

George W. Romney

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*Shirtsleeve Public Servant*

## GEORGE W. ROMNEY INSTITUTE OF PUBLIC MANAGEMENT

In his last speech given as governor of Michigan, George W. Romney reiterated his values—values shared by the Romney 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 Brigham Young University and the Marriott School of Management, the George W. Romney Institute of Public Management aims to strengthen the “rededication to the common good” among students and faculty.

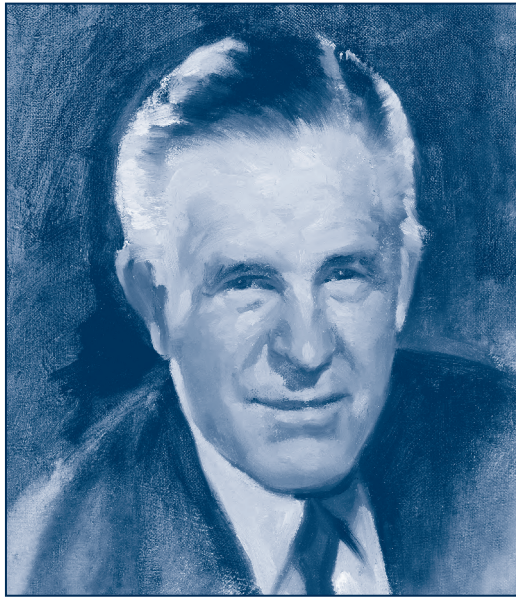
Brigham Young University’s motto, long posted at the entrance to the university, publically declares what the Romney Institute accepts as its underlying philosophy: “Enter to learn, go forth to serve.” The goals of the Romney Institute combine the vision of Brigham Young University with Romney’s legacy 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 foundation principle of quiet service to humanity.

## GEORGE W. ROMNEY ENDOWMENT

The establishment of the George W. Romney Endowment makes it possible to accelerate the efforts of the Romney Institute in preparing well-trained students and placing them in influential jobs. With generous funding from the endowment, the institute has the resources to pursue the following objectives:

- Educate students in public service and not-for-profit management—preparing them to make significant service contributions to society.
- Expand undergraduate-student awareness of noncareer public-service opportunities.
- Multiply the job placement opportunities available to graduates of the Romney Institute.
- Sponsor additional research that will benefit the institute, the church, and the world.
- Enhance the visibility, reputation, and development of the institute.
- Broadly communicate in the United States and throughout the world the core values of community and public service important to BYU and the church.

The Romney Endowment provides fundamental support to the Marriott School’s Institute of Public Management. The mission of the George W. Romney Institute of Public Management is to attract and develop men and women who exemplify faith, character, and professional ability; are committed to service in public-sector and not-for-profit organizations; and will become outstanding managers and leaders throughout the world.



Devout, principled, that classic  
Jeffersonian citizen, a problem solver, a  
shirtsleeve worker, a liberal in his treatment of  
his fellow humans, a conservative with other  
people's money, a leader, not a  
manipulator. They didn't make many  
like George Romney;  
they are making fewer today.

*(The Birmingham-Bloomfield Eccentric, 3 August 1995)*

When George W. Romney died on 26 July 1995, newspapers in Michigan and across the nation eulogized him as one of the most genuine public servants of our time. George was an honest and outspoken man, giving of himself and his resources, religious, a “genuinely virtuous person.” “Romney,” one paper observed, “was indeed unusual among modern, mainstream politicians” (*The Detroit News and Free Press*, 28 July 1995).

Perhaps his most distinguishing characteristic was a deep love of his fellow beings—a quality intensified by the experiences of his own life. As a child, George grew up under often difficult financial circumstances. Later, as a twenty-year-old Latter-day Saint missionary in the slums of Glasgow, Scotland, he witnessed a depth of physical and spiritual suffering he never forgot. And again, after World War II, he saw firsthand the destitution and near starvation of whole populations in postwar Europe.

George’s sensitivity and love drove feel-

ing to action. If he perceived a need, rather than calling for lengthy studies and committee meetings, he rolled up his sleeves and worked toward a solution. David Broader, a national columnist in Washington, D.C., said of him, “Romney was absolutely unique. He would look a problem in the eye, take it by the horns, throw it down” (quoted in *Exchange* magazine, Spring 1996). He accepted the charge, found in the Christian teachings of his youth, to act to “come into the fold of God, and . . . be called his people . . . willing to bear one another’s burdens, that they may be light; yea, and . . . mourn with those that mourn; yea, and comfort those that stand in need of comfort” (*Book of Mormon*, Mosiah 18:8,9).

