

annual report

ANNUAL REPORT 2006-2007



UNC
SCHOOL OF GOVERNMENT





table of contents

TABLE OF CONTENTS

Photography by Amy Joseph, Lynn Ruck, Dan Sears, Virginia Sellars, and Michael Zirkle

2	MESSAGE FROM THE DEAN	23	PUBLICATIONS
3	WORKING GROUP SUMMARIES	24	COURSES AND CONFERENCES
	Civic Education	26	FACULTY MILESTONES
	Community and Economic Development	30	LAW CLERKS
	Community Problem-Solving and Collaboration	31	STAFF MILESTONES
	Courts and Judicial Administration	34	MASTER OF PUBLIC ADMINISTRATION
	Education Law	38	REACHING HIGHER: DEVELOPMENT AT THE SCHOOL
	Employment Law	46	FINANCIAL SUMMARY
	Environment	47	FACULTY AND STAFF DIRECTORY
	Evaluation and Measurement		
	Health and Human Services		
	Human Resource Management		
	Information Technology		
	Land Use Planning and Development		
	Leadership and Governance		
	Local Government Budget, Finance, and Taxation		
	Local Government Law		
	State Government		

The School of Government at the University of North Carolina at Chapel Hill works to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and strengthen state and local government.

The School's 2006–2007 annual report is organized around 16 newly defined “working group” categories that describe the work that we do with North Carolina’s public officials. Because there are no defined departments within the School, faculty members work collaboratively within and across their fields of expertise. The working groups provide the School of Government with a way to articulate to our clients and friends the areas in which we work. These working group categories are reflected in the School’s new website design, searchable online bookstore, and the course catalog. Please see pages 3–22 of this annual report to learn more about the major activities of School of Government faculty and program personnel who are involved in each of the working group areas. For more information, visit the Courses and Resources page of our website at www.sog.unc.edu or call 919.966.5381.

message from the dean

MESSAGE FROM THE DEAN

During this year I was given a new responsibility at Carolina. In addition to my work as dean at the School of Government, Chancellor James Moeser asked me to serve as UNC-Chapel Hill's first vice chancellor for public service and engagement. Starting in the fall of 2006, I began to spend part of my time encouraging the University as a whole to increase its public service for North Carolina.



Mike Smith

Carolina has a remarkable history of public service. In the early part of the last century — when the state desperately needed a boost to recover from the economic doldrums following the Civil War — the University's faculty members offered help to communities across the state. There continue to be many examples of public service by faculty across the campus, and today faculty members may be doing more than ever in our history. At the same time, the needs of North Carolina continue to be great.

I believe strongly that the University has an obligation to serve North Carolina, and I am excited about finding ways as vice chancellor to encourage University faculty to become more engaged in addressing the state's most pressing problems. One reason for this obligation is the fact that Carolina is publicly supported. Taxpayers across North Carolina help fund what we do — whether they are rich or poor, Republican or Democrat. The University also is obligated to serve because its faculty members have the expertise to make a difference in the lives of the people around us. In other words, it is a moral obligation.

I remain firmly committed to the School of Government's mission of serving North Carolina's public officials. I continue to be inspired by Albert Coates and his vision for the Institute of Government, and as vice chancellor I look forward to helping the rest of the campus follow the School's experience and expand its support for our state.

Sincerely,



Michael R. Smith, Dean

working group summaries

civic education

Faculty and Program Personnel

Kelley O'Brien
Director, NC Civic Education Consortium

Christie Hinson
Project Director, NC Civic Education Consortium

In June 2007, more than 20 teachers participated in Connecting Civics and Science: Inspiring NC Youth to Address Global Warming, a professional development institute at the School of Government, which focused on cross-curricular strategies for teaching students about local links to global warming.



The School of Government is home to the NC Civic Education Consortium. Established in 1997 with support from the Z. Smith Reynolds Foundation, the Consortium furthers the School's commitment to public service and the state of North Carolina by working with schools, governments, and community organizations to prepare our state's young people to be active, responsible citizens. The Consortium has the following goals:

- Provide schools, governments, and community organizations with the most effective models, tools, and techniques for educating youth about how to engage in civic life.
- Facilitate communication and collaboration among those who promote youth civic education and engagement.
- Encourage young people to consider careers in public service.

The Consortium's capacity to support youth civic engagement in North Carolina was strengthened significantly with the addition of Christie Hinson to its staff. Hinson, who previously taught eighth grade in Durham Public Schools, joined the Consortium in November 2006.

PROFESSIONAL DEVELOPMENT FOR TEACHERS

In July 2006, the Consortium hosted the NC City/County Management Association's *Local Government Seminar*, which provided 21 North Carolina teachers with content and strategies for teaching about local government.

The Consortium co-hosted trainings with the Constitutional Rights Foundation (CRF) and Street Law in November 2006. CRF trained teachers on its CityWorks curriculum, which uses simulations to teach about local government, and Street Law provided training on its law-related education curriculum.

In June 2007, the Constitutional Rights Foundation-Chicago supported training on its VOICE (Violence-prevention Outcomes in Civic Education) curriculum, which uses literature, law education, peer mediation, and service-learning to educate students about democratic government and conflict resolution. A generous donation from Durham-based C.T. Wilson Construction Company provided participants with a literature supplement and a participation stipend.

Consortium staff also trained more than 300 social studies teachers across the state last year. Many of these sessions were funded by the Z. Smith Reynolds Foundation, which also supported a collaboration between the Consortium and the UNC Environmental Resource Program to train teachers on cross-curricular strategies for teaching about local links to global warming.

SMALL GRANTS

The Consortium has sponsored nine annual rounds of small grants (\$1,000 to \$10,000) with funding from the Z. Smith Reynolds Foundation, distributing a total of \$467,000 to 79 various school- and community-based programs. In 2006-2007, the Consortium funded 10 programs serving youth in nine counties.

YOUTH ADVISORY COMMITTEE

The NC Civic Education Consortium has created a youth advisory committee, a competitively selected group of 15 high school youth from across the state. The focus of the committee this year was to support the work of Kids Voting North Carolina.

community and economic development

COMMUNITY AND ECONOMIC DEVELOPMENT

The School of Government's work in community and economic development focuses on enhancing capacity at the local and regional level. The goal is to equip public officials to better understand their local economies and community assets, the trends affecting them, available resources, and innovative strategies for leveraging their community's strengths and opportunities in the new economy.



Faculty and Program Personnel

William Lambe
Associate Program Director

Jennifer Lobenhofer
Program Director

Jonathan Morgan
Assistant Professor

WILSON 2020 COMMUNITY VISION

The Community and Economic Development group, together with faculty and staff in the area of Community Problem Solving and Collaboration, completed a comprehensive community strategic visioning project with and for the city and county of Wilson. More than 1,600 citizens participated in the Wilson 2020 Community Vision project, which included community meetings, strategic planning sessions, and consensus-building efforts that occurred over an eight-month period.

ECONOMIC DEVELOPMENT TRAINING FOR SMALL TOWNS

In early 2007, two customized training sessions were held as part of the NC Rural Center's Small Towns Initiative. Both workshops were designed to target the communities involved in the Rural Center's NC Small Towns Economic Prosperity (STEP) demonstration program. The first was designed for the individual consultants the Rural Center has engaged as "coaches" for the demonstration communities. The session was designed to give these coaches a broader understanding of economic development strategies and provide them with tools to help their communities. The second workshop, which was targeted toward the leadership teams from each of the 30 communities in the demonstration program, was focused on helping to identify innovative, asset-based community economic development strategies, as well as ways to build capacity to make economic outcomes sustainable.

REGIONAL WORKSHOP ON ENTREPRENEURIAL COMMUNITIES

In May 2007, the CED program offered *Building Entrepreneurial Communities* for local public officials, which focused on small business creation and development as part of an economic development strategy. The purpose of the one-day workshop, which was held in Greenville, was to help participants understand the "why" and "how" of supporting entrepreneurship at the community level, and what role public officials can play.

community problem-solving and collaboration

Increasingly, governments are finding that they need to engage with other governments, nonprofit organizations, businesses, civic groups, and citizens in order to respond to complex contemporary social, economic, and environmental problems. The School of Government's work in the area of community problem-solving and collaboration includes courses, consultation, and publications designed to help government officials and employees work effectively with citizens and other government and nongovernmental leaders to address complex public problems.

During 2006–2007, faculty and program personnel offered workshops on public dispute resolution and on local government–nonprofit relations, in addition to piloting new training on citizen participation techniques.



Faculty and Program Personnel

Lydian Altman-Sauer
Associate Director, Public Intersection Project

Margaret Henderson
Associate Director, Public Intersection Project

Rick Morse
Assistant Professor

Carl Stenberg
Professor

John Stephens
Associate Professor

Gordon Whitaker
Professor

COMMUNITY VISIONING AND PLANNING FOR WILSON

In Wilson, School of Government faculty and program personnel worked with city and county government leaders, the Chamber of Commerce, officials from Barton College, and other community and business leaders to develop a shared vision of Wilson's future, as well as the approach for moving toward that vision. This work is funded by key local organizations, including the local governments.

BUILDING COMMUNITY CAPACITY TO STOP DOMESTIC AND SEXUAL VIOLENCE

The Domestic and Sexual Violence statewide project is funded by the Governor's Crime Commission. The School held seven workshops across the state in 2006 and followed them with technical assistance to 14 communities. This work has been shared with other state sexual assault coalitions through a contract with the National Resource Sharing Project. The workshop format is now also being used for groups focused on other public problems.

PUBLIC FORUM ON CRIME

The School also helped officials of the Durham County court system design and conduct a public forum in response to citizens' concerns about new offenses committed by suspects released on bail.

CITIZEN PARTICIPATION AND INVOLVEMENT

Work in this area also includes advising on particular citizen participation events and more general public involvement strategies. For example, Public Intersection staff facilitated strategic planning with the city council, staff, and citizens in Roxboro and helped Guilford County commissioners and staff to develop policies and process for funding community organizations.

courts and judicial administration

The School of Government provides educational and other resources for a wide range of North Carolina court officials, including appellate judges, trial judges, clerks of court, magistrates, district attorneys, public defenders, court administrators, and employees of the Administrative Office of the Courts. The School's faculty members also work with other groups such as law enforcement officers, correctional officials, sheriffs, juvenile justice employees, social services employees, medical personnel, private attorneys, employees of nonprofit organizations who work with criminal justice agencies, domestic violence program employees, Division of Motor Vehicle employees, and county employees who interact with the court system, among others. In 2006–2007, this group conducted more than 40 educational programs and taught in more than 200 other courses and programs.

The School is home to the North Carolina Judicial College, which offers a curriculum of programs and educational materials for judicial branch employees. Programs of the Judicial College focus on specific topics, use interactive learning methods, and limit attendance to ensure the opportunity for full participation. The programs target areas in which court officials have a demonstrated need, and over time the Judicial College will help judicial branch employees develop their skills more fully, fill in gaps in their knowledge that continuing education programs rarely have time to address, and provide programming that is of interest to officials in all stages of their careers.



