Local Government Service Corps

by Ashley Clark Perry, 2009 Graduate

North Carolina is a state of small towns. Of 547 incorporated municipalities, 437, or 81 percent, have fewer than 5,000 residents. Traditionally, these communities have relied on agriculture or manufacturing for their tax base, but technological advances and globalization have placed community and economic development at the forefront of their priorities. The viability of these small towns hinges on their ability to create and retain jobs and expand other economic development opportunities.

Will Lambe, associate director of the School of Government’s Community and Economic Development program, recently completed a year-long intensive study on community and economic development strategies in small towns across the country. The study had several key findings:

1. Inadequate capacity for economic development activities, specifically in the shortage of trained and compensated professional staff, is a chief challenge for rural communities.
2. Many towns want and need professional support in economic development.
3. Small towns can benefit tremendously from fresh ideas and perspectives, especially in terms of challenges related to community and economic development.

In North Carolina, 241 small municipal governments are staffed by a part-time administrator, and nearly half of the towns manage their budgets, deliver municipal services, implement economic development initiatives, and write proposals or manage grants with part-time staff or unpaid public officials.

The School and the MPA program have partnered with Appalachian State University (ASU) to create the North Carolina Local Government Service Corps, to assist 12 economically distressed communities in the state. The project

“It is good to want to make the world a better place and help society; a little idealism can prompt you to accomplish things others would not dare to attempt.”

—Sharon Rothwell ’78
Salutations and Strategies

Spring brought our “Big 3” celebrations. The Capstone conference, year-end picnic, and graduation were all festive events, and we have welcomed our new graduates to the UNC-Chapel Hill MPA alumni family!

As the academic year has come to an end, the volume of traffic in the MPA suite has greatly diminished. This change of pace usually provides the faculty and staff a welcome opportunity for recharging, reflection, and refocusing. But not this year!

It should come as no surprise to our alumni that a great deal of time in the weeks ahead will be devoted to budget-balancing and career placements. We are working on strategies to absorb a range of budget cuts in the upcoming fiscal year, while not compromising the quality of the academic program or student support. Reaching this goal will prove challenging. Like many governmental agencies and nonprofit organizations, we have already taken a number of “belt-tightening” measures, but the tough budget balancing job lies ahead. We are also working closely with alumni to find suitable entry-level positions or bridge jobs for our recent graduates in a dismal hiring market.*

This year we received a record number of applications from well-qualified candidates. By the April 15 deadline, 36 candidates had accepted our invitation to join the MPA cohort this fall. For the second year in a row, our entering class has grown by 20 percent. This class is not only the largest in the history of the program, it is also the most diverse. I encourage you to join us at our annual student-alumni picnic on August 29.

During the upcoming academic year, the MPA program will undergo a reaccreditation review by the National Association of Schools of Public Affairs and Administration. Professor Gordon Whitaker has led the team responsible for preparing a self-study report that is the first phase of the review. Alumni response to the questionnaire that was distributed earlier this year was strong, and comments on how the MPA degree has served alumni throughout their careers have been very helpful.

The reaccreditation review is generating data on the various ways in which the MPA program has had an “impact” on our alumni and on the public service and public administration professions. At our retreat, we discussed ways to build on the program’s strengths even during times of scarce resources, and our assessment of impact strategies was shared.

So, our plate is full for the summer. But difficult times present opportunities for change. Despite the budgetary woes, we are convinced that the MPA program will emerge stronger as a result of the hard choices that lie ahead.

Carl Stenberg

*Alumni who need assistance from talented graduates on short-term projects are encouraged to contact Susan Austin at 919.966.4159 or austin@sog.unc.edu.
To the Graduates:
“You Leave Here Well-Prepared”

The challenges of the world were not evident on the excited faces of the 2009 MPA graduates on Saturday morning, May 9. Throughout the commencement ceremony and luncheon, they seemed to embody what Dean Mike Smith referred to in his congratulatory remarks: “You leave here well-prepared and with the commitment needed to make the kind of changes we need to see in the world.”