“Romney embodied the Mormon belief that we are all literally brothers and sisters on earth, that service to each other is essential,” wrote one reporter after George’s death. “[He believed] we have to be helping and fair with each other” (*The Detroit News and Free Press*, 28 July 1995).

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The night before his death, at the age of eighty-eight, George drove from his home in Bloomfield Hills to Detroit for a dinner with the nonpartisan Volunteer Leadership Coalition. His participation with the coalition was an outgrowth of his long advocacy of volunteerism and community involvement—participation that continued even after his retirement from public office. In the speech George delivered that night, he expressed his long-held belief that “money helps, but people solve problems.”

The life of George W. Romney reveals lessons that inspire both awe and action. He was one of those rare men who lived his life in harmony with his most central and fundamental values—an unwavering love of his fellow beings coupled with an untiring desire to be of service to them. To this end, no effort was too small or too great.

## EARLY YEARS

George Romney was born 8 July 1907, the fourth son of Gaskell and Amelia Romney, in Colonia Dublan, in the state of Chihuahua, Mexico. During the Mexican Revolution of 1911 and 1912, the family was forced to flee Mexico, leaving their home and property behind. The next ten years proved difficult for them as they struggled to make a living and begin their lives again. After a series of eco-

nomic setbacks and subsequent moves, the family settled in Salt Lake City in 1921.

As a young man of fifteen and a sophomore at the Latter-day Saints University High School in Salt Lake City, George played football, basketball, and baseball. Though not a gifted athlete, he was persistent. In his senior year he met Lenore Lafount, a beautiful girl of fifteen, with whom he fell immediately and incurably in love. The two dated regularly until George left to serve a Latter-day Saint mission in the British Isles at the age of twenty. Lenore promised to wait.

## MISSIONARY YEARS

George left for Great Britain in October of 1926, along with twenty-nine other missionaries. The boat docked in Liverpool in November, and after reporting to mission headquarters, he was assigned to work in Glasgow, Scotland.

George spent the first three months of his mission preaching the gospel with his companion in the poorer district of Glasgow, known to be one of the worst slums in Europe. The terrible poverty in which the people lived made a powerful impact on George. He had experienced poverty in his own life, but never to such an extent. Worse even than the poverty was the pervasive feeling of hopelessness

among the people. His experiences with them created within him a profound and lasting concern for the spiritual and physical welfare of the downtrodden of the earth.

When George was transferred to the mission headquarters in London to oversee the financial and logistical affairs of the mission, he served with two successive mission presidents, both of whom were also members of the Quorum of the Twelve Apostles and two of the most renowned intellectuals in Church history: Elder James E. Talmage and Elder John A. Widtsoe.

Each of these men made a deep impression on the twenty-one-year-old George, but especially poignant was one of Elder Widtsoe's constant admonitions to his missionaries: "Live mightily today, [for] the greatest day of all time is today. It is the product of all the past and the portent of all the future." This advice had a profound influence on George's personal and professional life.

## COLLEGE, WORK, AND MARRIAGE

After completing a two-year mission in the fall of 1928, George returned to Utah. By this time, Lenore's father had accepted an appointment to the Federal Communications Commission and moved his family to Washington, D.C. In the summer of 1929, George also moved to Washington, D.C., to court Lenore.

George enrolled in night classes at George Washington University and began looking for full-time work during the day to support himself through school. He eventually obtained a position as a stenographer with Senator David Walsh of Massachusetts. It soon became obvious that George lacked the skill to be a speed writer, and he was reassigned as a tariff specialist—experience that would serve him well in later corporate pursuits.

Working in Senator Walsh's office was exciting for George—he was often at Walsh's side on the Senate floor, feeding him information as needed. He also used his time to study the members of the Senate and their work in Congress, drawing early conclusions about individual contributions to government effectiveness.

While George continued his schooling at George Washington University, Lenore moved to New York City to pursue her career as an actress. When she received an offer from Metro-Goldwyn-Mayer and moved to Hollywood, George followed her. With time and his infamous persistence, he eventually convinced her to give up a \$50,000 contract with the studio to marry him. They were married in the Salt Lake Temple on 2 July 1931, beginning a loving companionship that would last sixty-four years, although both George and Lenore believed it would last through eternity.





