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"All the great things are simple, and many can be expressed in a single word: freedom, justice, honor, duty, mercy, hope."

—Winston Churchill



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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
- Diversity
- Stewardship
- Integrity
- Professionalism
- Exploration

VIEW FROM THE BOTTOM OF THE MOUNTAIN: A RECENT GRADUATE'S PERSPECTIVE ON ENTERING THE REAL WORLD

by Josh Edwards, May 2007 graduate

When I am old and gray and look back on my life, I will recount the summer of 2007 as the summer of transitions. Since graduating, I have found myself walking through transitions that vividly paint a picture of how my life is changing. After finishing my last exam in April, I walked out of the School of Government for the last time as a student. In May I walked out of the flexible life of academia, into my new job as a budget analyst for Fairfax County, Virginia. I went from writing memos late into the night for Bill Rivenbark to having time after work to do whatever I want. And in July I walked out of the life of a bachelor into a life with my best friend, my new wife. As I am quickly learning, life gets more full and rewarding each and every year. Each year brings new blessings and new challenges.

My career in local government is starting in Fairfax County, Virginia, which has a population of more than one million and over 12,000 employees. While walking up to the front doors of the Fairfax County Government Center my first day of work, I felt the enormity when looking up at the three huge flags flying in front. I saw the view from the bottom of the mountain as a new person in a huge organization. However, that feeling quickly changed as I walked through the doors of the Department of Management and Budget. My first day was also the first day for two other budget analysts fresh out of MPA programs. The department greeted us with a big continental breakfast, where

we had the chance to meet everyone. I quickly learned that even though Fairfax is a large organization, the Department of Management and Budget is a close-knit group that is very welcoming.

One of the first things that impressed me with the department was how seriously they took each employee's professional development. On my first day of work I was introduced to my mentor, who is a great resource for whatever questions I have. Over the first month of work my mentor offered invaluable advice on how to succeed at the organization and how to make the most of my opportunities.

With a large budget department there is a fair amount of turnover. This year I was one of six budget analysts hired, and we all started within the same month. The six of us have bonded, and we are all grateful for the peer group that has developed. All six of us graduated from MPA programs ranging from UNC, NC State, Howard, Kansas, and George Mason. As we all get our feet wet in a new organization, it has been invaluable to be able to share experiences and learn as a group. I can see many of the principles behind the idea of the "cohort" at UNC that are starting to form in this peer group at work.

When making work assignments, the Department of Management and Budget



Josh Edwards

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DIRECTOR'S COLUMN: CURRICULUM CRAFTING



Carl Stenberg

At our June retreat, the MPA faculty approved recommendations from a Curriculum Committee composed of David Ammons, Maureen Berner, **Cal Horton '71**, Willow Jacobson, Bill Rivenbark,

Gordon Whitaker, and yours truly. The Committee's work over the 2006-07 academic year focused on MPA graduation requirements, course content, structural options, and elective offerings.

During the spring semester, the Committee received helpful feedback on our tentative proposals from first- and second-year students and MPA alumni. Following is a summary of the recommendations approved by the faculty. To request a copy of the full report, contact me at stenberg@sog.unc.edu

Program Focus and Graduation Requirements

The Committee concluded that the current MPA Program was in compliance with current accreditation standards, and that employers were satisfied with the preparation of our students for the world of work. Students also seemed generally satisfied with the program's local government focus, curricular content, mix of core and elective offerings, and expectations such as the summer internship and Capstone paper. Of particular significance to the Committee was the very high student completion rate.

As a result, we proposed to continue without substantial modification the following: 54-credit hour graduation requirement; two-year completion expectation for most students; full-time cohort structure; sequencing of core courses; 16-1/2 hours allocated for electives; 10-week summer internship experience; and Capstone Paper requirement. But we also identified some important changes needed to strengthen the program.

Course Content

The Committee recommended development of three new core courses to meet evolving accreditation standards and to keep the curriculum on the cutting edge of the field: "Strategic Information Technology Management" (half-semester); "Economics for Public Administration" (half-semester); and "Collaborative Governance in the United States" (full semester).

