Carolina MPA: Then and Now

1966 to 2016

In 1966, thousands of Americans protested the Vietnam War, President Lyndon Johnson created the US Department of Transportation, civil rights activist James Meredith was shot while marching in Mississippi, and in August, the Beatles played their last concert in San Francisco’s Candlestick Park.

Also in August, across the country at UNC-Chapel Hill, seven students formed the first cohort of the new UNC Master of Public Administration program. One of those students, Gloria Grizzle, talked recently about her experience in the program, her work in local and state government, and her long career in academia.

Rocky Start for MPA

When Grizzle enrolled, it had already taken more than 30 years for the MPA program to get off the ground. Efforts began as early as 1932, but lack of resources resulted in several failed attempts despite support of successive professors, departments, and organizations. In the 1940s and early 1950s, the North Carolina City and County Management Association (NCCCMA) petitioned the university to provide a formal public service training program. But it was not until 1966, after a continued push by NCCCMA, the Department of Political Science, and the Institute of Government, that approval was granted by the Graduate School for an MPA program. This time, it stuck. Originally housed in the Department of Political Science, the program moved to the School of Government in 1997.

Grizzle entered the program as one of six full-time students. “Unlike a typical MPA program, the classes were small,” she said. “We were offered a special accounting course that was developed just for us as well as sensitivity training.” Her professors included Ken Howard, who pioneered budgeting improvements in North Carolina and served as MPA program director.

“You can't make decisions that make everybody happy, but you must do the greatest good for the greatest number of people.”

— Christine Todd Whitman, 2015 Deil S. Wright Lecturer
I am excited to report that we organized another successful Public Administration Conference in November 2015. Sessions explored the theme of connectivity among individuals, organizations, and communities. I want to thank the conference co-chairs, Taylor Libby ’05 and Monica Croskey Chaparro ’05, who did an outstanding job planning and hosting the conference that began with a keynote address from UNC Chancellor Carol Folt and Deil Wright Lecture from Christine Todd Whitman. Sessions on ethics and diversity supported the program’s public service values of accountability and transparency, respect and equity, efficiency and effectiveness, and professionalism and ethical behavior.

For those who were unable to attend the Dean’s Dinner, I want to share my thanks for all you do as alumni of our program. You play an important role in helping us recruit top candidates to Carolina MPA and providing professional work experiences for students. Research has shown that students who experience productive internship experiences are more employable in today’s competitive job market. Thank you for providing so many opportunities.

Our program is fortunate to have an active alumni board. I’d like to thank Katie McCoy ’01 for serving as board president this past year and welcome Johanna Foster ’05, our new board president.

Below are three engagement opportunities I hope you will consider.

- **NASPAA alumni survey.** The MPA program is currently undergoing a regular reaccreditation process through our accrediting body, NASPAA. Our self-study report must be finalized by August 2016. In order to complete parts of the reaccreditation report, we will need feedback from you by way of an electronic survey you will receive in the next couple of months.

- **MPA 50th Anniversary.** We will be celebrating 50 years of Carolina MPA in 2016 and will be reaching out to you for suggestions on how to commemorate this milestone. Please let me know if you have specific ideas.

- **Alumni Referrals.** Having completed the MPA program, you understand best what it takes to be a successful student. We value your recommendations of prospective students and invite your referrals. If there’s someone in your office or peer group who could benefit, as you have, from Carolina MPA, please complete a short form at mpa.unc.edu/node/1196.

I am very happy to announce I have been reappointed for another term as MPA program director by School of Government Dean Mike Smith. I have enjoyed serving as director for the past five years, and I look forward to serving again and working with you to advance our program.

William C. Rivenbark
Professor and Director

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.
from 1968 to 1973; Joe Ferrell, who now serves as secretary of the faculty at UNC-Chapel Hill; and, of course, Don Hayman, whose name is lent to the MPA program’s Donald Hayman Distinguished Public Service Award.

