

MPA

2019-20 MPA ANNUAL REPORT ▪ BYU MARRIOTT SCHOOL OF BUSINESS





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◀ Near Moria, a refugee camp on the island of Lesbos, Greece, diners enjoy a Ramadan meal in 2019. BYU Marriott MPA students volunteered with a local nonprofit to put the event together. Photo by Elisabeth Zenger.

MPA 2019-20 Year at a Glance



August

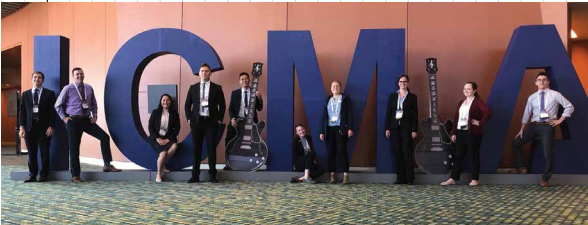
Finding Your Calling

EMPA alumni **Dale Hull**, **Anthony Bates**, and **Kena Mathews** participate in a panel discussion during the program's third annual alumni fireside of the school year. Professor Jeff Thompson moderates the panel discussion, titled "Finding Your Calling in Life."

October

Helping Communities Thrive

MPA students join alumni and friends at the International City/County Management Association's annual conference in Nashville, where they learn about how to support one another, results-oriented assistance, and professional development, among other topics.



December

Adventure Race

To take a break from the rigors of final projects and exams, ten teams of MPA students and faculty set out on an adventure race to learn little-known facts about and discover hidden gems across BYU campus.



April

One-of-a-Kind Commencement

Although commencement is canceled, the MPA program hosts its own virtual ceremony, complete with gowns and diplomas. In total, 34 MPA and 39 EMPA graduates earn degrees.

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH

APRIL

September

So It Begins

New MPA students officially start classes after a week of orientation events that include invaluable teamwork activities in Moab, Utah.



November

Dimensions of Humility

Associate professor Brad Owens speaks at the EMPA Impact Night about the developmental benefits of humility—sharing research findings, telling stories, and leading participants through exercises aimed at developing more self-awareness and teachability.

January

All About Food

As part of their week-long career trip, MPA students volunteer at St. Mary's Food Bank in Phoenix.



February

Public-Service Tweet

An MPA Valentine's Day post expresses appreciation for public servants and the amazing work they do in strengthening government accountability, tackling homelessness, providing clean water, and creating safe communities.

March

COVID-19 Changes

Winter semester classes go digital due to the COVID-19 pandemic. Students who can are encouraged to return home to finish the semester.





SOUNDS OF HOPE

Graduates of BYU Marriott's MPA program are improving the lives of displaced people all around the world.

By Clarissa McIntire

PHOTOS COURTESY OF YVONNE BARAKETSE, RAYMON BURTON, AND ELISABETH ZENGER

For **Yvonne Nsabimana Baraketse**, the disruption began with two noises: a peppering spray of bullets followed by her own thin voice whispering the words of the Lord's Prayer. Civil war had come to Rwanda. And Baraketse's first response was one of faith.

From that time, many defining moments of Baraketse's life came first as sounds. Less than four years after war broke out, a resonant crash shook her whole city as a twenty-thousand-pound airplane collided with the earth. Aboard the plane was her father, then the chief of staff of the Rwandan army, and the presidents of Rwanda and Burundi. The shot that brought down the plane and assassinated Baraketse's father led her family to flee Rwanda for Belgium and sparked the Rwandan genocide.

For a time, a spiritual silence filled Baraketse's life. Nearly overcome by trauma, she ceased to pray, feeling that God had abandoned her and her family. But she found healing as she danced to traditional African music with Inyange, a local Rwandan nonprofit organization, and heard the teachings of The Church of Jesus Christ of Latter-day Saints. She joined the Church at age nineteen.

Hoping to improve their English-language skills, Baraketse and her husband, Jacques, moved to New Orleans with their family in 2004. But in 2005 they evacuated the city when Hurricane Katrina hit the Gulf Coast. Baraketse remembers listening to a cacophony of wind and rain as, miles away, the tropical cyclone completely destroyed the family's house.

"We were at the evacuation site for two weeks, and we had an almost-one-year-old baby," she says. "We had a lot of organizations and churches helping us along the way, like the Red Cross. That's one of the experiences that made me decide to join BYU Marriott's MPA program. I saw that people can work together in communities like this, and that was impressive to me. When I was a refugee in Rwanda, we didn't have as much support along the way."

Baraketse enrolled at BYU Marriott in 2014, joining a strong community of individuals making a resounding impact on the global refugee crisis.

Equipped with outstanding skills in public and non-profit service and a passion for improving the lives of those in need, BYU Marriott MPA alumni can be found across the country serving refugees in a wide variety of services. Though their job descriptions may differ, each alum helps fill critical needs for displaced people around the world.

HELPING IS A CALLING

In 2019, more than seventy million people had been forcibly displaced across the globe; of those, at least five million were under the mandate of the United Nations Relief and Works Agency for Palestine Refugees (UNRWA), according to the UN Refugee Agency website. As director of philanthropy of UNRWA

USA in Washington, DC, 2007 BYU MPA graduate **Hani Almadhoun** helps link Palestinians in need with potential resources.

Coming from a Palestinian family with a refugee background, Almadhoun understands both the challenges of life as a refugee and various ways to solve those problems. "Growing up as a refugee, having to work for money was not just a nice skill to have—it was about survival," he says. "At BYU, I learned a great deal about the importance of service to others. Making oneself available to help those in need is a calling and not just one of those nice things to do in life."

Almadhoun says that perhaps his greatest responsibility is to inspire people. He describes himself as a storyteller, acknowledging donors as the true heroes in refugee relief. "What I have to do is help people overcome their cynicism and their sense of helplessness," he explains. "That's important because helpless people do not feel like changing the world. Each one of us can have an impact and make a difference if we care enough."

He recalls helping one donor find and fill the needs of one community with a shortage of dialysis machines. The donor honored a relative who died due to kidney failure by setting aside funds to help those with the same condition. "Often charities make themselves the hero," Almadhoun says. "But in reality, the donor is the real hero."

A HOLISTIC APPROACH

Aside from funds, another resource many refugees seek upon resettlement is education. This truth is what led **Raymon Burton** to join Salt Lake-based nonprofit One Refugee in 2017. Previously, he was



a transformative hour listening to his new friends talk about Ethiopia and their experiences in the United States so far. "As I left, Fenan thanked me for coming into their home and told me that when I visit them they feel seen," Burton says. "That was a defining moment for me."

Now executive director of One Refugee, Burton organizes personalized support for college students from refugee backgrounds. "Our students' lives are strung so tight that any small change in their lives can cause everything to crash," Burton explains. "We try to apply a holistic approach to assisting the students in finding success."

One Refugee takes a holistic approach partly through providing one-on-one career counseling, organized by career manager **Kirsi Jarvis**. "I help students from an early stage start building networking skills," says Jarvis, who earned an MPA with an emphasis in nonprofit management from BYU Marriott in 2019. It can be difficult for students with refugee backgrounds to find postgraduation work, Jarvis notes, but she works diligently to close that gap. "Our ultimate hope is

that through career and professional development, students will become self-reliant professionally," she says. "For years to come, they'll be able to continue to use skills they developed and be rock stars in networking, engaging in professional careers, and helping others do the same."

working as a project coordinator for The Church of Jesus Christ of Latter-day Saints when he was asked to work alongside the International Rescue Committee (IRC), a global NGO, for six months. As he worked with the IRC, he had an experience that helped change the course of his career.

"I was assigned to take two Ethiopian men, Fenan and Feysel, to get their immunizations," says Burton, who earned an MPA at BYU Marriott in 2010. "I can still see, ingrained in my head, the look on their faces when they realized they had to get five shots at once. We ended up bonding after that because we all laughed at how absolutely terrified they were to get these shots."

As Burton dropped them off at their home, the two men invited him inside. Burton agreed and spent

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—KIRSI JARVIS



Jarvis remembers one particularly motivated student who, as a freshman at Salt Lake Community College, sought out a summer internship in engineering despite being told he should wait to look for jobs in his field. The student worked with Jarvis on networking, résumé prep, and interview practice, and was soon offered an internship with a resort in Park City, Utah. “He worked there through the summer, and he loved it,” says Jarvis. “He was totally independent and responsible for his own tasks, and the whole team loved him.”

SHARING THE FEELING OF HOME

Another member of the One Refugee team, 2019 BYU MPA graduate **Elisabeth Zenger** credits her entry into a career aiding refugees to her time at BYU Marriott. “I’m grateful for the MPA education that I received. It opened the world to me,” she says. “I feel so grateful every day that I just get to help people.”

Zenger meets one-on-one with more than one hundred students as part of her responsibilities as an education case manager, providing personalized guidance on everything from study skills to budget creation. She recalls being inspired to help migrating peoples when her family hosted foreign-exchange students when she was younger.

“I love sharing the feeling of home with other people,” she says. “When I found the MPA program, I realized that I could actually do that as a career. But I would say the turning point of my career was a study abroad that I did with the MPA program.”

In 2019, Zenger traveled around the globe on a refugee-themed study abroad program. Visiting countries such as Greece, the Czech Republic, and Sweden, students met with refugees and NGOs working on refugee issues. “The experience was amazing,” says associate professor **David Hart**, one of the study abroad program directors. “Our students got on-the-ground, face-to-face experience working in refugee camps, which is difficult to access. That was life changing for a lot of people.”

A GLOBAL PERSPECTIVE

In addition to studying abroad, MPA students enjoy myriad resources that provide the necessary experience to hit the ground running in various refugee-related careers. Associate professor and study abroad program codirector **Chris Silvia** says these skills are “learned in the classroom or while working with

community partners or through involvement in unique experiential learning opportunities, such as Grantwell and Good Measures, or by participating in programs offered through the Ballard Center for Social Impact.”

A donor liaison for the Philanthropies Department of the Church, **Emily Martin** discovered an opportunity to learn about refugee-related issues in 2019 when she completed her capstone project with the London-based AMAR Foundation, which helps vulnerable communities in the Middle East. While creating a grant-writing template for the organization, the 2019 EMPA graduate learned not only about the Middle Eastern refugees the grant would impact but, to her surprise, about another group as well.

