The recession that began in 2008 has become the most serious economic downturn since the Great Depression. Local governments throughout North Carolina are feeling the strain with shortfalls in their major revenue sources: property and sales taxes. The general expectation is that things will get better throughout the rest of the economy before the recession eases for local governments, creating a lag that economists expect to last through at least 2011. With so many doomsday reports, what can local governments do to produce fiscally responsible balanced budgets?

Faculty member David Ammons and first-year MPA student Trevor Fleck recently published a report titled *Budget-Balancing Tactics in Local Government*, which draws on news reports from across the country and includes survey findings from North Carolina local governments. The report identifies a broad array of cost-cutting and revenue-enhancing approaches currently used by local governments. Following are some of the tactics highlighted in this monograph and in research conducted by Jack Vogt, which was presented at the 2009 Public Administration Conference, on local innovations in management practices in responding to the recession and budget shortfalls.

### Cutting Costs

In their report, Ammons and Fleck identify 35 cost-cutting tactics used by local governments. The most common are described below.

#### Hiring Freeze

A hiring freeze occurs when a local government chooses to leave vacant positions unfilled. Many local governments have adopted hiring freezes to some extent since early 2009. A hiring freeze may be “selective,” in which some positions are deemed critical and will be filled, or “hard,” in which there is no hiring, no exceptions. Ultimately, as with many of the cost-cutting and revenue-reducing measures, whether or not to use this strategy and the extent to which it should be used varies based on the local government and its financial condition.

---

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

—John Quincy Adams
The spring semester is moving at a rapid pace, and I want to share highlights of our work in progress. The admissions season got underway in January, and we had a record 151 candidates to consider. Like their predecessors, these candidates are talented, dedicated, and eager to come to Chapel Hill. Two admissions committees — each consisting of two faculty members, two second-year students, and an alumni representative — reviewed and evaluated the applicant files and interviewed 75 candidates, most in person. Shortly thereafter, acceptance letters and financial aid offers were sent to those who were determined to be an excellent fit with the missions of both the program and the School of Government. The final size of the Class of 2012 will not be known until later this spring, but we are confident it will be a dynamic and diverse group of future public service leaders.

Some of those who have been offered admission will choose to go elsewhere, often because their goals fit better with a public policy or international-oriented program. In other cases, we lose students due to financial aid considerations; our offers are sometimes not competitive with those of our peers. This is not a new situation, but it underscores the need to continue to “grow” our scholarship program, both to increase our ability to compete for students, and to help support them during their two years in the MPA program. Scholarships are made possible through the generosity of our alumni, and we appreciate your help in building funds for the future.

This academic year we are undergoing a reaccreditation review by the National Association of Schools of Public Affairs and Administration (NASPAA). Following our self-study report last year, a site visit team came to the school on March 21–23 for a first-hand look at who we are and what we do. The three team members met with MPA faculty, staff, students, and alumni, as well as with Dean Mike Smith and members of the Provost’s Office and Graduate School administration. We are optimistic that the program will be reaccredited and we look forward to receiving the team’s recommendations about how we can further strengthen the MPA program.

As we have been interviewing next year’s incoming class, we are also preparing for graduation. Twenty-seven students will participate in the May 8 celebration. With their Capstone papers completed, our soon-to-be graduates are focusing their efforts on job searches. These are challenging times to enter public service, and we are most grateful to our MPA alumni who have provided insights during the Assessment Center, shared information about entry-level openings in their organization, and offered encouragement to our candidates for public service positions. The 2010 graduation speaker will be Richard Vinroot, former mayor of Charlotte, UNC Morehead Scholar who played basketball for Coach Dean Smith, and 2000 candidate for governor of North Carolina.

Carl Stenberg
MPA Program Director

“Our new MPA candidates are talented, dedicated, and eager to come to Chapel Hill.”
Delay of Capital Projects and Infrastructure/Facility Maintenance
This strategy focuses on pushing maintenance and expensive capital projects forward to future fiscal years. In the short term, the strategy has been successful in helping to balance a current budget, but it may pose serious problems for the future as the infrastructure deteriorates and infrastructure needs continue to grow.

Cutting Departmental Budgets
Cutting departmental budgets tends to happen in one of two ways: across-the-board cuts or selective reductions. Both methods have been used to cut budgets in the present economic climate. With across-the-board cuts, all department heads submit budgets at a certain percentage less than the previous year’s. With selective cuts, some departments experience more severe cuts than others. Although across-the-board cuts have the appearance of equity, they fail to protect high-priority programs and they punish lean departments. Selective cuts tend to protect priority services.

