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MPA ALUMNI WORKING AT THE CENTER OF NC STATE GOVERNMENT

North Carolina’s capital city has many claims to fame. It ranks among the fastest growing populations in the Southeast—just look at the traffic on Interstate 40. The city claims North Carolina’s first and only professional sports world championship, in hockey, no less. It is home to one of Carolina’s most bitter rivals—the university whose alumni wear red on Saturdays. But even before the traffic, before the Stanley Cup—and yes, even before the Wolfpack—Raleigh was best known as the center of government in North Carolina.

Beginning in 1794, the North Carolina legislature found its permanent home in Raleigh. Over the last 213 years, legislators and state and local officials have descended on Raleigh and Wake County to conduct the business of North Carolina. Impact checked in with three MPA alumni who are living and working within Wake County to see how each of them helps to build Raleigh’s reputation as the center of government in North Carolina.

While Mondays and Fridays are spent in home districts, legislators can be found at the Jones Street legislative buildings on Monday evenings, Tuesdays, Wednesdays, and Thursdays. For Senator Richard Stevens ’74, Tuesday mornings mean the start of committee meetings. “I usually begin at 8:30 a.m. with the Appropriations Committee on Education and Higher Education, where I serve as co-chairman,” he explains. “The Judiciary Committee meets at 10 a.m., the Commerce/Small Business and Entrepreneurship at 11 a.m., State and Local Government at noon, Finance at 1 p.m., and finally, at 3 p.m., the Senate Session begins.” It is within these committee meetings that the real work of the legislature occurs. Stevens explains that “most bills that make it through the rigorous committee process and on to the legislative floor will pass. If there is any floor debate on a bill, it is usually short. Also, the rules of the Senate don’t allow us to filibuster.” When Stevens is not in committee meetings, his time is spent meeting with constituents from the 17th Senatorial District in Wake County, speaking with lobbyists in the halls of the legislature, or meeting with other legislators or staff members about proposed bills.

One such legislative staff member is Jim Klingler ’99, a member of the Fiscal Research Division. The primary duty of the Fiscal Research Division is to provide analysis to the legislature for all legislative matters that are or could potentially be fiscal in nature. Klingler’s days in the legislature can be much less structured than that of a legislator. “When the legislature is in session, my days are rarely the same and change radically day to day.”

UNC MPA ALUMNI ASSOCIATION MISSION STATEMENT

To provide community among students, faculty, alumni, and friends in order to promote core values enhancing public service. Those core values include:

• Collaboration
• Integrity
• Diversity
• Professionalism
• Stewardship
• Exploration

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NC Senator Richard Stevens, Co-Chairman of Appropriations Committee on Education/Higher Education

Suzanne Harris, Vice President for Governmental Affairs, Home Builders Association of Raleigh-Wake County

“We all burst from Chapel Hill in a plume of gorgeous blue smoke, wafting to all corners of the globe where other like-minded souls await.”

—Ian Williams, UNC Class of 1991
Former Columnist, The Daily Tar Heel
On May 13, we bid farewell to 28 graduating students who are embarking on careers in government, nonprofit organizations, and consulting. The early morning MPA graduation exercises were short and sweet, and the Wicker classroom was filled to capacity with family members and friends who were able to join the celebration. UNC President Emerita Molly Corbett Broad was our graduation speaker, and she shared with the graduates “seven minutes of inspiration” on their future roles and responsibilities as public service leaders (see page 4). For the finale, Dean Mike Smith and Professor Gordon Whitaker conducted the official MPA hooting ceremony.

Of course, our farewell will be temporary as, like their predecessors, the 2007 graduates are committed to giving back some of their time and talent to their MPA Program and the University. Alumni Association President Lee Worsley was at the ceremony to remind graduates of this expectation by presenting the Association’s pin to each one.

As the commencement festivities were winding down, the MPA staff was also wrapping up recruitment for the Class of 2007. I thought you would be interested in a brief profile of the 25 first-year students who will join us in late August:

- 15 are North Carolina residents, and six have undergraduate degrees from UNC-Chapel Hill
- 17 are female
- Three are African-American
- 13 have indicated a desire to pursue a career in local government, and another four also are interested in state or federal employment
- Four plan to work in the nonprofit sector
- Two are dual-degree students (law and library science)

Career plans sometimes change during the two years of course work, cohort conversations, and internships and other employment experiences. However, at the outset the composition of the incoming class clearly reflects the refocused mission of the MPA program.