The Committee recommended that "Politics of the Administrative Process" continue to be offered, but as an elective course, and the current half-semester Ethics course be incorporated into the "Managing Public Policy" course and renamed "Ethical and Effective Public Administration: A Capstone Perspective."

Structural Options

Three structural concerns were expressed during our review: (1) students graduate at a time when the local and state government hiring "windows" are often closed due to the budget timetable; (2) the full-time expectation for students makes it difficult or impossible for current practitioners to take time from work to complete graduation requirements on a two-year cycle; and (3) the uneven undergraduate preparation of students for the study of public administration creates gaps in learning that are not systematically filled by current courses.

Program Compression. The Committee recommended that the current MPA calendar be maintained, with its May graduation, and that the program's duration be unchanged. Some new graduates who cannot immediately obtain regular employment because of the local or state government budget cycle will need "bridge jobs" to carry them to the autumn hiring season, and the MPA faculty and staff will develop a more systematic way to identify and manage these opportunities.

MPA Flex. To help make participation in the program more feasible for practitioners, the Committee recommended adding a "MPA Flex" track. (See accompanying article). The target student body for this select track is mid-career North Carolina local and state government professionals.

Local Government Fellows. The faculty agreed that this program should be retained as an additional vehicle for attracting seasoned practitioners. Given the small number of applicants in recent years, MPA staff will identify ways to make the program more attractive.

Foundation Learning. The Committee concluded that first-year students need a better understanding of the field of public administration at the foundation level. In response, faculty will develop an overview of "Public Administration and Democracy" to be offered during orientation.

Electives

The Committee concluded that the rich and diverse array of full and half-semester electives was a source of program strength, and had proven popular with students. Two new full-semester electives will be added to the curriculum: "Managing Local Government Services" and "State Government." New half-semester electives on "Public Finance" and "Strategy and Accountability" will also be developed.

Implementation

The Class of 2008 will be the first students to fully experience the revised curriculum. However, the Class of 2007 will benefit from the new electives, as well as from the proposed revisions to the Capstone and Ethics courses. While more evolutionary than revolutionary, the curriculum review underscored the fundamental strength of the current program.

Carl Stenberg
Carl Stenberg

INTRODUCING MPA “FLEX”

The MPA faculty has approved an exciting new program track that targets North Carolina local and state government professionals. In addition to making the MPA Program more accessible to those who would not otherwise be able to participate, having more mid-career professionals would diversify the mix of experiences in our student body and enhance student-to-student learning. Applicants for this track must have at least five years of responsible professional experience in local or state government and must meet all other admission requirements for the traditional MPA Program. These students will take courses with other MPA students, but will be allowed to complete their studies on a part-time basis over as many as five years. For an additional tuition charge, flex students may count academic credit for two School of Government courses toward the required 54-hour total: Municipal and County Administration (four hours) and the Public Executive Leadership Academy (six hours). These courses may be counted toward the 11 graduate credits that all students may transfer from other programs. There will be a three-year “sunset” review period for the Flex track option to be certain that it works well and has a positive effect on the MPA Program. The first Flex students will be admitted for the fall 2008 semester.

If you have colleagues who would like to know more about the MPA Flex program, ask them to contact us at mpastaff@sog.unc.edu.

ALUMNI PARTICIPATE IN ETHICS CLASS

Twenty MPA alumni, from Maine to California, generously donated their time and expertise to the students in John Stephens’ “Values & Ethical Perspectives on Public Policy” class taught in the spring semester. The students wrote short papers analyzing ethical dilemmas, which were then discussed with assigned alumni for evaluation from a “real-world” perspective. John also received written feedback from the alumni, and those comments were taken into account in the grading process.

Several alumni offered their comments on the process:

Stacey Isaac Berahzer ’03



“This was an excellent way to put alumni in direct communication with current MPA students without even having to travel to the campus!

Students can benefit from the real life, day-to-day experiences of the alumni. Whether you go on to be the budget director for a small town or the development coordinator of a large non-profit ethical issues are something that we all face in our careers.”

