



# IMPACT Alumni Newsletter

## ARP Education at the School of Government

AMERICAN  
RESCUE PLAN

3,000+

course and office  
hours attendees

100

NC counties reached  
through programming

6-day

comprehensive course  
offered in October 2021

## UNC MPA and the American Rescue Plan: Opportunity, Responsiveness, and Resources

by Andrea Parra DeLeon '23

Signed into law in March 2021, the American Rescue Plan Act (ARP) represents a major infusion of resources from the federal government to state and local governments. The UNC School of Government and MPA program are on the frontlines of work related to ARP, with faculty, alumni, and students all playing critical roles in ARP response.

School of Government faculty member and UNC MPA professor Kara Millonzi is part of a School-wide and statewide collaborative effort to provide ongoing education, support, and advising for officials navigating program requirements. Millonzi and other faculty have served thousands of public officials through comprehensive ARP education, office hours calls, research, and writing. This work included a free six-day virtual course in October 2021 that was attended live by 1,229 local officials representing all 100 North Carolina counties.

"One of the great aspects of our response has been the ongoing coordination and collaboration with our partner organizations across the state," Millonzi said. "Through office hours, regional presentations, and other outreach efforts, we have all worked closely to try to provide

consistent and complete information and to represent the various constituencies."

MPA students have also had the opportunity to work closely on projects related to ARP, both internally at the School and in North Carolina communities. Millonzi's work has been bolstered by important contributions and support from Tiffany Oliva '23 and Abby Gostling '23. Many students, including Chrisy Hayden '22 and Shayla Douglas '22, completed Professional Work Experiences (PWEs) that involved ARP-related projects: Hayden conducted research on ARP for the ncIMPACT Initiative at the School during her PWE, while Douglas completed her PWE with the Triangle J Council of Governments (TJCOG), where she created guidelines for government members to ensure ARP funding was spent properly.

The impact of ARP demonstrates the resilience required within organizations to adapt amid changing policies. Without an official North Carolina department of housing, public administrators like Laura Hogshead '02 have taken extra steps to use ARP funds for housing assistance. Hogshead runs the Emergency Rental Assistance Program

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# From the Director

**Willow S. Jacobson, Director • 919.966.4760 • [jacobson@sog.unc.edu](mailto:jacobson@sog.unc.edu)**



As I was reflecting on my transition to UNC MPA director, I thought of the words I would use to capture the last few months: growth, grace, and gratitude. I smiled as these

words came to mind. They reminded me of former colleague and friend Deil Wright—Deil liked a good alliteration and I think he would approve of the words I had selected.

I have had the privilege of being part of the MPA program for close to 20 years now (that is hard for me to believe!) and have served as interim director and on almost every committee we have. Still, I find myself on a learning curve daily. The world does not seem to want to settle down long enough for any of us to have a sense of certainty or routine. Much like our students and alumni, we are constantly trying to balance how we respond to the changing landscape. In this role, I continually see the growth in our students and alumni. It is a wonderful treat and something that gives me inspiration in challenging times. The progression from applicant to alumnus is a special journey to watch and be part of, and the growth that continues in our alumni as they become the public service leaders we always knew they were is remarkable to witness.

I have experienced a great deal of grace as well. Our staff has granted me much patience as I have asked many questions, signed the wrong box, or been kindly guided through another university form. We are lucky to have the best professional staff that cares deeply for our program and makes everything work—they do so with grace and kindness and make it look easy while I know it is anything but. While there have been hard and even tense moments as we make difficult decisions about safety, forms of course delivery, or policies, I have seen the care our students have shown their classmates, faculty continue to demonstrate, and alumni model in their work.

I am left with profound gratitude to be part of this community and to have been asked to lead this program. I appreciate all the work Bill Rivenbark did for so many years with little fanfare but much commitment (and a very clean desk) and for his continued support and wise counsel in this transition. I am thankful daily for our talented staff, for alumni that continue to be dedicated and connected to the program and give so much in so many ways, to the students who have chosen public service, to the School of Government for their support of the MPA program, and for the chance to see what exceptional public service leaders do in action.

I look forward to what comes next for UNC MPA.

Sincerely,

A handwritten signature in cursive script that reads "Willow S. Jacobson".

