The Confidence to Think Critically

A PROFILE OF FAGAN STACKHOUSE ’74

by Maureen McCormick, ’12

“The MPA program lifted me up and gave me the skills and vision to do what I have done in my career,” says Fagan Stackhouse ’74, human resources director for Charleston County, South Carolina. “I would not trade that experience for anything.”

Stackhouse grew up in Robeson County, North Carolina. His mother worked for the county, exposing him to the mission of civil servants from a young age. He started his undergraduate education at Howard University in Washington, DC, before transferring to and graduating from North Carolina A&T University with a degree in political science.

Stackhouse says that his MPA experience “gave me the confidence to think critically, do analytical work, and feel good about it.” As a student, he had the opportunity to analyze data, write and issue reports, and to go beyond the initial boundaries of a project to explore it more deeply. “I appreciated the opportunity to offer solutions that made a difference to communities.”

While in the program, Stackhouse worked with Dr. Donald Hayman. One of his projects involved an Institute of Government study of the recruitment, selection, and retention of minority police officers in Greensboro. In the early 1970s, Greensboro experienced strained race relations. There had been a string of police shootings of African-American males that caused significant unease and distrust within the community. City officials recognized the need to examine practices related to African-American and other police applicants and officers. Stackhouse and Hayman, working with the police department, studied the hiring and promotional requirements and upward mobility opportunities. They proposed a

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“Don’t let the fear of striking out hold you back.”

—Babe Ruth
The loss of any leader to an organization causes challenges that must be addressed. The loss of a leader after 39 years of service is especially challenging to our relatively small MPA program. We congratulate and celebrate with Professor Gordon Whitaker as he enters into retirement this summer after an outstanding career with Carolina MPA, during which he mentored many of you as you pursued public service careers. At last fall’s Dean’s Dinner, several of you described Gordon’s impact as “simply priceless.”

While we cannot replace Gordon Whitaker, I want to assure you that Carolina MPA remains committed to mentoring students during their tenure in the program and throughout their careers, and to building and maintaining relationships with alumni. A critical part of this process is to maintain a faculty that embraces an active alumni association—an attribute of our program that I would argue is unmatched by other MPA programs around the country.

Minimizing the Loss

When Gordon announced his retirement, we quickly went to work on strategies to minimize the impact of this loss. The first step was to ask Professor Willow Jacobson to assume Gordon’s teaching responsibilities. The second step was to hire Professor Leisha DeHart-Davis, who comes to us from the University of Kansas, where she was doctoral program director for the School of Public Affairs and Administration. She is not only an excellent instructor and productive researcher, but she understands the role and importance of alumni. Professor DeHart-Davis will teach our core course on human resource management and provide leadership to our program.

Strengthening Communication

We also must continue to strengthen the lines of communication between our faculty and alumni, responding to the alumni board’s subcommittee report on this specific issue. I am traveling this summer, as I did last year, to meet and talk with many of you about the program and alumni concerns. We will focus these discussions on the activities of our current and new faculty members and our continued efforts to strengthen Carolina MPA.

Fulfilling our Mission

We have made significant progress toward fulfilling our mission of preparing public service leaders, given the number of alumni in leadership positions in government and nonprofit organizations. A major part of this success can be traced to the Carolina MPA network, a dimension of our program that we keep in focus as we hire new faculty and as our alumni base continues to grow. This network is fundamental to our recruiting efforts, internships, job placements, and just as importantly, career advancement.

I want to challenge faculty and alumni to continue strengthening current relationships as we build new ones for the future. If you have ideas about how we can work together on this, please contact me.

William C. Rivenbark
MPA Program Director
Professor of Public Administration and Government

William C. Rivenbark
rivenbark@sog.unc.edu
919.962.3707

My door is always open. Please visit if you are in Chapel Hill or contact me anytime with questions or suggestions about our MPA program at rivenbark@sog.unc.edu or 919.962.3707.
structure that encouraged minority police officers to not only choose Greensboro, but to build a career there.

Donald Hayman remained one of Stackhouse’s mentors for many years after graduation, and, along with faculty members Deil Wright and Gordon Whitaker, made it a habit to keep up with him throughout his career. Hayman also connected Stackhouse with the International Public Management Association for Human Resources (IPMA-HR), an organization of which Stackhouse later became president.