Erin McIntyre Eckert ’00

“I really enjoyed this project because I’ve struggled with ways to participate and contribute to the MPA program, given that my line of work is a bit outside the core curriculum, and I have less flexibility to attend conferences and other events that make up the bulk of student/alumni interaction. Even though I live in the area, I find it difficult to stay connected, but this project was a nice way to reconnect and be of service to current students. I remember how valuable it was, as an MPA student, to have that contact and exposure to alumni experience, so I appreciate the effort of Dr. Stephens to help us make that connection as a part of his ethics curriculum.”

Bill Flexner ’66

“Personal, organizational, and professional issues are often in conflict when operating in the public sector. The case studies that John Stephens has the MPA students address in his ethics course at the close of the second year of the MPA Program provide an excellent vehicle to force critical thinking about “What should I do?” Hopefully, the students see the value of this approach while they are taking the course, but they may already have one foot out the graduation door. Even so, they may quickly recognize the reality of the cases as they move into the public or not-for-profit work setting.”

Paul Sajovec ’93

“It was interesting to see how the students assumed that they had the power to ultimately control the outcome of the dilemma, rather than seeing themselves as a cog in a larger system. Someone who has been involved in similar situations in the past would be more likely to determine that the “powers that be” will ensure their desired outcome is achieved, regardless of the opinions or actions of junior-level staff.”

Many thanks to the following alumni for their invaluable assistance:

Abby Bailes ’99
Stacey Isaac Berahzer ’03
Matt Bosse ’02
Tom Conlon ’84
Stephanie Coplin ’04
Erin McIntyre Eckert ’00
Ryan Fehrman ’02
Bill Flexner ’66
Emily Frazelle ’99
A. Megan Lowe ’92
Tom Lundy ’71
Tom McDonough ’92
Merritt Mulman ’92
Bob Noe ’68
Ed Regan ’71
Paul Sajovec ’93
Caroline Smith ’02
John P. Smith ’68
Bill Stockard ’94
Alan Windsor ’01



MPA PROGRAM WELCOMES THE CLASS OF 2007

August kicked off a new year with 24 new students entering the MPA Program from 19 different universities. Please join us in welcoming the following students:

- Emily Anderson, University of Delaware
- Amber Broach, UNC-Chapel Hill
- Lukas Brun, Texas Christian University
- Katherine "Katie" Burdett, Grinnell College
- Darrell Butts, UNC-Chapel Hill
- Ashley Clark, UNC-Chapel Hill
- Carrie Cook, UNC-Greensboro
- Victoria Cunningham, Washington College
- Jason Damweber, University of Virginia
- Lindsey Davis, University of Vermont
- Neil Dermody, University of Virginia
- Monica Evans, Salem College
- John Gowan, University of South Carolina-Columbia
- Duane Hampton, Virginia Tech
- Greg Mavraganis, Denison University
- Alicia Medina, Western Kentucky University
- Megan Povse, UNC-Chapel Hill
- Christopher Riddick, UNC-Chapel Hill
- Mira Schainker, Brandeis University
- Sybil Tate, Davidson College
- Rebekah Temple, UNC-Chapel Hill
- Mary Tiger, UNC-Asheville
- Kathryn "K.C." Tydgat, College of William and Mary
- Sarah Waterman, SUNY Albany

SUMMER 2007 PROFESSIONAL WORK EXPERIENCE

Again this summer, each MPA student completed a 10-week professional work experience. Twenty-five students were placed in various organizations, which are listed below. Internships provide a valuable opportunity for students to gain practical experience and to help agencies tackle important projects. We appreciate the organizations that partnered with us to provide internships, and we offer special thanks to our alumni who supervised students during their internship experience.

