



Meet the Foundation's Board of Directors, 2005

The School of Government Foundation, originally the Institute of Government Foundation, was created in 1996 to strengthen private and public support for the work of the School, the Institute, and Master of Public Administration Program. The Foundation generates support for faculty and student projects and programs, professorships, scholarships, and general operations. In the Winter 2005 issue of *Popular Government*, we introduced nine people who recently joined the Foundation's Board of Directors. We now introduce the remaining members, who have been serving the Foundation admirably for a number of years.



Philip A. Baddour Jr., Chair

Philip A. Baddour Jr. is a partner in the law firm of Baddour, Parker, Hine & Orander P.C., in Goldsboro. Since graduating from UNC

at Chapel Hill's School of Law, Baddour has served as attorney for Wayne Community College, Walnut Creek, and the Goldsboro Housing Authority. He served four terms in the N.C. House of Representatives (from District 11) beginning in 1993. In 1999 he became House Democratic majority leader. While he was in the House, Baddour was a member of numerous committees, including Election Laws and Campaign Reform; Environment; Finance; and Judiciary II. His civic honors include the Neuse River Council of Government's Outstanding Regional Citizen Award, in 1991, and One of the Ten Most Outstanding Young Democrats, in 1986.

C. Ronald Aycock (*ex officio*)



C. Ronald Aycock began work with the N.C. Association of County Commissioners in 1973 as counsel for intergovernmental relations and has been executive director

since 1977. He has served on numerous N.C. boards and commissions. On the national level, he has been a president of the National Organization of State County Associations and a member of the Board of Directors of the National Association of Counties, Public Technology Incorporated (the technology arm of the National Association of Counties), the International City/County Management Association, and the National League of Cities. Aycock currently serves on the Board of Advisors of the State and Local Legal Center (Washington, D.C.), which provides advocacy on behalf of state and local governments on issues before the U.S. Supreme Court. He holds both a B.S. in business administration and a J.D. from UNC at Chapel Hill.

Delilah B. Blanks



Dr. Delilah B. Blanks, of Elizabethtown, has been a member of the Bladen County Board of Commissioners for eleven years. In 2000-01 she was president of the

N.C. Association of County Commissioners (NCACC). She has served on many boards and committees, including the Bladen County Hospital Board, the Bladen County Social Services Board, the Four County Community Services Board, the board of the N.C. Association of Black County Officials, and NCACC committees on intergovernmental relations, tax and finance, education, environment, and mental health and human services. In 1992 she retired from UNC-Wilmington after teaching there and directing the Social Work

Education Program for twenty-two years. Her numerous accolades include Distinguished Women of North Carolina and Bladen County Citizen of the Year. Blanks received a B.A. in English and social studies from Shaw University; a second undergraduate degree in library science from East Carolina University; and an M.A. in social work and a Ph.D. in public health from UNC at Chapel Hill.

James Carlton "J. C." Cole



James Carlton "J. C." Cole, of Hertford, has been district court judge for the First Judicial District of North Carolina since 1994. Before his appointment to the bench, he

worked in private practice. Judge Cole is a member of the N.C. Courts Commission, the N.C. Association of Black Lawyers, and the Chief Justice's Commission on Professionalism. Also, he is a former member of the UNC Board of Governors, on which he served as vice-president. Judge Cole's civic accomplishments include membership on the boards of the N.C. Rural Economic Development Center, the Albemarle Mental Health Center, and the Elizabeth City Area Chamber of Commerce. Judge Cole holds a B.S. in mathematics from Livingstone College (N.C.), an M.S. in criminal justice from Long Island University (New York), and a J.D. from North Carolina Central University.

Lyons Gray, Vice-Chair



Lyons Gray is the past president of the Downtown Winston-Salem Partnership and currently chairs the Environmental Finance Program Committee of the U.S. Environ-

mental Protection Agency. He served for fourteen years in the N.C. House of Representatives (from District 39), at

At the School continues on page 41

job-seeking customers and with the employers who hire those customers.

Nonetheless, the gains of an RBM system are clear. G-TES, like other agencies, now can build on this foundation by continuously measuring outcomes and proactively modifying services to improve on them. The RBM system provides a useful new approach to planning, staffing, and delivering government services.

Notes

1. David N. Ammons, *Performance Measurement in North Carolina Cities and Towns*, POPULAR GOVERNMENT, Fall 2001, at 11.

2. STEVEN COHEN & WILLIAM B. EIMICKE, *THE NEW EFFECTIVE PUBLIC MANAGER* (San Francisco: Jossey Bass, 1995).

3. PAUL LIGHT, *THE TIDES OF REFORM: MAKING GOVERNMENT WORK, 1945-1995* (New Haven, Conn.: Yale Univ. Press, 1997).

4. Because RBM systems are still new, there are not enough studies to be conclusive about their effectiveness. There is some empirical support for them, however.

