Public Service in the Private Sector
by Ashley Brown ’14

Carolina MPA alumni serve in all levels of government and in the nonprofit sector. But did you know that 23 percent of our graduates work in the private sector? Featured here are three alumni who are employed in the private sector: one entrepreneur, one consultant, and one corporate executive.

Mark McDonald ’95
Green Day Waste and Recycling, Record Depot, and Catawba Baler & Equipment

Mark McDonald was town manager in Jonesville, North Carolina, from 1993 to 1996, prior to entering the Carolina MPA program. After graduation, he worked with a firm in Nashville, Tennessee, structuring municipal bonds. In 1998, a business opportunity brought him back to North Carolina, where he owned and operated Patriot Waste Systems. After selling the business in 2003, he opened Record Depot and Catawba Baler & Equipment. Once his non-compete agreement from the sale of Patriot Waste Systems expired, he started a third business: Green Day Waste and Recycling.

“Nothing is redundant when you own your own business. But the learning curve can be steep.”

“I learned about waste and recycling by being a city manager,” said McDonald. “However, one of the biggest challenges in owning your own business is managing employees. I feel my public sector background and experience in the MPA program helped prepare me for this role.

For McDonald, owning his own businesses has many rewards. “We help our clients meet their sustainability goals, and we make reducing the amount of waste that goes into the landfill a priority,” he said. In a given month, Green Day recycles 5,000 tons of waste. “And we provide many

continued on page 3

“The test of our progress is not whether we add to the abundance of those who have much. It is whether we provide enough to those who have little.”

—Franklin D. Roosevelt
One of the benefits of being MPA director is the opportunity to interact with other program directors and faculty members around the country at conferences and workshops, including the annual conference of the Network of Schools of Public Policy, Affairs, and Administration. In addition to obtaining information on accreditation standards, program administration, and teaching techniques, I always come away from these events with a sense of pride in Carolina MPA because of the advantages we have over our counterparts:

- We are part of the UNC School of Government, a leader in applied research and technical assistance for public officials.
- We admit and graduate outstanding students who carry out our mission as they become public service leaders within their respective organizations and communities.
- We have extremely active and engaged alumni who remain committed to the success of our program and provide much-needed financial support that helps us attract high-quality students from diverse backgrounds.

There is another dimension of Carolina MPA that I want to highlight—the commitment of our faculty to becoming nationally recognized thought leaders in the study and practice of public administration. I look at this commitment from two different perspectives: disciplinary and programmatic.

The Disciplinary Perspective

In order to maintain and improve the national ranking of our program, it is imperative that we have faculty members who contribute regularly to public administration scholarship and who are regarded as thought leaders by their peers around the country.

David Ammons’ work to advance performance management in public sector organizations is an example. David has published his research in such journals as Public Administration Review and Public Performance and Management Review. He has also worked with local governments across North Carolina on the implementation of performance management systems.

The American Society for Public Administration selected David as this year’s recipient of the Joseph Wholey Distinguished Scholarship Award for his work in the field of public sector performance. On behalf of the program, I congratulate David and thank him for helping us advance our presence in the academic community.

The Programmatic Perspective

Nationally recognized thought leadership among faculty is important to our annual student recruitment process, where we highlight that unique combination of both academic and practical approaches as a strength of our program. Faculty members lecture on public administration but also on leadership and management best practices based on their work with public officials through the School of Government. Because of this practical expertise, many of our faculty members are called upon to publish books for a national audience of local government officials through the International City/County Management Association University.

At public administration conferences, I also feel a sense of pride when talking about the kind of dedication—by faculty, staff, and alumni—that we enjoy at Carolina MPA. This commitment to our mission of preparing public service leaders makes our program the very best!

My door is always open. Please visit if you are in Chapel Hill, or contact me anytime with questions or suggestions about our MPA program at rivenbark@sog.unc.edu or 919.962.3707.
quality jobs. We have people who have been with us for 10 years."

McDonald says that being a business owner makes each workday different. From meetings with executives in Fortune 100 companies to reviewing safety procedures with his employees, no two days are the same. But he does offer advice for those looking to start out on their own.

"Nothing is redundant about what you do when you own your own business. But the learning curve can be steep," said McDonald. "My biggest piece of advice is to research the industry you are interested in, and understand your market potential."

Doug Bean ’74
Raftelis Financial Consultants Inc.