The commencement address was given jointly by alumni Sharon Rothwell and Doug Rothwell, who met when they entered the MPA program in 1978. Doug Rothwell has been president of Detroit Renaissance since 2005 and helped found One D, a collaboration of the region’s major civic organizations. Sharon Rothwell is vice president of corporate affairs for Masco Corporation, headquartered in Taylor, Michigan. She represents Masco in its community and charitable activities and in government relations and civic activities. Together they established the Rothwell Scholarship in 2005.

“It is good to want to make the world a better place and help society; a little idealism can prompt you to accomplish things others would not dare to attempt,” said Sharon Rothwell. “It is not good, however, to feel that your work, your motives, or your actions are nobler than those of people who work in the for-profit world. The private sector creates the growth and wealth of nations that allow people to have good jobs, higher standards of living, and opportunities for themselves and their children. Government’s role is to provide services that benefit the common good—hopefully doing so in a way that does not destroy growth, even while overseeing how that growth occurs by recognizing the importance of not only what we accomplish, but the actions that get us there.”

Doug Rothwell encouraged optimism in the face of today’s challenges. “While our country faces great challenges, in many ways, we’ve never had it so good!” He remarked that Americans’ living standards, despite the recent downturn, are higher than ever. “Life expectancy has never been longer,” he said, “and we live in the strongest, wealthiest, most diverse, most entrepreneurial, most dynamic country on earth.” He suggested that MPA graduates should define their careers “as being a catalyst for action,” developing ideas, strategies, and solutions that others embrace. “Partnerships, coalitions, and collaborations are better approaches than new programs, regulations, or laws.”

The complete text of Sharon and Doug Rothwell’s commencement addresses can be found at www.mpa.unc.edu.

Emily Urso Anderson
Lukas C. Brun
Sarah Katherine Burdett
Darrell Allen Butts
Carrie Bridgess Cook
Victoria Anne Cunningham
Jason W. Damweber
Monica Carol Evans
John D. Gowan
Duane Ross Hampton
Gregory Peter Mavraganis
Alicia M. Medina
Ashley Clark Perry
Christopher Linwood Riddick
Michael Patrick Rooney
Mira Sarah Schainker
Amber Broach Smith
Andrew David Stevenson
Sybil Barrett Tate
Rebekah Butler Temple
Mary Wyatt Tiger
Kathryn Caveney Tydgat
Sarah Jane Waterman
Megan Michelle Wright
Weiping Yang

Monica Evans receives her hood from Dean Mike Smith (left) and Professor Gordon Whitaker at the MPA graduation ceremony on May 9 at the School of Government.
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is primarily funded by the Golden LEAF Foundation, with supplemental financial support from the North Carolina Rural Economic Development Center. The North Carolina League of Municipalities will provide technical assistance for the project.

The pilot phase of the Service Corps project will send four graduates from three of the state’s MPA programs to work as Golden LEAF management advisors in selected communities. The advisors are John Gowan from UNC-Chapel Hill, Elton Daniels from UNC-Wilmington, and Amanda Reid and Tyler Beardsley from Appalachian State University. Will Lambe will serve as project director for the Service Corps initiative.

The four management advisors have received advanced training in economic development, local government management, proposal writing, and grant administration. After gaining additional training throughout the summer, the advisors will provide hands-on economic development and capacity-building assistance to 12 communities for a period of two years.

John Gowan will serve the towns of Star, Candor, and Ellerbe. “The Service Corps is exciting for many reasons,” he said, “and being a part of the pilot program is an outstanding opportunity. The School of Government has a long and proud tradition of creating innovative local government programs, and I appreciate being a part of that commitment. I am confident that my MPA experience prepared me well to address the challenges I’ll face in the field. Having the full support of the School and all its resources will give me and the community I serve every advantage. I can’t think of a better way to start my career.”

The communities, selected in geographic clusters in order to facilitate one management advisor being able to work with several communities in an area, include Drexel, Hildebran, and Rutherford College in Burke County; Dobson, Boonville, and Cooleemee in Surry, Yadkin and Davie counties; Star, Candor, and Ellerbe in Montgomery and Richmond counties; and Bolton, Northwest, and Navassa in Brunswick and Columbus counties. Each cluster of communities has defined specific projects or priorities to be addressed during the two-year period.