Willow S. Jacobson  
Director, UNC MPA

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

To support the MPA program, visit [GiveToMPA.unc.edu](https://GiveToMPA.unc.edu).

*Continued from "ARP Education ...," page 1*

in her role as chief operating officer of the North Carolina Office of Recovery and Resiliency, a program with an allocation of \$372 million in ARP funding.

"It's an exercise in flexibility, risk tolerance, and acceptance of a lot of gray areas," Hogshead said. "It's been trial and error because we have never done this before."

ARP has also impacted how Hogshead's organization operates. They have hired 300 temporary employees to assist with managing the program when the typical staffing level is around 75, all while working 100 percent remote.

As of October 8, 2021, ARP funds have made it possible

to serve 124,000 North Carolinians through the program. However, the tremendous need for assistance has created conversations on "how close people live to the edge and how much infrastructure needs to be built" for affordable housing, explained Hogshead.

ARP has the potential to create transformational positive impact in communities. The program also comes with its challenges, and students, alumni, and School of Government faculty and staff will continue to do research and share their findings to navigate these uncharted waters.

## A Note from the Alumni Association Board President

A few years ago, I was feeling a bit stagnant and decided I should continue my education. As I pored over the seemingly never-ending array of graduate school options, I became aware of the UNC MPA program. One of the first things I learned was about the incredible alumni community; the knowledge of this community is what ultimately drew me to the program. After beginning the program, it didn't take me long to experience for myself just how wonderful the alumni network is, which inspired me to join the Alumni Board as a student representative. Over the last few years, the leaders have been intentional about formalizing the board to support members and make the experience as positive and effective as possible. Notably, the board has updated its bylaws to reflect its current purpose and has begun a strategic planning process aimed to efficiently—and respectfully—use the talents and time of board members.

The last couple of years have been filled with unprecedented challenges. In true MPA fashion, the board has remained resilient and forged on in impressive ways! Outgoing Board President Corey Petersohn '16 stayed true to his goals of building one another up and ensuring current MPA candidates have access to one of the most robust and enthusiastic alumni organizations in the world. One of my goals in the next year is to continue to build on this strong foundation by helping to create a sustainable vision for intentional and genuine connectivity, regardless of a student or alumnus's location.

Activities from the last several years have ignited a more engaged and connected board. In alignment with the MPA program, another goal will be to support high-performance governance by continuing, adopting, and embedding effective cultural norms such as promoting

participative leadership, applying effective communication strategies, and elevating diverse and creative talents. This is more important now as we rise to the challenges and opportunities of our current reality. We don't know what the future holds, but we can be fairly certain that, for the foreseeable future, we will be online more than we were pre-COVID. This means there is a need to find new and compelling ways of engaging in programming, networking, mentoring, capacity building, and more.

The board is poised to play a critical role in helping the MPA program continue to navigate these priorities for students and alumni. I feel fortunate to serve on a board with passionate individuals who are committed to supporting and protecting the best interests and values of the UNC MPA program, and can proudly say that this board has stayed true to the Alumni Association's core values of collaboration, diversity, stewardship, integrity, professionalism, and exploration. We are excited for the year to come and invite all alumni to connect through the various engagement opportunities, including sharing your thoughts and ideas with the board.

Warmly,  
Jennifer Fox '19



# Life Events

## On the Move

### **Christina Farrell '92**

First Deputy Commissioner, New York City Emergency Management Department

### **Jennifer Lehman '95**

Director of Planned Giving, Texas A&M University-Corpus Christi

### **Caryn Ernst '98**

Consultant, Student Conservation Association, Arlington, VA

### **Catherine Clark '99**

Senior Budget Analyst, North Carolina Department of Public Instruction, Raleigh

### **Ryan Ferman '02**

Executive Director, North Carolina Coalition To End Homelessness, Raleigh

### **Robyn Schryer Fehrman '02**

President and CEO, Enactus, Springfield, MO

### **David Parrish '03**

Operating Partner, New Page Capital, Greensboro, NC

### **Erin Grogan '04**

Director of Knowledge and Impact, Kipp Foundation, San Francisco, CA

### **Jessie Askew '06**

Director of Real Estate Services, North Carolina State University, Raleigh

### **Ryan Davidson '06**

Deputy Director of Business and Operations, General Services Administration, Wake County, NC

