

iMPAct



MASTER OF PUBLIC ADMINISTRATION ALUMNI NEWSLETTER

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"From the coming of the first student to its open doors . . . the University of North Carolina at Chapel Hill has been a magic gulf stream flowing in an ever-widening current through the lives of people in the cities, the counties, and the state of North Carolina and beyond—tempering the customs, traditions, and habits of the people it serves and lifting them to higher levels of living wherever it has gone."

—Albert Coates,
founder of the Institute of Government

WHAT BINDS US TO THIS PLACE?

In Charles Kuralt's address at the UNC Bicentennial in 1993, he delivered perhaps the most memorable and stirring speech in the University's history. He began with the now famous passage:

What is it that binds us to this place as to no other? It is not the well or the bell or the stone walls. Or the crisp October nights or the memory of dogwoods blooming. Our loyalty is not only to William Richardson Davie, though we are proud of what he did 200 years ago today. Nor even to Dean Smith, though we are proud of what he did last March. No, our love for this place is based on the fact that it is, as it was meant to be, the University of the people.

While the UNC campus is a beautiful backdrop for classes and extracurricular activities, it is up to the individual to determine what binds him or her to Chapel Hill. During the 40th anniversary of the MPA program, the *Impact* staff has asked alumni from across the generations the following question: "What binds you to this place as to no other?"

- Mary Vigue, Class of '04
- Meredith Miller, Class of '96
- Al Leonard, Class of '86
- Bill Flexner, Class of '66

What do you remember most from your time in Chapel Hill?

Vigue: The celebrations. We celebrated everything, including the end of exams, papers, jobs, and even interviews. There were dinners, dance parties, bowling, karaoke, and lots of card playing. It was a great way to get to know one another and see the area.

Miller: The close connection I made with students and professors due to the small size of the program.

Leonard: My main recollection was that I was getting a chance to make my dreams come true. I grew up 25 miles from Carolina. I watched all the ballgames on TV and even took a few field trips to UNC in high school. Even though I went to undergraduate school at ASU and loved it, I still had a feeling that I wanted to attend Carolina one day. So getting to UNC, going to games at the Dean Dome, studying in the Institute library, and just walking down Franklin Street were all dreams come true for me.

Flexner: First of all, I am thrilled that I remember anything after 40 years—but I do remember. There were writing lessons from Don Hayman and spending lessons from Ken Howard; we learned the law from Joe Ferrell, and administrative theory and practice from Bob Daland. But, most important, we learned the difference between power and authority by walking into Fred Cleaveland's office and pleading with Louise Ritchie, who was secretary (with all of the power) to the chairman (with all of the authority). Because of this experience, I have always treated those who support people in authority with a great deal of respect.

What was your favorite part of the MPA program?

Vigue: The cohort. It was a great feeling to have people to lean on and get to know the past two years. I was hospitalized last fall and my family lives six hours away, but my fellow cohort took care of me. My friends cleaned my apartment, brought me flowers, took me home from the hospital, and cared. Even though being in the hospital was a horrible experience, my cohort was there for me. You do not get that everywhere.

Miller: The studies that were based in real-world cases. Also, the flexibility of the program leaders and professors who allowed me to create my own education policy concentration.



UNC
SCHOOL OF GOVERNMENT

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

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THE PLEASURE'S BEEN MINE!



David Ammons

It has been a pleasure to serve as MPA director. As I near the completion of my five-year term and prepare to pass the baton to my successor, Carl Stenberg, I want to take this opportunity to thank students, alumni, and colleagues on the faculty and staff, who have contributed so much to our continuing success.

Together, we have accomplished a great deal during the past five years. We have recruited new and talented faculty to join our already talented ranks. We have taken steps to more fully and effectively integrate the MPA Program into the School of Government, our home since 1997. We flourished, even in some trying times during the construction and renovation phases of the new Knapp-Sanders Building, and now enjoy a fabulous facility for this program and its students. We have increased slightly the number of students in the program, and hence the number of graduates we send into public service each year, while preserving the advantages that come with smallness and close relationships. We have developed a rich array of elective courses to complement the excellent set of core courses we offer our students. We have expanded scholarship resources, thanks largely to the concerted efforts of alumni, outstanding work by the SOG's Development Office, and the generous contributions of alumni and other friends of the MPA Program. And the program has received wonderful accolades from our national peers, who in the past five years have renewed our accreditation and have rated us among the best in our field.