Stackhouse says that his affiliation with IPMA-HR “placed me in a position to grow and connect with many other human resource professionals around the country and the world.” He was instrumental in creating IPMA-HR’s competency training and certification programs. As a member of several international delegations for the organization, he taught and promoted human resources management in many countries. In 2011 the organization awarded him the Warner W. Stockberger Achievement Award in recognition of his “outstanding contributions in the field of public sector HR management at the federal, state, or local levels.”

Fagan Stackhouse shares the following pieces of wisdom with Carolina MPA students and alumni: “Always have a vision; that vision should allow you to improve, stay motivated, and create unlimited possibilities.”

The Wisdom of Fagan Stackhouse

Graduation speaker Fagan Stackhouse shared these nuggets of wisdom with the graduating class:

“You don’t chase your dreams; you plant them, develop them, and then live them daily.”

“What you have been is not nearly as important as what you are becoming.”

“Turn what you know into what you do.”

“Change will sometimes cause you to fail. Rejoice. Failure will lead to success.”

“Always stay active and involved in your community, whether you are working in the public or private sector.”
Capstone Awards Presented to Trevor Fleck and Emily Guhde

Capstone projects, which for many years have been required of all second-year students, are intended to draw on the cumulative lessons of their graduate experience.

Trevor Fleck received the Deil Wright Capstone Paper Award for his paper titled, “Finding Employment: Factors Influencing Self-Sufficiency Rates in the Office of Refugee Resettlement’s Matching Grant Program.” 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 faculty members Kara Millonzi and Julie Brenman and Sharon Rothwell ’78. Fleck’s capstone advisory committee was composed of faculty members Maureen Berner, Michele Hoyman, and John Stephens.

Emily Guhde received the Nanette V. Mengel Communication Award for her Capstone Conference presentation titled, “The Value of Online Resources to North Carolina Public Library Patrons.” The award is given annually to a student who displays exceptional oral communication skills in the presentation of his or her research paper. Judges for this award included Paul Caldwell ’03, Adrienne Davis ’02, Abby Parcell ’05, John Quinterno ’00, Chris Sherman ’05, and Sybil Tate ’07. The capstone committee was composed of faculty members Willow Jacobson and Shannon Tufts and Jeff Pomerantz, assistant professor at the UNC School of Information and Library Science, where Guhde was a dual-degree student.

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

Congratulations to the 2012 MPA Graduates

Angel Banks
Janelle A. Beverly
Laura Marie Biediger
Mary Etain O’Neill Boyle
Brooks Jonathan Breece
Joseph August Caravalho
Seth David Cutter
Neil Hodges Dermody
Trevor Anthony Fleck
Nicholas Anthony Geis
Emily A. Guhde

Amy Rebekah Huffman
Manal A. Khan
Emily Nichole Leik
Claire Long
Maureen C. McCormick
Rachel Meyerson
Barron Scott Monroe
Tan Minh Ngo
Erik Brandon Osborne
Christal Marie Perkins
Waldemar J. Pflepsen III

John Allen Rible IV
Albert Jay Richardson
Emily Elizabeth Roscoe
Carlyle P. Sherrill
Lindsey Janeice Shewmaker
Michael D. Smallwood
Casselle Alyce Elisabeth Smith
Amanda Anne Stafford
Brent Daniel Troxell
Sarah Richardson Osmer Viñas

www.mpa.unc.edu
TRUE CAROLINA BLUE: KATIE PAULSON

by Maureen McCormick ’12

Katie Paulson was not born in the Tar Heel state, but there is no doubt that her heart beats true Carolina blue. The rising second-year student from Phoenix, Arizona, came to North Carolina when she joined Teach for America after college.

Katie’s top regional choice for her teaching placement was eastern North Carolina, and she taught for two years in Henderson. “We frequently hear about underserved populations in urban schools such as those in the south side of Chicago or inner-city Los Angeles,” she says. “But almost no one talks about the kids who live in rural America, 20 or 30 miles away from their school.”