The communities and the management advisors will receive support from UNC-Chapel Hill and Appalachian State before and during the program. For example, public officials in the host communities will receive scholarships to attend the School of Government’s regional Essentials of Economic Development workshops. Lambe says, “We hope that providing some additional capacity to these communities will allow them to take advantage of opportunities that may have gone unrealized in the past.”

For more information about the Service Corps, please contact Will Lambe at 919.966.4247 or whlambe@sog.unc.edu.
Duane Hampton and Mary Tiger Win Capstone Awards

At the commencement ceremony on May 9, two MPA graduates were recognized for outstanding Capstone projects. These rigorous research projects, which are required of every second-year student, are intended to draw on the cumulative lessons of their graduate experience.

Duane Hampton received the Nanette V. Mengel Communications Award for his 2009 Capstone Conference presentation of *Off-Duty, Extra-Duty and Secondary Work: Managing Municipal Police Working Privately*. The award is given annually to a student who displays exceptional oral communication skills in the presentation of his or her research paper. In selecting Hampton for the 2009 award, the Mengel Award judges cited his seamless presentation and command of the stage. Hampton’s Capstone advisory committee was composed of faculty members Willow Jacobson (chair), Jamie Markham, and Dale Roenigk. Judges for this award included Lydian Altman ’84, Rod Visser ’85, and Gini Hamilton, the School’s marketing and communications specialist. Hampton attended the MPA program as a Local Government Fellow and was nominated for that honor by his employer, the Durham Police Department. Since graduating, Hampton has returned to his duties as a police sergeant.

Mary Tiger received the Deil Wright Capstone Paper Award for her paper, *Beyond the Goals of the Utility: A Community Perspective on Drought Surcharges*. Tiger’s Capstone advisory committee was composed of faculty members Jeff Hughes (chair) and Richard Whisman, along with Douglas Bean, director of Charlotte-Mecklenburg Utilities Department. The winning paper is chosen based on how well an issue is addressed and researched and the presence of meaningful and persuasive conclusions. Judges for this award included School of Government faculty members Aimee Wall and Karl Smith, along with Douglas Bell ’75. Prior to moving to Chapel Hill, Tiger served as the utility conservation coordinator for Loveland Water and Power in Colorado. Following graduation, she has joined the staff of the UNC Environmental Finance Center as a project director, where she provides outreach services to local communities on water conservation strategies and sustainability.

All 2009 Capstone papers can be viewed at www.mpa.unc.edu.

We are sad to announce that Deil Wright passed away on June 30, 2009, after a brief illness. Please visit www.mpa.unc.edu for information about an upcoming memorial event at the School of Government.
“Philanthropy and Public Service Go Hand in Hand”

In 2005, MPA alumni Sharon and Doug Rothwell established the Rothwell Scholarship, which is awarded annually to an outstanding student. As the 2009 commencement speakers (see p. 3), the Rothwells encouraged idealism, optimism, and a healthy respect for public/private partnership. Here, they talk about their commitment to causes about which they are passionate, including the Carolina MPA program.

Q. Why did you decide to establish the Rothwell Scholarship?

Doug Rothwell: UNC and my MPA degree have opened doors throughout my career and helped me succeed in life. I received a research assistantship and tuition assistance from UNC. This is our way of thanking the University and helping more public service-minded men and women to experience UNC.

Sharon Rothwell: The UNC MPA program is world-class. I may be a bit biased, but I feel strongly that ours rivals any public administration program in the country. I fear, however, that without sufficient scholarship support, UNC may not be able to compete for the top applicants. We established the Rothwell Scholarship so that talented applicants can afford to choose Carolina rather than the Kennedy School, the Maxwell School, or the Wilson School.