The MPA faculty has been strong throughout the program's history, but today it is stronger and deeper than ever. During this past academic year, our MPA teaching faculty consisted of 23 persons. Of that number, 17 were based in the School of Government—a testament not only to the SOG's commitment to the MPA program but also to our desire to gain for our students access to the extraordinary expertise of the greater faculty. The other six included faculty from UNC's Department of Political Science and adjuncts carefully selected for their

particular expertise. The teaching faculty we have assembled is a remarkable resource for the education of our students.

From the time the program moved to the School of Government, we recognized the rare opportunity afforded us if we could integrate the MPA Program and its students into the projects of the Institute of Government and the mission of the School. With close alignment of purpose come new opportunities for our students and greater access to resources—the most important of which is access to the School of Government's 45 faculty members. While our mission remains fundamentally unchanged—as always, we develop leaders in public service—our commitment to the School's mission on behalf of state and local government is reinforced in our own tightened mission statement. The students we recruit to this program hold a variety of career aspirations, but we strive always to include a sizable component with local government or state government careers in mind. Among the others, it is important that we select students whose interests are sufficiently aligned with those of our faculty that we can be confident they will be well served by their experience here. Many of our students in recent years have been selected for paid assignments with various School of Government offices and projects, suggesting that we are, in fact, achieving greater alignment.

We have expanded the size of entering classes from an average of 21 in the years 1992-2001 to an average of 27 in the past five years. We have maintained high standards of quality for admission into the program and, even as we have grown, we have preserved our traditional emphasis on close relationships with classmates and professors. Although this is a sizable expansion, we remain a small program in the eyes of our peers. We have produced 123 new MPA graduates over the past five years. We are making an important—and growing—contribution to public service.

Slightly larger enrollments created the critical mass that gave us the opportunity to introduce new elective course options in the MPA Program. Simultaneously, greater alignment

of student and faculty interests opened the door to the involvement of more SOG faculty in teaching. Our decision to create new courses in a half-semester format allowed us to move through that door. By reducing the teaching obligation from 16 weeks to eight weeks, we gained enthusiastic commitments from faculty members whose busy schedules with the Institute of Government had previously prevented their involvement in the MPA Program. The winners in this are the students who now have access to a wider array of expertise and more choices than ever.

The Carolina MPA Program is reaching new plateaus, thanks to the work of a lot of people. The leaders of the School of Government have embraced the MPA Program, improved facilities, secured additional operating resources, and made SOG faculty available to our students. We could not ask for better leadership and support than we receive from Dean Mike Smith. My colleagues across the SOG and beyond have welcomed the opportunity to teach in the MPA Program and to hire our students as graduate assistants. Our loyal alumni answer the call for so many things—admissions committees, assessment centers, scholarship fundraising, student projects, internships, guest lectures, and just about anything else that we need. They are a valuable part of our success. And there is also the staff that works mostly behind the scenes to make everything run smoothly—Jean Coble and Jessica Russell in the first part of my tenure and now Sharon Pickard and Sharon Paynter. We rely on them for so much.

It has been a privilege to serve as the director of such a fine program and to be associated with so many wonderful people. Thank you for that opportunity.

CAPSTONE AWARDS

Bundy Honored with Deil S. Wright Capstone Paper Award



Jon Bundy

Jon Bundy '04 is this year's winner of the Deil S. Wright Capstone Paper Award. His paper, titled "The Effect of National Board Certified Teachers on Student Achievement in North Carolina Schools," was

selected by a panel composed of an alumnus and two 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.

Whitmire Honored with Nanette Mengel Communications Award

Brittany Whitmire '04 received the Nanette Mengel Communications Award for her capstone presentation, titled "Who Will Fill



Brittany Whitmire

the New Boots? Examining the Use of Succession Planning in Farm Businesses." Alumni judges selected Brittany's presentation for its clear explanations of her research question. Brittany 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, Brittany will have her name added to the plaque dedicated to those who have demonstrated "the skill, value, and joy of communicating clearly."

