PUBLIC ADMINISTRATION CONFERENCE

November 1–2, 2012

Knapp-Sanders Building
School of Government
The University of North Carolina at Chapel Hill
It is becoming increasingly clear that the economic downturn of the last few years is creating a “new normal.” This year’s conference offers practical solutions for public leaders and their organizations. Expanded workshops allow participants to attend a single track or mix-and-match from among the following three tracks:

**STRATEGIC THINKING**

**COMMUNICATING EFFECTIVELY**

**WORKING SMARTER**

**OVERVIEW**

**Thursday, November 1**
- Opening Session
- Concurrent Workshops
- Deil S. Wright Lecture
- Dean’s Dinner

**Friday, November 4**
- Concurrent Workshops
- All-Alumni Business Meeting and MPA Program Update
- Networking Lunch
- Closing Session

Support for this conference has been provided by the Carolina MPA Alumni Association and the Carolina MPA program. The Deil S. Wright Lecture Series is generously sponsored by Fidelity Investments and the MPA Alumni Association.
related to policy, procedure, regulation, or guidance, rules can—under the right conditions—facilitate accomplishment of a staggering array of managerial tasks. This session identifies seven ways that public managers can create rules that are effective, productive, and useful.

10:00 – 10:15 a.m. Break

10:15 – 11:15 a.m. Concurrent Sessions B

STRATEGIC THINKING

Muddy Shoes, a Captured Bug, and a Worksheet that Kids Are Excited to Fill Out: Teaching Science
Speaker: Betsy Bennett
Room: 2401
Education policy must come from a community-oriented, collaborative approach that extends from the classroom out to project-based and hands-on learning experiences for students and teachers. To create an organization that is nimble and responsive to these educational needs, the North Carolina Museum of Natural Sciences raised $71 million and undertook a major expansion that has earned it national recognition and record attendance. Dr. Bennett will speak about her efforts to lead the museum from its vision to a new reality that has resulted in 700,000 visitors each year.

COMMUNICATING EFFECTIVELY

Government 3.0: Social Media Opportunities and Challenges
Speaker: Shannon Tufts
Room: 2402
This session will highlight the common social media platforms used in public sector entities, offer a discussion of the varied utility and impact of such platforms, and preview emerging trends and platforms. Additional topics include records retention, employee conduct, and citizen engagement.

WORKING SMARTER

Green Tape in Public Organizations: Creating Good Rules That People Follow
Speaker: Leisha DeHart-Davis
Room: 2601
“Red tape” is a term commonly used to mean ineffective, burdensome rules, typically in public sector organizations. “Green tape” refers to the opposite phenomenon—effective rules in public sector organizations. These contrasting terms provide language for the positive role that effective rules can play. Whether
WORKING SMARTER

Does Emotional Intelligence Really Matter?

Speaker: Vaughn Upshaw  
Room: 2601

Why are people talking about emotional intelligence (EI)? A growing body of evidence suggests EI contributes more to a leader’s success than does their IQ. In this session participants will have an opportunity to learn why EI is important to leadership. They will also see how EI is measured and recognize the behaviors that make up the EI spectrum. Using a simple self-assessment, participants will identify their own EI strengths and opportunities and leave with strategies and exercises for developing EI to support their personal and professional development.

11:30 a.m. – 12:15 p.m.  All-Alumni Business Meeting and MPA Program Update  
Room: 2603

12:30 – 1:15 p.m.  Networking Lunch  
Room: Atrium

Meet current MPA students and reconnect with your classmates and colleagues over an informal lunch.

1:30 – 2:30 p.m.  Concurrent Sessions C

COMMUNICATING E-FFFECTIVELY

Excel 202: Can You See it Yet? Data Visualization in Excel

Speaker: Dale Roegnik  
Room: 2401

Brush up on data visualization in Microsoft Excel, moving beyond basic charts, tables, and graphs. This presentation covers the how-tos and practical applications of some of the newer features and plug-ins for Excel. These built-in or inexpensive tools can help improve the communication of your data analysis to your peers, supervisors, board, and the public. Tips and tools include sparklines, tree maps, micrographs, box plots, waterfall charts, trellis charts, and dot plots.

WORKING SMARTER

Smarter Hiring: Assessing Capabilities and Community Fit

Speaker: Tom Moss  
Room: 2402

The costs of a poor hiring decision in any organization must be measured in more than simply salary dollars wasted. Additional outcomes can include damage to agency reputation, degraded employee morale, increased turnover, and tarnished civic confidence in the local government. Far too many agencies still rely on oral interviews as the sole determinant for identifying and vetting talent. This session will focus on using the assessment center process as an effective tool for executives and governing boards to help ensure that management vacancies are filled by persons who are not only technically competent but are also a good fit for the community they will serve and organizations they will lead.

