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# BY SMALL THINGS...

If you've received your most recent issue of the *Marriott Alumni Magazine*, you may have happened across the school's annual report (pp 29-37). Those who have read that annual report know the Romney Institute is a small, but valuable, part of the Marriott School. Here's what we found:

## Alumni Geographic Distribution

Compared to the Marriott School as a whole, we have a higher concentration of alumni living in Utah, and 4% more international alumni. In the northeast and mid-Atlantic states we are on a par with the school as a whole. In all other areas our alumni are anywhere from 1% to 8% less concentrated than alumni of the school as a whole, with the greatest difference being in the Pacific states.

## Degrees Granted

The Romney Institute has granted 1,520 degrees to full-time students and 774 to students in our executive

classes for a total of 2,294 degrees granted—accounting for only 6% of the more than thirty-nine thousand degrees granted by the Marriott School as a whole.

## Fundraising

From that relatively small pool comes 23% of the alumni who give to the Marriott School. The Romney Institute has raised funds that account for 11% of the monies raised by the combined efforts of the Marriott School's eight centers and institutes. On average, those centers and institutes are 57% of the way to reaching their fundraising goals for the year 2008. The Romney Institute is 81% of the way to our 2008 goal of \$4 million. Generous contributions from alumni and friends of the institute, along with matching funds from anonymous donors, allowed the Romney Institute to offer financial assistance to 65% of our full-time students in the 2003-04 school year.

## Student Body Diversity

The institute leads the Marriott School in diversity with respect to ethnicity, nationality, and gender. Of last fall's incoming day class, 9% are underrepresented minorities—the school average was 4%. International students make up 17% of the class—well above the school average of 8%. Thirty percent of the class is female—a full 10% more than the school average.

## Placement

Word about the Romney Institute seems to have gotten out; 85% of the class of 2003 were placed within three months of graduation. True to our public-spirited nature, those graduates average about \$12,000 less per year than the average starting salaries of the school's three other graduate programs. The class of 2003 found employment with organizations ranging from the Boy Scouts of America and the United Way to Deloitte and Touche and U.S. Department of State.

# CONGRATULATIONS, CLASS OF 2004

Elias Akinaka  
Justin Allen  
Neal Anderson  
Julie Baker  
Bernard Balibuno  
Coralee Bernard  
Brandon Bowen  
Heidi Brady  
Matthew Brinkerhoff  
Gordon Brown  
Neal Buckwalter  
Yörk Butler  
Katherine Cabrera  
Daniel Carlsruh  
Bruce Coleman

Yukari Crummett  
Danelle De Graw  
Giovana Eaquinto  
Clint Elison  
Ty Elliott  
Heidi Erickson  
James Evans  
Nathaniel Farnsworth  
Janna Garner  
Shari Grossarth  
Wendy Gunnerson  
Malu Haapai  
Tami Harrison  
Karri Hartman  
Shon Hiatt

Jenner Holden  
Janice Houston  
Jason Huffaker  
Tina Huntsman  
David Jakeman  
Mehana Jansen  
David Jeppesen  
Bradford Johnson  
Heather Kirkwood  
Richard Knapp  
Jared Larrabee  
Deborah Lee  
Tāaumanāia Lesa  
Jay Lessley  
Grant Mann

Amber Marcum  
Kena Jo Mathews  
Sarah Mayne  
James Mortensen  
Bradley Owens  
Nicole Parshall  
Nancy Pettit  
Sean Rainer  
Natalie Ralphs  
Morgan Reynolds  
Paul Richardson  
Ann Robertson  
John Robertson  
Chris Silvia  
Christina Snyder

Fernando Souza  
Jocelyn Sparks  
Rebecca Steggell  
Eric Steiner  
Brent Stoddard  
John Stohltion  
Suzette Sullivan  
Brett Swigert  
Joseph Taylor  
Marek Vasilkov  
Ruth Walker  
Stephen Whyte  
Mark Wiedeman  
Kara Wilson  
Andrea Worthen

# EXTERNAL RELATIONS UPDATE

WRITTEN BY VICKI OKERLUND, CLASS OF '91

New Fundraising Initiatives

## Romney Institute Faculty & Staff Scholarship

This scholarship will be presented annually, based on financial need, to an MPA student. This scholarship is funded from donations from the faculty/staff of the institute.