HIRE OUR STUDENTS

Every year we have MPA students who are looking for both internships and full-time employment. If you are interested, please take a minute to look at student resumes on our Web site: <http://www.mpa.unc.edu/Students/resumes>. The log-in is mparesumes; the password is 2tarheel2. Thank you!

2006 CAPSTONE PROJECTS

The 2006 Capstone Conference on Practical Research for Public Officials was an opportunity for second-year MPA students to share their research with the School of Government faculty and local government leaders throughout the state. The April 21 event was a culmination of the year-long Capstone experience. More than 100 people attended the full-day session to learn the results of this high-quality student research.

Listed below are the titles of the students' papers. To request a copy of any of these papers, please e-mail mpastaff@sog.unc.edu.

- Finding the fit: Preferences of North Carolina's charter and traditional public school leaders when making teacher hiring decisions, by Erin Aloan
- Funding North Carolina's water infrastructure projects: A coordinated approach, by Alex Ashton
- Community wireless networks: A worthwhile local government investment? by Adam Basch
- Three digits to customer service effectiveness: A national study of performance improvements in 3-1-1 systems, by Nathan Branscome
- Narrowing the gap: A framework for preparing future professionals through graduate training, by Crystal L. Bridgeman
- The effect of national board certified teachers on student achievement in North Carolina schools, by Jonathon Bundy
- Help them help you: Capitalizing on applicant preferences, by Fatema Z. Choudhury
- Identifying administrative policy options for North Carolina: A comparative study of state disability plans, by Stephanie Coplin
- Earned income ventures for nonprofit organizations: Furthering missions, not just finances, by Jess Dorrance
- The effectiveness of municipal communication practices in North Carolina, by Richard Grogan
- Native American education: An assessment of graduate level recruitment strategies, by Ashley E. Haynes
- Is it too soon to disregard Presidential Management Fellows? An examination of the new PMF program regulations in the context of program criticism, by Erin Higgins
- Evaluating and improving the effectiveness of citizens in disaster response: A case study of community emergency response teams, by Brandon P. James
- Production assistance: The role of the University system in supporting the film industry in North Carolina, by Maria Lorenz
- Financing development: Statistical analysis of impact fees and economic development in North Carolina counties, by Timothy Thomas Love
- Evaluating library services: Exploring different types of performance measures for North Carolina public libraries, by Alicia E. Moore
- Breaching barriers: An impact analysis of federal resource typing on urban search and rescue teams in North Carolina, by Courtney R. Reid
- Changing leadership: Professional diversification on the boards of statewide sexual assault coalitions, by Christina Riordan
- What do you mean unauthorized? Illegal immigration enforcement at the state and local level, by Jamie A. Roberts
- A case-study analysis of municipal cable in North Carolina: Why does Morganton stand alone? by Jesse Arlon Springer
- Defining and tracking high-risk behavior in North Carolina foster youth, by Audrey Sprung
- If the nozzles still work, why should we buy new ones? Acquiring fire apparatus: A look at alternatives in practice, by Mary Vigue
- Who will fill the new boots? Examining the use of succession planning in farm businesses, by Brittany Friars Whitmire
- The merging of school support services: A case study of Orange County, NC, by Martina Williams
- Motives for member participation in cluster-based industry networks, by Sara Yanosy