Faculty and Program Personnel

Joan Brannon
Professor (part-time, retired)

Jim Drennan
Professor

Cheryl Daniels Howell
Professor

Janet Mason
Professor

John Saxon
Professor

Michael Crowell
Professor

Bob Farb
Professor (part-time, retired)

Dona Lewandowski
Lecturer

John Rubin
Professor

Jessica Smith
Associate Professor

Shea Denning
Assistant Professor

Alyson Grine
Judicial Educator

Jamie Markham
Assistant Professor

TECHNOLOGY REACHES CLIENTS IN NEW WAYS

Increasingly, the Courts and Judicial Administration group is using new technology and new methods to improve its reach. Faculty member Jessica Smith has used the School of Government website to disseminate up-to-date information related to her research on the implications of *Crawford v. Washington*. This seminal US Supreme Court case affects the way courts deal with the right of a criminal defendant to confront his or her accusers in court. Smith published a major monograph on the subject in 2005 and since that time has maintained an online supplement. The most recent supplement received more than 60,000 hits in the past year. Faculty member Robert Farb maintains a criminal law listserve that summarizes important points in cases handed down by the North Carolina appellate courts. Typically that summary is available within 48 hours of these cases being published.

JUDICIAL COLLEGE LAUNCHES NEW COURSES

After extensive planning, the North Carolina Judicial College began offering training in early 2007. One of the early offerings was a course titled *Handling Incompetency Proceedings*, led by faculty member John Saxon. Like most Judicial College programs, the course was small (limited to 35 participants), targeted to mid-career employees, multidisciplinary, and case-based.

CONTINUING EDUCATION FOR DISTRICT COURT JUDGES

As the court system grows, the demand for traditional educational services, such as orientation for new officials and continuing education, grows as well. In spring 2007, faculty member Cheryl Howell led the planning and implementation for the orientation of an unusually large group of new district judges. An additional session was scheduled due to the size of the group, and Howell tailored the sessions to closely match the tasks required of the judges in their new role. This approach was aided by the results of a needs assessment conducted last year by Howell and colleague Janet Mason, with support from Nancy Kiplinger, instructional design specialist. The assessment was funded by the Governor's Crime Commission.

INDIGENT DEFENSE SERVICES COMMISSION

Faculty member John Rubin and defender educator Alyson Grine continued to serve as primary educational providers for the Indigent Defense Services Commission, which provides funding for public defenders and private lawyers retained to represent indigents in criminal and other cases in which public funding is provided. During the past year, Rubin and Grine oversaw 11 educational programs that ranged from new lawyer orientation programs to management programs for public defenders, and they authored or supervised the writing of manuals on both civil commitment and immigration law.

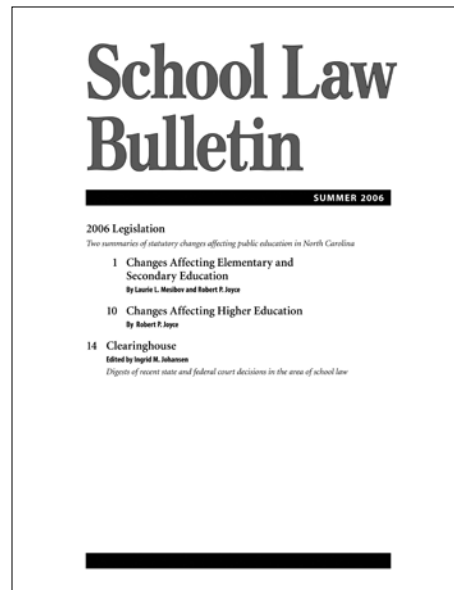
The School of Government provides educational and other resources about the law governing public educational institutions in their relationships with students, employees, other governmental entities, and the communities they serve. Faculty members in this area work with attorneys, board members, administrators, and others in North Carolina's local school units, community colleges, and universities, as well as staff members in state agencies.



Faculty and Program Personnel

Bob Joyce
Professor

Laurie Mesibov
Professor



EDUCATORS, SCHOOL BOARDS, AND SCHOOL ATTORNEYS

In February 2007 faculty member Laurie Mesibov organized the 40th *School Attorneys' Conference*. Topics of discussion included family law issues that affect schools, selling naming rights at schools, employment law, and ethics. Mesibov presented a session on First Amendment issues for administrators and teachers to participants in the Principals' Executive Program in April, and she made a presentation on curriculum policies and teachers' First Amendment rights at the NC School Boards Association Policy Conference in June. Mesibov's other teaching included sessions on school prayer, statutory protections for pregnant and parenting students, and legal issues for aspiring administrators. Mesibov continued to edit the quarterly journal *School Law Bulletin*.

COMMUNITY COLLEGE FACULTY AND TRUSTEES

Faculty member Bob Joyce made presentations to community college faculty on students' rights in higher education and the Family Educational Rights and Privacy Act (FERPA). He also presented a session at the *NC Community College System Conference* in October 2006 on the legal issues facing instructors and student services personnel. In June 2007, Joyce organized the *Community College Law Conference*. More than 80 community college presidents, top-level administrators, and attorneys discussed the state's new ethics law and received updates on employment law and current legal issues in higher education. Joyce wrote articles on elementary and secondary education and higher education for *NC Legislation 2006*, and he contributed a chapter on community colleges for *County and Municipal Government in North Carolina*, a comprehensive resource released by the School of Government in June 2007.

JOINT COMMITTEE ON STANDARDS FOR EDUCATIONAL EVALUATION

Joyce was named a member of the Validation Panel of the Joint Committee on Standards for Educational Evaluation, an American and Canadian coalition of major professional associations formed to help improve the quality of educational evaluation. Sponsoring organizations include the Council of Chief State School Officers, National Education Association, National School Boards Association, and American Psychological Association.

employment law

EMPLOYMENT LAW

The School of Government provides educational and other resources for state and local government employers and employees on legal issues arising from the employment relationship. Through teaching and publications, faculty members educate public officials and employees with human resources or supervisory responsibilities about aspects of public employment law that will enable them to perform their jobs more effectively.



Faculty and Program Personnel

Bob Joyce
Professor

Diane Juffras
Associate Professor

TEACHING

Faculty members Bob Joyce and Diane Juffras taught a wide range of audiences during the past year. Juffras delivered an overview of public employment law to public health nurse supervisors and managers, local health directors, registers of deeds, finance officers, and new city and county attorneys. Joyce taught sessions on employment discrimination to participants in the Principals' Executive Program at the Center for School Leadership Development, and he gave a presentation on sexual harassment and disability law as part of the Sheriffs' Leadership Institute. He also offered sessions on school employment law to graduate students in education at UNC-Chapel Hill and UNC-Pembroke.

Juffras organized and taught, along with Joyce, two sessions at the annual *Public Employment Law Update* in May 2007. The program, which originated in Chapel Hill, was broadcast live by videoconference to four sites: Greenville, Wilmington, Boone, and Cullowhee. There were more than 450 participants.

PUBLICATIONS

Juffras authored an article titled "Determining Whether a Worker is an Independent Contractor or Employee" for the fall 2006 issue of *Popular Government*, and she contributed a chapter on public employment law for the School's new comprehensive resource, *County and Municipal Government in North Carolina*.

Joyce contributed a chapter on community colleges to *County and Municipal Government in North Carolina*, and he authored chapters on elementary and secondary education, as well as higher education, for *NC Legislation 2006*.



Faculty and Program Personnel

Stacey Isaac Berahzer
Project Director,
Environmental Finance Center

Shadi Eskaf
Research Associate,
Environmental Finance Center

Milton Heath
Professor

Jeff Hughes
Director,
Environmental Finance Center

Kara Millonzi
Assistant Professor

John Stephens
Associate Professor

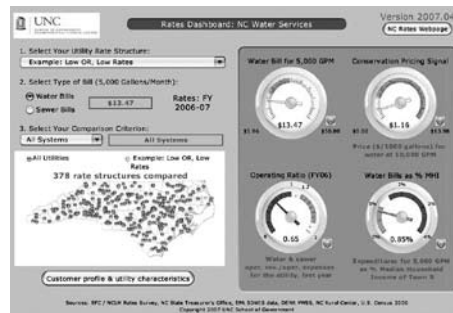
Aimee Wall
Assistant Professor

Richard Whisnant
Associate Professor

Andrew Westbrook
Project Director,
Environmental Finance Center

The School of Government provides research, consulting, teaching, and facilitation to improve environmental governance in North Carolina. Environmental governance includes the efforts of institutions to manage the environmental resources they oversee and to address the impact of their own operations on the environment.

The School is home to the UNC Environmental Finance Center, which is dedicated to enhancing the ability of governments to provide environmental services in fair, effective, and sustainable ways. The Environmental Finance Center provides a bridge between students and faculty at UNC-Chapel Hill who work principally on environmental financing, management and planning tools, and the governments whose job it is to use these tools for the public interest.



The interactive Rates Dashboard allows communities to compare and analyze user rates for North Carolina's water and wastewater utilities.

WATER PUBLIC FUNDING COORDINATION

The Environmental Finance Center (EFC) has worked with water infrastructure funders throughout the state to maximize the use of public funds and streamline processes for communities seeking assistance. Last year, the EFC provided research and analysis to individual funding agencies and helped reinstate and convene a Funders Forum to exchange information and identify collaboration opportunities.

WATER RATE SETTING AND SUSTAINABLE FINANCE

The EFC provided advice on rate setting and financial planning analysis to communities throughout the state to develop fair and sustainable financing for local water needs. Last year the EFC launched a series of planning tools including an interactive Rates Dashboard that has become a key reference tool for communities interested in analyzing their financial situation. Visit www.efc.unc.edu to learn more about the Rates Dashboard.

SOLID WASTE MANAGEMENT

Last year saw a number of major changes in solid waste management throughout the state, and faculty member Richard Whisnant participated actively in a multi-stakeholder process to craft the new framework. The EFC also continued to provide support to the Department of the Environment's Division of Solid Waste Management to analyze the capacity of landfills.

STORMWATER REGULATORY ASSISTANCE

The School of Government provided extensive assistance to state regulators and local practitioners in the area of stormwater management. EFC faculty worked on several model stormwater management ordinances and documents that were disseminated throughout the state. The School reached several hundred public works and finance officials through monthly implementation meetings and a stormwater finance and management course that was held in June 2007.

evaluation and measurement

EVALUATION AND MEASUREMENT

School of Government programs in evaluation and measurement are designed to increase awareness of the value of performance measurement and program evaluation among public officials, while also enhancing the skills of practitioners using these tools. Faculty members in this area work with local government budget officials, managers, department heads, and other state and local officials.

The School is home to the North Carolina Benchmarking Project, which involves more than a dozen North Carolina municipalities in comparative performance measurement. Comparisons of performance statistics from this project have been credited as the catalyst for numerous improvements in service quality and efficiency among the participating local governments.



Faculty and Program Personnel

David Ammons
Professor

Maureen Berner
Associate Professor

Bill Rivenbark
Associate Professor

Dale Roenigk
Lecturer and Director of NC Benchmarking Project

PROJECTS AND ADVISING

Special projects in 2006–2007 included the initiation of a supplemental 18-month benchmarking project, focusing on development review processes; advisory assistance to the NC League of Municipalities' Citizen Informed Performance Measurement Project; and a growing number of program evaluation projects, including evaluations conducted for the NC Indigent Defense Services and the NC Office of Sentencing Services.