The admissions process was led by two committees, composed of faculty, student, and alumni representatives who reviewed the application files, interviewed prospects, and evaluated the candidates. Bill Rivenbark chaired one team, and I chaired the other. I want to express my appreciation to the committee members — faculty David Ammons and Willow Jacobson; student representatives Monica Croskey, Johanna Foster, Chris Sherman, and Tonya Walton; and alumni representatives Susan Austin and Carlene Wilson — for their hard work and dedication to the program.

As we look ahead to the summer game plan, we expect to devote much of our time planning the orientation for the entering students together with the transition retreat for the rising second-year students. We’ll also be working with the Alumni Association Board of Directors on the August 25 kick-off event for alumni, faculty, and students. I look forward to seeing many of you then!

Carl Stenberg
Three days before graduation, I sat down to have coffee with Jess Aylor. The time flew by, as Jess shared the story of how she got to UNC’s MPA Program.

Jess was born in Charlotte and later moved to South Carolina, before settling in Henderson, North Carolina, which she calls home. She describes Henderson as a supportive community. When asked what led her to public service, she points to her family. “I grew up hearing stories of my grandfather as mayor of Sanford, North Carolina,” she explains. “My family has always taken an interest in local government and volunteered on nonprofit boards and community service projects. My mom has kept that up.”

Jess received her undergraduate degree in music from the University of Virginia. She studied ethnomusicology, the study of music in different cultures. Her field of interest was India.

Jess came to the MPA Program with nine years of work experience. “My first job out of undergraduate school was really four jobs—two paid, two volunteer. I wasn’t ready to leave Charlotteville. I worked in a jewelry shop and played violin in a summer music festival at James Monroe’s Ash Lawn-Highland Plantation. I was also the unpaid media intern for the festival, which sparked my interest in arts administration. My second unpaid job was co-founding and managing a chamber symphony. I handled personnel, bookings, and promotion. My first full-time paid job was as marketing assistant with Theater IV, a nonprofit, professional theater for young audiences in Richmond.”

Jess later worked for the Richmond Symphony and Wolf Trap National Park for the Performing Arts in the greater Washington area. When asked how she got back to North Carolina, Jess said she wanted to move closer to family, so she took a position in the development office at NC State University. “Working there was an incredible experience that broadened my horizons,” she explains. “I got to see how universities play an economic development role in our state. I could also see the ceiling I was going to hit without more education, and knew I needed to return to school.” Jess happened to work in the same building as Andy Willis ’94, who became a mentor to her.

The MPA experience has been a good one for Jess. “My cohort is full of personality,” she says. “We worked hard, but we had a lot of fun and created great memories. For example, my local government productivity class did the wave in the computer lab before our final exam, much to the surprise of David Ammons!”

Jess was able to use work experience and class projects to her advantage. “UNC’s MPA Program was a great fit. I liked the small cohort size and knew I needed to be a full-time student to immerse myself in the education process. When I came here I planned to focus on nonprofit management and didn’t see a role for me in local government. I can now see how cultural resources fit into both. My productivity class project focused on the artist relocation program in a city’s planning department. I have gotten a lot of mileage from this experience in job interviews. Through my Capstone, I examined how cultural districts have developed in North Carolina. I focused on lessons from three cities: Wilson, Winston-Salem, and Charlotte. This project has also received great interest from towns, arts councils, and downtown development corporations across the state.”

The adjustment to school after years of work was significant for Jess. “Returning to school meant I would lose a good income, so the combination of scholarships and work study was critical to my decision. In my first year in the program, I received a Nanette Mengel Scholarship and worked in the School’s Development Office with Ann Simpson, the associate dean. My summer internship was with Regional Technology Strategies, an economic and workforce development research firm in Carrboro.” Jess continued working for the same firm during her second year, and she received a Nanette Mengel Scholarship that year as well. “Without scholarships and work study opportunities, I might not have returned to school.”

Jess received her MPA degree on May 13. What are her plans now? “I’m looking for the right job that will tap both my work experience and public administration studies,” she says. “I am particularly interested in the role of cultural resources and creativity in building healthy, vibrant communities in North Carolina.”