NC Local Government

- Justin Amos—Orange County, NC
- Steve Buter—Town of Nags Head, NC
- Andrea Cain—Town of Chapel Hill, NC (reporting to **Roger Stancil '77**, town manager)
- Wilson Cho, Ryan Davidson, and Ryan Ewalt—Wake County, NC (reporting to **Matt Roylance '97**, assistant to the county manager)
- Carol Cooley—City of Salisbury, NC
- Nicholas Dula—City of Asheville, NC (reporting to **Jeff Richardson '88**, assistant city manager)
- Peter Franzese—City of Rocky Mount, NC (reporting to **Stephen Raper '74**, city manager)
- Laura Jensen—Durham County, NC (reporting to **Heidi York '99**, assistant county manager)
- Randall Lyons—City of Newport News, VA
- Shawn Purvis—Town of Hillsborough, NC
- Andrew Stevenson—City of Greenville, NC
- Heather Strickland—Orange County, NC (reporting to **Gwen Harvey '76**, assistant county manager)
- Weiping Yang—City of Mission Viejo, CA

State Government

- Shannon Byers—NC Office of State Controller
- Jamie McCall and Michael Young—NC State Retirement System (reporting to **Michael Williamson '78**, deputy state treasurer)
- Jessie Peed—NC Department of Public Instruction

Federal Government

- Jackie Ashley—US Environmental Protection Agency (reporting to **Jenny Noonan '95**, policy analyst)
- Julie Walden—US Environmental Protection Agency (reporting to **Chris Long, '81**, director)

Nonprofit and other Organizations

- Sean Coffey—NC Justice Center
- Michael Rooney—NC Rural Economic Development Center
- Kate Shem—Seigle Avenue Partners, Charlotte, NC
- Heather Scarbrough—Lowe's Motor Speedway

University of North Carolina

- Glenn Barnes—UNC Environmental Finance Center
- John King—UNC General Administration
- Michael Stepanek—continuing in his full-time position as MBA program director with the Kenan-Flagler School of Business

View From The Bottom of the Mountain

continued from page 1

tries very hard to match people with their interests. The departments I was assigned to work with include the board of supervisors, the employee benefits fund, the retiree health benefits fund, and the three retirement pension trust funds. Being very interested in performance measurement, I was ecstatic to get many related assignments. I am on the County's Performance Measurement Team, which is composed of 16 employees from a variety of departments. Along with my department's performance measurement coordinator, I am working as the liaison between the ICMA and our departments that collect data for the ICMA's Center for Performance Measurement Data Report. Other responsibilities include pulling together benchmarking information that will be included in the budget document and serving as the administrator of the online performance measurement database.

The first months of work have offered many learning opportunities, and there are many more to come. Within a month I had my first meeting with one of the department heads I will be working with. Meeting with the department head made it clear that I was no longer a graduate

student; I am now a professional student in the local government profession. I have so much to learn and I am excited about soaking everything up. Within my second month I had experienced my first budget process called "carryover." This is where we figure out how much money our departments haven't spent from the prior fiscal years budget, how much they have in encumbrances, and how much they are giving back to the board of supervisors. This process was a great opportunity to put to use the knowledge I gained from Bill Rivenbark's and Greg Allison's classes.

Last year around this time I was writing a case study about Fairfax County's performance measurement system for the City of Winston-Salem, North Carolina, as part of my internship experience. Now I am heavily involved in the performance measurement initiatives being pursued by Fairfax County. I owe this opportunity to all my experiences at the MPA Program. I have had a great first three months working for Fairfax County, and I am excited to see where my career in local government takes me. When I look back upon my career, I will always look back with fondness on the first two years I spent in Chapel Hill at the School of Government.

HOLD THE DATE: NOVEMBER 1–2 2007 Conference on Public Administration UNC School of Government

The conference planning committee is hard at work finalizing an outstanding program for this year's conference. Watch your mail for a postcard with more information. *New this year: Access the conference agenda and register at www.mpa.unc.edu.*

FACULTY HIGHLIGHTS

- **David Ammons** has been appointed to the editorial board of the *Journal of Public Administration Research and Theory*.
- **Michele Hoyman** was part of a STITCH delegation visiting Guatemala this summer to study workers' and human rights. STITCH is a network of female unionists, organizers, and activists that builds connections between Central American and US women organizing for economic justice.
- **Jack Vogt** contributed a chapter titled "Local Capital Budgeting" to *Local Budgeting*, a new World Bank book edited by Anwar Shah and published earlier this year. Other contributors to the book include John Mikesell of Indiana University, Irene Robin of Northern Illinois University, and Larry Schroeder of the Maxwell School at Syracuse University.
- **Deil S. Wright** and **Jennifer Jones '02** published an article in the November/December 2006 issue of *Public Administration Review* titled "Cracked Ceilings, Firmer Floors, and Weakening Walls: Gender Representation among State Executives, 1970–2000." As the title indicates, women are gaining greater access to top state administrative posts. As 30 percent of all state agency heads, they still remain significantly short of equal representation. Surprisingly, however, the salaries of women agency heads in the 1990s currently average virtually the same as men's salaries. This pay equality is unlike any other cohort or sector of American society or organizations, where women's pay is usually 75-80 percent of men's.