## Gaylen and Diane Lawyer Scholarship

The Lawyers are both graduates of the Executive MPA program. They are committed to giving \$10,000 a year for the next five years to establish a \$50,000 endowed scholarship fund. This scholarship will be given, based on need, to an MPA student.

## EMPA Scholarship

At commencement exercises in April, sixty-eight students received MPA degrees. Twenty-three of these were executive students. Since its inception, the EMPA has been an important and vibrant part of our department; however, the Romney Institute's ability to help fund EMPA students is very limited. It often means some deserving students can't attend the EMPA program. To help with this concern, the Executive MPA class of 2004 has started a fund for an EMPA scholarship, something never before done by a graduating class. The Institute recently sent a letter to all Executive MPA alumni to help raise the \$35,000 to fund one scholarship.

If you would like to contribute to any of these scholarships, contact Vicki Okerlund at vicki\_o@byu.edu or (801) 422-1468.

# ASPA GATHERING

WRITTEN BY REX FACER, CLASS OF '93

The Romney Institute sponsored an ice cream reception at the annual conference of the American Society for Public Administration in Portland, Oregon. The ice cream reception was a highlight of the evening for many conference attendees. Several faculty from the institute joined in the festivities. Professors Gary Cornia, Lori Wadsworth, Jeffrey Thompson, and Rex Facer all helped tell our story to friends and colleagues from around the country.

In addition to conference attendees, several alumni from the greater Portland metropolitan area dined on the delicate frozen treat.

SHRM Conference

On Sunday, 26 June, twenty-five human resource professionals and their families gathered together for a sacrament worship service at the New Orleans Marriott before the Society for Human Resource Management (SHRM) Conference in New Orleans. Previous arrangements were made with President Scott Conlin of the New Orleans Stake to hold this worship service. Speakers for the sacrament service included Laura Middleton, Human Resource Certification Preparation (HRCP), Dave Nellis, America First Credit Union, Vicki Okerlund, Romney Institute, and Mark Christensen, SHRM. All the speakers expressed their gratitude for being able to hold such a worship service as a start to their SHRM conference experience.

In addition to sacrament meeting, on Monday, 27 June, HRCP sponsored an ice cream social for BYU alumni & friends. Approximately forty people gathered for ice cream and to socialize with each other. The Romney Institute thanks HRCP for sponsoring this activity.

This is the fourth year a sacrament meeting has been held in conjunction with SHRM; each year more people attend. The Romney Institute hopes this meeting will eventually be as well attended as the BYU City Managers & Friends meeting that has been held for more than twenty years in conjunction with the International City/County Management Association conference. The institute hopes to develop a large and strong network of LDS human resource professionals will develop.

Professor Cornia remarked, "This is one of the best family home evening activities ever invented. We meet friends and eat ice cream; it doesn't get much better." This sophisticated soiree will be a highlight at future ASPA conferences. The word is now out among attendees that the place to go on Monday night is the BYU ice cream reception.

# CALENDAR

UPCOMING EVENTS FROM THE RIPM

20-22 JULY

National Conference of State Legislatures, Salt Lake City

In an effort to increase networking and job opportunities with state governments, the Romney Institute will have a booth in the exhibitors' hall at the Salt Palace during the NCSL conference. We will also be giving away a portable DVD player to one lucky raffle winner.

17 SEPTEMBER

Lennis Knighton retirement dinner, Joseph Smith Memorial Building, Salt Lake City

After thirty-three years of service on the Romney Institute's faculty, Dr. Knighton will retire. In recognition of Professor Knighton's career and service to the Romney Institute, the faculty of the Romney Institute will host a dinner in his honor. All MPA alumni are invited to attend this event to say thank you to Dr. Knighton. The cost of the dinner buffet will be \$25. Invitations will be sent to all MPA alumni in August.

17-20 OCTOBER

International City/County Managers' Association Conference, San Diego, California

BYU Alumni and Friends-City Management will have a sacrament meeting (the 17th) and a dinner (the 18th) at the annual ICMA Conference. Details forthcoming.

30 September, 6-9 p.m.

Reunion Dinner, Joseph Smith Memorial Building, Salt Lake City

All members of the 1974, 1984, and 1994 MPA day and executive classes and a guest are invited to attend this event. Letters and emails have been sent to members of these classes. If you have not received any notification about this event and are an alum from any of these years, please contact the MPA External Relations office. More information will be sent out about this in mid July.