*George and Lenore Romney, 1963.*

## BUDDING CAREER AND WORLD WAR II

Thanks to his recognized work as a tariff specialist in Senator Walsh's office, George landed a sales position with the Aluminum Company of America (ALCOA) upon his arrival in Los Angeles. ALCOA was the nation's only aluminum manufacturer at the time. Soon after his marriage to Lenore, George was transferred to ALCOA's Washington, D.C., office to begin a new assignment as a lobbyist for the company.

By 1939, George's reputation was well known among the movers and shakers in the nation's capital, one of them Pyke Johnson, the new executive vice president of the Automobile Manufacturers Association (AMA) and friend of the Romneys. At that time, organizational changes necessitated moving the AMA headquarters from New York to Detroit. As a young man of thirty-two, George so impressed executives of the AMA that they offered him the position as manager of the Detroit office. He took the job and quickly immersed himself in the workings of the automotive industry, an industry in which he had little experience, but where he rapidly developed an impressive reputation.

As the specter of war continued to grow in Europe, President Franklin Delano Roosevelt appointed William Knudsen, then president of General Motors and director of the AMA, to form and direct the Automotive Committee for Air Defense (ACAD), a com-

mittee charged with preparing the aircraft industry to meet the demands of a global war in which air power would be a decisive factor. Knudsen charged George with the task of creating the ACAD, and the two men together led the automotive industry through the difficult transition from manufacturing automobiles to manufacturing aircraft and other war materials.

George spearheaded the effort to accelerate the conversion to wartime production by promoting cooperative exchanges of tooling, efficient use of plants, and by clearing production bottlenecks. During this intense period, he met with virtually every automotive industry executive, and the industry became, in essence, one large company devoted to producing war materials.

It is difficult to comprehend the significance of the role that George played in this national industrial mobilization. His determined effort to consolidate the American automobile industry in an unprecedented cooperative endeavor is a feat unparalleled in our time. 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 outproduce 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.

## AFTER THE WAR

When the war ended, in recognition of George's extraordinary contributions to the Allied victory, President Harry S. Truman appointed George U.S. delegate to the 1947 Metal Trades Industry Conference of the International Labor Office in Stockholm. His responsibility as a delegate was to represent the opinions of American employers in the metal trades industry.

The industrial capacity of Europe had been almost completely destroyed during the war, and whole populations of countries across Europe were on the verge of starvation. The Stockholm Conference and others like it had no less a task than to organize the rebuilding of every industry in the war-torn nations. Though sobered by the magnitude of the task ahead of him, George accepted the responsibility to help find a solution.

Upon their arrival in Europe, George and Lenore visited some of George's old acquaintances from his missionary years in Britain, and they saw firsthand the devastation and poverty of postwar England. George attended the Stockholm meetings with a vivid, personal understanding of the problems that Europe faced after the war.

When he returned home to testify before the Senate Foreign Relations Committee, George urged Congress to encourage American businesses and financial institutions to provide economic assistance abroad. His request was a strong contrast to the popular argument that since Europeans had gotten themselves into a mess with their failed monetary policy, they should get themselves out of it.

In his testimony, George expressed the fundamental idealism at the core of his beliefs when he stated: "We're all like billionaires living in a few mansions in the midst of a vast world ghetto. Too often our actions belie our words." The memories of what he had seen in the slums of Glasgow twenty years before and the destitution in

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Europe after the war would shade his public service forever.

## CAPTAIN OF INDUSTRY

George's transition to private life after the Stockholm Conference was made easier by the challenging opportunities awaiting him. He received several job offers—not surprising for a man who had accomplished so much in such a short time—and accepted an offer from George Mason, president of the Nash-Kelvinator Company, in April 1948.

Almost immediately, George Romney began an intensive study of the business and set about devising a plan to make it more efficient. He haunted the various plants until he learned how products were designed, manufactured, and serviced. Every day, George came dressed in his work clothes and

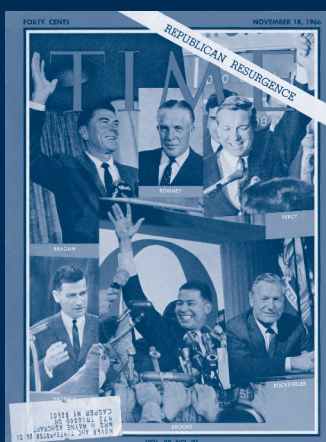
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worked shoulder to shoulder with workers on the production lines. He sat down with foremen to discover what they were doing that worked and what they were doing that didn't. At night, he studied books on automotive engineering, design, and styling. He studied every area of the Nash-Kelvinator Company, from the organization and management processes to the on-the-floor production of automobiles, refrigerators, electric ranges, home freezers, and watercoolers. His humble, grassroots approach to the business and its employees, combined with his strong leadership expertise, made him an extremely effective executive of the company.

