PUBLIC ADMINISTRATION
CONFERENCE
November 7–8, 2013

Knapp-Sanders Building
School of Government
The University of North Carolina at Chapel Hill
This year’s conference offers practical strategies for public leaders and their organizations. Participants may attend a single track or mix-and-match from the following three topic areas:

- **DEVELOPING A STRONGER ECONOMY**
- **CREATING A HIGH-PERFORMING WORKFORCE**
- **COLLABORATING FOR COMMUNITY CHANGE**

**Overview**

**Thursday, November 7**
- MPA@UNC Breakfast and Information Session
- Preconference Session
- Opening Session and Keynote Address
- Deil S. Wright Lecture
- Dean’s Dinner

**Friday, November 8**
- 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.
8 – 9:30 a.m. MPA@UNC Breakfast and Information Session
Room 2321
Join MPA@UNC staff for breakfast and a brief presentation about the new online format of the MPA program. Since classes began in January 2013, MPA@UNC has grown to 56 students from 14 states and the District of Columbia. MPA@UNC Admissions Director Joy Jackson ’09 will lead the morning’s information session and take questions from alumni and prospective applicants.
Register at http://info.onlinempa.unc.edu/November7Breakfast.html. The event is free of charge.

9:30 a.m. – 12 p.m. Preconference Session and Breakfast
Dining Room
Engaging Women in Public Administration
This session will focus on highlighting and maximizing the contributions of women to public sector organizations. Topics include the latest research on gender balance in organizations, the role of North Carolina women in government, and the importance of mentoring women into leadership roles in the public sector. The session is for both women and men who are interested in encouraging greater gender diversity in the upper echelons of public administration.
Speakers: Marilu Goodyear, Director, School of Public Affairs and Administration, University of Kansas; Leisha DeHart-Davis, Associate Professor, UNC School of Government; and Margaret Henderson, Lecturer, UNC School of Government

12:30 p.m. Check-In
1:15 p.m. Welcome
1:30 – 2:30 p.m. Opening Session and Keynote Address
Room 2603
The Case for Change
Since her appointment in January as North Carolina Commerce Secretary, Sharon Allred Decker has been tasked with changing how the state conducts economic development. After more than five years of no net job growth and high unemployment, Secretary Decker is advocating for a new approach. She will discuss the need for sweeping change and her overall approach to improving the economic health of all 100 North Carolina counties.
Speaker: NC Commerce Secretary Sharon Allred Decker

2:30 – 3 p.m. Break
3 – 4 p.m.  Deil S. Wright Lecture
Room 2603
Insights from a Cabinet Secretary on Leadership and Transformational Change
The Honorable Ray LaHood, Former US Secretary of Transportation

4 – 5 p.m.  Reception
Atrium

6 p.m.  Dean’s Dinner
Carolina Inn
Looking Into the Future
UNC School of Government Dean Mike Smith will host this annual dinner to honor the generosity and support of alumni and friends. The dean will deliver a brief address, and the MPA Alumni Association will honor retired MPA Professor Jack Vogt with the Donald Hayman Distinguished Public Service Award. This event provides an opportunity to reconnect with faculty, network with other alumni, and meet current MPA students.

FRIDAY, NOVEMBER 8

8:30 – 9 a.m.  Continental Breakfast

9 – 10 a.m.  Concurrent Sessions A
DEVELOPING A STRONGER ECONOMY
Room 2601
Regional Economic Development Strategies and Tools for Local Governments
Faced with high unemployment and slow recovery from the recession, North Carolina communities struggle to spur economic development. This session will examine emerging issues in regional economic development and explore ways to adapt resources and strategies more effectively.
Speaker: Emil Malizia, Professor and Director, Institute for Economic Development, Department of City and Regional Planning, UNC-Chapel Hill

CREATING A HIGH-PERFORMING WORKFORCE
Room 2401
Achieving Inclusivity in Public Sector Workplaces
We all seek to explain the behavior of others at work—bosses, peers, or employees. Explanations are important because they influence our own behavior, which in turn affects workplace relationships and effectiveness. Learn alternative
approaches for explaining workplace behavior, learn which approaches yield the most accurate results, and uncover their relevance for interpersonal relationships and effective managerial practice.