When asked why she decided to stay in North Carolina after her Teach for America commitment was up, Katie responded quickly, saying “I fell in love with the state and the people. I had never before encountered that degree of genuine kindness and warmth. I knew that this was where I wanted to be.”

Katie moved to Durham and joined Carolina Donor Services, a nonprofit organ procurement organization. She worked with the families of deceased organ, tissue, or eye donors and with organ donation recipients. She had the opportunity to facilitate the exchange of letters and arrange meetings between the donor families and the recipients. Katie says that one of the most profound parts of this job was “witnessing families find some meaning from what frequently seemed to be senseless deaths.”

Katie made the decision to enter the Carolina MPA program on the day of her interview. She had considered a part-time program at another school but was impressed by the spirit and camaraderie in the building. “Afterwards, I was on pins and needles, hoping that they would extend an offer!”

After graduation, Katie is hoping to work in nonprofit development in order to “promote nonprofit sustainability while sharing my passion for the mission.”

Just as “Carolina Blue” is more than a color, being a “North Carolinian” refers to more than just a place of origin, as Katie Paulson proves. She may not have been born here, but no one can doubt her Carolina spirit.

Chris Morrill ’85 is New President of GFOA

Chris Morrill ’85 has been appointed president of the Government Finance Officers Association (GFOA) of the United States and Canada. In his acceptance address at the GFOA Annual Conference in June, he noted that local government finance officers are accustomed to leading quietly, from behind the scenes; but that, in light of the current economic crisis, they find themselves thrust into the spotlight like never before.

Morrill has served as city manager of Roanoke, Virginia, since 2010. Prior to that, he held a number of positions in Savannah, Georgia, including assistant city manager and research and budget director. Earlier in his career, Morrill gained significant international experience. Between 1999 and 2001, he served as the senior municipal finance advisor on a USAID project in South Africa that aimed to build capacity in local governments around the country. He also completed a three-year fellowship in the Kellogg National Leadership Program that dealt with conflict resolution and community-building in China, Peru, Northern Ireland, Spain, and South Africa. Morrill’s first post-graduate professional experience internationally was as a member of the first class of Peace Corps volunteers to enter the former Soviet Union after the fall of the USSR.

See a video of Morrill’s GFOA acceptance address at www.gfoa.org/video/chrismorrill.
2012 Public Administration Conference: Leading in the New Normal
by Johanna Foster ’05 and Peter Franzese ’06, Conference Co-Chairs

It is becoming increasingly clear that the economic downturn of the last few years is creating a “new normal.” This year’s conference will offer practical solutions to public leaders and their organizations.

The opening session will be jointly presented by Professor Carl Stenberg and Wilmington City Manager Sterling Cheatham on topics that reflect the hard choices required of public sector organizations today. Stenberg will discuss his ICMA report, “Coping with Crisis.” Cheatham will offer insights into his city’s financial difficulties, as featured in a July 2011 article in The New York Times.

Three tracks will cover a range of topics in concurrent sessions:
- Thinking Strategically
- Communicating Effectively
- Working Smarter

Additional events include the following:
- Economic forecast by School of Government faculty member Karl Smith
- SOG Pound 5K Run will bring back the glory days of MPA intramural sports
- Dean’s Dinner will be held on Thursday evening at the Carolina Club

Register for the conference
Public Administration Conference
November 1-2, 2012
School of Government

Register now at www.pac.unc.edu, or scan the QR code below with your smartphone to access the conference website.

Deil S. Wright Lecture
Thursday, November 1

US Navy Secretary Ray Mabus will deliver this year’s Deil S. Wright Lecture as part of the Public Administration Conference. Mabus leads America’s Navy and Marine Corps and is responsible for almost 900,000 people and an annual budget in excess of $150 billion.

He has served in a variety of top posts in government and the private sector. 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 was chairman and CEO of Foamex, a large manufacturing company.

Prior to becoming governor, he was elected state auditor of Mississippi and served as an officer in the US Navy. In June 2010, President Obama asked Mabus to prepare a long-term recovery plan for the Gulf of Mexico in the aftermath of the Deepwater Horizon oil spill. His report on the disaster was met with broad bipartisan support.

Mabus earned a bachelor’s degree from the University of Mississippi, a master’s degree from Johns Hopkins University, and a law degree from Harvard Law School.