FACULTY HIGHLIGHTS

- **David Ammons** has been appointed to the advisory board for the National Center for the Study of Counties, which is based at the University of Georgia and supported by the National Association of Counties.
- **Willow Jacobson** recently presented two papers at national conferences. At the 2006 American Society of Public Administration Conference in Denver, Colorado, she presented a paper about workforce planning in North Carolina municipalities titled, "Who Will Serve Next?" At a conference titled "Empirical Studies of Organization and Public Management" in College Station, Texas, Willow presented a paper titled "What's Age Got to Do with It?" In the paper, she examined the impact of age on management outcomes, specifically determining if age differences and directionality have meaningful impact within a national sample of US schools. Finally, Willow authored a chapter on "The State of Human Resources Management Systems" for the forthcoming book *In Pursuit of Performance: Management Systems in Local Government*.
- **John Stephens** was an organizer and session moderator for the NC Symposium on Collaborative Environmental Decision-making: For Better? For Worse? For Whom? The program, held on February 10 in Raleigh, was co-sponsored by UNC, Duke, and NC State and attracted about 180 participants. National and state-level presenters addressed a wide range of topics. John moderated a session titled "Starting a Collaboration: Conflict Assessment Principles and an Outer Banks Case." Panelists represented the Outer Banks Visitors Bureau, Outer Banks Preservation Association, and Audubon-North Carolina Chapter. For details, visit <http://www.ces.ncsu.edu/depts/agecon/nrli/symposium/index.htm>.
Along with second-year MPA student Stephanie Coplin, John also reported on three instances of mediation of school board/county commission budget disputes. "School Budget Mediation: Three Cases from 2004" appears in the Spring 2006 edition of *School Law Bulletin*.
- **Jack Vogt** has been asked to write a chapter on "Capital Budgeting" for *Local Government Budgeting and Financial Management*, a book to be published by the World Bank.

- **Deil Wright** was honored by the Federalism and Intergovernmental Relations Section of the American Political Science Association (APSA), which for 10 years has given an award for the best paper presented at the prior year's annual meeting. The award has been named the Deil S. Wright Best Paper Award, and the first one was presented at the 2005 APSA national Convention in Washington, DC. Also at the 2005 Convention, the ASPA Section on State Politics and Policy presented Deil with the Career Achievement Award.

In addition, Deil co-authored three articles published last year. "Translating National Policy Objectives into Local Achievements Across Planes of Governance and Among Multiple Actors: Second-Order Devolution and Welfare Reform Implementation," co-authored with Chung-Lae Cho, Christine A. Kelleher, and Susan Webb Yackee, was published in the January 2005 issue of the *Journal of Public Administration Research and Theory*. "Exploring and Explaining Contracting Out: Patterns Among the American States," co-authored with Jeffrey L. Brudney, Sergio Fernandez, and Jay Eungha Ryu, was published in the April 2005 edition of the *Journal of Public Administration Research and Theory*. "Contracting For Service Delivery by American State Administrative Agencies: Exploring Dimensions of Intersectoral Administration and Intergovernmental Relations," co-authored with Yoo-Sung Choi, Chung-Lae Cho, and Jeffrey L. Brudney, was published in the September 2005 edition of *Public Performance and Management Review*.

Deil has traveled to Korea regularly over the past 30 years and has collaborated with former students, particularly Dr. Cho Chung-Lae (Ewha University), Dr. Choi Yoo-Sung (Korean Institute of Public Administration), and Dr. Yoo Jae-Won (Hangyang University), in the study of central-local relations and devolution in the Republic of Korea. While in Seoul this April, he met with Bon-Sang Koo, member of the MPA Class of 1994, and with incoming MPA student Kyung-Ik Cho, who works with Seoul Metropolitan Government.

During the same trip to Seoul this spring, Deil was keynote speaker at a conference on the Future of Metropolitan Governance, sponsored by the Seoul Development Institute and the Korean Association of Local Government Studies. The title of his presentation was

"Reconceptualizing Central-Local (Intergovernmental Relations): Patterns, Problems, and Prospects." While in Seoul, Deil also gave lectures at Ewha University and Sangmyung University on the topic of "Women Executives and Gender Representation in American State Governments."

MANAGER'S VIEW

by Sharon Pickard

What is the value of the proverbial "office with a window"? Or the value of a larger window...or one with a more scenic view? One of my previous UNC offices had a large window, but it looked out into a brick passageway between courtyards, well above the height of those passing by. The window wasn't a perk in that location.

I am fortunate to have a beautiful office in the MPA wing of the School of Government, and I am even more fortunate that this office has a large window with an extraordinary view. The Bell Tower stands tall, guarding Carmichael Auditorium against a brilliant springtime Carolina-blue sky. Blooming dogwoods line the street, and uniforms of every color brighten the sidewalk as various teams move through sports camps underway.

On the playing fields covered with new AstroTurf, I see lone figures honing their soccer skills. I watch in amazement as intramural teams play baseball and successfully score runs even during spring showers. At day's end, I have box seats for the MPA softball teams, Bad New Bureaucrats (ladies) and Implement This! (guys).