“I made friends with some Israeli-Jewish gentlemen whom I met on the street,” Martin says. “Through them, I began to understand from a global perspective how Israelis were displaced after WWII and the impact that has. The Israelis walked around with an open, gaping wound emotionally—you could feel it.”

These MPA alumni are only the tip of the iceberg. The list of inspiring MPA graduates is expansive and includes individuals such as 2012 graduate **Rachel Bennion**, who assists with legal services for Catholic Charities in Washington, DC; 2015 graduate **Todd Tapp**, who joined US Citizenship and Immigration Services as an asylum officer; and current EMPA student **Suzanne Whitehead**, who serves as executive director of volunteer-placement program HELP International.

As surely as BYU Marriott MPA alumni are positively impacting the lives of refugees around the world, they are also becoming increasingly recognized in the field for their strong skills and solid character. “I almost never turn down interns or job applicants from BYU,” says Almadhoun. “BYU students are humble, but they are also quietly brilliant.”

THE DRUMBEAT OF JOY

Twice a refugee, Baraketse has built a life centered on service. The sounds she hears most often now are ones of hope and home, including the beating of drums.

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FACE-TO-FACE EXPERIENCE

*working in refugee camps, which is
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life changing for a lot of people.”*

—DAVID HART

“I love the sound of drums—it reminds me, of course, of back home in Rwanda,” Baraketse says. “In all the places I’ve called home, from Rwanda all the way here to Utah, drums have reminded me of moments growing up and of joy.”

Shortly before graduating with an MPA in 2016, Baraketse used her newly acquired skills to found the nonprofit Ngoma y’Africa Cultural Center, a music-and-dance group composed of former refugees and friends in the Utah Valley area. The group promotes African culture and helps members connect with their heritage. Baraketse was also a refugee response intern with the Church’s Humanitarian Services Department and now teaches French-immersion classes at a local elementary school.

Baraketse knows that the joyful sounds of African music and community that once saved her from grief can also heal other former refugees and even societies through education. Everywhere she has lived, she has encountered misunderstandings about her history and culture. “There’s no progress of communities when people have stereotypes about each other,” she says, pointing to the tensions that led to the Rwandan Civil War. “When no intercultural exchange is going on, that’s when biases increase, and that’s when racism increases.”

Ultimately, the message Baraketse shares with refugees and nonrefugees alike is one of hope. “When you’ve been in those dark moments, you can choose to let those trials kill you,” she says, “or you can hang on to the positive. You decide to be stronger through it.”



Student Life

Recognizing that an education would allow her to support herself and help the people of her native Zimbabwe, Vimbai Tembo earned a marketing degree from the National University of Science and Technology in Bulawayo, Zimbabwe. She felt compelled, however, to push herself even further, so she applied—and was accepted—to BYU Marriott's MPA program. The epitome of a BYU Marriott MPA student, Tembo is passionate about serving others, finding innovative solutions to community problems, and enhancing her leadership abilities. Read more about Tembo on page 17.

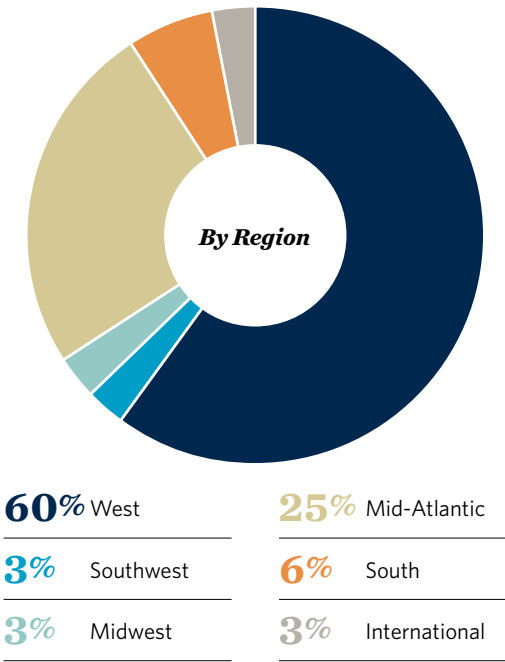
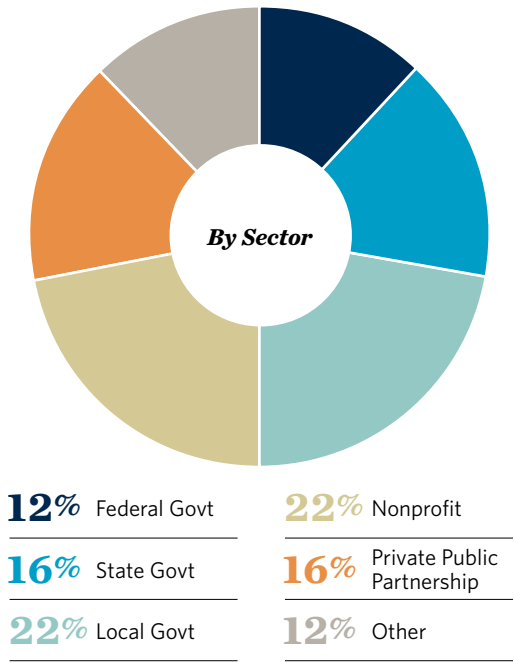
Student Report

Academic Year 2019-20

NUMBER OF 2019-20	MPA	EMPA
Students enrolled	91	102
Female	57%	54%
Married	59%	73%
International	21%	0%
Minority	17%	11%
Bilingual	40%	38%
Served mission	66%	42%
Average age	28	42
Average GPA	3.63	3.70

CLASS OF 2019-20	MPA
Average salary	\$59,720
Placed by 3 months after graduation	97%
Internship converted to job	72%

BYU MPA Job Placement—Graduation Year 2019



A Journey of Self-Discovery



to convict him, but Rash was not convinced he was guilty. After much discussion, the jury decided to acquit the man. “I felt like I had done something good because I was able to be a voice for the accused’s innocence when it would have been easy to send him to jail,” she says. “The experience lit a flame in me toward public service.”

Rash pursued her love for public service by serving on a committee assigned to select a superintendent of the Provo City School District in 2011. “I had an epiphany that the school district was a place where I could make a difference for people who others weren’t aware of,” says Rash. She was soon elected to the school board, taking her seat in 2012.

While her commitment to improving the community indicates that pursuing an MPA was the right path for her, Rash grew up in a family with no college graduates and, consequently, never imagined that she would one day work toward a master’s degree. “In my family, college was a luxury reserved for people who didn’t need to go to work or who had more money than we did,” says Rash.

Even though there was no family expectation for Rash to attend college, she followed friends to Ricks College (now BYU–Idaho) and then to BYU to earn her undergraduate degree in 1993 in international relations and history. After graduation, she worked at WordPerfect and the BYU

Counseling and Career Center prior to her current work on the school board and her return to school in 2017.

Her time as a student in BYU Marriott’s EMPA program helped Rash expand her worldview. “My thoughts have been challenged, and I’ve gotten to know different perspectives,” she says. When she shared a project in one of her classes about a topic that affected her family, a fellow student accused her of being divisive. Rash was hurt by this criticism until she spent time with this classmate. After getting to know this woman, Rash built a friendship with her and learned to see things from her classmate’s viewpoint.

Experiences such as this one have taught Rash to bring individuals with diverse perspectives together to work toward a common goal. “Sometimes I look around at school board meetings and think, ‘There’s not one other thing that would put these seven people in a room together,’” says Rash. “I’ve seen the power of people coming together to do good things.”

Beyond the knowledge that Rash gained, which has helped in her work with the school board, the EMPA program left an impact on her that will continue long after her June 2020 graduation. “I know myself better today than I did two and a half years ago,” says Rash. “I know how to use my strengths and how to acknowledge my weaknesses. I give this program a lot of credit for that.”

To Protect and to Serve

For **Uati Afele**, a current BYU Marriott EMPA student, the day starts early and ends late. Amid working as a school resource police officer at a high school, being a loving husband and father, and pursuing a master's degree, he has his hands full. However, Afele, who was born in the small village of Vaigaga, Samoa, doesn't see his busy schedule as a burden but as a way to help others and to lead by example.

Afele's schedule starts at 5:30 a.m. every day. Waking in the early morning gives him enough time to check his police gear and mentally prepare to start his day. "I always tease my daughter because she takes so much time in the morning to get ready, but I'm worse," he says. Afele and his wife, Naomi, have three children, and Afele wakes up everyone before climbing into his patrol car and heading over to Valley High School in South Jordan, Utah.

"When I get to the school, I try to make sure everything is safe and nothing is out of the ordinary," says Afele. This often includes looking for cars left overnight at the school, checking on bad weather and road conditions, and scanning patrol calls for any assistance needed.

Afele has centered his life around helping others, especially youth. Before ever thinking about the EMPA program, he graduated from BYU-Hawaii in 1999 with a bachelor's degree in social work. He was drawn to the opportunity to help others overcome obstacles

in their lives. As part of his duties as a school resource officer, Afele loves to talk with high school students and lend a listening ear. "I talk with the kids and act like a mentor," he says.

At the high school, he also teaches a law enforcement class to help students understand their rights as citizens, interact with law enforcement, and address both negative and positive perspectives students have of police officers. "The kids have questions about law enforcement, and I'm there to help them," says Afele.

As part of his law enforcement duties outside the high school, Afele works as a SWAT hostage negotiator for the South Jordan Police Department to facilitate communication in high-stress situations. Because he knows firsthand the difficult scenarios police officers can face, Afele also helps with a support group for law enforcement. The support group provides therapy, connects members with others experiencing similar situations, and offers additional resources to help officers process difficult experiences they have had on the job.

"The culture of the police force is changing. The support group is breaking an old stereotype of being perceived as weak if you go and seek help," explains Afele.

Afele applied to the BYU Marriott EMPA program in order to explore more career opportunities to benefit others. He attends class with other EMPA students



once a week in which they learn leadership skills such as project management, budgeting and finances, and decision-making. "The EMPA program has helped me become a better leader and a better father," he says. By completing his master's degree, he hopes to take on a more administrative role in law enforcement to continue supporting officers, youth, and community members.

As someone balancing a professional career and academics, Afele has set a great example for others who are considering a similar path. He has also spoken to incoming EMPA students on how to thrive in the program.

