

IMPACT

**A L U M N I
NEWSLETTER
SUMMER 2016**

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Finding the Right Fit

HOW THE MPA PROGRAM MOVED TO THE SCHOOL OF GOVERNMENT IN 1997

by Dylan Russell '17

"Would you like to take on the MPA program?"

That's what former MPA Director Mike Munger asked School of Government Dean Mike Smith more than twenty years ago. In the early 1990s, the School of Government was still the Institute, the MPA program was housed in UNC's Political Science Department, and Munger had taken on directorship from faculty member Gordon Whitaker.

MPA faculty and alumni were worried about the future of the program. There were not enough faculty members in the Political Science Department who would offer MPA classes focused on practical scholarship. At the business meeting of an alumni conference, Whitaker said, "People need to understand we are at a tipping point. If things stay the way they are, I think it will be the end of the program." This declaration got the attention of faculty and alumni who had not realized how dire the situation had become.

At that time, Richard Stevens '74 served as the chair of the UNC Board of Trustees. A longtime employee of Wake County where he served as county manager from 1984 to 2000, Stevens knew what was at stake. He rallied alumni to make calls to University administrators. For a



The MPA program moved to the Institute of Government in 1997, prior to the Knapp-Sanders Building's extensive renovation.

week, then-Chancellor Michael Hooker received messages from passionate public service leaders across the state—from county managers to legislators. Shortly after, Mike Smith received a call from

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"Keep in mind that your decisions affect the livelihood of other people because you've chosen public service."

—Tom Lundy '71, Manager, Catawba County

DIRECTOR'S COLUMN



William C. Rivenbark

Our incoming student numbers are great. Seventeen students will join our summer online cohort, 23 will enter the fall on-campus format, and 54 students graduated from the program in May 2016. This is the highest number of graduates in an academic year since the program was founded in 1966. What a great way to celebrate our 50th anniversary!

Rankings

In the latest *US News and World Report* on rankings for the best public affairs schools, we were ranked 25th overall, along with Georgetown University, Georgia State University, Ohio State University, University of Kentucky, and University of Nebraska. We improved our rankings in the specialty areas of city management and urban policy (ranked 5th), public management and administration (16th), and public finance and budgeting (17th). Improvement in these areas is due in part to the increased visibility of our faculty's research on the latest theories and practices of the field of public administration, which advances our reputation among peer institutions. The reputational surveys that underlie *US News* rankings are distributed approximately every four years, and we are already identifying strategies to bolster our rankings for the next round.

50 Years of Educating Public Leaders

The MPA program has evolved in order to advance our mission, but we have never compromised our commitment to quality.

- We have changed and updated the curriculum several times in the past 50 years, including moving from a one-year format to a two-year format in 1994.
- The program moved locations from the Political Science Department to the School of Government in 1996, which has bolstered our access to invaluable resources (see p. 1).
- We launched an online format in 2013, which has increased the accessibility of our degree among working professionals and has improved the diversity of our student body.

What has not changed are things that continue to make Carolina MPA a top-ranked program that graduates some of the most capable and dedicated public servants in the nation.

- Our program prepares students to be public service leaders.
- MPA faculty and staff are committed to the program, to our students, and to our alumni. This is a major reason I enjoy serving as your MPA director.
- And without question, what has not changed is the commitment and engagement of our alumni, which continue to be unmatched by any other MPA program in the nation.

I am excited about what Carolina MPA has accomplished over the past 50 years and truly look forward to helping it grow as we look toward the next 50 years of excellence.

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.

continued from Finding the Right Fit on page 1

UNC's vice chancellor, who said, "The program is moving to the Institute of Government. What do you need?"

Smith knew that support from the Institute's faculty would be critical to the move's success. Faculty took a vote. "To get a university faculty to vote unanimously on anything is fairly impressive and unusual, but we laid the groundwork so that no one in the building needed to ask why we were doing this," Smith said. "It was one of the few times we had a unanimous vote."

On July 1, 1997, the MPA program officially became part of the Institute of Government. Faculty member Gordon Whitaker and program manager Jean Coble transitioned to the Institute right away, but Deil Wright remained at Political Science until his retirement in 2002, though he continued teaching in the MPA program. Michelle Hoyman, who still teaches in MPA, has continued to be based at Political Science.

