LOCAL GOVERNMENT AROUND THE GLOBE
by Barry Reed '83, Country Director, The Urban Institute

When I was a student in the MPA program in 1983, I had no idea just how far that education would take me. Literally. My MPA degree and I have worked around the world. Starting in 1987, following some junior-level local government assignments, I had a fairly typical MPA grad experience. I served as a county administrator in West Virginia and then as manager in three North Carolina counties. In 1999, I received an offer to work in Russia. I have now spent more than seven years working abroad in four countries—Russia, Georgia, Zimbabwe, and Albania. My work typically focuses on developing the legislative framework for local governance and developing capacities within local governments to operate effectively in the new framework.

In this context, the editors of Impact asked if I might write about the differences in my domestic and international experiences in local government. I will attempt to use all of the good writing skills Nanette Mengel taught me back in the day. Unfortunately, my English skills have deteriorated as I work more and more with non-native English speakers—one readily apparent outcome of my international work.

As both a manager and international development worker, I use many of the same skills and have many of the same experiences. (MPA faculty will no doubt be glad to hear that I rely on many of the skills I learned while in the program.) But I will discuss two major differences. First, and perhaps the most obvious, there is the experience of a manager vs. that of a consultant.

As a manager (and I can see this more clearly now with hindsight), I had the ability to get things done. Certainly, I had a board to negotiate, and occasionally the recalcitrant employee. Moreover, as a county manager, I had less authority and control over certain operations, and this forced me to cajole/facilitate/finance certain officials and department heads. However, in the end, I could bring about changes in the organization. I could implement a new performance-based management system, solve the solid waste problem, or make sweeping and radical changes in the budget preparation process. I could even influence the policy-making process of the board. The very nature of the position afforded me the chance to make an immediate difference.

A consultant does not always work in such a “make it happen” environment. In the United States, a local government might hire a consultant for a specific task, service, or activity. As a manager I contracted with consultants to prepare Pay and Classification Studies or provide...
The spring semester is well underway, and much of the activity is aimed toward connecting MPA students with alumni. We rely on our alumni to play key roles as advisors, mentors, recruiters, and employers, and your willingness to partner with the faculty and staff continues to be a source of strength and distinctiveness for our program. Here are some examples of how we’ve worked together in recent months.

Soon after the start of the spring semester, Gordon Whitaker led a three-day Assessment Center for first-year students. Second-year student Phil Rogers coordinated the activities. Alumni volunteers gave candid and constructive feedback to students on their interview and presentation skills, style, and substance. While the advice was occasionally unpleasant or uncomfortable to receive, this experience allows our students to gain insight into their current behavior and provides a basis for them to change.

In early February, the North Carolina City and County Management Association held its annual winter conference in Research Triangle Park. The conference boasted record attendance, with more than 450 registrations. More than 60 alumni and students participated in our MPA networking breakfast, which featured a presentation on the University’s engagement and public service commitment by Dean and Vice Chancellor Mike Smith, as well as an update on the state of the public administration program by yours truly. Several students stayed at the conference for most of the day to talk with alumni about placement opportunities, participate in the manager-student roundtable on “Ethics in the Trenches,” celebrate scholarship awardees at the President’s luncheon, and take in a workshop or concurrent panel session. A number of students reported that the experience was valuable in terms of expanding their network and finding out more about the real world of local management.

On Mondays and Fridays throughout February, a steady stream of prospective employers has visited the MPA suite. Alumni from local governments and area nonprofit organizations have interviewed first-year students seeking a paid 10-week Professional Work Experience during the summer. These internships allow students to test the waters of possible careers, gain a fuller appreciation of organizational life and networks, and identify potential topics for Capstone papers. Aided by MPA Job Czar Josh Edwards and Placement Director Susan Austin, we are optimistic that most of our students will be placed by spring break.