**Speaker:** Leisha DeHart-Davis, Associate Professor, UNC School of Government

### COLLABORATING FOR COMMUNITY CHANGE

**Room 2402**

**Ringing the Bell of Civic Engagement: The Story of Bell, California**

On July 15, 2010, the *Los Angeles Times* ran a brief story about exorbitantly high salaries paid to City Council members and public executives in Bell, California. As a result of ensuing investigations, those responsible for years of corruption faced arrest, trials, and jail terms. The story did not end there. A new set of leaders in Bell partnered with the community and local government managers to create a city government based on professionalism, service, transparency, and engagement. This session will provide insights and observations from the Bell experience and demonstrate how civic engagement can work to strengthen communities even in the most challenging of times.

**Speaker:** Matt Bronson, Assistant City Manager, City of San Mateo, California

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### DEVELOPING A STRONGER ECONOMY

**Room 2401**

**Local Food Policy/Urban Agriculture Issues and Solutions**

Access to food and food policy is an issue that affects everyone. Four panelists will provide wide-ranging perspectives on food policy, including urban agriculture, local food, community engagement, tackling hunger through empowerment, public health, and economic development opportunities.

**Speakers:** Maureen Berner, Professor, UNC School of Government; Jill Staton Bullard, Co-founder and CEO, Raleigh Interfaith Food Shuttle; Debbie Hamrick, Director, Specialty Crops, NC Farm Bureau Federation

### CREATING A HIGH-PERFORMING WORKFORCE

**Room 2601**

**The State of Workforce Development in North Carolina**

This session will cover the near-future employment picture for various categories of workers in North Carolina as well as workforce development as an evolving case study in intergovernmental relations and federal, state, regional, and local budgeting.

**Speaker:** Roger Shackleford, Assistant Secretary of Workforce Solutions, NC Department of Commerce
COLLABORATING FOR COMMUNITY CHANGE

Room 2402

**Community Development Finance: Tools, Projects, Lessons Learned**

Transformative revitalization projects—mill redevelopments, historic theaters, downtown development, and affordable housing—almost always involve creative and thoughtful uses of complicated development finance tools, from tax credits to tax increment financing to loan loss reserves to business improvement districts. This session will offer an overview of community development finance, the development finance tools available to local governments, examples where such tools were necessary to the success of important revitalization projects, and observations regarding lessons learned in advising communities across North Carolina on community development finance.

**Speakers:** Tyler Mulligan, Assistant Professor, UNC School of Government; Will Lambe, Director, Community and Economic Development Program, UNC School of Government

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<td>11:30 a.m. – 12 p.m.</td>
<td>Business Meeting and MPA Program Update</td>
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**Room 2601**

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<td>12 – 1:15 p.m.</td>
<td>Networking Lunch</td>
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Meet current MPA students and reconnect with your classmates and colleagues over an informal lunch.

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**DEVELOPING A STRONGER ECONOMY**

Room 2601

**How to Create Entrepreneurial Communities**

As we seek to harness the potential of our next generation of leaders, what are the ideal conditions for a vibrant entrepreneurial community? Geared to university and city leaders, this hands-on session will draw from multiple real-world experiences and case studies to address the following questions:

- What are the key ingredients for an entrepreneurial ecosystem?
- How can a university and/or city map out its entrepreneurial assets and determine areas for improvement?
- What can be learned from similar efforts across the United States?
- What does success look like and how can you measure it?