From the Classroom to Government Offices and Back Again

Grizzle went on to earn a PhD in political science from UNC and taught for a couple of years at the Institute of Government. She considered a career in local or state government, and she served as director of program analysis for the Office of the County Manager in Dade County, Florida, and director of special studies and senior program analyst at the Division of State Budget and Management in Raleigh, North Carolina. In the end, she chose teaching and research.

Grizzle joined the Askew School of Public Administration and Policy at Florida State University in 1978. She served as director of the Askew School from 1992 to 1995 and taught in the MPA and PhD programs for more than 23 years. She authored 80 monographs, refereed articles, book chapters, and books. She taught local government management, public financial management, local government budget simulation, policy analysis and evaluation, and quantitative methods.

What’s Changed in 50 Years? Computers!

When asked what has changed most over the years in the field of public administration, Grizzle replied, “Computers!” When she graduated from MPA, the only computers in government offices were mainframes. Now, she says, “The whole interaction between the public and administrators is quite different.” Computers, the Internet, and social media have facilitated robust conversation between governments and residents as well as among people around the globe on topics both entertaining and life-saving.

Grizzle saw another shift among her students in the early 1980s during the Reagan administration. “When I was an MPA student,” she said, “we were concerned about the war on poverty, and our focus was on making things better for people.” At Florida State, where the MPA program is focused primarily on state government, she saw a transition in her students to being “more focused on career development than on public service as a way of helping others.” She also weathered “a public growing more hostile toward government, and a state legislature more interested in saving on taxes than in spending on public needs.” For 23 years she continually advised her students, “Wherever you go, make it better than you found it.”

What’s Still the Same?

Even in her first year in the MPA program, Grizzle was aware of the “tremendous support from the Institute of Government.” She has watched from afar how that support has helped to develop the program. “I congratulate the School of Government for sticking with this program for 50 years,” she said. “It has made a great difference to public service and, in particular, to local government in North Carolina.” As an MPA professor, Grizzle adds another perspective as well. “The support the School gives to the faculty is important to the success of the program. In other university MPA programs, it’s likely there is no administrative staff support, no graphic artists, no publications division—all that makes a big difference.”

Still Using MPA Skills in Retirement

When Grizzle retired in 2002, she moved to South Carolina, where her sister, a watercolor artist, was starting an art association. Grizzle put her MPA skills to work creating the structure for the nonprofit organization. This was a great fit for her other talents: she is an accomplished photographer and painter. In retirement she has time not only to create art but to continue passing on her skills—this time, as a teacher of photography.

Time Goes On

In 2016, thousands of Americans are rallying around “Black Lives Matter,” we are in the second term of America’s first African American president, and the Beatles, who broke up in 1970, are still selling—more than 2.8 million singles on iTunes alone.

Since 1966, Carolina MPA has graduated nearly 1,000 alumni, and 216 students are currently attending the program on campus and online via MPA@UNC.

The world still needs Carolina-trained public administrators who can, as Gloria Grizzle said, “make things better for people.”

**MPA’s First Cohort, 1966**

Thank you for paving the way.

William Flexner
Gloria Grizzle
Alexis Jones
Adam Lemke

Thomas McCann
Robert Moorhead
Paul Snyder
This year’s Deil S. Wright Lecture featured Christine Todd Whitman, former governor of New Jersey and administrator for the Environmental Protection Agency. In her opening remarks, she stated, “I’m always curious to see if anyone ever does master public administration.” Veiled behind this seemingly light-hearted statement is the important and often difficult distinction between creating and implementing policy. Whitman, however, is well qualified to speak about this distinction. She served as both a creator and implementer of policy during her successful public career.