MPA@UNC is recruiting applicants for January 2013. For more information, visit onlinempa.unc.edu.
Class of 1992: A Profile

by Jean Coble

Each year as we prepare for the Public Administration Conference, I contact alumni from selected cohorts to encourage them to attend the conference and to celebrate their accomplishments and reconnect with classmates. This year we celebrate reunions for MPA Classes of 1972, 1982, 1992, and 2002.

To help you remember the time, the record of the year in 1992 was “Unforgettable” by Natalie Cole with Nat King Cole. Johnny Carson hosted The Tonight Show for the last time. Caspar Weinberger was indicted in the Iran-Contra affair, and Bill Clinton was elected president of the United States. Fourteen women and 13 men entered the MPA program that year.

TWENTY YEARS LATER

Marchell Adams David
City Manager, Hamlet, North Carolina

Shelle Wheless Altieri
Protocol and Etiquette Consulting, Brussels, Belgium

Bob Boyette
City Manager, Marion, North Carolina

Ed Daniels
US Department of Homeland Security, Washington, DC

Hana Kohn Eskra
Florida Market President, Gorman & Company, Miami, Florida

Christina Lyndrup Farrell
Deputy Commissioner for External Affairs, New York City Office of Emergency Management, New York

Michael Halford
Budget Director, Guilford County, Greensboro, North Carolina

Roger Hart
Retired, Durham, North Carolina

Jennie Heaton-Amrhein
Section Chief, Wisconsin Department of Agriculture, Trade, and Consumer Protection, Madison, Wisconsin

Alan Indursky
Chief Executive Officer, Norwell Lighting and Accessories, Taunton, Massachusetts

Carrie Jelsma
Mom to three children ages 11, 9, and 5, Wenham, MA

Jennifer Lehman
Economics Instructor, Wharton County Junior College, Wharton, Texas

Megan Koch Lowe
Assistant Vice President and Chief of Staff, University of Virginia, Charlottesville, Virginia

Thomas McDonough
Senior Counsel, Teva North America, Horsham, Pennsylvania

Aram Montgomery
Controller, Brown Brothers Harriman, New York City, New York

Merritt Mulman
Executive Director, Jewish Federation of the North Shore, Salem, Massachusetts

Renee Fuller Paschal
Assistant County Manager, Chatham County, Pittsboro, North Carolina

Charles Perusse
Vice President for Finance, UNC General Administration, Chapel Hill, North Carolina

Albert Richardson
Portfolio Risk Manager, PNC Financial Services Group Inc., Rocky Mount, North Carolina

Matthew Sexton
Vice President, The Conservation Fund, Palm Beach, Florida

Kristin Siebenaler
Deputy Director, Robert Wood Johnson Foundation Clinical Scholars Program, UNC-Chapel Hill, Chapel Hill, NC

Lynn Smith
Attorney, M. Lynn Smith, PC, Jacksonville, North Carolina

Bryan Steen
Manager, Burke County, Morganton, North Carolina

Sally Stevenson
Occupational Therapist, Restorative Inc., Louisville, Kentucky

Beverly Thorpe
Senior Director, Grants Administration, Amtrak, Washington, DC

Sarah Turner Waddle
Instructor, English Department, Des Moines Area Community College, Des Moines, Iowa

Rusty Watts
County Treasurer and Tax Collector, Contra Costa County, Martinez, California

Message from Hana Eskra

I am president of the Florida operation of a multi-family housing developer based in Wisconsin. We provide affordable rental housing for low-income families and seniors in urban core areas, particularly in distressed neighborhoods that have been identified by the local government as an area of concern—all the stuff that is important to me.
MPA Program Updates

Leisha DeHart-Davis joined the School of Government and the MPA program in May 2012. Prior to that time, 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 Georgia Institute of Technology.

Whitney Afonso joined the School of Government in July 2012. Prior to that time, she taught in the Department of Public Administration and Policy at the University of Georgia and in the Bush School of Government and Public Administration at Texas A&M University. Her research into how the choice of revenue streams by state and local governments affect government and citizen behavior has been presented at the annual conferences for the National Tax Association, Association for Budgeting and Financial Management, American Society for Public Administration, and the Association for Public Policy Analysis and Management. Afonso holds a BA in political science from Vanderbilt University, and an MA in economics and PhD in public administration and policy from the University of Georgia.