If you have any questions about the above events, you may contact Vicki Okerlund at vicki\_o@byu.edu or (801) 422-1468.

# IN HIS OWN WORDS

WRITTEN BY TIMOTHY GOULD, EMPA CLASS OF '06

While serving a full-time mission for The Church of Jesus Christ of Latter-day Saints in Portugal I first came in contact with the very poor—refugees of civil wars in Angola and Mozambique who had found shelter in abandoned apartment buildings with neither water nor electricity, in the “slums” of central Portugal. The seed of love for the poor, planted deep in my heart when I was a missionary, is now bearing sweet fruit for me personally.

Following my mission and upon returning to BYU, I met and married a beautiful returned missionary. While serving in the Brazil Recife Mission, she had also received into her heart a seed of love for the poor.

Together, Marsha Ann Paulek and I pursued opportunities to serve among Africans, including applying for service opportunities with the Peace Corps and with more than twenty-five international charitable organizations. Meanwhile, I continued working toward my undergraduate degree in international area studies focusing to the extent possible on development programs for Africans in urban settings.

At the beginning of my senior year at BYU, I was offered an internship with the humanitarian services division of the welfare services department of the Church. I

immediately accepted the position. That was ten years ago.

Since accepting that internship position and being hired full-time as a humanitarian services staff member, I have had the opportunity to serve with doctors and nurses in Kenya; orphans and the disabled in Mozambique; school children in South Africa; drought-affected residents in Swaziland; villagers in Armenia receiving access to running

among the homeless and disabled, and I longed for their skills, which they had usually acquired through local public administration programs. Furthermore, during my eight years in the Church’s Salt Lake City-based humanitarian services office, I have been tutored by some of the Church’s best administrators, revealing many gaps in my own skills and knowledge. Needless to say, I have long felt the need for specific training in administering non-profit programs so I might contribute as well as these charitable professionals.

After investigating several graduate programs, I felt drawn to BYU’s EMPA program. I wanted to learn how to best administer the Church’s international humanitarian program in an environment dominated by the greatest humanitarian—Jesus Christ. I now realize that it was His love for the poor, planted in my heart fifteen years ago in an obscure “slum” of Lisbon, Portugal, which is now bearing such sweet fruit for me, and hopefully helping the poor throughout the world.



BYU’S EMPA PROGRAM IS PROVIDING ME WITH THE SKILLS AND PERSPECTIVE I NEED TO ADMINISTER AN INTERNATIONAL CHARITY WELL IN A FAITH-FILLED SETTING.

—TIMOTHY GOULD  
EMPA CLASS OF '06

water for the first time in generations; the hospitalized in Romania; the unemployed in Russia; microcredit recipients in Guatemala and Honduras; and the poor in Georgia, Mississippi, New York, and Utah. Of special note for me were the two years we lived near and served the poor in New York City while I worked in the Church’s Manhattan-based welfare office.

In New York City, I interfaced extensively with honorable men and women who worked

## A SECOND OPINION

WRITTEN BY MARSHALL JOHNSON, EMPA CLASS OF '06

My first experience with Tim Gould was while serving a mission for The Church of Jesus Christ of Latter-day Saints in Portugal. Tim gained a reputation there for hard work, intelligence, compassion, and tenacity. His experience in Portugal prepared him well for his role as an employee for the Church as manager of area initiatives. Tim has to

travel a great deal for his work. Often times his destination is a ravaged country in need of Church assistance. Even though travel and living conditions can be rough, he never complains. When asked how his trip was, he sincerely responds, “Fantastic.” This attitude seems to permeate everything he does. The compassion that serves him in his job carries

over into our group discussions as well. I am consistently impressed with his calm demeanor. He is a voice of reason. He is quick to laugh yet serious enough to get his work done. He brings a great amount of intelligence to what we do. He is respectful but does not back down in a debate. Tim is a great asset to our program and a power for

# CHARLES E. JOHNSON, 2004 ADMINISTRATOR OF THE YEAR

WRITTEN BY LARUEN FUNK WITH BEN HESS

The Romney Institute has named Charles E. Johnson the 2004 Administrator of the Year. Johnson was also recently nominated by President George W. Bush to become the chief financial officer of the Environmental Protection Agency.

