retirement preparation. This was another telephone survey that took endless hours because of the need to find respondents in the right age range. The survey asked the baby boomers about their preparations for and expectations regarding retirement. It touched on issues such as expected medical problems, intended housing arrangements, and sources of income. These results should provide some clues about Utah County’s baby boomer generation and their thoughts about impending retirement.

The Romney Institute is fortunate to have bright, willing, interested students to conduct such projects. We are also fortunate to have government and nonprofit agencies that are interested and trusting enough to have students carry out projects that can be very meaningful to the organization and its purposes. In the statistics class, I always hope that the students will not only enter to learn statistics, but will feel that they have gone forth and served someone through their applied project.
Jorge Gutierrez
MPA '08

When Jorge Gutierrez’ youngest daughter found out that the family was moving to Provo for her dad to study at BYU she asked, “Dad, do we have to go again?” Gutierrez says, “After obtaining a law degree from the J. Reuben Clark Law School and upon returning to Ecuador, I had the most wonderful job opportunity anybody could have. I was a legal counsel for the LDS Church and worked on many wonderful projects. The most significant was being in charge of the entire legal process of sealing the buying process, obtaining permits, and writing out the construction contract for the first LDS temple in Ecuador.”

In time, he found himself helping the missionary welfare couples with legal and cultural issues they encountered in different parts of the country. While involved with that, Gutierrez and his wife, Yolanda, were called as service missionaries to start the first Bishop’s Storehouse in South America. He explains, “As the director of the Bishop’s Storehouse I faced many unforeseen challenges and also had many humbling experiences. After three years of service at the Bishop’s Storehouse I knew I had found my passion: international development and nonprofit work.”

Gutierrez began to work on his newfound passion. Projects included a microfinance venture, which later went bankrupt. He also joined forces with an education professional and called it his “jewel project” because of all he learned from that experience. At the same time, it triggered a series of events that would lead him to the MPA program.

Realizing he needed to learn and acquire new skills about managing he thought of the Marriott School’s MPA program. As a first-year student, he feels the program has been great and has taught him valuable skills in human resources, international development, and organizational behavior.

The change has been difficult for the Gutierrez family. But the wonderful friends they have made at school and in the ward they attend have helped them enjoy the process of getting their dad through graduate school.

Gutierrez hopes to put into practice all the skills he is currently learning. With his passion for nonprofit issues, he would like to secure a position in Ecuador or any other underdeveloped South American nation to help his people climb the ladder out of underdevelopment.

Grace, Jorge David, and Sara are teenagers attending school; Yolanda is learning English. With their dad attending the MPA program the entire Gutierrez family feels they have entered to learn and want to go forth to serve.

Candice Copple
MPA ’08

Candice Clare Copple is the first to admit that so far, her life hasn’t turned out like she had planned. But she readily shares that it has been so much better—full of wonderful surprises and growth opportunities. “Bloom where you are planted” has always been one of her favorite mottos.

Now on her third career path, Copple was worried about returning to Provo as an older single graduate student; however, she still can’t get over how accepting and supportive her fellow students and professors in the program have been. When asked what she loves about the MPA program, the first thing she says is “the people.”

Copple was raised in Gilbert, Arizona, and has a rich pioneer heritage. Her great-great-grandmother was Mesa’s first certified school teacher, and education was always stressed in her family. Her grandparents were farmers and ranchers, and Copple feels blessed to have such a great heritage of determination and hard work. Following their example, she says, “I always felt I could do whatever I wanted if I worked hard enough.”

That is what she has always tried to do. Copple graduated with her BS in accounting from the Marriott School in 1998. She wanted a profession that would put her “where the action is,” and one that she could use in her home. After spending six months as an intern for Deloitte & Touche in Washington, D.C., she followed spiritual promptings that led her back to Arizona. Within the year, she was offered a full-time position teaching release-time seminary for the LDS Church. She accepted, thinking it would be a fun change, never dreaming how deeply the youth would implant themselves in her heart.

Even after teaching for seven years, Copple still readily admits she loves teenagers. “I love their excitement for life, their faith, and their sincere desires to seek truth.” She enjoyed traveling the country teaching at BYU’s Especially for Youth program and local youth conferences. Trying to find ways to apply the gospel in her students’ lives was a constant challenge, but extremely rewarding. Copple always worked to make a small difference in her students’ lives, and in return they blessed her life more than she could imagine.

Leaving CES was a hard decision for Copple. With the support of her colleagues and family she pursued another dream, that of gaining additional confidence and skills to defend public policy issues she feels strongly about. Whether it be atop Mount Kilimanjaro, in the streets of Vietnam, at an orphanage in Honduras, or at the United Nations in New York City, her experiences have allowed her to see some of the world’s people most in need. Copple recognizes how blessed she has been and the responsibility she has to give back.