SAVE THE DATE: NOVEMBER 1–2

2007 Conference on Public Administration: Jack Vogt to be Honored at Dean’s Dinner

The 2007 Conference on Public Administration is scheduled for November 1-2 at the School of Government. The MPA Conference Planning Committee is hard at work to plan educational and interesting sessions. Thank you for completing the recent online survey for the planning committee; your responses were heard and appreciated. During the Dean’s Dinner on November 1, we will honor Jack Vogt for his 33 years of service to the School of Government and the MPA Program, where he has served as a faculty member and mentor to so many alumni and students.
MOLLY CORBETT BROAD DELIVERS COMMENCEMENT ADDRESS

On Sunday, May 13, MPA graduates and their families were honored to have Molly Corbett Broad, former president of the University of North Carolina, deliver the MPA commencement address. The Impact editors found her remarks especially inspiring, and we hope you will enjoy reading them.

It is a pleasure to join Dean Smith, Professor Stenberg and the members of the faculty and staff of the School of Government this morning in a time of well-earned celebration for our students who are about to receive their degrees. Since you did not get to this point of achievement alone, this is also a grand celebration for your family and friends. I am delighted to offer congratulations to each of you on reaching this important milestone—one that will launch a new chapter in your professional life of public service. For no matter where your career ambitions may take you—in government, private, or nonprofit organizations—your experience here at the School of Government will continue to enrich your public service. In addressing his commitment to public service, Ben Franklin said that he would rather have people remember him as someone who “lived usefully” than someone who “died rich.” The faculty in the School of Government, whose accomplishments we also celebrate today, can promise you that public service will bring you the opportunity to live usefully, but probably cannot promise you that you will die rich.

As the birthplace of public higher education, North Carolina is still defined by tremendous pride in this University and by a bedrock belief in the transforming power of education. As you look to the future that awaits you, it is useful—indeed heartening—to look back upon the progress made by earlier generations of North Carolinians. President Franklin D. Roosevelt, while in office, famously labeled the South as “the nation’s number one economic problem.” “The paradox of the South,” he said, is that while it is blessed by Nature with immense wealth, its people… are the poorest in the country.” Amazingly, by the time we reached the turn of the 21st century, half of all the new jobs in America were being generated in the South.

As I look back to the development of my commitment to public service, I think of walking into the Maxwell School of Citizenship and Public Affairs at Syracuse University as a freshman, to take the required course in citizenship. As I entered the rotunda of the building, I was struck by the message etched in the marble wall. It was the Oath to the City-State of Athens and reads as follows:

We will ever strive for the ideals and sacred things of the city,
Both alone and with many;
We will unceasingly seek to quicken
the sense of public duty;
We will revere and obey the city’s laws;
We will transmit this city not only not less, but greater,
Better and more beautiful than it was transmitted to us.

That ancient “oath” from halfway around the world has hung in my office from the earliest days in my professional life and is a source of continuing inspiration. I was lucky enough to be in college when President Kennedy uttered his fiery inaugural address, saying, “…ask not what America will do for you; ask what you can do for your country.” It inspired our generation to public service, capturing our hearts and minds and lighting a fire in our bellies. Your generation faces a profoundly different environment where the commitment to public service has been weakened by political divisiveness and the loss of public trust.

As leaders in the public service, you also face unprecedented forces of global change reaching every county, every municipality, every farm, manufacturing plant, community-based and human services organization. Technology, population demographics and the global economy are powerful change agents that will roll over you like a bow wave if you do not ready your ship, trim your sails, and turn in directions that will capitalize on the winds of change. That is, if you do not lead.

John Gardner put it this way: “In a world of tumultuous change, how do we face the future with courage? We cannot know what the future will bring.” But, “we can look back across the years … and see “men and women who continued stubbornly to seek justice and liberty and a world that honored the worth and dignity of each person. Those examples, he added, of moral and spiritual lineage can give us strength.”