Recently, Johnson was president of the Huntsman Cancer Foundation and vice president of Huntsman LLC. He also serves as a member of the Utah State Board of Regents. He was chair of the Board of Regents from 1997 through 2002.



Prior to joining Huntsman, Johnson was vice chairman of the Board for Strategic Direction with the Garff-Warner Organization from September 1997 to April 2001. He served as chief of staff to the Governor of the state of Utah from November 1992 to September 1997. Prior to becoming chief of staff, Johnson was director of the Governor's Office of Planning and Budget for the state of Utah from August 1991 to November 1992. He served as director of the 2000 re-election campaign for Governor Mike O. Leavitt.

"I just want to change a few people's lives," Johnson told the audience at a banquet in his honor 2 April. "I'm having a new opportunity in Washington, D.C., to bring people and their opinions together for the common good."

Johnson graduated from BYU with honors in 1960 with a bachelor's degree in accounting. He began his public accounting career in California where he was with another international accounting firm in Los Angeles.

Johnson spent thirty-one years as a public accountant, retiring from KPMG in 1991. He has considerable experience with public companies. While with KPMG, he served on its Board of Directors and as chairman of its Merger Transition Committee.

He is married to the former Susanna Brown. They have six grown children.

"One defining characteristic for every person receiving this award is that they are people of principle, integrity, benevolence and empathy – all those things that we want our students to emulate," says Gary Cornia, director of the Romney Institute.

The Romney Institute has presented the award annually since 1972. Institute faculty nominate and select an outstanding man or woman who has achieved distinction after many years in public sector management. Past recipients include Calvin Rampton, former Utah governor, Neal Maxwell, former commissioner of education for The Church of Jesus Christ of Latter-day Saints, and William H. Hansell, executive director of the International City/County Management Association.



Charles E. Johnson  
at a glance

#### EXPERIENCE

Utah Governor's Office, Chief of Staff  
Utah Planning and Budget Office, Director  
KPMG, Merger Transition Committee Chair

#### PROFESSIONAL ORGANIZATIONS

Utah Assoc. of Certified Public Accountants  
American Institute of Public Accountants

#### POLITICAL

U.S. Environmental Protection Agency, CFO  
2000 Leavitt Reelection Campaign, Director

#### BOARDS AND COMMISSIONS

Economic Development Corp. of Utah  
Utah Sports Commission  
Alliance for Unity  
Judicial Nomination Commission  
Salt Lake Chamber of Commerce Economic  
Development Council

#### GENERAL

BS, Accounting, Brigham Young University

## ANNUAL STUDENT AND

WRITTEN BY

Each spring, the Romney Institute recognizes the outstanding efforts of three students with awards for students committed to service and volunteerism, and the MPA Association recognizes the contributions faculty members with the Faculty of the Year Award.



Neal Buckwalter of Orem, Utah, was the recipient of this year's Stewart L. Grow award. The Grow Award is given to the student who demonstrates qualities exemplified

by Grow—founder of the MPA program at BYU—including service and volunteerism.

The Karl N. Snow award is named for the founder of the National Association of Schools of Public Policy and Administration. It is given to the daytime student with the highest academic record since beginning the MPA. Tina Hunstman of Boise, Idaho, was this year's recipient with a 4.0 GPA.



The Lennis M. Knighton Award is named for the third director of the Institute of Public



# KAREN SUZUKI-OKABE, 2004 DISTINGUISHED ALUMNA

WRITTEN BY LAUREN FUNK WITH BEN HESS

Karen Suzuki-Okabe  
at a glance

### EXPERIENCE

Utah Department of HR Management,  
Executive Director  
Industrial Commission of Utah Labor and  
Anti-Discrimination Division, Director  
Salt Lake City Department of HR and  
Administrative Services, Executive Director  
BYU Institute of Public Management,  
Instructor  
University of Utah MPA Program, Adjunct  
Assistant Professor of Political Science

### BOARDS AND COMMISSIONS

University of Utah, David Eccles School of  
Business, National Advisory Committee  
American Society of Public Administration,  
Utah Chapter  
Utah Council on Conflict Resolution

### GENERAL

BA, Northeastern Illinois University  
MPA, Brigham Young University

The Romney Institute honored Karen Suzuki-Okabe with its 2004 N. Dale Wright Distinguished Alumnus Award at a banquet held 21 May.