Todd Nicolet joined the School of Government in 2007 and was appointed director of MPA@UNC in 2012. Prior to that, he worked at the School of Public Health at UNC-Chapel Hill for more than five years, most recently as acting director of Instructional and Information Systems. Nicolet also served as a consultant and senior program manager at Eduprise, where he collaborated with colleges and universities to develop online and web-enhanced distance learning programs. In addition to his duties as director of MPA@UNC, Nicolet also serves as the School’s associate dean for operations, and he oversees the Information Technology, Publications, and Library divisions. Nicolet earned a BA from Eckerd College, an MA from UNC-Chapel Hill, and a PhD in higher education administration from UNC-Greensboro.
Your Gifts at Work

2011–2012 Scholarship Recipients

A. John Vogt Scholarship
Renisha Howard, Bryan Farkas
Not shown: Emily Roscoe, Scott Sherrill

Howard Holly Scholarship
Kyle Haney

Hayman-Howard-Wright Scholarship
Wren Davison, Meghan Boyd, Renisha Howard
Not shown: Katie Paulson, Tim Reavis

Edward Kitchen Scholarship
Wren Davison, Meghan Boyd

Diversity in Public Service Scholarship
Renisha Howard

Rothwell MPA Scholarship
Sana Khan, Gus Caravalho

John Gold Scholarship
Bryan Farkas

Howard Holly Scholarship
Kyle Haney

Howard-Holly Scholarship
Wren Davison, Meghan Boyd, Renisha Howard
Not shown: Katie Paulson, Tim Reavis

C. Ronald Aycock Scholarship
Preyer Family Scholarship
Brent Troxell

Betsy Ross Howe Stafford Scholarship
North Carolina Local Government Scholarship
Emily Leik

Nanette V. Mengel Scholarship
Amanda Stafford, Maureen McCormick, Laura Biediger, Rachel Meyerson, Michael Smallwood, Casselle Smith
Not shown: Angel Banks, Nicholas Geis, John Rible, Albert Richardson, Scott Sherrill

Jean D. Coble Scholarship
Jon Breece

Photos by Douglas Pitts Photography
Life Events

On the Move

Creighton Avila ’05 accepted a budget and management analyst position with the City of Greensboro, North Carolina.

Dempsey Benton ’67 has been asked by Governor Beverly Perdue to head the North Carolina Department of Commerce, Division of Employment Security. Benton most recently led the state’s Office of Economic Recovery and Investment.

Jon Breece ’11 is currently working with the US Department of Defense, National Geospatial-Intelligence Agency in Washington, DC.

Gus Caravalho ’12 has joined Novak Consulting in Washington, DC, as an analyst.

Adrienne M.B. Davis ’02 has joined the James B. Hunt Institute for Education Leadership and Policy in Durham, North Carolina, as deputy director for strategic initiatives and resource development.

Trevor Fleck ’09 is a presidential management fellow with the US Department of Veterans Affairs in Vallejo, California.

Melanie Greenspan ’03 is director of development for the division of hematologic cancer at the University of California, San Francisco.

Libby Hodges ’09 is a planner with the Durham City-County Planning Department in North Carolina.

Amy Huffman ’12 is a research associate with the broadband division of the North Carolina Department of Commerce in Raleigh.

Phyllis Alfred Hughes ’78 is deputy assistant inspector general for human capital management at the US Department of Defense Office of Inspector General in Washington, DC.

Ellen Johnson ’05 is now serving as director of the Frontline Focus Training Institute with the Chicago Jobs Council in Illinois.

Suzanne Julian ’09 has joined the resource policy team at Self-Help in Durham, North Carolina.

Emily Leik ’12 is an ICMA Fellow with the City and County of Durham, North Carolina.

Claire Long ’12 is a Presidential Management Fellow with the National Institute of Environmental Health Sciences in Research Triangle Park in North Carolina.

