

IMPACT Alumni Newsletter



Ammons in the classroom with UNC MPA students. (Photo taken in winter 2020 prior to the COVID-19 pandemic.)

“If Anyone Could Measure It, It Would Be David”

The Lasting Impact of UNC MPA’s David Ammons

by Kathryn Paquet

When Josh Edwards '05 enrolled at Wake Forest University as an undergraduate student in 2000, he thought he was destined for law school. While completing the required reading for his state government course, however, a name in his textbook changed everything.

“My state government textbook included a chapter about local government that the professor spent little time covering, but it caught my interest,” Edwards said. “As I read through it and followed up on the footnotes, I noted the lion’s share were attributed to a David N. Ammons. I spent time learning about Dr. David Ammons and his countless articles on local government performance management, and it brought to light a career I had never been aware of. When I applied to UNC, it was top of my list because of him.”

Edwards is joined by a long list of alumni whose UNC MPA experiences were defined by Ammons’s work, teaching, and mentorship. Having arrived at the School of Government from the University of Georgia’s Carl Vinson Institute of Government in 1996, Ammons taught countless courses to North Carolina local government practitioners and UNC MPA

students alike. Within the MPA program, his resume includes courses like City and County Management and Productivity Improvement in Local Government. In 2001, Ammons was appointed MPA director, a position he served in until 2006. His career is defined by his incomparable body of work in the field of local government performance management, for which he is renowned not just across the nation but also around the world.

When Ammons was recruited by the School of Government 21 years ago, he hoped he would find a strong student body and state and local government practitioners eager to learn more about performance measurement.

“Everything reached my hopes and expectations,” Ammons remarked. “So many features of the Carolina MPA program set it apart from others. Because of our location in a School that does so much work with local governments and state agencies, a student in this MPA program has professors who know the work of governments and the challenges they face better than professors in most other programs. Their insights and connections are very beneficial to our students.

Continued on page 3

From the Director

Bill Rivenbark, Professor and Director • 919.962.3707 • rivenbark@sog.unc.edu



After ten years of serving as the MPA director for the School of Government, I have the privilege of writing my final director's column for *IMPACT*. Without question, I have thoroughly enjoyed my tenure as director in service

to our mission of preparing public service leaders and creating usable knowledge that improves governance. I have welcomed the responsibilities of recruiting students to our nationally ranked MPA program, working with outstanding faculty members in the delivery of our competency-based curriculum, and playing a small role in ensuring that our students graduate with an understanding of the theory and practice of public administration.

The ultimate outcome of our MPA program, however, is represented by our alumni, who embody our mission by taking on the leadership roles within their respective organizations to improve the communities in which they serve. While I understood the importance of our alumni before assuming the role of MPA director, this experience has given me a much greater appreciation of how they are critical to our duty of delivering high-quality graduate education in public administration.

In prior columns, I have discussed the role of alumni in helping us recruit outstanding students to the MPA program. We constantly point to the successes of our alumni during this extremely competitive recruitment process, understanding that most applicants who are admitted have multiple offers in pursuing their graduate education. We not only use metrics like percentage of alumni in sustainable leadership roles to demonstrate the value of our MPA degree, but alumni are also often called upon to contact admitted applicants for additional recruitment support. After students matriculate into the MPA program, we then turn to alumni to provide mentorship support for our students in helping them advance their respective

specializations, prepare for professional work experiences, and build networks that are fundamental in helping us maintain exceptional job placement and advancement rates upon graduation.

In prior columns, I also have discussed the importance of the generous financial support provided by our alumni. After the MPA Alumni Board transitioned its mission from professional development to alumni engagement, the board established and exceeded its first development goal of \$50,000 for the Diversity in Public Service Scholarship and Activities Fund. The timing of this initiative could not have been more important, with the fund now providing the MPA program with resources to sponsor initiatives that support diversity, equity, and inclusion. Our program and scholarship endowments were cumulatively valued at just over \$1 million when I became director in 2011. I am proud to report that they are now cumulatively valued at \$4 million. This is the result of the generosity of alumni—as well as friends of the program—providing support for additional programming and much-needed scholarships to students who aspire to become public service leaders.

