MPA Alumni Recognize Importance of Work-Life Balance

by Ashleigh Martin

Long work weeks, late-night council meetings, and the perpetual push to do more with less are staples in public service careers. Errands, family functions, soccer games, and laundry are staples in life. Fulfilling both roles can be difficult and taxing, but it is important to strike a balance between the two with enough time left to recharge our batteries.

According to a 2008 survey by the Society for Human Resource Management, one-third of workers indicate that work-life balance and flexibility, not compensation, is the most important factor when considering job offers.

Create a Family-First Work Environment

Marchell David ’92, city manager of Hamlet, North Carolina, says, “As an employer, I strongly believe that you get a better employee when you allow him or her the opportunity to be active in the lives and activities of their families.”

The City of Hamlet promotes a “family-first” work environment—allowing time off for parent-teacher meetings, doctors’ appointments, field trips, and other personal or family needs. David says, “Both of my parents worked in a blue-collar setting, and they did not have the flexibility to leave work to attend our functions, some of which were very important. I was the first African American homecoming queen at our high school, and my parents could not attend the morning pep rally at which I was crowned.”

David vowed that, if she were ever a supervisor, she would do her best to make sure her employees did not miss out on important family events.

David believes that employees can strike a realistic and healthy balance between work-life obligations through “efficient time management.

continued on page 3

“I believe what you are about to do—especially those entering local government—is so important. Most of what happens in our lives, good or bad, happens in our communities.”

—Richard Vinroot, 2010 Commencement Speaker
It’s hard to believe another academic year has come and gone. The Class of 2010 has graduated and our rising second-year students have begun their summer professional work experiences.

Our newly minted graduates are facing a difficult and frustrating job market. Not only are jobs scarce, but on the average, each of our 2010 graduates accumulated an educational loan balance of $33,407 during two years at UNC-Chapel Hill.

In this type of economic climate, we rely heavily on our alumni network to help graduates secure employment. This close alumni connection is one of the strongest benefits to our program, and one that we point out to applicants during the admissions process. So, if you have a position opening or are aware of an opportunity in another organization, please let us know. If a graduate contacts you for advice or an informational interview, please make yourself available. If you would be willing to share your insights and experiences in a “jobs workshop” like the one conducted during the spring semester by four of our alumni (see article on page 5), please contact Susan Austin at austin@sog.unc.edu. In tough times like these, you can make a real difference in recruiting the next generation of public service leaders.

At the MPA faculty retreat in early June, we discussed other strategies that might help our graduates position themselves to secure jobs when conditions improve. One promising approach is a “bridge job” between graduation and full-time employment. Carolina MPA graduates are talented and hard-working. Many have previous “real world” experience, and all have worked on consulting teams during the MPA program (see examples of first-year student team projects on page 8). If your organization would benefit from engagement of a recent MPA graduate on a short-term consulting project, please let us know your needs, and we will do our best to make a match.

The challenges that our recent graduates are facing in a tight job market were shared by rising second-year students seeking summer placements. Many organizations are still suffering from the economic downturn and are unable to provide paid internship opportunities. However, thanks in large part to alumni support, all of these students have been placed, with only two in unpaid positions. Five of these students are blogging about their summer experiences in a new MPA Student Blog (see article on page 7).

My thanks to all of you who have helped place a graduate or provided a summer internship, and to those who will work with us on these pursuits in the year ahead. We are truly grateful for your support. Let’s all look forward to an improved economy!

Carl Stenberg
MPA Program Director

“In this economic climate, we rely heavily on our alumni network to help graduates secure employment.”
as well as a commitment to an overall goal of a healthy and happy family and a successful organization.”

**Be an Employer of Choice**

A 2009 World at Work survey shows that more than 50 percent of employees plan to leave their current positions as soon as the job market picks up again. Focusing on work-life balance initiatives is a good strategy for employee retention.

Chris Long ’81, deputy associate director for management at the National Institute of Environmental Health Sciences (NIEHS), is proud of his organization’s approach to work-life programs. “While NIEHS is a scientific organization, we recognize that we need to be an employer of choice. We compete for the best and brightest, and we have a strong record of success.”