A fourth vehicle for making connections has been the MPA admissions process. We have just completed reviewing 83 candidates for the class of 2007, and we are making offers to those who have been recommended by the admissions committees. The interview process has been exciting and energetic. Two current students and an alumni representative serve on each committee, along with two faculty members. Several alumni have taken the time to write reference letters or contact me on behalf of a candidate, and these recommendations have been influential. Many students have spent several hours on the interview Fridays and Saturdays “hanging out” with applicants, giving them tours of the building, talking about how the program has been beneficial to them, and sharing student life insights. The classes of 2005 and 2006 have been active participants in intramural sports, so, not surprisingly, applicants have been pressed to talk about their prowess in football, soccer, basketball, and softball, as well as their other hobbies and interests.

In these and many other ways, the faculty/staff/students/alumni connections are powerful. We all appreciate the willingness of our alumni to continue to give back to the MPA program, and are proud to share this strength with our potential new students!

Carl Stenberg
ASSESSMENT CENTER
A SUCCESS

Due to the volunteer efforts of MPA alumni, the Assessment Center in January was a huge success. As in years past, alumni evaluated first-year students over three days of exercises that included a mock interview, role-play, and group discussion. First-year student Steve Buter commented, “The assessment center was a great opportunity to practice skills I have been learning in the program and identify my personal strengths and weaknesses. The feedback the assessors provided was very beneficial, and the conversations I had with the assessors following the exercises were invaluable.”

The MPA Program thanks these alumni who served as assessors:

- Phil Bell
- Hazen Blodget
- Raymond Boutwell
- Robin Broadnax
- Ben Canada
- Catherine Clark
- Lyman Collins
- Frank Cope
- Larry Davis
- Larry DiRe
- Ben Durant
- Bill Flexner
- Owen Franklin
- Amy Gorely
- Ron Graham
- Kristen Guillory
- Ursula Hairston
- Sharon Hall
- Chris Harder
- Gwen Harvey
- Cal Horton
- James Laney
- Bob Noe
- Ken Noland
- Joe Parker
- Catherine Pierce
- Ben Rowe
- Matt Roylance
- Monte Sanders-Pratt
- Ben Scaggs
- Richard Self
- Richard Slozak
- Bill Stockard
- Phil Strach
- Rhonda Tatum
- Stacy Teachey
- Malinda Todd
- Margaret Valyou
- Mary Vigue
- Rod Visser
- Donna Warner

THREE FACULTY MEMBERS AWARDED ENDOVED PROFESSORSHIPS

Three faculty members at the School of Government have recently been honored by receiving an endowed chair. Each professorship is awarded based on a high level of service to the people of North Carolina through the School of Government as a teacher, advisor, researcher, and writer.

Professor David Ammons has been named the Albert Coates Professor of Public Administration and Government. The endowed chair is named in honor of Albert Coates, who founded the Institute of Government in 1931 and served as its director until 1962. A member of the faculty since 1996, Ammons focuses his work on public administration, productivity improvement in local government, performance measurement, and benchmarking.

Professor David Owens has been named the Gladys Hall Coates Professor of Public Law and Government. The endowed chair is named in honor of Gladys Hall Coates, wife of Albert Coates and partner in the Institute’s development as well as an authority on student government in North Carolina. Owens joined the faculty in 1989, and his areas of expertise include zoning, subdivision regulation, and other land-use controls; city and county planning; and environmental protection.

Professor Bob Joyce has been named the Charles Edwin Hinsdale Professor of Public Law and Government. The endowed chair is named for Charles Edwin Hinsdale, who served as a faculty member at the Institute of Government for 20 years before his retirement in 1981. Professor Hinsdale endowed the professorship in 1993. Joyce has been a member of the School’s faculty since 1980, and his areas of expertise include school law, elections law, legislative representation, governmental employer-employee relations, employment discrimination law, and news media and government relations.

Make Plans to Join Us for the 2007 Capstone Conference

The 2007 Capstone Conference on Practical Research for Public Officials is scheduled for Friday, April 20, at the School of Government (Knapp-Sanders Building). Current second-year students will present their research on topics relevant to public officials. Content areas include education, economic development and financial growth, social services, and state and local government policy.