On 14 January 1954, Nash-Kelvinator merged with Hudson Motors, creating American Motors—the largest merger in the history of the automobile industry. Following George Mason's death on 12 October of the same year, George Romney was named CEO of the new company. Less authoritative in his office than his predecessor, George led by persuasion and organized by decentralization. He immediately began restructuring American Motors, recruiting top executives from other companies and passing control of the company to the individual departments responsible for the various products of the company.

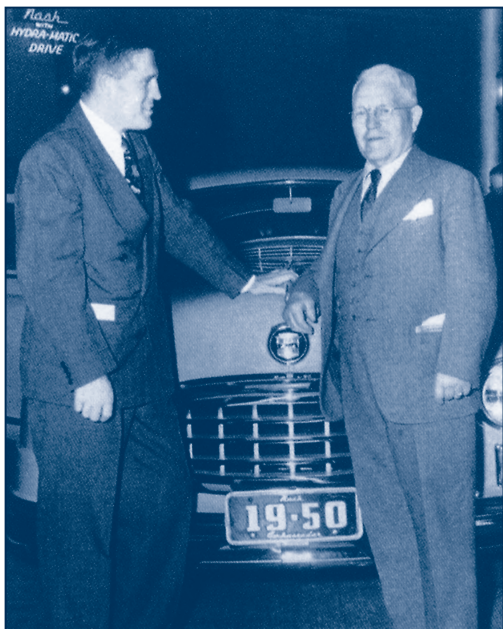
But business was difficult for the large, newly organized company. In the first four



years of the merger, American Motors lost millions of dollars. Sales were low, and the inevitable problems of production and quality associated with new car designs were onerous. In an unprecedented move, George and twenty-four top executives voluntarily cut their own salaries by as much as 35 percent, the prelude to an intensive cost-cutting program.

The numerous sacrifices paid off, thanks in large part to the first of the American “compact cars” (a term coined by George Romney), built by American Motors. Four years before George Mason died, he and George Romney had manufactured a small car designed to compete with the European imports. The “Rambler” was to be affordable, efficient, and appealing to a wide customer base. Sales were disappointing in the early years, but by the 1957 model year, sales were on the rise, and by the spring of that year it was clear that the Rambler had finally caught on with the buying public. In 1958, American Motors enjoyed a stunning sales increase and showed its first profits.

By 1959, George 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. He had brought American Motors from probable bankruptcy and extinction to a



*George Romney shows his father, Gaskell, a 1950 Nash car.*

solid position in the automobile industry. Even more far-reaching was the impact he had on the American automobile industry by changing the way American automobile manufacturers thought about the size, shape, economy, and safety of automobiles.

## CITIZEN FIRST

Though a tremendously successful business executive in the private sector, George was always a citizen first. In the postwar period of 1948, while he worked to return the automobile industry to peacetime production, he

was also busy founding Detroit's United Way organization.

In December 1956, responding this time to a call from his own neighborhood, George agreed to chair the Citizens Advisory Committee on School Needs in Detroit (CACSND). The committee was charged with "[helping] the Board of Education in the development of plans for an educational program that [would] meet the needs and desires of the Detroit citizens in the decade following 1959."

Despite the weight of his responsibilities during the precarious days at American Motors, George approached his new assignment with serious concern for the welfare of education in Michigan. In one of his early speeches, he said:

I believe public education . . . is one of the major and indispensable reasons for America's rapid rise to world leadership and responsibility. I believe only the educated can be free—that education makes a people easier to be led constructively but difficult to drive; easy to govern, but impossible to enslave. I believe education should have as its objectives the formation of character and citizenship and the development of individual intellects and talents. I believe ignorance is the obstacle to progress, and knowledge is essential to human happiness.

George's work with CACSND soon earned him the nickname, "Spokesman for a Better Detroit." In fact, one of the committee reports included George's philosophy of a better community:

Our children must have far greater skill and training to maintain Detroit's supremacy in the more complex and specialized age that we are already entering. Individual freedom and the voluntary blending of the private good with the public good will require human, social, civic, and spiritual research development and organization that can catch up and keep pace with scientific, technological, and economic change. . . . We either train them now or they will lack the skill and character their destiny demands.