There is so much vitality and life at Carolina that can be viewed from this lone window. Summer is the perfect leisurely season to return for your own refresher course in Carolina life. Combine a visit to the sundial at Morehead Planetarium with afternoon breezes at your favorite restaurant overlooking Franklin Street. Step into Wilson Library and once again admire its elegant beauty and stairwells worn by many students long ago. Take time to stroll the brick walks crossing through Coker Arboretum and the quad near South Building. Make time soon for a summer escape to Chapel Hill and cherish the view.

TRUE CAROLINA BLUE

by Jean Coble

As a part of our 40th anniversary celebration, we have added several new features to *iMPAct*. For example, beginning with this issue, we will regularly highlight a scholarship recipient in the MPA Program.

During the student application process, we stress the importance of becoming a member of the “MPA family” and its collegial network. It can be difficult for students to introduce themselves to alumni at various program events and activities, so this new feature will highlight some of our scholarship recipients, each of whom has an interesting story to tell.

Brittany Whitmire

Rosman, NC

Brittany grew up on a fifth-generation family farm and attended high school in Rosman, a town of two stoplights in Transylvania County. “I am from the French Broad River Valley in the Appalachian mountains,” Brittany said. “I’m tied to the area and to North Carolina because of my deep roots in a community that really helped to shape me.” When asked how her childhood helped to determine who she is today, Brittany said, “There are lots of teachers in my family, so education has been very important to me. I’ve always been encouraged to seize opportunities, but I’ve also been taught the importance of remembering your home.”

Brittany has an active life outside the MPA Program. She likes to experiment with recipes in the kitchen, loves hiking and camping, and enjoys getting her hands into the soil (not dirt!) on her family’s farm. While in Chapel Hill, she is a regular at Alamance County antique auctions and spends a lot of time singing bluegrass tunes with a local group called FolkPsalm.

Brittany received her undergraduate degree from UNC–Chapel Hill, where she was a Morehead Scholar. She majored in economics, with a minor in chemistry, and planned to go to veterinary school. As a part of the Morehead Scholars program, she spent three months in New Zealand studying agritourism ventures, working on nearly 20 farms to pay for her room and board. “After that experience, and working with sick dairy cattle for an extended period of time,” she said, “I was afraid that being a vet would make caring for my own animals a chore rather than an aspect that I loved about farm life.”

The MPA Program at UNC–Chapel Hill competes each year with top schools across the country for outstanding students. “Our success in this recruiting effort enhances our program,” Program Director David Ammons explains, “but more importantly it enriches the pool of professional talent available upon their graduation to governments and other public service providers in North Carolina and beyond. Scholarships are immensely helpful in recruiting and supporting these talented students.”

Scholarships lessen the financial burden

otherwise placed on our students. For the 2005–2006 academic year, tuition and fees at UNC totaled about \$5,400 for North Carolina residents and \$20,000 for out-of-state students. These numbers do not include the cost of books and housing. Scholarships are made available thanks to donations made by alumni and friends of the program.

Thank you. And now, let me introduce you to Brittany!



Brittany Whitmire, recipient of the 2005-2006 Nanette Mengel Scholarship

After graduation, Brittany spent a year as a substitute teacher, which she says gave her time to think about what she really wanted to do. “I remembered that during my senior year of college I worked on a grant evaluation project for the Tobacco Trust Fund Commission. MPA faculty member Maureen Berner met with me for two hours one afternoon on my project, and when she asked if I’d like a tour of the MPA program, I thought I’d appease her for being so nice to me. Little did I know that our conversation that day would interest me enough to pursue an MPA degree at UNC.”

When she entered the program, she said that she knew her interest in agriculture would be unusual among her fellow MPA students, but she was looking for a general degree program that would provide a broad perspective on local government and nonprofit management. “UNC’s MPA Program has given me a solid introduction to skills that I believe can be applied in any field,” Brittany said. “I’ve been

given the flexibility to mold class projects to fit my interests, including my capstone research, which looks at the state of succession planning practices on North Carolina farms.”