“I have had a career in public service for over thirty years, most of which was here in Utah,” said Suzuki-Okabe at the banquet held in her honor. “I have had a wonderful time in the public service and would encourage both young and old to consider either employment or volunteering in this sector.”

The award is given annually to an alumnus of the institute who demonstrates extraordinary service and leadership in the work environment, is actively involved in community volunteer activities and maintains a high standard of excellence.

“Karen has been a terrific example for public servants throughout her entire career,” says Romney Institute Director Gary Cornia. “She served with distinction in Salt Lake City and with the state of Utah. She is simply a first-class professional.”

Suzuki-Okabe earned a master’s degree in public administration in 1989 from Brigham Young University. In 1984, she was appointed by Governor Scott Matheson as director of the State Division of Human Resource Management. She held this position until 1987 when Suzuki-Okabe was appointed by former Mayor Palmer DePaulis as executive director

of the Salt Lake City Department of Human Resource Management and Administrative Services and was reappointed to the state position by Governor Mike Leavitt in 1993. Following her graduation from BYU in 1989, she taught part-time for the Romney Institute until 1998. She is currently an assistant professor of political science at University of Utah.

Mediation has become a recent focus in Suzuki-Okabe’s professional life. She advocates the process because it is voluntary,



confidential, timely, cost-effective, relies on good will, and involves a neutral, third party. She says that mediation may not be available in all cases, “But if you ask yourself the question: Is it more important to be right or is it more important to end the dispute? And, if you decide it is more important to end the dispute, mediation is a vehicle to help you get there.”

In closing, Suzuki-Okabe said, “As I reflect on my time in public service, I realize that I have had the rare opportunity to work at a job I love. I find myself here as the recipient of this award and know how blessed and grateful I am for the opportunities and relationships I have had.”

The outstanding alumni award is named for retired Romney Institute Director and Professor N. Dale Wright.

## FACULTY RECOGNITION

BY BEN HESS

Management, who oversaw the development of the executive program. It is presented at a separate banquet to the graduating executive student with the highest GPA. Receiving the honor this year is Kena Jo Mathews of Orem, Utah, with a 3.97 GPA.



Dr. Jeffrey Thompson and Dr. Donald Adolphson were jointly presented with the Faculty of the Year Award. The students cited Adolphson’s ability to help students see that learning should lead to good decision making and lifelong service—all in a class dedicated to Microsoft Excel! Those

presenting the award to Thompson talked about his ability to make learning come alive through the use of games, movies, and class participation exercises—stemming from his enthusiasm for organizational behavior. See more about Thompson in this issue’s Faculty Spotlight on page seven.

The MPA Association also presented Dr. Robert J. Parsons with a special award honoring him for the leadership he gave the Romney Institute in his four-and-a-half years as director.



## JANELL JOHNSON

**CLASS OF 2000**

Born the youngest and only girl in a jungle of four older brothers,

Janell Johnson was raised in Southern California as a happy, active child with a great imagination and a pocket full of dreams. Janell's life changed forever in 1985, when at age 14 while coming home from acting in a production of *Fiddler on the Roof*, her family's car was hit by a drunk driver. With her neck broken and facing life as a quadriplegic, Janell spent four long months in the hospital and returned home to begin a very different life. Over the next four years, Janell was tutored at home and underwent intensive physical therapy. Janell received her high school diploma with her class and graduated with honors. Still continuing her therapy, Janell began attending classes at nearby Fullerton College. Transferring to BYU, she threw herself into her greatest passion, vocal performance, receiving her undergraduate degree from the School of Music.

Although she loves music, Janell wanted a career where she could both provide for herself and help others. After looking into many possibilities she chose BYU's MPA program. She liked the possibilities that the MPA brought for service and personal growth. During her time in the program, Janell had many opportunities to grow. One such experience was an internship in the in the HR department at BYU between her first and second year. Janell continued to work for BYU until she accepted a position at Intel Corporation as a systems specialist.

Of all her impressions and experience in the program, one of the things that impressed her the most was the sincerity and desire of her classmates to serve people in their careers. She continually strives to take that attitude with her into her work. Currently, Janell is an HR business analyst. She enjoys the challenging work which has allowed her to work on many projects that have helped employees and saved the company millions of dollars.

