



SCHOOL OF GOVERNMENT

2004  
ANNUAL REPORT



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**SCHOOL OF GOVERNMENT, UNC CHAPEL HILL**

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 improve state and local government.

The core components of the School of Government are the Institute of Government, established in 1931 to provide educational, advisory, and research services for state and local governments, and the two-year Master of Public Administration Program, which educates leaders for local, state and federal governments as well as nonprofit organizations. The School also sponsors centers of significant importance to North Carolina government and to citizens focused on information technology, environmental finance, and civic education for youth.

The Institute is the largest university-based local government training, advising and research organization in the United States, sponsoring more than 200 classes, seminars, schools and specialized conferences for up to 14,000 public officials each year. Elected officials, city and county managers, finance directors, purchasing agents, information services directors, attorneys, budget directors, school officials, judges and other court officials, and a vast array of other public managers and employees have regular contact with Institute faculty and staff. The MPA program serves up to 55 students annually. Visit [www.sog.unc.edu](http://www.sog.unc.edu) for information on the School's publications, faculty, research, courses, programs and services, and links to other useful government-related Web sites.

Operating support for the School of Government's programs and activities comes from many sources, including state appropriations, local government membership dues, private contributions, publication sales, course fees and service contracts. For more information about the School and its programs, visit the Web site or call (919) 966-5381.

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**Faculty**

Gregory S. Allison	Anne M. Dellinger	Robert P. Joyce	John L. Saxon
Stephen Allred (on leave)	Shea Riggsbee Denning	Diane Juffras	Jessica Smith
David N. Ammons	James C. Drennan	David M. Lawrence	Carl Stenberg
A. Fleming Bell, II	Richard D. Ducker	Janet Mason	John B. Stephens
Frayda S. Bluestein	Robert L. Farb	Laurie L. Mesibov	Vaughn Upshaw
Mark F. Botts	Joseph S. Ferrell	Jill D. Moore	A. John Vogt
Joan G. Brannon	Milton S. Heath Jr.	Jonathan Morgan	Aimee Wall
Mary Maureen Brown	Cheryl Daniels Howell	David W. Owens	W. Mark C. Weidemaier
Anita R. Brown-Graham	Joseph E. Hunt	William C. Rivenbark	Richard Whisnant
William A. Campbell	Willow Jacobson	John Rubin	Gordon P. Whitaker

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School of Government

The University of North Carolina at Chapel Hill

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## From Dean Smith

Dear Friends and Supporters of the School,

This was another year of special milestones for the School as, after six years of working in a construction zone, we reopened the Knapp-Sanders building to clients and classes in January 2004.

Finance officers in Jack Vogt's *Financial Management and Budgeting* course christened classroom 2403, now known as the Parker Poe classroom, as the very first clients back in the building. They were followed in short order by the 2004 Municipal and County Administration Course participants, who returned to Chapel Hill after five years at the Burlington Holiday Inn, which served admirably as a home-away-from-home for the clients, faculty, and staff of this eight-month-long course of study. Although the formal dedication of the building would not take place for another few months, these first few classes were a special homecoming and a welcome start to a new era for the School.



In last year's annual report, I talked about three areas in which the School is seeking to improve its services to North Carolina's public officials: *maintaining our core programs and services in the face of state budget cuts by improving our financial systems; improving delivery of courses and publications; and improving program offerings.* Over the past year, we have made progress in each of these areas and experienced successes, great and small. In the coming year, long-term improvement will continue in each of these areas, and we will continue to count on you to let us know where we can do better and where we are doing well.

In the area of core programs, a new budgeting system was set in place that is helping us track expenses and revenue in a much more meaningful and helpful way. The intended result is to more accurately price courses, publications, and other services so that our

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operations stay strong and you continue to receive the educational services you count on at reasonable and affordable rates. We will rely on you to let us know that we are achieving this goal.

Public officials in fields of government including finance and accounting, purchasing, management, and human resources may recently have noticed an improvement in the area of course delivery. For the first time, clients in these and other fields were offered the ability to register for some courses online. Much effort was made during the 2004 fiscal year to prepare for online registration, and we expect to see this function grow quickly over the next several years as the School's information technology systems are updated and expanded.

Faculty are also increasing their use of the Internet to deliver information in a way that is timely and allows public officials and others to access and study material according to their own needs and at their own pace. Faculty members Frayda Bluestein, Diane Juffras, Jonathan Morgan, Jessie Smith, Gordon Whitaker, and others have created new Web pages for educational materials, forms, e-lectures, and other useful documents, in addition to presenting information via webcast and live interactive videocast. In addition, most all of the School's publications, including subscriptions to *Popular Government*, can be ordered online. The creation and use of these new ways to deliver educational materials and training is a step-by-step process for us and for you, our clients, but we will continue to work with you to explore how to provide the information you need beyond the classroom setting.

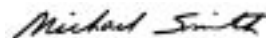
An important companion to finding new and improved delivery systems for courses is the improvement and expansion of the courses themselves. During 2004, a new strategic management team of faculty members began working to inform and improve the School's vision of future educational needs and to determine how we can better anticipate and meet those needs with the new faculty members who are brought into the School. An excellent example

of this is Carl Stenberg, who came to the School in 2003 to meet a need for leadership training that was identified by local government officials as well as by our own faculty. Carl spent his first year talking with local officials across the state to hear about and understand their leadership training needs. He subsequently worked with several advisory groups of officials, organizational partners, and faculty at the School, first to revise and improve the *Essentials of Municipal Government* course (formerly the *School for New Mayors and Council Members*), which experienced record attendance in 2004, and then to design and create the *Public Executive Leadership Academy* to be launched in spring 2005.

Many other faculty and staff members throughout the School are working on similar improvements to existing courses and creating new offerings that will keep North Carolina's public officials at the top among their peers anywhere in the nation.

It is an exciting time to be at the School, and I thank you—our clients, friends, and supporters—for making it possible for us to serve you. Your participation in courses, your outstanding financial support, and your enthusiasm for calling upon the unique expertise in state and local government that our faculty and staff have to offer is gratifying and appreciated by everyone here at the School of Government.

Sincerely,



Michael R. Smith  
Dean

## School of Government

The School of Government at the University of North Carolina at Chapel Hill was created in fall 2001 to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and improve state and local government. This mission originated with the School's predecessor, the Institute of Government, in 1931. The Institute now resides within the School, both sharing a mission and a commitment to North Carolina.

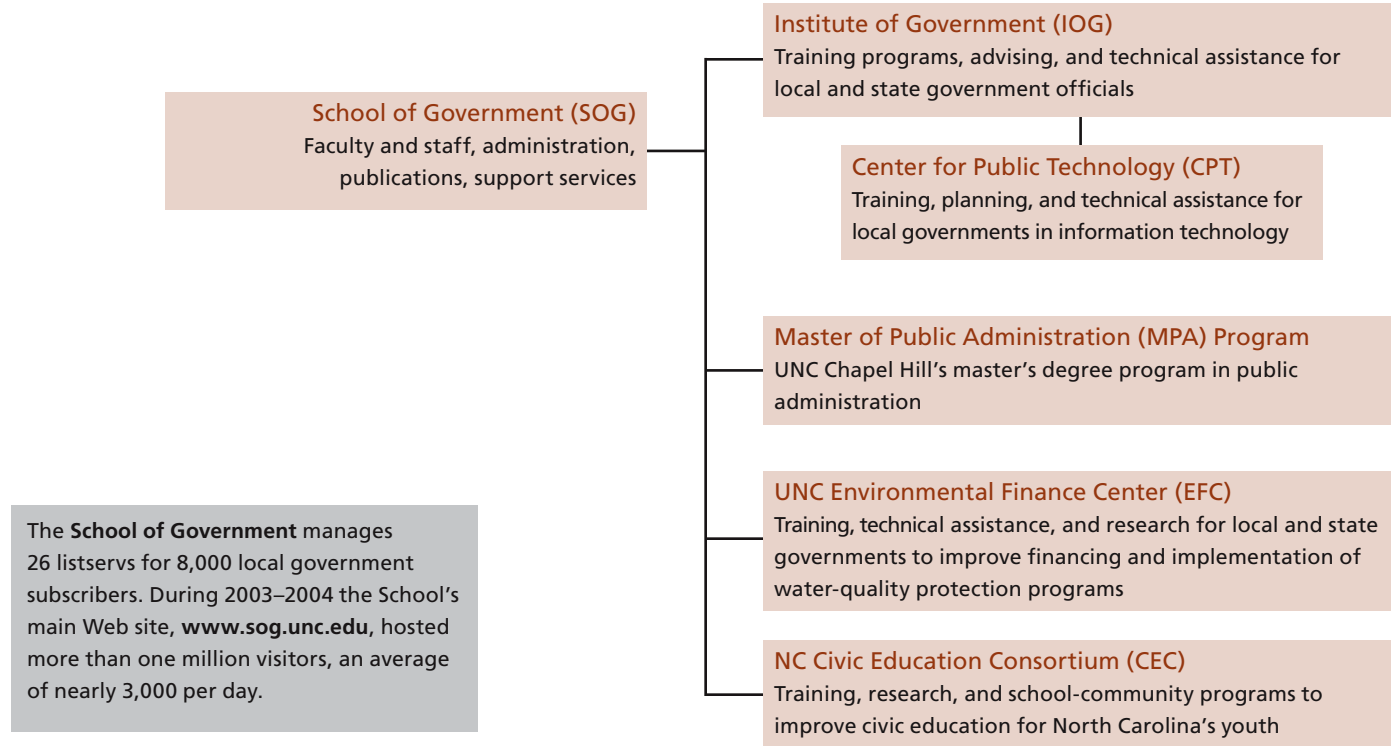


In 2004 the School of Government began to settle as major construction on the Knapp-Sanders Building ceased and the patterns of our daily business continued to take shape under the School of Government banner. The organizational chart on page 6 demonstrates the form and function of the parts that make up the School as a whole.

This annual report offers service highlights and milestones from our faculty members and professional and support staff, the best of the year from the Institute and other programs, and our heartfelt thanks and appreciative recognition of the many people and organizations who helped to make the School's work possible in 2003–2004.

Please take a moment to visit the Web site at [www.sog.unc.edu](http://www.sog.unc.edu) to find the most recent news, programs and publications, ways to support the School, and links to helpful resources across the state and nation.

## Organization of the School of Government



## School Highlights



In September Janet Reno, former Attorney General of the United States, spoke to Richard Whisnant's annual Public Law for the Public's Lawyers Conference in Raleigh and again to an audience from the School of Government and School of Law. Ms. Reno's appearance was made possible by the School of Government Foundation and the School of Law's William P. Murphy Lecture Series.

For the second year in a row, the School's faculty and staff took a top prize in the University's Spring Fling, sponsored by HEELS for Health/Employee Fitness and Campus Recreation. "A Bureaucrat's Bouquet" walked away with the *Most Creative Springtime Costume Award*.



Professor Fleming Bell, II meets with a group of Ukrainian visitors in July 2004 for a discussion of how the School and its Institute of Government provide education services for local government.

The School of Government received a Silver Magnum Opus Award in summer 2004 for Richard Whisnant's *Cleanup Law in North Carolina: A Guide to a State's Environmental Cleanup Laws*. This highly competitive national award recognizes outstanding achievement in corporate and custom publications.

School designer Robby Poore and local environmental artist Caroleigh Robinson created the cover of this publication, which competed against submissions from corporate giants such as Halliburton, Verizon, Public Radio International, The Walt Disney Company, New York Life Insurance Company, and RE/MAX International.



In December 2004 the School of Government and Chamblee Graphics of Raleigh won a prestigious 2003 Printing Industry of the Carolinas Inc. Award (PICA Award) for the School's 2002 annual report. The report received "best of" recognition in the category of combination annual reports printed in the Carolinas, based on the superb quality of its design and production. The report was produced by School graphic designer Robby Poore, editor Nancy Dooly, and managing editors Ann Simpson and Angela Williams.

## 2004 Faculty News



**Gregory S. Allison**

*Albert and Gladys Coates Term Lecturer for Teaching Excellence*

919-966-4376 • allison@iogmail.iog.unc.edu  
*Director, Municipal and County Administration Program; governmental accounting and financial reporting; cash management and investments*

Allison was named chair of the North Carolina Association of Certified Public Accountants' Governmental Accounting and Auditing committee. He presided over the *50th Municipal Administration* and the *40th County Administration* courses, moving the flagship programs and their 96 students back to Chapel Hill and our new facility in January 2004. The course had been offered in Burlington for the previous five years. Allison also presented papers at the American Accounting Association's Governmental and Nonprofit Conference in Houston, Texas, in February 2004 and at the Government Finance Officers Association's annual conference in Milwaukee, Wisconsin, in June 2004.



**David N. Ammons**

*Professor*

919-962-7696 • ammons@iogmail.iog.unc.edu  
*Director, Master of Public Administration Program; public administration; productivity improvement in local government; performance measurement; privatization; benchmarking*

Ammons is director of the Master of Public Administration Program, which climbed in the latest national rankings of *U.S. News and World Report* to 10th overall and sixth in the city management specialty. In addition to teaching graduate students and public officials in North Carolina, Ammons accepted invitations in 2004 to conduct instructional sessions on "Designing Performance Measurement

Systems” for the Government Finance Officers Association and to deliver a series of lectures on “Performance Measurement and Benchmarking” at the University of Palermo in Italy. In January he was elected as one of three representatives of the southeastern states on the National Council of the American Society for Public Administration.



**A. Fleming Bell, II**

*Professor*

919-966-4210 • bell@iogmail.iog.unc.edu

*Local government law, including the law of government contracts; ethics and conflicts of interest in government; multiple and incompatible office-holding; parliamentary procedure; city and county clerks; county attorneys*

Fleming Bell was awarded a competitive Ethics Fellowship from the UNC Chapel Hill Institute for the Arts and Humanities in 2003–2004. As a fellow, he participated in a lively and challenging faculty seminar involving persons from academic areas as diverse as political science, nursing, medicine, and philosophy. For his own session, Bell enlisted the aid of Judith Wegner, chair of the faculty, and the student attorney general to discuss the new honor initiative at Carolina, including student development of a video on cheating. Other sessions ranged from the ethics of gene therapy to the pros and cons of objectivity in the classroom. The fellowship enabled Bell to present a paper, since published in the conference proceedings, at an ethics conference on *Challenges for the Citizen of the Information Society*, in Syros, Greece. His article, styled as a case study, discussed changes in North Carolina’s conflict of interest laws and applications of those changes in the computer context. He was also able to attend a conference on ethical issues in dealing with groups at Stanford University.



**Frayda S. Bluestein**

*Albert and Gladys Hall Coates Term Professor*

919-966-4203 • bluestein@iogmail.iog.unc.edu

*Local government law; local government purchasing and contracting; conflicts of interest relating to government contracts; municipal incorporation; privatization*

Together with MPA research assistant Deborah Long, Bluestein developed significant new Web-based resources to guide local governments in complying with the new minority business participation and reporting requirements after passage of Senate Bill 914 in 2001. These include model policies and ordinance documents, as well as a frequently asked questions (FAQ) section that may be used by purchasers and contractors to provide a straightforward explanation of the minority contracting requirements. A dedicated section on the School of Government’s purchasing and contracting Web page contains summaries of the legislation, the new model documents, and links to key Web sites in this area (see [www.iog.unc.edu/programs/purchase/mwbe.htm](http://www.iog.unc.edu/programs/purchase/mwbe.htm)). These efforts were undertaken in response to a request for materials from the NC Department of Administration’s Historically Underutilized Businesses (HUB) office. Video and Web-based materials for use by local school units were also produced and disseminated statewide in response to requests from clients, the NC School Boards Association, and the Division of Purchase and Contract.