Matt Roylance '97 was among the first cohort to attend the program at the Institute of Government. He said, "I can't imagine how hard they must have been scrambling behind the scenes to make everything work as well as it did."

Four years after the MPA program settled in its new home, the Institute became the School of Government.

"The arrival of the MPA program allowed the School to expand its capacity in fields other than law, including leadership, budgeting, and human resources," Smith said. He cites the most positive impact as being the "cross-pollination" between scholarship and practice.

"We have a set of scholars who are, in many ways, practitioners. They bring into the MPA classroom front-line knowledge from day-to-day conversations with public officials." In addition, many MPA graduates—particularly those

who stay in North Carolina—find themselves coming back, not just as visitors, but as guest lecturers or participants in School of Government courses. The realignment has been a good fit.

Twenty-six years after moving to the School, the MPA program launched an online format designed for working professionals and others seeking flexibility while advancing their careers in public service. This move is also proving to be a good fit. With 42 graduates thus far, the online format (MPA@UNC) has broadened the Carolina MPA community of

public service leaders in number and geographic reach. Online students and alumni include military members deployed overseas and working public service professionals from across the country.

The MPA program's mission is to educate public service leaders, and its very existence at times has depended on the commitment and leadership of individuals who



In 1997, when the MPA program moved to the Institute of Government:

NASA's Pathfinder space probe landed on the surface of Mars.

Steve Jobs returned to Apple (he was fired in 1985).

Madeleine Albright became the first female US secretary of state.

Titanic was the number one movie of the year.

could envision the importance of its impact. For 50 years, the influence of MPA alumni has been felt in local communities across the country, in state and federal government offices, in nonprofit organizations, and in hundreds of ways that are not always visible but that cumulatively make a positive impact.

Thanks to the MPA directors whose leadership has guided the program for 50 years

- 1966–1968 Fred Cleveland, chair of the Department of Political Science
- 1958–1970 Ken Howard
- 1968–1973 Ken Howard

- 1973–1980 Deil Wright
- 1980–1993 Gordon Whitaker
- 1993–1995 Mike Munger
- 1995–2001 Steve Allred

- 2001–2006 David Ammons
- 2006–2011 Carl Stenberg
- 2011–2016 Bill Rivenbark (appointment through 2020)

(Not Quite) Touching the Top

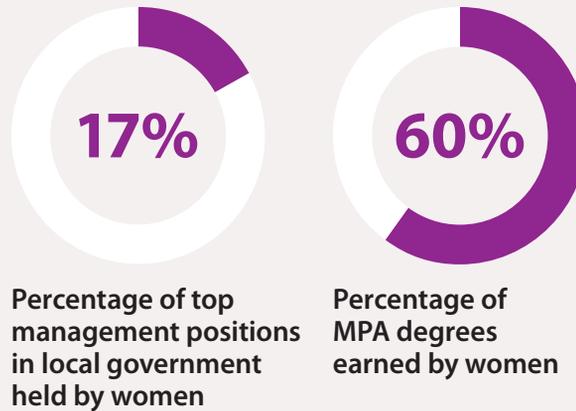
by Audrey Shore '16

Women account for about 17 percent of top management positions in local government across the nation, according to the 2014 International City/County Management Association (ICMA) "Report on the Status of Women in Local Government." In contrast, the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) reports that about 60 percent of MPA degrees are earned by women nationwide.

According to research by School of Government faculty, in North Carolina, women represent only 16 percent of county managers and 19 percent of city managers, but 30 percent of assistant and deputy management roles.

In addition to reports on gender disparities in management roles, the topic is being addressed in conferences and other venues for local government audiences. At the 2016 North Carolina City and County Management Association Conference (NCCCMA) in February, Jenifer Della Valle '14 moderated a session that focused on research and applied behavioral economics as a frame for understanding gender disparity. Use of the hashtag #13Percent was started in 2015 to group together articles and tweets about advancing women in local government.

In the United States



While research, social media outreach, and conference discussions have increased awareness around the issue, faculty member Leisha Dehart-Davis is asking some probing questions:

- Why are women better represented near, but not at, the top of local government organizations?
- What factors lead women to not pursue top positions? And what factors lead to pursuing them successfully?