2:30 – 2:45 p.m.  Break

2:45 – 3:30 p.m.  Closing Session: Economic Outlook for Local Governments

Speaker: Karl Smith  
Room: 2603

The economy is slowly recovering from the worst recession in living memory. North Carolina has been particularly hard hit by the recession, yet there are some reasons to expect that a stronger recovery may soon come. Housing prices have begun to rise and manufacturing employment is growing. What will this mean for local governments and their residents?
**CONFERENCE PRESENTERS**

**LYDIAN ALTMAN**, director of the Strategic Public Leadership Initiative, joined the School of Government in 1999. Previously, she served as a director and board member of nonprofit agencies, a community college administrator, and a local government administrator. Currently, she consults with elected and appointed leaders to create strategic plans, and she works with boards, employee groups, and governmental and nonprofit organizations to promote and foster better cross-sector working relationships for more effective public problem-solving. Her project-generated articles have been published in *Popular Government*, ICMA’s IQ Report and PM Magazine, the *American Review of Public Administration*, and *PA Times*. Altman holds a BS in industrial relations and a master of public administration from UNC-Chapel Hill.

**JANELLE BAILEY** joined the Town of Cary in 2011 as a business analyst. Previously, she worked with DexOne Corporation, where she focused on business intelligence, as well as development, reporting, and analysis for all sales channels and leadership roles. Bailey received a BS in business with a concentration in computer information systems from the North Carolina Central University School of Business, where she graduated magna cum laude.

**BETSY BENNETT** is director of the North Carolina Museum of Natural Sciences. Previously, she served as a consultant to the Triangle Children’s Museum, was an educator/scientist at Discovery Place in Charlotte and a Charlotte School Board member, and taught high school and middle school science and math. She serves on the boards of Downtown Raleigh Alliance and the North Carolina Grassroots Science Museums Collaborative, among others. She has earned the Women in Business Award, Opening Doors Award, The John B. Ross Leadership Award, and the 2011 Tar Heel of the Year Award. Bennett holds an undergraduate degree in physics and mathematics from Hollins University and a doctorate in science education from the University of Virginia.

**STERLING CHEATHAM** has served as city manager for the City of Wilmington, North Carolina, since 2003. Previously, he was assistant city manager and director of finance for the City of Norfolk, Virginia; director of management and finance in Aiken County, South Carolina; director of administration and finance in College Park, Maryland; and assistant to the city manager and budget officer for the City of Greenville, South Carolina. Cheatham graduated magna cum laude from North Carolina Central University with a BA in public administration and holds a master of public administration degree from American University, with an emphasis in intergovernmental financing.

**LEISHA DEHART-DAVIS** joined the School of Government in May 2012 as associate professor of public administration and government. Previously, she was a faculty member with the University of Kansas School of Public Affairs and Administration, where she also served as doctoral program director. DeHart-Davis’s research focuses on “green tape,” the term she uses to describe effective policies and procedures. She specializes in employee engagement and workplace climate studies within local government organizations. Her work has appeared in the *Journal of Public Administration Research and Theory* and *Public Administration Review*. She holds a PhD in public policy from the Georgia Institute of Technology.

**WILSON FARRELL** joined the Town of Cary in 2008, where he is a business analyst in the technology services department. He manages software projects and has led the introduction of SAS to meet the Town’s analytical needs. Previously, he was a senior systems engineer with Bolt, Beranek, and Newman (BBN), a technology firm in Cambridge, Massachusetts. At BBN, in addition to many network security development activities, he developed algorithms to detect precursors to network attacks in vast amounts of traffic data. Wilson is a graduate of the School of Government’s Certified Government Chief Information Officer (CGCIO) program, and he holds a BSE from Duke University.

**BERTHA JOHNSON** is director of budget and management services for the City of Durham, North Carolina. She is responsible for developing and managing the city’s operating and capital budget totaling more than $400 million for fiscal year 2012–2013. She is also responsible for strategic planning, process improvements, and organizational development. She led the development and implementation of the City of Durham’s first strategic plan, electronic contact management workflow and electronic signature system, and first multi-year financial plan. She has served as president of the North Carolina Local Government Budget Association (NCLGBA). Johnson holds an undergraduate degree in accounting and a master’s degree in public administration.