**Mark F. Botts**

*Associate Professor*

919-962-8204 • botts@iogmail.iog.unc.edu

*Mental health law, including involuntary commitment procedures; legal responsibilities of area boards; client rights (especially confidentiality)*

Botts taught in 10 sessions and workshops on topics ranging from “Involuntary Commitment” for the *Basic School for New Magistrates* in Asheville in September 2003 to a session on “LMEs and Providers: Sharing Confidential Information” for the *Finance and Reimbursement Officers Spring 2004 Conference* in Wilmington. He conducted a number of longer-term advising activities spanning one to six months on subjects such as psychiatric advance directives, client rights, AOC commitment forms, and confidentiality of MH/DD/SA records. Botts completed a chapter on mental health for *North Carolina Legislation 2003*, published by the School, and, with a \$2,500 grant, began research on a psychiatric advance directive study. He also served as a member of the board of directors for the Governor’s Institute on Alcohol and Substance Abuse Inc.



**Joan G. Brannon**

*Charles Edwin Hinsdale Professor*

919-966-4178 • brannon@iogmail.iog.unc.edu

*Courts structure and procedure; legal responsibilities of clerks of court; small claims; miscellaneous and administrative responsibilities of magistrates; domestic violence; landlord–tenant law; civil duties of sheriffs*

Brannon published a two-volume *North Carolina Clerk of Superior Court Procedures Manual* and conducted numerous education courses for clerks of court and magistrates.



**Mary Maureen Brown**

*Associate Professor*

919-966-4347 • brown@iogmail.iog.unc.edu

*Information technology; information management; enterprise resource planning; collaborative systems; business intelligence systems; electronic government*

Brown specializes in the use of information-based technologies for re-engineering operations to improve service delivery throughout all levels of government. Her service activities focus on the design, development, implementation, and evaluation of advanced technologies to enhance organizational operations. During the 2003–2004 time frame, Brown’s efforts focused on three critical elements that underpin local government informational technology (IT) efforts: (1) the cost and risk of interorganizational/intergovernmental IT efforts; (2) the factors that impede—and facilitate—electronic government efforts; and (3) leadership in an era of digital government.



**Anita R. Brown-Graham**

*Associate Professor*

919-962-0595 • brgraham@iogmail.iog.unc.edu

*Civil liability of public officials and local governments; housing and community economic development*

One of 55 leaders selected from a nationwide competition for the 2004 Marshall Memorial Fellowship, Brown-Graham spent four weeks visiting cities and small towns in Northern, Southern and Central Europe. The fellowship is sponsored by the German Marshall Fund of the United States (GMF). Founded in 1972 through a gift from Germany as a permanent memorial to the post–World War II Marshall Plan for European Recovery, the GMF is an American public policy and grant-making institution dedicated to promoting greater cooperation and understanding between the United States and Europe.



**William A. Campbell**

*Professor (retired)*

919-966-4247 • campbell@iogmail.iog.unc.edu

*Editor, Legislative Reporting Service*

Campbell served as editor of the School's Legislative Reporting Service (LRS) for his fourth and final year from the summer 2003 session through summer 2004. Under his leadership, the LRS hired a new full-time lawyer to write bill summaries and reorganized staff responsibilities to provide better assistance to faculty. Although retired from the faculty, Campbell also taught several Institute of Government sessions on topics ranging from tax collection and property tax law to solid waste management.



**Anne M. Dellinger**

*Professor (retired)*

919-966-4168 • dellinger@iogmail.iog.unc.edu

*Research and writing on health care legal issues*

Dellinger's multi-year Adolescent Pregnancy Project, a series of four legal guidebooks, is nearing completion. The third publication, *Public Schools and Pregnant and Parenting Adolescents*, appeared in summer 2003 and was distributed free to 10,000 North Carolina education professionals and office holders, including school guidance counselors and social workers. The guidebook was published and distributed with generous support from the Z. Smith Reynolds Foundation. On April 23, 2004, in Washington, DC, IPAS, an international women's health organization, honored Dellinger for the whole series as a "Champion of Reproductive Health."



**Shea Riggsbee Denning**

*Assistant Professor*

919-843-5120 • denning@iogmail.iog.unc.edu

*Law of property tax listing, assessment, and collection and other local taxes such as privilege license, occupancy, prepared food and beverage, rental car excise, local ABC and motor vehicle license*

Shortly after joining the faculty at the School of Government in November 2003, Denning spent a week in the Forsyth County tax office observing real-world implementation of the laws governing the collection and assessment of local taxes. She published a property tax bulletin analyzing recent court decisions involving the exclusion of certain property from ad valorem taxation and taught in the Institute's annual *Fundamentals of Property Tax Collection* course.



**James C. Drennan**

*Albert Coates Professor*

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*The court system; judicial education; legal responsibilities of clerks of court; legal aspects of driving while impaired; driver license revocations; sentencing of adult criminal offenders; community corrections; legal aspects of nonprofit organizations; pattern jury instructions*

The new *Judicial District Executive Seminar* program brought together teams from five judicial districts to focus on issues related to their joint leadership of the courts and how they might collectively improve the courts in their districts. The teams were composed of the key elected and appointed officials for the courts in each district. Drennan continued to lead the annual *Judicial Sentencing Seminar* in partnership with the School of Law and assumed responsibility for general motor vehicle and alcohol beverage control law teaching and consulting upon the retirement of Ben Loeb. He also continued to serve as

administrator of the state's Pattern Jury Instructions Committee and led NC Judicial Council discussions on the implementation of judicial education recommendations made in 2002 by the Judicial Branch Study Committee



**Richard D. Ducker**

*Associate Professor*

919-966-4179 • ducker@iogmail.iog.unc.edu

*Zoning, subdivision regulation and other land use controls; city and county planning; building and housing code enforcement*

Ducker developed a workshop on legal procedures and defensible decision-making for local government historic preservation commission members for presentation at a statewide historic preservation conference and several regional workshops. He organized and taught in two introductory zoning courses for planners and zoning administrators and a separate certification program for zoning officials; helped to organize and taught in a three-day workshop for planners, concerning community appearance and design review; consulted with and provided training and legal services for the City of Henderson in connection with its community appearance and code enforcement campaign; and organized and hosted a series of programs on the use of information technology in local government code enforcement and inspection offices for local government inspections superintendents. Ducker also analyzed and drafted proposed legislation for the North Carolina Chapter of the American Planning Association and the North Carolina Building Inspectors Association and presented a paper on legal issues affecting the control of outdoor advertising at the national conference of the National Association of State Highway Beautification Agencies.



**Robert L. Farb**

*Professor*

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*Criminal law and procedure; prosecutor training; police attorneys; evidence*

In December 2003 Farb completed and published the third edition of *Arrest, Search, and Investigation in North Carolina*, representing the culmination of writing that began in 1982 with the first edition (published in 1986). Few states have a more comprehensive publication for law enforcement officers on how federal and state law affect their responsibilities with arrest, search and seizure, and interrogation.



**Joseph F. Ferrell**

*Professor (retired)*

919-962-7609 • ferrell@iogmail.iog.unc.edu

*Property tax (especially listing and assessing); general county government (board of commissioners—structure, powers, and duties); the North Carolina General Assembly; the North Carolina Constitution*

In 2003 Ferrell received the Thomas Jefferson Award and C. Knox Massey Award from UNC Chapel Hill. In 2004 he was inducted into the campus Order of the Golden Fleece. The Thomas Jefferson Award is presented each year to that member of the University faculty “who most closely approximates in his teaching and personal life the philosophy and conduct of Thomas Jefferson.” Recipients are chosen by the faculty Committee on Honorary Degrees and Special Awards. The Massey Awards are presented each year to members of the faculty and staff in recognition of outstanding career accomplishments of service to the University. The Order of the Golden Fleece is Carolina’s oldest and most prestigious student honorary society.

Each year, the members of the Active Order, all students, induct members of the faculty and staff who have rendered outstanding service to the University. Ferrell continues to serve as Secretary of the Faculty and to provide limited advising services to the Institute of Government.



**Milton S. Heath Jr.**

*Professor*

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*Environmental protection and natural resources management; environmental health; public utilities; soil and water conservation; state boards, commissions, and councils*

Heath completed a new basic reference and training guidebook on the law and practice of soil and water conservation in North Carolina for publication by the School in the fall of 2004. He also organized and taught the Institute of Government's annual two-day basic training program for district supervisors and staff and continued to teach several semester-long graduate courses in environmental law at Duke University's Nicholas School of the Environment. In addition to teaching, Heath consulted and wrote on environmental and resource law subjects and served on two community advisory boards (the Orange Water and Sewer Authority Board of Directors and the Chapel Hill Stormwater Advisory Board), as well as the UNC Water Resources Research Institute Board.



**Cheryl Daniels Howell**

*Albert and Gladys Hall Coates Term Associate*

*Professor for Outstanding Faculty Achievement*

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*Judicial education; courts; family law; equitable distribution*

Howell planned and coordinated a new three-day seminar for 100 district court judges on the topic of domestic violence in spring 2004. The goal of the program is to help judges better understand the law relating to both criminal and civil cases involving domestic violence and feel better equipped to deal with these difficult cases. In addition to the legal sessions taught by Howell and other Institute faculty, guest lecturers presented subjects such as understanding victim/perpetrator behavior, cultural and ethnic influences in family violence cases, and understanding the link between family violence and child maltreatment. Participants also had time to discuss strategies for the safe and efficient management of these cases within the court system as well as strategies for the development of community resources necessary to protect children in families where violence is present.



**Joseph E. Hunt**

*Lecturer*

919-966-4372 • jhunt@iogmail.iog.unc.edu

*Mass appraisal and property tax assessment administration*

Hunt conducted numerous courses in mass appraisal and assessment administration for North Carolina property tax assessors and administrators. These courses are required for state certification by the International Association of Assessing Officers (IAAO). He was also appointed chairman of the Ethics Committee for the IAAO in 2004.



**Willow S. Jacobson**  
*Assistant Professor*  
 919-966-4760 • jacobson@iogmail.iog.unc.edu  
*Human resource management; organizational theory; public administration and public management*

Jacobson presented to a variety of audiences on human resource management and public management issues, including workforce and succession planning, selection, and employee appraisals. Among the groups she worked with were the Organization of Municipal Personnel Officers and the North Carolina American Water Works Association/Water Environment Association. Jacobson also presented research from an ongoing project that examines the impact of labor relations on municipal and county human resource performance, “Laboring Over Labor Relations: Synthesis and Analysis,” at the Southeastern Conference on Public Administration (SECoPA). She continued to research issues related to public sector motivation and organizational change as well as to teach and advise students in the MPA Program.



**Robert P. Joyce**  
*Professor*  
 919-966-6860 • joyce@iogmail.iog.unc.edu  
*School law (especially schools as employers); higher education law; news media–government relations; elections law; legislative representation; governmental employer–employee relations; employment discrimination law*

Joyce worked closely with the Executive Director of the State Board of Elections to prepare the *2004 North Carolina Judicial Voter Guide*. The guide, mandated by the General Assembly and designed to help voters understand the change from partisan to nonpartisan election of judges, was mailed to more than 4 million households across the state.

It explained the new judicial elections law, the role and responsibilities of the judicial branch of state government, and voter registration and voting procedures and contained information on the judicial candidates.



**Diane M. Juffras**  
*Assistant Professor*  
 919-843-4926 • juffras@iogmail.iog.unc.edu  
*Employment law; governmental employer–employee relations; employment discrimination law*

In addition to teaching sessions in 10 courses and organizing and teaching in the *Basic Public Personnel Law and Administration* course and several workshops in Chapel Hill, Juffras offered for the first time a live interactive videocast of the *Public Personnel Law Update* to the western part of the state through Western Carolina University and Haywood Community College. Because a number of people at the western sites and at the presentation site in Chapel Hill were unable to attend because of weather conditions, a video replay of the *Update* was presented approximately six weeks later. In June 2004 a program on the *New Fair Labor Standards Act Overtime Regulations* was presented by Juffras in Chapel Hill and videoconferenced live with two-way communications for questions to six remote sites: Pitt Community College (Greenville); College of the Albemarle; Appalachian State University; Asheville-Buncombe Technical Community College; Western Carolina University; and Fayetteville Technical Community College.

During 2003–2004 Juffras published “Can Public Employers Eliminate or Reduce Health Benefits?,” *Popular Government*, Winter 2004; the “Public Personnel” chapter in *North Carolina Legislation 2003*; “New Fair Labor Standards Act Overtime Regulations Effective August 23, 2004,” *Public Employment Law Bulletin* No. 31, June 2004; and “When Can a Public Employer Reduce Employee

Benefits?," *Public Employment Law Bulletin* No. 30, May 2004. All of these articles were posted on the Public Employment Law Web page and on the School's home page. An excerpt from the *Popular Government* article was accepted for reprinting in the July/August 2004 issue of *Living Power*, the newsletter of the North Carolina Retired Governmental Employees' Association.



**David M. Lawrence**

*William R. Kenan Jr. Professor*

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*Municipal and county government; finance; property transactions; municipal incorporation; consolidation; public records; open meetings; municipal annexation; city-county relations; local government law; special assessments; water and sewerage services; economic development*

In spring 2004 Lawrence published *Annexation Law in North Carolina: Volume 2—Voluntary Annexation*. The second of three volumes, Volume 2 addresses issues arising in the state's two voluntary annexation procedures. Volume 1 addressed issues that were relevant regardless of the statutory annexation procedure a city uses, while the third volume will address involuntary annexation. Volume 2 includes an index, a list of cases cited, and a list of statutes discussed. *Annexation Law in North Carolina* is the School's first publication dealing with annexation and the first in the state to provide an extended legal analysis of the various statutes and issues relating to annexation.

Lawrence also provided extensive consulting to local governments statewide (fielding approximately 200 telephone calls per month and responding to e-mail and personal queries) and continued to serve as the primary administrator for the North Carolina Local Government Finance Officers Certification Program.



**Janet Mason**

*Gladys Hall Coates Professor*

919-966-4246 • mason@iogmail.iog.unc.edu  
*Juvenile law; social services law; adoption; marriage law; guardianship*

In December 2003 Mason was appointed by the Chancellor to serve on the School of Social Work Administrative Board. Mason coordinated and taught in winter and summer conferences for county social services attorneys; helped plan and taught in a one-day legal seminar on termination of parental rights; and taught juvenile law in several events for district court judges. She also taught classes for court of appeals clerks, Guilford County school officials, the Children's Law Center, the Durham County Board of Social Services, registers of deeds, magistrates, family court staff, and wildlife officer trainees. Mason advised registers of deeds, fielded numerous inquiries, and was interviewed on a local television station and Good Morning America regarding North Carolina marriage law. She made two presentations to the House Interim Committee on Child Abuse, Neglect, Foster Care, and Adoption. She administered the social services attorneys' listserv and assisted John Saxon in setting up a Web page for social services attorneys.



**Laurie L. Mesibov**

*Professor*

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*School law (other than personnel law); Editor, School Law Bulletin*

Mesibov continued to work on legal issues related to gay, lesbian, bisexual, and transgendered students, an area of law that has been developing rapidly in the last few years. She taught school administrators, attorneys, board members, and undergraduate students majoring

in education about their responsibilities. With Sandhya Gophal, she published a *School Law Bulletin* article on this topic. This work has called attention to the need for school officials to reduce harm to individual students while also reducing potential liability.