Dehart-Davis is collaborating with colleagues from other universities who are also interested in answers. Their project, "Near the Top: Glass Cliffs and Labyrinths in Local Government Career Paths," will employ both qualitative and quantitative research to understand gender disparity in local government leadership. Deneen Hatmaker, associate professor and MPA program director at the University

of Connecticut, and Amy Smith, associate professor of public policy and MPA program director at the University of Massachusetts Boston, will travel to UNC-Chapel Hill this year to conduct interviews with male and female managers and assistant and deputy managers. Their research also includes a survey analyzing the resumes of both male and female managers and assistant managers in local government.

At the School of Government, DeHart-Davis and faculty members Margaret Henderson and Kim Nelson created an initiative called *Engaging Women in Public Service* as a means to connect with women climbing the ranks in local government. Initial research and planning support in the initiative's first year came from then-student Carla Davis-Castro '14. Since then, *Engaging Women* has offered two annual conferences, small-group coaching and networking sessions across the state, and a first-of-its-kind summit for women managers in North Carolina. The third annual conference will be held in Raleigh in October 2016. *Engaging Women* has been recognized twice with School of Government innovation fund grants.

"Women represent an enormous wellspring of untapped innovation in local government organizations," said Dehart-Davis. "They are a source of human capital that sparks intellectual energy and organizational effectiveness." Dehart-Davis and others in the field are looking for ways to maximize those contributions.

TRUE CAROLINA BLUE: OMAR KASHEF

by Audrey Shore '16

Despite growing up on two continents, in three countries, and in 10 different houses, North Carolina is still home for Omar Kashef. "Even with all that moving around," he said. "I have spent more than half my life in North Carolina."

Born in Portland, Oregon, Kashef spent his early childhood in Saudi Arabia, where his father worked on designing a new city. The family lived in Portland while his father attended Portland State University, and they lived in Canada while his dad earned a PhD. But his middle and high school years were spent in Greenville, North Carolina, where his father had accepted a position as an associate professor at East Carolina University in the Geography Department. His parents, both originally from Egypt, have degrees in architecture, business, and planning. While in Greenville, they also designed and built homes.

In Greenville, Kashef saw firsthand the persistent poverty that threatens eastern North Carolina. "There are too many places in this country where poverty and poor health are thriving," he said, "and I want to work toward alleviating those problems."

Kashef began classes at UNC-Chapel Hill as an undergraduate in the fall of 2010, and it was also during this time that he discovered the School of Government. After applying for several work-study positions, he received a call from the MPA program. He remembers running to the School

for an interview with then-program manager Sharon Pickard. "I did not know anything about public administration or what it meant to be a public servant, but I could tell I was in a special place." He worked with Pickard and the MPA program throughout his undergraduate studies, and each year he became a small part of each cohort that came through.



After graduating from UNC, Kashef worked in Chapel Hill as a housing specialist with the Community Empowerment Fund, a nonprofit dedicated to providing sustainable transitions out of homelessness and poverty. He worked with more than 40 community members but was only able to find housing for two. This frustrating outcome motivated

him to go back to school. "This experience was not only grounding, but I realized that I could not imagine dedicating my life toward anything but public service, particularly in and around affordable housing." Kashef's experience working for the MPA program, along with "the opportunity to build a diverse set of skills and tackle difficult problems," led Kashef to earn an MPA from UNC-Chapel Hill.

Kashef is a dual-degree student with MPA and the School of Information and Library Sciences. "Through information sciences I have been learning several different programming languages such as SQL and Python," he explained. Kashef has been able to put his unique skill sets to use through a community revitalization fellowship with the School of Government's Development Finance Initiative (DFI). In this role, he has learned about public-private partnerships and worked on development projects in Mooresville and East Spencer, North Carolina.

Kashef will graduate in 2017 and is already considering applying to PhD programs. He is looking into a wide range of professions including database management, affordable housing development, and housing policy. Until then, Kashef plans to continue working with DFI and splitting his time between North Carolina, where his brother is finishing high school, and Saudi Arabia, where his father currently resides and teaches.