Early in her career, while serving as president of the New Jersey Board of Public Utilities, Whitman learned the value of transparency. “If you are honest and open, people may not like the decision, but they will appreciate the process.” Later, when she was elected the first female governor of New Jersey, she prioritized this value of transparency. “Leadership is getting people to do what you want them to do, to believe it is important, and being able to explain why it is important.” After two terms as governor, President George W. Bush appointed Whitman administrator of the Environmental Protection Agency. In this role she learned the nuanced distinction between elected and appointed public servants. As administrator, she was no longer the creator of policy and found it challenging to balance her past experiences in elected office with her new role.

Recalling her service in both elected and appointed offices, Whitman emphasized that the hardest thing anyone will learn in public life is that you cannot make everyone happy. But, she said, “You must do the greatest good for the greatest number of people.”

In order to do the greatest good, she learned that inclusion of diverse opinions is very important. She noted, “Nobody operates in a silo, and you should not make policy decisions without considering the impact.” Investing in people and encouraging dissent were also critical components of her leadership in the public sector.

Whitman addressed the importance of the work of the School of Government and the MPA program. “Local government has the best, closest, and most ongoing relationship with constituents,” she said. Her closing message was twofold. First, as public servants, “We must be able to communicate to people why they should care.” Secondly, as citizens, she said, “It’s your community. It’s your neighborhood. And you need to care.”
Diversity and Inclusion: Not a One-Time Conversation

by Audrey Shore ’16

Faculty member Leisha DeHart-Davis organized a substantive, well-attended session on diversity and inclusion on day two of the Public Administration Conference. Vi Lyles ’74, Charlotte City Council member, and Roger Stancil ’82, Chapel Hill town manager, shared with students and alumni in attendance their personal experiences working with diverse communities and fighting for inclusive policies during their careers.

While diversity is an important and ongoing conversation in the MPA program, many in the room wanted to know how the program can help students develop cultural competencies and support the diversity of the student body. Stancil asserted, “The MPA program needs to focus on developing people who can manage human capital.”

For first-year student Ellis Johnson, the session was a good start to deepening a conversation on diversity within the program. “It’s essential for us all to recognize the importance of talking about and taking action on increasing diversity and inclusion,” Johnson said. “It is even more important for us, students who are developing as public service leaders, to have the requisite knowledge and skills to work within and build more diverse and inclusive communities.”

One student asked, “How do I start these deep conversations?” Lyles, Stancil, and moderator Sherick Hughes ’99 responded in turn. A common thread in their responses was the importance of not shying away from tough conversations. Lyles stated, “We need to embrace people; we need to embrace inclusion instead of fear.” Hughes, an associate professor in the UNC School of Education and expert on race studies and black education, explained that he uses diversity as a compass to navigate difficult conversations. For instance, he scans for diversity when he walks into a room but acknowledged that diversity encompasses more than skin color, is often invisible, and ultimately affects inclusive decision making. He and Stancil encouraged participants to view diversity and inclusion not just as an issue but as a problem-solving tool.

Hughes closed the session with a metaphor. “You do not shower or brush your teeth once and expect to remain clean.” Similarly, he said, “You cannot expect to talk about diversity and inclusion once and expect to have mastered the subject and its implications.”

Continuing the Conversation

The Carolina MPA program continues to take steps to address the increasing diversity of the communities and organizations our alumni serve and the diversity of our student population. This conference session was one conversation among many that we hope to have with you. For information about our ongoing efforts and programs, visit the MPA Diversity and Inclusion website at mpa.unc.edu/node/966.

Join Our New Diversity and Inclusion Listserv

Faculty member Leisha Dehart-Davis says, “This is a place to post your questions and comments around diversity and inclusion, which can mean many things: race, ethnicity, gender, sexual orientation, religion, age, physical ability, etc. The goal is to foster conversation around these issues so that local governments and other organizations can be better equipped to leverage employee and community differences.” To join the listserv, visit sog.unc.edu/resources/listservs/diversity-and-inclusion.