**Jill D. Moore**

*Assistant Professor*

919-966-4442 • moore@iogmail.iog.unc.edu

*Powers and duties of local boards of health and local health directors; local health department services; structure of the public health system; communicable disease control; medical confidentiality; medical treatment of minors; jail health; legal issues associated with serving immigrants; IOG Summer Law Clerk Program*

During 2003–2004 Moore worked with many and varied local government officials on the issue of Health Insurance Portability and Accountability (HIPAA) compliance. She was a lead speaker in a HIPAA training session for law enforcement officers that Wake Forest University Baptist Medical Center held in November 2003. She provided extensive consultation to agencies responsible for HIPAA compliance in complex service delivery programs that involve multiple-agency partnerships.

In the spring of 2004, Moore and staff members of the Caldwell County Health Department worked together to develop and present the seminar *Going to Court: What to Expect and How to Prepare*. The seminar included a trip to district court and a meeting with the judge; a session on how medical confidentiality laws constrain the disclosure of medical information in court proceedings; and role-play opportunities in which staff members practiced being witnesses. Moore also developed and presented new seminars

on the subjects of isolation and quarantine law, legal issues for health departments who treat sexually active minors, and communicable disease control law.



**Jonathan Q. Morgan**

*Assistant Professor*

919-843-0972 • morgan@iogmail.iog.unc.edu

*Economic development; public-private partnerships; public administration; regional collaboration; workforce development*

Upon joining the School in July 2003, Morgan spent a considerable amount of time in collaborative program planning for expanding the Institute of Government's work in community and economic development. He also worked to create a new Web site for the program ([www.cednc.unc.edu](http://www.cednc.unc.edu)). Morgan taught eight conference and workshop sessions on varied economic development topics presented in Greensboro, Raleigh, Southern Pines, Wilkesboro, Chapel Hill, and Duck, and was a co-instructor for a new elective course on economic development in the School's MPA Program. He also spent considerable time on planning for the Institute's new *Basic Economic Development Course* and three Friends of the Institute economic development forums, all of which were scheduled for fall 2004 and spring 2005.



**David W. Owens**

*Professor*

919-966-4208 • owens@iogmail.iog.unc.edu

*Zoning, subdivision regulation, and other land use controls; city and county planning; environmental protection*

Owens had two works published that review the law and practice of zoning variances—an Institute publication entitled *A Survey of Experience with Zoning Variances* and an article, "The Zoning Variance: Reappraisal and Recommendations for Reform of a Much Maligned

Tool,” in the *Columbia Journal of Environmental Law*. Owens administered and taught a week-long Institute short course, *Introduction to Planning*, as well as teaching in Institute courses on zoning, a course in land use law for the School of Law, and a planning and environmental law course for the MPA Program. He continued service on the chancellor’s Buildings and Grounds Committee, assuming chairmanship of the committee in June. The Buildings and Grounds Committee provides the chancellor and the university’s board of trustees with the faculty, staff, and student perspective on the siting and design of all campus buildings and landscape issues.

#### William C. Rivenbark



*Assistant Professor*

919-962-3707 • rivenbark@iogmail.iog.unc.edu

*Director, North Carolina Benchmarking*

*Project; public administration; local government organization and administration; performance and financial management*

Rivenbark continued in his role as director of the North Carolina Benchmarking Project. Rivenbark and Matthew H. Dutton published the project’s *Final Report on City Services for Fiscal Year 2002–03* in February 2004, which includes nine service areas under study. In addition to his work on the North Carolina Benchmarking Project, Rivenbark advised local government officials on topics relating to performance and financial management. He taught *Government Budgeting and Finance* in Spring 2004, a core course in the School’s MPA Program, and coauthored *Performance Budgeting for State and Local Government*, published by M.E. Sharpe in 2003. He also published five articles in academic and professional journals.



#### John Rubin

*Professor*

919-962-2498 • rubin@iogmail.iog.unc.edu

*Criminal law and procedure; public defender training; evidence; indigent defense; domestic violence*

Until December 31, 2003, Rubin continued to divide his time between the School and the Office of Sentencing Services, where he served as interim administrator. Following this service he developed a comprehensive training program for public defenders and other attorneys appointed to represent individuals unable to afford an attorney. In fiscal year 2003–2004, the School offered 10 programs for attorneys and other personnel involved in indigent defense work. With funding from the Office of Indigent Defense Services, the School hired its first defender educator to assist in this training effort.

In Spring 2004 Rubin helped draft a bill expanding the discovery rights of both the defense and prosecution in criminal cases. The bill, known as the open-file discovery law, was passed by the General Assembly during the 2004 legislative session.



#### John L. Saxon

*Professor*

919-966-4289 • saxon@iogmail.iog.unc.edu

*Social services law; child support; law and aging; guardianship; juvenile law*

In 2003–2004 Saxon published *North Carolina Child Support Statutes* (an annotated compilation of North Carolina law governing paternity and child support); “Who’s Your Daddy? Comparing North Carolina’s Paternity Law and the Uniform Parentage Act,” *Family Law Bulletin* No. 18; “Using Contempt to Enforce Child Support Orders,” *Special Series* No. 17; and “Confidentiality and Social Services (Part V): The

HIPAA Privacy Rule & County Departments of Social Services,” *Social Services Bulletin* No. 38.

In addition, he developed two new IOG Web sites: [www.dssattorneys.unc.edu](http://www.dssattorneys.unc.edu) for the NC Department of Social Services (DSS) attorneys was developed in collaboration with Janet Mason; and [www.ncchildsupport.unc.edu](http://www.ncchildsupport.unc.edu), which includes resources related to paternity and child support law and is open to judges, attorneys, and child support enforcement agencies.



**Jessica Smith**

*Assistant Professor*

919-966-4105 • [smithj@iogmail.iog.unc.edu](mailto:smithj@iogmail.iog.unc.edu)

*Criminal law and procedure; judicial education; bail and pretrial release; evidence; post-conviction procedure*

Smith continued to serve with faculty colleague Jim Drennan as co-administrator of annual continuing education conferences for superior court judges. She made improvements to the Web site that she maintains for state superior court judges. Smith also produced several compact disc and Web-based electronic lectures for the North Carolina Conference of Superior Court Judges and began making these “e-lectures” available to the general public by posting them on the Institute’s Criminal Law Web site. In 2003 Smith taught criminal law sessions in 10 different Institute schools and conferences, including those for superior court judges, district court judges, and magistrates. Smith published several new reference materials for litigants and decision makers in the criminal justice system, including an online publication summarizing the United States Supreme Court’s landmark Confrontation Clause decision in *Crawford v. Washington*, cataloging post-*Crawford* cases from around the nation and providing an analytical tool for litigants and decision makers faced with *Crawford* issues.



**Michael R. Smith**

*Professor and Dean*

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*Dean, School of Government; Director, Institute of Government; Executive Director, School of Government Foundation*



**Carl W. Stenberg III**

*Professor*

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*Public management; public administration*

Stenberg conducted eight regional meetings with city and county managers across North Carolina to assess needs for advanced leadership programs for municipal and county managers and their assistants. He then worked with an advisory committee of managers and other faculty colleagues at the School to design and create a *Public Executive Leadership Academy* for 2005. Stenberg also team-taught the MPA Capstone course (with Deil Wright); delivered papers at two international professional meetings (“The Devolution Debate: Lessons from the Block Grant Experience,” American Politics Group, Oxford University, Oxford, England, January 3, 2004; and “Running Clean in the American States: Experience with Public Funding of Elections,” Conference on “Elections on the Horizon: Marketing Politics to the Electorate in the USA and UK,” The British Library, London, England, March 15, 2004), and was elected for a second term as chair of the board of directors for the National Academy of Public Administration.



**John B. Stephens**

*Professor*

919-962-5190 • stephens@iogmail.iog.unc.edu  
*Interagency and public policy dispute resolution;  
 citizen participation; editor, Popular Government*

The Spring 2004 issue of *Signal*, the national newsletter of the Association for Conflict Resolution (ACR), featured a “Practitioner Profile” on Stephens and his highly respected work in the field of public dispute resolution. Stephens is the coordinator of the Institute of Government’s Public Dispute Resolution Program and the editor of *Popular Government*, a journal of the School of Government published three times each year for local and state government officials and others involved with government. He also edits a national newsletter for the Environmental and Public Policy Section of the ACR.



**Thomas H. Thornburg**

*Professor and Senior Associate Dean*

919-966-4377 • thornburg@iogmail.iog.unc.edu  
*Senior Associate Dean*



**Vaughn Upshaw**

*Lecturer*

919-966-9982 • upshaw@iogmail.iog.unc.edu  
*Public governance; public leadership*

New faculty member. See Faculty Milestones section.



**A. John Vogt**

*Professor*

919-966-4189 • vogt@iogmail.iog.unc.edu  
*Annual budget preparation and enactment; capital  
 planning, budgeting and finance; cash management  
 and investments; public enterprise organization  
 and financing; local government organization and  
 administration*

Vogt’s major new book, *Capital Budgeting and Finance: A Guide for Local Governments*, was published in March 2004 by the International City/County Management Association (ICMA), receiving nationwide promotion and distribution. ICMA called the publication “An up-to-date, comprehensive, and detailed how-to manual for planning and financing successful capital projects. . . . A book for every manager’s bookshelf.”



**Aimee N. Wall**

*Assistant Professor*

919-843-4957 • wall@iogmail.iog.unc.edu  
*Powers and duties of local boards of health and local  
 health directors; local health department services;  
 health information confidentiality; environmental  
 health; smoking regulation; animal control*

Wall continues to work in the field of public health law, focused primarily on issues of medical confidentiality, environmental health, and animal control. Wall spent a significant amount of time in 2003–2004 helping local law enforcement officials, specifically district attorneys, understand their legal authority to obtain identifiable health information when investigating crimes and other matters. She also worked closely with several associations and groups to draft proposed legislation intended to clarify the state’s medical confidentiality laws. In the environmental health arena, she worked closely

with the UNC School of Public Health and others to redesign, organize, and teach a three-day introductory law course for environmental health specialists (such as local restaurant and septic tank inspectors). In addition, she served on the Steering Committee of the North Carolina Institute of Medicine's Safety Net Task Force, which considered, in part, government's role in providing health care to the uninsured in our state.



**W. Mark C. Weidemaier**

*Assistant Professor*

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*Civil procedure*

New faculty member. See Faculty Milestones section.



**Richard B. Whisnant**

*Associate Professor*

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*Associate Director, Environmental Finance Center;  
environmental protection and natural resources  
management; administrative law*

Whisnant completed his book *Cleanup Law of North Carolina: A Guide to a State's Environmental Cleanup Laws*. The book received a Silver Magnum Opus Award, recognizing outstanding achievement in custom and corporate publications for both quality of writing and of book design. Whisnant's research agenda continued several of his past interests, including analysis of funding provided to farmers to place land in conservation status, winning a contract to survey water and wastewater funding needs and sources for the 13-state Appalachian region, and overseeing and advising several projects of the UNC Environmental Finance Center. While working on the manuscript for his next book, *Rule Making in North*

*Carolina*, Whisnant delivered several classes to state agencies on recent changes to the North Carolina Administrative Procedures Act. He prepared a lecture on sustainability for the Mecklenburg Bar Association. He also served as chair of the Orange County Commission for the Environment, which produced a comprehensive "State of the Environment" report for the county. Whisnant's annual program for the public lawyers of the state, *Public Law for the Public's Lawyers*, hosted former Attorney General Janet Reno as keynote speaker.



**Gordon P. Whitaker**

*Professor*

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*Public administration; civic education; citizen  
participation and civic involvement; nonprofit  
organizations and government*

Whitaker continued working with communities to build local civic capacity through the Public Intersection Project. With project directors Lydian Altman-Sauer and Margaret Henderson, he provided technical assistance to community partnerships working to close the academic achievement gap between black and white students by supporting children and their families. Funding from the Jessie Ball duPont Fund and the Z. Smith Reynolds Foundation supported that assistance. The Public Intersection team also focused attention on mutual accountability between governments and their nonprofit partners and published reports on that work through the International City/County Management Association and the *American Review of Public Administration*. They continue to develop and offer training for local government and nonprofit staff members to improve communication across sector boundaries. The team's published articles on relationships between local governments and nonprofits, a listserv for nonprofit liaisons, and other information and materials from the Public Intersection Project are available at [www.publicintersection.unc.edu](http://www.publicintersection.unc.edu).

## Faculty Milestones

### Awards and Honors

#### Greg Allison

Allison was named chairman of the North Carolina Association of Certified Public Accountants' Governmental Accounting and Auditing committee.

#### David Ammons

In January 2004 Ammons was elected as District III representative to the National Council of the American Society of Public Administration (ASPA). ASPA is the largest and most prominent professional association in public administration. Its mission is to advance excellence in public service.

#### Anita Brown-Graham

Brown-Graham was selected in a nationwide competition as one of 55 leaders to receive a prestigious 2004 Marshall Memorial Fellowship sponsored by the German Marshall Fund of the United States (GMF). The GMF is an American public policy and grant-making institution dedicated to promoting greater cooperation and understanding between the United States and Europe.

She accepted a "Friend of the Northeast" award on behalf of the Institute of Government from the Roanoke Chowan Partners for Progress in December 2003. The award recognized Brown-Graham's assistance with the organization's community and economic development efforts. RCPP is a five-year-old consortium of organizations from Bertie, Gates, Hertford, and Northampton counties whose mission is to coordinate the economic development efforts of nonprofits, grassroots organizations, community-based organizations, and local governments.

#### Anne Dellinger

Dellinger was honored as a "Champion of Reproductive Health" for her adolescent pregnancy legal guidebook series and education activities by IPAS, an international women's health organization, in Washington, D.C., in April 2004.

**Kevin FitzGerald**

FitzGerald accepted a “Friend of the Northeast” award on behalf of the Institute of Government from the Roanoke Chowan Partners for Progress in December 2003. The award recognized FitzGerald’s facilitation of a strategic planning process that “allowed RCPP and its members to closely evaluate the needs of the Region and determine the best methods for self-sufficiency and prosperity.” (See Brown-Graham for a description of RCPP.)

**Cheryl Howell**

Howell received the Albert and Gladys Hall Coates Faculty Achievement Award from the School of Government in October 2003 in recognition of her outstanding teaching, advising, and publications for the state’s district court judges. Howell will hold the term award for two years.

**Joe Hunt**

Hunt received the Henry W. Lewis Award from the North Carolina Association of Assessing Officers (NCAAO) in Charlotte in November 2003. NCAAO works to achieve and maintain a high level of performance in property tax assessment administration. The award is named for a past director of the Institute of Government, Henry Lewis, and is presented periodically to recognize persons for their service to the citizens of North Carolina by providing dedicated leadership and knowledge to the North Carolina tax assessors and the Institute of Government.

Hunt was also appointed chairman of the Ethics Committee for the International Association of Assessing Officers.

**Laurie Mesibov**

Mesibov was honored with the APPLES Service-Learning Award by UNC Chapel Hill’s APPLES Service-Learning Program in April 2004. This award was established in 2001 to honor the significant contributions to service-learning and to increased communication between campus and community made by Ned Brooks, former Associate Provost at the University of North Carolina at Chapel

Hill. It is given annually to an APPLES partner whose contribution is deemed exceptional.

**Carl Stenberg**

Stenberg was re-elected chair of the National Academy of Public Administration (NAPA) in summer 2004. NAPA is an independent, nonpartisan organization chartered by Congress to assist federal, state, and local governments in improving their effectiveness, efficiency, and accountability.