TEACHING

Courses for government practitioners included *Introduction to Program Evaluation for Budget and Management Analysts*, *Performance Measurement in Local Government*, *Practical Analytic Techniques for Local Government*, and *Program Evaluation for Nonprofits*.

Courses taught in the Master of Public Administration program included *Introduction to Policy Evaluation Methods*, *Program Evaluation*, *Productivity Improvement in Local Government*, and *Advanced Program Evaluation*. Additionally, faculty taught special sessions on evaluation and performance measurement in the *Municipal and County Administration* courses and other ongoing programs.

health and human services

HEALTH AND HUMAN SERVICES

Faculty members in public health law focus on communicable disease control, environmental health, medical confidentiality, provision of health services to immigrants, animal control, and other local health department governance and service delivery issues. The School of Government's work in public health also includes a special project on jail health law.

In the area of social services law, faculty members teach, consult, and write for employees, attorneys, and board members of the state's county-administered state-supervised social services system. Areas of expertise include social services law, responsibilities of county social services board members, child welfare law, guardianship law, child support law, and elder law.

The School's work in mental health law focuses on issues relating to the state's publicly funded system of mental health, developmental disabilities, and substance abuse services. Areas of focus include the mental health service system, involuntary commitment law and procedure, confidentiality, and clinical-legal issues.



**Faculty
and
Program
Personnel**

Public Health

Jodi Harrison
Jail Health Law Specialist

Jill Moore
Associate Professor

Aimee Wall
Assistant Professor

Mental Health

Mark Botts
Associate Professor

Social Services

Janet Mason
Professor

John Saxon
Professor

PUBLIC HEALTH

The School of Government launched the Jail Health Law Project in July 2006. Led by Jodi Harrison, this partnership between the School and NC Association of County Commissioners was created in response to demand from jail and local government officials for assistance with the many legal issues related to jail health care. The project's work is guided by an advisory committee composed of sheriffs, jail administrators, jail health care providers, and educators.

Aimee Wall conducted significant research and writing in the area of animal control, publishing three law bulletins in this field: *An Overview of North Carolina's Rabies Laws*; *Animal Cruelty, Part I: An Overview of North Carolina's Criminal Remedies*; and *Animal Cruelty, Part II: An Overview of North Carolina's Civil Remedies*.

Jill Moore provided support to the NC Institute of Medicine's and Division of Public Health's Task Force on Ethics and Pandemic Influenza Planning. The task force was convened to explore and make recommendations about the ethical issues likely to arise in a pandemic.

In January, the School of Government received the Public Health Partner Award from the North Carolina Association of Local Health Directors (NCALHD). This annual award recognizes organizations that have made significant contributions to the advancement of public health in the state.

SOCIAL SERVICES

A program titled *The ABCs of Social Services for County Social Services Board Members* was held in two locations in fall 2006. Although designed primarily for new board members, the program also was open to experienced board members, social services directors, county managers, and county commissioners. Other programs included the *Social Services Attorneys' Summer Conference*; *Fundamentals of Social Services Law for Social Services Attorneys*; and the *Social Services Attorneys Winter/Spring Conference*.

Faculty also taught in the School's *Municipal and County Administration* courses and provided training for new social services directors through the UNC School of Social Work.

MENTAL HEALTH

Led by faculty member Mark Botts, the School of Government has established a contract with the Division of Mental Health, Developmental Disabilities, and Substance Abuse Services for LME (local management entity or area mental health authority) training. Under the contract, faculty members will conduct four regional training programs that will offer practical guidance on the essential governance responsibilities of the LME board.

A program titled *Fundamentals of Confidentiality Law Governing MH/DD/SA Records* was held in fall 2006 and attended by approximately 100 medical records professionals. This program, cosponsored with the behavioral healthcare section of the NC Health Information Management Association, was the second in a series of confidentiality programs for providers of publicly funded mental health, developmental disabilities, and substance abuse services.

human resource management

HUMAN RESOURCE MANAGEMENT

School of Government work in the area of human resource management focuses on providing general consultation and specific technical assistance, conducting applied research, and offering instruction to public officials in the area of local government human resource management. The focus of work in this area is on strategic management and workforce planning, rather than administrative functions of personnel administration.

Faculty and Program Personnel

Willow Jacobson
Assistant Professor



WORKFORCE AND SUCCESSION PLANNING

Over the last year, faculty member Willow Jacobson has focused on raising awareness of the importance of workforce and succession planning. With significant numbers of government managers and staff on the verge of retirement, there is a pressing need for decision makers to put in place plans to manage this change. Jacobson has made presentations on this topic to a range of School of Government clients including municipal and county managers and representatives of major state agencies. Jacobson also spearheaded the production of a special issue of *Popular Government* on workforce and succession planning, which was published in winter 2007.

In addition to workforce planning, Jacobson has undertaken a corresponding effort aimed at providing resources for local governments on how to manage multiple generations in the work place. This generational distribution is having a significant impact on management and workforce planning and is a frequently requested topic for continuing education.

In the coming year, Jacobson will focus on moving from information and education to providing more advanced training focused on strategies, tools, and techniques that local governments can use to implement workforce and succession plans.

information technology

The School of Government is home to the Center for Public Technology, which addresses the needs of local governments to improve skills, expand capacity of local services, and strengthen their communities through the appropriate use of information technology. The Center provides education, resources, and consulting to local government officials, and offers state and national certification programs for chief information officers (CIOs).



Darlene Yudell (left), of Guilford County, NC; Alexias Anderson (center), of Clemson, SC; and Wilmer Melton, of Kannapolis, NC, participated in the CIO School offered in 2007.

Faculty and Program Personnel

Stacey Everett
Program Analyst,
Center for Public Technology

Shannon Schelin
Lecturer and Director,
Center for Public Technology

EDUCATION AND TEACHING

The primary work of the Information Technology group centered on educational offerings, which included the following:

- ❑ Local Government Chief Information Officer Certification Program
- ❑ NC State Agency Chief Information Officer Certification Program
- ❑ National Certified Government Chief Information Officer Program
- ❑ CIO Program Annual Alumni Class
- ❑ North Carolina Local Government Information Systems Association Conferences
- ❑ Regular short courses on special topics (e.g., *Disaster Recovery and Business Continuity*, *Budgeting for IT*, *Information Technology Infrastructure Library Overview*)
- ❑ Customized education sessions for local, state and national groups, including Raleigh Parks and Recreation, Cabarrus County Health Alliance, Public Technology Institute, Information Technology Infrastructure Association, and NC Finance and Reimbursement Organization


ADVISING AND TECHNICAL ASSISTANCE

A variety of advising and technical assistance services are offered to municipalities, counties, and state agencies in North Carolina. Primary clients are members of the North Carolina Local Government Information Systems Association (NCLGISA). Long-term engagements of the Center for Public Technology involved technology planning; connectivity consulting (wireless); RFP/RFI development; proposal and vendor evaluations; management audits; and technology evaluations.

land use planning and development

LAND USE PLANNING AND DEVELOPMENT

School of Government faculty provide educational and other resources concerning the law and practice of community planning and land development regulation to local and state government officials. Areas of expertise include land-use law, environmental and administrative law, building and housing code matters, and other local government law matters such as real property, transportation and streets, annexation, and public enterprises. Published materials in this area are of interest to public and private practitioners in land use and engineering, as well as citizens, elected and appointed board members, neighborhood organizations, and others with an interest in planning and zoning issues.



Faculty and Program Personnel

Rich Ducker
Associate Professor

David Owens
Professor

PUBLICATIONS ON LAND USE LAW AND SPECIAL USE PERMITS

A highlight of 2006–2007 was the publication of David Owens' book *Land Use Law in North Carolina*, which covers legal issues related to community planning, zoning, land subdivision regulation, and growth management. Owens also is the author of a special series report titled *Special Use Permits in North Carolina*.

PLANNING AND ZONING COURSES

Owens and colleague Rich Ducker organized and taught several hundred planners, zoning administrators, and managers in the *Introduction to Planning Practice* course, the *Zoning Official Certification* course, and two offerings of *Introduction to Zoning*. They chaired and helped organize the 49th annual *North Carolina Planning Conference*, held in Hickory in fall 2006. Owens also taught a course on land use law to students at the UNC School of Law. Ducker taught the same topic to planners preparing for the national certification exam.

ADVISING FOR THE NC DIVISION OF EMERGENCY MANAGEMENT

Earlier this year Ducker drafted proposed legislation and commentary for the Division of Emergency Management in the North Carolina Department of Crime Control and Public Safety. The bill is intended to update the state's flood hazard prevention ordinance enabling statutes, tying them to the changes in the state's zoning legislation.

MANUAL FOR HOUSING CODE OFFICIALS

Ducker helped edit a manual of practice to be used by the NC Association of Housing Code Officials as a part of a voluntary certification program. He served on the Code Official Certification Task Force and continues as a member of the NC Code Officials Qualification Board — two organizations that are in the process of transforming the education, training, and certification of building code officials.

Leadership and Governance

LEADERSHIP AND GOVERNANCE

Faculty and Program Personnel

Susan Austin
Project Director

Phil Boyle
Adjunct Instructor

Peg Carlson
Adjunct Associate Professor

Willow Jacobson
Assistant Professor

Rick Morse
Assistant Professor

Carl Stenberg
Professor

Vaughn Upshaw
Lecturer

Donna Warner
Director, Planning and Administration,
Public Leadership

Gordon Whitaker
Professor

The School of Government works with elected officials, governing boards, managers, key department heads, and other public officials in state and local government to provide the knowledge and skills they need to lead and govern their communities in the 21st century. The focus of this work is on helping public officials solve public problems; manage human capital and relationships; think, plan, and act strategically; and make and implement good public decisions.



Rebecca Bentley, town manager of Hudson, was one of 25 local government officials to successfully complete the second annual Public Executive Leadership Academy (PELA). Pictured with her is program director Carl Stenberg (left) and Rocky Mount Assistant City Manager Charles Penny, who was the featured speaker at PELA's graduation ceremony, held in October 2006.

ONLINE ORIENTATION FOR CITY AND COUNTY MANAGERS

In 2006 faculty member Gordon Whitaker spearheaded the development of an online orientation program for new city and county managers in North Carolina. This program provides resources to first-time city and county managers, experienced managers coming to North Carolina from other states, and experienced managers transitioning from cities to counties or vice versa. In addition to developing the orientation website, www.ncmanagers.unc.edu, Whitaker helped to recruit and train experienced local government managers to serve as mentors to new managers.

LEADERSHIP DEVELOPMENT FOR PUBLIC EXECUTIVES

The Public Executive Leadership Academy (PELA), a leadership development program for city and county managers and key department heads, concluded its second successful year when 25 participants from across the state graduated in October 2006. PELA was held in five sessions over eight months and included presentations by Bob O'Neill, executive director of the International City/County Management Association (ICMA); John Nalbandian, chair of the Department of Public Administration at the University of Kansas; and Mark Weaver, national news media trainer and consultant.