During an eighteen-month period—moving at a pace most people found impossible—the committee compiled a list of 182 recommendations for overhauling the school system, most of which were eventually adopted. For George, the success of CACSND proved unequivocally 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.

Later, in 1959, when the state of Michigan faced a seemingly insoluble financial crisis,

George argued that the problem could only be resolved with the enactment of a new state constitution. He subsequently formed Citizens for Michigan, a nonpartisan citizens' group. This broad-based organization was designed to give the Michigan state government the kind of total makeover that CACSND had given the Detroit school system. The group's first charge was to organize a constitutional convention wherein a new state constitution could be drafted.

From 1959 to 1962, Citizens for Michigan looked into the needs of the Michigan populace, studied new ways of state financing, and prepared a model for the new state constitution. Not everyone was in favor of overhauling the government, however, and incumbent Democratic Governor John Swainson spoke out against the proposed changes in his bid for reelection. It became apparent that nothing would be done unless a governor committed to reform was elected. On 10 February 1962, after a day of contemplation and prayer, George announced his candidacy for the governor's office.

## THE GOVERNOR'S OFFICE

The gubernatorial race was a seemingly impossible one for George, pitting a Republican businessman against a Democratic incumbent in a heavily union







state. Though the race at times became bitter, George refused to make personal attacks on his opponent, a rule he stubbornly followed throughout his campaign. In addition to fending off attacks from his political rivals, George also had to battle a right-wing, self-styled, conservative element in his own party. But George refused to abide by the conventional wisdom that dictated he offer an olive branch to the Republican ultraconservatives. At one point in the campaign, he even demanded that a Republican district leader be removed from office because the man belonged to the John Birch Society. In the end, the majority of Michigan's citizens raised their voices in favor of the proposed reforms, and George became the first Republican governor elected in the state since 1948, defeating Governor Swainson by a margin of less than 1 percent.

George entered the statehouse with characteristic dedication and determination. He had promised the voters to bring a new constitution to Michigan—a promise he kept. In the process he angered as many Republicans as Democrats by his insistence on doing what he felt was right, regardless of party sponsorship. As governor he inherited a sprawling state government with dozens of departments and commissions answerable to no one in particular. He set about reorganizing the executive branch, reducing the

number of departments, and bringing them under gubernatorial control. Because Michigan had suffered through a series of revenue shortfalls and unbalanced budgets, George supported the adoption of a state income tax—an unpopular decision to say the least—to improve the base of state finances.

In spite of the inevitable pockets of criticism, George was reelected in 1964 by 382,913 votes, widening the winning margin of the 1962 election. He was clearly a popular governor, though not always with members of his own party. In 1964, the presidential election year, George would not support the Republican presidential candidate, Senator Barry Goldwater, because he felt Goldwater was not a strong enough advocate of civil rights. At the Republican National Convention, George recommended an aggressive civil rights plank for the national platform. When the recommendation was disregarded by the GOP, George took

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## THE RUN FOR THE PRESIDENCY

the only honorable course he felt he could: he refused to endorse Senator Goldwater. As a consequence, he was denounced by party regulars and accused of being self-serving.

Despite the landslide presidential victory of Democrat Lyndon B. Johnson in 1964, George again won the gubernatorial race in 1966, this time by an even greater margin than in 1964. Under the new state constitution, this term would last four years rather than two. During George's three terms as governor, he was able to wipe out Michigan's deficit, dramatically increase conservation efforts, improve school funding, and streamline government.

In 1968, George Romney was the first announced candidate for the Republican presidential nomination, but he 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 George to be his Secretary of Housing and Urban Development (HUD). George accepted, and it soon became evident that the position was natural for such a compassionate man. He was an active secretary and continued to crusade for citizen volunteerism and to build an image of public service that would



*Nancy and Ronald Reagan; George and Lenore Romney.*

entice the best and the brightest out of the private sector and into government.

George's public leadership once again proved unmatched in its effectiveness. As one columnist later recalled, his programs "helped thousands of families, and fewer Americans were homeless on George Romney's watch." Uneasy with the Nixon presidency, however, George resigned as Secretary of Housing after four years.