### **Greg Mavraganis, '07**

Chief of Staff, Spire Collective, Troy, VA

### **Chris Riddick '07**

Head of Client Experience, Readyset; Adjunct Assistant Professor, USC Rossier School of Education, Los Angeles, CA

### **Trevor Fleck '09**

Senior Enterprise Project Manager, Blue Cross NC, Durham

### **Emily Mehta '09**

Research, Policy, and Planning Manager, North Carolina Administrative Office of the Courts, Raleigh

### **Gus Carvalho '12**

Senior Analytics Engineer, Arlington County, VA

### **Sarah Viñas '12**

Director of Affordable Housing and Community Connections, Town of Chapel Hill, NC

### **Mark Mallon '13**

Assistant Professor, Bryan School of Business and Economics, UNC-Greensboro

### **Ebony Perkins '13**

Vice President and Director of Investor Relations, Self Help Credit Union, Durham, NC

### **Megan Dale '14**

Project Manager, Enfocus, South Bend, IN

### **Deepti Panjabi '14**

Customer Success Manager, Betterup, San Francisco, CA

### **Kasey Chayeb Kane '15**

Senior Account Manager, Bloom Communications, Austin, TX

### **Micah Guindon '15**

Finance and Administration Operations Director, Orange County Health Department, Hillsborough, NC

### **Kelly Kleinkort Montes '15**

Senior Director, Expert Community, Catalyst Inc., New York City

### **John O'Connor '15**

Leader, Robinson-Spangler Carolina Room, Charlotte Mecklenburg Library

### **Trevor Lobaugh '16**

Senior Consultant, Government and Public Services, Deloitte Consulting, Washington, DC

### **Nick Peak '16**

Policy and Budget Analyst, University of Louisville, KY

### **Billy Cook '17**

Associate in Emerging Markets Credit Trading, Citi, New York City

### **Alex Gottschalk '17**

Deputy Administrator, Mecklenburg County, VA

### **Eric Marsh '17**

Assistant Manager, Town of Rolesville, NC

### **Paul Moon '17**

Director, Global Conference and Virtual Event Design, Teach For All

### **Ricky Ruvio '17**

Senior Financial Analyst, City of Winston-Salem, NC

### **Kelly Bush '18**

Education Specialist, Family and Community Engagement, RTI International

### **Matt McKirahan '18**

Organizational Performance Director, Village of Pinehurst, NC

### **Toney Thompson '18**

Innovation Strategist, Wake County, NC

### **Rebecca Truluck '18**

Grants and Contracts Administrator, Duke University, Durham, NC

### **Ashley Kazouh '19**

Associate Director, Dudley Flood Center for Educational Equity and Opportunity, Public School Forum of North Carolina, Raleigh

### **Tammy Laurence '19**

Executive Director, Families Moving Forward, Durham, NC

### **Emily Stallings Paranjape '19**

Senior Project Manager, Miraclefeet, Chapel Hill, NC

### **Andy Shoenig '19**

Program Director for Strategic Partnerships, MDC Rural Forward, Durham, NC

### **Shelley Gist Kennedy '20**

Violence Prevention Coordinator, UNC-Chapel Hill



**Matthew Hutton '20**

Lead in Research and Analysis,  
Philadelphia Works Inc., PA

**Maggie Bailey '21**

Project Manager, Criminal Justice  
Innovation Lab, UNC School of  
Government, Chapel Hill

**Laura Doe '21**

Director of Programming and  
Development, The Chamber Foundation,  
Inc., Poughkeepsie, NY

**Kaitland Finkle '21**

Planner, Town of Maggie Valley, NC

**Elizabeth Stalford '21**

Case Manager, Behavioral Health  
Complex, WakeMed Health and  
Hospitals, Raleigh, NC