**University Service**

Elected by the UNC Chapel Hill faculty in 2004

**Diane Juffras**, Administrative Board of the Library

**Aimee Wall**, Faculty Grievance Committee

**New Faculty**

**Vaughn Upshaw**

Upshaw joined the School faculty in August 2004 as a lecturer specializing in public leadership and governance. Most recently Upshaw was the director of the Public Health Leadership Doctoral Program in the school of Public Health at UNC Chapel Hill. Before taking that position, she spent seven years as a clinical assistant professor in the Department of Health Policy and Administration in the School of Public Health, developing, teaching, and managing residential, executive, and distance-learning courses for doctoral, master’s, and undergraduate students. She also served as a member of the Chatham County Board of Health and as the executive director of the Association of North Carolina Boards of Health.

Upshaw holds a B.A. from Ohio Wesleyan University, an Ed.D. from North Carolina State University, and a D.P.H. from UNC Chapel Hill. She can be reached at 919-966-9982 or Upshaw@iogmail.iog.unc.edu.

### W. Mark C. Weidemaier

Weidemaier joined the School faculty in July 2004 as a visiting professor of public law and government, specializing in civil procedure. Earlier, Weidemaier clerked for Judge Dolores K. Sloviter of the U.S. Court of Appeals for the Third Circuit. He then practiced law with Dechert LLP in Philadelphia, where he represented both plaintiffs and defendants before state and federal courts, as well as in various forms of alternative dispute resolution. His practice focused on complex commercial disputes, including breach-of-contract cases, consumer fraud and securities class actions, and bankruptcy litigation. Weidemaier earned his B.A. cum laude from Carleton College in Northfield, Minnesota, and his J.D. summa cum laude and Order of the Coif from the University of Minnesota Law School, where he served as Note and Comment Editor of the *Law Review*. He can be reached at 919-843-3914 or weidemaier@iogmail.iog.unc.edu

## Retirements

### Ben Loeb

Following nearly four decades of excellent service on the School's faculty, Ben Loeb retired on March 31, 2004. His work included research and writing, teaching, and advising in the areas of criminal law, motor vehicle law, fire protection law, alcoholic beverage control law, animal control law, wildlife protection law, and eminent domain. For more than 20 years, Loeb served as the legal staff for legislative study committees and commissions that rewrote the North Carolina alcoholic beverage control and motor vehicle laws. Loeb also drafted North Carolina's first seat-belt bill. In announcing Loeb's retirement, Mike Smith called him "the quintessential faculty member who always could be counted on to do whatever needed to be done and always with good cheer. Not only is he a part of a proud tradition, Ben is one of the reasons for the tradition."

## Passing of Friends

### Anne Lee Hinsdale

Anne Lee Hinsdale, wife of long-time Institute of Government faculty member Edward Hinsdale, died on December 15, 2003. (Edward Hinsdale was a member of the faculty from 1961 to 1981 and died in 1995.)

## Staff Milestones

### Awards and honors

#### Star Heels

Star Heels Awards were earned by **Casey Christian, Susan Dunn, Jennifer Henderson, Carrie Holbert, Mark Jarrell, and Christopher Toenes**. These awards are given annually by the University of North Carolina at Chapel Hill to staff members who have provided excellent customer service.

#### School of Government Staff Excellence awards

Recipients of the School of Government's 2004 Staff Excellence Awards were **Veronica D. Bellamy and Jennifer Henderson**. These awards are presented annually for outstanding staff performance.

### Service Milestones

We congratulate the following employees for reaching important state service milestones in 2004:

Five years—**Traci Forchette, Jessica Russell, Chris Toenes**

Fifteen years—**Alex Hess, Ray Hockaday, Marsha Lobacz**

Twenty-five years—**Karen Bullard, Elaine Welch**

Thirty years—**Debbie Christensen, Janet Edwards**



Jessica Russell(l) and Traci Forchette (r)



Star Heels (l to r) Susan Dunn, Mark Jarrell, and Christopher Toenes



Karen Bullard (l) and Elaine Welch (r)



(l to r) Alex Hess, F. Ray Hockaday, and Marshca Lobacz

### New staff

**L. Ellen Bradley**, funding and communications director, joined the Civic Education Consortium in February 2004.

**Jeanette D. Brooks**, defender educator, joined in April 2004.

**Daniel E. Chegash Sr.**, director of the Facilities and Instructional Support Division, joined in August 2003.

**Lynn K. Weller**, program manager, joined the Environmental Finance Center in March 2004.

**Audrey M. Williams**, program coordinator, joined the Facilities and Instructional Support Division in October 2003.



L. Ellen Bradley



Jeanette D. Brooks



Daniel E. Chegash Sr.



Lynn K. Weller



Audrey M. Williams

### Retirements

#### Janet W. Edwards

On June 24, 2004, faculty and staff gathered to bid farewell to Janet Edwards after 30 years of outstanding service with the Institute of Government and the School of Government.

Edwards began work at the Institute in 1974. Although she worked over the years with courses for clerks, city and county managers, and the NC Local Government Information Systems Association (just to name a few), one constant throughout her entire career was the Municipal and County Administration Courses. Edwards began working with then-course-director Jake Wicker immediately upon her arrival and never ceased being an integral part of its administration. Course directors have changed—there have been six and Janet has worked with every one of them—but her presence and invaluable role were the constants.

Over her tenure Edwards worked with more than 2,500 Municipal and County Administration students and was the staff liaison with the course alumni association, coordinating their annual meetings and working directly with the association's board. Edwards became synonymous with the course, and every student's experience was positively influenced by her dedication to their well-being.



Lawrence and Janet Edwards

## New Faculty Publications 2003–2004

The following major titles were published between July 2003 and June 2004. All titles are available for purchase online at [www.sog.unc.edu](http://www.sog.unc.edu) or by calling 919-966-4119.

*1997–2003 Supplement to Public Records Law for North Carolina Local Governments* by David M. Lawrence.

*A Survey of Experience with Zoning Variances*, Special Series No. 18, by David W. Owens and Adam Brueggemann.

*Accountability in Local Government—Nonprofit Relationships* by Gordon P. Whitaker, Lydian Altman-Sauer, and Margaret F. Henderson, published by the International City/County Management Association (ICMA).

*An Overview of Changes in Local School Unit Purchasing Requirements*, April 2004 (videotape of conference featuring Frayda S. Bluestein).

*Annexation Law in North Carolina: Volume 2—Voluntary Annexation* by David M. Lawrence.

*Arrest, Search, and Investigation in North Carolina*, 3d edition, by Robert L. Farb.

*Capital Budgeting and Finance: A Guide for Local Governments* by A. John Vogt III, a joint venture of the School of Government and the International City/County Management Association (published by the ICMA).

*Cleanup Law of North Carolina: A Guide to a State's Environmental Cleanup Laws* by Richard B. Whisnant.

*Final Report on City Services for Fiscal Year 2002–2003*, compiled by William C. Rivenbark and Matthew H. Dutton.

*Ineffective Assistance of Counsel Claims in North Carolina Criminal Cases* by Jessica Smith.

*Local Government Budget and Fiscal Control Act*, 5th edition, compiled by David M. Lawrence.

*Locally Initiated Inclusionary Zoning Programs: A Guide for Local Governments in North Carolina and Beyond*, edited by Anita R. Brown-Graham.

*North Carolina Child Support Statutes*, November 2003, compiled by John L. Saxon.

*North Carolina Clerk of Superior Court Procedures Manual*, September 2003, by Joan G. Brannon and Jan S. Simmons.

*North Carolina Defender Manual, Chapter 12: Right to Counsel*, by Janine C. Fodor and John Rubin.

*North Carolina Wildlife Resources General Statutes*, January 2004, compiled by Ben F. Loeb Jr.

*Performance Budgeting for State and Local Government* by Janet M. Kelly and William C. Rivenbark (published by M.E. Sharpe).

*Property Tax Lien Foreclosure Forms and Procedures*, 6th edition, by William A. Campbell.

*Public Schools and Pregnant and Parenting Adolescents: A Legal Guide* by Anne M. Dellinger.

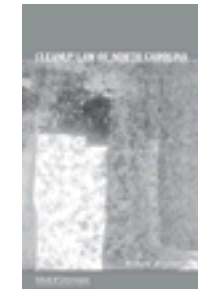
*Reporting Child Abuse and Neglect in North Carolina*, 2d edition, by Janet Mason.

*Research Methods for Public Administrators*, 4th edition, by Elizabethann O'Sullivan, Gary R. Rassel, and Maureen Berner (published by Longman Publishers).

*The Precinct Manual 2004* by Robert P. Joyce.

*Using Contempt to Enforce Child Support Orders*, Special Series No. 17, by John L. Saxon.

*Wildlife and Boating Regulation: Local Legislation*, 5th Edition, compiled by Ben F. Loeb Jr.



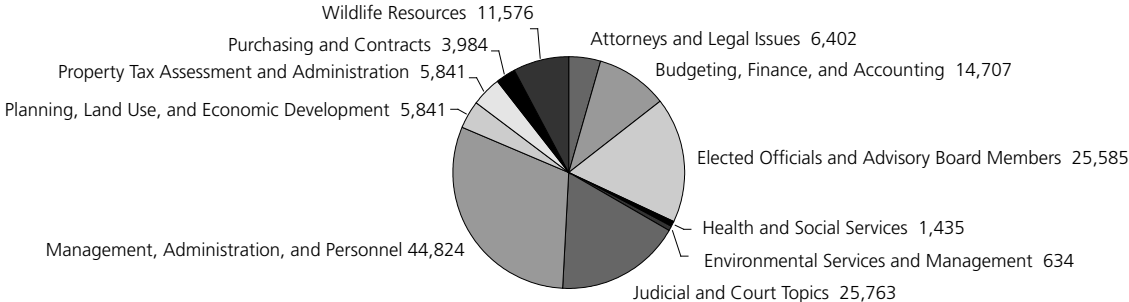
# Institute of Government

The Institute of Government provides training, advising, and research services to local and state government officials in North Carolina. The Institute was created in 1931 and became part of the School in 2001. It is widely recognized as the largest and most diverse university-based local government training organization in the nation.

In 2003–2004, the Institute offered 230 classes, seminars, schools, and specialized conferences at sites across North Carolina for more than 11,000 local and state government employees and elected officials. Participants attended from all 100 counties in the state. With 17,956 continuing legal education hours (CLEs) awarded, the Institute was the state’s second largest provider of CLEs, following the NC Bar Foundation.

**Participant Contact Hours at the Institute of Government’s Schools, Conferences, and Workshops, 2004**

Note: Numbers indicate course hours



## 2003–2004 Courses and Conferences

### Attorneys and Legal Issues

Basic Public Personnel Law and Administration  
City Attorneys' Winter Conference  
Community College Law Conference  
County Attorneys' Conference  
How Government Works  
Law Conference for Community College Trustees  
School Attorneys' Conference  
Social Services Attorneys' Conferences  
12th Annual Public Law and The Public's Lawyers Conference

### Budgeting, Finance, and Accounting

Advanced Governmental Accounting  
Annual North Carolina State Treasurer's Accounting/Auditing/Financial Management Conference  
Annual Training for North Carolina Benchmarking Participants  
Budgeting and Financial Planning, Part I: Annual Budget Preparation and Enactment  
Budgeting and Financial Planning, Part II: Capital Planning and Finance

Capital Assets Accounting and Reporting  
Cash Management and Investment of Public Funds  
Comprehensive Annual Financial Report/Certificate of Achievement for Excellence in Financial Reporting  
Governmental Accounting and Financial Reporting  
Implementing the New Financial Reporting Model  
Intermediate Governmental Accounting  
Introductory Governmental Accounting I  
Introductory Governmental Accounting II  
Municipal and County Finance Officers' Annual Spring Conference  
New City and County Finance Officers' School  
Performance Measurement Workshop  
Privilege License Tax Conference

### Elected Officials

Basic Training Course for Soil and Water Conservation Supervisors, Elected and Appointed  
Elections Directors Conference  
Essentials of Municipal Government  
School for Registers of Deeds  
Two Days of Elections Programs

### Leading and Governing

The 2004 *Essentials of Municipal Government* course (formerly known as the *School for New Mayors and Council Members*) was offered to city council members, mayors, town managers, and town administrators at six sites across the state. Over 900 participants attended the sessions held between January and March in Wilmington, Greenville, Greensboro, Duck, Asheville, and Charlotte. The three-day course addresses the unique educational needs of new and veteran elected council members and the managers who serve with them. This course is co-sponsored by the Institute of Government and the NC League of Municipalities.



photo by Rick Gardner

### **Judicial and Courts Officials**

Annual Conference of Assistant and Deputy Clerks of Superior Court  
Clerks of Superior Court Conference  
Conference for Civil Commitment Counsel  
Court of Appeals Orientation and Training  
District Court Judges' Conference  
District Court Judges' Special Topic Seminar  
Judicial District Executive Seminars  
Judicial Sentencing Seminars  
Judicial Support Staff Conference  
Magistrates' Conferences  
Magistrates' Basic School  
New Judges' School  
New Misdemeanor Defender Training  
North Carolina Appellate Advocacy Training  
North Carolina Trial Advocacy Training  
Practical Skills Course for New Prosecutors  
Public Defender Investigators' School  
Public Defenders Conferences  
School for District Court Judges  
Small Claims for Magistrates  
Superior Court Judges' Conferences  
Termination of Parental Rights Training II  
Training for New Felony Defenders  
Trial Court Leadership

### **Local Government Purchasing and Contracts**

Basic Principles of Local Government Purchasing  
Carolinas Association of Governmental Purchasing Summer Conference  
Contracting for Construction and Design Services  
Intermediate Purchasing Seminar  
Local Government Purchasing School  
Purchasing for Schools

### **Management, Administration, and Personnel**

Alumni Association of the Municipal and County Administration Courses: Annual Update Seminar  
Basic Public Personnel Law and Administration  
City and County Clerks' School  
City and County Management Conference  
Effective Management Program  
Elections Directors Conference  
IIMC Clerks' Certification Institute  
Intermediate ADA Workshop  
Intermediate Workshop in New FLSA Regulations  
Master Municipal Clerks' Academy  
Municipal/County Administration  
Navigating Nonprofit-Government Relationships  
NCLGISA Spring and Fall Conferences  
Public Personnel Law Update  
Resolving Public Disputes—Workshop I: Situation Assessment and Negotiation Skills  
Resolving Public Disputes—Workshop II: Collaboration and Tools for Handling Contentious Stakeholder Groups  
Resolving Public Disputes—Workshop III: Managing High Emotion and Contention In Public Hearings  
Update on Changes to FLSA Regulation  
Wildlife Basic School  
Workshop for New Clerks

### **Planning, Land Use, and Economic Development**

Annual North Carolina Planning Conference  
Best Practices in Economic Development  
Carolina Seminar on Economic Development  
Community Development Academy  
Introduction to Planning Practice in North Carolina  
Introduction to Zoning  
32nd Annual Basic Economic Development Course  
Zoning Official Certification Course

### **Property Tax Assessment and Administration**

Advanced Collections  
Assessment Administration (IAAO Course 400)  
Forum 909: The Appraisal of Commercial Properties in a Declining Market (IAAO 909)  
Fundamentals of Property Tax Collection  
Fundamentals of Property Tax Listing and Assessing  
Fundamentals of Real Property Appraisal (IAAO Course 101)  
Fundamentals of Mass Appraisal (IAAO Course 300)  
National Uniform Standards of Professional Appraisal Practice (USPAP)

### **Public Health Law**

Health Directors' Legal Conference  
Water and Wastewater Utility Capital Planning: How Do We Pay and Plan for All Those Facilities?