Updated information will be available on our website at www.mpa.unc.edu. We would enjoy having you as our guest so please make plans to attend!
FACULTY HIGHLIGHTS

• Faculty member Maureen Berner co-authored a paper with Sharon Paynter '03 and Trina Ozer '05, entitled “A Portrait of Hunger, the Social Safety Net, and the Working Poor.” The paper can be found on the website for UNC’s Center for Poverty, Work and Opportunity (www.law.unc.edu/centers/).

• Carl Stenberg and Susan Austin '97 are the proud co-editors of a new book, Managing Local Government Services: A Practical Guide. Released by ICMA Press in January 2007, the book features individual chapters by School of Government faculty members Jonathan Morgan, Gordon Whitaker, and Bill Rivenbark. The book addresses current trends affecting the management of service delivery in local governments of all sizes; provides effective policies, practices, and procedures for each service area, and presents short case examples that offer practical glimpses into real-life challenges and solutions. The book will be used as the main text in an upcoming MPA elective course taught by Carl Stenberg and Cal Horton '76. For more information, visit the ICMA Bookstore at http://bookstore.icma.org/mlgs.

• Deil Wright has been named the 2007 winner of the Rita Mae Kelly Award for outstanding research contributions to gender-related issues. The Rita Mae Kelly Award is given by ASPA's Section on Women in Public Administration.

MPA STUDENTS RECEIVE EXTERNAL FUNDING AWARDS

Two MPA students have been recognized by the UNC-Chapel Hill Graduate School with External Funding awards. Creighton Avila, a second-year student, received the Namaste Direct Award, and Jamie McCall, a first-year student, received the Alpha Chi National College Honor Scholarship. Congratulations to these two students!

SPEAKER SERIES: CHARLESTON MAYOR TO ADDRESS ECONOMIC DEVELOPMENT ISSUES

Mayor Joseph P. Riley of Charleston, South Carolina, will deliver a lecture at the School of Government on Thursday, April 12, at 3 p.m. The lecture is free and open to the public. Mayor Riley will discuss transferring lessons of economic development from South Carolina to North Carolina.

Mayor Riley is widely considered one of the most visionary and highly effective governmental leaders in America. First elected mayor in 1975, he is serving an unprecedented eighth term. Mayor Riley has led a city government with an impressive record of innovation in public safety, housing, arts and culture, children’s issues, the creation of park and other public spaces, and economic revitalization and development. Through his lifetime of experience in Charleston, he has become an expert on urban design and livability issues and is a frequent speaker across the country on these topics. Mayor Riley graduated from The Citadel in 1964 and the University of South Carolina School of Law in 1967.
TAR HEELS LEAD RALEIGH’S RENAISSANCE
by Lilyn Hester, Account Executive, Capstrat

The $1 billion downtown transformation of North Carolina’s capital city is largely on the shoulders of two UNC-Chapel Hill alumni. The stakes are enormous and the pressure intense but, true to the Tar Heel tradition, J. Russell Allen ’77, Raleigh’s city manager, and David Cooke ’82, Wake County manager, hold their ground. They share not only Carolina MPA values, but the tough task of shepherding some of the state’s most high-profile projects to successful completion. “What we do here in the capital city sends a message to the rest of the state, to the people who visit, to the businesses that invest,” says Allen, a former marathon runner known for his stamina and calm determination. “It’s very important that this city makes a good impression. It’s our job to get up every day and move the ball farther down the court.”

Key projects include the new, state-of-the-art Raleigh Convention Center, its adjoining four-star hotel, and the return of traffic to Fayetteville Street (which has been a pedestrian mall for decades). These elements and others are intended to strengthen Raleigh’s position as a destination city.

Allen is quick to point out, as is Mayor Charles Meeker, that much of the work is possible only because of a strong relationship between the leadership of the City of Raleigh and Wake County. “Part of what makes the partnership work so well is the fact that the managers involved share certain core Carolina ideals, including fiscal responsibility, open government, and managing people through respect,” says the gregarious Cooke, a former two-time All American on Carolina’s wrestling team.