Maureen McCormick ’12 has accepted a position as the 2012–2013 Isobel Craven Drill Intern at Duke University’s Rubenstein Library, a selective appointment open to current students and recent graduates.

Melvin McDermott III ’09 is a field organizer for Together NC in Raleigh, North Carolina.

Rachel Meyerson ’12 has joined Hagerty Consulting in Washington, DC.

Kate Mulvaney ’08 is working with the Refugee Council’s Yorkshire and Humberside office in Leeds, England.

Lydia Newman ’09 is administrative director of Quantum Leap Academy in Durham, North Carolina.

Marcy Onieal ’91 is serving as town manager for the Town of Waynesville, North Carolina.

Christopher Riddick ’07 is human capital/organizational effectiveness consultant with Accenture Federal Services in Arlington, Virginia.

Emily Roscoe ’09 has entered the PhD program at the School of Information and Library Science at UNC-Chapel Hill, where she also serves as director of the ESOP-21 program.

Scott Sherrill ’12 was recently sworn in as town clerk for the Town of Pine Knoll Shores, North Carolina.

Brent Troxell ’12 is an ICMA Fellow with Dakota County, Minnesota.

Sarah Osmer Viñas ’12 is an analyst with the Town of Chapel Hill Public Works Department.
Ann Wall ’86 is serving as assistant city manager in Rocky Mount, North Carolina.

Accomplishments

Brian Hiatt ’79, city manager for Concord, North Carolina, has been named 2012 Rotarian of the Year by the Concord Rotary Club.

Adam Brueggeman ’02 has graduated from the NC Rural Economic Development Center’s Rural Development Institute, and he serves as a program manager for the Institute for Emerging Issues at North Carolina State University in Raleigh.

Jake Pfelpson ’12 received the Service in Action award from UNC Gillings School of Global Public Health’s Community Preparedness and Disaster Management program.

Brent Troxell ’12 is the recipient of the Government Finance Officers Association’s Daniel B. Goldberg scholarship.

Weddings

Melanie Greenspan ’03 and Matthew Ranen were married May 19, 2012, in New York City, New York.

Caroline Krisel ’08 married John Noor on May 27, 2012.

Jessie Peed ’06 married Trey Askew on April 15, 2012.

Mira Schainker ’07 and Marc Kline were married on July 5, 2012, and will be relocating to Frankfurt, Germany.

New Arrivals

Joanna Carey Cleveland ’96 and husband Sam are happy to announce the birth of Susanna Elizabeth Cleveland on June 23, 2011. Big brother, Jack, turned three in January.

Randy Harrington ’98 and wife Kara announce the birth of their third child, Harper Spring Harrington, on May 17, 2012.

Erin Miller ’08 and husband Matt announce the birth of Natalie Teresa Miller on February 11, 2012.


A first for the program—we announce the birth of three sets of twins:


MPA Faculty member Willow Jacobson and her husband, David Dunmire, announce the birth of twin boys, Ian Samuel and Spencer Levi, on February 17, 2012.

Sara Yanosy ’04 and Robert Mera announce the birth of twin girls, Emily Louise and Elizabeth Louise, on February 18, 2012.

Note: Alumni who graduated before 2010 are recognized by their cohort/entering year; those who graduated in 2010 and later are recognized by their graduation year.

News for the Life Events section, along with comments or suggestions for Impact, should be sent to Jean Coble at coble@sog.unc.edu.

IN HER OWN WORDS

“In my family, I am the first to graduate from college and graduate school. That is an accomplishment of which I am proud, but I am also grateful that my MPA degree has allowed me to carry out my personal goal of making a difference. I work in an organization in whose mission I strongly believe: To fulfill President Lincoln’s promise ‘To care for him who shall have borne the battle, and for his widow, and his orphan’ by serving and honoring the men and women who are America’s veterans.”

—Carlene Wilson ’95
Human Resource Specialist
US Department of Veterans Affairs, Washington, DC
Upcoming Events

November 1–2, 2012
Public Administration Conference: Leading in the New Normal
School of Government
Register now at www.pac.unc.edu.

November 1, 2012
Deil S. Wright Lecture
US Secretary of the Navy Ray Mabus
3:00 p.m.
Paul Green Theater, UNC-Chapel Hill