I am extremely excited about the future of the MPA program as I hand the directorship reins over to my friend and colleague Willow Jacobson. As evidence of my enthusiasm, Professor Jacobson recently provided the critical leadership that resulted in the MPA program adopting its first strategic plan that includes the six major themes: structure; students; faculty; alumni; profile; and diversity, equity, and inclusion. To accomplish the goals and objectives associated with each theme, Professor Jacobson will be calling upon each of you. Therefore, I want to conclude my directorship by thanking you, our alumni, for your support over the past ten years, and to announce that you have a new leader and plan in place to advance the program's vision of becoming a nationally recognized leader in engaged scholarship whose faculty, students, and alumni transform thought, organizations, communities, and lives.

A handwritten signature in black ink that reads "Bill Rivenbark". The signature is written in a cursive, slightly slanted style.

To support the MPA program, visit GiveToMPA.unc.edu.

Continued from "If anyone could measure it ..., page 1

It's been a privilege to be a professor and MPA director here, and to have had the opportunity to work with a group of wonderful colleagues and an amazing collection of students and alumni."

After 21 years of service, Ammons began a phased retirement in 2017, stepping away from the lectern in the Knapp-Sanders building. Despite his absence from the classroom, Ammons's impact continues to reverberate strongly as ever.

When Pat Madej '16 enrolled in the MPA program in 2014, he received the opportunity to work as Ammons's research assistant. As it was for Edwards, the experience was integral to Madej's introduction to local government and his development as a public leader.



Faculty member David Ammons is retiring after over 20 years of service at the School of Government.

"Working with David provided me with a great deal of opportunity—in my two years of working with him, I was able to conduct practical research that aided me in my search for a job. I even had the chance to attend a national conference with him as co-author of a published academic paper," Madej said.

"As a first-generation college student who was new to the world of graduate school and public administration, David's mentorship and guidance truly helped me spring into my career as a public servant equipped with the skills and experiences I needed," Madej added.

While Madej learned a great deal about research and data from his time as Ammons's research assistant, he also gained invaluable knowledge on how to be a strong leader—lessons he uses daily in his position as senior budget and management analyst for the City of Durham.

"The thing is, David didn't need me to help him as his RA—it was out of what I believe is his passion for building up those around him that he let me stay on, work with him, and get

my name in as a co-author on one of his papers," Madej said. "That really meant a lot to me, and whether I'm training new budget analysts who join our team or mentoring an intern, I also do what I can to 'pay it forward,' and build people up so they can grow, too."

Currently serving as assistant manager of Athens-Clarke County, Georgia, Edwards also continues to feel the impact of lessons learned from Ammons.

"As I have helped build offices focused on strategy and data, and worked to incorporate both into organizational cultures, I have often revisited his books and remembered him during tough moments when progress is slower than I hoped," Edwards said. "Every time I have switched jobs, I have talked with David before transitioning and asked him for advice. I am thankful that my opportunity to learn from David started at UNC, but it didn't end there. He was one of my first and best examples of what public service commitment truly means. David's legacy is not only the many performance measurement systems set up across the world, but the hard work so many of his students do in the trenches every day, improving their communities thanks to him."

"While David is an internationally recognized scholar on performance management, I would venture to say that it is almost impossible to measure his impact—though if anyone could do it, it would be David," added Willow Jacobson, Robert W. Bradshaw Jr. Distinguished Professor of Public Administration and Government. "So many of us have benefited from David's tutelage, mentorship, and friendship. For me, I know that David has made me a better scholar, teacher, and through his modeling of mentorship, I hope, a better mentor."

In November 2019, the **David N. Ammons Scholarship Endowment** was created, with fundraising efforts beginning in 2020. The scholarship will support at least one student enrolled in UNC-Chapel Hill's MPA program, with preference given to a student who intends to pursue a career in local government.