NIEHS work-life programs include fitness programs, on-site child care (shared with the US Environmental Protection Agency), lactation rooms for new mothers, a diversity council, picnic facilities, walking trails, sports facilities, high-quality cafeteria service, and internal newsletters to celebrate the work and lives of the staff. In addition, the Institute recently chartered a Work/Life Committee to consider issues of personal well-being in the workplace, and to recommend improvements and innovations to the organization’s director.

Other common approaches to work-life programs include scheduling and dependent care:

**Flexible Scheduling**

- **Alternative Scheduling** – This program allows for flexibility in start and end times for employees’ work days, as well as what days they report to work.
- **Compressed Work Week** – Employees work fewer but longer days (usually 10 hours for four days with the fifth day off).
- **Part-time Work** – Employees who cannot work full time can still make a significant contribution to their employer.

**Assistance in Dependent Care**

- **On-Site Child Care and/or Subsidized Child Care** – When on-site childcare is not an option due to space or cost, offering a subsidy is of great value to employees with young children.
- **Eldercare** – At the time of a 1997 survey by the National Alliance for Caregiving and the American Association of Retired Persons, almost 25 percent of American households had a member providing care for someone over age 50. Providing eldercare options for employees can reduce stress and increase productivity.

**TIPS FOR SUCCESSFUL WORK-LIFE PROGRAMS**

**Keep the program relevant**

Ensure that programs remain relevant to employees’ needs and continue to support the organization’s goals by reviewing them on a regular basis. Be proactive when looking for new programs.

**Understand how programs affect different employee groups**

Avoid a perception of unfairness by being aware of how different employee groups are affected by work-life initiatives. For example, a receptionist who must be present in the office during work hours will not be able to participate in a flex program, but an economic development director could.

**Communicate**

Communicate clearly about available work-life programs and encourage employees to communicate what is working and what is not. If a program is being terminated, be sensitive when communicating that change. Any loss of a benefit, even one that is used infrequently, has the potential to be met with resistance from employees.

**Measure the return on investment**

What are the benefits of work-life programs to the organization, and how are they measured? Councils and boards often want to know what they are getting for their money, especially when that money is spent on employees. Be able to illustrate both the direct (i.e., bottom line) and indirect (i.e. retention, productivity) benefits of a program.
2010 Graduates: “What you are about to do is so important”

Graduates and their proud families and friends filled the Jake Wicker classroom at the School of Government for the 2010 graduation ceremony on May 8. The commencement address was given by Richard Vinroot, senior partner of Robinson Bradshaw & Hinson and former mayor of Charlotte. “I believe what you are about to do—especially those entering local government—is so important,” Vinroot said. “Most of what happens in our lives, good or bad, happens in our communities.” A UNC-Chapel Hill graduate and Morehead Scholar, Vinroot played basketball for Coach Dean Smith. He served on the Charlotte City Council from 1983 to 1991 and as mayor from 1991 to 1995.

Lana Hygh receives her hood from Dean Mike Smith (left) and Professor Gordon Whitaker at the graduation ceremony on May 8. Hygh attended the MPA program on a Local Government Fellowship and has returned to the Town of Cary, North Carolina, as assistant to the town manager.

2010 GRADUATES

Allan G. Beckmann III
Ann Roper Bowen
Matthew Edward Boyer
Andrew Clifford d’Adesky
Lindsey Jennifer Davis
Michael Thomas Whitaker Davis
Chanitta Shanta Deloatch
Catherine Durham
William Scott Edmonds
Kayla Fuga
Sean J. Gallagher
Bo Michael Gattis
Christopher Richard Hansard
Carrie Henderson
Lana Hygh
Caroline Leah Krisel
Ashleigh Marie Martin
Erin A. Miller
Whitney Lee Mitchell
John Eric Moore
Jonathan Palmer
Adam Chase Parker
Jessie Peed
Ingrid Luiza Rosiuta
Daniel Sargent
Fred Thomas III
D’Anna Shavonne Wade
Terry Lee Waterfield II
MPA Alumni Present Job Search Workshop
by Ashleigh Martin

With the job market as tight as it has ever been, we could all use a little help landing that next job. In March, as part of Willow Jacobson’s class on human resource management, several MPA alumni conducted a job search workshop for students. Presenters included Donna Warner ’78, director of the School’s Local Elected Leaders Academy; Michael Williamson ’78, director of the Retirement Systems Division for North Carolina’s Department of State Treasurer; Joe White ’05, budget analyst in Catawba County; and Bill Stockard ’94, management analyst for the North Carolina Office of State Budget and Management. Following are excerpts from the workshop sessions:

Networking
To get your name out there, it is important to conduct informational interviews. At the end of an informational interview, you should always leave with the name of someone else to contact. Be realistic and strategic about networking and its benefits.