Leadership and management, as you have learned anew in this public administration program, are ever more important commodities. One of my favorite stories comes from a gubernatorial candidate campaigning out on the hogstings. His entourage stopped at a big farm where a large group had gathered. He noted a boy—about 12 years old—with a bow and arrow. On the wall of the barn were several targets—each one with an arrow landing each arrow dead center in the bull’s eye. The politician asked the young boy how he had developed this great skill with the bow and arrow and arrow. On the wall of the barn were several targets—each one with an arrow landing each arrow dead center in the bull’s eye. The politician asked the young boy how he had developed this great skill with the bow and arrow and landing each arrow dead center in the bull’s eye. The boy responded, “Oh, you don’t understand, first I shoot the arrow, and then I paint the target.”

In your leadership roles you will not be able to shoot the arrow and then paint the target; i.e., you will not be able to make a decision and then force that decision to fit the outcome you want! In your leadership roles you will not be able to shoot the arrow and then paint the target; i.e., you will not be able to make a decision and then force that decision to fit the outcome you want! The faculty has helped you learn to face challenging choices and decisions when

worthy goals and important ideals are in conflict with one another and when you must balance competing interests and competing principles. Your ultimate success and your credibility will be connected to the values you convey and the ones you reveal in your professional lives. I am speaking of values like fairness, compassion, moral legitimacy, opportunity, openness, and preservation of the public order. If we have done our job well, you will continue to learn the fine art and calculus of weighing and balancing those values in your decision-making.

This School has also helped you deal with the many potholes you will encounter and I don’t mean just the ones in the roads. Your appreciation for building people relationships has been deepened here and you have come to a stronger understanding about building coalitions, and about the benefits of connecting and combining—rather than dividing and conquering.

We will watch your success with pride. Remember that the School of Government will be here for you and for the people who work with you. Call on us. Come back often. Be a force for the common good. Live up to the ideals reflected in that ancient oath to the City of Athens. I wish you God Speed.

### FACULTY HIGHLIGHTS

- **David Ammons** participated in the Governmental Accounting Standards Board’s Roundtable Meeting on Service Efforts and Accomplishments Reporting in Washington, D.C., in January. In addition, he and **Carl Stenberg** teamed up to co-author “Reinventing Administrative Prescriptions: Commentary on Rosenbloom’s Article,” for the Theory to Practice feature of *Public Administration Review*.

- **Maureen Berner** received a grant from UNC’s Center for Urban and Regional Studies to conduct preliminary research and write a larger proposal on food insecurity in central North Carolina. She will partner with the North Carolina Food Bank to examine why some people depend on local nonprofits (most of which are supported by local governments) for long-term food assistance. Her preliminary research has already found that “long-termers,” or those who use pantries on a consistent basis to supplement other food sources, including government food aid, could be as high as 60 percent of all food pantry clients. Maureen plans to work with two recent MPA graduates on the larger grant proposal, with plans to submit it to a North Carolina foundation in the fall.

- **Jeff Hughes** and the staff at the UNC Environmental Finance Center have published *How Much Does Clean Water Cost? 2006: The Story Behind the Revenue*. This book examines how local governments distribute the costs of clean water among different customers. In 2006, wastewater utilities collected more than $1.6 billion to manage water resources across North Carolina. The book is based on one of the largest, most comprehensive statewide rate surveys ever undertaken. (See www.sogpubs.unc.edu/singlebook.php?id=1076)

- **Jeff Hughes** and **Stacey Isaac Berahzer ’03** helped to organize a March 2007 national conference on water, which was attended by more than 650 people. At the first-ever conference on Paying for Sustainable Water Infrastructure, Hughes led the State and Local Innovations track. To learn more, visit www.efc.unc.edu/training/payingforwater.htm.

- **MPA alumna Heather Martin ’01** and faculty members **Frayda Bluestein** and **Maureen Berner** co-authored an article published in the May/June issue of *Public Administration Review*. The article, which grew out of Heather’s capstone, is titled, “Minority Contracting Programs: A Critical Juncture of Public Policy, Administration, Law, and Statistics.”

- On March 19, **program director Carl Stenberg** presented a paper at a conference on The Federal Nations of North America, sponsored by the Eccles Centre for American Studies at the British Library and the Institute for the Study of the Americas, London University. The title of the paper was “Fragmented Structures and Blurred Boundaries: Strategies for Regional Governance.”