Equipment Cutbacks
As the recession has dragged on, local governments have begun to seek out long-range cost-cutting strategies. One of those is reassessing equipment needs throughout the organization. For some, this means extending the useful life of vehicles and computers. For others, it can mean decreasing the number of vehicles that the local government carries or an overhaul of all equipment policies, such as vehicle take-home policies, in an effort to save money wherever possible.

Travel and Training
Ammons and Fleck found that over half of the survey respondents adopted travel and training restrictions, costs that are generally among the first to be trimmed at the onset of a fiscal crisis. While cutting travel and training does not make up large savings, public perception often drives this choice.

Other Cost-Cutting Strategies
Additional strategies discussed in the report include position cutbacks, reassignment of employees, service cutbacks, four-day workweeks, and the dreaded furlough.

Expanding Revenues
For many local governments, recent budget shortfalls were so severe that cost-cutting alone would not fill the gap. In those situations, increasing revenues provided a mechanism by which they could balance their budget. The most common of these strategies include fee increases, drawing down the fund balance, and the establishment of new fees. Not surprisingly, tax increases are unpopular among elected officials and citizens in times of economic distress.

Fee Increases and New Fees
Increasing existing fees and the creation of new fees provide ways of increasing revenues quickly to close the gap between expenditures and revenues, helping governments to continue to provide services at a consistent level. Many fee increases are aimed at recouping costs for services.

Use of Reserve Funds
Allocating reserve or “rainy day” funds is a sometimes controversial way of balancing the budget. This strategy may have a negative impact on an organization’s bond rating, which in turn increases the cost of future borrowing. Despite the risk, many local governments are using reserve funds extensively to balance their budgets.

Lessons Learned
What are the lessons of this study for local government officials? “Readers of this report,” says Ammons, “will be reminded of the broad array of budget-balancing tactics available to local governments, even if few are very pleasant options. Some readers might also discover that several cities and counties responded to this crisis more quickly and more aggressively than they or others did last year. These governments took major steps last year to blunt the impact of an even tougher year ahead.”

“This book became a launching pad for our discussions on how to bring our operating costs in line with available revenues. It also helped us to develop ‘smarter’ cuts and to avoid many of the unintended consequences of traditional budget-cutting tactics.”

—John G. Frye, CPA, Director of Financial Services, Village of Pinehurst
The MPA faculty and staff brag about our alumni every chance we get, citing their ongoing commitment to the program, spirit of public service, and willingness to reach out to students as advisors, mentors, and employers. These qualities bring enormous strength to the program.

This commitment is exemplified every January when alumni come back en masse to critique the first-year students’ performance during the annual assessment center. The opportunity to experience a tool used regularly by employers to assess job applicants, and to do so in a safe environment, is invaluable to the students. Over and over, they have said that exposure to this technique has been helpful during their job searches. We are confident that the experience contributes to the high placement rates of our graduates, even in an uncertain economy.

MPA alumnus B.J. Collins participated in the assessment center this year. “It’s a wonderful experience to come back to campus and work with the students,” he says. “The assessment center is one of the most challenging parts of the MPA curriculum, so it means a lot to come back and help the students survive the process.”

Many thanks to Professor Gordon Whitaker and Job Czar Ingrid Rosiuta for organizing this year’s assessment center and to the following alumni for giving of their time to make it a success:

Emily Adams
Stephanie Ashton
Jessica Aylor
Glenn Barnes
Ed Bristol
Shannon Byers
Ben Canada
Lee Clyburn
B.J. Collins
Larry Davis
Nicholas Dula
Peter Franzese
Heather Glass
Daniel Goetz
Joyce Gordon
Kyle Gray
Ursula Hairston

Randy Harrington
Gwen Harvey
Cal Horton
Christi Hurt
Alicia James
Brandon James
Laura Jensen
Terry Johnston
Edward Jones
Ed Kitchen
Taylor Libby
Chris Long
Kimberly Monroe
Aaron Noble
Jenny Noonan
Doug Paris
David Parrish

Renee Paschal
Kimberly Pearson-Brown
Julian Prosser
Steve Raper
Ed Regan
Stephanie Schmitt
Sarah Shapard
Kristin Siebenaler
Roger Stancil
Bill Stockard
Faith Thompson
Margaret Valyou
Tonya Walton
Lib Wanner
Hardin Watkins
Dudley Watts
Beth Wickham
With education costs rising, it has become increasingly difficult to pay for graduate school without taking on debt. Some students seem to have the hang of creative financing, and none more so than second-year student Bo Gattis.