Let Public Service Be Your 'North Star'

UNC Chancellor Carol Folt opened the conference with remarks on public service leadership. Folt shared with the audience a glimpse into the future of the university. She also emphasized how public service can guide and inspire students and alumni as a “north star” throughout their careers.
A Conversation with Faculty Member Kelley O’Brien ’99
by Audrey Shore ’16

Carolina MPA relies on adjunct faculty members, in addition to core MPA faculty, to instruct both on-campus and online classes and broaden the topics offered to students. Kelley O’Brien is not only an adjunct instructor teaching professional communications for the MPA program, but she is also an MPA alumna (class of 1999) and a member of the School of Government’s leadership team as director for strategy and innovation.

How did you end up at UNC-Chapel Hill—as a student and then as School of Government staff?

I applied to the UNC-Chapel Hill MPA program on the advice of a professor at the University of Georgia. I enrolled after teaching English in Ecuador. After graduation, I worked for a year as associate director of a nonprofit focused on K-12 education but then joined the School’s Civic Education Consortium as director of the nation’s first study of youth and adult civic engagement. Over time, I took on more duties, eventually becoming director of the Consortium. In this role, I spent a lot of my time writing grant proposals and policy papers. In 2009, I started teaching a half-semester MPA course in grant writing. In 2011, I was given the opportunity to teach the professional communications course, which is a required element of the core curriculum.

How do you expect MPA students will use what they learn in your professional communications course?

Public service leaders are consistently asked to communicate complex information to a variety of audiences. Each of these communications—whether one-on-one conversations, formal written recommendations, or presentations to boards—will have implications for both the public official and the organization they’re working for. This course allows students to practice communication skills in a supportive environment.

Has this course changed over time given the expansion of communication outlets?

When I first started teaching this course, there was a big emphasis on social media and e-mail. Now, students come to the program with a more sophisticated and robust understanding of professional communications via social media and with more questions about construction and tone of professional e-mails.

What do you observe that students find most challenging about the course?

Many students come into the course anxious about their public speaking skills. I have them evaluate a recorded presentation of themselves. My hope is that this exercise helps students see that their speaking skills are stronger than they perceive, and it ultimately builds their confidence in public speaking.

In addition to teaching in the MPA program, what other work do you do for the School of Government?

As director for strategy and innovation, I work on projects that promote innovation at the School and create an infrastructure for making more strategic decisions. For example, I oversee an innovation fund established with a gift from Local Government Federal Credit Union intended to encourage faculty to develop better ways to serve School of Government clients.
TRUE CAROLINA BLUE: ALLISON HAWKINS ’18
by Audrey Shore ’16

Allison Hawkins’ passion for public service began at her family dinner table. Her father, Mike Hawkins, has been a Transylvania County commissioner for 18 years. Her mother, Claudia Hawkins, has served on numerous county tax boards. Allison Hawkins remembers that it was “perfectly normal for our dinner table conversations to be about economic development, property taxes, or infrastructure needs.”

Hawkins also credits growing up in Brevard, North Carolina, a small town with fewer than 8,000 people in the mountains, with informing her interest in public service. She describes Brevard as an idyllic, picture-postcard example of rural North Carolina. The mayor owned the hardware store next to town hall, she went to school with the same classmates from kindergarten through high school, and she was greeted by a friendly face everywhere she went. “I wouldn’t be who I am today if I didn’t grow up in Brevard,” she said. “The experience instilled in me a love of and desire to serve rural North Carolina communities.”

When Hawkins was 10 years old, the three large manufacturing plants in Transylvania County closed within six months of each other. “I had a front row seat to the decisions made by local leaders trying to right our local economy,” she remembers. “Of course, there is still work to be done, but Transylvania County as a whole is doing better than a lot of other rural areas in the state.” These experiences taught her that “people committed to their communities can make a difference.”

Hawkins earned an undergraduate degree in history and political science from UNC-Chapel Hill as a Morehead-Cain Scholar. After graduation, she worked for a variety of organizations including UNC General Administration, the newly renamed UNC School of Media and Journalism, Caswell County Partnership for Children, and the Institute for Emerging Issues.