RALEIGH FIELD DAY

On April 16, 2007, the NC Office of State Budget and Management (OSBM) hosted MPA students and faculty for a full day of alumni panels intended to provide insights into careers in state and local governments and nonprofit organizations. **Ursula Hairston '98** and **Trey O'Quinn '99** of NC OSBM were instrumental in coordinating this event for the MPA Program.

Dan Gerlach, senior policy advisor for fiscal affairs for Governor Mike Easley, opened the day by graciously welcoming the group to Raleigh. Panel participants discussed how they navigated their career paths, provided pointers on networking and finding jobs, and fielded questions from the students. Students also had the

opportunity "pick the brains" of alumni over lunch in small groups. The students were particularly impressed with the wide variety of career options open to them by virtue of the MPA degree.

The group ended the day with a reception at the Albert Coates Local Government Center, home of the NC Association of County Commissioners and NC League of Municipalities. Ellis Hankins, executive director of the League, welcomed us, followed by Dean Mike Smith. We were also joined by David Thompson, executive director of the Association, as well as other Association and League staff members.

A big thank-you to the following MPA alumni for their wise words to our students:

- Mary Blake '98**
- Jeanne Bonds '89**
- Emily Bruce '03**
- Liz Cannon '75**
- Catherine Clark '89**
- Ryan Fehrman '02**
- Emily Frazelle '99**
- Aaron Gallagher '97**
- Jim Klingler '99**
- Julian Prosser '68**
- Zulayka Santiago '99**
- Susin Seow '97**
- Lib Wanner '83**
- Michael Williamson '78**

STUDENT NEWS

Jackie Ashley, a rising second-year student, was the winner of an iPod for participating in a nationwide NASPAA survey of 864 current MPA/ MPP students. The following information about Jackie was featured on the NASPAA website:

"Jackie Ashley is a first-year MPA candidate at UNC-Chapel Hill. She plans to pursue a career in public service with a focus on environmental policy. She says the MPA was the best way to supplement her work experience with new skills and advance her understanding of government. During the full-time, two-year MPA program, she is working as a research assistant with the Environmental Finance Center at UNC."

Congratulations, Jackie! To see the survey results, visit http://www.naspaa.org/students/surveys/Students3.07_Result.htm



Jackie Ashley

IT'S A SMALL WORLD

We received an e-mail from MPA alumnus **Mark Williams '89** who wrote to say, "I was competing in a half iron distance triathlon in Whitelake, NC, and I saw a familiar face on the run. It took me a minute to place the face, but then I figured it out—it was an MPA student (now alumnus). On the next lap, I called out, "UNC MPA." At the end of the race, **Andrew Dollar '03** and I were able to catch up. It was a lot of fun to see him. We hope to get together to do some training rides in the Georgia mountains on my next visit."

Share your "small world" stories with *Impact* staff. E-mail Jean Coble at coble@sog.unc.edu.

LIFE EVENTS

ON THE MOVE...

Creighton Avila '05 is working in the Catawba County's Manager's Office as an ICMA Fellow. **Bree Bean '05** is working as a business analyst in the City of Raleigh Finance Department. **Kristen Bovid '05** is working for the City of Winston-Salem. **Maureen Byrnes '80** is the new executive director of Human Rights First. **Jane Cox '93** has joined Leadership Forum Inc., an international development firm, as managing director. **Monica Croskey '05** has joined the staff of Charlotte-Mecklenburg Utilities. **Josh Edwards '05** accepted a position with the Fairfax County (Virginia) Budget Office as a budget analyst. **Ben Eisner '05** will begin law school at Campbell University this fall. **Johanna Foster '05** started a new position in the Wake County Community Services Office. **Joyce Gordon '05** has been named executive director of the Judea Reform Congregation. **Chris Harder '03** will be leaving his position as budget analyst (Capital Improvements) at OSBM for a new position as senior economist with the NC Department of Commerce. **Steve Harrell '77** has passed the American Institute of Certified Planners exam. **Gabe Hatcher '05** is a consultant for IBM. **Erin Higgins '04** began working at the US Patent and Trademark Office in the Office of Program Control in May. **Phyllis Alfred Hughes '78** is now the director of Human Capital Advisory Services for the Department of Defense, Office of the Inspector General. She also recently