**Speaker:** Christopher Gergen, CEO, Forward Impact
CREATING A HIGH-PERFORMING WORKFORCE
Room 2401

Designing High Performance: Informatics, Dashboards, and Performance Metrics
This session will define informatics, describe what a performance system is and looks like, align these concepts with organizational management and strategic planning, and provide case studies of organizations using these concepts to increase their overall efficiency and effectiveness.

Speaker: Anthony S. Chow, Assistant Professor and Director of Online Learning, Department of Library and Information Studies, School of Education, UNC-Greensboro

COLLABORATING FOR COMMUNITY CHANGE
Room 2402

Reaching Out—Using Social Media, From Civic Engagement Projects to Hurricane Response
There is no denying that social media is a powerful force that is here to stay. Its use among government and nonprofit organizations is broad, from civic engagement to emergency response. Get an overview of social media and hear case studies that illustrate social media’s usefulness. Understanding how, when, and why to use social media will help you integrate your communication and engagement efforts.

Speakers: Allan Libby, Tourism Director, Tourism Office and Visitor Information Center, Town of Surf City, North Carolina; Beth Stagner, IT Manager for Web Services, Information Technology Department, City of Raleigh, North Carolina

2:30 – 2:45 p.m. Break

2:45 – 3:30 p.m. Closing Session

Room 2603

The University of North Carolina and North Carolina’s Future
In February 2013, the UNC Board of Governors adopted a five-year strategic plan titled, “Our Time, Our Future: The UNC Compact with North Carolina.” The five core goals outlined in the plan are pivotal to setting the UNC system’s current and future priorities, resource planning and allocation, program planning, review and refinement of academic missions, and strategic planning by UNC campuses and affiliated entities. They also reflect the University’s deep commitment to help North Carolina respond to changing needs and economic challenges. UNC President Tom Ross will provide an update on the plan’s implementation and the importance of renewed state investment in our public University system.

Speaker: Thomas W. Ross, President, The University of North Carolina System
CONFERENCE PRESENTERS

MAUREEN BERNER joined the School of Government in 1998. She teaches evaluation and analysis courses for MPA students and provides similar training and advising to state and local government officials throughout North Carolina. She is the author of Statistics for Public Administration: Practical Uses for Better Decision Making (ICMA, 2010). Her research currently focuses on food insecurity, and she works with nonprofits, food banks, local governments, and state agencies on improving food assistance programs. Berner received a PhD in public policy from the LBJ School of Public Affairs, University of Texas at Austin; an MPP from Georgetown University; and a BA in global studies from the University of Iowa.

MATT BRONSON is assistant city manager for the City of San Mateo, California. He oversees the city’s work planning and performance management system and works on special projects and citywide initiatives. Previously, he worked for the county administrator’s office in Marin County, California, and for the City of Charlotte, North Carolina. Bronson has a BS in environmental policy from UC Davis and an MPA from UNC-Chapel Hill. He is a graduate of the Leadership ICMA program and a past president of the Municipal Management Association of Northern California.

JILL STATON BULLARD is co-founder and CEO of Inter-Faith Food Shuttle. Bullard has overseen the growth of the organization from its first donations of 750 pounds of food in 1989 to today’s level of more than seven million pounds per year. She was a driving force behind the passage of North Carolina’s Good Samaritan law, which allows businesses to donate unsellable food items without fear of legal action. She has served on the North Carolina Food Policy Council; the national boards of America’s Second Harvest Food Banks; and Society of Saint Andrew. Bullard was ordained in 2008 and serves as the deacon at St. Philip’s Episcopal Church in Durham.

ANTHONY S. CHOW has been a faculty member at UNC-Greensboro for 13 years and is CEO of Strategic Performance Systems, a consulting firm that conducts needs assessments and develops organizational strategic plans. He is the author of Systems Thinking and 21st Century Education: A Case Study of an American Model for High School Educational Reform (VDM Verlag, 2008). His research areas include performance systems, e-learning, organizational management and strategic planning, and web design and usability. Chow holds an MA in educational psychology and a PhD in instructional systems from Florida State University.