Gattis put together an aggressive and creative financing package that has allowed him to do the near impossible—attend graduate school without acquiring debt. He has secured funding from three sources: salary from his work with the ICMA Center for Performance Measurement, funds from a Weiss Urban Livability Fellowship offered through the UNC-Chapel Hill Graduate School, and an AmeriCorps education benefit earned while serving with Teach for America.

CREATIVE FINANCING

Work Stipend
During his two years in the MPA program, Gattis has worked as an analyst in ICMA’s service areas of human resources and risk management. This research assistantship is co-funded by ICMA and UNC-Chapel Hill.

Academic Fellowship
Gattis received a 2008-2009 Weiss Urban Livability Fellowship, awarded each year to 10 UNC-Chapel Hill graduate students who are pursuing scholarly and practical improvements in urban livability.

Education Award
A graduate of Auburn University, Gattis worked as a high school Spanish teacher as part of AmeriCorps’ Teach for America program and earned benefits applied toward his education through an AmeriCorps Education Award.

REPAYMENT OPTIONS

Income-Based Repayment (IBR) is a new payment option for federal student loans that helps borrowers keep loan payments affordable with payment caps based on income and family size. For most eligible borrowers, IBR loan payments will be less than 10 percent of their income—and even smaller for those with low earnings. IBR will also forgive remaining debt, if any, after 25 years of qualifying payments.

Public Service Loan Forgiveness is a new program for federal student loan borrowers who work in a wide range of public service jobs, including jobs in government and nonprofit organizations. The program forgives remaining debt after 10 years of eligible employment and qualifying loan payments. During those 10 years, the IBR plan can help keep loan payments affordable. For information about these options, visit www.ibrinfo.org.

Second-year student Bo Gattis has used creative financing to earn a graduate degree without incurring debt.
improvements, increased public safety, and support for existing businesses. Addressing the state’s use of funds that have traditionally been given to local governments in order to balance the state budget, Governor Perdue acknowledged that there may be a need for decreased state funding to local governments in the future. However, she also promised that she will not make “across the board or willy-nilly cuts” in funding, but rather “prune and pick” the areas where funding might be decreased.

Alumni Breakfast
This year’s UNC-Chapel Hill Alumni Breakfast celebrated what our program is and does for North Carolina local governments. In sharing their experiences with the MPA program and internships in particular, several second-year students spoke about the value of having opportunities for professional relationships with alumni during their time in the program. Below are selected comments from students who attended the alumni breakfast:

• Spending time with practitioners allows students to apply classroom learning in a functioning organization.
• Internships are designed to further learning in a way that no classroom can.
• Interning in an organization—that is, doing work that matters—is one of the richest experiences the program offers.
• Internships provide a way for students to learn from alumni who have not only been through the program, but also have feet on the ground in local government and nonprofit organizations. Greater participation by alumni provides greater opportunity for students.

The North Carolina City and County Management Association’s annual management seminar, held in February in Research Triangle Park, attracted a record number of participants. This year’s conference focused on the economy and, to a lesser extent, changes in today’s government organizations. With 12 presenters, the School of Government was instrumental in many of the sessions.

Governor Perdue’s Address
In the opening session, Governor Beverly Perdue addressed the need for jobs in North Carolina. “As public servants,” she said, “our number one job is jobs.” Pledging her support to local governments, the governor asked managers to notify her if she can be influential in helping to bring new jobs to North Carolina. She also discussed the need for educational

Faculty member Shannon Tufts recognized by Government Technology magazine
Shannon Tufts, director of the School’s Center for Public Technology and MPA faculty member, has been named one of Government Technology magazine’s 2010 Top 25 Doers, Dreamers, and Drivers. The annual selection honors “people who cut through the public sector’s infamous barriers to innovation—tight budgets, organizational inertia, politics as usual, etc.—to reshape government operations for the better.” To learn more about Shannon Tufts’ work at the Center for Public Technology, visit www.mpa.unc.edu.
TRUE CAROLINA BLUE: TYLER THOMAS
by Jean Coble

Tyler Thomas grew up in Greensboro, North Carolina, but calls Pembroke home.

