This year, the Romney Institute of Public Management inaugurated two new ways of honoring our alumni and friends who have distinguished themselves through personal and professional excellence.

Kent W. Colton, presenter of the first annual George W. Romney Lecture and Romney Institute Advisory Board member, addressed faculty members and students in two respective lectures 8 April. In conjunction with the Romney lectures, Colton addressed the BYU student body at a university devotional in the Marriott Center 9 April. His devotional message emphasized the importance of service and volunteerism.

Colton also lectured students on the transformation of the U.S. housing finance system. He summarized three revolutionary stages: the results of the Great Depression, the development and growth of the secondary market, and the technology revolution. Colton reminded students that the housing finance system has undergone a remarkable transformation, with the United States currently enjoying “the best housing finance system in the world,” he said.

In June 1999, Colton was appointed senior scholar at the Joint Center for Housing Studies at Harvard University. He is also president of his own company, KColton LLC, a consulting and housing researching company located in McLean, Virginia. Additionally, Colton serves as a member of the Congressional Millennial Housing Commission—established by the US Congress to examine national housing policy.

Colton earned his BS from Utah State University in 1967, his MPA from Syracuse University in 1968, and his PhD from MIT’s Department of Urban Studies in 1972. In 1974, he was chosen as a White House Fellow and served as a special assistant to the secretary of the Treasury.

J. Leon Sorenson was chosen as the first recipient of the N. Dale Wright Distinguished Alumnus Award given by the Romney Institute of Public Management. Sorenson was presented the award 3 April 2002 at a dinner reception held at Thanksgiving Point in Lehi, Utah.

“Leon is a worthy recipient and a great choice as the first awardee,” said Wright, professor of public management and exemplar of the award. The N. Dale Wright award is bestowed annually to a Romney Institute alumnus who has demonstrated extraordinary service and leadership in the work environment and community; has been an active community volunteer; maintains and exhibits high standards of excellence; has gained the respect and loyalty of colleagues, peers, and family. Romney Institute faculty vote on the recipient.

Sorenson is executive vice president of the Utah Medical Association in Salt Lake City. He has served as a delegate for both the Utah Republican Convention and Davis County Republican Convention. He has also served as president of the American Association of Medical Society Executives and on the board
The Romney Institute of Public Management named William H. Hansell, executive director of the International City/County Management Association (ICMA), as its 2002 Administrator of the Year. Hansell has been executive director of ICMA since October 1983.

Addressing public management students and faculty at the award banquet, Hansell said, “We are the engineers of democracy. The satisfaction that public servants experience doesn’t come from salaries or bonuses; it comes from enabling citizens to thrive within our democratic system.”

“Bill Hansell’s enthusiasm and ethical standards have been an example for everyone involved in public administration and have helped us understand our roles in civil service,” said Robert Parsons, director of the Romney Institute. “Knowing people like Bill makes you proud to be involved in public service.”

Before accepting his position with ICMA, Hansell served as executive director of the Pennsylvania League of Cities, vice president of business management at the University of Scranton, and director of the Management Studies program at Cedar Crest College.

Hansell earned a BS in economics from the Wharton School of Commerce and a master’s degree in government administration from the University of Pennsylvania’s Fels Center of Government.

(Continued from page 1)

of directors for the American Association of Medical Society Executives.

A student in the third graduating class of the MPA program, Sorenson began his career with the Research Office of the Utah State Legislature. Soon afterward, he was appointed to the staff of the Utah State Constitutional Revision Commission. Upon completion of the commission work, Sorenson was appointed director of the Office of Legislative Research.

“He was instrumental in modernizing Utah State government and developing a professional legislative staff,” Wright said.

Sorenson is highly respected in the medical community and has received multiple awards including honorary membership by the Utah Medical Association and the Distinguished Service Award by the Utah Ophthalmological Society. Sorenson earned his BA in Spanish in 1964 and his MPA in 1967 from BYU. He and his wife, Patricia, have six children and seventeen grandchildren and reside in Farmington, Utah.

—Jenny Stathis
Janice Houston, EMPA 2004

Janice Houston is a second year executive MPA student along with her husband Steve. Born in New Jersey, Janice is a convert to the Church and a returned missionary. The Houstons have recently moved to Lehi.