Job Application
The job application process can be time-consuming and tedious, but it is imperative that job seekers take the time to dissect the job announcement and discern what the organization needs. Donna Warner suggested looking at a job description as a “formula” for what the organization needs in the specific position offered.

The organization is communicating a need; you want to be able to fill that need. Tailor your application to reflect the skills, experience, and abilities that you can offer to help the organization move forward.

Interview Preparation
When you get the call for an interview, begin preparing. Conduct research on the organization and think about possible answers to difficult interview questions. This is your chance to demonstrate how you can solve the organization’s problem.

Negotiating a Job Offer
Negotiating the offer can be a sticky business because money and benefits are involved. As former Chapel Hill town manager Cal Horton ’71 has said, “Anything worth doing . . . is worth doing for money.” Don’t be afraid to ask for a salary you think is fair given your skill set. Put agreements in writing and make sure to flesh out all details at the time of the offer.

“Tailor your application to reflect the skills, experience, and abilities that you can offer to help the organization move forward.”
—Donna Warner, Director, Local Elected Leaders Academy
Capstone Awards Presented to Ingrid Rosiuta and Lindsey Davis

At the commencement ceremony on May 8, two MPA graduates were recognized for outstanding Capstone projects. These rigorous projects, which are required of every second-year student, are intended to draw on the cumulative lessons of their graduate experience.

Ingrid Rosiuta received the Deil Wright Capstone Paper Award for her paper, Employee Perceptions of Furlough Fairness: The UNC-Chapel Hill Case. The award was presented by Deil Wright’s son, David Wright, who is facilities engineer for WUNC at American Tobacco Historic District Studios in Durham. Rosiuta’s Capstone advisory committee was composed of faculty members Michele Hoyman and Gordon Whitaker, as well as MPA alumnus Taylor Libby ’05. 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 Karl Smith and Kara Millonzi, as well as alumna Ellen Liston ’78, deputy city manager in Coral Springs, Florida. Following graduation, Rosiuta accepted a position with Virginia Commonwealth University.

Lindsey Davis received the Nanette V. Mengel Communication Award for her 2010 Capstone conference presentation of Building Engagement: The Influence of Physical Structure on Social Interaction. 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 Davis for the award, the judges commented on her “fluid presentation and high enthusiasm.” Davis’ Capstone advisory committee was composed of faculty members Willow Jacobson and David Owens, as well as William Rohe, professor in the Department of City and Regional Planning, where Davis was a dual-degree student. Judges for this award included alumna Christi Hurt ’96, a private nonprofit consultant; Gini Hamilton, marketing and communications specialist at the School of Government; and Jean Coble, external relations coordinator for the MPA program.

All Capstone papers can be viewed at www.mpa.unc.edu/students.
Blogging from North Carolina to North East China

MPA students are observant, analytical, and communicative—essential qualities of a successful intern and a successful blogger. Five MPA students are blogging about their summer work experience and other MPA topics on a new student blog.

In early posts, the students have written about a visit to the Harris Nuclear Plant in New Hill, North Carolina (Amy Strecker), a visit to the North Carolina General Assembly as part of a legislative delegation (Jonathan Yeomans), an inside look at working for the legislature (Safa Sajadi), a pilot performance measurement project (Emily Portner), the road to China via a lengthy US State Department internship recruitment process and—what we all want to know—how much Chinese food costs in China (Barron Monroe).

Visit the blog, and sign up for e-mail alerts as posts are updated at sogweb.sog.unc.edu/blogs/mpa.

Since its launch on May 19, 2010, the MPA blog has been viewed, on average, more than 100 times each day.
First-Year Work Projects Link Academic Theories with Real-World Application

Each spring semester, faculty members Maureen Berner and Gordon Whitaker challenge their first-year students to participate in team projects that offer invaluable practical experience in serving the needs of a variety of local government and nonprofit clients from across North Carolina.