## CHAMPION OF VOLUNTEERISM

After retirement from nearly forty years of public service, George spent the rest of his life promoting volunteerism. He moved volunteerism from an idea into a cause that he pursued with the same missionary zeal he found in many aspects of his life. George's resignation from the Nixon Cabinet in 1972, at age sixty-five, did not mean that he was retiring from a very active and demanding public life. He merely was changing his office from Washington, D.C., to Bloomfield Hills, Michigan. The same dedication and devotion to solving social problems filled his life for the next twenty-three years. Bill Holling, president of the Greater Detroit Volunteer Leadership Coalition and a good friend of George's, said the following:

The night before his death he attended

the executive committee meeting for the Volunteer Leadership Coalition as honorary co-chair. He was not just honorary. He was very active and the moving force behind the organization. George gave a stirring address to the group about volunteerism, the importance of it, why it made sense, why people volunteer, and why they should volunteer. He repeated his favorite saying that "People solve problems—money helps, but people solve problems." George Romney is one of my heroes. He was trying to change the world right up to the last night before he died, and he was being very successful.

At the meeting George was excited to announce that Colin Powell had agreed to attend the president's summit to be held two years later in 1997. He envisioned that the current president and all living former presidents and their wives would attend, and that it would be a great spur to the volunteer effort. It could be argued that the summit, a highly visible and significant event, completed a lifetime interest in volunteerism.

This service began in 1926 with his work as a volunteer missionary for The Church of Jesus Christ of Latter-day Saints in the British Isles. It was renewed in 1939 when he first arrived in Detroit, Michigan. The Volunteer Service Bureau had been

founded in Detroit three years earlier, and George became actively involved.

Founding of the United Way in Detroit in 1948, chairing the Citizens Advisory Committee on School Needs in Detroit in 1956, his lifetime work in civil rights, and the formation of the Citizens for Michigan are illustrative of his tireless efforts to address what he spoke of as the need to “curb and reverse the vitally serious social problems that confront our torn communities.”

In 1969, George, then secretary of HUD, chaired the commission appointed by President Nixon to study the need for a private-sector national voluntary organization, the end result of which was establishment of the National Center for Voluntary Action (NCVA). Speaking to the first meeting of the NCVA board on 20 February 1970, he said:

Americans have four basic ways of solving problems that are too big for individuals to

handle by themselves. One is through the federal government. A second is through state governments and the local governments that the states create. The third is through the private sector—the economic sector that includes business, agriculture, and labor. The fourth method is the independent sector—the voluntary, cooperative action of free individuals and independent association. Voluntary action is the most powerful of these, because it is uniquely capable of stirring the people themselves and involving their enthusiastic energies, because it is their own—voluntary action is the people’s action. As Woodrow Wilson said, “The most powerful force on earth is the spontaneous cooperation of a free people.” Individualism makes cooperation worthwhile—but cooperation makes freedom possible.

George served as chairman of the 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.

The Points of Light Foundation, established in 1990 by President George H.W. Bush, was created to encourage individual

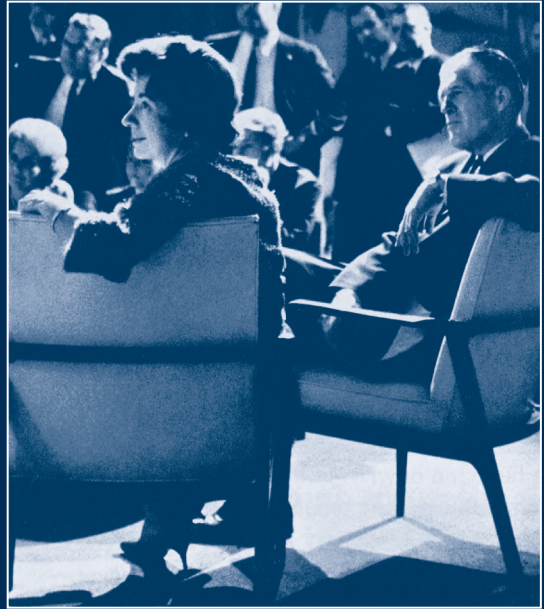
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citizens to voluntarily serve in their communities. The president asked George to be one of the founding board members of the foundation. The foundation focused on three areas addressing volunteer service: community mobilization, leadership, and product development and communications.