According to Brittany, her most rewarding MPA experience has been the opportunity to work with people in different areas of expertise and being able to cut across fields of study to find commonalities. “My capstone, for example, applies human resource management theory to farm business management practices in a rural county that is utilizing information technology applications through the Beyond Tobacco project,” Brittany explained. “My committee reflected those respective areas of expertise through Willow Jacobson, Bob Usry [from NCSU], and Shannon Schelin [director of the Center for Public Technology].”

Brittany received the Nanette Mengel Scholarship for the 2005–06 academic year. “The Mengel scholarship really lightened my financial burden because every dollar counts, especially when you’re in grad school!” Brittany graduated in May and hopes to work in agricultural research and extension. She believes that she owes a debt of service to her home community, as well as to the state of North Carolina, for all of the opportunities that she has been afforded during her lifetime.

(Congratulations to Brittany on receiving the 2006 Nanette V. Mengel Communications Award for best Capstone presentation. See related article on p. 3.)



CAPSTONE BANQUET ADDRESS

This year's graduating class asked Bill Rivenbark to deliver the Capstone Banquet address on behalf of the faculty. We believe Bill's comments have relevance to all of us, so we are printing them here. Thank you, Bill.

Although I have been asked to keep my comments brief and somewhat light this evening, I do want to discuss the following areas: leadership, long-term career goals, and home life.

Let's begin with leadership. The mission of the MPA program is to "prepare public service leaders." We have given you the foundation. It is now up to you to build on this foundation and to further your leadership skills over time. As someone once said, developing leadership skills is a lifelong journey—a statement I fully agree with.

Harry Jones, Mecklenburg County manager, made a point I will always remember when he talked about leadership several years ago at an MPA graduation ceremony. He pointed out that we cannot open any section of the newspaper, including the sports section, without reading about the lack of leadership. Expanding on this comment, I would suggest that there is clearly a lack of leadership in this country. We can approach the problem in one of two ways. First, we can say that "the glass is half empty" and take the posture that there is nothing we can do about it. Or, we can approach the problem as "the glass is half full" and realize where there is a leadership void, there is opportunity for us. My challenge to you is to analyze the

situation in each organization you are in, determine where the leadership void is, then fill it. This will ensure that you are successful and that the organization is successful.

I had the privilege of hearing a general from Fort Bragg talk about leadership at the NC City and County Management Association Winter Conference, and he suggested that one of the keys to leadership is being responsive to the situation at hand. That reminded me of a story I heard about a young boy who had just received his driver's license and asked his dad for a new car. His dad responded, "If you will improve your grades, read the Bible more, and get your hair cut, I will buy you a car." After a month, the boy returned with better grades and a better understanding of the Bible, but he still had long hair. The dad congratulated his son on accomplishing the first two but questioned him about the hair. The son remarked that all the great leaders in the Bible had long hair, so he was going to keep his hair long. The dad, in an attempt to show leadership and be responsive to the situation, said, "Son, you are absolutely correct that all the great biblical leaders had long hair. However, you overlooked a very subtle but important point also found in the Bible—those great leaders walked everywhere they went."

Moving on to long-term career goals, over the next few months I would like you to think deliberately about where you want to be in the next 10, 15, or even 20 years. Some of you may want to be a city manager somewhere here in North Carolina, while others may want to be an



Bill Rivenbark

executive director at a major nonprofit.

Both of these represent excellent and exciting long-term career goals. Having some understanding of these goals now allows you to make the right decisions and to obtain the required job experience in making progress toward accomplishing your goal. And as you have heard me say several times, if you wait until the job is advertised to prepare for the job, you waited too long. On the other hand, you already made one sound decision toward accomplishing your long-term career goals: you have are obtaining a graduate degree from a top-ranked MPA program and from a top-ranked university.

Finally, I want to turn to home life. During his presentation on leadership, the general from Fort Bragg also noted that a structured and supportive home life is critical for successful leaders. This is often a problem in the military, as you can only imagine, where the individuals serving do not always have the support they need, which places stress on them to the point of slowing down their advancement and promotions.

I want to issue a challenge to you! As you move through your career, do not place all of your energy into your job, or your home life will suffer. You must have a balanced approach to life, both from a personal and professional perspective, to be a successful leader. To summarize home life, I must turn to one of my favorite publications, which is *Men's Health*. While in the airport recently, I read an article that included a statement that stuck with me: "A well-rounded individual enjoys going to work every morning and enjoys going home every afternoon."