**Kevin King '18**

Senior Technical Enablement  
Consultant, Quickbase, Boston, MA

**Nuptials**

**Megan Dale '14** and **David Finley '15**  
August 13, 2021

**Maddi Powers '20** and Zachary  
Spencer, October 24, 2021

**Emily Stallings '19** and Chinmay  
Paranjape, October 11, 2020

**Cecily Kritz '21** and Michael Hamilton  
October 29, 2021

**D'anna Wade '08** and Christopher  
Thompson, August 1, 2021

**New Additions**

**Adam Parker '08** and Kristen Parker  
welcomed Sutton Marie Parker,  
November 22, 2021

**Angel Banks-Adams '12** and Brett  
Adams welcomed Luca Ellington Adams,  
June 18, 2021

**Maia Knox '15** and Lauren Knox  
welcomed Juno Tamar Knox, August  
26, 2021

**Claire LePage Morgan '19** and Seth  
Morgan welcomed Ruth Josephine  
Morgan and Hazel Grace Morgan,  
September 16, 2021

**Emily Stallings Paranjape '19** and  
Chinmay Paranjape welcomed Sunil  
Osborne Paranjape, November 11, 2021

**In Memoriam****Charlie Boaz Shapard '76**

Passed June 15, 2021, Fort Worth, TX

**Alethea Credle Bell '74**

Passed June 19, 2021, Durham, NC

**Richard Knight '74**

Passed November 22, 2021, Dallas, TX

## Dickerson, Williams Join School of Government Faculty

UNC MPA is delighted to welcome Kimalee Dickerson and Teshanee Williams to its faculty ranks. In addition to teaching in the MPA program and conducting research, both faculty members will advise and work alongside North Carolina public officials in their respective areas of expertise.

**Kimalee Dickerson**

*Assistant Professor of Public Leadership*

Dickerson joins the School of Government as an expert on issues related to diversity, equity, and inclusion. She brings a wealth of applied research experience to her professorship, having published and presented on many aspects of equity in public administration, including organizational climate for diversity, antiracism and equity policies in public schools, and equity in water quality. Dickerson earned an undergraduate degree in psychology and sociology and a PhD in education psychology from the University of Virginia. She also holds a JD from UNC-Chapel Hill.

**Teshanee Williams**

*Assistant Professor of Public Administration*

After arriving at the School in 2019 as a Carolina Postdoctoral Program Faculty Diversity Fellow, Williams joins the faculty as a nonprofit management expert and will serve as advisor to MPA students within the nonprofit concentration. She will lead the School in researching and advising on effective management, leadership, and governance of nonprofit organizations in collaboration with local governments, as well as on issues of social equity. She earned an undergraduate degree in psychology, an MPA, and a PhD in public administration from North Carolina State University.



# Celebrating Spring 2020 and Winter 2021 Graduates

by Andrea Parra DeLeon '23

On December 11, 2021, 23 graduates from the Spring 2020 and Winter 2021 cohorts celebrated receiving their MPA degrees in a ceremony held at the School of Government. MPA Director Willow Jacobson began the ceremony by acknowledging the challenges our world faces today and how, despite those challenges, public service leaders continue to step up daily. Jacobson highlighted the ways in which graduates have demonstrated their passion and public service heart throughout their MPA journey and will continue to demonstrate their leadership and commitment to public service throughout their careers.

During the ceremony, the program also presented the Mengel Communication Award. MPA instructor and previous Mengel Award winner Christi Hurt '98 recognized the 2021 recipient, Shelton "Shelli" Rebecca Latham.

Elizabeth Biser '17 concluded the ceremony as the graduation speaker. Biser is currently serving as secretary of the North Carolina Department of Environmental Quality. After congratulating the graduates for their accomplishments, Biser shared a quote from President Barack Obama: "Focusing your life solely on making a buck shows a certain poverty of ambition. It asks too little of yourself. Because it's only when you hitch your wagon to something larger than yourself that you realize your true potential." Biser explained how the graduates' passion for public service has led them to hitch their wagon to something larger than themselves. Biser challenged graduates to think about how they would use their skills and talent to make a difference in people's lives.

UNC MPA is pleased to recognize this group of graduates and wishes them well on their continuing journeys in service.



From left: Dean Mike Smith, graduate Lorie Fair Allen '20, and MPA Director Willow Jacobson.