Afele attributes much of his success to his wife, support from his family, and his belief in God. "I've only been able to make it this far because of them," he says.

A Feeling of Family

At the age of three, **Nick Porter** created an imaginary city with its own made-up language. He may not have realized it at the time, but this activity would ultimately foreshadow his future career path. Now equipped with his newly earned MPA from BYU Marriott, he is following his passion and pursuing the dream of one day running a real city as city manager.

In addition to his early-childhood hobby, Porter credits his high school business classes and an internship with **Matt Dixon**, South Ogden city manager and a 2004 EMPA graduate, with helping him discover his future career goal. This experience introduced Porter to a profession in public administration, and Dixon encouraged him to pursue an MPA. Porter says, "During high school, I realized that a career as a city manager could tie together my passion for running an organization with being able to help people and make an impact."

An April 2020 graduate from South Ogden, Utah, Porter took his desire to make an impact to heart as he involved himself in the MPA program and served as president of the Master of Public Administration Association (MPAA). "I wanted to be involved, and I wanted to be an advocate for the students," explains Porter. "I wanted to contribute to that feeling of camaraderie that I have felt throughout my time in the program."

In addition to his role as MPAA president, Porter worked as a recruiter for the MPA program. Through his job, he helped spearhead many activities, including an adventure race in which ten teams made up of MPA students completed different tasks across campus. The purpose was to inform the students of BYU's different services and to build unity within the program.

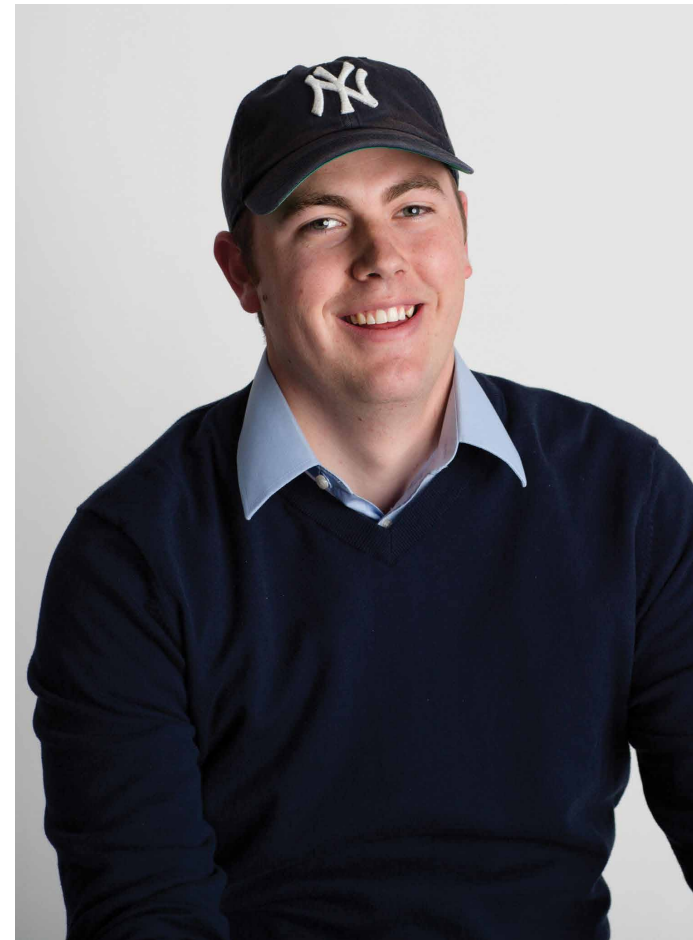
This sense of unity is what Porter enjoyed most about being in the MPA program. "I like the collaborative feeling created within the cohort," he says. "We do a lot in teams and feel like we are in this together. The cohort is not a competition but rather a feeling of family."

According to Porter, BYU Marriott MPA associate professor **Chris Silvia** was the most impactful teacher he had within the program. What stands out

most to him is how Silvia teaches by the Spirit in every class and makes concepts simple to understand. Most importantly, Porter appreciates how much Silvia cares about the students. "You can tell by the way he teaches that he wants his students to succeed in life before he cares about how they succeed in his class," says Porter. "He also emphasizes that if you succeed in his class, you are more equipped to help make an impact and succeed in life after the MPA program."

For Porter, his motivation to succeed is a no-brainer. "My kids are what keep me going," he says. "They help me remember why I'm doing what I'm doing."

As a father of three, he attributes his success in the program to his wife, Merrilyn. Porter calls his wife a champion, noting that being a stay-at-home mom is more than a full-time job and he couldn't do the MPA program without her. "After a long day, my family is what I look forward to coming home to," says Porter. "Being a dad and husband is the best thing ever."



Buckwalter Award Honors Two MPA Students



Ryan Lancaster

Theary Leng

Two talented BYU Marriott MPA students received the 2019 Doyle W. Buckwalter Internship Award for their accomplishments in their internships. The Buckwalter award is an annual award that recognizes second-year students for outstanding performance in internships. **Ryan Lancaster** and **Theary Leng** were recognized at the annual alumnus luncheon, where they received their awards and cash prizes of \$2,000.

Lancaster, from Huntington Beach, California, received the Buckwalter award after finishing an internship with the city of Kenmore, Washington, as its management graduate intern. Through the internship, he was able to work with city manager **Robert Karlinsey**, a 1995 MPA graduate, on various projects. One of the more meaningful experiences Lancaster had was contributing to research for a new tax levy that would eventually help fund up to \$10 million of capital repairs for a senior center in the area.

According to Lancaster, what helped him best prepare for this internship was the financial education he received in the MPA program. “The program recently hired **David Matkin** as an associate professor, and he can teach finance to anyone,” he says. “I was scared about finance when I came to the program, but he made it easy to understand. Now I feel competent in finance and believe it is a strength of mine. I took the

skills I learned in that class and directly applied them to my internship.”

Lancaster discovered his love for public administration after serving a mission for The Church of Jesus Christ of Latter-day Saints in Billings, Montana. While there, he saw sparsely populated cities that had problems that he wanted to fix—such as crumbling infrastructures and unsafe water—which ultimately sparked his interest in urban planning. This experience led him to receive his bachelor’s degree in urban and regional planning from BYU and to pursue his MPA at BYU Marriott. Lancaster hopes to follow his passion for public service by becoming a city manager within the next five to ten years.

For her internship, Leng, from Kampong Cham, Cambodia, went back to her home country to work with the Cambodia Job Foundation. The purpose of the nonprofit foundation is to help the people of Cambodia become more self-reliant through receiving grants to start their own businesses. Leng was given the task of reviewing and approving grant applications. Along with this task, she had the opportunity to lead business trainings for applicants and also to mentor those who were given grants to help them find further success with their businesses.

As a young girl growing up in a developing country, Leng cultivated a desire to help her people, and she knew she would need to pursue an education to achieve her goal. “I learned that making a difference starts with you, not somebody else,” she says. “If you want to change the world, start by changing your own world first.”

For Leng, the Buckwalter award couldn’t have come at a better time. “As an international student, the financial needs are always great,” she says. “Receiving the \$2,000 when I did was a huge blessing. The award money helped me pay off the majority of my tuition, so I am grateful for that.” When it comes to her future career, Leng is interested in nonprofits, education, and international development.

Across the World and Back



Driven by a desire to help the people of her country, **Vimbai Tembo** began her journey from Zimbabwe to Provo by tucking her two children into bed each night and then lighting a candle to study for the GRE.

“Quite honestly, I thought BYU was an impossible dream because of the challenges I faced,” says Tembo, who is starting her second year as a BYU Marriott MPA student.

These challenges began when Tembo was a young girl. By the time she was ten years old, both her parents had died. “My dad died when I was two years old, and when my mom got sick, she taught my six brothers and me

how to do things by ourselves because she knew we would be alone,” says Tembo. “She taught me to serve. Serving my brothers made me happy and taught me independence.”

Recognizing that an education would allow her to support herself, Tembo graduated with a marketing degree in 2010 from the National University of Science and Technology in Bulawayo, Zimbabwe. After graduating, she served an eighteen-month mission for The Church of Jesus Christ of Latter-day Saints in Zambia.

After returning to Zimbabwe, Tembo helped a nongovernmental organization run a project in the rural communities of Zimbabwe that have a 90 percent poverty rate. “Going into the villages and seeing the difference the projects were making in the lives of the people was satisfying,” she says. “However, I felt I needed additional skills to help me serve more effectively and be qualified for higher-management roles.”

Tembo began researching places to further her studies. “As I read about the BYU Marriott MPA program and the curriculum, I thought, ‘This is the program that I need,’” she recalls.

However, getting to BYU would prove to be challenging. “Studying was difficult because I had limited access to internet and practically no resources,” says Tembo. “I began preparing by studying by candlelight at night when my kids were asleep. I would put up

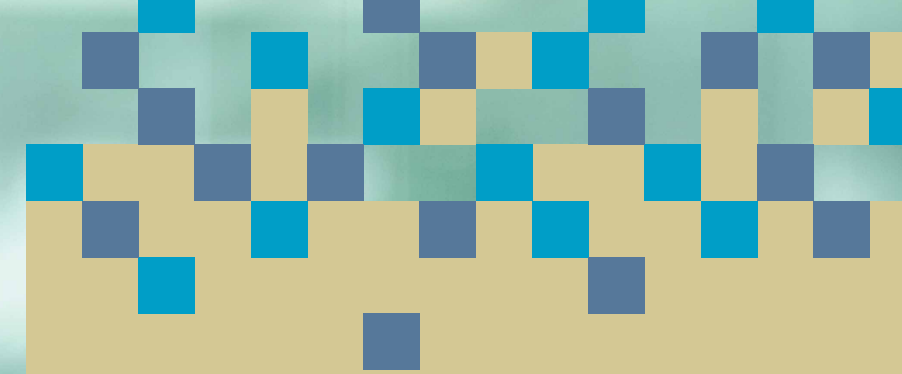
posters with math formulas all over the bedroom to master them.”

After being accepted into the BYU Marriott MPA program, Tembo relied on faith to get her family to the United States. “Zimbabwe has major food shortages and constant power and water cuts. Plus, a challenging visa application process made coming to America difficult,” she explains. “My husband and I fasted and prayed several times for everything to work out, and Heavenly Father came through: we eventually arrived safely in the United States.”