ESSENTIALS OF COUNTY GOVERNMENT

More than 200 new and veteran elected officials, county managers and clerks, and county attorneys gathered at four sites across the state in early 2007 for a comprehensive course on county government in North Carolina. *Essentials of County Government* is offered by the School of Government and the NC Association of County Commissioners after every county election cycle. This year's regional sessions, which were held in Catawba, Craven, Jackson, and Wake counties, were attended by public officials from 78 counties. A companion course, *Essentials of Municipal Government*, is offered in years following municipal elections. For more information on these courses, visit www.sog.unc.edu/programs/ncboards.

ICMA PUBLICATION

Faculty member Carl Stenberg and Susan Austin, project director, edited *Managing Local Government Services: A Practical Guide*, which was published by ICMA in January 2007. The book covers trends that affect the management of service delivery in local governments of all sizes.

Local government budget, finance, and taxation

LOCAL GOVERNMENT BUDGET, FINANCE, AND TAXATION

The School of Government provides significant educational and other resources in the area of local government budget, finance, and taxation. Faculty members working in these areas provide general and legal technical assistance, conduct applied research, and offer instruction to public officials in raising, managing, and expending local government financial resources. Specific areas of focus include budget preparation and enactment; capital planning and finance; cash management and investment of public funds; environmental finance; governmental accounting and financial reporting; property tax appraisal and assessment; and property tax collection and administration.



RESEARCH AND PUBLICATIONS

Notable achievements in the area of local government budget, finance, and taxation include the publication of a guidebook on public enterprise utility fee collections, *Lawful Discrimination in Utility Ratemaking*, written by faculty member Kara Millonzi.

Shea Denning published two law bulletins, *Collecting Property Taxes in Bankruptcy* (co-authored with Robert Price), and *Project Development Financing: Combating Blight and Promoting Economic Development through Tax Increment Financing* (co-authored with Bill Rivenbark). Denning is collaborating with Rivenbark and Millonzi on a second bulletin that addresses changes to the Project Development Financing Act enacted by the 2007 General Assembly.

Rivenbark published articles in two refereed journals, *Public Performance & Management Review* and *Journal of Public Budgeting, Accounting & Financial Management*, as well as an article in *Popular Government*. He also contributed a chapter to *Managing Local Government Services*, published by the International City/County Management Association, and he and co-author Jack Vogt contributed a chapter to *County and Municipal Government in North Carolina*, published by the School of Government in June 2007.

Vogt also contributed chapters to *Budgeting: Formulation and Execution*, published by the Vinson Institute of Government at the University of Georgia, and *Local Budgeting and Financial Management*, published by the World Bank.

NC GOVERNMENT FINANCE OFFICERS' CERTIFICATION PROGRAM

In 2007 faculty member Greg Allison assumed responsibility for administering the NC Government Finance Officers' Certification Program. In this role, he will develop four certification exams, coordinate the grading of exams by volunteer committee members, and provide overall administrative support for the program.



Faculty and Program Personnel

Greg Allison
Senior Lecturer

Shea Denning
Assistant Professor

Jeff Hughes
Director,
Environmental Finance
Center

Joe Hunt
Lecturer

David Lawrence
Professor

Kara Millonzi
Assistant Professor

Bill Rivenbark
Associate Professor

Karl Smith
Assistant Professor

Jack Vogt
Professor (part-time, retired)

local government law

LOCAL GOVERNMENT LAW

Faculty and Program Personnel

Fleming Bell
Professor

Rich Ducker
Associate Professor

Bob Joyce
Professor

David Lawrence
Professor

Kara Millonzi
Assistant Professor

David Owens
Professor

Chuck Szypszak
Associate Professor

Bill Thornton
Adjunct Instructor

Aimee Wall
Assistant Professor

The School of Government provides substantial educational and other resources on a wide range of local government law topics. The School's faculty members help North Carolina government employees and officials, particularly at the local level, understand and apply the law that governs their work. Resources and information in this area is also of interest to citizens and representatives of the media who seek information about the law governing local government activities. Areas of focus by faculty include basic local government law and specialized areas such as elected and appointed board procedures, legal ethics, municipal incorporation, governmental cooperation, open meetings, public contracting, public records, code enforcement, and animal control.



COMPREHENSIVE RESOURCE ON LOCAL GOVERNMENT LAW AND ADMINISTRATION

In June 2007 the School of Government released an important new resource. *County and Municipal Government in North Carolina* is the only comprehensive treatment of the legal foundations, organization, and administration of the state's counties and cities. The book, which was edited by faculty member David Lawrence, updates and replaces *County Government in North Carolina*, last published in 1998, and *Municipal Government in North Carolina*, last published in 1996.

The new resource serves as the textbook for the School of Government's *Municipal and County Administration* courses, which have been offered for more than 40 years and have educated thousands of public officials about the legal framework and administrative requirements of North Carolina city and county government (see page 21).

The release of this publication represents a new approach designed to improve access for users. *County and Municipal Government in North Carolina* is the first School of Government publication offered as a CD-ROM and as individual PDF articles. The articles may be viewed on the School's website and saved for reference as nonprintable PDF files. In addition, the book may be purchased in loose-leaf format or as individual articles. For more information, visit the School's *County and Municipal Government* page online at www.sog.unc.edu/pubs/cmg, or call the Publications Sales Office at 919.966.4119.



Thom Moton (left), assistant city manager of Greenville, and Andy Lucas (right), manager of Anson County, were recognized at the graduation of the Municipal and County Administration course in April 2007. Moton was the recipient of the George C. Franklin Award, presented by the NC League of Municipalities, and Lucas was the recipient of the Edwin M. Gill Award, presented by the NC Association of County Commissioners. Faculty member Greg Allison (center) is director of the course.

MUNICIPAL AND COUNTY ADMINISTRATION COURSES

The School of Government's flagship *Municipal and County Administration* courses began their 53rd and 43rd sessions, respectively, in September 2006. The courses are offered over eight months and provide an overview of county and municipal government. They are directed by faculty member Greg Allison, with assistance from Brian Newport, program manager.

On April 19, 2007, 64 municipal and 32 county officials received certificates signifying their successful completion of the rigorous course requirements. These officials represented 27 counties and 53 municipalities from across the state. (To view a list of graduates, see the spring/summer 2007 issue of the Friends newsletter, available online at www.sog.unc.edu/friends/newsletter.htm.)

The School of Government congratulates each of the graduates and offers special recognition to Thomas Moton Jr., assistant city manager of Greenville, winner of the George C. Franklin Award, and Andrew M. Lucas, manager of Anson County, winner of the Edwin M. Gill Award.

The George C. Franklin Award is presented by the NC League of Municipalities and honors the League's former general counsel. The Edwin M. Gill Award is presented by the NC Association of County Commissioners and honors the former state treasurer and chair of the NC Local Government Commission. Both awards are based on class participation and evaluations from classmates and the faculty who teach the course.

In February 2007 the Alumni Association of the North Carolina Municipal and County Administration Courses celebrated its 25th anniversary at the annual two-day update seminar.

School of Government faculty members in various fields work with state agencies on issues of state law.

Faculty members consult frequently with legislative and executive branch staff on issues in their fields of expertise, and they often assist with legislative drafting. The School of Government's Legislative Reporting Service (LRS) provides legislators, legislative staff, executive branch officials, and local governments with the *Daily Bulletin* (see right) during legislative sessions. At the end of each legislative session, the LRS produces *NC Legislation*, a summary of significant legislation.

Faculty members also work with state associations that represent local government and with national associations such as the National Governors Association, the Council of State Governments, and the National Conference of State Legislatures.



**Faculty
and
Program
Personnel**

Fleming Bell
Professor

Bob Joyce
Professor

Aimee Wall
Assistant Professor

Jim Drennan
Professor

Carl Stenberg
Professor

Richard Whisnant
Associate Professor

Martha Harris
*Director,
Legislative Reporting Service*

ORIENTATION PROGRAM FOR NEW LEGISLATORS

In January 2007 the School of Government, in conjunction with the Legislative Services Office of the NC General Assembly, offered an orientation program for new legislators. Two days of orientation programs in Raleigh were followed by two days of additional programs at the School of Government. The program held at the School addressed issues such as immigration and demographic trends, the state's fiscal modernization project, and the limits on legislative authority in the NC Constitution. At the conclusion of the legislative session, the new legislators returned to Chapel Hill for a short program designed to help them reflect on their experience and prepare for next year's short session of the legislature.

CONTINUING EDUCATION FOR STATE ATTORNEYS

The 15th session of *Public Law and the Public's Lawyers* was held in fall 2006, with more than 200 attorneys in attendance. This annual course serves as the principal continuing legal education venue for attorneys in the legislature, the Department of Justice, and other state agencies. The curriculum addressed issues such as securities fraud prosecution, recent Supreme Court cases, and appellate advocacy. In addition, participants received updates on recent developments in civil litigation, the legislature, and the rulemaking process.

LEGISLATIVE REPORTING SERVICE

For more than 60 years, the School of Government's subscription-based Legislative Reporting Service (LRS) has informed local governments, state agencies, and citizens about the status and content of North Carolina legislation. The centerpiece of the LRS since 1935, the *Daily Bulletin* is published at the end of each day the General Assembly is in session and contains a summary of every bill introduced and every amendment and committee substitute adopted. Each year since 1955 the LRS has also published *North Carolina Legislation*, a comprehensive summary of legislation enacted by the General Assembly affecting public law and government. The electronic version of the 2007 summary is available at www.sog.unc.edu/pubs/nclegis/index.html.

publications

The following major titles were published by the School of Government between July 2006 and June 2007.

All titles are available for purchase online at www.sog.unc.edu or by calling 919.966.4119.



County and Municipal Government in North Carolina, edited by David M. Lawrence (loose-leaf, CD-ROM, and individual PDFs of articles)

Emerging Issues in Confrontation Litigation: A Supplement to Crawford v. Washington: Confrontation One Year Later, by Jessica Smith

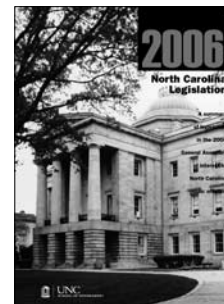
Final Report on City Services for Fiscal Year 2005–2006: Performance and Cost Data, compiled by Dale J. Roenigk

Land Use Law in North Carolina, by David W. Owens

The Local Government Budget and Fiscal Control Act, Sixth Edition, by David M. Lawrence and Kara A. Millonzi

North Carolina Civil Commitment Manual, by Lou A. Newman (a joint venture of the North Carolina Office of Indigent Defense Services and the School of Government)

North Carolina Guidebook for Registers of Deeds, Ninth Edition, by Charles A. Szypszak



North Carolina Legislation 2006: A Summary of Legislation in the 2006 General Assembly of Interest to North Carolina Public Officials, edited by Martha H. Harris

Notary Public Guidebook for North Carolina, Tenth Edition, by Charles A. Szypszak

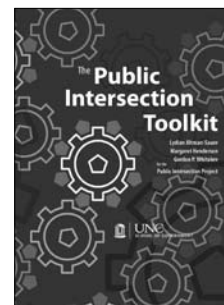
Pregnancy and Parenting: A Legal Guide for Adolescents, Second Edition (English), by Anne M. Dellinger

Pregnancy and Parenting: A Legal Guide for Adolescents, Second Edition (Spanish), by Anne M. Dellinger

Public Intersection Toolkit, by Lydian Altman-Sauer, Margaret Henderson, and Gordon P. Whitaker

Punishments for North Carolina Crimes and Motor Vehicle Offenses: 2006 Cumulative Supplement, by John Rubin and James C. Drennan

Special Use Permits in North Carolina Zoning, Special Series #22, by David W. Owens



courses and conferences

COURSES AND CONFERENCES



In 2006–2007 the School of Government offered nearly 200 courses, seminars, schools, and specialized conferences at sites across North Carolina for more than 10,000 local and state government employees and elected officials from all 100 counties. The public officials who attended these programs found not only expert training but also ample opportunities for networking with their peers from across the state.