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So many of us have benefited from David's tutelage, mentorship, and friendship.

—Willow Jacobson

Robert W. Bradshaw Jr.
Distinguished Professor of Public
Administration and Government

Incoming UNC MPA director

Q&A with Incoming MPA Director Willow Jacobson

Longtime School faculty member will take the helm in fall 2021 as the first woman to lead the program

The UNC MPA program is pleased to announce that Willow Jacobson, School faculty member and Robert W. Bradshaw Jr. Distinguished Professor of Public Administration and Government, has been named the next director of the UNC MPA program. Her term begins in September 2021.

Jacobson currently directs the LGFCU Fellows program, which she helped create in 2011 and which focuses on developing local government leaders in North Carolina. She earned a Ph.D. in public administration from Syracuse University and her research has appeared in a range of journals, including *Public Administration Review*, *Journal of Public Administration Research and Theory*, and *Review of Public Administration*. Learn more about Jacobson and her goals for the program below.

You have been part of the MPA program for some time. What are you excited about in this new role?

I am continuously inspired by the passion, talent, and public service commitment of our MPA students and alumni. I believe in our mission “to prepare public service leaders and create useable knowledge that improves governance,” and I see that mission come to life in the work of our alumni and students. I am excited to have the chance to serve in this leadership role as we continue to work to accomplish this mission.

What do you hope to achieve in the long and short term as director of the UNC MPA program?

In the last year we adopted a new vision for the MPA program: “A nationally recognized leader in engaged scholarship whose faculty, students, and alumni transform thought, organizations, communities, and lives.” I am excited to work alongside the other faculty, staff, students, and alumni to achieve this vision.

In the short term, I am looking forward to getting to connect with more of our alumni and students and to hear from them about what is working and where we can be doing even better.

As director, what would you like your relationship with the program’s alumni to be like?

Our alumni are the best! They give so much back to the program. I consistently see our shared commitment to making the MPA program the best it can be. I look forward



Willow Jacobson speaks to a group of LGFCU Fellows at the School of Government in 2017.

to continuing to develop a relationship of mutual respect and learning, trust, inclusion, and open communication.

How will you maintain and improve the MPA program’s unique synergy with the School of Government and further connect theory with practice?

The School of Government is an exceptional institution filled with such talented and committed faculty and staff. I was originally drawn to the MPA program because of its location at the School and its engaged mission (and because David Ammons told me I would like it here—once again, he was right). I think it is wonderful that the MPA program is housed in the School, an institution that is distinctively positioned to contribute to theory and practice in the engaged work that we do. I believe this unique setting is a tremendous value for the faculty and the students we serve, not to mention the 12,000 public officials that the School serves annually. I will work to continue to find opportunities for our students to engage with the School’s efforts and initiatives more broadly while continuing to support all the wonderful ways that the faculty bring their engaged scholarship and practice-based experiences into the classroom and our curriculum.

Life Events

On the Move

Ronda Tatum '88

Senior Consultant, Developmental Associates, LLC, Chapel Hill

Sharon Hall '89

Executive Director of Global Internal Communications and CSR, Syneos Health, Durham, NC

Michael Halford '92

Manager, Guilford County, NC

Ruffin Hall '93

Founder and Principal, Walton & Hall, Raleigh, NC

Matt Roylance '97

Deputy Director of Community Services, Wake County, NC

Christi Hurt '98

Senior Prevention Strategy Officer, Office of Student Affairs, UNC-Chapel Hill

Sharon Paynter '01

Assistant Vice Chancellor for Economic and Community Engagement, East Carolina University.