Doug Bean served as city manager for both Morganton and Asheville, North Carolina, before joining Charlotte-Mecklenburg Utilities as director in 1994. After retiring from local government in 2010, Bean joined Raftelis Financial Consultants Inc., where he currently serves as the director of government services.

"Rafetlis began as a specialty firm that provided financial analysis of utility systems, but the business grew to include more comprehensive services," said Bean. "There are a lot of issues that affect utility systems that are not just financial. We realized that we could also help with some of the organizational and managerial problems to provide a more holistic response to utility management."

In his current role, Bean uses his specialized knowledge of utility systems and his leadership experience with local governments. His public sector background has made it easier for him to navigate the political landscape of local governments in order to build relationships with public officials and administrative staff.

"Consultation is a logical extension of what I did in the public sector," said Bean. "I loved my time in local government, and this job allows me to work with public officials and administrators. When you speak to a city council as a consultant, they listen and ask a lot of questions. There is real value in what you do because people are looking to consultants for guidance. This job incorporates the parts of the public sector job I enjoyed most without getting the late night calls from city council members."

Kate Irvin ’86
Coca-Cola Company

Kate Irvin has always loved Coca-Cola. But it was the company’s $50 million campaign for education that made her want to work there.

“When I was at UNC, my dream was to change the world through education,” said Irvin, who also earned a master’s degree in education from Harvard University. “I’ve loved Coca-Cola since their ‘I want to teach the world to sing’ commercial came out. When I saw how they were investing in education initiatives, I applied to be part of the team. Unfortunately, I did not get a job with that project. Instead, I was hired as a temporary secretary, worked hard to go above and beyond, and I steadily climbed positions within the company."

Today, Irvin is group director of international stakeholder relations. Her position involves creating connections with Washington, DC, institutions in order to leverage their resources to support Coca-Cola’s international business goals.

"Coca-Cola does business in all but two countries," said Irvin. "I proactively build relationships with pertinent US governmental departments such as the State and Commerce departments. If Coca-Cola’s international business faces issues, they help us work through those challenges. I also make sure that ambassadors from around the world are familiar with our business and how we contribute to their countries’ economies."

From attending a luncheon for the new ambassador of Thailand to investigating Coca-Cola’s currency conversion issues in Uzbekistan, Irvin’s day-to-day activities vary greatly. One common thread to her work, however, is that she must always think critically about the problems facing Coca-Cola’s international business and bring both American and foreign governments together for collaborative solutions.

“My experience with Coca-Cola has given me a global mindset. Not only have I built strong relationships in Washington, but I also get to work with foreign diplomats and learn about their cultures,” said Irvin. “One of my favorite parts of this job is that I meet fascinating and dedicated people from around the world. And I enjoy sharing my love for Coca-Cola with them.”
A Conversation with Faculty Member Ricardo Morse
by Ashley Brown ’14

Rick Morse joined the School of Government in 2006. Previously, he was assistant professor in the Public Policy and Administration program at Iowa State University. He teaches and advises state and local public officials in the areas of collaborative governance, visioning, and leadership. Morse’s publications include articles and book chapters on collaboration and citizen participation. He is editor of two books on public leadership: *Transforming Public Leadership for the 21st Century* and *Innovations in Public Leadership Development*. Morse holds a BA and MA in public policy from Brigham Young University and a PhD in public administration/public affairs from Virginia Tech.

Ashley Brown (AB): *How did you end up at UNC-Chapel Hill?*

Rick Morse (RM): Prior to working for UNC, I was on the tenure track at Iowa State University. I knew I wanted to pursue other opportunities. When the job opened up at the School of Government, it was my ideal scenario, and the timing was right. There couldn’t have been another offer as attractive to me as Carolina’s.

AB: *What is your research area?*

RM: Collaborative governance and leadership, which are very tightly aligned. If you were to do a Venn diagram of the two, they would overlap a great deal.

AB: *What is collaborative governance?*

RM: Collaborative governance refers to how the public sector works in concert with other stakeholders, including community organizations, businesses, and of course, citizens. My current research addresses how local governments work together to provide public services and explores innovation in citizen engagement.

AB: *How did you become interested in your research area?*

RM: As an undergraduate student studying public policy, I researched neighborhood councils, which are grassroots organizations at the neighborhood level. One summer, I interned for the county administrator of Roanoke County, Virginia, and was allowed to staff some neighborhood meetings and a citizen task force. This experience turned me on to the idea that governance is more than just government. It excited me to see participatory democracy in action. After that, my interests lined up with a series of opportunities that eventually led me here. But that internship with the county administrator really shaped my trajectory. It is why I pursued a PhD in public administration rather than public policy.