When Hawkins considered graduate school, the choice of where to go was easy. “For me it was Carolina or nothing,” she said. “It is the only school I applied to, not because I love Chapel Hill or wanted four more years of free basketball tickets—although both those things are true—but because I wanted to stay in North Carolina.”

Deciding on which graduate program took a bit more thought, and in the end, Hawkins chose a dual degree: public administration and law. “I think that by pairing knowledge of the law with the MPA program’s emphasis on practical management and leadership,” she said, “I’ll be able to make the most positive impact.” The research and consulting projects she has conducted with MPA faculty, along with her summer professional work experience with the Public School Forum of North Carolina, have confirmed her original thinking.

As a dual-degree student, Hawkins still has three years of school left and acknowledges her plans are subject to change. For now, she is still focused on work that benefits rural North Carolina.
From the Classroom
by Dylan Russell ’17

From its inception, the online MPA format was designed to replicate the on-campus experience as closely as possible with the same curriculum, same lead faculty, and same emphasis on rigor and excellence. We invited first-year on-campus student Dylan Russell to team up with MPA@UNC student Jeffrey Merritt to give us some feedback about their shared and/or divergent experiences.

So far, my most difficult assignment has been learning how to balance it all. I’m a first-year on-campus student. I work in the Office of Development at the School of Government and am finally getting in the swing of balancing my core classes, my work assignments, and exploring Chapel Hill. Prior to entering the program, I had been a White House intern and a fifth-grade teacher. I always knew time management was crucial, but just when I thought I had mastered the art of balancing grad school with life, I met Jeffrey Merritt.

Jeff is in his second semester with MPA@UNC, the online format of the program, and he works as a business technology analyst for the NC Department of Public Instruction’s School Nutrition Services Section. Not only is he a full-time student and employee, he’s also a husband of 25 years and a dad to three kids in college. Talk about time management!

I sat down with Jeff to talk about our experiences with the two program formats. We were surprised to discover the similarities.

Getting In
We each knew from our first exploration that there was something different about Carolina MPA. Jeff had been in an online PhD program at another university and said he felt “abandoned” there. That couldn’t be further from his experience at UNC, and I share the same sentiments. We talked about how smooth registration went, the supportiveness of staff members, and the genuine willingness of faculty and staff to go above and beyond to provide assistance.

Cohort Experience
My favorite aspect of the program has been learning from my peers during class. I was surprised to hear that Jeff felt the same about his online experience. I had assumed that the on-campus format had the advantage of face-to-face interaction. However, Jeff told me about the conversations he has with his peers in class and his experience with his professors. It sounded identical to the experience that we have here on campus. Jeff talked about how his professors look for his input and value the experiences students bring to the classroom and how having diverse students from all over the country brings valuable insights to discussions.

A Call to Service
During my interview with Jeff it was obvious that he has a heart for public service. I think that is what sets Carolina MPA apart. The program reminds us that sometimes politics can be small and government can seem abstract, but the skills we acquire here have the potential to transform and change lives. Jeff and I are both passionate about education. He started working at the Department of Public Instruction because he felt compelled to give back to the education community that gave so much to him and his children. As a fifth grade teacher at Mary Scroggs Elementary in Chapel Hill, I saw the problems that children and teachers face, and that those problems are bigger than one classroom. That’s when I decided to return to school. Through our assignments and interactions with others, we are constantly reminded of the immense power of government to do good in people’s lives. Jeff and I both acknowledged that it was a privilege to be learning alongside others who are invigorated by public service.

The Tools to Serve Effectively
Carolina MPA brings a vital human element to political discourse. From the support that we have received, the people we have encountered, and the fostering of our commitment to public service, we believe that this program is equipping us with the knowledge and skills to serve our communities.
According to the 2012 US Census Bureau, there are more than 116,000 active-duty and 22,500 National Guard/reserve service members stationed across North Carolina, which amounts to the third largest military population by state in the country, following California and Texas.