It also helps that Allen and Cooke have a relationship that pre-dates their current business together, going back to alumni functions. “If you’re doing this kind of work in North Carolina, it’s a good bet you’re going to be dealing with someone from the UNC Master of Public Administration Program,” says Allen, who served two terms as president of program’s alumni association in the late ’70s and early ’80s. That common thread, both men believe, serves the public well. “Carolina really emphasizes the public service part of what we do,” Allen notes. “If you’re looking to have a life of purpose, this career can be amazingly rewarding.” Cooke adds, “What we’re doing today will be here for decades. That’s making a real difference in peoples’ lives.”

NEW FEATURE FOR MPA ALUMNI WEBSITE

Our MPA road trip to Asheville last fall yielded an addition to our website that we believe all alumni would like to know about. Most of you already know that you can access contact information for fellow alumni from our website: www.mpa.unc.edu/alumni/directory.html. However, last fall Asheville alumni asked us to add a list of MPA alumni by class year. That list is now available on the directory page of the website. So if you can’t remember someone’s name (it is right on the tip of your tongue…), check out your class by year and then access the alumni directory to search by name to find contact information.

Have fun with this new online feature, and we thank our Asheville alumni!

OUR STUDENTS NEED YOU
by Susan Austin

The summer professional work experience (PWE) is one of the highlights of the MPA Program. It provides a practical, hands-on opportunity for students during the summer between their first and second years of graduate school. As the new placement coordinator for the MPA Program, one of my goals is to expand the pool of PWE opportunities for our students.

We currently have a core group of organizations that consistently provide high-quality summer experiences for our students, and we treasure their continued support. We also have a pool of students with a wide range of interests, and we want to be able to place these students in organizations that match their interests whenever possible. That’s where you come in.

If you’ve thought about providing a PWE for a student, but need additional information about the mechanics of doing so—call me. If you used to provide a PWE, but have not done so recently—call me and let’s reconnect. If you currently provide a PWE, but realize you need more than one student—call me. I can be reached at 919.966.4159 or austin@sog.unc.edu.

Our MPA Program attracts some of the best and brightest graduate students at the national level. The professional work experience provides them a launching pad for future careers, topics for their capstone projects, and invaluable networking opportunities. We think that the skills and professionalism they bring to the PWE will benefit your organization during the PWE itself and later as potential employees. Let’s work together to continue to train and mentor these future leaders.
MAKING A DIFFERENCE

We gratefully acknowledge those alumni and friends who have supported the MPA Program and special projects during 2006. Your generosity allows us to continue to offer valuable aid and services to our MPA students.

Donors are distinguished in two advanced categories of giving. The “A” Honor Roll recognizes donors whose cumulative giving has crossed a threshold of $5,000. “Sustained Givers” honors alumni whose cumulative giving has reached a threshold of $500.

The “A” Honor Roll
Members of the 2006 “A” Honor Roll have taken a leadership role in supporting the MPA Program by advancing its mission to prepare students for leadership careers in public service.

Russell Allen	Susan Stewart Mengel	Richard and Jere Stevens
William Flexner	Jane Preyer	Malchus and Amanda Watlington
Cal Horton	Doug and Sharon Rothwell	Gordon Whitaker
Robert and Geraldine Laport	Sidley, Austin, Brown	Richard and Patricia Woodcock
Ellen Liston	& Wood, LLP	Edward Wyatt
MPA Alumni Association	Betsy Ross Howe Stafford	Deil and Patricia Wright

Sustained Giving
Our thanks and appreciation goes to those individuals who give consistently to the MPA Program. The donors listed below join a group of 158 prior donors listed on the “Sustained Givers” plaque located in the MPA Program suite.

Sean Brandon	Brodi Fontenot	Emily Williamson
Robin Broadnax	Margot Gold	MPA Class of 2003
Jennifer Snow Butler	Amy Gorely	MPA Class of 2004
Catherine Clark	Carl Stenberg	PUBA “Productivity Improvement
Marchell Adams David	Fagan Stackhouse in Local Government” class,
Kevin FitzGerald	Mike Waters	Spring ’06
Your Gift Matters

We acknowledge everyone who made a gift to the MPA Program during 2006. Each gift is important and demonstrates a commitment to providing a quality graduate education to future public service leaders. Thank you for your continued support.