That is exactly what she is trying to do. Copple is excited to be a part of the MPA program and join many of her former students on campus. Being a student again, she says, has opened her eyes to many previously unthought-of ways to serve. She has adopted the motto, “I can do hard things!” and is committed to working toward the achievement of her goals.
WORLD WAR II
As World War II was growing in Europe he was asked to form and direct the Automotive Committee for Air Defense (ACAD). Under his direction, the entire automotive industry became, in essence, one large company devoted to producing war materials.

It is difficult to comprehend the significance of the role that Romney played in this national industrial mobilization. His determined effort to consolidate the American automobile industry in a cooperative endeavor is an unparalleled feat. Most of the books written about World War II deal with the battles and politics of the time; very few have detailed the extraordinary, nearly miraculous, efforts of American industry to out-produce the combined industries of the Axis powers. In that industrial crusade, one of the most important leaders was the young George Romney, making one of his greatest contributions to public service. It is estimated that the work of ACAD shortened the war by seven months, saving many lives.

Returning to private life after the war, Romney received several job offers. He accepted the one to become president of the Nash-Kelvinator Company in April 1948. Six years later the company merged with Hudson Motors creating American Motors—the largest merger in the history of the automobile industry. Romney was soon CEO of the new company.

For several years the new company struggled, but “compact cars” (a term he coined) brought success. Romney warned about “gas-guzzling dinosaurs” and introduced a new “Rambler.” It was affordable, efficient, and appealing to a wide customer base. The 1957 model brought rising sales, and in 1958 sales were stunning. The smaller cars changed the future of the automobile industry.

By 1959 Romney had become the most famous businessman in the world, and he went on to become the Associated Press “Man of the Year in Industry” four years in a row. His portrait appeared on the covers of Time, BusinessWeek, Forbes, and other national publications.

PUBLIC SERVANT
Though a tremendously successful business executive in the private sector, Romney was always a citizen first. In 1948, while working to return the automobile industry to peace-time production, he was also busy founding the nation’s first United Way organization in Detroit.

In 1956, he agreed to chair the Citizens Advisory Committee on School Needs in Detroit (CACSND). The group worked with the Board of Education in developing an education program. The success of this group proved that an apolitical group could unite to facilitate swift and necessary social change. It was this experience that convinced him of the power of citizen action.

Romney formed Citizens for Michigan in 1959, which was designed to give the state government a similar makeover. Their first task was organizing a convention to draft a new state constitution.

Romney was elected governor in 1962 after what many called an impossible race against a Democratic incumbent in a heavily union state. A popular governor, he was re-elected in 1964 and 1966. During the three terms he was able to wipe out Michigan’s deficit, dramatically increase conservation efforts, improve school funding, and streamline government.

NATIONAL SERVICE
In 1968, he was the first announced candidate for the Republican presidential nomination. He was the frontrunner in the campaign for some time, but dropped out early in the New Hampshire primaries when the campaign took a turn toward personal attacks and away from the important issues of civil rights and the Vietnam War.

When Richard Nixon won the presidency, he invited Romney to be Secretary of Housing and Urban Development (HUD). Romney became an active secretary and continued to crusade for citizen volunteerism. His housing programs helped thousands of families. Uneasy with the Nixon presidency, Romney resigned after four years.

LASTING LEGACY
After his retirement Romney spent the rest of his life promoting volunteerism. He became known as “The Father of Volunteerism.”

Romney served as chair of the National Center for Voluntary Action (NCVA) board from 1974 to 1979 when NCVA merged with the National Information Center on Volunteerism to form VOLUNTEER: The National Center for Citizen Involvement. Romney then became chairman of the VOLUNTEER board.

President George H. W. Bush asked Romney to be one of the founding board members

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In fourth grade I chose to write my famous person report on our family’s friend and role model George W. Romney. I grew up in the same ward as Romney. I would like to explain how his influence greatly impacted my life and career aspirations.

My first memories of Romney were when I was a little girl as I observed him and his family at church. I remember Patriarch Romney smiling and going out of his way to be kind to others. I observed similar examples in Romney’s children and grandchildren, as several of them were my teachers and leaders at church.

A little while before I decided to write my fourth-grade report on Romney, I learned an important lesson through his example. One day as my mom was driving me to Quarton Elementary School, there was a piece on the radio about the former Michigan governor. My mom paused our conversation and told me that the Romney who was on the radio was the man we knew in our ward. She also explained to me that he had been our state’s governor.

At that moment I had a powerful realization I have not forgotten. A feeling of excitement washed over me. I knew many good people at my church and also knew important people working in government. I had not previously made the connection that someone could fill both roles. I came to understand that Romney was a faithful and devoted Latter-day Saint and also an esteemed and appreciated leader in government. I realized that I could be a good and faithful member of the church, and also be respected by people in important positions.

