

Huntsman

» Continued from A1

voices that matter," Huntsman said.

"People who raise families and pay bills and send their kids to school," he said. "They're the ones who, in this job, you need to look out for. They're the ones I've tried to listen to."

Huntsman, who leaves next week to become the U.S. ambassador to China, said he left Herbert the advice in a letter that, per tradition, is in the governor's ceremonial desk — which was fashioned from a tree that fell during a tornado that swept past the Capitol a decade ago.

Herbert will inherit that desk when he becomes Utah's 17th chief executive today.

Sitting in an office stripped of books and artwork — save for some Chinese artwork and a painting of defunct Bill and Nada's Café that will make the trip to China — Huntsman said he has no regrets as he leaves the governorship more than three years early.

"This is a job where, when you look back, if you were able to accomplish a few big things you've got to feel a sense of satisfaction," he said. "Then if you were able to get the state on track in pursuit of additional big issues, that will also provide additional satisfaction, which is I think where we are."

He said he was glad to have been able to repeal part of the state sales tax on food and would like to have seen through the removal of the remainder of the tax, as well as the completion of health care reform, which is in the works, and the achievement of some of the state's goals for renewable energy production.

"It would be nice to be around to see some of that come to fruition," he said, but he believes he leaves Utah on a positive trajectory.

Huntsman said two instances will remain with him from his time as governor.

One was when he arrived in Kabul, Afghanistan, to visit Utah National Guard troops the day after 2nd Lt. Scott Lundell was killed. The governor eulogized Lundell before several hundred Guard members, then collected Lundell's personal belongings and personally delivered them to Lundell's widow and their



AL HARTMANN | The Salt Lake Tribune

Jose Tovar, left, and Terry Draag roll out a red carpet in the State Capitol rotunda to get it ready for today's swearing in ceremony for the new Utah governor, Gary Herbert.

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JON HUNTSMAN JR. | Outgoing Utah governor

four children.

"Standing on that front porch and handing them over was just a moment that created an indelible memory in my mind, but it also taught me the lessons about courage and sacrifice and families that deal with the realities of war," he said. "When you stare that down, you're staring down the deepest level of suffering that can be imposed on the human experience."

Huntsman said he will also remember visiting the House of Hope, where he met with women whose lives has been "shipwrecked" by methamphetamine addiction.

You learn a lot about the resiliency of the human soul. You learn a lot about the fragility of families," he said. "As I walk out the door I'm going to remember two or three of those examples. They're going to live on forever because they were so deeply imbedded in my memory banks."

Huntsman will leave Utah on Monday, spending a few days in briefings at the headquarters of the military's Pacific Command at Pearl Harbor before arriving in China,



Jon Huntsman » Leaving Utah.

Gary Herbert » New gov.

where he will present his credentials to Chinese President Hu Jintao to be recognized as ambassador.

Until then, Huntsman cannot officially discuss specific issues with China, but he said that his overarching goal in the new position is to try to "forge a relationship that transcends the periodic challenges you know we're going to have."

"The question is if we can maintain a working relationship and a civil dialogue that allows us to do the business of the world, which it is all about," he said.

"A lot of people benefit from the results or suffer from failure, so it's how you tee up that dialogue now that we're beginning kind of a new relationship that will allow us

to transcend the pitfalls."

It remains to be seen how long he stays in China, with at least part of that equation hinging on the outcome of the 2012 presidential election. Huntsman no longer owns a home in Utah — the family sold its house during his first term — and most of his children have moved away from the state.

The Huntsmans own a condominium along the beach in Coronado, Calif. — near the stretch where Sen. John McCain, whom Huntsman backed in the 2008 presidential contest, owns a similar condominium.

Huntsman said he was born in the Navy hospital nearby and he has two sons who plan on joining the Navy — one will start at Annapolis next year — and may train at the base near the California residence.

It's an area, he said, where the family went to make big decisions and where his sister-in-law's ashes were spread after she died of cancer, so it remains a touchstone for the family.

But, Huntsman said, he ultimately expects that he

will return to Utah and be involved in public service in some capacity.