SHARON ALLRED DECKER was appointed North Carolina Commerce Secretary in January 2013. Previously, she spent more than 17 years with Duke Power, becoming the youngest and first female vice president in the company’s history. She was the founding president of The Lynnwood Foundation. She has served as chair of the Charlotte Chamber and was named Charlotte Woman of the Year in 1998. She also served as president of the Doncaster division of Tanner Companies, founded and served as CEO of the nonprofit Tapestry Group, and she has served on the boards of three Fortune 500 companies. Decker graduated from UNC-Greensboro, and she is working toward a Master of Divinity degree at the Christopher White School of Divinity at Gardner-Webb University.
LEISHA DEHART-DAVIS joined the School of Government in 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.

CHRISTOPHER GERGEN is CEO of Forward Impact. The organization supports community-based strategies to develop and scale high-impact entrepreneurs including Bull City Forward in Durham, Queen City Forward in Charlotte, Moore Forward in Moore County, and HUB Raleigh, all of which he helped to start. Forward Impact also helps schools, universities, and communities develop transformational entrepreneurial leadership experiences with partners such as the Center for Creative Leadership, where Gergen is innovator in residence.

MARILU GOODYEAR is director of the School of Public Affairs and Administration at the University of Kansas. Her teaching focuses on organizational analysis, organizational change, managing information and technology, and public management. Goodyear is a Fellow of the National Academy of Public Administration and has served as a consultant to many universities and federal agencies. Recently, she served as chair of the University of Kansas Office of the Provost Change Facilitators Committee. She held the position of vice provost for information services and chief information officer at the University, in which she led all campus-wide information technology and library services.

DEBBIE HAMRICK is director of specialty crops for the North Carolina Farm Bureau Federation, where she works to leverage resources into North Carolina’s specialty crops agricultural sector, which includes fisheries, fruit and vegetables, nursery, greenhouse and sod production, sustainable/organic producers, apiculture, and viticulture. She serves on the NC Green Industry Council, NC Local Sustainable Food Advisory Council, and as chair of the NC Produce Safety Task Force’s Public Policy Group. She received the 2012 Friend of Extension Award, Epsilon Sigma Pi Xi Chapter; received the Women Extraordinaire Award from Business Leader Media in 2010; and she was named NCSU Horticultural Science Department Outstanding Alumnus in 2003.

MARGARET HENDERSON joined the School of Government in 1999. As director of the Public Intersection Project, she researches and communicates strategies that strengthen cross-sector working relationships for more effective public problem-solving. In facilitation work, she specializes in the practical implications of managing cross-organizational collaborations, community programs, and nonprofit organizations. Henderson’s 20 years of experience in human services includes work in state and local governments as well as nonprofits. Previously, she was executive director of the Orange County Rape Crisis Center. Her current responsibilities include teaching in the Carolina MPA program. Henderson holds a BBA in business administration from Angelo State University and an MPA from UNC-Chapel Hill.
RAY LAHOOD served as US Secretary of Transportation from 2009 to 2013, leading an agency with more than 55,000 employees and a $70 billion budget that oversees air, maritime, and surface transportation missions. Prior to his cabinet appointment, LaHood represented the 18th District of Illinois in the US House of Representatives for 14 years. Before that time, he was chief of staff to US Congressman Robert Michel, whom he succeeded in representing the 18th District, and as district administrative assistant to Congressman Thomas Railsback. He also served in the Illinois State Legislature. LaHood was a junior high school teacher, director of a youth services bureau, and chief planner for the Bi-States Metropolitan Planning Commission in Illinois. He received an undergraduate degree from Bradley University in Peoria, Illinois.