Adams, Ashley
Adams, J. Allen
Allison, Gregory
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Apling, Richard
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Asher, Jerry
Ashton, Alex
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Baddour, Philip
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Bridgeman, Crystal
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Carter, Gwen Harvey
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Langston, Erin Schwie
LaPort, Robert & Geraldine
Lee, Tom
Lester, Robert
Light, Alfred
Link, John
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McGuire, Jean “Denny”
Miller, Florentine
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Finance Officers
NC City County Mgmt. Assoc.
Onieal, Marcia
O’Reilly, Francesca
Parker, Joseph
Pate, Pat & Sandra
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Peddicord, Charlotte & Thomas
Penny, Charles
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Peterson, Eric J.
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Whitmire, Brittany
Williams, Wright & Elizabeth
Williamson, Emily
Willis, Andy & Jennifer
Wilson, Priscilla
Woodcock, Kenneth
Woodcock, Patricia &
Richard
Woods, Noah
Wright, Deil
Wyatt, Edward
Wyatt, Kirsten Olson
Wyhof, Rebecca
Yanosy, Sara
Yost, Steven
Young, Philip

Members of PUBA
“Productivity Improvement in Local Government” class,
Spring ’06
Branscome, Nathan
James, Brandon
Love, Tim
Moore, Alicia
Pekman, Katherine
Riordan, Christina
Springer, Jesse
Vigue, Mary
Williams, Martina

Each of you is indeed one of a special group. If your name was inadvertently left off the appropriate list, we apologize. Please contact Jean Coble, external relations coordinator, at 919.962.0426 or coble@sog.unc.edu to correct any errors.
customer satisfaction training to staff. Abroad, the rules change completely. The foremost change involves the relationship between the consultant and the local government. The local government does not usually “hire” or contract with me (or my staff). I work on a bi-lateral agreement between the United States and the host country. However, USAID pays for my services, and I essentially entice local governments to allow us to work with them. I am at the mercy of others to produce, and they have no financial stake, merely an interest in improving their local governance. (Hopefully, this is the case. Too many times in these countries they like the prestige of saying they get US assistance without wanting to make a real improvement.)

As an added complication, all too frequently another donor(s) might also provide assistance to the same city. In fact, these donors sometimes even offer assistance in the same field. Coordination of donors, or the lack thereof, remains a constant source of mystery and agitation. For example, Albania has a problem with too many donors in the local governance field. The Albanians never say no to donor assistance, even when it means their staff will spend time doing similar projects, gathering similar data, etc., for different donor-sponsored initiatives.

“I am a huge advocate of the US system of local government; however, you cannot merely impose our ways on these cities. You must design the right approach based on local demand and capacity.”

Their capacity must drive where you start, how fast you move, and where you would like them to end up in terms of program design and implementation.

I can vividly recall one of my first days in the Republic of Georgia. The project involved five pilot cities, and on my first visit to one of them, Mtskheta (yes, try saying that without adding any vowels!), I asked to see a copy of the city’s budget. While we continued chatting (with no one handing me a copy of the budget), I noticed that one of the Council members had gone off into a corner and seated himself at a desk with pencil and paper. After a few minutes, I inquired as to what he was doing, and was told (through a translator, which represents a completely separate obstacle) that the council member was drafting a budget for me. The city had no written budget! But everyone in the room assured me that this council member knew more about the budget than anyone associated with the city. That is one situation you will (hopefully) never encounter in the United States.

Sustainability also plays a key role. It does no one any good to work with cities on something new if they do not have the ability to sustain the effort after you leave. You might score points with USAID but, if a week after your project ends, the local employees quit doing the things you worked with them on, then ultimately you have to consider yourself a failure (although many do not, I assure you).

Taking the right approach is as important as ensuring sustainability. Too often, consultants from different donors come to town and tell local government officials how they should operate or manage. I am a huge advocate of the US system of local government; however, you cannot merely impose our ways on these cities. You must design the right approach based on local demand and capacity. Merely instructing these officials in US operations, or because something worked in Brazil, is useless and unproductive. To be successful, you must design programs to function within the given context instead of trying to implement certain models that have worked in other environments.

