



## Brown-Graham Awarded Two Fellowships

In the last eighteen months, Anita Brown-Graham has garnered two prestigious awards that have involved significant international travel. In October and November 2005, Brown-Graham traveled to South Africa as an Eisenhower Fellow with Mary Mountcastle of the Durham Center for Community Self-Help to examine racial reconciliation in South Africa. In October 2004, she visited northern, southern, and central Europe as a Marshall Memorial Fellow to examine ways that transatlantic cooperation might address global policy challenges.

A professor of public law and government, Brown-Graham has been on the School of Government faculty since 1994. She specializes in affordable housing, economic and community development, and public liability. Most recently she has focused on developing the economic base of distressed communities.

As Eisenhower Fellows, Brown-Graham and Mountcastle were unique in two respects: they were the first fellows selected as a pair, rather than as individuals, and the biracial pair were the first Eisenhower Fellows to spend their five-week fellowship in South Africa. Both serve as trustees of the Z. Smith Reynolds Foundation, a Winston-Salem organization whose mission is to improve the lives of the people of North Carolina by addressing issues of social justice and equity, among others.

On their trip Brown-Graham and Mountcastle examined race relations, assessed the outcomes of South Africa's Truth and Reconciliation Commission, and compared models of antiracism work in the United States and South Africa. They explored these topics through a series of meetings with individuals from the public, private, nongovernmental, and religious sectors.

Some of their most valuable experiences came from talking with people whom they met in a wide variety of informal settings and on the visits they made to townships and cultural and historical sites, Brown-Graham reported. From these collective experiences, they concluded that South Africa has the vision, as articulated in its impressive constitution, and the commitment to deal with racial transformation and lingering economic inequities among races. The country's challenge is a dearth of capacity at the local level to deliver on the innovative national programs to realize the vision.

During her October 2004 stay in Europe, Brown-Graham met with leaders from the public, private, and not-for-profit sectors in Belgium, Denmark, Germany, Greece, and Slovakia.

Of the many insights she gained, Brown-Graham observed that two common themes arose in almost every meeting. "Many Europeans believe that the relationship between the United States and Europe has been weakened by a series of disputes culminating in the war in Iraq," Brown-Graham said.

"Also," Brown-Graham continued, "in every country I visited, political leaders emphasized the emerging role of the European Union as a vehicle for consolidating the continent's economic power and creating a counterbalance to the United States' superpower status." The European Union is creating "borderless nations" among its members by providing for largely unrestricted movement of goods, people, and capital. In 2004 the European Union almost doubled in size, embracing ten new members, many from the former eastern communist bloc. Now encompassing twenty-five nations, the organization includes 450 million relatively prosperous citizens and accounts for more than one-fifth of global economic activity.

"Overall, I found Europe to be in the midst of a crucial course of redefinition," Brown-Graham said.

The Marshall Memorial Fellowship supports emerging leaders in politics, government, business, media, and the nonprofit sector to strengthen the transatlantic relationship between the United



States and Europe. The fellowship is sponsored by the German Marshall Fund of the United States, which was founded in 1972 through a gift from Germany as a permanent memorial to the post-World War II Marshall Plan for European Recovery.

Founded in 1953, the Eisenhower Fellowship seeks to enhance the development of U.S. mid-career leaders in fields important to the future of their region and the United States. The fellowship provides an opportunity for people from a variety of countries and professional fields to exchange ideas and experiences, to build relationships with each other, and to foster mutual understanding. About 1,600 fellows from the United States and 105 other countries have participated in Eisenhower Fellowships.

## 2006 Essentials of Municipal Government Course Held, with Major Support from Food Lion

In January, newly elected officials and veteran ones, city managers, clerks, and town attorneys began gathering for the Essentials of Municipal Government, a three-day course on municipal government in North Caro-

lina. The course is offered by the School's Institute of Government and the North Carolina League of Municipalities after every municipal-election cycle. A companion course, the Essentials of County Government, is offered in years after county commission elections.