A Conversation with Faculty Member Maureen Berner

by Audrey Shore '16

Maureen Berner first joined the School of Government in 1998. She teaches evaluation and analysis courses for MPA students and provides similar training and advising to state and local government officials. Berner is a former UNC Faculty Thorp Engaged scholar. She earned a PhD in public policy from the Lyndon B. Johnson School of Public Affairs at the University of Texas at Austin, an MPP from Georgetown University, and a BA in global studies from the University of Iowa.



run programs? The food assistance programs are excellent examples of this, and that's why I focus on them. The questions cut across all government service areas as well as those covered by nonprofits.

You recently gave a TED talk at Wake Forest University. How did you prepare for the presentation?

The TEDx event at Wake Forest University was one of the most intense experiences I've had as a faculty member. I practiced my talk over and over again. I had to make sure that it was clear, concise, and free of ambiguity. That's a phrase that should be familiar to MPA students! It had to be less than 18 minutes, factual, inspirational, and entertaining. I was fortunate to have help from the School's IT and Marketing and Communications teams.

What made you want to work at UNC-Chapel Hill?

Dean Mike Smith emphasized a strong belief in good government, not academic competition. That commitment to public service really resonated with me.

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

I train local government officials on program evaluation methods, work on substantive evaluation projects that can take up to several years to complete, and I do research. My research focus over the past few years has been on how local communities implement programs, particularly on local capacity to implement intergovernmental programs. But that's a very broad view, so I look at hunger and food insecurity and how communities use the combination of local nonprofits, local school-based programs, and federal programs run through state agencies and implemented at the local level to address local need. However, teaching and working with students takes up the majority of my time.

What do you like about teaching?

To me, the most important skill to offer students is the ability to think and react to real situations with real questions and real data. This can both be thrilling and terribly frustrating to them. I love hearing about how their research—whether they work out or “crash and burn”—ends up being discussed in job interviews and how sometimes they don't appreciate the work involved until years later. For my part, I get exposed to 24 different topics of original research around public administration every year.

What research are you most passionate about right now?

I speak most often about hunger issues, but to me, the larger question is good government. If we have a program in place to feed hungry children in the summer, for example, but it's been a failure for more than 50 years, how can good government allow that to continue? What creates a situation like that and how do we fix it? Who should be at the table? Do community-based actors actually have the capacity to

What did you find most interesting about the TEDx event?

What I enjoyed the most was getting to know the other speakers, because we were together in close quarters for almost 36 hours rehearsing, eating, and waiting through the whole event. In the process, I made a group of friends from all over the world who are doing incredible work. I hope the talk is seen by folks in different communities and that it spurs conversations. And, I have to say, I'm glad it's over.

“Local Economic Security? Think Childhood Hunger.”

Read about Maureen Berner's TEDx talk and find links to a video of her presentation at mpa.unc.edu/node/1291.

Graduates Leave the Program with a Little Extra Learning

To cap off their times of intense learning in the MPA program, 2016 graduates were given a little more take-away wisdom from commencement speaker Tom Lundy '71. At 37 years, Lundy's tenure as Catawba County manager is the longest in North Carolina's history; he will retire this coming Fall. On May 7, he shared with graduates a lifetime of learning in what he called a "small batch of advice...distilled, aged, and to some degree, perfected over my career in local government—from my successes and my failures."

1. **Earn your job every day.** A work ethic of earning your job every day will help you guard against a mentality of "this is what I'm due" or "that's not my job."
2. **Hone your intuition, and learn to rely on it.** Don't start your career by making knee-jerk decisions but, over time, listen to your intuition. Take time to mull things over, to consider the whole story, to get different perspectives—not just the first or last thing you hear or learn.
3. **Pay attention to the small things.** Early in your career, you may not feel like you're making a big, dramatic difference or making big, dramatic decisions, but keep in mind that your decisions affect the livelihood of other people because you've chosen public service.
4. **Remember, it's not about you.** The best leaders are humble people who deflect credit to others, who don't spend their time angling for the limelight or the largest salary or the next job title or the corner office. You're in this profession to help others.
5. **Give young people a chance.** Someone took a chance on me, right out of this program. Someone is going to take a chance on you. First, work hard and don't disappoint them. Then, return the favor with young people as often as you can throughout your career.
6. **Make sure your organization looks like the people you're trying to serve.** Diversity in thought, background, temperament, gender, race, age, openness, and experience is a good thing.
7. **Act ethically.** Our ethics are a statement to our communities, to the elected officials we serve, and to our employees about the professionalism they can expect.
8. **Continue to learn.** We all know that organizations and people that don't continue to learn stand still and don't serve others well. So read. Talk with colleagues. Volunteer for assignments that stretch you, that aren't always comfortable.
9. **Don't forget the power of one person.** You're going to have countless opportunities to influence, and you never know the influence you might have on someone else. So don't forget that power.
10. **Do good, and have some fun.** You're going to be in positions where others will be relying on you. So, remember to do good. Your work may be serious, but don't take yourself too seriously.