### **Social Services**

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

**For more information about courses offered by the Institute of Government and the faculty who teach them, please visit the School's Web site at [www.sog.unc.edu](http://www.sog.unc.edu) or call 919-966-5381.**

## Municipal and County Administration Courses 2003–2004

The Institute's flagship Municipal and County Administration Courses began their 50th and 40th sessions respectively in September 2003. The courses are offered over eight months and provide an overview of county and municipal government. They were again directed by faculty member Greg Allison. It was, however, a time of change. In January, the courses moved back to campus from the Burlington Holiday Inn, which had served admirably as a home-away-from-home for the past five years while the School's building was under construction. In summer, Janet Edwards, the long-time program coordinator, bid a fond farewell after 30 years of excellent service to the School, and Brian Newport took on the daunting task of taking up where Janet left off.

In April 2004, 30 county and 66 municipal officials from across the state proudly received certificates signifying their successful completion of the rigorous course requirements. The School congratulates each of the graduates listed here and offers special recognition to Jon Hannan of Charlotte, winner of this year's George C. Franklin Award, and Zeb Hanner of Davidson County, winner of the Edwin M. Gill Award. These awards are given each year to the municipal and county graduates with the most distinguished record of achievement.



photo by Rick Gardner

## 2004 Graduates, Municipal and County Administration Courses

September 2003 to April 2004

### County Administration Section I

**Robert E. Bencini III**, Guilford County, Community Development Director  
**Grayce M. Crockett**, Mecklenburg County, Area Mental Health Director  
**Bobby C. Darden**, Perquimans County, Assistant County Manager  
**Fred Eldridge**, Duplin County, County Manager  
**Jeffrey W. Fowler**, Guilford County, Director of Security  
**John S. Gallimore**, Davie County, Planning Director  
**Wil Glenn**, Durham County, Public Information Specialist  
**Russell E. Greene**, Alexander County, Fire Marshal/Public Services Director  
**Zeb M. Hanner**, Davidson County, Budget Director  
**Donald W. Hasselbach**, Durham County, Assistant Director for General Services  
**Dennis W. Huie**, Forsyth County, County EMS Operations Officer  
**Nettie Johnson**, Iredell County, IT Administrator  
**Staci L. Kelso**, Forsyth County, Human Resources Analyst I  
**Patsy D. King**, Nash County, Director of Development/Public Utilities  
**David Kwiatkowski**, Forsyth County, eGov Coordinator  
**Glenn LeGrande**, NCACC, Director, Property and Casualty Services  
**Joaine C. McKeel**, Catawba County, Personnel Analyst—Recruitment  
**David Allen McNeill**, Transylvania County, Department Head  
**Roderick Simmons**, Sampson County, Parks and Recreation Director  
**Emily F. Valentine**, Stanly County, Human Resource Director  
**Scott W. Warren**, Wake County, Assistant County Attorney

### County Administration Section II

**Sharon Brown**, Wake County, Public Information Director  
**Jay F. Burrus**, Dare County, Director of Social Services  
**Todd E. Jones**, Orange County, Chief Information Officer  
**John Kuhls**, Wake County, Human Resources Director  
**Paul Leek**, Clay County, County Manager  
**Jeffery Paul Niebauer**, Pitt County, Tax Collector  
**Nathan E. Pipkin Jr.**, Pitt County, Deputy Director, Financial Services  
**Brian Keith Short**, Vance County, Emergency Operations Director  
**Dannette R. Smith**, Mecklenburg County, Youth and Family Services Director  
**Michael W. Smith**, Durham County, Advanced Life Support Coordinator

### Municipal Administration Section I

**Patrick Warren Baker**, City of Durham, Assistant City Attorney  
**Cheryl M. Barnette**, City of Roxboro, City Clerk  
**Mark Bayles**, Town of Chapel Hill, Public Services, Librarian/Assistant Director  
**Enrique A. Blat**, City of Concord, Deputy City Engineer



**Zeb M. Hanner**, Budget Director, Davidson County, received the Edwin M. Gill Award from the NC Association of County Commissioners.

**Jon B. Hannan**, Deputy Fire Chief, City of Charlotte, received the George C. Franklin Award from the NC League of Municipalities.



**David B. Bone**, Town of Chadbourne, Town Manager  
**Elizabeth Bane Cameron**, Town of Polkton, Town Manager  
**Gary Cornett**, City of Asheville, Fire/Rescue Division Chief  
**Mike Courtney**, City of Monroe, Director of Parks and Recreation  
**Tim Driggers**, City of Thomasville, Detective Commander  
**Debra E. Ensminger**, City of Laurinburg, Planner and Zoning Officer  
**Ruben D. Gonzales**, City of Winston-Salem, Small Business and Economic Development Specialist  
**Leila Goodwin**, Town of Cary, Water Resources Manager  
**Michele Grant**, City of Raleigh, Community Development Project Officer  
**Lillie R. Gray**, City of Wilmington, Comm. Development Manager  
**Mark Haraway**, Town of Apex, Fire Chief  
**Teresa P. Harris**, City of Salisbury, Budget/Performance Measurement Manager  
**Louanne Hedrick**, City of High Point, Senior Budget Analyst  
**Paul Hoover**, Town of Spring Lake, Director of Inspections  
**Quentin T. McPhatter**, Town of Green Level, Town Administrator  
**James Mitchell**, City of Winston-Salem, Director of Vegetation Management

**David S. Odom**, Town of Taylorsville, Town Manager  
**Nedra C. Rodriguez**, City of Fayetteville, Financial Planning Manager  
**Kevin G. Rothrock**, Town of Blowing Rock, Planning Director  
**Hugh Allen Scott Jr.**, City of Concord, Environmental Services Director  
**Michael D. Simpson**, Town of Waxhaw, Town Administrator/  
Town Planner  
**Tiffanie W. Sneed**, City of Fayetteville, Assistant City Attorney  
**Karen Diane Spurlin**, Town of Cary, Employee Relations Manager  
**Carolyn W. Stroud**, City of Washington, Communications Director  
**Rusty Styons**, City of Raleigh, Battalion Chief  
**Harry Tyson**, City of Wilson, Assistant to the City Manager—Administration  
**Michael Uskiewicz**, City of Dunn, City Manager  
**Anita S. Watkins**, NC League of Municipalities, Environmental Policy Manager  
**Annie Powell Williams**, City of Lumberton, Business Manager  
**Richard Williams**, City of Wilson, Purchasing Manager  
**Jennifer Woodford**, City of Kannapolis, Public Information Officer  
**Bill Zell**, Town of Aberdeen, Town Manager

## Municipal Administration Section II

**Adora G. Alford**, City of Bessemer City, Administrative Assistant  
**Michael W. Barton**, Town of Wake Forest, Director of Public Works  
**Julie M. Brenman**, City of Durham, Director of Budget and Management Services  
**Lloyd Allen Castelloe**, Town of Windsor, Town Administrator  
**Allen L. Coats**, Town of Spring Lake, Finance Director  
**James Michael Cox**, City of Lumberton, Fire Chief  
**Thadford D. Dickerson Sr.**, City of Lexington, Fire Commander  
**Gregory H. Ferguson**, Town of Huntersville, Assistant Town Manager  
**Timothy L. Greene**, City of Charlotte, Interim Engineering Services Division Manager  
**Lynn W. Hall**, Town of Lewisville, Public Information Officer  
**Jon Hannan**, City of Charlotte, Deputy Fire Chief  
**Tamara A. Hayes**, Town of Carrboro, Personnel Analyst  
**Kathryn L. Johnston**, City of Wilmington, Management Services Director  
**Phyllis D. Lowery**, Town of Wagram, Town Clerk  
**John H. Manley Jr.**, City of Rocky Mount, Police Captain  
**Cameron Moore**, Town of Leland, Planning Director  
**Lance Norris**, Town of Chapel Hill, Director of Inspections  
**Steven J. Pagley**, Town of Carolina Beach, Director of Public Utilities

**Robert Allen Parnell**, City of Salisbury, Battalion Chief  
**Kurt E. Pearson**, City of Burlington, Planner II  
**Robin R. Smith**, City of Greensboro, Budget and Management Analyst  
**Andrea L. Surratt**, Town of Wrightsville Beach, Town Manager  
**Gwendolyn Ann Torain**, City of Greensboro, Chief of Grants Administration  
**Penny Tysinger**, Cape Fear COG, Director, Planning/Development Services  
**Brenda S. Ward**, Town of Wentworth, Town Administrator/Town Clerk  
**Crystal H. Watson**, City of Hickory, Accounting Supervisor  
**Cindy L. White**, City of Charlotte, Senior Assistant City Attorney  
**Lisa A. Wolff**, City of Burlington, Supervisor, Recreation Programming  
**Karl Gregory Zephir Jr.**, Town of Bethel, Town Manager

## Law Clerks 2004

The Institute welcomed four summer law clerks in 2004 for six-to-10-week internships working with faculty members on local and state government issues.

### Joe Ableidinger, Harvard University

Schools and homeless children (Faculty: Laurie Mesibov)

Publication: To be published in *School Law Bulletin*

Local preferences in contracting by local governments

(Faculty: Frayda Bluestein)

### Jeannette Cox, University of Notre Dame

Stress and anxiety disorders under the ADA (Faculty: Diane Juffras)

Ordinances regulating pit bulls (Faculty: Aimee Wall)

Publication: Jeannette Cox, "Ordinances Targeting Pit Bull

Dogs Must be Drafted Carefully," *Local Government Law Bulletin* No. 106 (November 2004)

Can a county rescind its award of a contract? (Faculty: Frayda Bluestein)

### Anne Knight, Brooklyn Law School, New York University

Citizen comment in public meetings (Faculty: Fleming Bell, John Stephens)

Naming rights (Faculty: David Lawrence)

Religious exemptions to immunizations (Faculty: Jill Moore)

Publication: To be published in *School Law Bulletin*

### Robyn Rone, Duke University

Child support enforcement/constitutionality of statute on joint bank accounts (Faculty: John Saxon)

Students as research subjects (Faculty: Laurie Mesibov)

## Center for Public Technology

The Center for Public Technology (CPT) is housed within the School's Institute of Government. The CPT was created in 2001 in response to requests from local governments for help developing the capacity to improve services and strengthen their communities through the skillful use of information technology. CPT staff members include Mary M. Brown, co-director; Kevin FitzGerald, co-director; Shannon Schelin, research associate; Tom Foss, technical assistance manager; and a number of peer and graduate student instructors recruited from across North Carolina. For more information, see [www.cpt.unc.edu](http://www.cpt.unc.edu).

The Center focuses on three dimensions: education/liaison, applied research, and technical assistance.

**Education/liaison.** Includes training, assessment and evaluation, guidelines, and best practices for engaging in digital government, along with a host of other services. Annual activities include

- ◊ NC Local Government Information Systems Association (NCLGISA) conferences fall and spring
- ◊ Specialized training, including IT investment methodologies, procuring and managing technology contracts, and stakeholder evaluation of e-government efforts
- ◊ Training integrated with other courses at the Institute and offered by associations such as the NC City-County Managers Association, the NC League of Municipalities, and the NC Association of County Commissioners
- ◊ A new, comprehensive Chief Information Officers Certificate Program to be offered in spring of 2005, which is the first in the nation to target local government IT directors and chief information officers (CIOs) in the public sector
- ◊ Web resources, including toolkits, templates, and white papers

**Applied research.** Includes addressing issues, opportunities, and challenges in information technology management that are specific to North Carolina local governments. Annual activities include

- ◊ Evaluation (design and development), including grant work funded by the US Department of Commerce’s Technology Opportunities Program
- ◊ Emerging issues and best practices identification
- ◊ Asset inventory
- ◊ Publications (books, book chapters, peer-reviewed journal articles, *Popular Government* contributions, and the *Digital Government Innovation* bulletin)

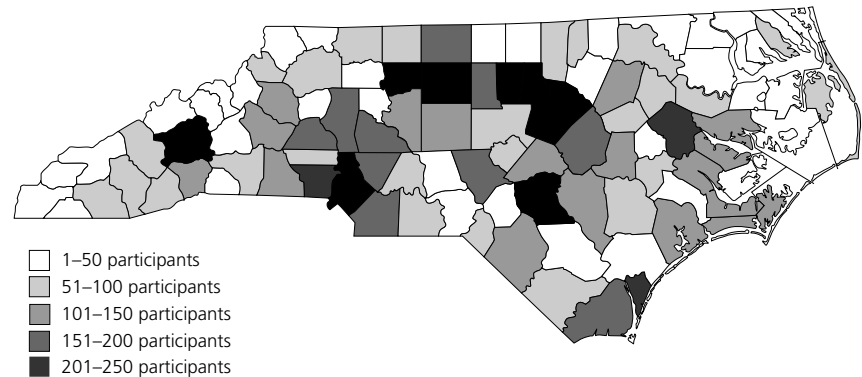
**Technical assistance.** Provides hands-on service to North Carolina local governments. Annual activities include

- ◊ Strategic information technology planning
- ◊ Security planning
- ◊ Management and technical audits
- ◊ Human resources support
- ◊ Organizational development
- ◊ Procurement/project management support
- ◊ Policy guidance and articulation

**Participants at a glance:**

- ◊ Public officials from all of North Carolina’s 100 counties attended courses sponsored by the Institute.
- ◊ Participants completed 153,192 professional development training hours at classes, seminars, schools, and conferences.
- ◊ The Institute served at least one public official from 76 percent of the state’s municipalities.
- ◊ 93 percent of North Carolina cities and towns with populations of more than 1,000 residents sent at least one public official to the Institute in 2003.

**2004 Institute of Government course participants by county**



Admission to all Institute of Government courses is offered without regard to race, color, religion, sex, national origin, age, disability status, veteran status, or sexual orientation.

## UNC Master of Public Administration Program

### Betsy Stafford Creates Local Government Scholarship

Mrs. Betsy Ross Howe Stafford of Greensboro endowed a scholarship to support first or second year MPA students, preferably women, who have distinguished themselves academically and aspire to careers in local government.

Heather Drennan and Erin Schwie Langston, both second-year students, received the first Stafford Scholarships. Drennan earned her undergraduate degree in 1999 from the University of South Carolina and worked as a grant coordinator at the university until entering UNC's MPA Program in fall 2003. Langston obtained her undergraduate degree in 2000 from the University of Tennessee and operated a consulting firm in the Research Triangle Park with an emphasis on diversity training and multicultural communication until entering the program in 2003.

Stafford began her career working with housing issues in Nebraska and went on to serve as the federal area director for the US Department of Housing and Urban Development (HUD) in North Carolina and in Louisiana until her retirement from federal service in 1983. Her experience as a volunteer at the local level and her contact with local officials through her position at HUD emphasized for her the importance of professional education for local city and county officials in the field of public administration. This experience inspired Stafford to establish the scholarship at UNC Chapel Hill for the MPA Program, which maintains a strong focus on local government training.



Heather Drennan



Erin Schwie Langston

## MPA Program Alumni Launch Campaign for Public Service Excellence

The MPA Alumni Association has formed a scholarship committee of alumni, faculty members, students, and others and launched the Campaign for Public Service Excellence to encourage new scholarships and increase contributions to the MPA Program's existing scholarship endowments, including the Hayman-Howard-Wright MPA Scholarship Endowment, the Nanette V. Mengel Scholarship Endowment, the Jean D. Coble Scholarship, and others. The committee's goal is to provide financial support to students who are committed to public service.

### 2003 Deil S. Wright Lecture

Robert J. O'Neill Jr., Executive Director of the International City/County Management Association, spoke on "Articulating the Interests of Local Government in the Federal System," in October 2003. The lecture series was established in honor of former MPA Program director Deil S. Wright through donations from MPA alumni.