Studies suggest that strategic planning, which is essential for establishing RBM systems, can under some circumstances produce improvements. George Boyne, *Planning, Performance and Public Services*, 79 PUBLIC ADMINISTRATION 73 (2001).

Studies also suggest that a results-based approach improves the validity of performance appraisal systems. RICHARD C. GROTE, *THE COMPLETE GUIDE TO PERFORMANCE APPRAISAL* (New York: AMACOM, 1996).

There is good evidence that process improvement techniques drawn from re-engineering and Total Quality Management sometimes produce positive changes in internal activities. Bonnie G. Mani, *Old Wine in New Bottles Tastes Better: A Case Study of TQM Implementation in the IRS*, 55 PUBLIC ADMINISTRATION REVIEW 147 (1995); Theodore H. Poister & Richard H. Harris, *Service Delivery Impacts of TQM: A Preliminary Investigation*, 20 PUBLIC PRODUCTIVITY & MANAGEMENT REVIEW 84 (1996); Theodore H. Poister & Richard H. Harris, *Building Quality Improvement over the Long Run: Approaches, Results and Lessons Learned from the PennDOT Experience*, 24 PUBLIC PRODUCTIVITY & MANAGEMENT REVIEW 161 (2000).

The evidence is best for management approaches based on target setting and feedback. A large number of studies show that setting goals face-to-face and tracking results often produce major gains in organizational outcomes. Three examples: EDWIN A. LOCKE & GARY P. LATHAM, *A THEORY OF GOAL SETTING AND TASK PERFORMANCE* (Englewood Cliffs, N.J.: Prentice-Hall, 1990); Anne M. O'Leary-Kelly et al., *A Review of the Influence*

of Group Goals on Group Performance, 37 ACADEMY OF MANAGEMENT JOURNAL 1285 (1994); Robert Rogers & John E. Hunter, *A Foundation of Good Management Practice in Government: Management by Objectives*, 52 PUBLIC ADMINISTRATION REVIEW 27 (1992).

5. *CREATING HIGH-PERFORMANCE GOVERNMENT ORGANIZATIONS: A PRACTICAL GUIDE FOR PUBLIC MANAGERS* (Mark G. Popovich ed., San Francisco: Jossey-Bass, 1998).

6. MICHAEL L. VASU ET AL., *ORGANIZATIONAL BEHAVIOR AND PUBLIC MANAGEMENT* 291-97 (3d ed., New York: Marcell Dekker, 1998).

7. The underlying conceptual framework of cause-and-effect program linkages (that is, logic models) has a long history of development. One of the earliest discussions of the underlying concepts is in EDWARD A. SUCHMAN, *EVALUATIVE RESEARCH* 51-73 (New York: Russell Sage Found., 1967). Some of the earliest public management applications were developed in a number of works by Joseph Wholey (for example, *Evaluability Assessment: Developing Program Theory*, in *USING PROGRAM THEORY IN EVALUATION* 77-92 (Leonard Bickman ed., San Francisco: Jossey-Bass, 1987). Michael Q. Patton, in his three editions of *UTILIZATION-FOCUSED EVALUATION* (Beverly Hills, Cal.: Sage Publications), also has done much to popularize the concept.

8. Like all measures except those of late outcomes, intermediate outcome measures can cause goal displacement, but it is milder than that plaguing early outcome measures and far milder than that caused by measures of process goals.

9. HAL G. RANEY, *UNDERSTANDING AND MANAGING PUBLIC ORGANIZATIONS* 72-77 (2d ed., San Francisco: Jossey-Bass, 1997).

10. *CREATING HIGH-PERFORMANCE GOVERNMENT ORGANIZATIONS*.

11. This latter goal bears some explanation. A typical customer who enrolls at G-TES depends on the government for income support, such as food stamps, unemployment compensation, or welfare. Once the customer becomes self-sufficient, he or she no longer depends on government support and begins to pay income taxes. For instance, a customer may be receiving \$10,000 in support when he enrolls at G-TES. After completing the program, that customer becomes self-sufficient and pays taxes of \$5,000. Therefore, taxpayers have realized a \$15,000 benefit. If G-TES invests \$5,000 in that customer, he has produced a 300 percent return on their investment.

12. Backward mapping was developed by Richard F. Elmore, who advanced the concept in a number of works, beginning with *Backward Mapping: Implementation Research and Policy Questions*, 94 POLITICAL SCIENCE QUARTERLY 601 (Winter 1979-80).