Ben Lane '02

Clerk, City of Scottsdale, AZ

Emily Bruce '03

Senior Associate, Moss + Ross, Durham, NC

Adam Lindsay '03

Assistant Manager, City of Fayetteville, NC

Ariel Novick '03

Clinic Event Manager, City of Seattle, WA

Kari Feinberg '04

Provost, Professional Education for the Relay Graduate School of Education, Houston, TX

Monica Chaparro '05

Assistant Manager for Performance, City of Virginia Beach, VA

Philip Rogers '05

Chancellor, East Carolina University, Greenville, NC

Peter Franzese '06

Manager, Town of Spencer, NC

Laura Jensen '06

Clerk to the Board, Orange County, NC

Amy Huffman '07

Policy Director, National Digital Inclusion Alliance, Columbus, OH

Alicia Miller '07

Acting Director for Analytics Research and Technology, Internal Revenue Service, Washington, DC

Chris Riddick '07

Principal Consultant, ReadySet, Washington, DC

Daniel Baird '13

Senior Solutions Consultant, Medallia, Holly Springs, NC

Kyle Haney '13

Community and Economic Development Director, Forsyth County, NC

Lori Melliore '14

Owner, Papermill Creative, Durham, NC

Deepti Panjabi '14

Director, Continuous Quality Improvement, Ready for School, Ready for Life, Greensboro, NC

Keri Carnes '15

Interim Finance Director, Town of Hillsborough, NC

Susan Sanford '15

Director for Relocation and Business Development, Berkshire Hathaway HomeServices Carolinas Realty, Winston-Salem, NC

Mike Silver '15

Training and Services Director, North Carolina Administrative Office of the Courts, Raleigh, NC

Connor Winstead '15

General Administration Coordinator, Virginia Department of Conservation and Recreation, Richmond

Audrey Shore '16

Assistant Director of Annual Giving, UNC-Chapel Hill.

Francine Stinziano (Stefan) '16

Program Manager, Southwest Environmental Finance Center, The University of New Mexico, Albuquerque

Adora Thayer '17

Performance Auditor, North Carolina Office of State Auditor, Raleigh, NC

Jonathan Holt '18

Management Analyst, U.S. Department of Transportation, Washington, DC

Elizabeth Anderson '19

Program Director, Chatham County Partnership for Children, Chatham County, NC

Jerald Crook '19

Program Coordinator, Georgia Humanities, Atlanta, GA

Nathalie Floyd '19

Budget Analyst, Wake County, NC

James Owen '19

Policy Analyst, City of Little Rock, AR

Timothy Shober '19

Program Associate, Arabella Advisors, Washington, DC

Catesby Denison '20

Long Range Senior Planner, Planning and Community Revitalization Department, City of Wilson, NC

Jaime DiLauro '20

Program Analyst, North Carolina Department of Transportation Governance Office in Raleigh, NC

Alice Mahood '20

Management Analyst, Chapel Hill Fire Department

Syrena Travis '21

Development Assistant, Edgemere Development, Rochester, NY

Nuptials

Francine Stefan '16

married Joseph Stinziano, August 2020

Alexander Vazquez '16

married Lauren Wright, April 10, 2021

Continued on page 8

Spotlight On

Faculty

UNC MPA faculty members are among the nation's foremost experts in public administration. Thanks to the program's location with the UNC School of Government, faculty generate scholarship with real-world, practical application

for public officials in North Carolina and beyond. **In 2020–21, MPA faculty led 93 courses at the School of Government for local officials and elected leaders.**



Whitney Afonso

Co-authored *The Adoption of Local Option Fuel Taxes: Evidence From Florida Counties* (2021, Public Budgeting and Finance) and *Can Employee Training Influence Local Fiscal Outcomes?* (2020, The American Review of Public Administration)

Executive committee (second term) for the Association for Budgeting and Financial Management



David Ammons

Authored "Benchmarking for Performance Improvement" in *The Public Productivity and Performance Handbook*, third edition (2021, Routledge/Taylor and Francis), *Performance Measurement for Managing Local Government: Getting it Right* (2020, Melvin & Leigh), and co-authored *Exploring Devolved Decision Authority in Performance Management Regimes: The Relevance of Perceived and Actual Decision Authority as Elements of Performance Management Success* (2020, Public Performance Management Review)