Tembo, her husband, and their two children moved to Utah, and Tembo began the MPA program in fall 2019. After graduation, Tembo and her family will return to Zimbabwe, where she plans to create self-reliance programs for women to learn skills such as gardening and craft making.

“What pains me is knowing there are women and malnourished children suffering,” says Tembo. “While it’s scary to go back, I know God wants me to take what I have learned here at BYU Marriott and give back.”

BYU Marriott’s MPA program has already helped Tembo improve her communication skills and evaluate data to guide people to make better decisions. “In my life, I’ve always wanted to link my academic life with my spiritual life to help achieve God’s plan,” says Tembo. “BYU has taught me to help people draw closer to God and come unto Christ.”



Faculty Spotlights

BYU Marriott MPA professor Rob Christensen recently spent a semester at Bocconi University in Milan developing theories on government competitiveness and at University College London researching public-service motivation. Christensen pursued these topics because he is passionate about public service and, like all BYU Marriott MPA faculty, is deeply committed to mentoring individual students in ways that are uncommon for graduate programs. Because the size of the MPA program is small, faculty members develop close working relationships with students and often collaborate with them on research projects and field studies. Read about Christensen's semester abroad on page 23.

Faculty Involvement

Selected Faculty Publications

Brad Agle

- “Fostering an Ethical Culture on Your Sales Team,” *Harvard Business Review*

Rob Christensen

- “Giving at Work: Exploring Connections Between Workplace Giving Campaigns and Patterns of Household Charitable Giving in the USA,” *Voluntas*
- “Student Performance in Turbulent Environments: The Contingent Role of Administrative Intensity in Hurricane Rita,” *American Review of Public Administration*
- “The Generosity of Politics: Are Red Counties More Generous than Blue Counties?” *Nonprofit and Voluntary Sector Quarterly*

David Hart

- “The Impact of Leader Moral Humility on Follower Moral Self-Efficacy and Behavior,” *Journal of Applied Psychology*

David Matkin

- “The Governance of Public Pensions: An Institutional Framework,” *Administration & Society*

Brad Owens

- “The Impact of Leader Moral Humility on Follower Moral Self-Efficacy and Behavior,” *Journal of Applied Psychology*
- “Conveyed Leader PsyCap Predicting Leader Effectiveness Through Positive Energizing,” *Journal of Management*
- “Leaders’ Humility and Team Performance: Exploring the Mechanisms of Team PsyCap and Task Allocation Effectiveness,” *Journal of Management*

Jeff Thompson

- “Research on Work as a Calling . . . and How to Make It Matter,” *Annual Review of Organizational Psychology and Organizational Behavior*

Lori Wadsworth

- “Ambivalence in the Early Years of Marriage: Impact on Ambulatory Blood Pressure and Relationship Processes,” *Annals of Behavioral Medicine*

Eva Witesman

- “Sector Choice and Sector Regret,” *Nonprofit and Voluntary Sector Quarterly*
- “Direct Government Investment: Perverse Privatization or New Tool of Government?” *Public Administration Review*
- “Optimism and Bias When Evaluating a Prosocial Initiative,” *Social Science Quarterly*

Selected Faculty Citizenship Activities

Rex Facer

- Vice-chair, Utah County Good Governance Advisory Board

David Matkin

- Authored “Good News & Bad News: An Update of Florida Pension Plans’ Grades” for the LeRoy Collins Institute, Florida State University

Aaron Miller

- Board member, University Impact and Boys & Girls Clubs of Utah County
- Launched a podcast, *Good at Work*
- Authored article, “The \$100 Billion ‘Mormon Church’ Story: A Contextual Analysis” for *Public Square* magazine
- Associate managing director, Ballard Center for Social Impact

Chris Silvia

- Chair, Romney Institute Diversity and Inclusion Committee
- Associate Managing Director, Social Venture Challenge Program
- Bagpiper in Utah Pipe Band’s Grade 5 Band

Jeff Thompson

- Visiting appointments at London School of Economics and Vrije University in Amsterdam; regularly teaches workshops at Brookings Institution and for UN agency in Senegal
- Board member, Pleasant Grove Players
- Actor, Hale Center Theatre in Sandy

Eva Witesman

- Board of Trustees, Springville Museum of Art and Vision of the Arts Fund
- Member, Utah State Division of Substance Abuse Evidence-Based Workgroup

Sitting at the Table



Lori Wadsworth, the director of BYU Marriott’s MPA program, missed one night of classes during her time as a student in the BYU Marriott executive MPA (EMPA) program: the night of her son’s birth.

During Wadsworth’s time as a student in the EMPA program, she worked full-time at BYU Graduate Studies while she and her husband were raising five children—six once the aforementioned son was born. Though Wadsworth had multiple responsibilities, earning her EMPA through the Romney Institute was worthwhile.

“The BYU Marriott EMPA program changed my life in significant ways,” says Wadsworth. “During those three years, I went from having little confidence in my abilities to walking out feeling like I could do hard things.”

While Wadsworth was in the program, several faculty members approached her and asked if she had considered pursuing a PhD. “I hadn’t, but the more I thought about it, the more I thought I would like being at the front of the class as a professor instead of sitting in the back of the class as a student,” she says.

Wadsworth gave birth to their seventh and eighth children—twins—four months before she started her PhD program. “That time period was crazy because there were ten of us in our family, and we didn’t have any income other than the stipend that the University of Utah gave me,” she says. “Earning my PhD was a team effort, with my husband taking care of everything at home so I could concentrate on my PhD.”

Nevertheless, pursuing a PhD opened up possibilities for Wadsworth. While she was completing her PhD, she returned to BYU Marriott’s MPA program as a visiting professor with the intention of staying for one year. That year turned into two years, and twenty years later, Wadsworth is now director of the MPA program. “BYU is where I needed to make my impact,” she says. “I’ve had the opportunity to make a difference here.”

Becoming a professor in BYU Marriott’s MPA program allowed Wadsworth to work alongside her own role models from the program. “When I came to the MPA program, the people who I think of as

the giants of the program—**Gary Cornia, Gloria Wheeler, Bob Parsons, Dale Wright, Doyle Buckwalter, Lennis Knighton, Karl Snow, Neil Brady, Larry Walters**—were here,” says Wadsworth. “Being among people who were my heroes was a thrill to me. They had been my professors, and suddenly I was sitting next to them at the table.”

In 2017, Wadsworth was given the chance to have an even greater impact when the MPA program’s faculty and staff selected her as the program director. In this role, Wadsworth teaches the MPA program’s leadership capstone class, conducts research in work-life integration, helps with alumni relations, and much more.

Wadsworth is also the chair of BYU Marriott’s Inclusion Committee. “As director, I’m part of the MPA staff, so I have one foot there, and I’m a faculty member, so I have another foot there, and I don’t have another foot, but maybe like a Twister game, I’ve got my arm in the Inclusion Committee,” she says.

Though the role of director is a balancing act, Wadsworth enjoys the challenge, especially when she gets the chance to interact with students and alumni. “My heart is with the BYU Marriott MPA program,” she says. “Something special goes on here. Our students want to make a difference in the world, and the alumni feel the way I do—that the MPA program has changed our lives.”

A Continued Legacy

Almost twenty years since his retirement, former BYU Marriott professor **Doyle W. Buckwalter** has left a legacy in the Romney Institute that continues to resonate and positively influence the MPA program—and BYU as a whole.

“My experience at BYU represents one of the highlights of my life because I worked with the best faculty and the finest of students, and then I watched them go out and make a difference in America and throughout the world,” says Buckwalter. “BYU was established to train spiritually and academically, which teaches individuals to serve each other. That philosophy permeated everything I taught.”

Buckwalter completed a bachelor’s and a master’s degree in political science at BYU in 1963 and 1964. Then he earned a PhD in public administration with an emphasis in public policy, foreign policy, and public administration from the University of Michigan before returning to BYU to teach.

During his time at BYU Marriott, Buckwalter made it his mission to establish an MPA program and help students find internships worldwide. He served as the assistant director of the Romney Institute of Public Service and Ethics, taught local government classes, and served as the institute’s internship coordinator for twenty-nine years.

“I wanted to help students find meaningful internships because I saw the university as a way to

prepare people to be more effective leaders in the various city, county, state, federal, and international positions available,” says Buckwalter.

One highlight in Buckwalter’s career was when he led efforts to help refurbish Santaquin, Utah, in 1970. “We bussed twelve hundred BYU students to Santaquin and helped install, fix up, and paint dozens of homes and public facilities. We built everything from tennis courts to the first street signs they had,” he says.

In addition to serving as the Romney Institute internship coordinator, Buckwalter served as the first director of BYU’s Washington Seminar in 1973, a widely successful program that continues to send BYU students to intern in Washington, DC, for a semester or term.

“Establishing the Washington Seminar was a challenge because a number of universities were already competing for internships,” explains Buckwalter. “However, we successfully established connections with federal agencies and those in the private sector back in the seventies. Today our students continue to serve internships at the same institutions.”

Since retiring in 2001, Buckwalter has enjoyed spending time with his family. He and Sondra, his wife of fifty-eight years, have four children, twenty-seven grandchildren, and twelve great-grandchildren. The Buckwalters served a mission



for The Church of Jesus Christ of Latter-day Saints for eighteen months in the Kirtland Visitors’ Center and have held numerous church leadership callings.

Buckwalter also continues to expand his knowledge through his love of reading. “I’ve kept up the habits that I’ve had for the last sixty years with regard to reading,” he says. “I keep up with all the current federal, state, and local activities, policies, and programs.”

In honor of Buckwalter’s contributions to the MPA program, the Doyle W. Buckwalter Scholarship was established. The award is given to second-year MPA students who make significant contributions to the public or nonprofit sector through their summer internship experiences; it also provides funding for students with unpaid internships. (See page 16 for a story about this year’s Buckwalter award recipients.)

People First, Place Second

When BYU Marriott MPA professor **Rob Christensen** hit a crossroad in his career, he took the path that led to a semester-long sabbatical in Europe. After spending three months in Milan and a month and a half in London during fall 2019, Christensen says he is grateful for the research and networking experiences he had.

After teaching and researching at other universities for more than a decade, Christensen joined BYU Marriott in 2016. As a new BYU employee, he enrolled in the BYU Faculty Center’s Faculty Development Series, in which he learned about and was encouraged to explore his college’s sabbatical possibilities.