Q. What is your hope for the Rothwell Scholar after graduation?

DR: We’ve worked most of our careers in public service or advancing the public good. We thought the scholarship had a sort of “triple bottom line” benefit: it could attract the best students from across the country to enroll in the MPA program, they could benefit from getting the kind of education they need to do public good, and the program’s reputation and brand would be strengthened. The public sector needs good people, but there need to be more public leaders educated the “Carolina Way”—smart people with sensibility, integrity, and passion.

SR: We hope the Rothwell scholars will exemplify the best in public service—effective and efficient use of the taxpayers’ money and a focus on achieving results that benefit the public good with integrity, ethics, hard work, and dedication. From my perspective, these traits are far more important than the traditional barometers of success such as accumulating wealth or holding high-profile positions.

Q. How do you prioritize your giving—of time or money?

DR: We have many interests, but we’ve jointly decided to focus on three causes right now: UNC, the arts, and animal humaneness. We are endowing two scholarships at UNC—one in the MPA program and one in the athletics department (something we feel adds greatly to the UNC experience). We also serve on the board and are major donors of the University of Michigan Musical Society and are helping to build a new animal shelter for our county humane society. Plus, my job is redeveloping Detroit and Michigan, so that’s a full plate!

SR: We prioritize the giving of our time and money to areas we have a passion about and where we think we can make a difference. In addition to our passion about and support for UNC, we have volunteered our time and given money to causes ranging from serving on university governing boards to cleaning cages at a wild bird rescue center and building a new animal shelter.

Q. How does the idea of philanthropy coincide with the idea of public service?

DR: Both are necessary to meet public needs. If we hadn’t spent some time in the private sector, we couldn’t be as involved in philanthropy as we are today—and that’s important to remember because if the private sector isn’t healthy, there’s no money to do public good! They both have the same purpose, but involve a different form of “contribution.”

SR: Philanthropy and public service should go hand in hand—recognizing that we have a personal responsibility to

“The public sector needs good people, but there need to be more public leaders educated the ‘Carolina Way’—smart people with sensibility, integrity, and passion.”
give back and can't rely on government alone to solve every problem or meet every need. The best results are often accomplished with the public, private, and nonprofit sectors and concerned individuals working together.

**Q. What is the source of your commitment to public service and philanthropy?**

**DR:** My interest and passion for solving public needs got stronger as I went through college and it has continued to build throughout my career. I love the complexity and impact of public issues. You feel great satisfaction when you “solve” a public problem because it impacts so many people. For example, I’ve been away from being state economic development director for seven years, but people still tell me about how they got a job or built a new business because of something I did. That's powerful!

**SR:** I am a first-generation college graduate who grew up on a small North Carolina family farm. Many of the opportunities available to me, and a large part of the professional success I have enjoyed, I owe to UNC. While I could never repay fully all the university has given to me, I can express my gratitude and help a few others to have this opportunity. From my family, especially my mother and grandmother, I inherited a spirit of giving back and sharing my good fortune with others. It is difficult to say exactly what called me to public service. Maybe it was partially an outcome of becoming an adult in the mid-70s, post-Watergate era—an opportunity to show that government could be run without abusing power or betraying the public trust. In my initial years as an undergraduate, I thought that I wanted to be an attorney. One semester of constitutional law, however, convinced me otherwise. In contrast, one semester of introduction to public administration had me hooked—I was fascinated with the organizational complexity, federalism, the political environment, and the opportunity to change the world.

**Q. What would you say to others about “giving back”?**

**DR:** Everybody’s personal situation is different, so not everybody can do what we have done. But I feel like every dollar we give to UNC is having a great impact. The MPA program has never been stronger, and we know its graduates are helping countless people and communities. I'd say that anything you can do to help the MPA program is something you won't regret. The MPA program is like family. We’re helping our own.

**SR:** Talented leadership in government is needed now more than ever. As those in public service know, we have a limited number of alumni who can make the level of major donations that are given frequently to business or medical schools. However, if we each do what we can to help the School of Government attract high-quality talent into the field and to the program, together we can make a meaningful contribution.
When she was just 10 years old, Mary Tiger realized she could make a difference in even small ways. While walking the beach, she noticed a man in front of her who was picking up trash. By the time the walk ended, he had collected a small bag of garbage, which he dropped into a trash can. “He didn’t know anyone was watching him,” Mary says, “but watching him make a difference made a difference to me.”