Serving on the editorial board for Public Performance and Management Review



Leisha DeHart-Davis

Co-authored *Formal Hierarchies and Informal Networks: How Organizational Structure Shapes Informative Search in Local Government* (2020, Journal of Public Administration Research and Theory)

President-Elect for the Public Management Research Association



Margaret Henderson

Co-authored *Free and Low-Cost Strategies to Help Address Human Trafficking* (2020, FBI Law Enforcement Bulletin)



Michelle Hoyman

Co-authored *Place Matters: Governmental Capacity, Community Characteristics, and Social Capital Across U.S. Counties* (2020, Journal of Public Policy)



Rick Morse

Co-authored *Local Government in North Carolina*, fifth edition (2021, Pressbooks)
Serving on the editorial board for the International Journal of Public Leadership



Kim Nelson

With faculty member Carl Stenberg, co-authored and co-edited *Managing Local Government Services: The Challenge of Change* (Forthcoming, ICMA)

Co-editor for *State and Local Government Review*



Obed Pasha

Co-authored *Assessing the Equity and Effectiveness of the PerformanceStat Systems* (Forthcoming, International Public Management Journal)



John Stephens

Serving as chair of the steering committee for the University Network for Collaborative Governance

2020-21 MPA by the Numbers

232 Students



49 on-campus



183 online

103 sections of **28** unique courses offered

21 students audited School of Government courses

60
graduates

1,432
total alumni

**TOP
ALUMNI
WORK
SECTORS**

Local
25%

Private
23%

Non-profit
16%

State
15%

Federal
10%

Other
11%

\$337,900

scholarship funding
for students



Students represent

35

U.S. states

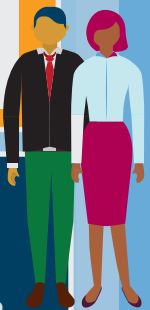
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countries



87%

of online students
work full or part-time



Continued from Life Events, page 5

New Additions

Adam Brueggemann '02

and Brandon Alexander welcomed Jack Brueggemann Alexander, May 2, 2021

Carrie Cook '07

and Marc Wilson welcomed Kendall Joy Wilson, February 16, 2021

Suzanne Julian '09

and Daniel Keegan welcomed Jamie Clyde Julian Keegan, May 3, 2021

Ashley Lategan '09

and Devon Lategan welcomed Lucy Alexandra Lategan, June 4, 2021

Alex Terry '09

and Julie Cathryn Terry welcomed William Joseph Terry, December 11, 2020

Sarah Hazel '14

and Steve King welcomed Evelyn (Evie) Hazel King, March 24, 2021

Announcing Two New UNC MPA scholarships

Wally Hill Merit Scholarship Endowment

Established by Wally Hill '79, the Wally Hill Merit Scholarship will be awarded to a student or students who have demonstrated academic excellence in their studies. The scholarship will cover the awardee's full tuition and fees and provide an additional \$500 to help cover the cost of books, supplies, and other materials related to the student's studies. Hill established this scholarship to encourage academically gifted students to pursue an education and career in local government management.

Hill began his career in local government as an administrative analyst for Wake County, North Carolina, and later served as assistant manager. He went on to work as county administrator for Yuma County, Arizona, and San Bernardino County, California; deputy county administrator for Hillsborough County, Florida; assistant chief operating officer for the City of San Diego; and later, manager for the City of Hemet, California. During his career, he trained more than 100 government managers and supervisors in group facilitation skills, which he learned from a course at the UNC Institute of Government (now School of Government).