Beginning in December, prospective clients submitted proposals to Whitaker and Berner requesting the assistance of MPA students. In conjunction with Whitaker’s course in public management and leadership and Berner’s course in program evaluation, teams of four to five students volunteer to work on specific proposals.

The academic courses held in conjunction with the first-year projects helped to ensure that the teams delivered professional work products that contributed long-term practical value and met the needs of the client organizations. Whitaker’s course in public management and leadership challenged students to look into the mechanics of their team’s group dynamics while taking an introspective look within themselves in order to hone their skills as future public managers. Berner’s course in program evaluation helped the teams to develop methodological foundations that would best serve the needs of their projects.

By early February, each client agency approved an official scope-of-work agreement that outlined the parameters of their project. Over the next three months, the teams worked tirelessly to fulfill the objectives outlined in the scope-of-work agreement. Findings were presented to the respective client agencies along with MPA faculty, staff, and students on April 20–22.

The team project experience provided an opportunity to link the academic theories of public administration learned in the classroom with the inevitable challenge of applying these lessons within the constraints of “real world” application.

2010 Projects

MDC Inc. – evaluation plan for Durham Connected by 25
City of Asheville Water Resources Department – water billing policy study
Golden Leaf Foundation – alternative grant monitoring/evaluation practices
Builders of Hope – LEED feasibility assessment
Builders of Hope – work mentor evaluation
Our Children’s Place – women’s program evaluation tool development
Mecklenburg County – capital planning and budgeting study

“Working directly with a nonprofit organization such as Builders of Hope ... reaffirmed the very reason that I am seeking a career in public service.”

Michael Ousdahl

The Project

LEED Feasibility Assessment
Builders of Hope, Raleigh, NC

The Team

Libby Hodges, Joy Jackson, Tan Ngo, Michael Ousdahl, and Cooper Strickland

The Work

The project entailed assessing the feasibility for Builders of Hope to pursue LEED certification for a recently acquired abandoned warehouse building in east Durham. Builders of Hope is planning to utilize the warehouse for office and storage space, as well as use it as a base of operations for its work-mentor program.

Team member Michael Ousdahl says that the project gave him the opportunity to develop his technical skills in spatial analysis by working with ESRI’s ArcGIS software package to analyze the presence of community assets in the area surrounding the warehouse site.

In addition, Ousdahl says, “Working directly with a nonprofit organization such as Builders of Hope, whose mission of extending home ownership and economic opportunity to the traditionally disadvantaged, reaffirmed the very reason that I am seeking a career in public service.”
Summer Professional Work Experience
by Susan Austin, MPA Placement Coordinator and Project Director

It’s too quiet on the MPA wing, which must mean that our rising second-year students are diligently engaged in their summer work assignments. Their positions span all sectors—government, nonprofit, and private—and are located from Chapel Hill, North Carolina, to Shenyang, China. Here’s where the students in the largest MPA class ever are spending their summer:

Ashley Barriga – Parks & Recreation Department, Town of Chapel Hill, North Carolina
Janelle Beverly – NeighborWorks America, Washington, DC
Ellie Blake – Sustain Foundation, Carrboro, North Carolina
Kevin Bryant – Office of Representative Larry Womble, NC General Assembly
Matt Dudek – Cape Fear COG, Carolina Economic Revitalization Corps
Trevor Fleck – Cargill Global Procurement, Wayzata, Minnesota
Annie Francis – Department of Social Services, Warren County, North Carolina
Michelle Hall – NC Sentencing Commission
Julie Hochsztein – NC Retirement Systems, Department of State Treasurer
Libby Hodges – Chatham County Economic Development Corporation
Joy Jackson – Community-Campus Partnership, School of Government
Kendra Jensen – Kerr-Tar Regional COG, Carolina Economic Revitalization Corps
Suzanne Julian – Bayboro STEP Committee, Carolina Economic Revitalization Corps
Amanda Kaufman – Manager’s Office, Town of Holly Springs, North Carolina
Melvin McDermott – Community-Campus Partnership, School of Government
Francinia Mckeithen – Office of Research Development, UNC-Chapel Hill
Kevin McLaughlin – Manager’s Office, Town of Emerald Isle, North Carolina
*Barron Monroe – US State Department, Shenyang, China
Kate Mulvaney – US State Department, Washington, DC
Lydia Newman – Parks & Recreation Department, City of Durham, North Carolina
Tan Ngo – Council for Community and Economic Research, Washington, DC
Michael Ousdahl – Planning Department, Town of Chapel Hill, North Carolina
Danielle Peacock – Pollution Prevention & Environmental Assistance, NC DENR
*Emily Portner – Manager’s Office, Town of Chapel Hill, North Carolina
Emily Roscoe – National Institute of Environmental Health Sciences
*Safa Sajadi – Program Evaluation Division, NC General Assembly
Katie Sirakos – NC Network of Grantmakers, Chapel Hill, North Carolina
Heather Stingley – Budget Office, City of Rocky Mount, North Carolina
*Amy Strecker – Communications Department, Progress Energy, Raleigh, North Carolina
Cooper Strickland – NC Court of Appeals
Alex Terry – Manager’s Office, Catawba County, North Carolina
Tyler Thomas – Manager’s Office, Robeson County, North Carolina
Erika Walker – Executive Service Corps of the Triangle
*Jonathan Yeomans – Triangle J COG