“Robeson County is where all of my family is from,” he says. “I have a large family with lots of aunts and uncles, three brothers—one is my twin—and two sisters. Most of our summers were spent in Pembroke.” Tyler explains that his family is part of the Lumbee tribe. “My mother took an active role in ensuring we maintained a connection to our roots,” he explains. “I appreciate that connection and really enjoy attending family gatherings and helping my grandmother in the garden. That’s when I hear great stories about our family’s past.”

Tyler has always had a passion for helping people, an example he learned from his mother, who is a retired elementary school music teacher, and his father, who works for Goodwill. “I have always had a desire to give back, especially in the American Indian community. The connection I feel to my Lumbee heritage is very deep.”

In his application for the MPA program, Tyler wrote, “Every time I visit down home, I pass a tall white-columned landmark, the heartbeat of the first state-supported university for Indians, UNC-Pembroke. There, in that moment of recognition, I feel a deep connection to my surroundings—Robeson County, the land of the Lumbees, and my beloved homeland. I have a commitment and desire to serve America’s ‘First People,’ and I believe the nation’s first public institution [UNC-Chapel Hill] can facilitate my accomplishing this goal.”

Tyler believes that the ethics training he is receiving in the MPA program will also help and guide him in his career. “Growing up, I witnessed and read about a lot of corruption, especially misuse of public resources,” he says. “I think I have the people’s best interest at heart, and I hope to one day be making ethical decisions to better the communities where I work and live.”

Tyler received a degree in exercise and sports science from UNC-Chapel Hill. While an undergraduate, he was president of the Carolina Indian Circle and a member of the American Indian Center’s Internal Advisory Committee. As part of his work at the University’s Office for Diversity and Multicultural Affairs, he encouraged high school students to attend college. At UNC’s Graduate School recruitment fair, he was drawn to the MPA program. “The values stated in the recruitment material really spoke to me,” he says, “and I find the MPA alumni network and small student cohort to be of real value. Also, I was interested in having a generalist degree. The skill set I acquire will be useful, regardless of where I go in my career.”

Tyler is part of a first-year team evaluating the Work Mentor Program for Builders of Hope, a nonprofit organization that provides affordable housing and job training. He is preparing for a summer internship with Robeson County local government and looking forward to helping his home county.

Tyler is a 2009–2010 recipient of a Hayman-Howard-Wright Scholarship. "I have always had a desire to give back, especially in the American Indian community. The connection I feel to my Lumbee heritage is very deep."
WELCOME TO THE 2010 ALUMNI EXECUTIVE BOARD

President
Marchell Adams David ‘92
City Manager
Hamlet, North Carolina

Scholarship Chair
David Cooke ‘82
County Manager
Wake County, North Carolina

President-Elect
Randy Harrington ‘98
Assistant Budget and Evaluation Director
Charlotte, North Carolina

Members At-Large
Ursula Hairston ‘98
Human Resources Director
NC Office of State Budget and Management
Raleigh, North Carolina

Immediate Past President
Sean Brandon ‘99
Director, Mobility and Parking Services
Savannah, Georgia

Marc Nelson ’01
Public/Private Development Coordinator
Department of Development Services
Savannah, Georgia

Treasurer
B.J. Collins ’01
Program Analyst, Office of Administration and Resource Management
US Environmental Protection Agency
Research Triangle Park, North Carolina

Alicia James ’04
Budget Analyst
NC Office of State Budget and Management
Raleigh, North Carolina

Conference Co-Chairs
Hardin Watkins ‘88
Town Manager
Garner, North Carolina

Corporation of the University of North Carolina
Visit www.mpa.unc.edu for updates on alumni events and news, as well as contact information for board members.

Hazen Blodgett ’88
Town Manager
Matthews, North Carolina

Correction
An article in the Summer 2009 issue of Impact, “Documenting Hunger and Food Insecurity in North Carolina: The NC Hunger Pilot Project,” neglected to mention that Trina Ozer ’05 worked on a related study dealing with food pantries in Iowa. Ozer also co-authored, with Maureen Berner and Sharon Paynter, an article that was published in Policy Studies Journal 36:3 (2008), “A Portrait of Hunger, the Social Safety Net, and the Working Poor.”
LIFE EVENTS

On the Move

Justin Amos ’06 accepted a position as budget analyst with the City of Charlotte.