AB: *Outside of teaching for the MPA program, what other work do you do for the School of Government?*

RM: I teach in many of the leadership courses for practitioners, including Public Executive Leadership Academy. I also have been collaborating with colleagues at NC State University on food policy issues. We put together a webinar last fall on local food and local government and another in mid-April on community food policy councils. I also serve on various committees including the MPA@UNC admissions committee.

AB: *What are your interests outside of teaching?*

RM: I like to spend time with my family, especially doing outdoor activities such as hiking, camping, and canoeing. Plus, I spend a lot of time coaching my kids’ basketball and soccer teams. I also really love to travel.
Now Seeking Nominations: Donald Hayman Distinguished Public Service Award

The MPA Alumni Association seeks nominations for the Donald Hayman Distinguished Public Service Award. This award is given to individuals who consistently exemplify high standards of service to the public and/or the organizations they serve.

Nominees must be graduates of the Carolina MPA program or otherwise associated with the MPA program or the School of Government.

The deadline for nominations is July 1, 2014.

The award recipient will be announced at the 2014 Public Administration Conference on November 6–7 at the School of Government. For details and nomination information, visit www.mpa.unc.edu/node/187.

Prior award recipients:
Jack Vogt 2013
Harry Jones 2012
Donald Hayman 2008 *
Stephen Allred 2007
Deil S. Wright 2001
Calvin (Cal) Horton 1998
Richard Stevens 1997
Gordon Whitaker 1997

*In 2008, the MPA Alumni Distinguished Service Award was renamed in honor of Donald Hayman.

MPA Alumni Association Update

by Peter Franzese ’06

“What are you excited about?” This is the question all MPA Alumni Association board members were asked at the beginning of our first meeting together on January 31. A common thread in the range of answers was an enthusiasm for service and for giving back to the program that means so much to us.

It is an honor to work with outstanding Carolina MPA alumni who represent the history and success of the program in many avenues of public service. Board members come from a variety of locations, backgrounds, interests, and cohorts. Our board spent time considering the ever-evolving MPA student experience and how it relates to the legacy we want to build as alumni. The curriculum has changed over the years, but until recently, most of us had in common the experience of working with certain faculty members including Donald Hayman, Gordon Whitaker, Jack Vogt, and Deil Wright. Current students will have different faculty relationships, but what we—all alumni and students alike—share is a set of values and a core commitment to public service.

Please visit mpa.unc.edu/node/39 to learn more about your MPA Alumni Association and see a list of current board members. We will be working on ways for alumni to better engage with each other while supporting and promoting the Carolina MPA program. If you have ideas about how best to achieve this, please contact me at franzese@alumni.unc.edu.

Join the Alumni Association Board

You can help support students and advance Carolina MPA’s efforts to remain a top-ranked program by serving on the 2015 Alumni Association board. Visit www.mpa.unc.edu/node/189 to review board member responsibilities and association bylaws. Contact Jean Coble at coble@sog.unc.edu or 919.962.0426 by July 1 with questions or to express your interest in serving.
TRUE CAROLINA BLUE: JOSEPH BEASLEY

by Ashley Brown ’14

Joseph Beasley comes from a long line of North Carolinians. He can trace his maternal lineage in Cabarrus County back to the 1770s. His paternal side is originally from Louisburg, before moving to Kannapolis and opening Beasley-Cross Chevrolet in 1944. Beasley was born in Charlotte and raised in Concord, where he lived next door to his grandparents.

Beasley’s close-knit family also has a long history of public service to the state. His mother and grandmother were school teachers, and his grandfather was a superintendent of Cabarrus County Schools.

“I am lucky to have been raised by such a supportive family that includes so many teachers,” said Beasley. “I know it has had a big impact on who I am and what I value. My grandfather in particular instilled in me the importance of continuing my education.”

When it was time for Beasley to make his own career choice, he knew he wanted to continue the tradition of public service to the state that holds so much history for his family.

“My community—my church, the Boy Scouts, and the school system—helped shape who I am,” said Beasley. “Public service is a way that I can give back.”

Beasley graduated summa cum laude from NC State University with a BA in political science and a minor in Spanish. While in school, he interned with Governor Bev Perdue’s administration in constituent services. He was then offered a communications fellowship with the Governor’s press office.