I would like to conclude this evening with an analogy by describing the three areas I've talked about—leadership, career goals, and home life—as lighthouses. If you can keep these lighthouses in front of you at all times, and check your location in relation to them on a continual basis, you will experience a meaningful, successful, and rewarding life.

LIFE EVENTS

On the Move...

Abby Bailes '99 has become a policy analyst for the California Family Council. **Mark Bondo '02** has left GAO and is now a research associate at the University of South Carolina's Institute for Public Service and Policy Research in Columbia. **Matt Bronson '97** was recently promoted to principal administrative analyst for Marin County, California. **Robert Easley '93** is back in the public sector as deputy finance director for the City of Manassas Park, Virginia. **Deborah Long Goldberg '02** has accepted a position with Mecklenburg County's Management and Budget Office. **Kyle Kinner '96** has taken a position as senior policy analyst for CARE, USA in Washington, DC. **Jane Preyer '91** joined the UNC-Greensboro Board of Trustees in April. Jane's mother is a former member of the UNC-G Board of Trustees. **Malinda Todd '02**

is assistant director for North Carolina REAL Enterprises. **Liz Warmerdam '95** is assistant city manager for the City of Hercules, California. Liz and her husband, John, have two sons and one daughter, ages 8, 5, and 3.

New Arrivals...

Abby Bailes '99 and her husband, Jeff, had their second baby, a boy named Dylan Walker Bailes, on December 21, 2005. He was a hefty 8 lbs. 15 oz.!

Amy Pomeranz Essley '98 and her husband, Eric, are excited to announce the birth of their second son, Fin, who was born in February.

Weddings...

Deborah Long '02 married fellow UNC alumnus Jonathon Goldberg on February 18 in Raleigh.

MPA STUDENTS RECOGNIZED WITH EXTERNAL AWARDS

Every year our MPA students are recognized as some of the best and brightest by receiving externally funded awards.

Erin Aloan has been awarded a University Distinguished Fellowship from Michigan State University for doctoral study starting this fall.

Nathan Branscome has been selected for the Local Government Management Fellows Program of the International City/County Management Association and has taken a position with Washoe County, Nevada.

Crystal Bridgeman, Fatema Choudhury, and **Maria Lorenz** have been selected as Presidential Management Fellows. Crystal will begin her fellowship with the Internal Revenue Service; Fatema will be with the Government Accountability Office; and Maria will work in the Department of Homeland Security.

Fatema Choudhury and **Joe Gavrilovich** were each awarded a Founder's Forum Fellowship by the American Society for Public Administration. The fellowships were awarded to full-time students studying in a field relevant to public administration, and they covered the cost of attending the ASPA National Conference in Denver, Colorado.

MPA Students Take to the Diamond

MPA students took to the diamond during the intramural softball season with both men and women's teams. The men's team, Implement This, was 2-1 in the regular season and then lost in the opening round of the playoffs. The Bad News Bureaucrats, made up of MPA women, battled to the semifinals of the playoffs before falling to the eventual runner-up. Congratulations to both teams!

MPA Careers, continued from page 1

Leonard: Meeting the instructors at the IOG. During undergraduate school and during the time I worked in county government, I read many of the books written by IOG faculty. To finally meet David Lawrence, Jake Wicker, and Steve Allred was really an honor.

Flexner: My assistantship with the North Carolina Fund, an organization founded by Terry Sanford and funded by the Ford Foundation. The Fund was a model for the U.S. Office of Economic Opportunity, and working there gave me an introduction to stimulating and managing change. From that springboard, I have spent my succeeding four careers focused on helping people and organizations change.

How has your experience at UNC affected you?

Vigue: My experience at UNC has made me want to be a better public administrator. Working with various faculty members at the SOG, and learning about the work they do for local governments in North Carolina, has inspired me to make a difference in local government.

Miller: I'm a stronger communicator and manager. I learned how to deal with conflict in a productive and professional way. I met some of my closest friends at UNC. My interest in education policy solidified while at UNC, and now that is my professional area of expertise at the U.S. Department of Education.