The foundation merged with VOLUNTEER in 1991 and is now associated with the nationwide network of volunteer centers and corporate representatives. Bringing the volunteer centers into the Points of Light Foundation created an organization with presidential endorsement and the associated clout of a nationwide network of local volunteer centers. One individual wrote: "It was a brilliant move, for now the foundation had a distribution center. George Romney also had the support of the president and associated funding for the development of his dream of volunteer centers." Creating a venue to facilitate individual volunteers was an important project for George Romney. He saw this as an opportunity to address the critical social issues that threatened "this great nation." As stated in a talk given in Detroit:

In the last century, when Americans faced problems too difficult for individual solutions, they did not turn first to government for help. They first turned to neighbors and organized a voluntary



cooperative solution. Their initial attitude was, "What can we do about it?" In my lifetime this attitude has fundamentally changed. Now people first ask, "What's the government going to do about it?"

He worked to correct this fundamental erosion of American values. He encouraged all people to love their fellowmen, be concerned, serve others, and help those less fortunate. He envisioned a world where people were not disadvantaged because of their race, cultural background, or religion. George Romney was more than nonbiased or nonprejudiced, he was a champion of the rights and the needs of the individual. Each

citizen has a role to play in alleviating the problems facing America. This requires more than paying taxes, voting, writing letters to editors, attending mass meetings, chamber of commerce meetings, union meetings, or church meetings. It requires volunteering our time and our energy and our resources to solving the great problems facing a great country.

It has been said that George W. Romney was a “shirtleeve public servant,” a “shirtleeve citizen.” That is true—he not only made his contributions in the formal meetings of the governor’s office or in the cabinet of the White House, he rolled up his shirtsleeves to be a force for volunteerism wherever and whenever he could. He didn’t wait for an opportunity to appear, but rather he created opportunities to spread the message of volunteerism. The nation became a better place because of his pursuit of a lifelong dream.

## A FINAL TRIBUTE

On 26 November 1928, when George was formally released from his mission in the British Isles, Elder Widtsoe wrote him a warm letter of appreciation and advice:

You have done splendid work . . . I hate to part with you . . . If you will keep the

spirit that you have had the last few months in your heart, the doors of the earth will open to you everywhere, and ultimately the doors of heaven will open to you also. You cannot do better than to go through life with the true missionary spirit actuating you always.

Missionary zeal was a defining characteristic of George Romney’s life. But his true legacy is his family—wife, Lenore; daughters Lynn and Jane and sons Scott and Mitt; their twenty-three grandchildren and numerous great grandchildren—all who love and praise him. Lenore once said of him, “We lived together for sixty-four years; I wish I could live every one over again. He was the most wonderful husband in the world. He did everything for me and his family, especially for me. I do so adore him.”

His son Mitt gave a loving tribute to his father when he said,

Were you to follow in his footsteps, you would find your life happier, more fulfilling and would leave with a richer legacy. You would meet your Maker having fulfilled the mission for which you came to earth. . . . I’ve looked at the elements of my father’s life and asked myself, “Have I acted like that?”