### Capstone Conference on Practical Research for Public Officials

Students, alumni, faculty, staff, and other visitors gathered in April 2003 at the School to hear presentations from 22 second-year MPA students on research topics ranging from the display of property records on North Carolina county Web sites to trends in economic development. The capstone presentations are the culminating element of a student's final year and are required for graduation.

The UNC MPA Program was ranked 10th in the nation in public administration overall and 6th among its peer institutions in the teaching of city management by *US News & World Report* in April 2004.



Robert J. O'Neill, Jr. presented the 2003 Deil S. Wright Lecture; (left to right) David Ammons, MPA Director; Deil S. Wright, former MPA director; Robert O'Neill, Jr.; Michael R. Smith, Dean, School of Government.

### First-Year Team Projects Completed

Each spring semester, first-year students in the MPA Program conduct team projects as part of two core courses: *Program Evaluation and Public Management and Leadership*. In 2004 these courses were taught by Professors Isaac Unah and Gordon Whitaker, respectively. Six student teams contracted with the following local governments and nonprofits (topics of projects are in parentheses):

- ♦ The Orange County Women's Center (Formative evaluation of MAGIC program)
- ♦ Chapel Hill Inspections (Rental licensing evaluation)
- ♦ Chapel Hill Human Services (Advisory board evaluation)
- ♦ Charlotte/Mecklenburg Police Department (Women's Network evaluation)
- ♦ NC Association of County Commissioners (Analysis of North Carolina property tax exclusions)
- ♦ Davidson County Community College (Student retention analysis)

## Awards and Honors



Parker Wiseman

### Wiseman Receives Gladys and Albert Coates Award

In April 2004, MPA student Parker Wiseman from Starkville, Mississippi, was presented with the Gladys and Albert Coates Award as part of the 2004 Chancellor's Awards Ceremony on the UNC campus. The award is given annually to the member of the UNC Chapel Hill Student Congress "whose service is judged most outstanding on criteria of statesmanship, commitment, and constructive involvement in issues affecting the quality of the University."



Stacey Isaac

### Isaac Wins Bryan Fellowship

Stacey Isaac, a first-year MPA student from Diego Martin, Trinidad, secured a Robert E. Bryan Fellowship from the Carolina Center for Public Service to organize and teach *English as a Second Language* weekend classes to Hispanics in Durham with a goal of recruiting other UNC students to teach future classes. Isaac's community partners in the summer 2004 project were El Centro Hispaño and the Durham Mennonite Church. Each summer, five students are awarded Bryan Fellowships of \$3,000 each to support public service projects addressing identifiable needs in the state. See [www.unc.edu/cps](http://www.unc.edu/cps) for more information.



Henrietta Presler

### Presler Honored with Wright Capstone Paper Award

Henrietta Presler was the 2004 winner of the Deil S. Wright Award for her MPA capstone paper entitled "How Public is Too Public? Property Records Availability on North Carolina Government Web sites." The Wright Capstone Paper Award is given to the student whose paper is judged to be the best paper among those presented at the spring Capstone Conference.

### Bosse Receives Mengel Communications Award

Matt Bosse earned the 2004 Nanette Mengel Communications Award for his capstone presentation entitled "Performance Measures—Administrative or Community-Wide Indicators?" The Nanette Mengel Communications Award is given to the student who makes the best presentation of a capstone project at the spring Capstone Conference.



Matt Bosse

### Jolla Wins CDM Scholarship

Alicia Jolla received the 2004–2005 CDM Scholarship given by the National Forum for Black Public Administrators (NFBPA). The award, designed to attract the best and brightest African Americans to public service, was presented at the NFBPA's national conference in Philadelphia.



Alicia Jolla

### Article Has National Publication

"A Typology of Worker Friendly Policies: Worker Friendly vs. Family Friendly" by Michele Hoyman and Heidi Duer was published in the *Review of Public Personnel Administration*, Vol. 24 (2004).

## 2004 MPA Program Graduates

MPA Program graduates continue to make a difference in the agencies they join after graduation. In 2004 student placements included, but were not limited to, the NC Rural Economic Development Center, the City of Phoenix, the City of Virginia Beach, the US Government Accountability Office, the NC Office of State Budget and Management, and the Texas Legislative Budget Board.

### Graduates were

**Adrienne Bailey**  
**Mark Bondo**  
**Matt Bosse**  
**Michelle B. Bracy**  
**Adam Brueggemann**  
**Jen Jones**  
**Jonathan L. Jones**  
**Benjamin M. Lane**  
**Deborah Long**  
**Kirsten Olson**  
**Catherine Ringo Pierce**  
**Brian Pittman**  
**Henrietta Presler**  
**Robyn E. Schryer**  
**Adrienne Simonson**  
**Caroline Smith**  
**Les Stewart**  
**Malinda Todd**  
**Kory Wilmot**  
**Kent S. Wyatt**  
**Rebecca Wyhof**



MPA Graduates



Dean Mike Smith

## 2004 Summer Internships

### Local Government

**Mike Branum**—City of Asheville, NC  
**Paul Caldwell**—City of Durham, NC  
**Rebecca Crawford**—Orange County, NC  
**Heather Drennan**—Town of Chapel Hill, NC  
**Owen Franklin**—Wake County, NC  
**Kevin Etheridge**—Durham County, NC  
**Alicia Jolla**—Sampson County Economic Development Commission, Clinton, NC  
**Adam Lindsay**—Town of Holly Springs, NC  
**Christina Ritchie**—Wake County, NC  
**Adam Ross**—City of Concord, NC  
**Faith Thompson**—City of Fayetteville, NC  
**Greg Useem**—Wake County, NC

### State Government

**Ben Mount**—North Carolina State Representative Verla Insko, Raleigh, NC  
**David Parish**—North Carolina Division on Aging, Raleigh, NC

### Federal Government

**Chris Harder**—Representative Earl Blumenauer, Washington, DC  
**Kathryn Rooney**—US General Accountability Office, Washington, DC

### Nonprofit Organizations

**Emily Bruce**—North Carolina Arts Council, Raleigh, NC  
**Andrew Dollar**—Museum of Life and Science, Durham, NC  
**Ariel Gold**—Partnership for Public Service, Washington DC  
**Jen Mahan**—North Carolina Mental Health Association, Raleigh, NC

**Stacey Mewborn**—Americans for the Arts, Washington, DC  
**Dawn Williams**—National Academy of Public Administration,  
Washington, DC  
**Parker Wiseman**—International City/County Management  
Association, Washington, DC

**University of North Carolina**

**Melanie Greenspan**—Provost's Office  
**Stacey Isaac**—APPLES Service-Learning Program  
**Ben Mauk**—UNC Economic and Business Development Office  
**Scott Morrissey**—Environmental Finance Center

## Conference on Public Administration

“Welcome Home MPA Alumni” was the theme of the conference in November 2004, and attendees saw the renovations to the Knapp-Sanders Building. The Nanette Mengel Garden was dedicated during the event. Concurrent sessions addressed a wide range of issues including assembling a management team, process mapping, the South Carolina state lottery, succession planning, e-government, managing with limited resources, grant writing, cost savings in public service delivery, and using improved techniques in leadership. Speakers from the Z. Smith Reynolds Foundation, US Department of Housing and Urban Development, The US Environmental Protection Agency, and Charlotte-Mecklenburg Utilities—among others—shared insights and stimulated discussion.

## North Carolina Civic Education Consortium

The North Carolina Civic Education Consortium is a nonpartisan statewide partnership of more than two hundred organizations. It was formed at the Institute of Government in 1997 with the support of the Z. Smith Reynolds Foundation and is dedicated to revitalizing civic education for young North Carolinians.

### 2003–2004 Highlights

- ◊ Director Debra Henzey served on a steering committee convened by the Carnegie Corporation of New York to develop a national campaign promoting best practices in civic education.
- ◊ The NC Civic Index 2003 produced by the Consortium inspired new legislation that encourages North Carolina middle schools and high schools to include interactive current events discussions at all grade levels, offer active student councils, and provide student community service opportunities.
- ◊ Consortium staff assisted the NC Department of Public Instruction in developing a resource guide on best practices for student councils/student voice and service-learning.



The North Carolina Civic Education Consortium (CEC) Web site has expanded its resources for communities, educators, and youth and has been reorganized for easier navigation. Visit at [www.civics.org](http://www.civics.org).

## NC Civic Index Community Forums

In fall 2003 the Civic Education Consortium worked with six dedicated local planning teams to host eight Civic Index Community Forums across the state. The forums attracted 508 participants—including 166 high school students—representing schools, government, and community organizations. Participants developed a list of the three most important strategies that their community, neighborhood, or region could take on to increase youth civic engagement. Some of the top strategies included

- ◊ Bringing more government officials into the classroom (four regions)
- ◊ Incorporating real world/current events discussions in the classroom (four regions)
- ◊ Promoting youth leadership opportunities, i.e., youth serving on boards or youth involvement in the political process (four regions)
- ◊ Initiating Kids Voting programs (three regions)
- ◊ Involving parents and families in improving youth civic engagement (three regions)
- ◊ Encouraging voter registration (three regions)

The Consortium has continued to assist many of the planning teams as they work to implement their forum strategies. Kids Voting programs have been established in Clay, Jackson, and Greene counties, and the Greene County Commissioners established a youth council in summer 2004. With support from the Z. Smith Reynolds Foundation and the Joseph M. Bryan Foundation, social studies educators in Forsyth and Guilford counties attended events where they received civic education resource notebooks and spoke to local government leaders about future collaboration. The Consortium also worked with several local

organizations that formed Mecklenburg Youth Voice, a group seeking opportunities for youth to be heard by community leaders.

For more information visit <http://www.civics.unc.edu/civicindex/aboutforums.htm>.

## 2004 Small Grants

For six years the Z. Smith Reynolds Foundation has supported a Consortium-led program to distribute grants ranging from \$1,000 to \$10,000 for innovative, collaborative civic education projects that develop effective citizenship among North Carolina's children and youth. Since its inception, the program has awarded over \$287,000 to 49 outstanding projects in 73 counties across the state.

### Project grant recipients for 2003–2004

**Civic Spirit—Cumberland County Schools** was awarded \$5,000 to incorporate the *Foundations of Democracy* curriculum in the third through fifth grades to reach over 6,000 students and show teachers how to integrate the interactive civics curriculum into classroom activities.

**Community Input Counts—The Health Adventure**, in collaboration with **Kids Voting/Buncombe County**, was awarded \$7,500 to educate teachers on the relationship between science and civics. The program seeks to increase the civic literacy of the estimated 95,000 Health Adventure visitors per year.

**Engaging Young Vietnamese-Americans in Community Services—Boat People S.O.S., Inc.** was awarded \$5,000 to teach several Vietnamese-American youths how to plan and organize events, conduct surveys, and learn about the application and decision-making process for Community Service Block Grants and Community Development Block Grant programs.

**Examining Moral Issues and Civic Responsibilities in Local Government—UNC Asheville** was awarded \$7,000 to help students and future teachers study local government to discover the responsibilities associated with holding office. This grant will help replicate a program developed at Asheville Middle School.

**Hertford County Then & Now—Hertford County Middle School** was awarded \$5,000 to educate eighth-grade students about the functions of Hertford County government and to nurture their civic skills. Nearly 45 students will shadow directors of county departments, hold mock meetings, and make recommendations to county commissioners in areas of concern identified by students.

**Implementation of Civic Action Plan—The Project 540° Leadership Team at Ashe County High School** was awarded \$2,700 to implement a student-developed *Civic Action Plan* generated through Project 540° in the 2002–2003 school year. The project includes recommendations to cultivate civic participation among nearly 1,000 youth through collaborative activities, community revitalization, and community service.

**Increasing Civic Engagement—Kids Voting** affiliates in Guilford, Mecklenburg, and Wake counties were awarded \$6,000 to provide 10,000 K–12 classrooms in their counties with *Civics Alive* CD-ROMs that help teach students about decision making, the progression of voting rights, gathering information to make informed decisions, election procedures, and government.

**Latino Leadership for Young Women—American Association of University Women (AAUW) Hendersonville Branch** was awarded \$3,800 for a weekly program that encourages Latino girls to graduate from high school, take the SAT, complete a college degree, vote, and engage in community activities.

**Link 2 Learn—Wade Edwards Foundation** was awarded \$5,000 to support an intergenerational technology training program that allows 50 young people to develop a learning partnership with senior citizens in Wake County. The project creates new ways for older adults to stay connected and appreciate the perspective of a younger generation while giving each senior citizen a personal technology consultant. The students also learn about issues facing seniors and the public policies that impact them.

**Youth Civics Awareness Project (Y-CAP)—The Hispanic/Latino Center Inc.** was awarded \$8,000 to help implement a program based on the *Citizen Role Map*, a national curriculum developed by the initiative *Equipped for the Future*. Twenty-five Hispanic/Latino youth in Cumberland, Harnett, Hoke, Lee, and Robeson counties will participate in the program to increase their understanding and participation in civic issues, especially those related to economic and social empowerment.

**Youth Leadership Development Conference—NC State Youth Council and the NC Youth Advocacy & Involvement Office** were awarded \$5,000 to defray costs for 60 low-income students to attend the Youth Legislative Assembly (YLA) conference and training programs to gain a better understanding of government and strengthen their ability to debate current issues.

### **North Carolina Policy Summit**

On December 4, 2003, the North Carolina Policy Summit on the Civic Mission of Schools convened 91 policymakers, educators, and others concerned about civic education to review the state of civic education in North Carolina and to develop K–12 policy recommendations to support the civic mission of schools.

The Summit was organized by a partnership including the Consortium, Communities in Schools, the Kenan Institute for



Howard Lee (left), chair of the State Board of Education, and state Court of Appeals Judge Linda McGee, addressed attendees at the NC Policy Summit.

Ethics at Duke University, NC Campus Compact, NC Center for Public Policy Research, NC Congress of Parents and Teachers, NC Department of Public Instruction, NC School Boards Association, the Office of the Governor, and the Public School Forum. State Farm Insurance generously provided financial sponsorship for the event.

Seven strategies from the Summit were presented to the State Board of Education for consideration.

- ◊ Adopt policies to hold schools accountable for the civic mission—beyond testing

- ◊ Provide professional development for teachers and administrators on how to use interactive strategies, such as service-learning
- ◊ Develop local or state curricula/strategies that encourage schools' interaction with the community and the government (state or local)
- ◊ Recommend that local boards adopt mandatory service-learning in K-12
- ◊ Incorporate the promising state standards practices from *The Civic Mission of Schools* report
- ◊ Develop and promote funding for model programs that can be replicated
- ◊ Allow more time in the standard course of study for teachable moments/focus on current issues

The full Summit report can be found at [http://www.civics.unc.edu/pdfs/policysummit\\_strategies.pdf](http://www.civics.unc.edu/pdfs/policysummit_strategies.pdf).

## UNC Chapel Hill Environmental Finance Center

The School of Government's Environmental Finance Center (EFC) is part of a national network of nine university-based centers funded by the US Environmental Protection Agency (EPA) that work in a variety of environmental areas including water resources, solid waste management, air quality, and land conservation. The EFC works with local communities and government agencies in North Carolina and across the Southeast to address environmental management challenges by developing innovative financial management and environmental policy strategies and systems. For more information, see [www.efc.unc.edu](http://www.efc.unc.edu).