Mary grew up in Johnson City, Tennessee, but she seemed to always call North Carolina home. Her parents were from North Carolina, and her grandparents lived in Morganton and Waynesville. “I grew up hiking and fishing in the Smoky Mountains,” she says, “and though University of Tennessee orange was everywhere in Johnson City, we were the ones flying a Tar Heel banner.”

Mary received her undergraduate degree from UNC-Asheville in 2004. She said she “made up” her major, tweaking her declared mass communications major to ultimately receive a BS in environmental studies with electives in mass communication. And she minored in dance. “Once I realized that I wasn’t going to become a successful Broadway dancer, I searched for a career path that incorporated my environmental interest,” Mary says. “By the time I graduated, I was a jack-of-all-trades. I realized that was perfect preparation for an MPA degree!”

Following graduation, Mary went to work for the Southern Environmental Law Center in Chapel Hill. She later moved to Loveland, Colorado. “I moved for love, but ended up with a killer job,” she explains. Her interest in local government prompted her to apply for the City of Loveland’s utility conservation coordinator position. “It was a big job, and I learned a lot,” she says. “In fact, that job convinced me to come back to school.”

She returned to Chapel Hill and entered the MPA program in 2007. There were several reasons for choosing Carolina’s MPA program. “I knew the alumni network was really strong,” she says. “I could take those contacts with me anywhere. I was offered a wonderful research assistantship position with the Environmental Finance Center at the School of Government. And of course — access to those Carolina basketball tickets.”

Mary’s Capstone paper garnered her the Deil S. Wright Capstone Paper award (see article on page 5). The topic, Beyond the Goals of the Utility: A Community Perspective on Drought Surcharges, allowed her to branch out in new ways, including the opportunity to facilitate focus groups.

Following graduation, Mary joined the UNC Environmental Finance Center as a project director. Early projects include helping local governments with water conservation/water management issues and looking at energy management.

When asked about her long-term goals, Mary says, “I’m still thinking about that. I’m enjoying having my degree and the possibility that I can start dancing again. Hmmm, . . . long term . . . I want to run DENR!” She continues, “I decided some time ago that I could fight government on issues or work with government to solve them. It’s in my nature to try to solve the problems. Working in government is a good fit for me.”
Documenting Hunger and Food Insecurity in North Carolina: The NC Hunger Pilot Project

By Ashley Clark Perry, 2009 graduate

Hunger is one of the clearest indicators of poverty, but it can be invisible. Like poverty, hunger affects people in different ways. Food insecurity is classified as one type of hunger experienced by a household in which members are uncertain of having enough food because of insufficient resources. In 2005, the USDA reported that North Carolina ranked higher than the national average for rates of both food insecurity (13.8%) and prevalence of hunger (4.9%). Those rates had increased significantly from previous reports.

In May 2008 Maureen Berner, associate professor of public administration and government, was awarded a Seed Funding Grant by the UNC Center on Poverty, Work and Opportunity for the NC Hunger Pilot Project. The project aims to create an accurate picture of hunger in North Carolina by documenting and evaluating the prevalence of hunger and food insecurity. Berner, along with 2009 graduate Emily Anderson and now second-year student Allen Beckman, spent nearly a year studying food insecurity in North Carolina.

Like many anti-poverty campaigns, food assistance programs are government and charity-based services intended to be short-term solutions for crisis situations. In reality, many people seek regular assistance from food pantries, and the use of pantries has increased dramatically since 1980. Berner said, “I am particularly interested in how local governments and nonprofits such as food pantries are taking on more of the burden of providing a social safety net for our citizens.”

Food banks often act as distributors of bulk donations to individual member agencies including shelters, assisted living facilities, soup kitchens, and senior centers, in addition to traditional pantries. The researchers have narrowed their focus to 40 traditional food pantries and members of the Food Bank of Central and Eastern North Carolina.