The David N. Ammons Scholarship Endowment Fund

David Ammons came to the UNC MPA program in 1997 and, for more than two decades, taught hundreds of MPA students and mentored many who continue to seek his expertise and advice. During his tenure, Ammons served as director of the program and was named Albert Coates Professor. His nine books on local government

management and numerous papers and articles on performance measurement, benchmarking, and productivity improvement in local government are foundational to the discipline. He serves on the North Carolina Governor's Advisory Committee on Performance Management. His list of awards and honors received is extensive and includes the Joseph Wholey Distinguished Scholarship Award, the Jack Vogt Award for outstanding commitment to the advancement of local government budgeting and evaluation, and the Paul Posner Pracademic Award to honor lifetime achievement and significant contributions to the field of budgeting and financial management as both a practitioner and an academic.

Honoring his legacy of service to the UNC MPA program, the School of Government, and North Carolina, and established by friends, colleagues, and former students, the David N. Ammons Scholarship Endowment will support a student who intends to pursue a career in local government.

MPA alumni launch *Albert and Gladys Coates Society* effort

A group of 20 UNC MPA alumni are inviting others to join them at a leadership level of giving to the program. With a cumulative contribution of \$5,000 or more to any MPA designated fund or funds in this calendar year, alumni will support the program and be recognized as a UNC MPA alumni member of the Albert and Gladys Coates Society.

Thank you to these donors in the 2021 initiating group

J. Russell Allen '77	Wally Hill '79	Martha Perego '79
Stephanie Benson '82	Ed Kitchen '74	Roger Stancil '77
H. Hazen Blodgett '88	Tom Lundy '71	Richard Stevens '74
David Cooke '82	Alice Mahood '20	Mal Watlington '69
Larry M. Davis '85	Peggy Merriss '82	Michael Williamson '78
Kevin FitzGerald '83	Flo Miller '77	Richard '77 and
Ruffin L. Hall '93	Charles Penny '80	Pat Woodcock

To learn more or join the initiating group as members of the Coates Society, contact:

J. Russell Allen • jrussell932@gmail.com | 919.608.5319

Kevin FitzGerald • fitzgerald.kevin@evenor.net | 919.749.9006

Brandon Foster • foster@sog.unc.edu | 919.962.0426

Phil Cordeiro '15

and Coley Hughes Cordeiro welcomed Finley Gray Cordeiro, February 19, 2021

Malcolm Turner Munkittrick IV '15

and Megan Murphy Munkittrick welcomed Henry Walljasper Munkittrick, December 9, 2020

John Wells King '06

and Ashley Touchton King welcomed Joel Alexander King, April 10, 2021

Ricky Ruvio '17

and Victoria Ruvio welcomed Vance Michael Ruvio, May 19, 2021

Alex Lamperti '18

and Trevor Lamperti welcomed Lillian May Lamperti, February 13, 2021

Alice Brown '20

and Zack Brown welcomed Luke Benjamin Brown, April 27, 2021

Richard Carey '20

and Kelly Jones Carey welcomed Hazel Sage Carey, February 10, 2021

Congratulations, MPA Graduates!

UNC MPA students participated in two special graduation ceremonies in May. These events, one held fully online, and one held in socially distanced Kenan Stadium, lauded the accomplishments of the August 2020, December 2020 and May 2021 graduates.

On Sunday, May 16, the program hosted a small online ceremony for graduates and their family members. Staff took care to send each graduate a box in advance of the event, containing regalia cords, a printed invitation and program, an MPA program lapel pin, and some tokens from life in Chapel Hill including UNC A to Z: What Every Tar Heel Needs to Know About the First State University.

Kirsten Wyatt '02, the executive director and co-founder of Emerging Local Government Leaders (ELGL), served as keynote speaker for the MPA graduation event. "A life lived in service is a life well lived," Wyatt added. "There is no one right way in a career that is focused on public service."

Graduation is an opportunity each year for the Alumni Association Board Chair to pin the graduates with their MPA program lapel pin as they process across the stage. Corey Petersohn '16 led a virtual pinning ceremony after graduates' names were read.

UNC School of Government Dean Mike Smith addressed the graduates. "You leave Carolina with a set of skills you can apply to any future situation. You are ready and we need you." Quoting historian Stephen Ambrose, he said, "Optimism always is justified. Whatever the future brings, I am optimistic that you can handle it. You're smart, creative, hard working. You are good, and you will do good."