Although he said he is a "lousy politician," he did not rule out running for office again. While Huntsman was laying the groundwork to form a national political action committee before he was nominated to serve in China, he said his emergence as what some saw as a national spokesman for the Republican Party happened by chance and because there was a void in leadership at the national level.

"There's still a vacuum and I think there will be until such time as we turn as a party to ideas and solutions that come from the states that represent practical public policy fixes to things like health care, things like the environment, things like education. Talk only goes so far," he said. "I'm waiting for the right Republicans to emerge who are connected to the kind of solutions this country is looking for longer term. It will happen, but it's going to take time."

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Women underrate bosses' views of their work

By HEATHER CLARK

The Associated Press

Albuquerque, N.M.

» A new study shows female managers are more than three times as likely as their male counterparts to underrate their bosses' opinions of their job performance.

The discrepancy increases with women older than 50, the study states.

"Women have imposed their own glass ceiling, and the question is why," said Scott Taylor, an assistant professor at the University of New Mexico Anderson School of Management who conducted the study.

Taylor will present his findings today in Chicago at the annual meeting of the Academy of Management, a 19,000-member organization devoted to research and teaching.

"It's pretty fascinating, actually. It's a different take on it," said Leanne Atwater, a management professor at the University of Houston.

In the study, 251 male and female managers from different industries nationwide rated themselves and requested ratings from supervisors, peers and subordinates. Each subject also was asked to predict the ratings made by others.

Taylor collected the data for the study in 2005 while a doctoral student at Cleveland-based Case Western Reserve University.

The ratings measured nine elements of emotional and social competence essential to leadership.

The men who were studied slightly overestimated how their bosses would rate them, while the female respondents underestimated their ratings on average by about 11 percent.

Taylor said managers may need to learn better ways to communicate to female employees that they are valued. Women may need to learn how to better seek positive and critical feedback, he said.

Kidney

» Continued from A1

she calmed down. Now she's proud of me."

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Why not? » Brough said he wasn't even aware that people only needed one kidney until he tuned in to his favorite radio program, "This American Life," about two years ago.

In one segment, Chaya Lipschutz, a Jewish woman from Brooklyn, explained how she came to be what is called an "altruistic donor" and how she felt guilty keeping it from her mother until after the surgery. Turns out that once her mom had some time to let it sink in, she became quite supportive. Sound familiar?

The story moved Brough, who kept thinking "Why not?"

As a man who loves science, he dug into the particulars, learning how the surgery is performed, what the recovery time is and how it could impact his health. He found out that people who donate a kidney have no decrease in their life expectancy, no real increase in disease and are usually back to full health in a couple weeks.

"If I can help somebody and it wouldn't really affect my life physically, why not?" he thought.

He decided to do it, but then life got in the way. He adopted a baby boy. He moved to Virginia with his young family to change careers from graphic design to forensics.

The idea resurfaced, though,

when he saw a local TV news piece about a kidney transplant at Georgetown University Hospital. He made the call in January and was a little surprised at how eagerly doctors responded. He was rushed through a battery of tests to determine if he was physically and emotionally capable of giving someone an organ.

Six months passed before he got the phone call. Doctors found a match and more importantly, they needed his help to do something that has never been done before.

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Creating the chain » The pioneering group included sisters, brothers, husbands, cousins and friends, all willing to give a kidney to help an ailing loved one. But none was a perfect match for the person they were trying to help.

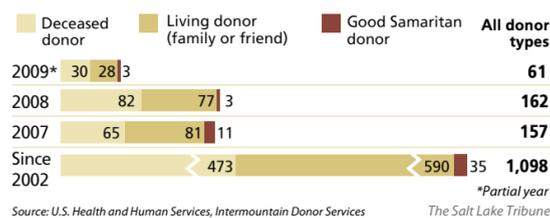
So medical teams played matchmaker, saying the husband's kidney wouldn't work for his wife, but it would help this woman over here. And that woman's brother is a good match for this other woman.