Expectations can also be an issue. As a manager, I could usually expect certain outcomes. My staff and I could “shoot for the stars” and have a reasonable chance of succeeding. The international world treats expectations quite cruelly. When I went abroad, I had no context for working in foreign countries. I only knew how things operated in the United States. I would get incredibly frustrated and wonder why the people I worked with did not understand the simplest things (like scheduling meetings in advance, being on time for appointments, staff answering the phone—and if they answer, do it politely, etc.). They just would never “get it”—no matter what the “it” was from time to time. Now I have gained a better appreciation and understanding. What might initially look like a small step forward looks large to me now. For example, it was a big step forward when the first city we worked with in Georgia started advertising their meetings. Or when a city held a real budget public hearing and asked citizens to comment on their spending plan for

“Abroad, the rules change completely.”

We spend considerable time and effort trying to capacitate different officials in local government (and sometimes citizens and members of civil society as well). We work to break old bureaucratic molds and mindsets in favor of different behaviors and practices. As an essential skill, you must develop the ability to recognize the capacity/skill level of your target audience. You must design interventions that make sense given their capacity level.
the coming year. Or when a city—without our prompting—voluntarily held a public meeting to announce what the approved budget contained (and had everyone who attended sign a copy of the budget as proof of their accountability!).

Another major difference involves your staff. As a manager, when I took a new position, I had confidence that, generally speaking, the people working for me had some knowledge of their jobs. I might introduce new ideas, practices, and innovations, and usually the staff had the basic capacity to respond effectively to whatever we undertook. I could weed out those who did not and replace them with people who did. Even in the worst situation, at least some of the employees had useful skills and experiences that provided a base to build on.

Nothing could be further from the truth in international work. At the same time you attempt to develop capacities of local government officials, you also have to capacitate your own staff. Whether starting a new project and hiring all new staff or arriving midway through a project and inheriting staff, the employees I work with in most international settings have little or no local government experience. They do not know about the types of assistance we will provide as part of the project. What we attempt to do with cities, we must start first with our own staff by training them (and often, due to timing, these are parallel tracks). In fact, the truth is often worse than this. Even the employees who do have experience have gained it from their old governance systems. Often I must de-educate them first to break them of any bad habits learned under their previous centralized system.

Local staff members do most of the actual work in the field (because our programming is more effective when delivered in the local language and because I cannot possibly be everywhere all the time), so staff preparation becomes a critical element to the success of a project. For example, in Albania, I am the only expatriate employee. We provide technical assistance and capacity building to cities around the country through four regional offices, and I must invest significant time and effort in preparing the local staff in each office.

In Albania, we have an ambitious program that attempts to improve service delivery in a measurable and demonstrable way. Our staff has never worked with the methodology (called SIAP), although one of our staff members did work in local government previously. We need the staff to work with cities to implement this methodology, so we developed a detailed script of the process. The script explains the employees’ role and outlines meetings they should have, including suggestions for who should do what. Although our staff members play a significant role in the early stages of this process, ultimately the city staff themselves must manage and prepare the SIAP. This happens over time in a systematic approach to ensure sustainability. We have seen outstanding results to date. Many cities now conduct SIAPs on their own for different services and issues and tell us about them afterward.

Most of my staff members lack the basic organizational skills to effectively structure their work and time. Thus, they cannot generally supervise themselves (a real problem in this part of the world), but they must have these skills to operate their regional offices. What do we do to make sure they stay on task? We instituted a series of simple reporting measures to make sure they communicate with me and the Tirana office about what they do. We also developed simple checklists explaining how to conduct a city visit, how to follow-up, etc. Over time, we hope they will absorb these practices, and the checklist will become obsolete. But I spend as much time, or more, capacitating my staff compared with our local partners.

Just thinking about this issue makes me realize how lucky we are that a project ever succeeds. It requires an incredible effort to develop capable staff (not to mention the ultimate beneficiaries, local government officials). However, I take it as a personal mission to attempt to manage myself out of a job. If I am successful as a manager, local staff (and other people we help capacitate) should ultimately carry out and direct these projects and activities. I must recognize what staff members need in order to deliver a successful project. At the same time, I must monitor their performance and ensure that our local government partners also get a successful outcome. It remains a difficult balancing act, and one I never faced in domestic work.