Doug Bean ’74 retired in March as director of Charlotte-Mecklenburg Utilities.

Jerri Bland ’93 is executive director for enterprise applications at UNC-Chapel Hill’s Information Technology Services.

Darrell Butts ’07 has joined Forsyth County, North Carolina, as a budget and management analyst.

Nicholas Dula ’06 has accepted a position as planner with the City of Lenoir, North Carolina.

Anthony Fox ’77 is president of the NC Association of Municipal Attorneys for the 2009–2010 term.

Emily Gamble Gardiner ’98 is working with the USAID’s Regional Inspector General’s office in Cairo, Egypt.

Barbara Gunn ’74 was named president and CEO of Seedco, a national nonprofit organization that helps low-income people and communities move toward economic prosperity.

Duane Hampton ’07 was promoted to the rank of lieutenant and is the new assistant commander of the Criminal Investigations Division in the Durham Police Department.

Erin Langston ’03 has accepted an assignment as assistant director of the Building and Budget Management Division in the Equipment and Building Services department for the City of Dallas, Texas. She previously served as assistant director of Business Services in the city’s IT department.

Randall Lyons ’06 accepted a position as budget analyst with Wake County, North Carolina. (The Impact editorial staff apologizes for the error in our previous announcement.)

Esther Manheimer ’94 was elected to the city council in Asheville, North Carolina, in 2009.

Tim Morgan ’90 was elected to the Charlotte-Mecklenburg Board of Education in 2009.

Chris Morrill ’85 has been named city manager of Roanoke, Virginia.

Jane Preyer ’91 has been elected vice president of the state board of the NC Center for Nonprofits.

Richard Self ’81 is the energy section chief for the North Carolina State Energy Office in the NC Department of Commerce.

Ronda Tatum ’88 is director of budget and management for Forsyth County, North Carolina.

Parker Wiseman ’03 was elected mayor of Starkville, Mississippi, in 2009.

Accomplishments

Florentine Miller ’77 has received the Assistant Excellence in Leadership Award from the International City/County Management Association.

Andy Williams ’99 completed all requirements to be registered as a Certified Public Accountant, via studies at DePaul University in Chicago.

New Arrivals

Kevin Etheridge ’03 and his wife, Katherine, welcomed a son, Jacob Trexler Etheridge, on October 23, 2009.

Henrietta Locklear ’02 and her husband, Cole, welcomed a daughter, Molly Catherine Locklear, in February 2009. (The Impact editorial staff apologizes for the error in our previous announcement.)


Andy Williams ’99 and his wife, Beth, welcomed a daughter, Eleanor Kay Williams, on February 6, 2010, just a few days before their son, Sam, turned 3.

Marriages

Darrell Butts ’07 and Brittany Mann were married on September 19, 2009.

Heather Strickland ’06 and Aaron Glass were married on October 10, 2009, in Benson, North Carolina. Heather is a human resources consultant with Wake County, North Carolina.

Send your news for the Life Events section, along with other comments or suggestions for Impact, to Jean Coble at coble@sog.unc.edu.
2009 Donors Make a Difference

The MPA program gratefully acknowledges alumni and friends listed below who have contributed to another successful year. Your generosity allows us to offer scholarships and a variety of resources to MPA students. Thank you.

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

“A” HONOR ROLL
These donors have taken a leadership role in supporting the MPA program’s mission to prepare students for leadership careers in public service. Those names shown in bold were added to the list in 2009.

Russell Allen
David Ammons
David Cooke
William Flexner
Barbara Gunn
Donald Hayman
Wally Hill
Cal Horton
Ed Kitchen
Robert and Geraldine Laport
Ellen Liston
MPA Alumni Association
Susan Stewart Mengel
Peggy Merris
NC City County Management Association
Marcy Onieal
Jane Preyer
Steve Raper
Doug and Sharon Rothwell
Sidley, Austin, Brown & Wood LLP
Cynthia Sommer
Betsy Ross Howe Stafford
Richard and Jere Stevens
Glen Stine
Malchus and Amanda Watlington
Gordon Whitaker
Kenneth Woodcock
Richard and Patricia Woodcock
Edward Wyatt
Deil and Patricia Wright

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

Susan Austin
James Baker
Thad Beyle
Raymond and Gina Bourwell
Ellen Bradley
Anthony Fox
Carol Hickey
Laura Hogshead
Michele Hoyman and Michael MacKuen
Harry Jones
MPA Class of 2007
Stephanie Schmitt
Adrienne Simonson
Maurice Smith

CLUB ’66
Many MPA alumni and friends have been choosing a monthly giving option for more than 20 years, and Club ’66 is the name recently chosen to recognize this group of dedicated individuals. Named for the year the MPA program was founded, Club ’66 offers a simple way to give through automatic monthly drafts from a checking account or through credit card payments.