Through a referral from Debra Gibbons in the MPA employment services office, Janice received a notice in October 2001 of an opening at Utah Foundation for a Senior Research Analyst. Utah Foundation is a non-partisan, non-advocacy research organization that was started in 1945 by the business community in Utah to better understand the workings between industry and government. Before moving to Utah, Janice worked as the head of the research program with the Wyoming Business Council in Cheyenne, Wyoming and thought this would be an opportunity to return to the field of policy analysis and research. She applied for the position and started work with the foundation in December 2001.

Her first project was to research and explain Utah’s system of water development and management. The end result of this research was a two part report entitled “Creating an Oasis: Water Development in Utah”. Due to the severe drought conditions that exist in the state, Janice was called upon by several legislative committees to testify regarding her findings. She was very surprised to find herself testifying before Dr. Cornia in his role as head of the Tax Review Commission, however, Dr. Cornia was even more surprised to find that the reports, which he had been using as examples for his class, were written by a student.

Janice’s secondary job is as Dr. Parson’s research assistant. She is working on a project of her own inception regarding the Children’s Health Insurance Program (CHIP) and how successful it has been reaching uninsured children. She is doing this concurrent to her work at Utah Foundation on the 1996 welfare reform legislation.

When Janice finishes her MPA in 2004, she hopes to pursue a PhD in Policy Analysis and is looking at the programs at Harvard, Princeton, Carnegie-Mellon and the University of North Carolina at Chapel Hill.

A Second Opinion from Professor Gary Cornia

Janice’s two part series on water in Utah is extremely well written and balanced. The work offers an excellent history of Utah water law and policy. Her report also raises a variety of policy questions for Utah decision makers. Several of the key questions include the proper pricing of water, agricultural policy, use of the property tax in funding water, and water conservation. Janice is playing a key role in informing the debate on water policy and tax policy in Utah. It is uncommon for a grad student to such a big impact this early in a career. Being hired by Utah foundation is a real compliment to Janice because they are known for serious and complicated policy research for Utah. Utah foundation is funded by a variety of business interests in the state.

We’re hoping to get Gary to elaborate a bit… just five more lines or so.

Upcoming Events

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Dreams don’t always come easy—or cheap. Especially when they involve traveling halfway around the globe. Thanks to the Romney Institute of Public Management’s Endowment, eight MPA students were given the opportunity to serve international internships in summer 2002.

As a stipulation of the Romney Endowment, several students each year are provided with the funds to travel to nonprofit nongovernment (NPNG) organizations to serve internships, which are generally unpaid. “This provides the students with an opportunity to not only provide service but also to learn firsthand about significant issues that impact lesser-developed countries,” said Robert Parsons, director of the Romney Institute.

Patrick Lee, a second-year MPA student from Norman, Oklahoma, interned with the Red Cross in Uganda. He had worked in Uganda in summer 2001, researching ways to develop education systems. Lee made contacts there that provided him with an opportunity to return. “I am grateful to the Romney Institute for giving me the financial support to go back and continue my research,” he said.

This summer Lee worked to develop HIV/AIDS prevention through education programs in both private and government schools—a subject that he researched during last year’s internship. “I am certain that the internship with the Red Cross will help me continue on the path for my career to work in public health and education,” Lee said.

Another MPA student interned with Grameen Bank in Dhaka, Bangladesh. Jason Monson became interested in Grameen after attending the Microcredit Conference at BYU several years ago, where its founder, Muhammad Yunus, spoke. Monson said the best part of his internship was seeing some of the poorest women in the country “with nothing but a tiny bit of hope” purchase their own homes and livestock and even send their children abroad for university education.

Parsons says he hopes students will continue to take advantage of the opportunity to assist in the development of programs that provide hope for impoverished nations.

—Jenny Stathis

### IMPROVING INTERNSHIPS

Employers can improve the outcomes of their internship by implementing six basic practices. This information comes from the National Association of Colleges and Employers (NACE).

Provide meaningful work experiences. Employers should treat interns as real employees by providing them with a realistic preview of the workplace, immersing them in actual company projects, and offering training opportunities.

Guide students’ development through mentoring. Place students within the top managers, top teams, or top veteran employees in the organization to give interns the best possible experience. Provide them with unique opportunities, such as a one-on-one career discussion with a company executive.

Offer compensation and benefits. To attract top candidates, employers need to offer something in return either in salary and benefits or with an outstanding work experience.

Communicate promptly and frequently with stakeholders. First, obtain full support from management for the program. Communicate often and in a timely fashion with interns, in person or by print or electronic methods. Provide networking opportunities.