Below is a list of courses that were offered during the last year. To see a complete list of educational programs offered by the School of Government, visit our website at www.sog.unc.edu, or call 919.966.5381 to request a course catalog.



Courses and Conferences

Civic Education

How Government Works

Community and Economic Development

Basic Economic Development
Community Development Academy
Essentials of Economic Development for Local Officials

Community Problem-Solving and Collaboration

Citizen Participation: Beyond Public Hearings
Navigating Nonprofit-Local Government Relationships
Resolving Public Disputes I
Resolving Public Disputes II
Resolving Public Disputes III

Courts and Judicial Administration

Appellate Advocacy Training

Assistant and Deputy Clerks' Conference

Basic School for Magistrates

Clerks of Superior Court Conference

Handling Incompetency Proceedings

Defender Trial School

Judicial Support Staff Conference

Juvenile Defender Conference

Magistrates' Conference

Magistrates' One-Day Seminar

NC Conference of District Court Judges

NC Conference of Superior Court Judges

New Juvenile Defender Training

New Misdemeanor Defender Training

Orientation for New Clerks of Superior Court

Orientation for New Superior Court Judges

Practical Skills for New Prosecutors

Public Defender Fall Seminar

Public Defender Investigators' Conference

Public Defender Manager and Administrator Training

Public Defender Spring Conference

School for New District Court Judges

Small Claims School for Magistrates

Special Topic Seminar for District Court Judges

Education Law

Community College Law Conference

Law Conference for Community College Trustees

School Attorneys' Conference

Employment Law

Introduction to Public Employment Law

Public Employment Law Update

Environment

Basic Training Course for Soil and Water

Conservation Supervisors

Stormwater Finance and Management
Water and Wastewater Infrastructure Funding Strategies

Evaluation and Measurement

Introduction to Program Evaluation for Budget and Management Analysts
Performance Measurement in Local Government
Practical Analytic Techniques for Local Government

Health and Human Services

Social Services Attorneys' Conference
Training for County Social Services Board Members

Human Resource Management

Effective Supervisory Management Program

Information Technology

Budget for Information Technology (IT)
Certified Government Chief Information Officer (CGCIO) Program
Chief Information Officer (CIO) Certification Program
NCLGISA Spring and Fall Conferences
State Chief Information Officer (CIO) School

Land Use Planning and Development

Introduction to Planning Practice in North Carolina
Introduction to Zoning
NC Planning Conference
Zoning Official Certification Course

Leadership and Governance

City and County Management Seminar
Essentials of County Government
Ethical Issues in Local Government
Leading Your Municipal Governing Board
Manager Evaluation and Board Self-Assessment
Managing Conflict: Strategies for Elected Officials
Parliamentary Procedure Workshop
Public Executive Leadership Academy
Strategic Leadership for County Boards
Strategic Leadership for Municipal Boards
Working for Results as a Board

Local Government Budget, Finance, and Taxation

Advanced Governmental Accounting
Assessment Administration (IAAO Course 400)
Budgeting and Financial Planning, Part I:
Annual Budget Preparation and Enactment

Budgeting and Financial Planning, Part II:
Capital Planning and Finance
Cash Management and Investment of Public Funds
Comprehensive Annual Financial Report/Certificate of Achievement for Excellence in Financial Reporting
Fundamentals of Mass Appraisal (IAAO Course 300)
Fundamentals of Property Tax Collection
Fundamentals of Real Property Appraisal (IAAO Course 101)

Governmental Accounting and Financial Reporting
Income Approach to Valuation (IAAO Course 102)
Intermediate Governmental Accounting
Introductory Governmental Accounting
Municipal and County Finance Officers' Spring Conference
New City and County Finance Officers' School
Property Tax Collection Administration
Property Tax Listing and Assessing in North Carolina
Property Tax Policy (IAAO Course 402)
State Treasurer's Accounting/Auditing/
Financial Management Conference
Uniform Standards of Professional Appraisal Practice (USPAP)

Local Government Law

Advanced Programs for Registers of Deeds
Annual Update Seminar: Alumni Association of the Municipal and County Administration Course
Basic Registers of Deeds School
Basic Registers of Deeds School for Experienced Personnel
Carolinas Association of Governmental Purchasing Summer Conference
City and County Clerks' School
City Attorneys' Winter Conference
Contracting for Construction and Design Services
Elections Directors' Conference
IIMC Clerks' Certification Institute
Intermediate Purchasing Seminar
Local Government Purchasing School (CAGP Spring Conference)
Master Municipal Clerks' Academy
Municipal and County Administration
NC Association of County Attorneys' Winter Conference
New City and County Attorneys' School
Two Days of Elections Programs
Workshop for New Clerks

State Government

Orientation Program for Newly Elected Members
Public Law and the Public's Lawyers Conference



The School of Government does not discriminate in offering access to its educational programs and activities on the basis of age, gender, race, color, national origin, religion, creed, disability, veteran's status, or sexual orientation. If you have a disability and need accommodation to participate in any School of Government program, please let us know.

faculty milestones

FACULTY MILESTONES



University Service

Frayda Bluestein

Chancellor's Advisory Committee

Jim Drennan

University Government Committee

Diane Juffras

Administrative Board of the Library

Jill Moore

Faculty Welfare Committee

David Owens

*Buildings and Grounds Committee
(Chair)*

Bill Rivenbark

Faculty Grievance Committee (Chair)

Aimee Wall

Faculty Grievance Committee

Richard Whisnant

Faculty Council

Bob Farb Begins Partial Retirement

After 31 years of exceptional service on the School of Government faculty, Robert Farb entered phased retirement in July 2007. Although he has relinquished his teaching duties, for the next three years he will continue to help officials in the criminal justice system with on-call advising and written summaries of new appellate cases and newly enacted legislation in criminal law and procedure.

In announcing Farb's retirement, School of Government Dean Mike Smith said, "Bob has worked most closely with North Carolina's district attorneys, but many others involved in the criminal justice system also have relied on his advice — police legal advisers, judges, magistrates, and anyone else who has wanted the definitive word on criminal law and procedure."

Farb began work at the Institute in 1976, focusing on state government and criminal law and procedure. Over the years, he steadily expanded his field of work, earning the respect and the confidence of clients in criminal justice and law enforcement statewide. The active and informative criminal justice listserv created and managed by Farb now includes more than 2,000 members. His publications include books and articles on North Carolina crimes; arrest, search, and investigation; capital case law; and various specialized topics involving criminal law and procedure. Throughout his career, Farb conducted educational programs for North Carolina prosecutors and others who work in the criminal justice system. In addition, he served as an editor of the Legislative Reporting Service and the Administration of Justice memoranda series.



Bob Farb

School of Government Mourns the Loss of Former Faculty Member George Esser

George H. Esser Jr., a former member of the faculty at the Institute of Government, passed away November 5, 2006. Esser joined the Institute's faculty in 1948 to work with city and county governing boards. In 1954 he led the development of the first *Municipal Administration* course (now *Municipal and County Administration*) and directed it until he left the Institute in 1963. That year he was named by Governor Terry Sanford to direct the newly created North Carolina Fund. Over the next five years, grants of \$9.5 million from the Ford Foundation, Z. Smith Reynolds Foundation, and Mary Reynolds Babcock Foundation, along with over \$7 million in federal funds, were awarded to the North Carolina Fund to create experimental projects in education, health, job training, housing, and community development.

Esser later was a program adviser for the Ford Foundation, executive director of the Southern Regional Council in Atlanta, and executive director of the National Academy of Public Administration in Washington, DC. He received the North Carolina Philanthropy Award in 1995. "He was a wonderful man and a true pioneer," said Dean Mike Smith, "and I am proud that his formative years were spent at the Institute of Government."



George Esser

HONORS AND AWARDS

Greg Allison, senior lecturer in public finance and government, was awarded the Outstanding Chapter Speaker Award by the NC Association of Certified Public Accountants for 2006–2007.

David Ammons, professor of public administration and government, was elected a fellow of the National Academy of Public Administration (NAPA). The academy is an independent, nonpartisan organization chartered by Congress to assist federal, state, and local governments in improving their effectiveness, efficiency, and accountability. Each year, academy fellows elect new members who have made sustained contributions to the field of public administration through public service or scholarship.

Milton Heath, professor of public law and government, received the 2007 Newton Underwood Award for Excellence in Teaching from the School of Public Health at UNC-Chapel Hill. Heath has taught a graduate-level course at the School of Public Health since 1961, and he was honored for his excellence in teaching, knowledge of the course material, relevant experience, and interaction with students.

Tom Thornburg, senior associate dean, was honored by the North Carolina Criminal Justice Education and Training Standards Commission for service, dedication, and leadership as chair of the Planning and Standards Committee from 2002 to 2006.

The School of Government was the recipient of the 2006 Public Health Partner Award, presented by the NC Association of Local Health Directors. The award was accepted by faculty members Jill Moore and Aimee Wall, along with Dean Mike Smith, at the State Health Directors' meeting in January 2007.

Molly Broad

After serving a distinguished term as president of the UNC system from 1997 to 2006, Molly Broad joined the School of Government as a professor of the practice. Broad is an economist, and she came to UNC from the California State University system, where she served as executive vice chancellor and chief operating officer. Prior to that, she held senior positions in the Arizona university system and at Syracuse University. Her interests are in the areas of leadership, strategic planning, and economic development. While Broad will spend the majority of her time at the School of Government, she will also continue her national and international speaking and consulting work in executive leadership, economic development, higher education, technology, and related topics. Broad earned a bachelor's degree from the Maxwell School of Citizenship and Public Affairs at Syracuse University and a master's degree from Ohio State University.