joined the adjunct faculty at George Mason University. **David Leonetti '05** is working in the Hickory city manager's office. **Dan Levine '05** is working in the Affordable Housing Section of the Self Help Credit Union. **Taylor Libby '05** has accepted a position in human resources at UNC-Chapel Hill. **P.J. Lusk '05** recently accepted a position with the Inspector General's Office of Montgomery, Maryland. **Joe Moore '05** is continuing his job with the City of Cary after completing the Local Government Fellowship Program. **Doug Paris '05** started a new position with the City of Salisbury as assistant to the city manager. **Philip Rogers '05** recently accepted the position of policy analyst in the East Carolina University Chancellor's Office. **Susin Seow '97** is back in Chapel Hill, serving as the associate director of development for Global Education at UNC-Chapel Hill. **Tonya Walton '05** works in the Orange County Budget Office. **Joe White '05** started a new position in the North Carolina Office of State Budget and Management.

NEW ARRIVALS...

Brian Underhill '01 and his wife, Laura, welcomed their daughter, Kirsten Elise Underhill, on May 28, 2007. Kirsten weighed 7 lbs. 5 oz. and was 19 inches long. Big brother Andrew is thrilled that she has finally arrived. All are well and adjusting to being a family of four!

Amy Gorely '99 and her husband, John Bemis, welcomed Rose Marie

Gorely-Bemis on June 18, 2007. Rose is tiny but tough at 5 lbs. 3oz. Mom and Dad are enjoying their time with Rose and trying to adjust to the crazy new life of having a newborn!

Jenny Noonan Edmonds '95 and her husband, Andy, are proud to announce the arrival of their son Robinson York Edmonds. He was born on July 23, 2007, and weighed in at 9 lbs. 6 oz.

Heather Drennan '03 and her husband, Judson, welcomed daughter Evelyn Lesesne Drennan on August 1, 2007. She weighed 7 lbs. 14 oz. and was 21 ¼ inches long.

Colin and Jen Christian '01 are proud to announce the birth of daughter Kyra Jardine Christian on August 6, 2007. Kyra weighed 7 lbs. 1 oz. and was 19 inches long.

AWARDS...

Monica Croskey '05 is the 2007 recipient of the Government Finance Officers Association's Minorities in Government Finance Scholarship. The purpose of this scholarship is to recognize outstanding performance by minority students preparing for careers in state and local government finance.

MORE ALUMNI NEWS...

Robyn Fehrman '02 and her sister, Rachel Drito, have dedicated their 2007 triathlon season to raising funds and awareness for Genesis Home. Already, they have raised more than \$4,500—nearly double their goal!

WHAT'S NEW?

You can submit address changes online by going to: www.mpa.unc.edu and clicking on Alumni, or submit new information about job changes, marriages, births and retirements by completing this form. We need the information for purposes of maintaining your permanent alumni record and "MPA's On the Move." Information submitted via this form will be highlighted in IMPACT. Mail your information to Susan Lynch, MPA Program, Campus Box 3330, Knapp-Sanders Bldg., Chapel Hill, NC 27599-3330 or e-mail mpastaff@sog.unc.edu. Thanks for your help.

Last Name	First Name			
Home Address		City	State	Zip
Home Phone	Home E-mail			

Employment

Position	Retired?			
Agency Name				
Work Address		City	State	Zip
Work Phone	Work Fax		Work E-mail	

Marriage/Birth/Adoption

Month/Day/Year				
Spouse's full name	Child's Full Name	Girl	Boy	

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