Be consistent but flexible. Maintain a consistent image on campus by regularly offering experiential opportunities. Regularly offer full-time positions to interns. Also, remember than an internship may be a student’s first real-world work experience.

Look for ways to improve your program. Never rest on your laurels. Improve your program by starting small, making your expectations clear up front, and using technology to your full advantage.
MPA students continue to have many opportunities for gaining effective internship experience within the state of Utah. With the help of our alumni along the Wasatch Front, many first year MPA students can enhance their knowledge, and broaden their range of experience while staying close to home in Utah. Upon graduation, graduates can take their skills and knowledge to a variety of organizations within any state. This year MPA graduates were placed in ten different states, including some who found a permanent home where they served as interns.

### Utah

**Placement**
- Michael Chinn, Management Specialist, Hill AFB, Ogden
- Jennifer Francom, Research Analyst, Children’s Health Insurance Program, Salt Lake
- Trevor Kobe, Senior Analyst, Phase 2, Salt Lake
- Amy Luke, HR Assistant-benefits, The Church of Jesus Christ of Latter-day Saints, Salt Lake
- James Manning, Public Finance, Zions Bank, Salt Lake
- Seth Perrins, Management Assistant, City of Orem

**Internships**
- Lina Abdalla, Community Action, Provo
- Barry Allred, URMMA Dean Steel, Provo
- Kenneth Baird, City of Bountiful
- Mark Bishop, Brigham Young University HR, Provo
- Mark Bloxham, Utah Valley State College Career Employment Services, Orem
- Rachel Bodily, Orem City
- Peter Brown, Boy Scouts of America
- Mary Alice Cannon, United Way of Utah County, Provo
- Terrah DeGiulio, Valley Mental Health, Provo
- Robert Dobbins, Washington City
- Rex Hardy, HR Department Analyst, City of Henderson
- Ryan Wimmer, Council of State Government

### Idaho

**Placement**
- Sunny Harker, Eastern Idaho Regional Medical Center, Boise

### Washington, D.C.

**Placement**
- Cody Strong, PMI, Transportation Dept

**Internships**
- Gavin McCaleb, Sen. Larry Craig’s Office

### Missouri

**Placement**
- Martin Lucero, Amica Claims Department, Providence

### Texas

**Placement**
- Nathan Aina, Trial Attorney, US Department of Justice, Los Angeles
- Jeffrey Bradshaw, Physical Therapy Company
- Nathan Brady, California Department of Finance, Sacramento
- Jaysen Christensen, Management Aide, City of La Canada Flintridge
- Koreen Hansen, California Department of Finance, Sacramento
- Klint Johnson, California Department of Finance, Sacramento

**Internships**
- Korban Lee, Birch Aquarium/Scripps Institute, La Jolla
- David Reese, City of Roseville
He and his wife, Allyson, reside in Naperville, Illinois, with their two children. Before his editorial position, Christensen was an accountant for the City of Sierra Vista, Arizona. The Government Finance Review is the leading journal in the field of government financial management. Christensen said his MPA education provided him with the knowledge of the public sector and government finance necessary to fill the position. "That combo made me an attractive candidate," Christensen said.

Instead, he chose to write about a topic he could “support a family on and that would serve as a greater impact on society,” he said. That’s where Christensen’s MPA degree came in handy. Instead, he ended up being a sports writer," Christensen said. APMAs are appointed Chief Executive Officer, Southern Arizona Veterans Healthcare System in 1994. As CEO, his duties include the overall organization and operation of a highly-affiliated, tertiary-care teaching medical center and multiple community-based clinics throughout southern Arizona with a budget of $152 million, 1,420 FTE, and a VA research budget of over $2.2 million. SAVAHCS is the principal teaching affiliate with the University of Arizona Colleges of Medicine, Nursing and Pharmacy as well as 34 other institutions of higher learning.


In 2000, Gardner received the Presidential Rank Award for Meritorious Executive Service. He was selected twice from among VA, Air Force, Army, Navy and Public Health Service executives by the Association of Military Surgeons of the United States (AMSUS) for the Outstanding Federal Healthcare Executive Award (2000) and the Ray E. Brown Award (1997). Gardner also serves as chairman of the VISN 18 Clinical Executive Board and member of the Board of Directors of the Southwest Healthcare Network (VISN 18). He joined the Department of Veterans Affairs as an Administrative Resident in 1979.