MPA Director Bill Rivenbark with commencement speaker Tom Lundy '71, MPA Alumni Board President Johanna Foster '05, and School of Government Dean Mike Smith at the 2016 graduation ceremony on May 14.

Carolina MPA Alums: Where are they?

Leadership is leadership, whether it is practiced in a local or state government, federal agency, nonprofit organization, or private company; and whether in America or beyond.

Carolina MPA alumni are scattered throughout the United States in 40 states and Washington DC; and in seven additional countries.

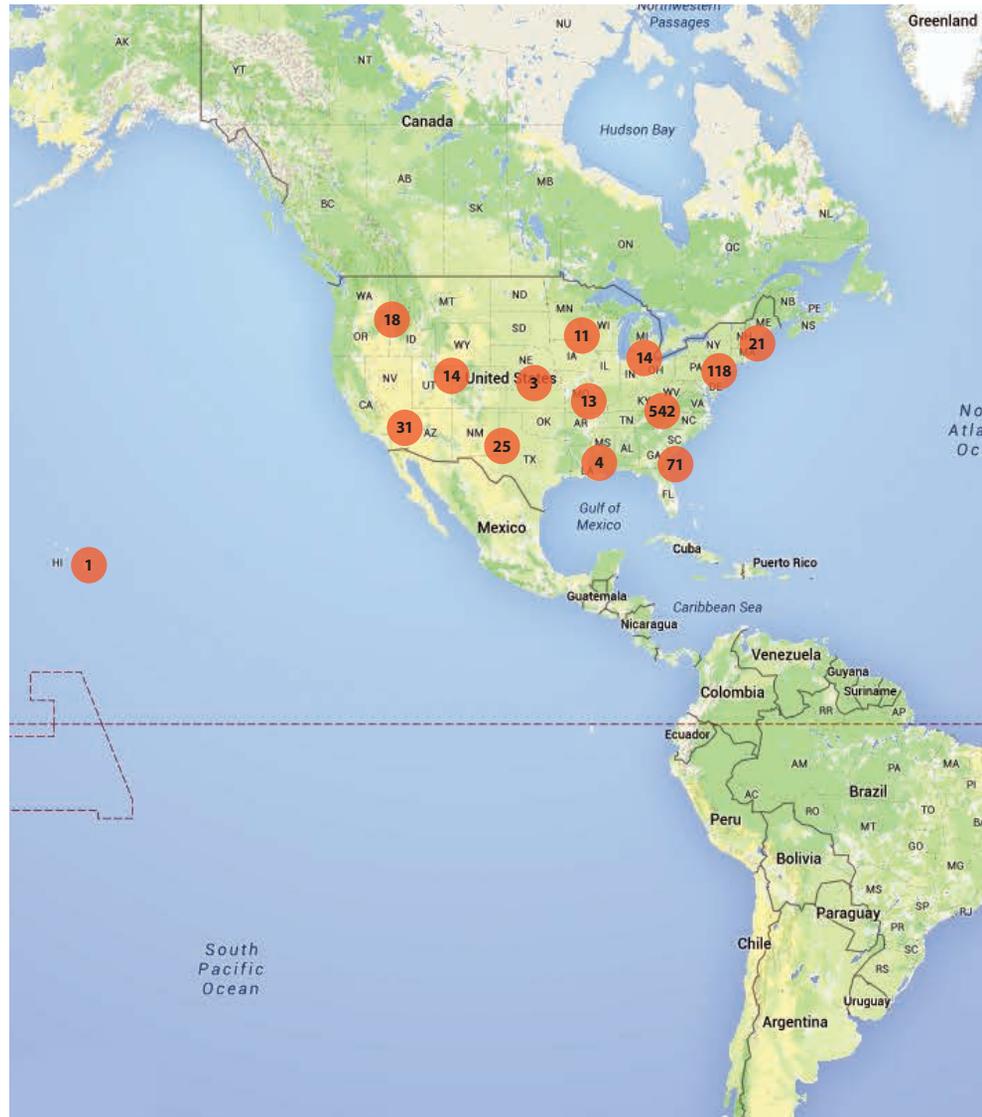
Leadership keeps organizations and communities operating well on a daily basis, and is needed even more in times of emergency.