The 2006 Essentials course is being held at six sites across the state between January and March to reduce travel costs and make it easier for local



officials to attend. Sites this year are Wilmington, Rocky Mount, Asheville, Greensboro, Nags Head, and Charlotte. Nearly 900 elected officials and other municipal leaders are expected to attend.

Major financial support of \$20,000 for the course, including up to ten scholarships for small-town participants, came from Food Lion LLC of Salisbury.

According to Michael R. Smith, dean of the School, "Food Lion's financial leadership in helping underwrite this course was essential to our being able to offer a first-class program at a reasonable cost. Two long-time partners of the School, the N.C. League of Municipalities and the N.C. City and County Management Association, also contributed generously, as did the Local Government Federal Credit Union, and—a landmark achievement—the state's three major power companies, Duke Power, Progress Energy, and Dominion Power. Such aid underscores the importance of this course in enhancing the effectiveness of local government across the state.

"For many newly elected officials, this is their introduction to the breadth of responsibility held at the local level. Also, more experienced officials and managers learn valuable information on legislative changes and management techniques, among other topics."

Essentials sessions are taught by expert instructors, including faculty and staff of the School, staff of the N.C. League

of Municipalities, and experienced municipal government officials from across North Carolina. Among the course topics are the role of elected officials in a democratic society; municipal revenue, budgeting, and finance; municipal responsibilities for water, sewer, and utilities; land use and development; budget preparation, capital planning, and financial reporting; and engaging the public.

For more information on the Essentials of Municipal Government 2006, visit the website, [www.emg.unc.edu](http://www.emg.unc.edu), or call the School of Government at (919) 966-5381.

## Former President Broad to Join School Faculty

**M**olly Corbett Broad, who retired from the presidency of the sixteen-campus UNC system on December 31, 2005, will join the faculty of the School of Government after a one-year research sabbatical.

Michael R. Smith, dean of the School, said, "We look forward to welcoming President Broad as a colleague on the School's faculty. She possesses excellent knowledge, talent, and experience, and she is excited about this opportunity to continue serving North Carolina."

Broad brings to the School a wealth of experience in higher education ad-



ministration and public service. While she was president (1997–2005), she increased enrollment in the university system, doubling minority student enrollment in the process. Legislative appropriations to UNC grew by 50 percent, research grants grew from \$500 million to more than \$1 billion, and the state's residents passed the \$3.1 billion higher education bond, providing crucial capital funding for both the university system and the community colleges. Necessary tuition increases were tempered under her direction by significant expansions in need-based aid.

Throughout her tenure Broad focused attention on the role of the University in economic development and the transformation of North Carolina's economy. This commitment was most recently exemplified by her work to bring a new N.C. Research Campus to Kannapolis.

## Stenberg to Lead MPA Program

**D**ean Michael R. Smith recently announced that faculty member Carl W. Stenberg will become director of the School's Master of Public Administration (MPA) Program beginning in September 2006. Stenberg will succeed David Ammons, who is completing a five-year term.





In making the announcement, Smith said, "Carl has extensive experience as a successful administrator in higher education and is recognized as a national leader in the field of public administration. In addition to working with North Carolina public officials in the leadership field, he has become an active and effective member of the MPA faculty since his arrival at the School.

"David Ammons, who will continue serving until September, has set a high standard to follow. I am grateful to him for his hard work, commitment, and creativity in leading the program."

Stenberg joined the School in 2003 as a professor of public administration and government, specializing in public leadership. Earlier, he was dean and professor of government and public administration at the Yale Gordon College of Liberal Arts, University of Baltimore. He also has served as distinguished professor and director of the Weldon Cooper Center for Public Service, University of Virginia; executive director of the Council of State Governments, located in Lexington, Kentucky; and assistant director of the U.S. Advisory Commission on Intergovernmental Relations.