Their findings reflect the wide range of pantries visited during their travels. Some of the pantries are large, with extensive operations that include many paid employees and volunteers assisting with operations and outreach. Other food pantries visited by the team have limited operating hours — often only a few hours a week — and rely on a small cadre of faithful volunteers for distribution. The location of these pantries varies widely too. In addition to warehouses, the team visited a pantry in a renovated tobacco barn, one in an old town hall, and one in a residential home.

The extensive travel across North Carolina was a particularly rewarding experience for Anderson. As a New York City native, she appreciated the opportunity to explore both urban and rural parts of the state and meet a diverse group of North Carolinians. “Food insecurity is a pressing and widespread issue,” she said, “not just for North Carolina, but for the country.”

Project researchers also found that a notably large number of pantry organizers, volunteers, and clients are elderly. This presents issues for pantries’ sustainability and raises flags about unmet social needs among the elderly.

The pantries must compete for coveted and scarce donated food. The federal government’s supplement to this resource is based on the number of clients served, creating incentives to attract and retain clients. But dedication to serving people in need drives pantries to send clients to other locations, if necessary.

The Hunger Pilot Project has begun to attract the attention of various media, and Berner and her team are presenting findings at conferences and in publications, including a forthcoming book.
SUMMER 2009 PROFESSIONAL WORK EXPERIENCE

Second-year MPA students have accepted internships with a broad range of organizations for their 10-week professional work experience (PWE). The PWE is an opportunity for students to test the waters in their areas of interest, obtain practical experience working on substantive projects, and network with professionals.

LOCAL GOVERNMENT
Jennifer Butler  Manager’s Office, Town of Chapel Hill
Chanitta Deloatch  Dept. of Social Services, Guilford County
Catherine Durham  Manager’s Office, City of Rocky Mount
Sean Gallagher  Manager’s Office, City of Fayetteville
Lana Hygh  Local Government Fellow, Town of Cary
Ashleigh Martin  Manager’s Office, City of Mt. Holly
D’Anna Wade  Manager’s Office, Durham County

STATE GOVERNMENT
Allan Beckmann  North Carolina Retirement System
Andrew D’Adesky  UNC Environmental Finance Center
Kayla Fuga  NC Office of School Readiness
Carrie Henderson  UNC General Administration
Caroline Krisel  Community-Campus Partnership, School of Government
Kate Mulvaney  Community-Campus Partnership, Caswell County
Adam Parker  Community-Campus Partnership, Lenoir County
Ingrid Rosiuta  UNC General Administration, Human Resources Department
Terry Waterfield  NC General Assembly, Fiscal Research Division

FEDERAL GOVERNMENT
Fred Thomas  US Environmental Protection Agency, Research Triangle Park

NONPROFIT ORGANIZATIONS
Matthew Boyer  Rand Corporation, Santa Monica, California
Michael Davis  SJF Advisory Services of Durham / Self Help
Scott Edmonds  MDC, Inc.
Bo Gattis  ICMA Center for Performance Measurement
Christopher Hansard  NC Association of County Commissioners
Erin Miller  Our Children’s Place
Whitney Mitchell  Advanced Energy
Eric Moore  LifeCare Pregnancy Center
Jonathan Palmer  NC Justice Center
Ann Roper  American Red Cross, Tampa Bay, Florida
Daniel Sargent  Rebuilding Together

Job Hunting in the New Economy

Although many employers returned to the MPA job fair in February, tight fiscal constraints reduced the overall number of organizations participating in this year’s event, creating stiff competition for each internship slot.

“It is a little strange to know exactly who you are competing with for a particular internship,” said first-year student Kate Mulvaney. “especially when it is your classmates.”

Matt Roylance, deputy director of Wake County’s Environmental Services Department, said, “We try to hire MPA interns every year. We see it as investing in a potential future employee, but also the students provide staffing for projects that we might not otherwise have been able to accomplish.”

The MPA program also provides job-hunting support to second-year students and alumni through the alumni jobs listserv. To join the listserv, e-mail mpastaff@sog.unc.edu. In addition, alumni can take advantage of the many resources provided by UNC-Chapel Hill General Alumni Association Career Services, including career coaching, networking opportunities, resume assistance, job listings, and an alumni advisor network. Visit www.alumni.unc.edu for more information.
Life Events

On the Move

Mark Bondo ’02 recently joined the Fiscal Research Division of the North Carolina General Assembly as a fiscal analyst.