“The press office was a fast-paced environment where I gained valuable experience and met a lot of inspiring people,” said Beasley. “I was given the opportunity to engage different actors in the administration and other sectors of state government.”

While working for Governor Perdue, Beasley decided to apply to MPA programs so that he could gain the additional skills needed to become a leader in the public sector. His first choice was UNC-Chapel Hill.

“During my interview, I spoke with Professors Bill Rivenbark and Willow Jacobson. I was instantly drawn to the fact that they train current practitioners and are committed to improving the lives of North Carolinians,” said Beasley.

“I also like that the Carolina MPA program provides a generalist degree that introduces students to all aspects of government,” he continued. “I especially look forward to learning more about budgeting in the public sector. As an intern, I remember watching the governor release her 2012–13 budget and all of the attention it drew. That experience reinforced for me the importance of the budget process.”

Since joining the program in fall 2013, Beasley has come to see the cohort culture as a key component to his professional development.

“My cohort includes such a qualified group of people,” he said. “Each person brings a fresh perspective to discussions, and we learn something new from one another each day.”

Whether learning from his peers or from the MPA faculty, Beasley is excited to be gaining the skills that will allow him to continue the legacy of his family’s public service to North Carolina.

Joseph Beasley received the 2013–2014 Jean D. Coble Scholarship.
Jane Preyer ’93 to Deliver 2014 Commencement Address
by Andrew Trump ’15

As southeast regional director of the Environmental Defense Fund (EDF), Jane Preyer guides the organization’s policy initiatives and political strategy and manages partnerships with governments, businesses, and environmental groups. Preyer first worked with EDF as a Carolina MPA student intern. In the two decades since, she has been instrumental in the passage of some of the South’s most important environmental legislation, including laws that limit coal pollution and protect drinking water.

Preyer credits the MPA program with helping her develop the analytical and managerial skills she relies on as a leader in environmental protection. “The program gave me a new frame of reference,” she said. “I learned that no one group can solve big problems in isolation.”

Preyer has served on various boards, including the NC Center for Nonprofits, Children’s Home Society of NC, Outer Banks Conservationists, UNC-Chapel Hill Institute of Arts and Humanities, and UNC-Chapel Hill Board of Visitors. In addition to Preyer’s personal history of leadership and service, her family supports future generations of public service leaders through the Preyer Family Scholarship for MPA students at UNC.

Can’t make it to Chapel Hill for commencement? Tell us what your Carolina MPA degree means to you using the #CarolinaMPA hashtag on Twitter or on Facebook at CarolinaMPA. We’ll share your thoughts with those in attendance.

Jane Preyer will deliver the 2014 Commencement Address at the School of Government on May 10 at 11 a.m.

Club ’66

Named for the year the MPA program was founded, Club ’66 is a monthly giving option that donors have used for more than 20 years. Gifts are made through automatic monthly drafts from a checking account or credit card into a scholarship fund of the donor’s choosing. We extend our gratitude to the following loyal supporters, whose consistent gifts help provide an affordable education for Carolina MPA students.

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Renee Zimmerman

Thanks to student editor Ashley Brown ’14 for her many contributions to this issue of IMPACT.
Life Events

On the Move

Creighton Avila ’05 is principal administrative analyst for El Dorado County, California.

Sana Khan ’13 is a community organizer with Asian and Pacific Islander American Vote-Michigan.

John Rible ’10 is a sales and marketing specialist with ARINC Network Solutions in New Jersey.

Ben Rowe ’94 is assistant city manager in Winston-Salem, North Carolina.

Ann Wall ’86 is assistant city manager in Charlotte, North Carolina.

Accomplishments

Kitt Ryland Brown ’94 is a Certified Information Privacy Professional (CIPP). Brown has earned both CIPP/US and CIPP/IT credentials.


Joe M. Parker ’90 published a memoir, Onward Tar Heel Civic Soldier.

Weddings

Weiping Yang ’06 married Larry Hsia on February 1, 2014.

New Arrivals

Erin Miller ’08 and husband Matt Miller welcomed daughter Hannah Elizabeth on November 17, 2013.

News for the Life Events section, along with comments or suggestions for IMPACT, should be sent to Jean Coble at coble@sog.unc.edu.

Carolina MPA Staff Committed to Student Success

Carolina MPA students benefit from working with our exceptional faculty, but they are also mentored by MPA staff. Several new members, alongside Susan Lynch and Susan Austin, bring to the program expertise in higher education administration and a commitment to students.