That opportunity came a few years later when Christensen decided to see how a sabbatical in Europe would enrich his BYU experience. The research abroad was made possible with encouragement and generous financial support from BYU Marriott, including from the Romney Institute of Public Service and Ethics and from the Whitmore Global Management Center. Christensen also received assistance from the BYU Kennedy Center.

Christensen’s first sabbatical stop was Bocconi University in Milan. While there, Christensen researched and developed theories about local

government competitiveness. “We often think of business organizations as being competitive, but we don’t realize how government organizations can be equally as competitive,” he says. “We are missing an opportunity to borrow some of that competitive thinking to suggest better ways that we can provide, envision, and consume government.”

On the second leg of his trip, Christensen worked at University College London, where his research focused on public-service motivation. In his own words, public-service motivation is what orients some students to take a job in government or nonprofit organizations after graduation versus at for-profit companies.

Christensen enjoyed researching this topic because he is passionate about public service. Though his time in London has ended, Christensen continues to work with his colleagues at University College London to complete and publish their research.

What stood out the most to Christensen about his sabbatical experience was the networking. Using Milan and London as his home bases, he traveled to other universities to share his research. “The thing I took away the most was gratitude for the ability to connect with so many people in such a relatively short amount of time,” he says. “Connecting with others exposed me to new ways of thinking and solving problems.” In each city he traveled to, Christensen learned to focus more on the people first and the place second, making his experience richer as he learned about his colleagues’ personal lives.

Christensen is particularly grateful he got to share this adventure with his wife and two of his daughters. As a family, they enjoyed traveling; experiencing new places, cultures, and food; and especially meeting new people.

Now that Christensen is back at BYU Marriott, he looks forward to implementing what he learned from his sabbatical to better teach his students, both in the classroom and online. He loves teaching and is inspired by his students. “BYU students want to make an impact in the world and help their communities,” he says. “Having students like ours is energizing.”



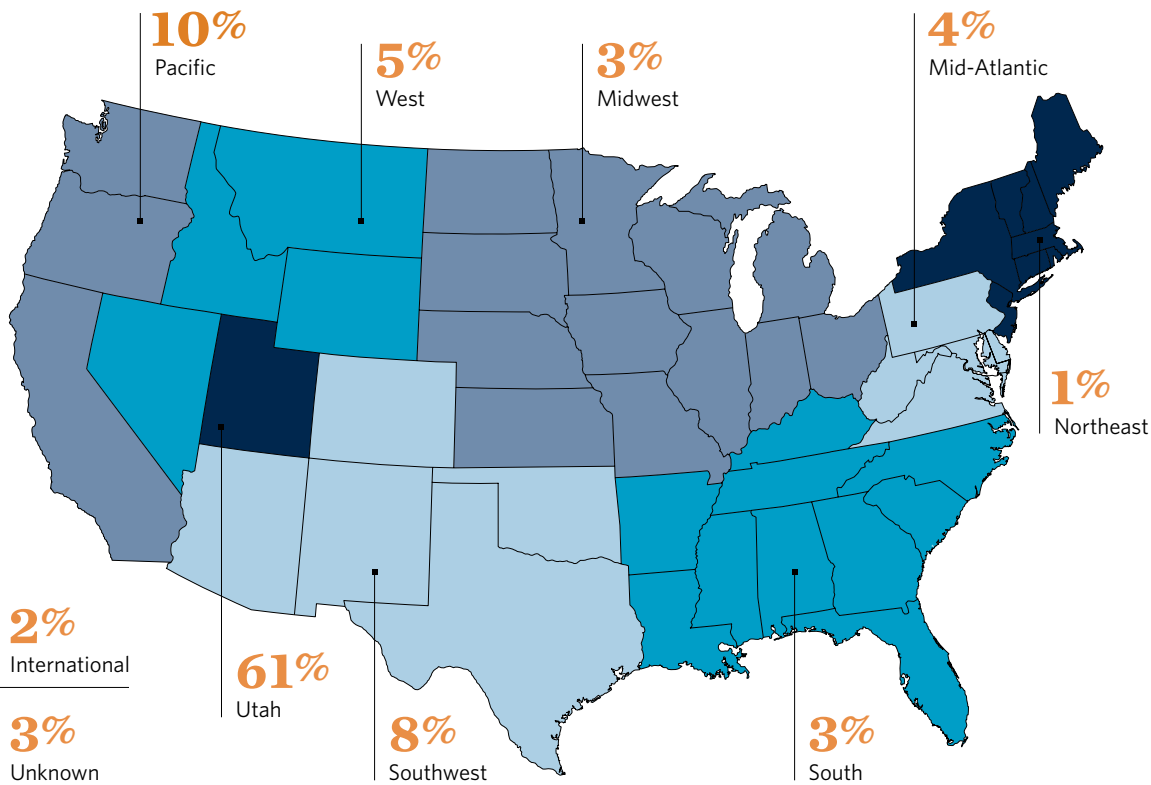


Alumni Updates

The transition from playing for the BYU men's basketball team to working as a category leader and contract manager for Intermountain Healthcare was smooth for MPA alum Anson Winder, thanks in part to the education he received at BYU Marriott. After an internship between his first and second year in the MPA program turned into a full-time position at Utah Valley Hospital, Winder switched to the executive MPA program, learning skills in evening and weekend classes that transferred almost immediately to the workplace. Read more about his passions for basketball and healthcare on page 32.

Alumni Report

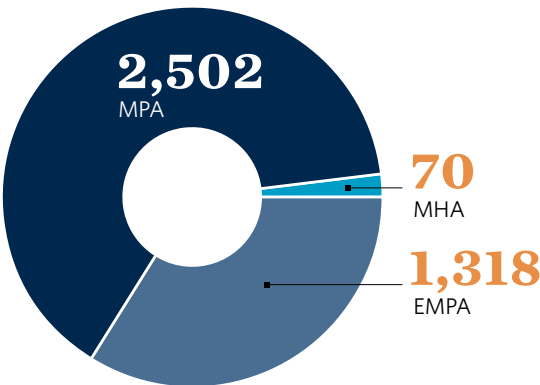
Where BYU Marriott MPA Alumni Reside



BYU Marriott MPA Alumni at a Glance

- **3,890** total alumni (as of January 2020)
- First class graduated in **1965** with **13** students
- The original name of the Romney Institute, which resided in the Political Science Department, was the Institute of Government
- **10** MPA directors (no. 1 was Stewart Grow, who adopted the phrase “Enter to learn; go forth to serve”; no. 10 is Lori Wadsworth)

Alumni by Degree



A Love for Learning Leads to China

BYU Marriott EMPA alumna **Janine Wood Green** loves learning so much that sometimes she reads four or five books a week. In her own words, she is “over-the-top crazy about learning,” and she doesn’t plan on stopping anytime soon. With a love for learning and a passion for continued education, Green joined BYU’s China Teachers Program to become a professor of English at China’s Nanjing Tech University—a decision that has changed her life for the better.

Green, a single mother of nine from Provo, considers herself a nontraditional student in the sense that she went to school in her later years to receive her BS in psychology and then her MPA from BYU Marriott. She was drawn to the EMPA program because she felt it best suited her background in psychology and allowed her to work more directly with people. “I chose to get an MPA because I don’t know how to quit,” says Green. “I have a passion for learning more, and I realized that as a single person, I needed to be looking out for my future and my career.”

Green heard about the BYU China Teachers Program in 2015 while visiting her youngest daughter and son-in-law, who were living in Shanghai. While there she attended the local branch of The Church of Jesus Christ of Latter-day Saints and met one of the teachers from the program. “China appealed to me,” says Green. “The program was something that I could do affordably and make a difference somewhere else in the world.”

At the time, Green was in the process of applying to the EMPA program, and the idea of teaching in China kept her motivated. After finishing her MPA in 2018, she followed her dream and now is one of seventy-eight teachers from the BYU China Teachers Program who are teaching throughout China.

For Green, the best part of her experience teaching abroad has been her students. She describes the students as sweet, innocent, and adoring. They love her, and that love is reciprocated. “I immediately fell in love with these students,” she says. “They are my main reason for being here, as it should be.”



Getting to know the Chinese people has been a highlight for Green as well. She has been humbled by their kindness, and many people she has met have invited her into their homes and shared meals with her. Though most teachers stay for one year with the program, Green returned for a second year. She plans to continue working in higher education when her time with the BYU China Teachers Program comes to an end.

Green credits the BYU Marriott EMPA program for preparing her to seize this opportunity in China. The program helped build her confidence in her abilities to make a difference wherever she is and with whatever she is doing. “In almost everything I do and think, I am revisiting not just what I learned in the program but who taught it and how they taught it,” says Green. “As a teacher now, what I learned in each class from those professors impacts everything I do.”

Doral Vance Named Alumnus of the Year



The Romney Institute of Public Service and Ethics honored 1980 BYU Marriott MPA graduate **Doral Vance**, manager and chief investigator of the Utah State Tax Commission's Criminal Investigation Unit, with the 2019 N. Dale Wright Alumnus of the Year Award. The award was presented to Vance at the annual alumni luncheon held at the Harman Continuing Education Building on 15 November 2019.

"Thank you for this wonderful honor," says Vance. "When I was told I was being awarded, I was speechless." He spoke to the other alumni and others in attendance and thanked them for their examples and recognized the examples of his family, friends, and colleagues who came to support him.

The Alumnus of the Year Award was given to Vance because he demonstrates extraordinary service and leadership in the public sector and in his community. Recipients of the award also exhibit high standards of excellence and gain the respect and loyalty of colleagues, peers, and family.

As the manager of the Criminal Investigation Unit, Vance has a mission to help assure the public that funds are properly collected and that those who deliberately violate the state tax statutes are held accountable. Since Vance's appointment in 2012, the Criminal Investigation Unit has conducted more than one hundred criminal investigations and collected almost \$1.3 million in court-ordered restitution and back taxes.

"I am grateful to be an employee of the State of Utah, and more specifically the Tax Commission, which is a wonderful place to work," says Vance. "Believe it or not, taxes can be fun."

During Vance's speech at the luncheon, he spoke about the people who make his job easier. "The department heads and legislature deserve every credit they get," acknowledges Vance. "But I would also like to pay tribute to those people who are the movers and shakers and work day in and day out to deal with angry tax payers. Nobody comes into the Tax Commission happy, but we work to have a great staff that treats them well."