Mike Branum ’03 is the operations manager for Warbelow’s Air Ambulance in Fairbanks, Alaska.

Lukas Brun ’07 is a research analyst with the Center on Globalization, Governance and Competitiveness at Duke University’s Social Science Research Institute.

Yemane Desta ’95 is an assistant professor in the Department of Public Administration, College of Business and Economics, University of Asmara (Eritrea, East Africa).

John Gowan ’07 has joined the North Carolina Local Government Service Corps as a Golden LEAF management advisor.

Duane Hampton ’07 has returned full time as a sergeant in the City of Durham Police Department.

Ben Lane ’02 has been promoted to deputy city clerk overseeing the Elections Division for the City of Phoenix, Arizona.

Alicia Medina ’07 is a federal career intern with the Chief Counsel of the IRS in Washington, DC.

Chris Morrill ’85, assistant city manager in Savannah, Georgia, is serving as a faculty member for the Budget Analyst Training Academy, which is sponsored by the Government Finance and Accounting Organization.

Trey O’Quinn ’99 is university budget director for Western Carolina University.

Christopher Riddick ’07 is a consultant with the federal practice of Deloitte Consulting in Washington, DC.

Michael Rooney ’07 will join the US General Accountability Office in Washington, DC.

Mike Simmons ’84 received a PhD in public administration last year from the University of Texas at Arlington.

Mary Tiger ’07 is project director for the Environmental Finance Center at the School of Government.

KC Tydgat ’07 is a federal career intern with the Chief Counsel of the IRS in Washington, DC.

Megan Wright ’07 is an ICMA Local Government Management Fellow. She will serve her fellowship in San Antonio, Texas.

Weiping Yang ’07 has returned full time to the City of Laguna Niguel, California, as a management assistant in the city manager’s office.

Accomplishments

Jerry Asher ’93 drove his plug-in hybrid electric vehicle, averaging 100 MPG, to the National Sustainable Design Expo in Washington, DC, in April 2009.

New Arrivals

Jessica Gilmour Aylor ’02 and husband David welcomed a daughter, Amelia Lee Aylor, on February 20.

Johanna Foster ’05 and husband Matt are proud to introduce their son, Ellis Hawfield Foster, born May 11.

Ben Lane ’02 and wife Julie celebrated the birth of their daughter, Rachel Marion, on March 3.

Donald Hayman celebrated his 90th birthday at a reception at the School of Government on May 7 with more than 25 local alumni and friends. If you missed the celebration, you can still send your good wishes to Dr. Hayman via Jean Coble at coble@sog.unc.edu. “When you are 90,” Jean says, “your birthday should not be limited to just one day!”
According to our mission statement, “The MPA program prepares public service leaders.” So is our work training or education? Both, I think.

Training involves teaching and learning new skills, and the MPA program offers students many opportunities to learn and practice new skills. Members of the faculty intend that our students master skills like using spreadsheets; reading financial statements; charting work plans; and writing in prose that is clear, concise, and free of ambiguity. Thus, we present models, assign opportunity for practice, and critique and guide behavior closer toward the model.

Education involves teaching and learning new information and ways of thinking, as well as developing capacity to evaluate and use them critically. Education involves increasing one’s self-awareness and understanding, as well as one’s awareness and understanding of the world.

As C.E. A. Winslow put it, “An educated person is one who has learned certain principles and viewpoints, certain criteria that make it possible to go on learning, to go on changing, to go on developing dynamic things.” Thus, we present theories and information, challenge values and assumptions, pose problems, and encourage reasoned arguments and thoughtful responses.

Of course, the distinction between training and education is not always clear. The appropriate use of a skill often depends on reading the context and selecting an appropriate response. Much of the MPA curriculum involves that interplay of skill, understanding, and judgment. Training and education are intertwined in teaching and learning because leaders need to be both skilled and thoughtful.