Jessica Brinker previously served as assistant director for operations at MBA@UNC and Kenan-Flagler Business School. Before that, she worked at Duke University and Ohio State University. Brinker holds a BS in business management from NC State University and an MA in higher education and student affairs from Ohio State University.

Joy Jackson previously worked on the recruitment team for MPA@UNC for 2U in Landover, Maryland. Jackson holds a BA in political science from Syracuse University and an MBA from UNC-Chapel Hill.

Jamarian Monroe previously served as business operations executive assistant and student services manager for the Department of Social Work at NC State University. Monroe holds a BA in political science with a concentration in public policy from NC State University.

Karla Townley-Tilson has worked with the Office of the University Registrar at UNC-Chapel Hill, at Whitman Communications in New Hampshire, and in the Division of Student Affairs at Syracuse University. Townley-Tilson holds a BS in marketing from Syracuse University and an MBA from Meredith College.

Prior to joining the MPA program, Elisabeth Zimowski was director of career management and corporate relations with The Ohio State University Fisher College of Business. She has a range of experience in higher education and the private sector, including leading a regional college recruiting program for Dell Inc. Zimowski earned a BA in English from the University of Tennessee and an MA in higher education and student affairs from The Ohio State University.

New MPA staff members, left to right: Jessica Brinker, Director of Operations, MPA@UNC; Joy Jackson, Admissions Director, MPA@UNC; Jamarian Monroe, MPA Program Manager (on-campus format); Karla Townley-Tilson, Director of Academic Advising, MPA@UNC; and Elisabeth Enloe Zimowski, Career Services Director, MPA@UNC.

www.mpa.unc.edu
Donors Make a Difference

The MPA program gratefully acknowledges the alumni and friends listed below who made a gift during 2013. Your generosity allows us to continue to offer valuable tuition scholarships to MPA students. Thank you for another successful year.

“A” Honor Roll

These donors have taken a leadership role in supporting Carolina MPA’s mission to prepare public service leaders. Their cumulative giving has crossed a threshold of $5,000. Those names in bold will be added to the plaque located in the School of Government’s MPA program suite.

J. Russell Allen
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Peggy Merriss
Florentine Miller
MPA Alumni Association
NC Association of County Finance Officers
NC City and County Management Association
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Jane Preyer
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Malchus and Amanda Watlington
James and Diane Westbrook
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Edward Wyatt V

Sustained Givers

We appreciate the consistent annual gifts of our sustained donors to the MPA program. These donors’ cumulative giving has reached a threshold of $500, and they join a group of prior donors recognized on the “Sustained Givers” plaque located in the School of Government’s MPA program suite.

Raymond I. Allen
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Jenica V. and Ryan A. Davidson
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J. Dudley Watts
Elizabeth M. Williams

David C. Wright
Megan M. and Nolan T. Wright
Renee Zimmerman

continued on page 10
Your Gift Matters
These individuals have demonstrated a commitment to providing a quality graduate education to future public service leaders by making an annual gift to the MPA program.

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Save the Date

MAY 10, 2014
MPA GRADUATION
School of Government, UNC-Chapel Hill
MPA alumna Jane Preyer, southeast regional director of the Environmental Defense Fund, will deliver the commencement address. See page 7 for more information. #CarolinaMPAmeans

JUNE 6, 2014
ENGAGING WOMEN IN PUBLIC ADMINISTRATION
School of Government, UNC-Chapel Hill
This one-day event is designed for women interested in advancing to leadership positions in public or nonprofit organizations or those who wish to enhance their current leadership skills. Interactive workshop sessions will explore participants’ personal capacity for public leadership, focusing on communication and networking, work-life balance, and creative problem solving.

AUGUST 23, 2014
FALL KICK-OFF EVENT
School of Government, UNC-Chapel Hill
Connect with old friends and visit with current students at the annual kick-off to the academic year. For more information, contact Jean Coble at 919.962.0426 or coble@sog.unc.edu.

NOVEMBER 6-7, 2014
PUBLIC ADMINISTRATION CONFERENCE
School of Government, UNC-Chapel Hill
Conference co-chairs Candy Terrell-Galke ’95 and Chris Sherman ’05 are working with the planning committee to offer a conference that provides timely content, lively discussions, and opportunities to network with peers. #UNCPAC14