## Graduates

### August 2021

Christopher Scott Black  
Hunter L. Brendel  
Cecily Cook  
Laura G. Doe  
Julia Maria Farinas  
Kylene Renea Johnson  
Shelton Rebecca Latham  
Tyler D. Kelley  
Shannon Rochelle McAllister  
Ruth Wofford Pritchard  
Kathleen Shealy  
Kayla Beth Shepperson  
Anne Marie Spencer  
Jeana Maree Taylor  
Tiffany Marie Y. Trucks Shreve

### December 2021

Jacob Lewis Adams  
Corinne Faith Burda  
Denelle Eads  
Aigboje Enahoro  
Kenan Ender  
Ian Frady  
Sa'Metria Desiree Jones  
John J. Sauve  
Justin Carter Stapleton  
John Andreu Sutterby Murillo



Earl Park '20 at the December 2021 graduation ceremony.

# In Conversation with Marchell Adams-David

## City of Raleigh Manager

Marchell Adams-David '94 took the helm as City of Raleigh manager in November 2020, succeeding fellow UNC MPA alumnus Ruffin Hall '95 in the role. A former manager of her hometown in Hamlet, North Carolina, she has devoted nearly three decades to local government service.

### ***What drew you to pursue public service as a career?***

I think it is a calling. For me, it's about helping people. It is about being part of a solution. I tend to like complex problems. I like to see a problem from the beginning to the end. And ultimately after you come up with a solution, seeing the impact or what impact it has on people and people's lives. It's at the core of who I am, it is about making things better for people.

### ***How has your experience in the UNC MPA program prepared you for this role?***

While the diverse and rigorous classes prepared me for the work, probably the greatest preparation I received from this program was the connection with people, the connection with movers and shakers of local government, the connection with people who see government as a proponent versus an opponent. That's what I think the program lent to me. It set me up for success. It's not just about what it taught me in application in the classroom, but also the connections with the people who have made this community and this state great.

### ***You made history in the role as the first African American and first woman to lead the City of Raleigh. What does that mean to you?***

People often say, you can't be what you can't see. You saw very few females in this profession. You definitely didn't see many African American people in this leadership role. And so I think what this position, in this moment in time, represents is that we can actually be what we couldn't see before. So, there is a young girl somewhere who now sees me and sees that there is hope. They can sit in this seat as well. So it's much bigger than the "me"; it is about the "we."

### ***You have prioritized a lot of diversity, equity, and inclusion (DEI) initiatives as city manager. How will those efforts help translate to a stronger community?***

I think an organization that is inclusive gets the best talent. When you get the best talent, you produce the best services.



Once you produce the best services, you build the best communities. When you build the best communities, then you build the best state, and then it goes on and on from there.

The misfortune of DEI work is people think about race and race only. It is far bigger than black and white. It's about differences of perspectives. The sooner that we have an appreciation and an acceptance of the fact that we're all different in so many ways, yet so similar, the better off we're going to be as a community.

*In service to this goal, Adams-David established and elevated the first Department of Equity and Inclusion for the City of Raleigh. Read about its mission at [raleighnc.gov/equity-and-inclusion](https://raleighnc.gov/equity-and-inclusion).*

### ***You have been serving as city manager for a year plus now. What are some of your long-term goals in the role and for the City?***

To continue to provide high quality local government service with integrity, with a degree of empathy, with passion, and with the community at heart. Ultimately, my goal is to create a "Raleigh for All" so that everyone can share in our successes. I am a fixer by nature. We're getting back into the mindset of what we need to be doing in 2022 to build out our community for 2030, 2040, 2050. Truly, the decisions that we're making now are going to impact the generations that come behind us and the people that come into the organization after we leave.



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# Upcoming EVENTS

## **Deil S. Wright Lecture and UNC MPA Alumni Reception**

**March 3 • 3:30 p.m.**

**UNC School of Government, Room 2603**

Register for the live stream at [go.unc.edu/WrightStream](https://go.unc.edu/WrightStream)



Mary E. Guy, distinguished professor at the University of Colorado-Denver School of Public Affairs, will present a talk titled, "Fired Up, Burned Out, or Both? Making Sense of the Public Service Workforce." Guy is a nationally recognized expert on social equity and the emotive demands

of street-level work. Join fellow alumni, students, faculty, staff, friends of the program, and peers for this annual lecture.

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Mark your calendar for UNC's annual day of giving! UNC MPA and the School of Government count on the exceptional support of alumni, students, and friends during GiveUNC. Participating supports the program's mission of preparing public service leaders and your gift goes even further with matching gifts and challenges. See you then!

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