*These five students are blogging about their summer internships. Follow their posts at sogweb.sog.unc.edu/blogs/mpa.
TRUE CAROLINA BLUE
by Jean Coble

Recent MPA graduate Catherine Durham was introduced to local government at an early age through her father, Vince Durham, who is the attorney for Nash County, North Carolina. As an undergraduate at UNC-Chapel Hill, she worked with the Rocky Mount Chamber of Commerce.

“I was fascinated by the decisions that community leaders make each day that affect the lives of many citizens,” Catherine says. “Working with local leaders and watching them research an issue to make a decision for the well-being of many was exhilarating.”

After receiving a degree in journalism from Carolina in 2006, Catherine joined Teach for America. She spent two years in the Mississippi Delta as a third-grade teacher. “Seeing the inequalities my students faced made me appreciate the role that good government can play in a community,” she says.

Catherine has particularly valued the cohort experience in the MPA program. For one group project, her team worked with the North Carolina Association of County Commissioners. “I learned a tremendous amount from trying to satisfy an organization, faculty, and classmates. It was a collaborative effort that gave me skills I will take into other organizations.”

When asked what part of the MPA experience was the most fun, Catherine talked about serving as a student representative on the MPA Admissions Committee, where she observed the direction of the program and how strongly faculty members value the mission as they make admissions decisions.

Catherine’s summer 2009 professional work experience was with the City of Rocky Mount. “I enjoyed going back to my hometown and learning more about its local government. I was able to gain a variety of experiences, from working with the budget and the city’s response to the American Recovery and Reinvestment Act, to using my journalism skills to create several publications. I love how in local government every day is different and presents a new challenge.”

Upon graduation, Catherine was selected as an ICMA Local Government Fellow—one of only three fellowships offered this year—in the Dakota County, Minnesota, manager’s office. She was also a 2009–2010 Betsy Ross Howe Stafford Scholar.

Catherine Durham

The Betsy Ross Howe Stafford Scholarship was created by Ms. Stafford in 2003 to support students interested in local government administration. A Carolina graduate, Ms. Stafford began her own public service career working with housing issues in Nebraska. She went on to serve as federal area director for the US Department of Housing and Urban Development in North Carolina and in Louisiana until her retirement from federal service in 1983. Ms. Stafford’s experience in government administration impressed upon her the important of professional education in public administration for city and county officials. Ms. Stafford currently resides in Greensboro, North Carolina.

Correction: Our thanks to Nick Jamison for his 2009 gift to the MPA program. The Impact staff apologizes for omitting his name from the Spring 2010 issue.
LIFE EVENTS

On the Move

Allan Beckmann ’08 has accepted a position as an economist with the Office of Program Evaluation and Risk Analysis at the IRS in Washington.

Matt Bronson ’97 has accepted a position as assistant city manager in San Mateo, California.

Nicholas Dula ’06 has accepted a position as downtown economic development director with the City of Lenoir, North Carolina.

Kayla Fuga ’08 is assistant director of development with All Kinds of Minds in Durham, North Carolina.

John W. King, Jr. ’06 is a research associate with the North Carolina Office of Indigent Defense Services.