- On April 24, **John Stephens** donned handcuffs and a prison orange jump suit in the interests of education. He facilitated “Bail, Innocence and Public Safety,” a community forum in Durham where judicial branch officials and bondsmen explained their roles and an audience of 80 people questioned and critiqued the system. In a hypothetical scenario, “John Doe” was arrested for armed robbery, released on bail, and then arrested on a drug charge. Challenges of what the system of bail can and cannot do to ensure public safety in Durham were addressed. Presenters included bondsmen, defense attorneys, judges, a magistrate, and District Attorney Mike Nifong. The forum was co-sponsored by the League of Women Voters of Orange, Durham and Chatham Counties and the Durham Bail Bond Alliances.

- **Jack Vogt** was the featured speaker at the George Van Riper Endowed Public Finance Colloquium at the 12th Annual Midwest Regional Public Finance Conference in Wichita, Kansas, on February 23. His topic was “Best Practices in Local Government Capital Budgeting.” Jack also offered a pre-conference ICMA University Workshop at the 2007 North Carolina City/County Management Conference in early February.
2007 CAPSTONE PROJECTS
The 2007 Capstone Conference on Practical Research for Public Officials was an opportunity for second-year MPA students to share their research with School of Government faculty and local government leaders throughout the state. The event was a culmination of the year-long Capstone experience. More than 100 people attended the full-day session on April 20 to learn about cutting-edge public administration research.
Listed below are the titles of the students’ papers. To request a copy of any of these papers, e-mail Susan Lynch at mpastaff@sog.unc.edu.

- Developing cultural districts in North Carolina, by Jessica Tylor
- What drives bond ratings for North Carolina’s counties? by Chreighton Avila
- How does North Carolina target its economic development resources compared to other states? An eleven state study of distress criteria of tax incentive and non-tax incentive state programs, by Bree Bean
- Putting the brakes on at-risk older drivers: Key lessons for North Carolina’s reporting and referral process, by Kristen Bovid
- Public water reclamation systems in North Carolina: Why do public utilities produce reclaimed water, how have they tried to attract reclaimed water customers, and how successful have those efforts been? by Monica Croskey
- Examining key factors in department chair development, by Ben Eisner
- Assessing a new firefighting tactic: Austin Fire Department’s inside/outside truck work tactic, by Josh Edwards
- Striving for equity in criminal justice: An analysis of bail bond variability in Wake County, North Carolina, by Johanna Foster
- Making corrections: Assessing North Carolina minimum-security prison inmates’ attitudes about conditions of confinement, by Joe Gavrillovich
- Health care resources for Northeastern North Carolina’s rural communities: Supporting the growing elderly population, by Meredith Hatch
- Do men and women public administrators exhibit different network behavior? An analysis of state administrators between 1994 and 2004, by Gabe Hatcher
- Employee organizations in North Carolina’s 25 largest municipalities: lessons learned from a survey of organized activities, by John Honeycutt
- Making better decisions: Customizing cost benefit analysis for nonprofits, by Ellen Johnson
- The impact of enterprises on solid waste programs in North Carolina municipalities, by David Leonetti
- Developing opportunity: A study of local government tools to encourage affordable housing, by Dan Levine
- Womb to tomb: Eldercare practices at universities in the 21st century, by Taylor Libby
- Examining the move to electronic voting machines by North Carolina counties, by P.J. Lusk
- Organizing for economic development: Different perspectives on the goals of economic development among various stakeholders, by Joe Moore
- The impact of curbside recycling contracts on recycling program effectiveness in North Carolina, by Trina Ozer
- What goes around comes around: Civic engagement among members of giving circles in the Triangle, by Abby Parcell
- Are the tools to plan for the future being used? The state of workforce and succession planning in North Carolina counties, by Douglas T. Paris, Jr.
- Use of online tools in selected NC state legislative campaigns in fall 2006: An exploratory study, by Phillip G. Rogers
- E-rate funding: Which counties are receiving it? by Sarah Schick
- When are alternative fuel vehicles a cost-effective option for local governments? by Christopher Sherman
- Mental health policies in county jails: A review of North Carolina jail medical plans, by Brandi Sparks
- The North Carolina high school graduation project, from policy to practice: How can school leaders translate this requirement into meaningful service based experiences for students? by Kari Thomas
- Set apart from the rest: An assessment of the impact of the community development block grant program’s (CDBG) new performance measures, by Tonya Walton
- All over the map: An evaluation of the new meetings and education unit of the North Carolina Retirement Systems Division, by Joseph White