What does all this mean? These service members bring family members to the state, attend local schools, pay property taxes, buy and lease homes, and contribute roughly $48 billion to the economy. In addition to those currently serving, nearly 750,000 veterans live throughout all 100 North Carolina counties, and another 60,000 are projected to leave active duty over the next five years. These individuals possess skills and technical expertise that could contribute to public and nonprofit organizations in North Carolina and throughout the country.

This leads us to a key challenge. Military and civilian leaders do not have many shared forums, but both could benefit from an understanding about their work and the nature of their leadership training. Leaders exiting the military often do not understand how their skills translate to serving in a public leadership role in a civilian setting. Civilian leaders sometimes need a better understanding of how to work with service members and veterans within their offices, in interagency work, and in the community.

The MPA solution. Faculty member Charles Szypszak recently developed a new course, Military Leadership and Public Administration, as the platform to build a common understanding among public administration students who are civilians or active veteran members of the military. Students of both the on-campus and online MPA formats participate in a collaborative, live forum to develop a firm understanding of military leadership and its compatibility with civilian public service.

“The Military Leadership seminar fills a gap in the MPA curriculum by giving veterans an opportunity to consider how their leadership training and experience can be applied effectively in public affairs,” said Szypszak. “It also exposes those who have not served to the rich military leadership laboratory.”

The course provides a unique opportunity for students, faculty, and alumni to talk directly with UNC-Chapel Hill ROTC leaders from the four main branches of the military—Army, Navy, Air Force, and Marine Corps. Both military and non-military students emerge with an understanding of the common traits and values shared by civilian and military leadership roles, including the following:

• Adapting to a changing environment and solving problems within resource- and time-constrained environments
• Solving complex problems through collaboration and teamwork
• Working with individuals of vastly diverse backgrounds to achieve common goals
• Integrating technological systems to provide effective services

Jon Cheek is a second-year on-campus MPA student. He is an active-duty strategic plans and policy officer in the US Army who works on long-range, theater-specific plans addressing future force needs. After completing his MPA degree, Cheek will be reassigned.
Life Events

On the Move

Angel Banks-Adams ’12 accepted a position as a legislative analyst with the Fiscal Services Division of the Iowa Legislature.

Jenifer Baptista Della Valle ’14 is a management analyst/ICMA Local Government Management Fellow with the Town of Hillsborough, North Carolina.

Rafael Baptista ’15 is an ICMA Local Government Management Fellow with both Durham County and the City of Durham, North Carolina.

Joseph Beasley ’15 has accepted an economic development coordinator position with the Planning Department of the City of Concord, North Carolina.

Ed Blayney ’15 is an innovation project manager in the Office of Performance Improvement with Metro Government in Louisville, Kentucky.

Brittany Clark ’15 is a quality review coordinator with Alliance Behavioral Healthcare in North Carolina.

Summar Corley ’15 is a member of the health care team with the US Government Accountability Office in Washington, DC.

Andrew d’Adesky ’08 earned a Juris Doctorate from the University of Florida College of Law and is an associate attorney with Latham, Shuler, Eden & Beaudine in Orlando.

Megan Dale ’14 is a management analyst at the Public Works Department of the Town of Chapel Hill, North Carolina.

Jason Damweber ’07 is deputy city manager of Takoma Park, Maryland.

Adam Decker ’15 has relocated with the US Army to Fort Leavenworth, Kansas.

David Finley ’15 is a budget analyst with the Town of Chapel Hill, North Carolina.

Bryan Foster ’93 is deputy manager for the City of Manassas, Virginia.

Brannon Godfrey ’88 is town manager of Warrenton, Virginia.

Joyce Lynn Gordon ’05 is senior human resources and benefits analyst at Spoonflower in Durham, North Carolina.

Rich Grogan ’04 is state director of the Small Business Development Center in Durham, New Hampshire.

Whitney Harris ’15 accepted a position in the Office of Management and Budget with the City of Alexandria, Virginia.