John Valentine, chair of the Utah State Tax Commission, says Vance excels in his position because he "is not only a capable employee but also always concerned about everyone else around him. He recognizes the contributions of everyone," he says.

Vance is grateful to the BYU Marriott MPA program for helping him gain invaluable skills and experiences, and start his career in public service. "The MPA program launched my career. To get this award from this institution is gratifying," he says. "I am and will always be proud to be an alumnus of this outstanding organization."

Vance currently lives in Riverton, Utah, with his wife, Kerry. They have three children and four grandchildren. He loves his job at the Utah State Tax Commission and doesn't plan to stop anytime soon. "I have learned many lessons on how to be a good public servant," he says. "But I am still learning, so I can't retire yet."

Compassion in the Criminal Justice System

As the deputy director for the Utah Department of Corrections, BYU Marriott MPA alum **Chyleen Richey** helps support and direct a group of people who are forgotten by society.

Richey's work focuses on helping convicted individuals reenter their communities. She feels strongly that this group of people should not be overlooked. "Most people think criminals are not connected to us in any way, but we are all human beings," she explains. "In order to be successful in this job, you have to have compassion for the people you work with. We are not just warehousing people; we are trying to change lives."

Richey's journey to the Department of Corrections started during her time at BYU Marriott. While working on her undergraduate in

English at BYU, Richey discovered the MPA program on campus. "I realized that getting an MPA meant I would be dedicating my life to making a difference," she recalls. "The program is full of students with smart brains and big hearts."

In the program, Richey developed an interest in the criminal justice system. After her first year of graduate school, she interned with the Utah Juvenile Administrative Office of the Courts. "I got to see a lot of things that most people don't get to," Richey says. "I fell in love with the idea of turning lives around and helping people overcome difficult circumstances."

After graduating from BYU Marriott in 1996, Richey took a job as a policy analyst for the Utah State Legislature, specifically working on the Juvenile Justice Task Force and the Law Enforcement and Criminal Justice Interim Committee.

Richey went on to earn a PhD at the University of Utah in political science with an emphasis in public management and American government, which combined to make a criminal justice policy emphasis. Upon graduating with her PhD in 2004, Richey worked as a full-time professor for the BYU Marriott MPA program.

In 2012, Richey became a member of the Utah Board of Pardons and Parole, which provides fair decisions regarding release,

supervision, and clemency of convicted individuals. Richey says her time on the board was powerful, especially when she listened to people's stories at pardon and parole hearings. "At the end of pardon hearings, the board members would often turn to each other and say, 'I don't know if I could have made it out of the circumstance they were born into,'" she says. "To see people overcome such incredible obstacles is humbling and inspiring."

Eventually, Richey became chair of the board, and in January 2019 she was appointed deputy director of the Utah Department of Corrections. In that capacity, she continues to be a leader in the criminal justice system as she shares the powerful message of hope and change.

"I view our role at the Department of Corrections as stewards," she says. "We are helping people heal from their trauma and gain essential life skills they may have missed out on during critical developmental periods."

As someone who has dedicated her life to public service, Richey recognizes the weight of her job. "Working in public service can be a challenging career," she says. "But at the same time, public service is rewarding to the degree it is challenging. The hope is to help make a difference in the quality of people's lives through improvement to the criminal justice system."





1981

Jan R. Paulson received an MPA from BYU Marriott in 1981. Following graduation, a friend suggested he apply to work for the Federal Deposit Insurance

Corporation (FDIC). He credits his MPA from BYU Marriott for setting him apart from other applicants; he received a job offer and worked at the FDIC for more than a decade. He then switched careers and began working in project management for Electronic Data Systems. After the recession hit in 2008, Paulson returned to the FDIC, where he currently works in the Division of Resolutions and Receiverships as a contract oversight specialist working with the organization's largest contractor. He is looking forward to his next "promotion"—into retirement. Throughout his time with the FDIC, Paulson has had the opportunity to field assignments located in twenty-five countries. In addition to his successful career, Paulson notes that his greatest accomplishment has been marrying well and having four wonderful children with his wife, Susan. The Paulsons reside in Flower Mound, Texas.



1988

Richard Meyers uses the skills he learned while receiving his 1988 MPA from BYU Marriott in his work as city manager for Cottage Grove, Oregon. Meyers

manages the daily operations of the full-service city under the general policy guidance of the city council. Meyers is also responsible for risk management, intergovernmental relations, public information, and creating the annual budget. He became interested in a career in local government after observing his father work on the planning commission in Sweet Home, Oregon. "Local government was attractive to me because you could see the needs of the community and make a direct impact in meeting those needs," says Meyers. In his spare time, Meyers enjoys camping, kayaking, and visiting his grandchildren. He and his wife, Wanda, have four children and seven grandchildren.



1991

Renea Chandler worked as a dispatcher for the Jacksonville Sheriff's Office (JSO) in Jacksonville, Florida, prior to coming to BYU. She left her job to

further her education and in 1991 received her EMPA from BYU Marriott. After graduating, she spent two years working for the Decatur Police Department in Illinois before returning to the JSO, where she's been ever since. Chandler's current position is the continuous improvement manager and civilian training coordinator. Her proudest accomplishment was when the Continuous Improvement Unit achieved national recognition for being one of the first law enforcement agencies to adopt the Lean Philosophy and utilize the concept of continuous improvement throughout the JSO. In her spare time, Chandler enjoys shopping, doing church work, and spending time with her family.



1993

Jenifer L. Gilliland works as a senior code development analyst for the City of Seattle. She is responsible for helping develop and advance building codes at

the local, state, and national levels, as well as for writing ordinances and proposed code languages for various stakeholders. After receiving her MPA from BYU Marriott in 1993, Gilliland initially got a job as an analyst for the building department for the city of Boise, Idaho; she eventually moved up to become building division manager. While working in Boise, good mentors helped her along her career path to her current position in Seattle. One of her many proud moments includes heading up the implementation of Boise's first electronic plan review—part of an effort to make it possible for customers to obtain building approval or permits without having to travel to city hall. Some of Gilliland's favorite activities include singing in community choirs, painting with watercolors, traveling to semi-exotic locations, hiking to waterfalls, and fabricating large gingerbread houses with her sister and mother.



2001

Becky Nesbit has a love for academia. After receiving her MPA from BYU Marriott in 2001, Nesbit went on to pursue a PhD in public

affairs from Indiana University Bloomington. She shares the knowledge and experience she has gained through her academic journey with students at the University of Georgia, where she teaches MPA courses in nonprofit management as an associate professor in the Department of Public Administration and Policy. She also conducts research on volunteering and managing volunteers. Previously Nesbit worked for the University of Kansas and the University of North Carolina at Charlotte. In her spare time, Nesbit enjoys reading, singing karaoke, attending plays and musicals, doing puzzles, and traveling the world; in fact, she's visited forty-nine of the fifty states. She plans on completing the list soon with a visit to Alaska.



2001

Krescent (Hancock) Telleen keeps busy as a mom of seven children between the ages of two and sixteen, but that doesn't stop her from pursuing a career she

loves. After graduating from BYU Marriott in 2001 with her MPA, Telleen was selected as a Presidential Management Fellow and accepted a job with the US Department of State, Bureau of Intelligence and Research, Office of Technical Collection Affairs. She works as an intelligence operations specialist. In that role, she is responsible for coordinating proposals and actions concerning collection programs and activities, reviewing and coordinating intelligence resource allocation programs, and engaging with Department of State policymakers about the needs of the department. "Work is often interesting and has provided opportunities for travel and learning," says Telleen. "However, my proudest accomplishments all come from raising my children and watching them grow and develop." Telleen and her husband, Erik, along with their seven children, live in Centreville, Virginia.



2015

Alec Zuber has taken skills gained from earning a BA in political science in 2006 and an EMPA in 2015—both from BYU—to pursue a career as an associate

clinical consultant for Mercer Government Human Services Consulting. Mercer offers state Medicaid agencies a full spectrum of consulting experience. Some of Zuber's responsibilities include project managing multidisciplinary teams; participating in the comprehensive review and analysis of participating health-plan-submitted financial statements; and leading the development, monitoring, and projection of Medicaid member enrollment. Though he is passionate about his work, Zuber is most proud of the family he has raised with his wife, Melissa. The couple lives in Phoenix and has three daughters. Along with raising his daughters, Zuber enjoys camping, hiking, reading, and gaming.



2018

Marc Ellison received a BA in earth and space science education from BYU in 1996 and an EMPA from BYU Marriott in 2018. Prior to receiving his EMPA,

Ellison worked for the National Park Service as a seasonal park ranger at Timpanogos Cave National Monument; one of his proudest accomplishments as a park ranger was rescuing a three-year-old girl from going over a cliff. Ellison currently works as the event services supervisor for floral services for The Church of Jesus Christ of Latter-day Saints. He supervises the decoration of the Conference Center stage for general conference, *Music and the Spoken Word*, and Church funerals, and oversees all interior Christmas décor on Temple Square. He has volunteered tirelessly for numerous community organizations, including twenty years with the Boy Scouts of America and fourteen years with the United Way Day of Caring; he also volunteered during the 2002 Winter Olympics held in Utah. Ellison and his wife, Yvonne, reside in American Fork, Utah, and have six children and four grandchildren.

Passing the Ball, Improving Healthcare

Joining the healthcare field after traveling the world and shooting free throws in front of thousands is quite the change of pace. However, 2016 BYU Marriott MPA graduate **Anson Winder**, who was a member of the BYU men's basketball team from 2010 to 2015, is now finding success working as a category leader and contract manager for Intermountain Healthcare.

Following his first year in the MPA program, Winder interned at Utah Valley Hospital in Provo, which is part of the Intermountain system. After his internship, he accepted a full-time position at the hospital as a business manager for surgical services. To accommodate a full-time work schedule, he switched to BYU Marriott's EMPA program, which allowed him to

work during the day and take night classes in Provo or at the BYU Salt Lake Center a few times a week.