MPA Director Bill Rivenbark talked recently about the role of leadership during the bombing in Paris last year and the recent shooting in Orlando.

“In situations such as these, leadership operates outside of politics,” he said. “You must have professionals who can respond immediately, bring stability and strategies to an urgent situation but also continue to provide ongoing services on top of that. Someone must make sure the relied-on nonprofit support is available and that businesses have the public services they need. Someone still has to pick up the garbage in the surrounding communities the next day.”

The work of our alumni affect the lives of millions of people every day with services—and leadership—that often go unnoticed or unheralded. From those of us at the MPA program and the School of Government: thank you.

We have listed locations of which we are aware. If your location is not included, please send your contact information to Brandon Foster at foster@sog.unc.edu.



Alumni in the United States

Arkansas	1	Idaho	3
Arizona	5	Illinois	10
California	24	Indiana	6
Colorado	11	Kansas	2
Connecticut	1	Kentucky	5
Washington, DC	68	Louisiana	3
Delaware	2	Massachusetts	12
Florida	21	Maryland	15
Georgia	34	Michigan	6
Hawaii	1	Minnesota	3
Iowa	3	Missouri	2



Alumni outside the United States

Mississippi	1
North Carolina	465
Nebraska	1
New Hampshire	2
New Jersey	2
New Mexico	1
Nevada	2
New York	24
Ohio	2
Oregon	8
Pennsylvania	7

South Carolina	16
Tennessee	6
Texas	24
Utah	2
Virginia	63
Vermont	2
Washington	7
Wisconsin	5
West Virginia	3
Wyoming	1

Belgium	1
China	3
Egypt	1
Germany	1
Philippines	1
South Korea	2
Swaziland	1
Uganda	1

Life Events

On the Move

Monica Croskey Chaparro '05 is strategic planning and performance manager for Raleigh, North Carolina.

Catherine Clark '99 is lead grant officer for the North Carolina Museum of Natural Sciences in Raleigh.

Ashley Lategan '09 is benefits and wellness manager for Wake County, North Carolina.

Kelley O'Brien '99 is associate director for Teachers2Teachers-International and is also the grant and strategic initiatives coordinator at HelpMeSee.

Amy Strecker '09 is community affairs manager at Duke Energy Foundation in Raleigh, North Carolina.

Hardin Watkins '88 is city manager of Burlington, North Carolina.

Dirk Wilmoth '76 is vice president for business and finance at Asheville-Buncombe Technical Community College.

Note: Due to an increasing number of alumni, news of recent graduates will be posted at mpa.unc.edu/node/1296.

Accomplishments

Mike Silver '15 is among those named as *Triad Business Journal's* "40 Leaders Under 40" for 2016.

In Memory

Robert Risher '75, who had retired from NASA's Jet Propulsion Laboratory in July 2014, passed away on October 16, 2014.

Program Highlights

Bill Rivenbark has been awarded a Fulbright US Scholar grant to spend six months in Italy beginning in January 2017. Over the past 10 years, he has collaborated with a number of universities in Italy, usually for a few weeks at a time, where he has taught undergraduate and graduate seminars on public budgeting and financial management, provided workshops on performance management for public officials, and coauthored numerous academic articles with his Italian colleagues. The Fulbright grant will fund teaching and research for the University of Salento in Lecce, Italy.

Willow Jacobson will serve as director of the MPA program during Rivenbark's absence. Jacobson joined the School of Government faculty in 2003. She also directs the LGFCU Fellows program for the School of Government, which she helped create in 2011. Her research has appeared in *Public Administration Review* and *Public Personnel Management*. Jacobson earned a PhD from Syracuse University.