Sarah Hazel ’14 is an ICMA Local Government Management Fellow in Charlotte, North Carolina.

Laura Hogshead ’00 is chief operations officer at the US Department of Housing and Urban Development in Washington, DC.

Maia Knox ’15 is an ICMA Local Government Management Fellow with the City of Snoqualmie, Washington.

Katie Loovis ’00 is director of corporate responsibility at GlaxoSmithKline in Washington, DC.

Greg Mavraganis ’07 is manager of business operations for perioperative services at Lancaster General Health in Pennsylvania.

Jamie McCall ’06 is a research analyst with the Economic Development Partnership of North Carolina in Cary.

Joe Moore ’05 is city manager of Zebulon, North Carolina.

Malcolm Munkittrick ’15 is a fiscal/economic analyst with TischlerBise in Bethesda, Maryland.
John O’Connor ‘15 is an associate sales consultant with Oracle in Boston, Massachusetts.

John O’Daniel ‘15 is town administrator for Bladenboro, North Carolina.

Adam Parker ‘08 is an associate attorney with Butler Snow LLP in Baton Rouge, Louisiana.

Maggie Parker ‘15 is a loan officer with The Real Estate Council’s CDFI Fund in Dallas, Texas.

Doug Paris ‘05 was appointed manager of the Town of Midland, North Carolina.

Emily Portner ‘09 is research associate for North Carolina Supreme Court Chief Justice Mark Martin’s new Commission on the Administration of Law and Justice in Raleigh.

Eric Reese ‘15 joined John Hopkins University’s Center for Government Excellence as a research analyst in Baltimore, Maryland.

Susin Seow ‘97 is director of development with Carolina Performing Arts in Chapel Hill, North Carolina.

Alicia M. Stephens ‘00 and her family relocated to Houston, Texas.

Kat Thompson ‘15 is a management analyst with the Orange County Department of Social Services in North Carolina.

Mary Vigue ‘04 is executive director of the Guilford County chapter of Say Yes to Education in Greensboro, North Carolina.

Erika Walker ‘09 is project coordinator and awards manager for the ENVISION Project in the Global Health Division of the International Development Group in Arlington, Virginia.

Michael Wooley-Ousdahl ‘09 is manager of transportation operations for Google Inc. in Mountain View, California.

Ray Allen ‘80 retired on January 1, 2015 after 28 years as city manager of Albemarle, North Carolina.

Safa Sajadi ‘09 was selected to serve on the National Board of the Iranian American Bar Association. She passed the North Carolina Bar Exam in October and accepted a position as policy researcher with the Center for Responsible Lending in Durham.

Kirsten Wyatt ‘02 was awarded ICMA’s Early-Career Leadership Award in memory of William H. Hansell Jr.

Jeff Maxim ‘00 and wife Heather welcomed their adopted daughter Allison on January 30, 2015.

Katie McCoy ‘01 and husband Labon welcomed Mariel “Mira” Laurel McCoy on October 16, 2015.

Philip Rogers ‘05 and wife Rebekah welcomed Grayson Philip Rogers on August 3, 2015.

Jenifer Baptista Della Valle ‘14 and Rafael Baptista ‘15 were married on August 15, 2015 at the Immaculate Conception Church in Forest City, North Carolina.

Sarah Hazel ‘14 and Steven King were married on August 22, 2015 at the Foundation for the Carolinas in Charlotte, North Carolina.

Laura Hogshead ‘00 and Kortney Wells were married on June 19, 2015 in the US Virgin Islands.

Please send news for Life Events to Brandon Foster at foster@sog.unc.edu.
Save the Date

FEBRUARY 3–5, 2016
NC City and County Management Association Winter Seminar
Sheraton Imperial Hotel and Convention Center, Durham

February 4
MPA Alumni Breakfast
MPA Speed Networking

MAY 7, 2016
MPA Graduation
UNC Friday Center, Chapel Hill