While attending middle school, I saw this example again. Romney came to speak at a school board meeting in my school district to stand up for some moral issues. This was impressive as he did not have any children or family in my district, and the issues he stood up for were not politically popular at the time. His message was received well, as he was a respected political figure in our state.

In part due to Romney’s example, by the time I reached high school, I decided I wanted to work in government and do good—both to make a difference in my community and to China. I studied Chinese and served a mission to Taiwan.

When I learned BYU had a public management program named in Romney’s honor, I had an easy decision to make. When I learned more about the program, the decision became even clearer as I realized the institution represented what Romney stood for. Again I saw this philosophy that we can faithfully live the gospel of Jesus Christ and truly make a difference in the world. I learned of alumni who have done likewise.

One of my last memories of Romney was during a fast and testimony meeting at church. With some assistance, and his wife both made their way to the front of room. I was impressed that physical frailty and failing health did not slow down this couple’s passion for what is right. The testimonies they shared that day were so powerful to me. They were examples of blessing the lives of others for good each and every day.

In April 1997, President Bill Clinton and former President George Bush co-chaired The President’s Summit for America’s Future in Philadelphia. Joining them were Hillary Clinton, Barbara Bush, former President Gerald R. Ford and Betty Ford, former President Jimmy Carter and Roslyn Carter, and Nancy Reagan, representing the ailing former President Ronald Reagan. The summit took place very much as Romney had outlined.

Members of The Church of Jesus Christ of Latter-day Saints in Michigan and surrounding states have been very grateful for Romney’s strong, visible example as a church member. He served as a stake president and patriarch, among other callings. The strong, visible example of such a righteous man was of immeasurable value to the members of the church.

Romney’s legacy continues with his four children—Lynn Keenan, Jane Romney, Scott Romney and Mitt Romney. The siblings are currently working on Governor Mitt Romney’s presidential campaign.

“Due to Romney’s example ... I decided I wanted to work in government ... to make a difference in my community”
Sarah Westerberg
EMPA, ’01

When Sarah Westerberg arrived in the United States ten years ago, she wasn’t at all happy about leaving a job she loved in the administration of Oxford University, England. She was rather skeptical about what Utah—Provo in particular—might have to offer her. “The first few months were really quite difficult,” Westerberg said of searching for employment to support her husband, Tyler, while he finished his undergraduate degree at BYU.

Several months and countless job applications later, Westerberg was hired as BYU’s tutoring services coordinator at BYU. Tutoring services was a brand new program that sought to provide free tutoring in academic classes to any BYU student. Six years later, Westerberg was hired as director of the Center for Service and Learning, which focuses on community service programs. The center was entering a transition phase when Westerberg took the helm and, along with her colleagues, she was able to recraft the center’s mission to focus its efforts on community service, leadership, and reflection. Most recently, in Fall 2006, Westerberg was hired to be the associate dean of students at BYU.

Not everything has been smooth sailing for Westerberg and her family. Early in 2002, both her mother and her husband were diagnosed with cancer within three days of each other. Westerberg’s mother passed away just two months later while her husband began his own battle with the disease. “Those were some dark shadowy days” Westerberg says. Westerberg and her husband, who has now been in remission for almost four years, have a two-year-old son named William.

Westerberg credits her success at work to the excellent educational opportunities she has had at BYU. “The EMPA is a great program, particularly for me as a foreigner. It was also an excellent springboard for me to get into the PhD program,” she says. She finished her EMPA program in 2001, receiving the Lennis Knighton Academic Award for highest GPA, and two months later began a doctoral program in educational leadership. Westerberg should complete her PhD in June. When asked to describe her feelings about the imminent completion of this terminal degree, her response is simple and succinct, “Hurrah!”

Jerry Davidson
MPA, ’96

Growing up in Montreal, Jamie Davidson always thought he would end up working in government. With numerous family members working for the Canadian federal government, he hoped his education would take him to Ottawa and a life in Canada’s capital city. However, many years later, he finds himself working in government but a long way from Parliament Hill.

“I am glad my professional career has strayed from what I thought would be its destined course,” says Davidson. “I enjoy local government and the chance to have an impact on a community each day I come to work.”

These days, Davidson serves as city administrator of Lehi, Utah. Once recognized as a quiet rural town, Lehi has experienced a population explosion in the last ten years—growing by more than 150 percent from a community of eighteen thousand to more than forty-five thousand. In 2006, Lehi City issued more than two thousand residential building permits. And with eleven thousand additional residential units already approved for construction in the future, things may not slow down for a while.

“The pace can be exhausting, but there is always plenty to do,” he says. “We have a dedicated staff who are committed to developing Lehi into one of Utah County’s premier communities.”