In the end though, I studied public administration and chose a career in local government because I wanted to make an impact—an impact that I could see and feel. I had that opportunity as a manager and am proud of my accomplishments. Internationally, it remains the same. I can see emerging democracies changing the way citizens think and act to improve their communities, my lowered expectations notwithstanding. I have seen local governments begin to consult with citizens and make significant improvements in the quality of their services. I may beat my head against a wall and lament their lack of grasp of certain things but, when something goes right, I see it and burst with pride in their accomplishment.

Barry Reed can be contacted via e-mail at tsarreed@yahoo.com.
Philip Rogers grew up in Greenville, North Carolina, which he refers to as the typical southern college town community. “Everyone knows everyone through sports,” he said. “There was not a single child in Greenville who didn’t grow up playing little league baseball. We always gathered at Cubbies for hotdogs and fries. It is just one of those towns where everyone knows your name.” He adds, “Of course we have the best BBQ in North Carolina. There is absolutely nothing that can beat eastern North Carolina BBQ.”

From an early age, Philip’s parents instilled in him the value of hard work. “They encouraged me to get a job and accept responsibility as a young teenager. For example, they set instilled in me a desire to care about the community and to appreciate the opportunities I have been given. My entire family is involved in community service, especially through our church. That created a desire to serve people, and as I got older that desire to give back to the world evolved into an interest in government.”

When asked why he selected Carolina’s MPA Program, Philip explained that he received his undergraduate degree from Wake Forest University, where he was a Poteat Scholar. “I knew I had a passion for government and wanted to go to graduate school in that area,” Philip said. The director of the Poteat Scholarship Program suggested that Philip look at Carolina’s MPA Program. He also suggested Philip talk with Wake Forest graduate and MPA alumnus Paul Spruill, ’95. “Paul and I connected via telephone on a Saturday afternoon. He was in his office working on the Beaufort County budget. He stopped everything and talked with me for almost 45 minutes. He was really the catalyst for my career in public administration. Dr. Ammons was also a tremendous help. He was the first faculty member I met, and he has been a great resource for me.”

Philip says the last two years have passed quickly. “I can’t believe I’m finishing up my second year. I have completed my capstone on the use of online tools in North Carolina state legislative campaigns last fall. I am now deep in course work and job search mode.” Philip says that his experience in the Carolina MPA Program has been rewarding. “One of the most impressive things about the program is the overwhelming support and willingness of alumni to work with students. I’ll miss my classmates and I’m continuing to appreciate the cohort experience. Our MPA “Implement This!” flag football season helped our class bond early in the first year. It was wonderful connecting with faculty outside of the classroom when they came to watch our games.” Philip explains, “and we were really at a stressful point thinking we would never survive group projects. We started recognizing our classmates for things they accomplished, such as the first person to get an internship, etc. It was something we looked forward to every week. Classmates would lobby for other classmates and even themselves to get the award. It lightened the semester.”

Outside of the classroom, Philip enjoys playing tennis. “My claim to fame is that I went to two 4-A High School State Tennis Championships,” he says proudly. “I made it to the finals of the state championships two years in a row. I still actively play tennis in Greenville. It is definitely a great MPA stress buster.”

Philip’s internship last summer was with the Resources Group public affairs firm, where he assisted with managing public affairs issues for various clients such as Wake County. “I’m really interested in public affairs matters such as relationship building, community engagement, and strategic planning,” he says. “After graduation, I hope to work in an area that helps me to build on this interest. I would really like to do something in public affairs, especially at the University level.”