Though the change meant that Winder took two and a half years to graduate instead of two, the EMPA program allowed him to apply what he learned in real time. "I wasn't expecting to see the skills I learned in my graduate school classes immediately translate to the workplace, but they truly did," he says. "I was in statistics, economics, organizational behavior, and human resource classes that were super beneficial because I would learn more about a topic and, like clockwork, within a week there would be an opportunity to apply what I had learned in the workplace."

At Intermountain, Winder aims to benefit others. "What makes me most passionate about my job is that I gain a sense of fulfillment knowing that what I do on a daily basis impacts my friends, family, people I know, and even people I don't know within my community," he says.

Intermountain patients recently saw Winder's impact when he negotiated with suppliers to lower the cost of care for individuals with total knee, joint, or hip replacement. "Essentially, the project entailed reducing the cost of medical devices and implants for our patients while keeping all of our current suppliers on

contract," Winder explains. "At Intermountain Healthcare, we're most proud of projects like this one, where we can positively impact expenses and charges that patients will be liable for."

In addition to helping reduce costs for Intermountain patients, Winder also shares the fulfillment he gained from his time as a BYU basketball player by helping coach the boys' basketball team at Wasatch High School in Heber City, Utah.

"Coaching isn't just about passing down basketball knowledge," says Winder, who currently resides in Pleasant Grove, Utah. "I try to relay life skills to the players so they have an understanding of life outside of basketball as well. Sharing some of what I know to the Wasatch team members and seeing them incorporate that knowledge both on and off the court has been awesome."

For Winder, BYU Marriott's MPA program offers a game plan that he can support. "The MPA program has been such a blessing for me in my life and has truly guided me to where I am today, both personally and professionally," he says. "I definitely encourage people who are interested in getting a graduate degree to consider the MPA program because it offers such a wide range of immediately applicable skills that can translate to any industry."

The Power of a Poster



As a student in his final year of BYU Marriott's MAcc program, **John Arnold** frequently passed by a poster in the Tanner Building advertising the MPA program. Although he enjoyed accounting, he wasn't sure it was the right fit for him, and the idea of a career in public administration was intriguing. One day Arnold made a decision that forever altered his career path: he entered the seventh-floor MPA office and inquired about earning an MPA.

Although Arnold enjoyed the accounting program, after completing a tax internship with Ernst & Young, he realized that he needed to change career paths. "I liked accounting—don't get me wrong," he says. "I did a tax internship and enjoyed aspects of it but realized that, in the long term, it wasn't for me." Looking back, he is grateful he made the change. "I'm glad that I have my MPA, because I have loved my career in government," he says.

After graduating with a MAcc in 1996 and then an EMPA in 1997, he began his journey in public administration. Now the executive director of the Arizona Board of Regents, Arnold uses the skills and strategies he learned in the MPA program to facilitate change in Arizona's higher education-system.

One of Arnold's favorite aspects of working in public administration is the opportunity to work with a variety of people. "I love the people and being involved

with the Board of Regents. We have eight regents who are appointed by the governor," he explains. "I'm usually on the phone with one or more regents every day, and they are some of the most brilliant, accomplished people on the planet. We all genuinely believe in what we do: striving to change higher education."

Indeed, the goal Arnold is most passionate about is increasing the percentage of Arizona residents who receive a four-year degree. "Arizona trails national averages quite significantly in higher-education attainment," he says. "Nationally, somewhere around 31 to 32 percent of Americans end up with a four-year degree; in Arizona, it's around 17 to 18 percent. So we're almost half of the national average in terms of four-year degree attainment, particularly in some of our at-risk populations."

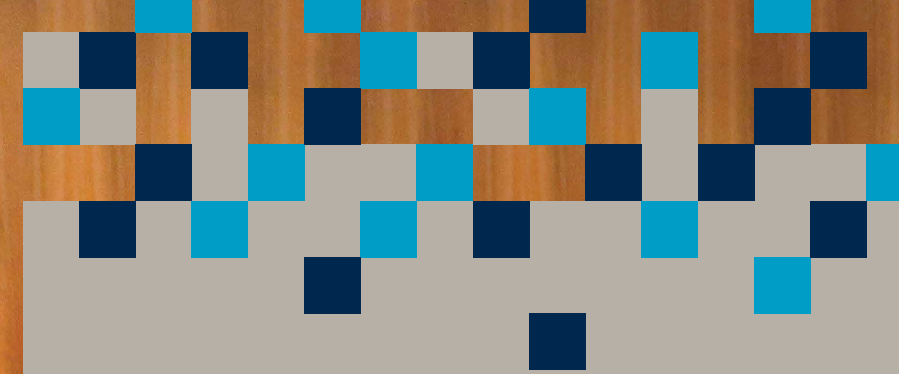
In recognition of his dedicated efforts to combat this issue, Arnold received the *Arizona Capitol Times* 2019 Leader of the Year in Education award, which celebrates "men, women, and organizations that have contributed greatly to Arizona's growth."

Arnold appreciates that others recognize the importance of his work for higher-education attainment. "In the last few years, I've tried to focus on this clear problem that we've identified in our state, and now we're trying to build these coalitions and pathways to address it. I'm pleased to see that other people see it as an important issue," he says.

Arnold thanks BYU Marriott for preparing him for success in his career. "My education in the MPA program gave me a systematic way of thinking and problem solving. No matter what issues came in front of me, I had the toolset to approach and attack those issues," he says. "I also learned to process complicated data and communicate that data in terms that people can understand. In my career, that has been a critical component of what I do."

Outside of work, Arnold enjoys hiking and spending time with his wife, Marla, and their five children. He also serves in several community organizations, including Greater Phoenix Leadership, Southern Arizona Leadership Council, and the Arizona Chamber of Commerce and Industry.





Romney Institute Support

Romney Institute faculty, staff, students, and alumni alike share a common goal: a commitment to a service-based career. That commitment translates into MPA graduates who work in the public and nonprofit sectors in forty-nine states and in more than forty countries, where they are involved in everything from federal, state, and local government to facilitating philanthropic giving and improving the impact of nonprofit organizations. MPA alumni remain connected to each other and the program throughout their careers, and many donate generously in myriad ways to support the program.

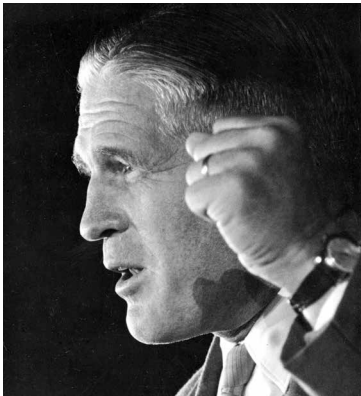
Institute Support

Current Fundraising Priorities

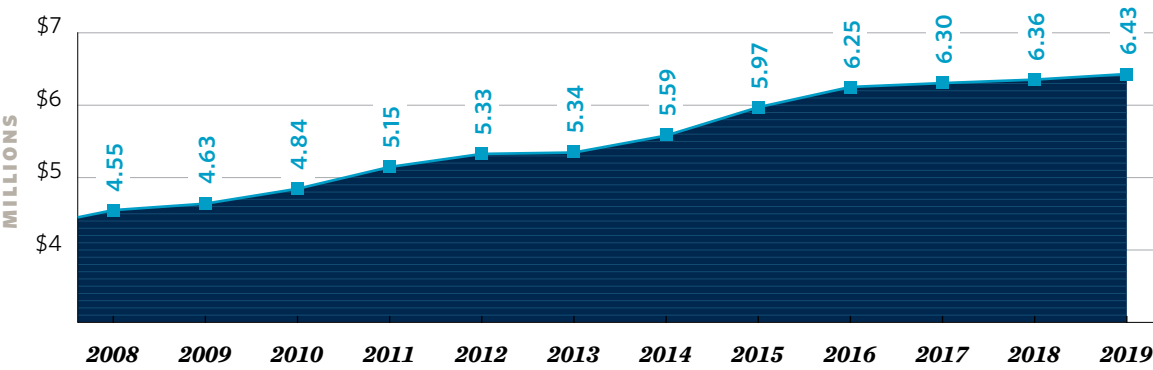
- **MPA Class Scholarship:** funds a scholarship for students in the MPA program
 - **Romney Endowed Scholarship:** funds scholarships for students pursuing nonprofit management
 - **Gail Halvorsen MPA Endowed Scholarship:** funds scholarships for MPA or EMPA students who are first responders or from a first-responder household
- **LDS City Managers Endowed Scholarship:** funds scholarships for students pursuing local government
 - **Doyle W. Buckwalter Internship Scholarship:** funds students on unpaid internships and honors outstanding student interns
 - **William Hansen EMPA Scholarship:** funds scholarships for students in the EMPA program

Romney Endowment Growth

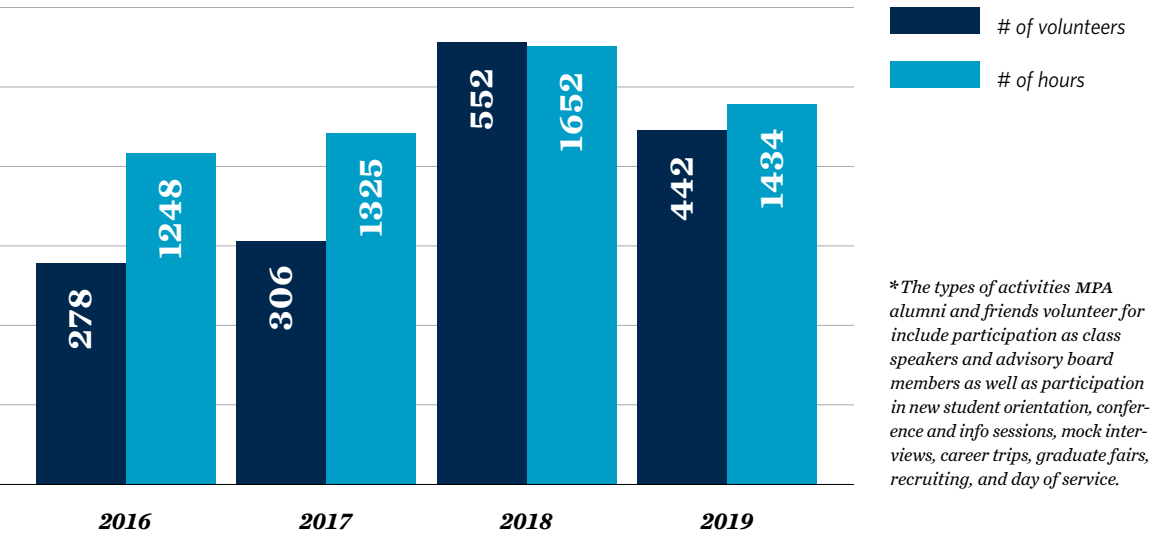
The George W. Romney family provided the initial endowment in 1998 of \$1 million, which was to be matched with money raised by the institute and the Romney family. That same year, the institute was renamed the George W. Romney Institute of Public Management. From 1998 to 2001, the initial endowment was increased to approximately \$3 million. By the end of 2019, this endowment had reached almost \$6.5 million. In 2005, Gary Cornia, then director of the MPA program and the Romney Institute, began an aggressive fundraising campaign to fund student scholarship endowments.