Caroline Krisel ’08 is an evaluation coordinator with Down East Partnership for Children in Rocky Mount, North Carolina.

Elaine Mejia ’96 is the new senior program associate for Public Works: the Demos Center for the Public Sector. Elaine reports, “My business card will list addresses for both Fifth Avenue, New York City, and Faison, North Carolina.”

Whitney Mitchell ’08 accepted a position as benefits analyst with the State of Louisiana.

Jonathan Palmer ’08 has accepted a position as financial analyst with the City of Springfield, Massachusetts.

Ashley Clark Perry ’07 has accepted a position as policy research coordinator with the James B. Hunt Jr. Institute for Educational Leadership and Policy in Durham, North Carolina.

Barbara Roole ’97 has accepted a position as senior policy director with the Jessie Ball DuPont Fund in Jacksonville, Florida.

Ann Roper ’08 has accepted a position as membership director with the Indian River YMCA, which serves Norfolk, Virginia Beach, and Hampton Roads, Virginia.

Ingrid Rosuia ’08 has accepted a position with the advancement division of Virginia Commonwealth University in Richmond, Virginia.

Mike Simmons ’84 has accepted a position as director of credit programs at UNC-Chapel Hill, where he is responsible for distance education and summer school programming. All we can say is welcome home from Texas and back to real bar-b-que!

Fred Thomas III ’08 is a labor and employee relations specialist in the Human Resources Division at the US Environmental Protection Agency in Research Triangle Park, North Carolina.

Beverly Thorpe ’92 is senior director of grants administration for Amtrak in Washington DC.

Anne M. Tompkins ’84 has been appointed US Attorney for the Western District of North Carolina.

Terry Waterfield ’08 has accepted a position as a subcontract specialist with RTI International.

Accomplishments

Jessica Gilmour Aylor ’05 was honored by Triangle Business Journal with a 40 under 40 Leadership Award. The award honors the “brightest, most promising young business people in the Triangle under the age of 40.”

New Arrivals

Bree Coplen ’05 and her husband, Ryan, welcomed their daughter, Kennedy Ann Coplen, on April 4, 2010.

Erin Schwie Langston ’03 and her husband, Bill, welcomed their second son, Owen Phillips Langston, on May 25, 2010.

Joe White ’05 and his wife, Katherine, welcomed their daughter, Lola Smith White, on May 17, 2010.

Marriages

Ann Roper ’08 and Byers Bowen were married on June 5, 2010.

Brandy Sparks ’05 and Andrew Jones were married on June 12, 2010.

Send your news for the Life Events section, along with other comments or suggestions for Impact newsletter, to Jean Coble at cable@sog.unc.edu.

On May 22, 2010, former faculty member Donald Hayman, 91, passed away. Dr. Hayman joined the Institute of Government in 1948 and retired in 1985. He was instrumental in starting the UNC-Chapel Hill Master of Public Administration program, in which he taught for many years. He coached hundreds of MPA students on the skills required for effective public service leadership. For additional information, visit www.mpa.unc.edu.

“Generations of graduates recall vividly his insistence that their communication be clear, concise, and free of ambiguity. If you begin to chant it in the company of Don’s former students, they can quickly join in and repeat it together. Today’s students continue to learn that rule.”

—Mike Smith, Dean, School of Government, in his remarks at Donald Hayman’s memorial service on June 13 in Chapel Hill
Save the Date

August 28, 2010 – 6:00 p.m.
2010 MPA Welcome Event
Sponsored by the MPA Alumni Association
Knapp-Sanders Building, School of Government
Barbecue with all the trimmings will be served, along with vegetarian options. Music will be provided by the band Blue Tailed Skinks.
RSVP by Friday, August 20, to Susan Lynch at mpastaff@sog.unc.edu or 919.962.0425.

November 5, 2010
Preparing for Prosperity
Public Administration Conference
Knapp-Sanders Building, School of Government

Conference Topics:
• Lessons Learned from the Great Recession/Tough Times
• Borrowing Creative Strategic Planning Efforts from Arts Organizations
• Dashboards that Communicate about Performance and Resources
• Design Thinking: Using The Creative Fields To Approach Problem Solving Holistically
• Social Media: Are We Ever Going To Fully Understand Its Influence On Organizations?

For conference updates and an agenda, visit http://pac.unc.edu.