And so on, creating a chain of eight people. Two other, smaller chains also were created in the 14-person exchange.

But the docs couldn't make it work without two altruistic donors, sometimes called Good Samaritan donors, who were willing to give a kidney to someone they did not know. They are not unheard of but they are still pretty rare.

Brough was the first to

Kidney donations in Utah



Source: U.S. Health and Human Services, Intermountain Donor Services

The Salt Lake Tribune

have his kidney extracted on July 16. The rest took place over the next week, involving medical teams at two hospitals.

The kidney exchange was groundbreaking and not just because of the number of people involved. All seven of the recipients had developed antibodies that made traditional organ transplantation nearly impossible.

But a team of doctors, including Keith Melancon, the director of kidney transplants at Georgetown University Hospital, created a way to filter those antibodies out of the blood.

They call the procedure plasmapheresis and it should make it easier to perform kidney transplants, particularly for blacks who tend to have higher counts of antibodies.

Right now, there are about 6,000 people on dialysis in the Washington area and only about 250 kidney transplants are performed every year.

"Using plasmapheresis, we hope to double that number," Melancon said.

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Not worth living » Elizabeth Garner had always been an active woman, deriving joy

from chasing around her kids, grandkids and now her three great-grandchildren. But two years ago, her kidneys failed and she has survived only with the help of a dialysis machine that cleaned the toxins from her blood.

She was in constant pain and lethargic. She thought that dying wasn't such a bad option.

"I had got to the point that I did not want to live if I had to be on dialysis," said Garner, who resides in Clinton, Md. "I know that dialysis keeps you alive, but a kidney lets you live."

Her husband, Larry McPhatter, was more than willing to give her one of his kidneys, but he wasn't a good match. So McPhatter agreed to donate to a stranger and in exchange, Brough's kidney would go to his wife.

It was Brough's first major surgery and while he felt fairly comfortable with the science, he couldn't help being nervous.

"The whole time I felt a little selfish," he said. He had a young family and if something went wrong, who would take care of them?

His wife Misty was very excited when he told her of his

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If I can help somebody and it wouldn't really affect my life physically, why not?"

JORDAN BROUGH

Kidney donor

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plan, but she, too, became a little anxious in the days before the procedure.

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An immediate connection » Brough woke up to find a couple small holes in his abdomen and a five-inch incision along his hip line. The surgery went well and while he didn't know it, in another surgical bay in Georgetown University Hospital, his healthy kidney was being transplanted into Garner.

Brough spent two days in the hospital and a week later he was back in class. He went from feeling selfish to feeling oddly detached. He said it felt like he had his appendix removed and his life quickly returned to normal.

But just last week, the seven donors met the seven recipients, many for the first time. Garner looked up from her wheelchair to see a tall young white man coming her way. She started crying and simply couldn't stop.

He almost lifted me out of the wheelchair to give me a hug," she said. "He gave me the most wonderful embrace."

Brough said he isn't normally a "touchy-feely guy"

but he couldn't help himself. "I immediately felt a connection to her."

They held hands and tried to talk, but Garner had a hard time coming up with what to say because "thank you" seemed so small in that moment. Even now, weeks later, she still finds it difficult to express the magnitude of her appreciation.

"In his heart, he knew he wanted to help somebody and I thank God I was that person," she said. "He is such a gentleman, such a loving man."

Brough, for his part, has a hard time explaining his feelings, too, saying the whole experience has been "very humbling." Other than a small scar, he is back to his normal routine, while Garner's life is dramatically altered.

Their story and that of the larger kidney exchange was profiled on the "Today Show," NBC Nightly News and CNN among others. And while Brough said he is uncomfortable with all the attention, he does hope that he may inspire someone, just like Chaya Lipschutz inspired him.

And he plans on staying in touch with Garner and her husband, Larry.

"We'll be good friends for life," he said.

Once she gets a little stronger, Garner hopes she can do something for Brough.

"First thing I can do is baby-sit for him for a weekend and they can go have some fun," she said. "That's what I told Jordan. His little kid will fit right in."

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