Molly Broad



Michael Crowell

Michael Crowell

Michael Crowell joined the faculty as professor of public law and government focusing on the law of judicial administration. He previously served on the School's faculty from 1970 to 1985, during which time he also was a consultant to the NC Criminal Code Commission, assisted various legislative study commissions, and was director of bill drafting for the General Assembly. From 1985 to 2007, Crowell practiced law with Tharrington Smith LLP, in Raleigh, specializing in administrative law, local government, elections, appeals, voting rights, redistricting, legislation, and mediation. Crowell took time out from practice for two years to serve as executive director of the Commission for the Future of Justice and the Courts in North Carolina and was principal author of the commission's 1996 report, *Without Favor, Denial or Delay: A Court System for the 21st Century*. He also was active in various other efforts at court improvement. Crowell holds a bachelor's degree from the University of North Carolina at Chapel Hill and a JD, *cum laude*, from Harvard Law School.



Dona Lewandowski

Dona Lewandowski

Dona G. Lewandowski joined the faculty as a lecturer in public law and government specializing in non-criminal law issues for magistrates. These issues include summary ejection, small claims procedure, performing of marriages, and appointment and removal matters. Lewandowski previously served on the faculty from 1985 to 1990, working with district court judges in the area of family law. In the intervening years, she focused on raising her children, taught extensively in the Raleigh home-school community, and served as an adjunct faculty member at Duke University. Before her first term on the School faculty, Lewandowski worked as a research assistant to Chief Judge R.A. Hedrick of the NC Court of Appeals. She holds a BS, *summa cum laude*, and an MA from Middle Tennessee State University and a JD, with honors, from the University of North Carolina at Chapel Hill, where she was elected to the Order of the Coif.



Jamie Markham

Jamie Markham

James M. “Jamie” Markham joined the School of Government as assistant professor of public law and government, in the area of criminal law and procedure with a focus on the law of sentencing, corrections, and conditions of confinement. While working on his law degree, he served as a summer law clerk at the School and as a summer associate for law firms in Greensboro and Raleigh. Before entering law school, Markham spent five years in the US Air Force, where he earned the rank of captain and served as flight commander and political-military analyst. He also was a travel writer for Let’s Go, Inc., contributing to the Russia and Ukraine chapters of *Let’s Go: Eastern Europe*. Markham earned a BA in government, *cum laude*, from Harvard College and a JD with high honors, Order of the Coif, from Duke University, where he was editor-in-chief of the *Duke Law Journal*.



Karl Smith

Karl Smith

Karl Smith joined the School of Government as assistant professor of public economics and government specializing in economics and tax issues. Smith is the creator of an interactive model of North Carolina’s tax structure, commonly called the tax calculator. This spreadsheet allows a user to see present and future effects of changes in rates and bases of major state and local taxes in North Carolina. Smith’s work includes analyzing economic issues such as income tax, business tax incentives, economic impact of industries and businesses, and tax changes that affect community and economic development in North Carolina. He also works on behalf of the School of Government with the State and Local Fiscal Modernization Study Commission established by the North Carolina General Assembly. His responsibilities with the commission include research on the state’s income tax structure, the relationship between the state and local governments in financing Medicaid, and the financial impact of proposed changes in the tax structure. Before joining the faculty, Smith spent five months as a research associate at the School, working on tax reform issues, and he also was a graduate fellow with the North Carolina State University Institute for Emerging Issues. He holds a BS and a PhD in economics from North Carolina State University.

law clerks

LAW CLERKS

The School of Government welcomed four summer law clerks in 2007 to support faculty members by conducting research and writing on local and state government issues. Faculty member Jill Moore oversees this program.



Michelle Harris

Michelle (Shelly) Harris

University of Virginia

PROJECTS:

- “Breathtakingly broad” or Properly Deferential? Assessing the Constitutionality of North Carolina’s Grandparent Visitation Statutes in the Wake of *Troxel v. Granville* (Cheryl Howell, faculty supervisor)
- Judicial Notice in Child Protective Services Cases (Janet Mason, faculty supervisor)
- Homeless Students in North Carolina (Laurie Mesibov, faculty supervisor)



Allison Riggs

Allison Riggs

University of Florida

PROJECTS:

- Drawing Electoral Districts Using Numbers Other than Decennial Census Cumbers (Bob Joyce, faculty supervisor)
- Must Units of Local Government that Receive Federal Contract or Grant Funds Adopt Affirmative Action Plans? (Bob Joyce, faculty supervisor)
- When and to What Extent can Municipalities Hold Parents Criminally Liable for the Delinquent Actions of Their Children? (Tom Thornburg, faculty supervisor)
- Public Comment at Meetings of Local Government Boards (Fleming Bell, faculty supervisor)



Natalie Russell

Natalie Russell

Wake Forest University

PROJECTS:

- You Can’t Say That in a Classroom: Teachers’ Rights and Responsibilities in the Design and Delivery of Curriculum (Laurie Mesibov, faculty supervisor)
- Attorneys’ Fees in Local Government Condemnation Cases (Chuck Szypszak, faculty supervisor)
- Grandfather Clauses and Animal Control Ordinances (Aimee Wall, faculty supervisor)
- Invocations by Local Governing Boards (Fleming Bell, faculty supervisor)



Evan Simpson

Evan Simpson

Harvard University

PROJECTS:

- How Should Cities Deal with Unrecorded Utility Lines? (David Lawrence, faculty supervisor)
- Privilege License Taxes (Shea Denning, faculty supervisor)

staff milestones

STAFF MILESTONES

New Staff

We welcome these professionals who joined the School of Government staff during the 2006–2007 fiscal year.

Peggy Cotton
Administrative Staff Assistant

Stacey Everett
*Program Analyst,
Center for Public Technology*

Maggie Ford
Director of Human Resources

Jodi Harrison
Jail Health Law Specialist

Christie Hinson
*Project Director,
NC Civic Education Consortium*

Will Lambe
*Associate Director,
Community and Economic
Development Program*

Cynthia Lee
*Program Manager,
Courts and Judicial Administration*

Susan Lynch
*Admissions Coordinator,
MPA Program*

Alicia Matthews
*Accounts Manager,
Business Office*

Todd Nicolet
Associate Dean for Information Technology

Faith M. Thompson
Assistant Dean for Development

Andrew Westbrook
*Project Director,
Environmental Finance Center*

SERVICE MILESTONES

We congratulate the following employees for reaching significant state service milestones in 2007:

25 years

Katrina Hunt, *Marketing and Sales Manager, Publications*

15 Years

Patricia Connor, *Receptionist*

10 Years

Lucille Fidler, *Associate Editor, Publications*

Lisa Sheffield, *Program Manager*

Staff Excellence Awards

The Staff Excellence Awards are presented annually to staff members who fulfill the School's mission with excellence, commitment and integrity. The 2006 winners, Brian Newport and Kerstin Lindgren, were nominated by their coworkers, who sought to recognize their exceptional contributions to the work of the School. Brian Newport has been a program manager at the School of Government since 2004. In nominating Newport for the award, his colleagues noted, "Brian performs his duties with efficiency and expertise and works to improve the whole system — not just his piece of a project." Newport was recognized in particular for his role in the implementation of Netsuite, the School's new integrated business application software. Kerstin Lindgren joined the School of Government in 2002 and served in numerous program manager positions over the next five years. Lindgren's willingness to wear many hats and to fill a variety of needs at the School earned her the respect of her coworkers and made her an invaluable team member. In May 2007, Lindgren's coworkers bid her farewell as she left the School of Government to pursue new professional challenges.



Brian Newport



Kerstin Lindgren

Star Heels Awards

In 2006–2007 Star Heels Awards were earned by James Balfour, helpdesk manager; Patricia Connor, receptionist; Ray Hockaday, media technician; and Susan Lynch, MPA Program admissions coordinator. These awards are given annually by the University of North Carolina at Chapel Hill to staff members who have provided excellent customer service.



James Balfour



Patricia Connor



Ray Hockaday

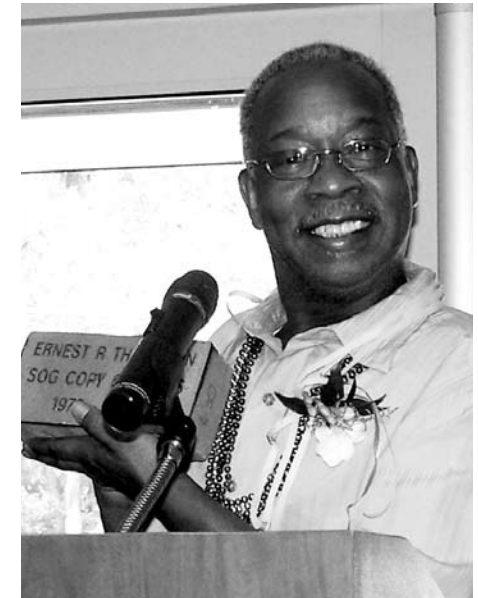


Susan Lynch

Ernie Thompson Retires After More than Two Decades of Service

On June 27, 2007, Ernie Thompson was honored by colleagues and friends who celebrated his retirement after nearly 28 years of service in the School's print shop. During his tenure as copy services assistant, Thompson witnessed a sea change in the printing industry, as presses were retired and high-speed digital printing equipment was installed. He mastered the new world of computerized technology with dedication and humor, skillfully juggling multiple projects and tight deadlines.

At the reception in June, Thompson was presented with a certificate of appreciation that read, in part, "You have shared in our efforts to provide our clients with the best possible service and been instrumental in enabling the School to bring our knowledge to North Carolina's public officials. Your good work has ensured that accurate, sound, and thoughtful information made it into the hands of those who needed it — on time and in good order. We, your friends and colleagues, want to thank you for your many years of service. Thank you, too, for your ready smile, good advice, and many other contributions to our lives."



Ernie Thompson

master of public administration

MASTER OF PUBLIC ADMINISTRATION

Conference on Public Administration

“Minding the Gap: Achieving the Common Good in a World of Change” was the theme of the November 2006 Conference on Public Administration. One hundred seventy alumni and friends were welcomed back to the Knapp-Sanders Building and the School of Government. The conference featured several outstanding speakers including US Representative Bob Etheridge, who delivered the opening address. Several new scholarships to benefit MPA students were announced at the second annual Dean’s Dinner, hosted by Dean Michael Smith, which marked the celebration of the 40th anniversary of the MPA Program.

The 2006 conference featured an Alumni Career Forum, with four selected alumni who represented various fields within public service. These alumni described their career paths, current positions, and the skills they deemed necessary for professional success.

Deil S. Wright Lecture

Matthew Holden Jr., Professor Emeritus at the University of Virginia, delivered the 2006 Deil S. Wright lecture to an auditorium filled with faculty, staff, students, alumni, and community members at the School of Government. The topic of Holden’s lecture was “Public Administration Diversity and the Plural Society.” Holden discussed the formal and informal organization of power in human groups, with the premise that the three crucial resources of politics are information, money, and force.

Previous Wright lecturers were Dr. Richard P. Nathan, co-director of the Nelson A. Rockefeller Institute of Government at the State University of New York, US Comptroller General David M. Walker, International City/County Management Association Executive Director Bob O’Neill, and UNC Distinguished Professor and Historian of the U.S. Presidency William Leuchtenberg.