Janell still pursues her passion for music through teaching voice lessons in her home and performing herself on occasion. Besides music, she enjoys spending time with her brothers and their families traveling back and forth between Provo and California as often as she can. Although she loves her brothers, her main reason to visit them is to spend time with her seventeen nieces and nephews.



## RANDALL GREELEY

**CLASS OF 1991**

Randall began his career in public service helping establish policies

on historical districts for the City of Provo in the Community Development Department while he was still a student at BYU. After graduation, he returned home to Arizona and joined the Hispanic Research Center at Arizona State University as a senior research analyst. The research and outreach programs were conducted through partnerships with churches of all denominations with predominately Spanish-speaking congregations. This proved to be quite a culmination, combining experience from his mission in Chile and the skills gained during his time in BYU's MPA program. His sights, however, were set on continuing public service at the local government level.

Randall went to work for the City of Chandler, Arizona, in the area of economic development. He then spent several years in the office of management and budget where he received the Distinguished Budget Presentation Award every year. He graduated from the Chandler Police Department's first Citizens' Police Academy in 1994 and joined the police department in 1996 as a planning and development analyst. He was promoted to his current post as planning & research division manager in 1999. His division is responsible for administration of the department's budget, grants, capital improvement program, strategic and long-range planning, crime analysis, uniform crime reporting, statistics, and research of new products and programs. For the past several years, Chandler has been one of the fastest growing communities in the nation, and with that distinction comes many challenges and opportunities, a planner's delight. As a consultant, Randall is a regular guest lecturer at the University of Louisville and The Performance Institute in Washington, D.C. He teaches and speaks on various aspects of government budgeting specializing in law enforcement. He has also taught for, holds advanced certification from, and has served as the southwest chapter president of the International Association of Law Enforcement Planners.

He and his wife, Lidiette, have three children. He is involved with the Boy Scouts of America, where he has been recognized with the Silver Beaver Award and the Distinguished Commissioner Award. He is also an avid backpacking and sea-kayaking enthusiast.

## DAVID L. HARRIS

**CLASS OF 1971**

Since 1997, David Harris has been an executive recruiter for CPS Executive Search (formerly Shannon Associates), in Sacramento. He manages the executive search practice. CPS' clients are cities, counties, and special districts of local government (e.g. water districts, sanitation districts) who hire them on a case by case basis to recruit their next city manager, police chief, CIO, CFO, public works director, etc. They operate mostly in the western states and are expanding. Recent engagements have included helping Las Vegas hire a new economic development director; McCarran International Airport (i.e. Clark County Department of Aviation) recruit a new finance director; San Bernardino County Housing Authority hire an executive director; Ketchum, Idaho recruit a city administrator; Henderson, Nevada hire a CFO, Yuma County, Arizona and Napa County, California hire new county executives, etc.

CPS' parent organization has a \$50 million, five year contract with the federal Transportation Security Administration to recruit, test, and hire all the airport screeners and baggage handlers in the U.S. What Harris enjoys about his work is that so many cities that used to be just dots on a map are now clients. He gets to learn about their local economy, political climate and organizational culture so he can properly represent them. He finds it rewarding to work with governing boards to help them find CEOs that will meet their needs and help them plan for the future. Often times his principal client is the CEO who has Harris helping him/her find their agency's next key department head. CPS' contacts are nationwide.

During Harris' public service career he has been privileged to work with many true statespersons who are thinking about the next generation, not just the next election. He considers it an honor to have been a city manager for almost twenty years and to help a community grow and develop in a safe and responsible fashion. He found it rewarding to participate in building a new civic center, police station, fire station, numerous city parks, and establish a greenbelt to preserve agricultural land for future generations. He took special delight in focusing on staff and department head team building. Harris says the older he becomes, the more he thinks about and appreciates the great foundation the BYU MPA program gave him for his public service career. Harris is proud to tell his associates where he graduated.

# DR. THOMPSON'S UPDATE

WRITTEN BY JEFFREY THOMPSON, ASSISTANT PROFESSOR

I am delighted to have joined the Romney Institute this past year and return to my academic roots at BYU after teaching for four years at Miami University in Ohio. I received my bachelor's degree (Japanese) in 1992 at BYU and then earned an MBA at the Marriott School, with an emphasis in organizational behavior, in 1995.