CHARTER MEMBERS:
Steve Allred ’74
Sean Brandon ’99
Jean Coble
David Cooke ’82
Teresa Derrick-Mills ’90
Peter Franzese ’06
Margaret Henderson ’90
John Holloway ’88
Cal Horton ’76
Joseph Moore ’05
Matt Owens ’97
Charles Perusse ’92
Chris Reykdal ’97
Chris Riddick ’07
Christina Ritchie ’03
Adrienne Simonson ’00
Carl Stenberg
John Stephens
Sybil Tate ’07
Rebekah Temple ’07
Faith Thompson ’03
David Vehaun ’87
Mary Vigue ’06
Hardin Watkins ’88
Kenneth Woodcock ’97

NEW MEMBERS (2009)
We thank the following individuals who joined this group in 2009, expanding Club ’66 membership by 40 percent.

Maureen Berner
Erin McIntyre Eckert ’00
Bryan Grady
Michael Halford ’92
Duane Hampton ’07
Nancy Kiplinger
Julian Prosser ’68
Gloria Saigo ’79
C. Michael Stepanek ’06
Martina Williams ’04

Every effort has been made to ensure accuracy, and we regret any omissions or errors. Please send any corrections to Jean Coble, external relations coordinator, at coble@sog.unc.edu, so that we may update our records.
Your Gift Matters

The individuals below have demonstrated a commitment to providing a quality graduate education to future public service leaders by making an annual gift in 2009.