Gardner has been the recipient of the Distinguished Government Service Award bestowed by the Texas and Utah Federal Executive Boards. Gardner is also the 1991 recipient of the prestigious 44th Annual Arthur S. Flemming Award for exemplary service in public administration. In addition to multiple VA awards, Gardner has twice been the recipient of the Distinguished Government Service Award bestowed by the William A. Jump Memorial Foundation Meritorious Award.
In Jim Collins’ book *Good to Great* he summarized why some companies make the leap from being good companies to becoming great companies. Using tough benchmarks, Collins and his research team identified a set of elite companies that made a break through to great results and sustained those results for at least fifteen years. The good-to-great companies generated cumulative stock returns that beat the general stock market returns by an average of seven times. A quote by Harry S. Truman provides a great introduction to one of the key findings by Jim Collins and his research team. “You can accomplish anything in life, provided that you do not mind who gets the credit.” The good to great companies began with the proposition that you first needed to get the right people on the bus and then together figure out where to drive the bus. The right people were those that made productive contributions to the business through talent, knowledge, skills, and good work habits. These individuals would contribute their capabilities to the achievement of group objectives and would also work effectively with others in a group setting. In this edition of *Outreach* you will read about several activities that have been accomplished at the Romney Institute of Public Management (RIPM) due to the combined effort of many “right” people. I would like to pay tribute and acknowledge by the students in the recent exit survey. Catherine and her staff of student assistants (Meghan Hauley and Emily Clark) received an average evaluation of 4.7 on a 5 point scale, the highest ranking in the Marriott School. A note from one of the students summarizes it best. “Catherine is a professional, she is always poised, pleasant, efficient, and always has time for us, the students, and treats us with the same respect she does the professors.”

In his capacity as Director of Student Services, Vince Fordiani and Amber McWhorter (Program Secretary) have implemented a very effective student recruitment plan, improved the department’s use of computer technology, developed our web page, improved the online registration materials, and provided the leadership in the development of new student recruitment materials. As evidence of Vince’s recruitment efforts, the average GPA of the enrolling class was 3.53 with a median GMAT score of 602. We had 17 students who scored the equivalent of a 650 or higher on the GMAT. This year we had 105 applicants to the day program.

Vicki Okerlund, director of external relations and her student assistants Ben Hess and Jennifer Francom have achieved remarkable results in building greater affinity with you, our alumni. They have updated current names and address for more than 2,000 alumni files, produced three excellent editions of *Outreach* each year, organized more than a dozen alumni luncheons last year, established three new alumni groups similar to the ICMA model, initiated alumni reunions, and implemented our annual giving campaign.

Debra Gibbons has assisted our students in finding internships and career placement this past year in a number of innovative ways. Under Debbie’s supervision, every first year student completed a “shadow” experience in an area of interest to the student. We have 100 percent of the first year students currently on internships and approximately 61 percent of the graduating class have been placed. Debra has helped the RIPM by also hosting several agencies who come on campus to recruit our students.

We are fortunate to have Lee Glines, director, and Carol-Lyne Malin assist us with the EMPA Program at the BYU Salt Lake Center. We currently have 120 students enrolled for the EMPA degree. Lee and Carol Lynne provide onsite coordination, management, and student services for those students on a weekly basis. In addition, they make sure that the classrooms, computer technology, and advisement are always available.

We appreciate these capable individuals and the many talents they possess in making the Romney Institute successful. The other “right” people we have at the RIPM, of course are the faculty. We are delighted that David Hart, Lori Wadsworth, and Rex Facer have joined our faculty. They not only bring excellent academic training, but also a real commitment to public service education. As many of you know Dr. N Dale Wright will be retiring in 2003 and we will miss his leadership and vision. (See related article below).

It is always a great experience to meet with you, our alumni, at alumni luncheons and professional meetings. We appreciate you and your contribution to the RIPM. If you are ever in Provo, please let us know. We would love to arrange to have you talk with our students and share your experience.

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**Retirement Luncheon**

Dale Wright will be retiring from the Romney Institute of Public Management in the Spring of 2003. We want all of our alumni to have an opportunity to say thank you for his many years of service. Our estimate is that Dale has taught over 2000 students during his 34 years at BYU. This luncheon will honor Dale for his service in teaching, research and caring for each individual student. The luncheon will be held on Friday, October 25, 2002 at the Joseph Smith Memorial Building from 12 noon to 1:30 p.m. We will be sending formal invitations to all of you sometime in September. Please mark this date on the calendar and look for more information in your mailbox.

If you have any questions, please contact us at mgpaoutreach@byu.edu.
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.