My doctoral studies were at the University of Minnesota, where I received a PhD in organizational behavior, with a supporting area in ethics, in 1999. My dissertation research involved a field study of a large non-profit health care organization in Minnesota. I studied physicians who were transitioning from private practice to employment in the health system. My interviews with them were lively, poignant, and often compelling. Their reactions to the transition ranged from rage, despair, relief, and genuine enthusiasm.

Although my study was originally designed to investigate professional and organizational commitment, the most important insight led my research in a different direction. These

physicians tended to have a highly ideological view of their careers—they were motivated by the desire to heal and serve. The best predictor of their satisfaction with the health system was the extent to which they could exercise initiative and autonomy to pursue their own passions in their new organization.

I discovered that I am much like those doctors. I want my work to be driven by the pursuit of a cause I deeply believe in (which is why working at BYU is so fulfilling for me), and I desire to design my own unique contributions to that cause (which is why the autonomy of academic life is so fulfilling for me). My research is simply a reflection of those values. Since my dissertation, I have found myself drawn to organizations with strong social missions (usually non-profits) and with employees who are passionately committed to their work.

My work in this area has two main focuses. First, I am studying how embracing an ideological mission changes the relationship between employees and their organization.

I am learning that although there are clear benefits to having a social mission, it also makes the employment relationship more complex, and creates opportunities for exploitation. For instance, my current study of a large Midwestern zoo suggests that animal handlers, who are fiercely committed to wildlife conservation, often hide their devotion to the cause from management. They recognize that their unconditional commitment to their animals might give managers the license to squeeze pay or treat them unfairly.

Second, I am studying how people take initiative at work. In a recent study, I showed that proactive employees achieve better performance on the job only after fostering strong networks with others. While taking initiative may be important to you in pursuing a cause through your work, it is important to build a coalition for your initiative and not try to go it alone.



In the Romney Institute we are always reviewing curriculum and walking a fine line between giving students a theoretical foundation and a set of marketable skills. We also walk a fine line between having a stable curriculum that doesn't change every year but is innovative. Over the past two years we have engaged in an intensive curriculum review.

We started with the Executive MPA, because it had not had an intensive review for a number of years. We interviewed alumni, employers, and EMPA students, and obtained significant input from the Romney Institute Advisory Board. In addition to discussions about curriculum content, we responded to a request from the university that we lessen the credit hour difference between the daytime and executive programs. Under the structure that we have had for the last twenty years, the EMPA required forty-three credit hours (currently reduced to forty-two), while the MPA required sixty-four credit hours.

Beginning this fall, the EMPA will have some

noticeable differences. The program will require forty-five credit hours—including an additional spring term. Students will take six credits each fall and winter and three credits each spring, and will graduate in August at the end of three full academic years. Other differences address the need for greater written communication skills and foundation courses. We have combined the four current finance-related courses into two: an accounting and revenue class and a budgeting and financial management class. We have combined economics with the strategy class to form an economic issues and decision making class. We are adding an advanced writing class addition to the current oral and written communications class. The flow of the classes has been rearranged to provide foundation courses first, then skill courses, and ending with capstone "big picture" management and leadership courses. We have eliminated electives from the EMPA curriculum to incorporate the various excellent suggestions from our interviewees with expanded topic coverage for every student.

After completing the revised EMPA curriculum, we started on the daytime program.

It is still not complete, but its general shape is determined. The university asked us to reduce the number of credit hours—at sixty-four credits it requires anywhere from one-and-a-half to two times the credits of other master's degrees. We are reducing the load to fifty-eight credit hours. This is a reduction of two courses, which will be taken out of the first year. We will be dropping economics as a separate course, and probably will combine two of the finance courses. We will also be adding an advanced writing course. We will probably change the required human resource law course to a combined administrative and human resource law class. The areas of emphasis may go from four required courses to three, leaving more room for completely free electives. Revisions are not complete, and the new program will not be implemented until fall 2005.

With these revisions of our curriculum the RIPM hopes to continue to be a program that sets the standard for preparing students for management in the public and nonprofit service areas.

## DIRECTORSHIP CORNER

WRITTEN BY GLORIA WHEELER, ASSOCIATE DIRECTOR

## 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.