**RAY MABUS**, secretary of the United States Navy, leads America’s Navy and Marine Corps and is responsible for almost 900,000 people and an annual budget in excess of $150 billion. As governor of Mississippi, he was named one of the nation’s Top 10 Education Governors by *Fortune* magazine. He served as ambassador to the Kingdom of Saudi Arabia for the Clinton Administration, and he was chairman and CEO of Foamex. In 2010, President Obama asked Secretary Mabus to prepare a long-term recovery plan for the Gulf of Mexico in the aftermath of the Deepwater Horizon oil spill. The report was met with broad bipartisan support. Secretary Mabus earned a BA from the University of Mississippi, a MA from Johns Hopkins University, and a law degree from Harvard Law School.

**THOMAS M. MOSS** retired after a 33-year career in law enforcement in North Carolina, the last 20 as chief of police in Garner. He currently serves as a senior consultant with Developmental Associates in Durham. Under his leadership, the Garner Police Department was awarded national accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). He was awarded The Order of the Long Leaf Pine for his service to the citizens of Garner and the state of North Carolina. He earned a BS in criminal justice from North Carolina Wesleyan College and a master of public administration from East Carolina University. He is a graduate of the FBI National Academy.

**RICK MORSE** joined the School of Government in 2006 and is associate professor of public administration and government. Previously, he was assistant professor in the Public Policy and Administration Program at Iowa State University. He teaches and advises state and local public officials in the areas of collaborative governance, visioning, and leadership. His publications include several articles and book chapters on collaboration and citizen participation. He is lead editor of two books on public leadership, *Transforming Public Leadership*.
Mary Jane Nirdlinger is director of policy and strategic initiatives for the Town of Chapel Hill, North Carolina. She managed the recent Chapel Hill 2020 planning effort, led initiatives to streamline the town’s review of development projects, and crafted policy and community input processes. Previously, she was the land use planner at UNC-Chapel Hill. She has been an instructor at the Institute for the Environment at UNC and has worked in private real estate development in New Jersey and New York. Nirdlinger earned a BA in international relations at American University and a MA in urban and regional planning at the University of Michigan.

Dale Roenigk joined the School of Government in 2005 and was named director of the North Carolina Benchmarking Project in 2006. Prior to that, he worked for the North Carolina Department of Health and Human Services doing program evaluation and quality monitoring for mental health services. He began his career in public service working for a policy consulting firm in Washington, DC. Roenigk helped to develop the County and Municipal Fiscal Analysis tool, a web-based dashboard designed to help North Carolina local governments analyze their fiscal condition. Roenigk earned a BA from Duke University and a PhD from the University of North Carolina at Chapel Hill.

Karl Smith joined the School of Government in 2007. Prior to that, he was a graduate fellow at the Institute for Emerging Issues, where his work was focused on state and local tax reform. He writes and consults primarily on issues of tax reform, structural deficit reduction, and long-run public spending trends. He is also the developer of several interactive tax forecasting tools used by the North Carolina General Assembly and the North Carolina Association of County Commissioners. Smith holds a BA and a PhD in economics from North Carolina State University.

Carl Stenberg joined the School of Government in 2003. He served as director of the Carolina MPA program from 2006 to 2011. Previously, he served as dean of Yale Gordon College of Liberal Arts, University of Baltimore; director of the Weldon Cooper Center for Public Service, University of Virginia; executive director of the Council of State Governments; and assistant director of the US Advisory Commission on Intergovernmental Relations. He is former feature editor of Public Administration Review and co-author of America’s Future Work Force. Stenberg holds a BA from Allegheny College and an MPA and a PhD from the State University of New York at Albany.

Shannon Tufts is director of the School of Government’s Center for Public Technology. She designed and implemented the first local government chief information officers certification program in the nation and continues to run CIO certification programs for local and state government IT professionals. She created a national certified government chief information officer program in 2007. Tufts has taught numerous courses on public sector information systems across the U.S., including IT investment strategies, embracing technology, project management, and stakeholder engagement in technology-enabled government. Her publications include Humanizing IT: Advice from the Experts with G. David Garson, numerous book chapters, and articles in Social Sciences Computer Review and Popular Government. Tufts holds a BA from UNC-Chapel Hill, an MPA from UNC-Charlotte, and a PhD in public administration with a concentration in public sector information systems from North Carolina State University.

Vaughn Upshaw joined the School of Government in 2004 as a lecturer in government and public administration. She teaches leadership and governance and facilitates meetings for local government officials on topics such as manager evaluations, clarifying expectations, and strategic planning. She created and serves as editor of the Board Builders publications series, which offers practical advice to local elected officials and city and county managers and others. Prior to joining the School, she served as director of the Public Health Leadership Doctoral Program in the UNC School of Public Health. Upshaw earned a BA from Ohio Wesleyan University, an MPH and DPH from the University of North Carolina at Chapel Hill, and an EdD from North Carolina State University.