Stenberg holds a B.A. from Allegheny College and an M.P.A. and a Ph.D. from the State University of New York at Albany. He is a fellow of the National Academy of Public Administration, a former chair of its board of directors, and a past president of the American Society for Public Administration. He has extensive research and publishing experience. His teaching and research interests include intergovernmental administration, leadership, public management, regionalism, bureaucratic politics, and strategic planning.

## O'Brien Named Director of N.C. Civic Education Consortium

**K**elley O'Brien has been named director of the North Carolina Civic Education Consortium at the School of Government. O'Brien



joined the staff of the consortium in 2002 as project director for the 2003 Civic Index, the first-ever statewide study of youth and adult civic engagement. In 2004 she was promoted to assistant director. In that role she managed a variety of statewide activities and events that grew out of a series of Civic Index Community Forums held after publication of the index.

O'Brien holds a B.A. with honors in interdisciplinary studies from the University of Georgia and an M.P.A. from the School of Government at UNC at Chapel Hill. Her research has been published in *Nonprofit and Voluntary Sector Quarterly*, *Popular Government*, and the *Kappa Delta Pi Record*. Currently she serves on the Board of Directors of Kids Voting North Carolina.

The Civic Education Consortium works with schools, governments, and community organizations to prepare North Carolina's young people to be active, responsible citizens. Formed in 1997, it includes more than 200 organizational and individual partners who support the use of collaborative, experiential teaching methods to engage students in active learning.

For more information about the consortium and for descriptions of best practices in K-12 civics education, visit [www.civics.unc.edu](http://www.civics.unc.edu).



## Volk Becomes Head of Finance and Information Technology

**B**radley "Brad" G. Volk recently became the School's associate dean for finance and information technology. He is responsible for business management, financial operations, and information technology within the School.

Before his appointment, Volk was assistant dean for administrative services at the UNC at Chapel Hill School of Nursing for ten years. He also served as assistant treasurer for the School of Nursing Foundation. Previously he spent five years in a similar role at the University of Virginia School of Nursing and almost ten years in accounting and budget analysis roles at the University of Virginia.

"We are fortunate to have found in Brad a person with great professional skills and experience as well as thorough knowledge of the University's business operations," said Michael R. Smith, dean of the School.

Volk holds a master's degree in business administration from James Madison University and a bachelor's degree in commerce from the University of Virginia.

## The Founding of the Institute

The visionary founder of the Institute of Government was Albert Coates, a native North Carolinian hailing from Johnston County. Coates graduated from UNC at Chapel Hill and Harvard Law School and immediately joined the faculty of the UNC School of Law, in 1923. From this vantage point, he says in his history of the Institute, he began to recognize “a gap between the law and government as it was taught in my Law School classroom and as it was practiced in the city halls, county courthouses, and the state capitol.”

In the late 1920s, Coates began to organize “schools” for groups of local officials, primarily police officers and sheriffs, to help fill the educational gap he perceived. His experience with these schools revealed a second gap, “between outgoing and incoming officials.” “[E]very two or four years,” he says in his history, they “were coming into the administration of public affairs in the cities, the counties and the State of North Carolina, knowing all too little about their powers and duties at the start; learning as they went along.”

The Institute grew out of those experiences. It marks its birth as 1931, also the first year that *Popular Government* was published.

Coates’s chief collaborator in the creation of the Institute was his wife, Gladys Hall Coates. Together they sacrificed their personal funds and devoted a lifetime to moving their vision of the Institute from a dream to a thriving reality. With the help of generous donors and dues from cities and counties, the Institute operated as a private enterprise for ten years until it became part of the University of North Carolina in 1942. Albert Coates retired from his distinguished service with the Institute and the University in 1962.

—Ann Cary Simpson



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Albert and Gladys Coates in the 1940s; Table of Contents for the first issue of *Popular Government*, 1931; original home of the Institute, at 223 East Franklin Street, still owned by the University and currently housing its Center for International Studies.