While at UNC-Chapel Hill, Philip received a Nanette V. Mengel Scholarship. “Receiving the scholarship made all the difference in the world,” he says. “My parents had two children in college for eight years in a row, so this scholarship was important for me. I am very appreciative of the Mengel family and MPA alumni for their support.”
ON THE MOVE…

Crystal Bridgeman ’04 is on developmental assignment from the IRS with the Senate HELP Subcommittee on Employment and Workplace Safety in Washington DC. Cathy Cake ’88 has been named the assistant finance manager for the College of William and Mary. Gary M. Cannon ’78, director of intergovernmental relations for the Municipal Association of South Carolina since 1999, has been appointed director of member development and development of professional fund of ICMA. Alex Carter ’91 is currently an associate partner with IBM, Inc. Tom Conlon ’86 has been inducted into the Highland Park Senior High Hall of Fame. A 1978 graduate of Highland Park, which is located in St. Paul, Minnesota, Conlon has been on the school board since 1992. He is founder and president of the Highland Park Senior High School Association and president of Tom Conlon Photography. Tom Dark ’73 has been appointed chief administrative officer for Shreveport, Louisiana, after eight years as assistant CAO. Kathy Davis ’83 is working with the Winston-Salem Street School. Larry DiRe ’99 has accepted a position as manager of Berkeley, Illinois. Jim Donnelly ’93 is vice president of innovation and outreach for the Piedmont Triad Partnership. Randy Harrington ’98 has taken a position with the City of Charlotte as assistant budget and evaluation director. Laura Hogshead ’00 has accepted a job with the House of Representatives Appropriations Committee. Nicky Jamison ’67 is retired and living in Winston-Salem, North Carolina. Terry Kale ’88 is associate director for the Center for International Business Education and Research at UNC’s Kenan-Flagler School of Business. Marlene Lee ’90 serves as senior policy analyst for the Population Reference Bureau in Washington, D.C. Robert Lester ’78 is staff attorney for Rowan County Department of Social Services in Salisbury, North Carolina. Tom McDonough ’92 practices management-side labor and employment law with Wolf, Block, Schorr and Solis-Cohen, LLP in Philadelphia. Peter Ray ’98 serves as International Affairs Program examiner with the Office of Management and Budget in Washington, D.C. Christina Riordan ’04 has accepted a position as Carolina health and transition coordinator for the North Carolina Office on Disability and Health in the Division of Public Health. Adam Ross ’03 is a management analyst with the Georgia Department of Audits and Accounts in Atlanta. Caroline Smith ’02 has been promoted to policy specialist for the Children and Families Program of the National Conference of State Legislatures. She also recently completed training to serve as a Court Appointed Special Advocate (CASA) for children who are in the child protective services/child welfare system. Jennifer Mize Smith ’95 recently earned a Ph.D. from Purdue University. Kirsten Wyatt ’02 is a financial analyst for the city of West Linn, Oregon. Alan Windsor ’01 is director of strategic initiatives for nonprofit research institute Analytic Services. Sara Yanosy ’04 is an economic development analyst with RTI International in Research Triangle Park, North Carolina. She works in the technology-based economic development group in the Center for Technology Applications.

WEDDINGS…

MPA can breed romance! Kirsten Olson ’02 and Kent Wyatt ’02 join a distinguished group of 14 other married alums. Kirsten and Kent were married on November 11, 2006, in Olympia, Washington.

NEW ARRIVALS…

Emily Bruce ’03 and her husband, Tres, announce the arrival of Virginia Ann Elizabeth Bruce on December 20, 2006. The youngest member of the Bruce family weighed in at 7 lbs. 11 oz. and measured 20-1/2 inches long. Emily Crowder Frazelle ’99 and her husband, David, welcomed Thomas Charles Frazelle into the world on November 17, 2006. Thomas weighed 6 lbs. 8 oz. and was 20 inches long. Nick Lewin ’96 and his wife, Leslie, are pleased to announce the birth of Samuel Leo Lewin, who was born on December 8, 2006. He weighed 6 lbs. 13 oz.

Jennifer Mize Smith ’95 and her husband, Donald, had their first child, Jackson Downing Smith, on December 14, 2006. Rooney King Mestas ’98 and her husband, Michael, announce the birth of a daughter, Mary Jane Mestas, on November 8, 2006. Mary weighed 7 lbs. 9 oz. and was 19-1/2 inches long.
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 “MPAs 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.

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**Marriage/Birth/Adoption**

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