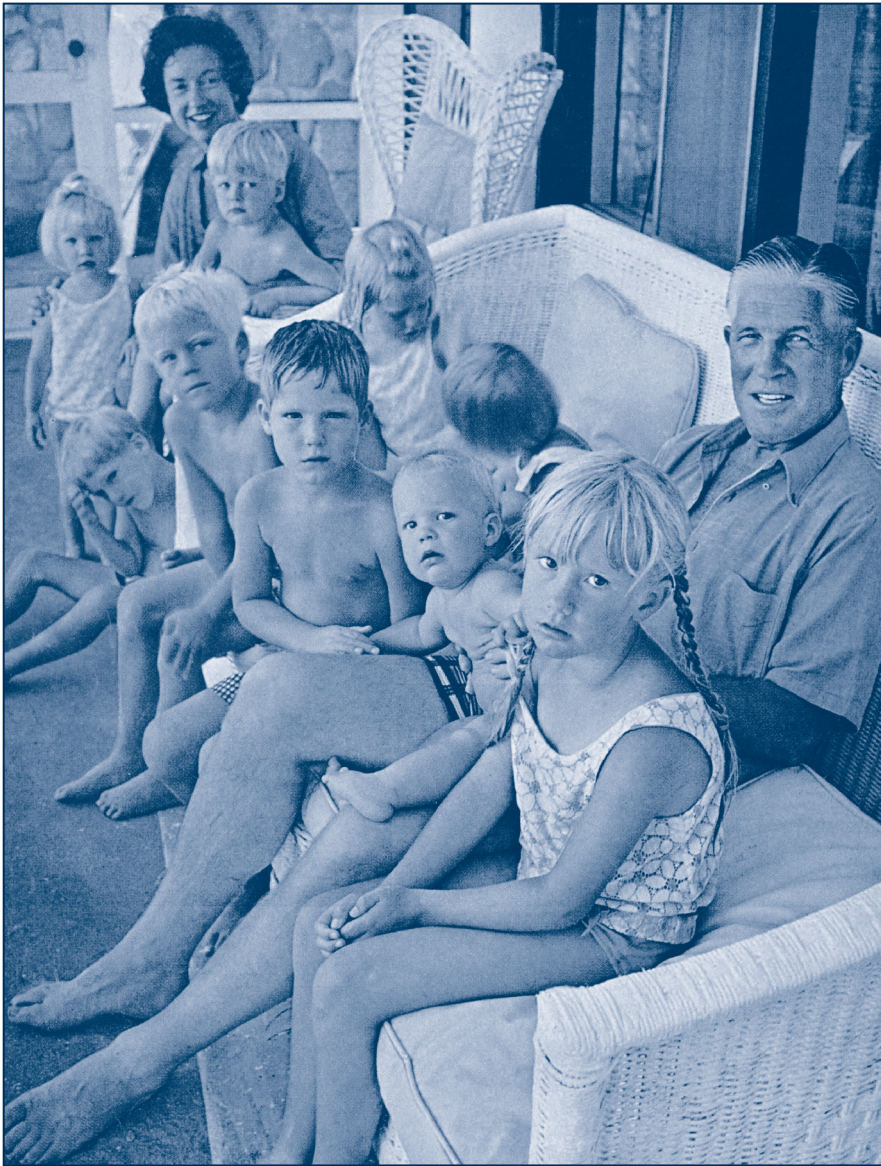


Because George Romney became such a prominent national figure, at the time of his death the family was asked to issue a public statement. They kept it simple, yet it expressed the highest praise that can be given to a man:

To some he is known as a governor, a great leader, a volunteer, a statesman, a loyal American, a man of God. To us he is the most wonderful husband in the

world and a devoted and adoring father, grandfather, and great-grandfather.

For eighty-eight years, George W. Romney served his family, his fellowman, his country, his church, his God. Always the reformer, his untiring efforts to improve the lives of so many created a path for others to follow. It is an honor to have his name grace the George W. Romney Institute of Public Management.



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FATHER, GRANDFATHER, AND GREAT-GRANDFATHER.”

## BRIGHAM YOUNG UNIVERSITY

Brigham Young University is the largest privately owned, church-sponsored university in the United States. Founded in 1875, BYU enrolls approximately 33,000 full-time students representing more than one hundred countries. The university is located on a 638-acre campus at the foot of the Wasatch Mountains in Provo, Utah.

BYU offers a unique blend of secular and spiritual learning—a concept expressed by the university's motto: "The glory of God is intelligence." While BYU is sponsored by The Church of Jesus Christ of Latter-day Saints, approximately twenty-five other denominations are represented within the student body. All students are encouraged to attend the congregation of their faith.

## MARRIOTT SCHOOL

Named for benefactors J. Willard and Alice S. Marriott, the Marriott School is nationally recognized for its outstanding business leadership and education. The school attracts some of the brightest students and faculty from across the nation and around the world.

A Marriott School education is rooted in strong management and interdisciplinary training and is supported by an emphasis on ethics and principle-based leadership. In addition to traditional management training, the school's distinguished faculty integrate three areas of focus across the curriculum: international business, e-business, entrepreneurship, and economic self-reliance.

### *International Business*

Learning at the Marriott School is enhanced by the cultural perspective students and faculty bring to the classroom. Nearly 20 percent of Marriott School students come from outside the United States. Most of the faculty and students have lived abroad. Some 80 percent of students are bilingual, and more than 25 percent speak three or more languages.

### *E-business*

Broad exposure to emerging technologies helps prepare students to work and excel in a global market. Named by *Computerworld* as one of the best places to become a technology-savvy executive, the Marriott School provides a solid e-commerce foundation. The new Rollins Center for eBusiness supports this focus by facilitating the study and teaching of how information technology is changing business and management practices.

### *Entrepreneurship*

Cultivating a spirit of entrepreneurship is a key element of leadership development at the Marriott School. The entrepreneurial focus helps students develop the creative risk-taking and change management skills needed to innovate within established organizations or to successfully create and lead new ventures.

### *Economic Self-Reliance*

Through innovative action research, outreach activities, and applied learning, the BYU Economic Self-Reliance Center brings practitioners, researchers, and community members together to help families throughout the world become economically self-reliant.

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