On Saturday, May 15, about 20 MPA graduates participated in one of UNC-Chapel Hill's six in-person ceremonies; this event was hosted for the School of Government, School of Law, Kenan-Flagler Business School, and School of Information and Library Science.

Many University figures provided remarks, including Board of Trustees Chair and MPA alumnus Richard Stevens '74. Stevens earned his bachelor's, master's and JD degrees from UNC-Chapel Hill. "Last year was my 50th class reunion, and I'm still being shaped by this university... As an alumnus once said, you may work on Wall Street, or you may work on Main Street. But don't ever forget Franklin Street. Never forget what this university has given you. And in time, I know you will find ways to give back to the university."

Two keynotes were delivered by Anthony S. Fauci, director of the National Institute of Allergy and Infectious Diseases at the U.S. National Institutes of Health, and Kizzmekia S. Corbett, a Hillsborough native and 2014 PhD graduate in microbiology and immunology from the UNC School of Medicine, who worked on preclinical development of the mRNA-1273 vaccine against COVID-19.

"The beautiful thing about this moment, as you leave this place, a place that has shaped you for the past four years, is that you now have the privilege to decide where you go from here," said Corbett. "Remember that you are exactly where you are supposed to be. You are going exactly where you are destined to go."



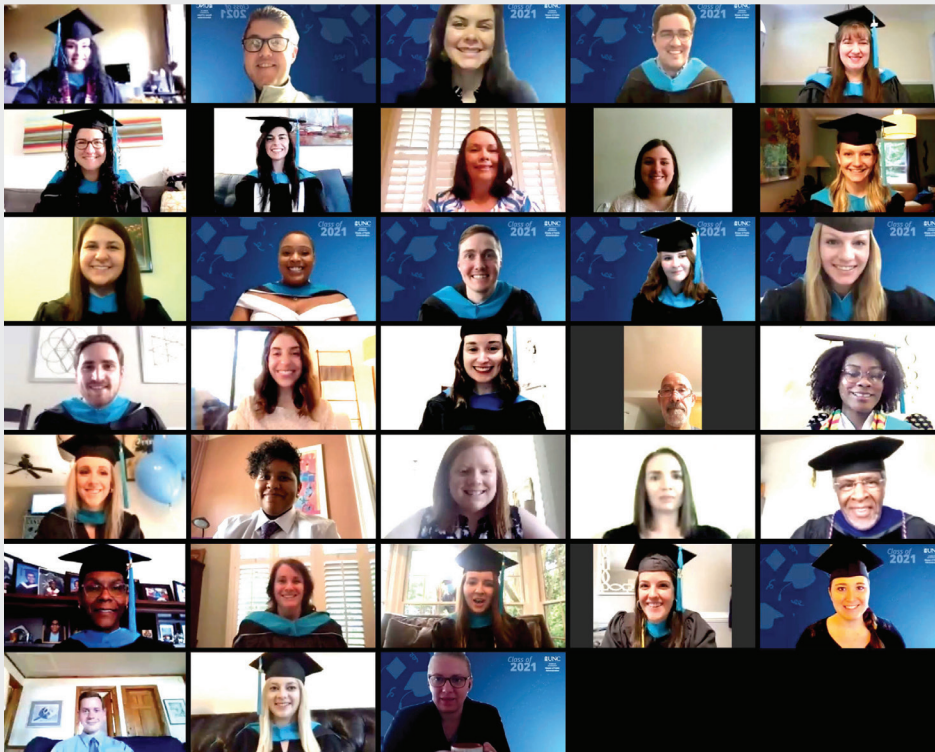
MPA graduates greet each other at a UNC outdoor ceremony in May 2021.