MPA Lecture Series

Each fall and spring semester, the MPA Program hosts distinguished lecturers in a speaker series coordinated by the Carolina Society for Future Leaders, a student organization. Dean Michael Smith presented the first lecture of the year in September and outlined key moments in the history of the School of Government. Former UNC President William Friday was the second speaker in October with a presentation titled, "Lessons Learned in Public Service in North Carolina." Valerie Lemmie, chair of the board of directors of the National Academy of Public Administration, was the guest lecturer in January, speaking on "Social Equity in Local Government." The final speaker was Joseph P. Riley, longtime mayor of Charleston, South Carolina. The topic of his presentation was "Lessons from Charleston's Economic Development Experience."

Capstone Conference on Practical Research for Public Officials

Students, alumni, faculty, staff, and visitors gathered in April 2007 at the School to hear wide-ranging presentations from 28 second-year MPA students on research topics of interest to public and nonprofit officials, including workforce succession planning in North Carolina, alternative fuel vehicles, bond ratings, bail bond variability in one of the state's counties, education and local services policies, and North Carolina campaigns and elections. The presentations featured the findings and implications of each student's capstone project.



AWARDS AND HONORS

Daniel Levine Honored with Deil S. Wright Capstone Paper Award



Deil Wright and Daniel Levine

Daniel Levine '04, a dual-degree student in Planning, received the 2006 Deil S. Wright Capstone Paper Award. Levine was presented a plaque and check for his paper titled "Developing Opportunity: A Study of Local Government Tools to Encourage Affordable Housing."

A panel of judges selected the most outstanding paper based on a number of criteria, including the use of advanced research methods, clarity of presentation, and the presence of meaningful and persuasive conclusions. Levine's capstone advisory committee was composed of faculty members David Owens, Bill Rohe (Planning Department), and Gordon Whitaker, who served as chair.

Philip Rogers Honored with Nanette Mengel Communications Award



Philip Rogers and Margaret Henderson

Philip G. Rogers '05 received the Nanette Mengel Communications Award for his capstone presentation titled "Use of Online Tools in Selected North Carolina State Legislative Campaigns in Fall 2006: An Exploratory Study." In addition to receiving one of Nanette Mengel's favorite books, *Essays of E.B. White*, and a handmade pottery bowl, Rogers will

have his name added to the plaque dedicated to those who have demonstrated "the skill, value, and joy of communicating clearly." Rogers' capstone advisory committee was composed of MPA alumnus Bill Flexner and faculty members Shannon Schelin and John Stephens, who served as chair.

graduates and internships

GRADUATES AND INTERNSHIPS



2007 Graduates

Creighton A. Avila	David George Leonetti
Jessica Banks Gilmour Aylor	Daniel Andrew Levine
Bree Danielle Bean	Susan Taylor Libby
Kristen Allan Bovid	Perry Lee Lusk Jr.
Monica Deneen Croskey	Joseph Marshall Moore
Joshua Stephen Edwards	Trina Shiloh Ozer
Benjamin Robert Eisner	Abby Parcell
Johanna Hawfield Foster	Douglas Gregory Paris
Joseph Ward Gavrilovich	Philip Gregory Rogers
Joyce Lynn Gordon	Christopher Richard Sherman
Meredith Archer Hatch	Brandy Nichole Sparks
Gabriel Curtis Hatcher	Kari Feinberg Thomas
John Stuart Honeycutt	Tonya Carrisa Walton
Margaret Ellen Johnson	Joseph R. White



Dean Mike Smith congratulates Tonya Walton at the MPA graduation ceremony in May 2007.

MPA GRADUATES ACCEPT A WIDE RANGE OF POSITIONS

The 2007 graduates of the MPA Program took positions with the following organizations:

- ❑ AMEC Earth and Environmental
- ❑ Charlotte/Mecklenburg Utilities
- ❑ City of Hickory, North Carolina
- ❑ City of High Point, North Carolina
- ❑ City of Raleigh, North Carolina
- ❑ City of Salisbury, North Carolina
- ❑ City of Winston-Salem, North Carolina
- ❑ East Carolina University
(Office of the Chancellor)
- ❑ Fairfax County, Virginia
- ❑ IBM Consulting
- ❑ Judea Reform Congregation
- ❑ Learn and Serve America Program
- ❑ Montgomery County, Maryland
- ❑ North Carolina Office of State Budget
and Management
- ❑ Orange County, North Carolina
- ❑ Self Help Credit Union
- ❑ Triangle Community Foundation
- ❑ UNC-Chapel Hill
(Human Resources Department)
- ❑ Wake County, North Carolina

In addition, one MPA graduate accepted an ICMA Local Government Fellowship in Catawba County, North Carolina, and two other students entered law school.



Summer 2007 Professional Work Experience

After the first year of the program, each MPA student completed a 10-week professional internship. These internships provide a valuable opportunity for students to gain practical experience and to help agencies tackle important projects.

Local Government

Justin Amos

Orange County, NC

Steven Buter

Town of Nags Head, NC

Andrea Cain

Town of Chapel Hill, NC

**Wilson Cho, Ryan Davidson,
and Ryan Ewalt**

Wake County, NC

Carol Cooley Hickey

City of Salisbury, NC

Nicholas Dula

City of Asheville, NC

Peter Franzese

City of Rocky Mount, NC

Laura Jensen

Durham County, NC

Randall Lyons

City of Newport News, VA

Shawn Purvis

Town of Hillsborough, NC

Andrew Stevenson

City of Greenville, NC

Heather Strickland

Orange County, NC

Weiping Yang

City of Mission Viejo, CA

State Government

Shannon Byers

NC Office of State Controller

Jamie McCall

and Michael Young
NC State Retirement System

Jessie Peed

NC Department
of Public Instruction

Federal Government

Jackie Ashley

and Julie Walden

US Environmental
Protection Agency

Nonprofit and other Organizations

Sean Coffey

NC Justice Center

Michael Rooney

NC Rural Economic
Development Center

Kate Shem

Seigle Avenue Partners,
Charlotte, NC

Heather Scarbrough

Lowe's Motor Speedway
and City of Concord, NC

University of North Carolina

Glenn Barnes

Environmental Finance
Center, UNC-Chapel Hill

John King

UNC General
Administration

Michael Stepanek

Kenan-Flagler Business School,
UNC-Chapel Hill

SELECT FACULTY PUBLICATIONS

Books and Monographs

Research Methods for Public Administration, 5th Edition, by Maureen Berner (with O'Sullivan and Rassel). Addison Wesley Longman, 2007.

Managing Local Government Services: A Practical Guide, edited by Carl Stenberg and Susan Austin. ICMA, 2007.

"Service Delivery Alternatives," by Gordon P. Whitaker, in *Managing Local Government Services: A Practical Guide*, edited by Carl Stenberg and Susan Austin. ICMA, 2007.

"Community Learning," by Ricardo S. Morse, in *Modernizing Democracy: Innovations in Citizen Participation*, edited by Terry F. Buss, F. Stevens Redburn, and Kristina Guo. M.E. Sharpe, 2006.

"Federalism, Intergovernmental Relations, and Intergovernmental Management," by Deil Wright and Carl Stenberg, in *Handbook of Public Administration: Third Edition*, by J. Rabin, W.B. Hildreth, and G. Miller. Taylor & Francis Group, 2007.

Articles

Journal of Public Budgeting, Accounting, and Financial Management

"Evolutionary Theory of Routine: Its Role in Results-Based Management," by William C. Rivenbark. 2006.

Public Administration Review

"Minority Contracting Programs," by Maureen Berner with Heather Martin and Frayda Bluestein. May/June 2007.

"Cracked Ceiling, Firmer Floors, and Weakening Walls: Trends and Patterns in Gender Representation among Executives Leading American State Agencies, 1970–2000," by Deil Wright with Cynthia J. Bowling, Christine A. Kelleher, and Jennifer Jones. November/December 2006.

Public Performance & Management Review

"Performance Budgeting in Municipal Government," by William C. Rivenbark and Janet M. Kelly. 2006.

Publius: The Journal of Federalism

"Perceptions of Federal Aid Impacts on State Agencies," by Deil Wright with Chung-Lae Cho. Winter 2007.

Reaching Higher: Development at the School

REACHING HIGHER: DEVELOPMENT AT THE SCHOOL

Private and public contributions provide the School of Government with the resources to meet the professional education and problem-solving needs of state and local government officials. These vital gifts ensure that North Carolina's public officials, whether they are employees or elected to public service, will continue to benefit from

- ❑ High-quality professional education
- ❑ Courses and programs that respond to changing needs
- ❑ Research and publications that address important public issues
- ❑ Timely advising that helps solve problems
- ❑ A physical environment that promotes learning and networking

In 2007, North Carolina cities and counties provided \$1,353,000 in annual support for the School's operations, including faculty assistance, publications, and low fees for high-quality classes. Generous additional gifts of over \$700,000 were received from individuals, corporations, foundations, and associations throughout the state. We are deeply grateful for this important support.

School of Government Foundation Board Welcomes New Members

In 2006–2007 the School of Government Foundation welcomed Bobby J. Crumley, Charles B. Neely Jr., and Maurice R. Smith to membership on its board of directors. Crumley, of Asheboro, is founder and chief executive officer of Crumley & Associates, PC, a consumer-based law firm with offices in central and western North Carolina. Neely is an attorney with Williams Mullen Maupin Taylor in Raleigh. His expertise is in government affairs, litigation, real estate, and tax law, and he served as the firm's managing partner for 10 years. Smith is president of the Local Government Federal Credit Union, in Raleigh. He joined the LGFCU in 1992 as executive vice-president and was named president in 1999.



Bobby Crumley



Charles Neely



Maurice Smith

The School of Government Foundation helps strengthen the private support necessary to conduct the School's statewide programs, projects, and operations. The foundation accepts gifts of cash, securities, real estate, equipment, and other items from individuals, businesses, foundations, municipalities, counties, and associations. The board consists of up to 27 members who guide the annual operations of the foundation.

Special Gifts Honor Retirements of Brannon, Farb, and Vogt

Professors Joan Brannon, Robert Farb, and Jack Vogt, all of whom entered the University's phased retirement program this year, were honored with special recognitions by friends and colleagues.

Brannon's faculty colleagues, the NC Association of District Court Judges, and the NC Association of Clerks of Superior Court generously celebrated her retirement from 35 years of teaching, advising, and writing with a combined gift of \$10,000 to the Drennan Fund for Judicial Education. The Judicial Education Fund is a permanent endowment that supports the School's education programs for judges and other officials associated with North Carolina's court system.

In July 2007, Bob Farb relinquished his daily teaching duties and for the next three years will concentrate on providing on-call advising and writing for officials in the state's criminal justice system. Upon his retirement, Farb's faculty colleagues at the School joined forces to recognize his 31 years of teaching excellence with an office named in his honor. The Robert Farb Office will be used by a new member of the School's courts and criminal justice faculty.

A. John "Jack" Vogt's career of 33 years was celebrated in September 2006. Dean Mike Smith surprised Vogt by announcing the naming of a 50-seat classroom at the School in his honor. The naming was made possible by contributions from friends, local government units, and colleagues, as well as special gifts from the NC Government Finance Officers Association, the NC Local Government Budget Association, the NC County Finance Association, the NC Local Government Investment Association, the NC City and County Management Association, and the Alumni Association of the Municipal and County Administration Courses, all of which Vogt has worked with and supported in a variety of ways.