Total Endowment Funds Growth



How Much Alumni and Friends Volunteer*



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Jodi Sandfort Receives Cornia Award



Sandfort is a professor of public affairs at the University of Minnesota, where she is the founder and academic director of the Future Services Institute. The institute focuses on implementing value- and empathy-centric approaches to institutional redesign in Minnesota's public programs. Sandfort has focused her career on working with families and thinking about how public services can support them. "Parents and children should be treated and helped together, as part of their families and communities," she says. "The work the Future Services Institute does is about making changes to help organizations and institutions work better for the world. We need to look at social programs and make sure they are taking their experiences and crafting interventions that matter."

A key part of Sandfort's work focuses on using data to redesign social policy. "Everything—phones, televisions, even ketchup bottles—has been redesigned in the last thirty years," she says. "But we haven't done enough redesign work in public institutions, and the citizenry wants something more from us."

She hopes her work will encourage public institutions to use empathy in policy creation and implementation and to harness prototyping and structured experiments to make policy changes more successful. Sandfort even cowrote a book about this process, *Effective Implementation in Practice*, with Stephanie Moulton of The Ohio State University, and Sandfort is currently working on another book about redesigning public organizations and services.

In addition to being this year's Cornia Lecture Series Award recipient, Sandfort holds the honor of being an elected member of the National Academy of Public Administration and will represent the United States as a Fulbright fellow in Denmark starting in 2020.

Currently residing in St. Paul, Minnesota, with her husband and their two sons, Sandfort loves gardening, rollerblading, and pottery. She also enjoys working with BYU Marriott's Romney Institute on a variety of projects.

Jodi Sandfort, professor at the University of Minnesota's Humphrey School of Public Affairs, exemplified gratitude and humility as she accepted the Gary C. Cornia Lecture Series Award on 5 December 2019 for her innovative leadership in the field of social policy implementation and public administration.

The award is given yearly by BYU Marriott's Romney Institute of Public Service and Ethics to someone who exemplifies the legacy of former BYU Marriott dean Gary C. Cornia by being active not only in research and teaching but in citizenship as well. "We are looking for people who are change-makers," says **Lori Wadsworth**, director of the Romney Institute, who presented the award. "We are looking for people who are making a significant impact through their research and across the public service field, and Jodi is doing just that."

Elevating Public Service

At the end of the Romney Institute's first-ever Elevating Public Service Motivation conference, Romney Institute professor **Robert Christensen** received an email from James Perry, distinguished professor emeritus from Indiana University's School of Public and Environmental Affairs and arguably one of the country's most prominent public service motivation scholars.

"The conference will be remembered by many attendees for a long time," Perry wrote. "I know conferences are a lot of work, but your efforts will magnify the visibility and appreciation for BYU and the Romney Institute well into the future."

That's exactly the feedback that Christensen and Romney Institute associate professor **Eva Witesman** were looking for as organizers of the event. Held 25–28 September 2019 at BYU Aspen Grove, the conference brought together approximately sixty participants from five continents, reports Christensen. "We had senior scholars and new students. We had practitioners as well as editors from four esteemed journals," he says.

The purpose of this conference, say the two professors, was not only to enhance and extend current

trajectories but especially to challenge and elevate the next generation of public service motivation research and applications. With that in mind, the conference agenda featured presentations from diverse scholars and prominent practitioners and offered relevant working sessions. "We achieved our objective on many levels," says Christensen, who noted that an often-overlooked but incredibly valuable part of the conference were the informal "hallway" conversations between academics and high-level practitioners.

In addition, some conference activities took advantage of the stunning setting: Aspen Grove's location on the Alpine Loop Scenic Byway in Provo Canyon. Conference attendees hiked to Stewart Falls and participated in the camp's ropes course. "A conference highlight for many participants was the chance to wear 'mountain casual' to an academic conference and have every afternoon dedicated to spending time in nature," Christensen says. In addition, an upcoming special issue of the *International Journal of Public Management* will highlight many of the papers presented at the conference.

Witesman notes that, as a result of the conference, she has already started two new collaborations. "We are also planning a few white papers and a possible academic submission on the conference methodology itself," she says.

While this was the first time BYU Marriott's Romney Institute held the conference, it likely won't be the last. "I anticipate doing this again, perhaps even regularly," says Christensen. "It's hard to predict right now due to pandemic conditions, but I can certainly see this in the future as a great way to share BYU with our field."

And sharing BYU and all that the Romney Institute offers can be invaluable. Another conference participant wrote, "The time at Aspen Grove and especially the trip through beautiful Utah was a life-changing experience for me. I had the chance to talk to so many people, especially the ones who are part of your church, and it enriched my life and gave me the opportunity to reflect a lot about myself as well. Just wanted to say thank you."



"I Could Keep Dreaming"

As a child, **Eveline Miranda** attended public school primarily for the free lunch she received every day. Growing up poor in Brazil, Miranda sometimes had no other food to eat. "One day, however, I realized that school could nourish me in a different way," she says. "Education could give me knowledge and freedom from deprivation. At a young age, I decided that I would get the highest possible education to get out of poverty and help people around me to do the same."

Miranda graduated from high school—the first person in her family to do so—and then went on to earn her undergraduate degree in education. "I had a good job in Brazil, but it would never be possible to pursue a master's in the United States without support. When I received an email from BYU Marriott's Romney Institute saying I would receive a scholarship, I was so happy," says Miranda, who finished her MPA in April 2020 and has begun a PhD program at BYU. "Earning a master's degree in the United States is a great dream—and I could keep dreaming. I am so grateful to the amazing people who donated."

Miranda isn't the only MPA student to benefit from generous donations to BYU Marriott's Romney Institute. MPA graduate **Jonathan Perkins**, a recipient of the LDS City Managers Endowed Scholarship, calls BYU Marriott's MPA program a "hidden gem": "I am amazed by the

people who were my classmates," he says. "I felt like the diversity of people and opinions changed the way I see the world, which is a great thing. The same thing goes for the professors: high-caliber people who thoughtfully address questions and are on the forefront of government, nonprofit, and global issues."

"The scholarship helped me pay for necessary expenditures so I could focus on school and land an amazing job," he concludes. "I am blown away by the generosity of the city managers who contribute."

This year the Romney Institute has created a new scholarship fund that will specifically assist first responders—medical, military, etc.—and their children who attend the BYU Marriott MPA program. The scholarship is named for retired Air Force pilot Gail Halvorsen, who many might recognize as the Candy Bomber. Following the end of World War II, Halvorsen dropped more than a quarter of a million pieces of candy over East Germany, bringing joy to children in a country devastated by war.

"This first-responder scholarship fund honoring Gail Halvorsen is our primary fundraising focus this year, and we'd be overjoyed to have it funded by Gail's one-hundredth birthday this fall," says **Lori Wadsworth**, director of BYU Marriott's MPA program. "We invite anyone who is interested to help future BYU MPA students fulfill their dreams of working in



Eveline Miranda



Jonathan Perkins



Gail Halvorsen

public service by donating to this or one of our other scholarships."

Donations can be made by visiting give.byu.edu/mpareport or through the QR code at the right.

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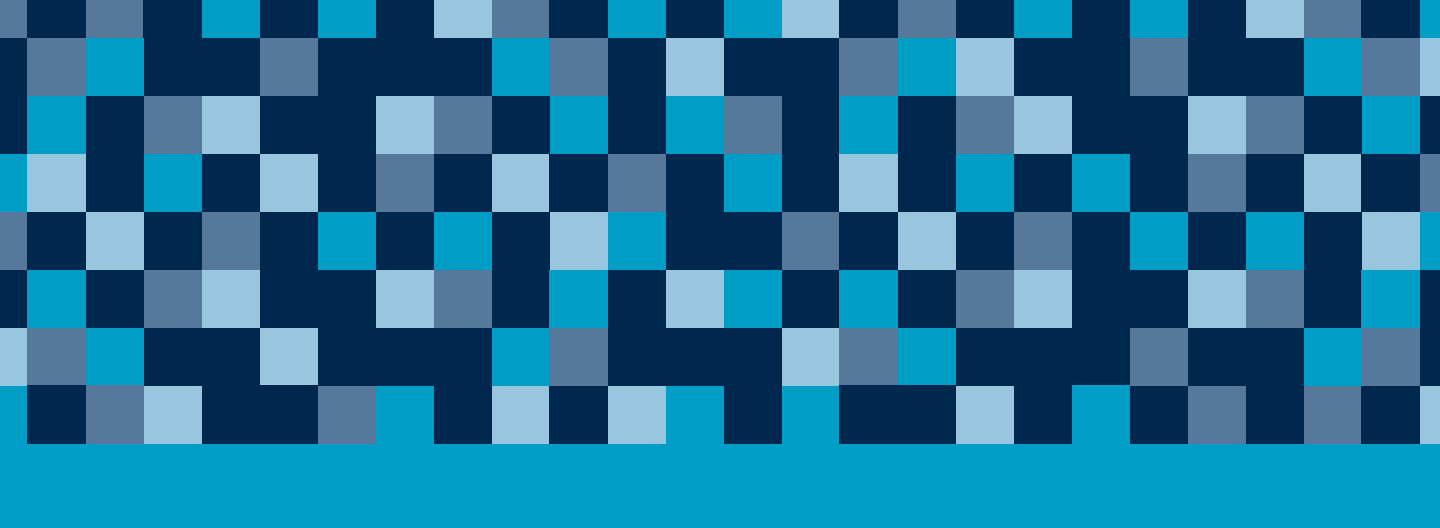
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