*Recognizing the
Class of 2020*

2020–21 Graduates

Andrea Delane Alexander
Dylan McKay Allen
Daniel Alvarez
Rebekah Jane Appleton

Forrest Clay Fleming
Brooke Marie Fleming
Grace Frances
Molly Elizabeth Gaskin
Rebecca Denise Hall
Hallee Morgan Haygood
Brian Edward Hedengren
Zaynub Mohamed Jarbu
Matthew James Jones
Jane Kaufmann
Shelley Gist Kennedy
Cecily Renee Kritz
Misty Randall Leland
Anna Elizabeth Manning
Ashlyn Shockley Martin
Rysheda Marie McClendon
Stephen McConoughey
Holden Keith McLemore
Raphaelle Marie Miller
Henry David Nanjo
Kathryn Paquet
Stephany Pizano
Nicholas Andrew Prieto
Brook M. Redding
Lori Ann Richmond Gershon
Crystal Rizzo



MPA graduates and speakers participate in a virtual graduation ceremony.

Maggie Aron Bailey
Thomas Christopher Bates
Melissa Diane Belmont
Rebecca Elizabeth Brown
Alice Bradford Brown
Dolly Ann Huffman Clayton
Hannah Rochelle Colston
Angelika Cortes
Samuel Bryan Croom
Timothy David Culloty
Lea Nicole Efird
Savannah Quinn English
Zoe Alice Detter Faircloth
Larry Winston Figgs
Kaitland Finkle

Laura Courtney Robinson
Benjamin Rue Silliman
Elizabeth Ashleigh Stalford
Danielle Stephenson
John Marshall Stewart
Colin James Stifler
Matthew Bryan Taylor
Carryl Richards Tinsley
Syrena Travis
Shakera Kalise Vaughan
Mason P Veal
Valencia Alexis Wagner
Hanna Claire Whitehurst
Eric Wilson
Ginger Huntsinger Yarbrough

UNC MPA looks forward to honoring alumni who would have celebrated their graduation in May 2020. **On December 10–11, 2021, a special MPA program-specific celebration will be hosted for these graduates.** Stay tuned for details!



**SCHOOL OF
GOVERNMENT**

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OF NORTH CAROLINA
AT CHAPEL HILL**

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Riccucci Delivers 2021 Deil S. Wright Lecture

After the cancellation of the Deil S. Wright Lecture in 2020 due to COVID-19, the UNC MPA program was pleased to welcome Norma M. Riccucci to deliver the lecture virtually on Thursday, April 8. The Board of Governors Distinguished Professor at Rutgers University School of Public Affairs and Administration, Riccucci spoke on **“Preparing People of Color for 21st Century Jobs: Unfulfilled Promises and Lost Opportunities.”**

In her presentation, Riccucci provided numerous statistics regarding the growth of jobs in the traditional workforce, including in the sectors of computer science and information technology due to the continued shift from manufacturing-based jobs to service and technology-based jobs.

While she noted there is a significant increase across different races and ethnicities, there are still large systemic and institutional discrepancies

preventing Black workers from benefiting from this increase. Production, transportation, and material moving occupations remain most populated by African Americans, which Riccucci attributed to the lack of resources for public education in low-income communities and inadequate job training among this demographic.

“The pervasive institutional and structural biases in the workforce must be addressed if people of color are to achieve social, political, and economic equality,” she said.

Riccucci expressed that in order to sustain this shift from industrial jobs to service and technology jobs for workers of color, the federal government should invest more into training and



public education. This effort must be a federal initiative, she stated, as there are large inequities in public education spending among states. Riccucci proffered that systemic failures to train and educate people of color have directly contributed to employment prospects for communities of color.

Riccucci is the author of numerous publications and books, including most recently, *Policy Drift: Shared Powers and the Making of U.S. Law and Policy* (New York University Press, 2018). Riccucci’s research interests lie in the broad area of public management, with specific interests in social equity policies and representative bureaucracy.

Mark your calendar! We look forward to seeing you for the 2022 Deil S. Wright Lecture, scheduled for March 3, 2022.