Joan Brannon



Bob Farb



Jack Vogt

friends of the school of government

FRIENDS OF THE SCHOOL OF GOVERNMENT

In 2007, with the hiring of Faith Thompson, assistant dean for development, implementation of exciting new directions for the Friends began. Through the summer, Thompson visited 38 regional council members to discuss their experiences and recommendations for program improvements. Many of these recommendations are being put in place and the Friends program will continue to revitalize and expand into 2008. We extend our deepest thanks to council members across the state who have so generously offered their time, energy, and support to the School.

Transition and Growth

Based on reflection and discussion in 2006, the Friends regional council chairs proposed the following recommendations to build on the positive momentum of the Friends program and strengthen its fundraising success.

- **Profession-centered fundraising:** Separate fundraising activities from other events and relate it more strongly to professional fields of service.
- **Fewer regions:** Redefine the seven councils with the goal of creating a smaller number of larger regions. Existing council members will merge into the new regional body.
- **Events:** Plan a single annual regional event focused on the School of Government's mission of local and state government education.
- **Newsletter:** Continue the Friends newsletter as a donor benefit with increased news of School programs and personnel, local professional accomplishments, funding priorities, and donor contributions.

Thank you all for your support and suggestions as we work together to implement the next growth phase of the Friends Program.

capital gifts

CAPITAL GIFTS

In 2007 the landscaping for the new garden and courtyard dedicated in memory of Gladys Hall Coates was completed and furniture was added to the space.

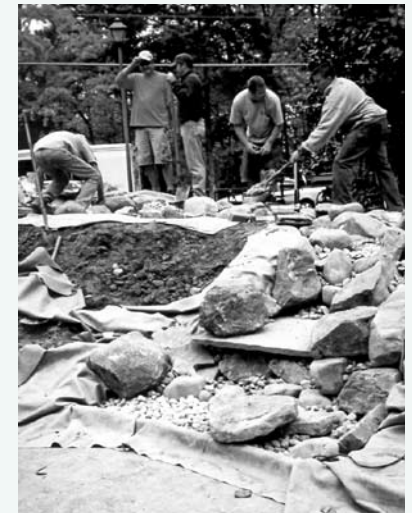
The wife of Albert Coates, founder of the Institute of Government, Gladys was a true partner in the establishment and the growth of the Institute.



A bronze plaque recently installed in the Coates Garden offers a special opportunity to honor or memorialize friends, family members, or colleagues in this lovely setting at the School. Call 919.966.9780 for information or visit www.sog.unc.edu and click on "Support the School."

On an overcast day in April 2007, more than 20 landscapers gathered on the School's dining hall patio for a one-day "pondless" waterfall installation class hosted by Smith Turf & Irrigation of Raleigh.

The company generously donated the water feature and its installation to the School for the enjoyment of our local government clients, students, faculty, and staff.



LGFCU Annual Scholarship Program

The Local Government Federal Credit Union (LGFCU) offers a special annual scholarship program to nurture the career development of its members who are employed in local government in North Carolina. Members who plan to attend a class or a seminar at the School of Government may apply for scholarships to cover the cost of tuition. Awards are made three times each year, or until funds are expended. Application deadlines are April 1, August 1, and December 1. For more information and an application, call 1-800-344-4846, e-mail info@lgfcu.org, or visit www.lgfcu.org (click on “Application”).

Food Lion Provides Leadership Support for 2007 Essentials of County Government

More than 220 new and veteran county commissioners, county managers and clerks, and attorneys representing 78 counties gathered from December through February for *Essentials of County Government* sessions in Cullowhee, Raleigh, Hickory, and New Bern.



Food Lion LLC provided \$20,000 in generous leadership underwriting support for the course including 10 scholarships for newly elected commissioners. Other course underwriters included the NC City and County Management Association and the NC Association of County Commissioners, educational co-sponsor of the course. The Local Government Federal Credit Union added the power of nine additional scholarships to commissioners.

34th Basic Economic Development Course Thanks Underwriters

In August 2007, 80 participants from a variety of public and private organizations in eight states convened at the School for four days of intensive training in the fundamentals of economic development. Valuable underwriting for the course was contributed by Duke Energy, Progress Energy, Miley Gallo & Associates, and the Fayetteville Business Center. The annual course is directed by faculty member Jonathan Morgan.

LGFCU Supports the 2007 Community Development Academy

The School offers additional thanks to the Local Government Federal Credit Union (LGFCU) for its continuing support of the School's annual *Community Development Academy*, held in February and March 2007. The academy is an intensive course for community development for practitioners that covers the concepts, methods, and strategies of community development with an emphasis on Community Development Block Grants. The training enables each participant to receive a certificate in grant administration awarded by the School of Government and the NC Department of Commerce.

Diversity in Public Service Scholarship

The Diversity Scholarship celebrates the program's long-standing commitment to diversity in the MPA student body. The scholarship endowment grew to nearly \$34,000 in 2006–2007 and will continue to increase thanks to continuing gifts from generous alumni donors. In August 2007, Monica Evans became the first recipient of the Diversity Scholarship.

J. Edward Kitchen Scholarship

Upon Ed Kitchen's retirement as city manager of Greensboro, NC, a \$10,000 gift was made to the School of Government by his many friends and colleagues. Kitchen, an alumnus of the MPA Program and the former city manager of Greensboro, elected to turn that gift into a scholarship, which he continues to build through personal gifts. David Shawn Purvis was the first recipient of the Kitchen Scholarship in 2006–2007.

Rothwell Scholarship

We thank Sharon and Doug Rothwell, both MPA graduates, who continue to provide annual funding for the Rothwell Scholarship, which supports an outstanding student for two years. Ryan Ewalt was the first recipient of the Rothwell Scholarship in 2006–2007. Jason Damweber was named the second recipient in August 2007.

The School thanks the Z. Smith Reynolds Foundation, Inc. for continuing its leadership support of civic education for North Carolina's youth. Generous funding from Reynolds and others such as C.W. Wilson Construction in Durham and the Constitutional Rights Foundation-Chicago made it possible for the Consortium to offer civic education training sessions for teachers statewide and to continue its assistance to small civic engagement programs in schools and community organizations. (For more about the Civic Education Consortium, see page 3.)

BROOKSHIRE RECEIVES WICKER SCHOLARSHIP

The School of Government congratulates Laura Brookshire, who received the Warren Jake Wicker Undergraduate Scholarship in summer 2007 for



Brookshire

her freshman year at UNC-Chapel Hill. Brookshire is a 2007 graduate of Brevard High School in Transylvania County. She graduated first in her class at Brevard and was a semifinalist for the University's prestigious Morehead-Cain scholarship. Her parents are employed by Transylvania County and Transylvania County Schools.

The \$1,000 scholarship is awarded annually to an entering first-year student at UNC-Chapel Hill with a parent who has worked at the local government level for five or more years. The annual application deadline is April 1. Information is available from Megan Dillin, UNC Office of Scholarships, at megan_dillin@unc.edu or 919.962.3620.

The scholarship was created by the 1990 *Municipal and County Administration* class at the Institute to honor the course director, Warren Jake Wicker, who was a member of the faculty from 1955 until he passed away in 2003.

honor roll of donors

The School of Government thanks all who generously contributed gifts and pledges between July 1, 2006, and June 30, 2007. The work of the School's faculty and our ability to respond effectively to the needs of local and state government depend on these gifts. We offer special thanks to the counties and municipalities throughout North Carolina that continue to provide vital annual membership dues support for the School of Government's programs and operations.



Honor Roll of Donors

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Special gifts in memory of the following people were contributed in 2006-2007

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Ruth L. Mace

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NCLGISA

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Catawba County
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City of Hickory
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Ann T. Whitworth
Angela L. Williams

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Knapp Foundation
NCLGISA
Parker Poe Adams
& Bernstein LLP

Gladys Hall Coates Garden

Robert G. Anthony Jr.
Rebecca Sutherland Ballentine
Mary-Lowrie Norwood Barnett
William A. Campbell
Sybil T. Champion
Nancy Hall Sawyer Copeland
William Clyde Friday
Donald Bales Hayman
John H. Jackson Attorney at Law
Marjorie Fisher King
David M. Lawrence
Ronald Lynch
Janet Mason
Florentine Alfreda Miller
Barbara Stockton Perry
Ray K. Pleasant
Basil Lamar Sherrill

Michael R. Smith
Thomas H. Thornburg
Barbara Yow
Mark Wilson Yow

Nanette Mengel Garden

O. Rolf Blizzard III
Daniel Edward McCarthy
Marilyn Moore Riddle
Beverly Ann Williams

NC Local Government Wing

Individuals

Mary M. Brown
Carl B. Munro

Municipality

City of Clinton

John Sanders Tribute

John Bowman Bare
James Calvin Cunningham II
James Davidson
John Elliot Dervin
Donald Ralph Esposito Jr.
Ray Simpson Farris Jr.
Dee A. Freeman
G. Linwood Futrelle Jr.
Nicholas Peter Heinke
Robert Carl Hunter
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Christopher Delamar Welch
Elizabeth D. Wilson

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Carolinas LLC
Caswell County
Citigroup Business Services

City of Concord
East Carolina Council/
Neuse River COG
First Southwest Company
NC Association of County
Finance Officers
NC Local Government Budget
Association
NC Local Government
Investment Association
NC Government Finance
Association
Town of Wrightsville Beach
Town of Yanceyville

Jake Wicker Tribute

Individuals

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Organization

NC City-County Management
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Master of Public Administration Program

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Organization

MPA Alumni Association

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Counties/Organizations

Durham County
 International City-County
 Management Association
 Jones County

financial summary

FINANCIAL SUMMARY

In 1931, Albert Coates launched the Institute of Government — now the School of Government — as a private enterprise with a few thousand dollars from his own pocket, gifts from North Carolina industrialists, and contributions from cities and towns that encouraged his dream. Although the Institute joined the University of North Carolina in 1942, this strong tradition of private support continues. Each year municipalities and counties throughout North Carolina contribute voluntary membership dues to the School. This critical financial support enables the School to offer training courses, publications, and other services at affordable prices and to conduct a significant volume of consulting services, including answering telephone inquiries and routine research questions, free of charge. The School of Government Foundation, which receives membership dues and other contributions, enhances the School's private fundraising capability and provides flexible support for its programs, projects, and operations. Information about the School of Government Foundation and copies of the most recent audited financial statement are available upon request.



Revenues

Sources	Amount	Percent of Total
State appropriations	\$9,946,097	69.59%
Schools and conferences	\$1,594,172	11.15%
Contracted services	\$1,298,187	9.08%
Publication sales	\$1,209,261	8.46%
School of Government Foundation support	\$56,022	0.39%
Trust funds support	\$188,257	1.32%
Total	\$14,291,996	100%

Expenditures

Classifications	Amount	Percent of Total
Personnel and related	\$11,467,175	80.23%
Other operating expenses	\$2,182,068	15.27%
Capital outlay	\$642,753	4.50%
Total	\$14,291,996	100%

faculty and staff directory

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school of government foundation

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