Since his arrival in Lehi in August 2006, Davidson has helped launch a full-time fire department, begun implementation of a downtown revitalization plan, revised the city’s fee structure, and initiated the development of a community-wide economic development strategic plan. Future plans for the community include more than four million square feet of retail and commercial development, the construction of a six thousand seat arena to house Utah’s NBA developmental league team and a vast array of capital projects to service the growing community.

Before working in Lehi, Davidson spent ten years working for Sandy City, including time as the city’s assistant chief administrative officer. “I have come to really value my time in Sandy,” he says. “In a sense, Sandy and the growth it experienced in the 1980s and 1990s have prepared me to manage and deal with the growth of Lehi in 2007.”

When away from the office, Davidson and his wife Judy, enjoy spending time with their five children—Melanie (twelve), Abby (eight), Tanner (six), Andrew (four), and Ellen (one). Trips with the family’s tent trailer are some of the family’s favorite experiences. Also, when time provides, Davidson enjoys an afternoon on the golf course with friends and peers in local government.

Although Davidson misses eastern Canada and his life north of the border, he is thankful to live and work in the United States. Several years ago, he became an American citizen and recently has become the proud owner of a United States passport.

“I figured that if I was going to work in local government in the United States for my career, I better become an American citizen,” he says. “Of course, with citizenship, now I can also participate in local government elections and have a say in who may be my future boss!”

Alumni News
With an undergraduate degree in exercise science, Amelia Pinegar came to the MPA program intending to pursue a career in healthcare administration. Half-way through the program, however, Pinegar realized that her education would not be complete without hands-on healthcare experience. So, just three weeks after graduating with her MPA, she found herself in the classroom seeking yet another degree. She will graduate this August from the University of Utah with a second bachelor’s degree—this time in nursing. People often ask her how she reconciles going to U of U after earning two degrees at the BYU. To this, she smiles and responds that she still bleeds blue. Occasionally, however, she wears red just to rile her stalwart and true, cougar-blue brothers.

Pinegar plans to combine skills learned in the MPA program with her RN to promote community health and contribute to improved healthcare services. She really enjoys the nursing program because it provides opportunities to get involved in the community and to work with people. Last summer, she took part in a service learning opportunity at the Boys and Girls Club. Each week, she and a couple of classmates would spend a few hours playing games with and teaching the children about various health topics. She enjoys working with kids because she can play games and just have a good time. For example, at the end of the semester with the Boys and Girls Club, Pinegar and her fellow nursing students brought in a bunch of syringes to end their lesson with a big water fight. The kids loved it! Currently, Pinegar is assigned to a community clinical rotation with the Utah State Health Department where she works with programs geared towards children with special needs.

In her spare time, Pinegar enjoys being with her family, playing the clarinet, hiking, reading, and running. She is currently training for her third marathon. For this event, she organized a team to run with the Hometown Heroes of Salt Lake City. This group is associated with the Huntsman Cancer Institute and runs to raise money and awareness for cancer research and prevention. Pinegar is grateful for all her experiences in education and hopes to use them to make life a more enjoyable sojourn for all with whom she travels life’s courses.

Faculty Spotlight

Not to be confused with his graying and elderly father (Professor Kirk Hart, MPA faculty 1983–2000), David W. Hart is a recently tenured associate professor who joined the Romney Institute in Fall 2000. As a result of his experience as a student in the MPA program (1989–1991), he was inspired, or at least tricked into, pursuing doctoral work. He subsequently earned his PhD in public administration at the Rockefeller College of Public Affairs at the State University of New York at Albany. Before returning to BYU, he also had short teaching stints at Mary Washington College and Texas Tech University.

Hart has taught courses on public administration, strategy, and will soon be teaching the MPA ethics class (yes, just like his dad). His research, strangely, focuses on ethics. As a self-described ethics generalist, he has wide-ranging interests in areas as diverse as abuses of power, loyalty, lateral hiring, moral imagination, and even social contract theory. He is inordinately passionate about teaching and writing in the field of ethics—possibly to the point of being a little weird about it.

Outside of his unhealthy obsession with ethics, he does have a family. He has one wife, Lisa, and three boys ages eight, four, and one. Apart from spending time with them, he courageously attends to a losing battle with his yard and house. With any additional spare time, he tries to sneak out and ski in the winter, and in the summer loves to run in the mountains behind his house, ride bikes, and expend a good deal of effort imagining a day that he can participate regularly in triathlons.

What’s New with You?
We always are interested in professional and personal updates. Send us yours or a classmate’s!

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Correction
In the last issue of Outreach, Catherine Cooper was mistakenly cited as the author of the Career Resources article. Vince Fordiani was the author of that article.
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.