In 2015, faculty member **Carl Stenberg** facilitated the annual Rocky Mount City Council Retreat, and diversity was a high-priority topic on the agenda. On December 9, Stenberg interviewed City Manager and Carolina MPA alumnus **Charles Penny '80** and Assistant City Manager **Thom Moton** about their experiences and advice to others on prioritizing diversity in the workplace. Read the full interview at bit.ly/Diversity-Rocky-Mount.

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

2016 Research and Communications Awards Presented at Graduation

The 2016 Deil S. Wright Research Paper Award was presented to Matt Osterhoudt for his research paper, "The Influence of Natural Area and Stormwater Pond Open Space Areas on Residential Property Values in Sarasota County, Florida." This award honors Deil Wright's desire to recognize a student for outstanding research. The winning paper is chosen

based on the quality of the research, relevance, clarity, and conclusions.

The Nanette Mengel Communications Award represents a student's ability to clearly articulate—in written and oral formats—her or his personal leadership vision in an innovative and convincing manner. The 2016 recipient was **Andrew Trump**. Under

the new curriculum, this award is tied to a student's oral exam and subsequent five-minute presentation.

While these awards will continue to be presented at the annual spring graduation ceremony, any MPA student who submits a portfolio for summer, fall, or spring graduation is eligible to be nominated for the award.

Congratulations, MPA Graduates!

Fall 2015

Curtis Biederbeck
Paula Maria Chrin Dibley
Dana Verl Cogswell
Phillip Douglas Cordeiro
Emily Marie Edmonds
Lena Brianna Geraghty

Kelly Marie Kleinkort
Kelsey Hartpence
Josue E. Lopez
Keri Elise Majikes
Marianne Lyn Martinez
Matthew Raymond
Osterhoudt

Seth Duncan Peltier
Jeffrey Michael Pies
Sarah Elizabeth Richardson
Karissa Kay Schafer
Michael Trevin Silver
Richard Scott Takacs

Brent William Thompson
Dustin Michael Tripp
Faye Angharad White
Daniel Widenhouse
George William Zuban Jr.



Spring 2016

Luisa Fernanda Agathon
Beltran
Max Behlke
Lauren Elise Brune
William Reid Cheatham
Jonathan Candler Cheek
Maria Eleni Chiochios
Khadijah Almeade Diaz
Joseph David Eckstrom
James Paul Ellis
Marian Megan Garrett

Olivia Doreen Hammill
Catherine Louise Hughes
Matthew McLeod James
Justin Paul Kreft
Trevor Ross Lobaugh
Patrick Madej
Joseph Ronald Maugeri
Meagan Emerald Joy
McDougall
Chaz Jason Offenburg
Amy Claire O'Neal

Jennifer Leigh Orletski
Kiiia Jamala Owens
Jordan Paschal
Caley Maria Patten
Nicholas Allen Peak
Gary Robert Rosche
Austin Alexander Rouse
Stefan Parker Schropp
Cameron Matthew Settles
Bethany Kiandra
Shewmaker

Audrey Shore
Bryan Eric Shytle
Taylor Smith
Maria Francine Stefan
Amanda McCullen Tadlock
Halley Marie Thompson
Andrew Haskell Trump
Sharon Yvette Vaughn-Fair
Alexander Vazquez
Paige Mathias Waltz



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IMPACT

Save the Date

50TH COHORT STUDENT ORIENTATION

We will be welcoming our 50th cohort of students to Carolina MPA.

AUGUST 19, 2016

On-Campus Format

School of Government, UNC-Chapel Hill

ONGOING

Online Format

On the MPA@UNC Platform

Online students participate in live on-boarding webinars and a self-paced orientation with MPA staff members.

AUGUST 27, 2016

FALL KICK-OFF PICNIC

School of Government, UNC-Chapel Hill

SEPTEMBER 28, 2016

HAPPY HOUR HUB

Washington, DC

Location TBD

NOVEMBER 3-5

MPA STUDENT SYMPOSIUM

School of Government, UNC-Chapel Hill

On-campus and online students will meet on with each other, faculty, staff, and alumni for social and professional events.

Details to follow.

MARCH 31, 2017

MPA 50TH ANNIVERSARY CELEBRATION

UNC School of Government and Carolina Club, UNC-Chapel Hill

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Carolina MPA Alumni