Leonard: Let me borrow a quote from Dean Smith's book, *A Coach's Life*. He mentions in the introduction the concept of "the Carolina family," the group of players who made up his basketball teams from the 1960's to the '90s. One former player said, "It's an amazing group of guys. It's a fraternity. I might not know a guy who played for Coach Smith in 1976, but I know if I needed help and picked up the phone and called that guy, he'd be there for me. That's what a lot of people don't understand. The group would run to help anybody." I think all of us MPA-ers parallel that. I've called on those who came before me and some who enrolled after me, and every time it has been like a mini-family reunion. It's great to know that we have a lot of Carolina MPA grads in our federal, state, and local governments. We're like McDonald's—we're on just about every corner.

Flexner: I could talk about the two-day T-Group that my class was forced to suffer through over the long 4th of July weekend, instead of having a break before the second summer session. Or I could reflect on nearly failing the oral finance final exam. Or maybe my thesis advisor delivering on his promise that "No, you can't write a thesis on that topic." Stress certainly encourages people to change. But the greatest impact that UNC has had on me was the wonderful freedom that I had to explore whatever I wanted to, and the knowledge and support that I found throughout the University that helped me succeed at whatever I subsequently pursued.

Do you have a favorite memory of the UNC/MPA program or Chapel Hill?

Vigue: There are so many. One I will cherish is the day of the Capstone Conference. It was a great feeling to watch my fellow cohort do an amazing job with projects I had been hearing about for months. The dinner and celebration afterward made the day complete.

Miller: Talking with friends at Caribou Café about life and our studies.

Leonard: Well, my wife-to-be lived two hours away, plus I was still working in Chatham County government, so most of my memories of that era did not take place on campus. But I do recall one night when a few of us were working on a course project. My favorite classmate, Bing Brogden (Roenigk), hosted us at her house and fixed us a great meal in her wok. Of course, we all drank "refreshments." The project got done, and we had a fun time doing it. I remember thinking to myself, "Here is a group of people I had never met until a few months ago, but now we are acting like we've been friends forever." And even though 20 years have come and gone since then, I feel the same way—those guys are my friends.

Flexner: Ever since I left Chapel Hill after the program's one year of on-campus coursework, I have been drawn back. One of the draws has always been the people associated with the MPA Program—not just those in the early years, but the faculty, staff, and alumni I have met during the past 40 years. Thanks, Don and Deil and David. Thanks, Cal and Steve and Alexis. And thanks, Jean and Sharon². Finally, thanks to all of the alumni and students with whom I have interacted in classes, conferences, and parties.

SAVE THE DATE!

MPA Kick-Off Event: August 19, 2006

The annual MPA Kick-Off Event, sponsored by the MPA Alumni Association and hosted by Deil and Pat Wright, will take place on the lawn of the Knapp-Sanders Building on August 19, 2006, at 6 P.M. This year's event will feature food, music, and friends as we welcome our first- and second-year students and reconnect with our MPA family. Once again we've invited Cliff and Burke of the band Melonbelly (www.melonbellymusic.com) to perform during the event. Among the featured guests will be Ramises, the mascot for the Tar Heels. As the summer winds down, mark your calendar for the MPA Kick-Off Event!

Conference on Public Administration: November 2-3, 2006

The School of Government and the MPA Alumni Board will host the 2006 Conference on Public Administration on November 2-3. This year's conference, with the theme of "Mind the Gap: Achieving the Common Good in a World of Change," will celebrate the 75th anniversary of the School of Government and the 40th anniversary of the MPA Program. The 2006 Conference will provide a forum for public leaders and interested citizens to come together to consider the challenging issues facing the public and nonprofit sectors.

For the first time, conference planners are working with UNC's Division of Continuing Education and ICMA to offer continuing education credits and ICMA emerging leader credits to conference attendees. Make plans now to attend this important professional development and networking event. Registration information will be sent to MPA alumni in September. We look forward to seeing you in Chapel Hill on November 2-3.



MPA Conference Committee (left to right): John Quinterno '00, Bill Flexner '66, Elizabeth Jordan '00, Mark Williams '89, Elaine Mejia '96, Carolyn Carter '76, Anne Tompkins '84, Penny Whiteheart '86, Chelsea Gurkin '00, Carl Stenberg, David Ammons, and Kelley O'Brien '99

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