J. Russell Allen
Raymond Allen
Stephen Allred
David N. Ammons
Justin Amos
Emily Anderson
Richard Apling
Marshall Ashcraft
Gerald L. Asher
Raymond Boutwell
Gina Boutwell
Robert Botsch
Carol Botsch
Matthew Bosse
Janet Bondo
Hazen Blodgett III
Susan Bickford
Thad Byele
Susan Bickford
O. Rolf Blizzard III
Hazen Blodgett III
Bruce Bondo
Janet Bondo
Matthew Bosse
Carol Botsch
Robert Botsch
Gina Boutwell
Raymond Bourwell
L. Ellen Bradley
Sean R. Brandon
Robin Broadmx
Cyrus Lee Brooks Sr.
Lew G. Brown
Emily Bruce
Nancy Brudney
Lucas C. Brun
Katherine Burdett
Lynn Burleson
Mason Byers
Shannon Byers
Elizabeth Cannon
Gary Cannon
Eve Cantral
Betty T Cates
George Chandler
Clark Charlton
Heather Jankowski
Chartier
Catherine Clark
Jean D. Coble
Sean Coffey
David Cooke
Frank Cope
Bree Bean Coplen
James E. Dalponte
Jason W. Damweber
Marchell Adams David
Ryan Davidson
Larry Davis
Lindsey Davis
Barbara W Daye
Teresa Derrick-Mills
Larry DiRe
Jim Donnelly
Matthew S. Duchesne
Beth A. Eastlick
Erin McIntyre Eckert
Joshua Edwards
Lee Calvin Erdmann
Amy Pomeranz Esseley
Jasper D. Evans
Ryan Ewalt
Bryan Foster
Anthony Fox
Peter Franzese
Stephen Gimilaro
Marcus Gleaton
Geoffrey E. Gledhill
Bryan Grady
Laura Graham
Charles M. Gray
Kyle Gray
James Greene Jr.
Melanie Greenspan
Barbara Gunn
Michael Halford
Ruffin Hall
Duane Hampton
James Harris
Lorna Harris
Gwendolyn Harvey
Margaret Henderson
W. Brian Hiatt
Carol Hickey
Julie Hochsztein
Laura Hogshead
John Holloway
W. Howard Holsenbeck
W. Calvin Horton
Norma R. Houston
James Howerton
Michele M. Hoymann
Phyllis Hughes
Benjamin Jacewicz
Willow Jacobson
Raymond W. Jaffke
Alexis Jones
Harry Jones Jr.
Peter Wilson Key
Philip William Kieffer
Nancy E. Kiplinger
Mark Kirstner
Ed Kitchen
Nancy Rich Kuhn
Robert Laport
Alan Lemke
Scott Leo
David Leonetti
Taylor Libby
Alfred Light
Mollie Light
Ellen Liston
W. Christopher Long
Heather Bannerman
Lueky
J. Thomas Lundy Jr.
Peter F. Lydens
Viola A. Lyles
Susan Lynch
MPA Alumni Association
Kaneda Masaharu
Ashley Adams Matthews
Gregory Mavraganis
Denny McGuire
Peggy Merriss
Florentine Miller
Joseph Moore II
Benjamin Mount
NC City-County
Management Association
NC Local Government
Investment Association
Victoria S. Neunert
Robert Nee Jr.
Kenneth Noland
Marcia Orncal
James Osborn
Michael Owens
Abby Parcell
Janet Parham
Douglas Paris Jr.
Sandra Pate
W. Patrick Pate
Jane Patterson
Stanley Patterson
Charlotte Peddicord
Thomas E. Peddicord III
Charles Penny
Martha Perez
Charles Perusse
Phyllis Peters
Eric J. Peterson
Justin Powell
Julian Prosser Jr.
D Shaun Purvis
Gerald Rakestraw
Stephen Raper
Christopher Reykdal
Jeffrey Richardson
Richard Richardson
Christopher Riddick
Christina Ritchie
Bill Rivenbark
Suzanne Cox Roberts
Lila Bingham Roenigk
Michael P. Rooney
A. Douglas Rothwell
Sharon Rothwell
W. Benjamin Rowe
Amanda Roylance
Matthew Roylance
Michael Ruffin
Gloria Saigo
Betty Sanders
John Sanders
Benjamin Scaggs
Mira Schankner
John Schelp
Stephanie Schmitt
Leslie A. Scott
Richard Self
Susin Seow
Carolyn Shapard
Charlie Shapard
Laurah Shealy
Michael Shealy
Kathryn Copeland Shem
Kenneth Shofnner
Adrienne L. Simonson
Ann Simpson
Judith Russell Singh
Shaili Singh
Robert Slade
Maurice Smith
Alvin Sokolow
Cynthia Sommer
Brandy Sparks
Fagan Stackhouse
K. Bryan Steen
Carl W. Stenberg
C. Michael Stepanek
Alicia Middleton Stephens
John B. Stephens
Amy Sudueh Stevens
Richard Stevens
Glen R. Stine
Amy Streeker
Nancy Taylor Sumner
Sybil Tate
Jack Temple
Rebekah Butler Temple
Faith Thompson
Thomas Thompson
L. Steve Thornburg
Mary Tiger
Kathryn Tydgat
United Way Agency for
Executive Council,
Greensboro
Gregory M. Useem
James S. Varnado
David Vehaun
Mary Frances Vigue
Roderick Thomas Visser
A. John Vogt
Julie Walden
Sarah Waterman
F. Hardin Watkins Jr.
Amanda Walting
Malchus Lynn Watlington
J. Dudley Watts Jr.
Stella Waugh
Carol Weisert
John Wester
Gordon P Whitaker
Brittany Whitmire
Elizabeth Wickham
Levi Wickham Jr.
Martina Williams
Emily Williamson
Andy Willis III
Jennifer Willis
Dirk Wilmoth
Alan Windsor
Kenneth Woodcock
Patricia Woodcock
Richard Woodcock
Michelle M. Woster
Lois Wright
Megan M. Wright
Edward A. Wyatt V
Steve Yost
Robert Yow
ONLINE CONNECTIONS

Social Media
The MPA program now has a presence on Facebook and Wikipedia. Our goal is to help alumni and current students keep up to date about program activities, while also providing useful information to prospective students and future friends of the program.

Become a fan on Facebook (“Carolina MPA”) and look for us on Wikipedia (“UNC-Chapel Hill Master of Public Administration”).

MPA Alumni Online Directory
Visit www.mpa.unc.edu to join the enhanced Carolina MPA Alumni online directory. Search for friends and make new connections with the Online Community by using the Basic or Advanced Search options. The directory is a great resource for personal and professional networking and an easy way to keep up-to-date on fellow alumni and faculty. Membership is exclusive and free to MPA alumni.