### Training Programs

In 2004 the EFC started the Water Leadership Program to support the organizations and communities responsible for managing North Carolina's water resources. This series of workshops and trainings helps strengthen the financial management capacity of communities so that they can provide high quality, safe, environmentally responsible services to their customers. Courses and workshops include

- *Financial Leadership for Water Utility Governing Boards*
- *Finance Strategies for On-site Wastewater Systems*
- *Capital Finance Strategies for Water Utilities*

### Direct Outreach

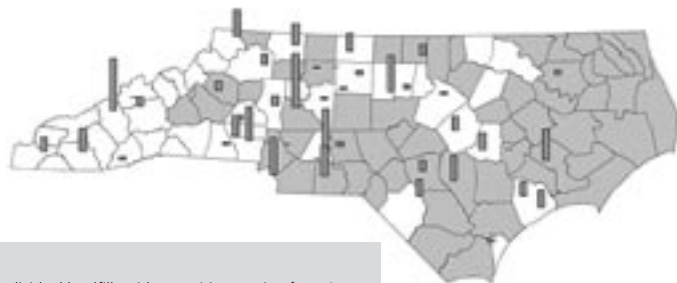
Technical assistance to practitioners throughout the Southeast includes e-mail and phone consultations, management of listservs, site visits, and the publication of guides and updates on key issues. For example, the EFC met with several utilities in Brunswick County, North Carolina, that are exploring interjurisdictional arrangements to provide water and wastewater services. The EFC assisted the group with exploring

options for providing cost effective services to their communities, while maintaining a high level of environmental protection and taking into consideration the unique challenges facing coastal communities.

### Policy Analysis

The EFC works with decision makers to assess the effectiveness of environmental finance policies at a regional or state level and to improve those policies as a way of supporting local efforts. The EFC is working with the NC Department of Environmental and Natural Resources (DENR) to develop a model local ordinance for the Phase II stormwater regulations as implemented in North Carolina. Local governments will use this model ordinance to develop a post-construction program that best fits their long-term growth and fiscal needs and that complies with the requirements of Phase II stormwater regulations.

### North Carolina Landfills



**Key**  
**Bars**—Individual landfills with capacities ranging from 0 to 85 years  
**Shaded counties**—Send over 50 percent of their solid waste to a regional landfill  
**Nonshaded counties**—Send the majority of their waste to a landfill within their borders or out-of-state

The EFC, in conjunction with the NC Division of Environmental and Natural Resources, is producing a fiscal year 2003–2004 North Carolina Landfill Capacity Analysis, which will address both political and technical questions regarding existing landfill capacity and financial questions concerning landfill tipping fees.



An important part of the EFC’s work is evaluating financing systems for land conservation. The EFC has completed several projects that help explain the cost and means of financing land conservation.

The EFC brings together a multidisciplinary group of practitioners, faculty, and students from within the university and beyond to work on projects. From left to right: Matt Richardson, research assistant, UNC Department of Environmental Sciences and Engineering; Scott Morrissey, research assistant, UNC Master of Public Administration Program; Lynn Weller, EFC program manager; Jeff Hughes, EFC director; and Richard Whisnant, SOG associate professor of public law and government.



An EFC forum bringing together local public health officials, regional planners, and environmental funders to discuss strategies for addressing failing septic tank problems.

EFC Director Jeff Hughes works with Wake County government and public school employees to design cost efficient and effective school recycling programs.



One of the communities studied in the EFC’s Appalachian Regional Commission Water and Sewer Infrastructure Study of the 410-county Appalachian Region. The goal of this project is to provide policy makers and local officials with detailed information on future water and sewer investment requirements and financial strategies.

## Financial Information Fiscal Year 2003–2004

### REVENUES

Revenue Sources	Amount	Percent of Total
State appropriations	\$6,744,047	66.77%
Publication sales	901,925	8.93
Contracted services	880,181	8.71
Schools and conferences	1,035,811	10.26
School of Government Foundation support	210,090	2.08
Trust Funds Transfer	288,023	2.85
Other	40,183	.40
<b>Total</b>	<b>\$10,100,260</b>	<b>100.00%</b>

State appropriations comprised nearly 67 percent of the School's financial support; approximately 33 percent came from revenues the School received from sales of publications, payments from governmental agencies for long-term consulting projects or specialized teaching, course registration fees, and dues and contributions received by the Institute of Government Foundation. In Fiscal Year 2003–2004, state appropriations included one-time funding of \$174,555 to the School of Government for information technology and program support.

In Fiscal Year 2003–2004, the School of Government's state-appropriated revenues were decreased by the following budget reductions:

Total revenues	\$10,100,260
Permanent legislative reduction	-90,253
Temporary legislative reduction	-40,276
Revenues available following reduction	\$ 9,969,731

## EXPENDITURES

Expenditure Classifications	Amount	Percent of Total
Personnel and related	\$8,320,855	82.38%
Other operating	1,585,586	15.70
Capital outlay	193,819	1.92%
<b>Total</b>	<b>\$10,100,260</b>	<b>100.00%</b>

Personnel and related expenditures included faculty and full-time and part-time staff salaries and benefits and payments for contracted services.

Other operating expenditures included the costs of supplies, travel, utilities, communications, printing, repairs and renovations, freight, advertising, maintenance service contracts, computer services, and institutional dues.

Capital outlay expenditures include office equipment and furnishings, computer equipment, and library books. The School continued to increase efficiency and quality by replacing and upgrading computers for faculty and staff users.

In 1931, Albert Coates launched the Institute of Government—now 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 became a part of 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 affordably low prices and to conduct a significant volume of consulting services, including telephone inquiries and routine research questions, free of charge. In 1996–1997, membership dues and other contributions were received for the first time by the newly formed Institute of Government Foundation to enhance the Institute's private fund-raising capability and provide flexible support for its programs, projects, and operations.

Information about the Institute of Government Foundation, established in February 1996, and copies of the most recent audited financial statement are available upon request.

## 2003–2004 Development News

Contributions to the School of Government and its foundation make it possible for faculty and staff to

- ◊ Enhance and deepen educational programs
- ◊ Develop new courses in response to changing public needs
- ◊ Pursue and disseminate needed research
- ◊ Work in a physical environment that promotes learning

Through the Institute of Government, local and state government officials across North Carolina gain an educational resource they can depend on for the duration of their terms in office, their careers, and their lives as citizens of our state.

New generations of public and nonprofit leaders attend the Master of Public Administration Program thanks to scholarship gifts and learn the intricacies of their craft through internships and field projects.

Private funds that bring speakers to campus and provide well-equipped and furnished classrooms help make the difference between a good education and great one.

In 2003–2004 North Carolina cities and counties, and generous individuals, foundations, associations, and businesses provided \$2,297,853 to support the School. This support makes it possible for all of the School's components—Institute of Government, MPA Program, Civic Education Consortium, Environmental Finance Center, library, and publications—to continue providing unsurpassed educational and advisory services to those who serve North Carolina.

## Funding Highlights

### Capital

Capital funding for the Knapp-Sanders Building continued to be the main focus of 2003–2004 as the School prepared to open for classes in January.



John L. Sanders (shown here with son, William, and daughter, Jane) was honored by a reception in October 2003 celebrating the future naming of the Knapp-Sanders Building. Contributors to the Sanders campaign raised over \$300,000 to honor John's decades of service to the Institute, School, UNC, and North Carolina.

Over 450 inscribed bricks grace the west entrance walkway to the School. Bricks can be purchased for \$250. Proceeds support capital improvements.



Municipal and county contributions to the Local Government Wing brought the campaign more than three-quarters of the way to its \$900,000 goal. At the close of the year, 300 cities, towns and villages, and counties had joined the NC Association of County Commissioners and the NC League of Municipalities in this campaign to name the School's largest wing in honor of North Carolina local government.

Dean Mike Smith, School faculty members, and lawyers from the Parker Poe Adams and Bernstein law firm joined together in June 2004 to dedicate the new 40-seat Parker Poe Classroom.



## Public Administration Program



Heather Drennan



Erin Schwie Langston

Second-year MPA students Heather Drennan and Erin Langston were named the first annual Betsy Ross Howe Stafford Public Administration Scholars. Mrs. Stafford, Greensboro, established a generous endowment and provided the first year's annual funding to support women MPA students who intend to enter local government service.

## Civic Education

The Carnegie Corporation, New York, and the Z. Smith Reynolds Foundation, Winston-Salem, again granted major operating support to the NC Civic Education Consortium for the next two years. Support from these and other contributors have made it possible for the Consortium to help foster civic education improvements affecting more than 250,000 school children in North Carolina.



The Consortium's Small Grants Program, conducted with funding from and in partnership with the Z. Smith Reynolds Foundation, has supported 47 local civic education projects in 73 counties over the past six years. Visit [www.civics.org](http://www.civics.org) for more information.



## Judicial Education

The Tharrington Smith law firm, Raleigh, again provided generous endowment support for the Drennan Judicial Education Fund/ Campaign for Judicial Excellence. Income from this fund supports publications, speakers, and program development for the Institute of Government's courts education program.

## Partners in Leadership

### Institute of Government Foundation Board of Directors, 2003–2004

**Hon. Lucy T. Allen\***

NC House of Representatives  
Louisburg

**Mr. C. Ronald Aycock (ex-officio)**

NC Association of County Commissioners  
Raleigh

**Hon. Philip A. Baddour, Chairman**

Attorney—Baddour, Parker, Hine, & Orander P.C.  
Goldsboro

**Hon. Philip E. Berger Sr.**

NC State Senate, District 26  
Eden

**Dr. Deliliah Blanks**

Bladen County Board of Commissioners  
Reigelwood

**Hon. James C. Cole**

Judge, First Judicial District  
Hertford

**Mr. Phillip R. Dixon Sr.**

Attorney—Dixon, Doub, Conner & Foster PLLC  
Greenville

**Hon. Catherine C. Eagles**

Judge, Superior Court, District 018  
Greensboro

**Hon. Lyons Gray, Vice-Chairman**

Winston-Salem Partnership  
Winston-Salem

**Mr. S. Ellis Hankins (ex-officio)**

NC League of Municipalities  
Raleigh

**Mr. Parks Helms**

Attorney/Mecklenburg County Board of Commissioners  
Charlotte

**Hon. James E. Holshouser Jr.\***

Former Governor of North Carolina  
Pinehurst

**Mr. Jeffrey S. Koeze\***

Koeze Company  
Grand Rapids, Michigan

**Hon. Howard N. Lee**

Chair, NC Board of Education  
Chapel Hill

**Mr. DeWitt F. McCarley**

Charlotte City Attorney  
Charlotte

**Ms. Norma L. Mills**

Office of NC Senate President Pro Tempore  
Manteo

**Mr. Alan V. Pugh**

Randolph County Attorney  
Asheboro

**Ms. Elizabeth L. Quick**

Attorney—Womble Carlyle Sandridge & Rice  
Winston-Salem

**Hon. Thomas W. Ross\***

Z. Smith Reynolds Foundation  
Winston-Salem

**Mr. A. Douglas Rothwell**

General Motors Corporation  
Detroit, Michigan

**Mr. Michael R. Smith, Executive Director**

Dean  
School of Government, UNC Chapel Hill

**Dr. Priscilla P. Taylor**

The Cemala Foundation  
Greensboro

**Mr. Thomas H. Thornburg, Secretary**

Senior Associate Dean  
School of Government, UNC Chapel Hill

**Frederick E. Turnage**

Mayor, Town of Rocky Mount  
Rocky Mount

**Mr. Ted Zoller, ex officio, Treasurer**

Associate Dean for Business and Finance  
School of Government, UNC Chapel Hill

\* Retired from the board as of December 2003.

Members of the Institute of Government board of directors are selected from recommendations received from School of Government clients, faculty, staff, and other board members. Effort is made to create and maintain a diverse board whose membership reflects the composition

of the School's major client groups and includes leaders in state and local government, business, the nonprofit sector, and philanthropy who support the long-term improvement of government operations and public problem-solving processes in North Carolina.

## Friends of the Institute of Government, 2003–2004

The Friends of the Institute of Government marked its third year by forming a sixth regional council in the Southeast. Combined with the East, Northeast, North Central, Southwest, and West regional councils, the Friends now involves a volunteer force of 170 elected and appointed public officials from 63 counties surrounding Asheville, Charlotte, Edenton, Greenville, Greensboro, and Wilmington.

The Friends program helps provide needed private and public financial support for School of Government programs and activities and seeks to increase statewide awareness of the School's

work as it brings together public officials and other citizens who are committed to effective and efficient North Carolina state and local government.

In 2003–2004 the Friends of the Institute regional councils secured regional event sponsorships; capital campaign gifts from businesses, municipalities, counties, organizations, and colleagues; and additional contributions to a variety of School needs. Friends volunteers organized six regional events in Asheville, Columbia, Concord, Duck, Greenville, and Sophia attracting over 750 friends and supporters.

The East Council teamed with the NC Civic Education Consortium and local community leaders to convene the Down East North Carolina Civic Index Community Forum in October 2003 at East Carolina University.

More than 100 young people and adults from Beaufort, Carteret, Craven, Edgecombe, Greene, Lenoir, Martin, Nash, Pitt, Wayne, and Wilson counties attended the forum to discuss how citizens, grassroots organizations, and local leaders can improve civic education and participation in their communities.

Photo courtesy the *Greenville Reporter*.



The Southwest Council's second annual Spring Social and Dinner at Lowe's Motor Speedway in April 2004 was again generously sponsored by Food Lion and offered a special NFL football flavor. More than 180 supporters attended to hear Mark Richardson, president of the Carolina Panthers, speak about leadership challenges in developing the 2003 National Football League's NFC champions and Super Bowl contender.

Richard Petty (left) and Dean Mike Smith. NASCAR legend Richard Petty and his wife, Lynda, spoke to a group of over 160 friends at the North Central Council's Fall Social and Barbeque Dinner at the Snyder Farm's Restaurant in Sophia on December 2, 2003.



The Northeast Council organized a meeting in October 2003 for over 50 local government officials at the 4-H Center in Columbia to help the region navigate complex Federal Emergency Management Agency (FEMA) regulations for assistance in response to the destruction from Hurricane Isabel.

The Northeast Council also organized a successful Economic Development Forum in Duck in February 2004, featuring a distinguished panel of governmental, private sector, and university experts. Focusing on the role of local governments in business recruitment and retention, the panel shared their insights, advice, and suggestions with the standing-room-only audience of 160.

The West Council convened an Economic Development Forum in April 2004 at Asheville's newly renovated Grove Arcade Public Market. Asheville Mayor Charles Worley welcomed public and private sector leaders to an interactive panel discussion about innovative economic development initiatives and strategies to build thriving western North Carolina communities.



Photo courtesy the Grove Arcade, 1 Page Avenue, Asheville, NC.