DAN LEVINE WINS CAPSTONE PAPER AWARD
Dan Levine ’04 is this year’s winner of the Deil S. Wright Capstone Paper Award. His paper, titled “Developing opportunity: A study of local government tools to encourage affordable housing,” was selected by School of Government faculty members. The committee judged the papers, which were nominated by MPA faculty, on the following criteria: how well the paper addresses a significant problem or issue; the extent to which the paper uses appropriate or advanced research methods; the constructive connection of relevant literature and/or other research on the topic; clarity of presentation; and the presence of meaningful and persuasive conclusions.
Dan’s capstone committee was composed of Gordon Whitaker (chair), faculty member Dave Owens, and Bill Rohe (City and Regional Planning).
Susan Lynch Recognized with Star Heels Award

MPA Admissions Coordinator Susan Lynch was recognized with a Star Heels Award for excellent service for 2006–2007. In the commendation from Dean Mike Smith, he said, “Susan has hit the ground running since joining the MPA Program and School. She is kind, considerate, and always willing to assist others with whatever projects they may need help on. She’s the smiling face you see throughout the building.” The MPA Program appreciates Susan’s dedication during her first year with us. Congratulations, Susan!

PHIL ROGERS WINS CAPSTONE PRESENTATION AWARD

Phil Rogers received the Nanette Mengel Communications Award for his capstone presentation, titled “Use of online tools in selected NC state legislative campaigns in fall 2006: An exploratory study.” The award judges praised Phil’s presentation for its clear explanations of his research question. Phil also demonstrated a strong command of the subject and a relaxed demeanor while answering questions from the audience. In addition to receiving one of Nanette’s favorite books, Essays of E.B. White, and a handmade ceramic bowl, Phil will have his name added to the plaque listing students who have demonstrated “the skill, value, and joy of communicating clearly.”

Phil’s capstone committee was composed of John Stephens (chair), faculty member Shannon Schelin, and alumnus Bill Flexner.
What's New? Keep the MPA staff and fellow alumni informed by sending us address changes, job information, and family news. Please e-mail your updates to Susan Lynch at mpastaff@sog.unc.edu.

RETIREE ALUMNI TASK FORCE
by Lee Worsley, MPA Alumni Board President

Recently, there have been very meaningful conversations and work in multiple sectors of public management regarding the importance of preparing the next generation of leaders. While the mentoring of our future leaders is critical and timely, I believe an equal amount of focus should be given to those who are retiring or moving into a different phase of work. Retirees offer a tremendous amount of talent, experience, and passion that will be beneficial to our Alumni Association and the MPA Program.

Because of this growing trend, I announced during the 2006 Conference on Public Administration that I would appoint a Retiree Alumni Task Force to develop strategies to foster retiree engagement within the Alumni Association and in partnership with the MPA Program. I am happy to report that the Task Force has been appointed. Steve Raper ’74 and Bill Flexner ’66 have agreed to serve as co-chairs. The Task Force held its first meeting on March 30 at the School of Government, with approximately 14 in attendance. Task force members include Lee Worsley ’97, Andy Willis ’94, Bruce Bondo ’67, Bob Noe ’68, Ed Regan ’71, Gwen Harvey ’76, Jim Greene ’87, James Howerton ’72, Justin Amos ’06, John Smith ’68, Julian Prosser ’68, Larry Davis ’85, Cal Horton ’71, Charles Penny ’80, and faculty members Deil Wright and Jack Vogt. The work of this group is extremely important, and updates on their progress will be published in future issues of Impact.

SAVE THE DATE!

MPA Kick-Off Event:
August 25, 2007

The annual MPA kick-off event, hosted by Professor Deil Wright and the MPA Alumni Association, will take place on the lawn of the Knapp-Sanders Building on Saturday, August 25, at 6 pm. This year’s event will feature food, music, and friends, as we welcome students and reconnect with our MPA family. Music will be provided by the band Charlie, whose bass player, Ernie Thompson, is a longtime School of Government employee. Charlie’s specialty is rhythm and blues, jazz, Motown, and beach music. As the summer winds down, mark this date on your calendar and plan to attend!

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