WILL LAMBE joined the School of Government in 2006 and is director of its Community and Economic Development Program. He specializes in development strategies for rural or underserved communities. He authored Small Towns, Big Ideas (UNC School of Government, 2008). He co-founded and directs operations for the School’s Development Finance Initiative, which assists local governments with attracting private investment for transformative development projects. Lambe holds a BA from the University of Colorado, an MPP from Duke University’s Sanford Institute, and an Economic Development Finance Certification from the National Development Council.

ALLAN LIBBY has served as director of the Surf City, North Carolina, Tourism Office and Visitor Information Center since 2008. Previously, he was president of the Greater Topsail Area Chamber of Commerce and Tourism; served as chief paid executive of the Danville, Virginia, Area Chamber of Commerce; and spent 10 years with the Jamestown-Yorktown Foundation in Williamsburg, Virginia. He served as chairman of the Board of Regents at the Oklahoma Institute and on the national Board of Trustees for the US Chamber’s Institute program. Libby is a former board member for the Carolinas Association of Chamber of Commerce Executives and NC Coast Host, and he is past president of the Virginia Association of Chamber of Commerce Executives.

EMIL MALIZIA teaches in the UNC-Chapel Hill Department of City and Regional Planning and is director of the Institute for Economic Development. His expertise spans the related areas of regional economic development, real estate development, and urban redevelopment. He is the author or co-author of five books and more than 150 scholarly articles, monographs, and other publications. He has been a Fulbright Scholar and is a member of the American Planning Association, American Real Estate Society, International Economic Development Council, and Urban Land Institute. He received a BA from Rutgers University and an MRP and PhD from Cornell University.
TYLER MULLIGAN joined the School of Government in 2007 and is assistant professor of public law and government. He has written books and other publications on economic development incentives, vacant and abandoned housing regulations, inclusionary zoning ordinances for affordable housing, asset-based community development strategies, and redevelopment law. He co-founded the School’s Development Finance Initiative, which assists local governments with attracting private investment for transformative development projects, and he now serves as the lead faculty for the initiative. He earned a BA in public policy studies, summa cum laude, Phi Beta Kappa, from Duke University and a JD from Yale Law School, where he was awarded the Yale University Elm-Ivy Award.

THOMAS W. ROSS is president of The University of North Carolina. Early in his career, he served briefly as assistant professor of public law and government at the School of Government, with the Greensboro law firm of Smith Patterson Follin Curtis James and Harkavy, and as chief of staff in a Washington, DC, congressional office. At the age of 33, he was appointed to the North Carolina Superior Court. He has served as director of the state’s Administrative Office of the Courts, executive director of the Z. Smith Reynolds Foundation, and as president of Davidson College. He has been honored with many awards, including the Order of the Long Leaf Pine. Ross holds a BA in political science from Davidson College and graduated with honors from the UNC-Chapel Hill School of Law.

ROGER J. SHACKLEFORD is assistant secretary of workforce solutions for the North Carolina Department of Commerce, He supervises the Commission on Workforce Development and the Division of Workforce Solutions. The commission is responsible for oversight, policy development, and planning for the workforce development system in North Carolina. Shackleford has more than 25 years of experience in workforce development and policy administration at the state and local levels. He is a graduate of Shaw University and the North Carolina Certified Public Managers program.

BETH STAGNER is web services manager with the City of Raleigh’s Information Technology department where, in 2010, she oversaw the development of a new website and content management system. She has 15 years of experience in geographic information systems and information technology. She has been with the City of Raleigh since 1993, working across city departments on various projects, and she continues to leverage enterprise solutions to help city staff work more efficiently to inform and engage citizens and city stakeholders. In 2012, the City of Raleigh garnered third place in the Center for Digital Government’s Best of the Web awards.
Carolina MPA

Master of Public Administration Program
School of Government
The University of North Carolina at Chapel Hill
Knapp-Sanders Building, Campus Box 3330
Chapel Hill, NC 27599-3330
T: 919.962.0425 • F: 919.962.8271
www.mpa.unc.edu