*“Over the past several years, the Institute has afforded me the prompt information I needed to carry out my duties as city clerk. Now that I am a city manager, their expertise will be invaluable to me. The Institute’s staff consists of professionals who have always been available to assist with any matter. I look forward to utilizing their services in the managerial capacity.”*

— Susan Rhodes, City Manager, Whiteville, and  
co-chair, Southeast Council



*“I want to thank the Institute of Government. Fleming Bell has been an invaluable resource for municipal clerks and has facilitated many of us through some tough spots. The Institute organizes the Clerk’s Certification Program for the North Carolina Municipal Clerks Association and coordinates ongoing educational programs to assist clerks striving to fulfill the requirements for the IIMC Master Municipal Clerks Program. Again, I want to express my appreciation to the Institute for all it does and for providing the necessary tools we need in our continuing efforts to strive for the very best.”*

—Penelope Spicer-Sidbury, City Clerk, Wilmington, and  
co-chair, Southeast Council

## Friends of the Institute of Government

### Regional Council Members

July 1, 2003, to June 30, 2004

#### East Region

Edward Askew, Director of Support Services, Greenville Utilities Commission  
 Michael Avery, Director of Planning & Inspections, City of New Bern  
 Jon Barlow, Manager, Town of Nashville  
 Henry Boyd, Magistrate, Belhaven  
 Jim Brown, V.P. Public Finance, RBC Centura Bank  
 Don Christopher, Town Administrator, Williamston  
 Wayne Deal, County Manager (retired), Nash County  
 Bernita Demery, Director of Financial Services, Greenville  
 Philip R. Dixon, Attorney, Pitt County  
 Denny Garner, Commissioner, Greene County  
 Walter B. Hartman Jr., City Manager, New Bern  
 Jim B. Hicks Jr., Attorney, New Bern  
 Fred N. Holscher, City Attorney, City of Washington  
 Ben Hollowell, Town Attorney, Bayboro  
 Patsy Duke King, Director of Development, Nash County  
 Larry Meadows, County Manager, Jones County  
 Debra P. McGowan, Director of Human Resources, Pitt Community College  
 Robert Murphy, Manager, Nash County  
 Samue Noble Jr., Manager, Town of Tarboro  
 Russell Overman, Manager, Martin County  
 E. B. Parker, County Attorney, Wayne County  
 Charles Penny, Assistant City Manager, Rocky Mount  
 Vernon Rochelle, City Attorney, Kinston  
 William Smith, Sheriff, Lenoir County  
 Albert S. Thomas Jr., Attorney, Wilson  
 Frederick E. Turnage, Mayor, Rocky Mount  
 Phyllis Vick, Finance Director, Wilson County  
 Edward A. Wyatt, Retired Manager, Wilson  
 Neil B. Whitford, Town Attorney, Beaufort

#### Northeast Region

Drewery N. Beale, Mayor, Roanoke Rapids  
 Mark Biberdorf, County Manager, Gates County  
 J. D. Brickhouse, County Manager, Tyrrell County  
 Donald C. Craft, County Manager, Hertford County  
 Carl Classen, Town Manager, Southern Shores  
 Luther C. Copeland Jr., County Manager, Chowan County  
 Gayle T. Critcher, Finance Officer, Washington County  
 Webb Fuller, Manager, Town of Nags Head  
 William C. Griffin Jr., Senior Resident Superior Court Judge, Williamston

Wayne Jenkins, County Manager, Northampton County  
 Randy Keaton, County Manager, Pasquotank County  
 Anne-Marie Knighton, Manager, Town of Edenton  
 Alfred W. Kwasikpui, Chief District Court Judge, Jackson  
 Zee Lamb, County Manager, Bertie County  
 Gary McGee, Town Manager, Town of Kitty Hawk  
 Norma Mills, County Attorney, Dare County  
 John Morrison, County Attorney, Currituck County  
 Dianne S. Pierce, Clerk, Elizabeth City  
 Harvey Raynor, Commissioner, NC State Property Tax  
 Commission  
 Kermit Skinner, Manager, Town of Manteo  
 Robert Spivey, Mayor, Windsor  
 Anne Thomas, Health Director, Dare County  
 Todd W. Tilley, Magistrate, Hertford  
 Frederick L. Yates, Mayor, Winfall  
 Patricia Weaver, Assistant County Manager, Hertford  
 County  
 John E. Whitehurst, retired manager, Windsor  
 Randell Woodruff, County Manager, Camden County

### North Central Region

D. Kelly Almond, City Manager, Reidsville  
 Fred Parker Baggett, City Attorney, High Point  
 Willie Best, County Manager, Guilford County  
 Terry L. Bralley, County Manager, Davie County  
 Darlene Bullins, Clerk to the Board, Stokes County  
 Cyrus Brooks, retired city manager and former city  
 councilman, High Point  
 Bob Hyatt, County Manager, Davidson County  
 Fredrick G. Johnson, School Attorney, Stokes County  
 Allen Joines, Mayor, Winston-Salem  
 Brenda Jones Fox, Finance Director, Guilford County  
 J. Edward Kitchen, City Manager, Greensboro  
 Graham Pervier, County Manager, Forsyth County  
 Douglas Pungler, School Attorney, Winston-Salem  
 Tom Robinson, County Manager, Rockingham County  
 W. Eugene Russell, County Attorney, Rockingham County  
 Ann Shaw, Register of Deeds, Randolph County  
 John W. Shore, Social Services Director, Guilford County  
 Wanda P. Smith, Clerk to the Board, Caswell County  
 Becky Smothers, Mayor, High Point  
 Junior Teague, Commissioner, Alamance County  
 Henry P. Van Hoy II, Town Attorney, Mocksville  
 Robert Ward, City Attorney, Burlington  
 Frank Willis, County Manager and Finance Officer,  
 Randolph County

### Southeast Region

Eva Brown, Town Clerk/Finance Officer, Town of Richlands  
 Josann Campanello, Town Clerk/Administrator, Town of  
 St. James  
 John Carter, City Attorney, City of Jacksonville  
 Fred Eldridge, County Manager, Duplin County  
 Robert Greer, County Commissioner, New Hanover  
 County  
 Mary Ann Hinshaw, Deputy Manager, City of Wilmington  
 James Hill, County Attorney, Columbus County  
 Rusty Lanier, Senior Resident Superior Court Judge,  
 Kenansville  
 Al Leonard Jr., City Manager, Tabor City  
 Ronald Lewis, County Manager, Onslow County  
 Marty Lawing, County Manager, Brunswick County  
 Chris May, Executive Director, Cape Fear Council of  
 Governments  
 Wayne V. Morris, Human Resources Director, Onslow  
 County  
 Allen O'Neal, County Manager, New Hanover County  
 Lloyd Payne, Town Manager, Town of Lake Waccamaw  
 Calvin Peck, Town Manager, Carolina Beach  
 Thomas Pollard, City Attorney, City of Wilmington  
 Susan Rhodes, City Manager, City of Whiteville  
 Penelope Spicer-Sidbury, City Clerk, City of Wilmington  
 Andrea Surratt, Town Manager, Town of Wrightsville  
 Beach  
 Brenda Tucker, Clerk of Superior Court, New Hanover  
 County  
 Gregg Whitehead, Town Administrator, Town of  
 Richlands

### Southwest Region

Lane Alexander, Manager, Cleveland County  
 Raymond Allen, City Manager, Albemarle  
 Joyce Allman, Finance Director, Concord  
 Marvin Bethune, County Attorney, Mecklenburg  
 Charles R. Buckley III, Attorney, Town of Matthews  
 Robert A. Collier Jr., Judge (retired), Statesville  
 Bill Duston, Planning Director, Centralina COG  
 David Dear, Finance Director, Cleveland County  
 Jeff Emory, City Manager, City of Lincolnton  
 Donna Flowers, City Clerk, City of Lincolnton  
 Shirley Fulton, Attorney, Charlotte  
 Harley Gaston, Retired Recalled Judge, Gastonia  
 Fletcher Hartsell, State Senator, Cabarrus County  
 Harry Jones, Manager, Mecklenburg County  
 Al Jones, Mayor, Mooresville  
 Bill Furches, Tax Collector, Iredell County  
 Jack Kiser, Director of Planning, City of Gastonia  
 Joe L. Kiser, State Rep., Lincoln County  
 Susan W. Kluttz, Mayor, Salisbury  
 DeWitt McCarley, City Attorney, Charlotte

Rick McLean, Retired Manager, Mooresville  
 Frank McGuirt, Sheriff (retired), Union County  
 Scott Padgett, Mayor, Concord  
 Chase Boone Saunders, Attorney, Charlotte  
 Barbara Pickens, Sheriff, Lincoln County  
 Terry Sholar, Attorney, City of Monroe  
 L. Ashley Smith, City Attorney, Gastonia  
 Chris Wease, County Manager, Anson County  
 Barry Webb, City Manager, Belmont  
 Jan Winters, County Manager, Gaston County

### West Region

Charles Abernathy, County Manager, McDowell County  
 Brandi Adkins, Finance Officer, Yancey County  
 Karen Andrews, Town Manager, Rutherfordton  
 Todd Bailey, County Attorney, Yancey County  
 Stan Boyd, Director of Engineering Services, MSD,  
 Buncombe County  
 Bob Boyette, City Manager, Marion  
 Nancy Brooks, Finance Director (retired), Buncombe  
 County  
 Chris Callahan, Town Attorney, Lake Lure  
 Chris Carter, City Manager, Hendersonville  
 Walter Clark, Town Attorney, Canton  
 Mike Decker, Town Administrator, Franklin  
 Marlene Hyatt, Senior Resident Superior Court Judge,  
 Waynesville  
 Bill Gibson, Executive Director, Southwestern Region A  
 Council of Governments  
 Sam Greenwood, County Manager, Macon County  
 Elton Guffey, Magistrate, Murphy  
 Leon Killian, County Attorney, Haywood County  
 Larry Leake, County Attorney, Madison County  
 John Lewis, Town and County Manager (retired),  
 Rutherfordton  
 Rodney Locks, Council Member, Brevard  
 Joseph Martin, Director, Woodfin Sanitary Water and  
 Sewer District  
 David Neumann, County Attorney, Transylvania County  
 Rachel Ramsey, Magistrate (retired), Polk County  
 Brenda Oliver, Mayor, Sylva  
 Ronald K. Payne, Superior Court Judge, Asheville  
 Karim Shihata, Manager, Polk County  
 Thomas H. Thompson, Clerk of Superior Court,  
 Hendersonville  
 James Westbrook, City Manager, Asheville  
 Kim Woodley, Finance Officer, Macon County  
 Dennis Jay Winner, Senior Resident Superior Court Judge,  
 Asheville

## 2003–2004 Honor Roll

The School of Government is thankful for all who so generously contributed gifts and pledges between July 1, 2003, and June 30, 2004. We offer a special thanks to the counties and municipalities throughout North Carolina that continued to support the School's programs and operations in 2004. The work of the School's faculty and our ability to respond effectively to the needs of local and state government depends upon gifts such as these. Every effort has been made to ensure accuracy in the list that follows. If an error or omission has occurred, please contact the School's Development Office at 919-843-2556 so that we may correct our records.

### Knapp-Sanders Building

#### General Capital

##### Individual

Anonymous  
Anonymous  
Lois C. Askew  
Susan Lipman Austin  
Rebecca S. Ballentine  
Donald M. and Betsy Bernard Jr.  
Maureen Berner  
Marvin Allen Bethune  
Linda Bowland  
Joan G. Brannon  
J. Shepard Bryan Jr.  
John Tilton Carter Jr.  
Gayle T. Critcher  
Kerry Gray Crutchfield  
Phillip Ray Dixon Sr.  
G. Linwood Futrelle Jr.  
Geoffrey E. Gledhill  
Michele Grant  
Beth T. Graves  
Justin Von Graves  
Shannon B. Graves-King  
Linda C. Grist  
Debra Henzey  
Luther H. and Cheray Hodges Jr.  
David Peyton Hodgkins  
Daryll M. Hurst  
IOG Board of Directors  
Ralph D. Karpinos  
Cynthia Baddour Kenney  
Ann C. Keyes  
Patricia Anne Langelier  
Joaine C. McKeel

Larry Page Meadows  
Chloe Dean McPherson  
Jill D. Moore  
Frances Sharon Newman  
Mary Norris Preyer Oglesby  
Richard W. Price  
Luther Coleman O'Quinn  
Candace Marie Reynolds  
John L. Saxon  
Craig Shoffner Shoe  
Edna Shoffner Shoe  
Lyndall Shoffner  
Kenneth Weid Shoffner  
Katherine Jane Shoffner  
Robert H. Shoffner  
Kermit Skinner Jr.  
John B. Stephens  
Andrea L. Surratt  
Carrie Thomas  
A. John Vogt  
Mary Shoffner Wells  
Cynthia Lewis White  
John E. Whitehurst  
Ann T. Whitworth  
Angela Williams  
Joan S. Wilson

##### County/Municipality

Town of Angier  
Town of Dillsboro

##### Organization

Brady Outdoor Equipment/Brady Aviation  
Dixon Hughes PLLC  
NC Assoc of County Directors of Social Keyes  
NC Association of Zoning Officials

NC City-County Management Association  
NC Magistrates Association  
Parker Poe Adams & Bernstein, LLP  
Republic Services of NC, LLC  
University Woman's Club

### Local Government Wing

##### Individual

Mary M. Brown  
David C. Frazier  
Lee D. Garrity  
Geoffrey E. Gledhill  
Bryan W. Starnes  
L. Reece Trimmer  
Neil B. Whitford

##### County/Municipality

Caswell County  
City of High Point  
City of Northwest  
Currituck County  
Forsyth County  
Gaston County  
Greene County  
Guilford County  
Martin County  
Northampton County  
Orange County  
Rockingham County  
Stanly County  
Town of Cerro Gordo  
Town of Columbia  
Town of Duck  
Town of Garysburg  
Town of Gaston

Town of Indian Beach  
Town of LeLand  
Town of Nags Head  
Town of Oakboro  
Town of Roper  
Town of Severn  
Town of Shallotte  
Town of Southern Pines  
Town of St. James  
Town of St. Pauls  
Town of Surf City  
Town of Warsaw  
Town of Wilkesboro  
Village of Whispering Pines

### MPA Suite Renovation

##### Individual

Emily Karinn Adams  
Raymond Ivan Allen  
Douglas Russell Bell  
Catherine Mushat Clark  
Jean D. Coble  
Andres Fernando Collada  
Lawrence Peter DiRe  
Ingrid K. Flory  
Brodi L. Fontenot  
Erin S. Norfleet Gentile  
Amy Marie Gorely  
Kyle Howard Gray  
Barbara Dwyer Gunn  
Ursula Baker Hairston  
Laura Hope Hogshead  
Benjamin Rogers Jacewicz  
Elizabeth Earle Jordan  
Chelsa Lynn Kenney-Gurkin  
Sharon Goode Laisure  
Julia Glen Mack

Erin Leigh McIntyre  
Cynthia June McSwain  
Peggy Merriss  
Kelley O'Brien  
Sam Danville O'Quinn III  
Tedd Evan Povar  
Stephen Wilson Raper  
Stephanie Ann Schmitt  
Kristin Raina Siebenaler  
Teresa Derrick Smith  
John B. Stephens  
Richard Yates Stevens  
Gordon P. Whitaker  
Wright Anderson Williams  
Kenneth Paul Woodcock  
Edwin Lee Worsley Jr.  
James Lee Wright  
Edward A. Wyatt V

##### Organization

Graduate/Professional Student Federation  
Hayman Angus Farms  
MPA Alumni Association  
Sidley Austin Brown & Wood, LLP

### Nanette V. Mengel Garden

##### Individual

Ashley V. Adams  
Stephen Allred  
O. Rolf Blizzard III  
Matthew P. Dotson-Smith  
Marybeth Dugan  
Susan Reece Giles  
Barbara Lee Hoeckle  
Benjamin R. Jacewicz

Esther E. Manheimer  
Susan Stewart Mengel  
Jennifer Hitcho Smith  
Teresa Derrick Smith  
Ronda Denise Tatum  
Candace B. Terrell-Galke  
Beverly Ann Williams

### John L. Sanders Tribute

#### Individual

J. Allen Adams  
Robertson Callaway Albright II  
S. Alan Albright Sr.  
Sydenham and Laura Alexander Jr.  
Rebecca Sutherland Ballentine  
John Bowman Bare  
Kenneth Houston Barton  
Jody Keith Beasley  
Otis .L Belk  
Steven Douglas Bennett  
William A. Campbell  
James Olin Cansler  
Zachary Scott Clayton  
George Montgomery Cleland III  
C. Michael Crisp  
Ernest George Crone  
James Calvin Cunningham III  
Elizabeth Kolb Cunningham  
James and Julee Cunningham II  
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