13. ROBERT S. KAPLAN & DAVID P. NORTON, *THE BALANCED SCORECARD* (Boston: Harvard Univ. Press, 1996).

at the
School



continued from page 3

various times holding memberships (and offices) on the Ethics Committee, the Finance Committee (cochair), the UNC Board of Governors, the Congressional Redistricting Committee, the Pensions and Retirement Committee, the Technology Committee, and the Judiciary I Committee. Gray has been a member of the boards of Leadership Winston-Salem, The Nature Conservancy (N.C.), the N.C. State University Veterinary Foundation, the Yadkin-Pee Dee River Basin Commission of Winston-Salem, and the North Carolina School of the Arts Foundation, among others. He currently serves on the board of the Lettie Pate Whitehead Foundation in Atlanta. Gray attended UNC at Chapel Hill and received an Honorary Doctor of Laws degree from Campbell University in 2001.

S. Ellis Hankins (ex officio)

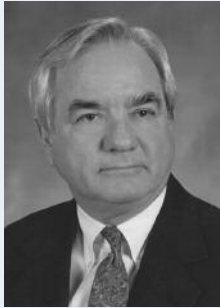
S. Ellis Hankins joined the staff of the N.C. League of Municipalities (NCLM) in 1982, served as general counsel from 1987 to 1994, and was appointed executive director in 1997. From 1994 to 1997,



he also worked in private practice with the law firms of McNair & Sanford, and Poyner & Spruill, in Raleigh. The N.C. Center for Public Policy Research has consistently ranked Hankins among the most effective lobbyists before the N.C. General Assembly. He is a member of the N.C. Association of Municipal Attorneys and has served on the board of directors of the National League of Cities, the Board of Advisors of the State and Local Legal Center (Washington, D.C.), and the State Municipal League Directors Steering Committee (chair, 2004). He currently serves on the boards of NCLM Risk Management Services,

the Southern Municipal Conference, and the N.C. Community Development Council. Hankins holds a B.A. in political science, an M.A. in regional planning, and a J.D., all from UNC at Chapel Hill.

H. Parks Helms



H. Parks Helms is an attorney and the president of the law firm of Helms, Henderson & Associates, P.A., in Charlotte. He is currently serving his seventh consecutive term

on the Mecklenburg Board of County Commissioners, which he has chaired for five of his seven terms. For ten years (1974–84), he was an at-large member of the N.C. House of Representatives. He also has worked with the N.C. Local Government Partnership Council, the N.C. Courts Commission, and the Commission for the Future of Justice and the Courts in North Carolina. Helms is a past president of the Charlotte Jaycees and has served on the Board of Associates at Meredith College and the Board of Directors of the United Way of the Carolinas. He earned a B.A. in economics and a J.D. from UNC at Chapel Hill.

Howard N. Lee



Howard N. Lee was appointed by Governor Mike Easley in 2003 as chair of the State Board of Education. In 1969 he was elected as the first black mayor of Chapel Hill,

serving until 1975, when he became secretary of the Department of Environment and Natural Resources under Governor Jim Hunt. In 1990 Lee was elected to the N.C. Senate (from District 16). During his ten-year tenure there, he cochaired the Appropriations Committee, the Appropriations Subcommittee on Education and Higher Education, and the Joint Legislative Education Oversight Committee. He holds a

bachelor's degree from Fort Valley State College (Georgia) and a master's degree in social work from UNC at Chapel Hill. Lee's term on the Foundation board ended in May 2005, but we thank him here for his outstanding service over the past six years.

Alan V. Pugh



Alan V. Pugh is a partner in the law firm of Gavin, Cox, Pugh, Etheridge & Willholt, in Asheboro, and he serves as the attorney for Randolph County. He has extensive experience in state government, including

general counsel to the speaker of the N.C. House of Representatives, secretary of the N.C. Department of Crime Control and Public Safety, senior assistant and special counsel to the governor, deputy secretary of the N.C. Department of Administration, member of the N.C. Board of Transportation, and member of the Governor's Commission on Juvenile Justice. He holds a B.A. in American history and a J.D. from UNC at Chapel Hill. In 1989 he was honored as one of BellSouth's Global Leaders for the South.

Michael R. Smith (*ex officio*), Executive Director



Michael R. Smith was appointed director of the Institute of Government in 1992 and became dean of the School of Government when it was created in 2001. Since

becoming dean, he has expanded the School's capacity to assist public officials in the areas of public management, finance, and administration without reducing its traditional strengths in public law. He also has improved faculty diversity and broadened the School's financial base. He serves on several University committees, including the Administrative Board of the School of Education,

the Advisory Board of the Center for the Study of the American South, and the Board of Visitors of the School of Public Health. Smith is a former cochair of the University's Public Service Roundtable (now the Carolina Center for Public Service) and a former president of the Southern Consortium of University Public Service Organizations. He earned his B.A. at the University of Michigan and his J.D. at UNC at Chapel Hill.

Thomas H. Thornburg, Secretary



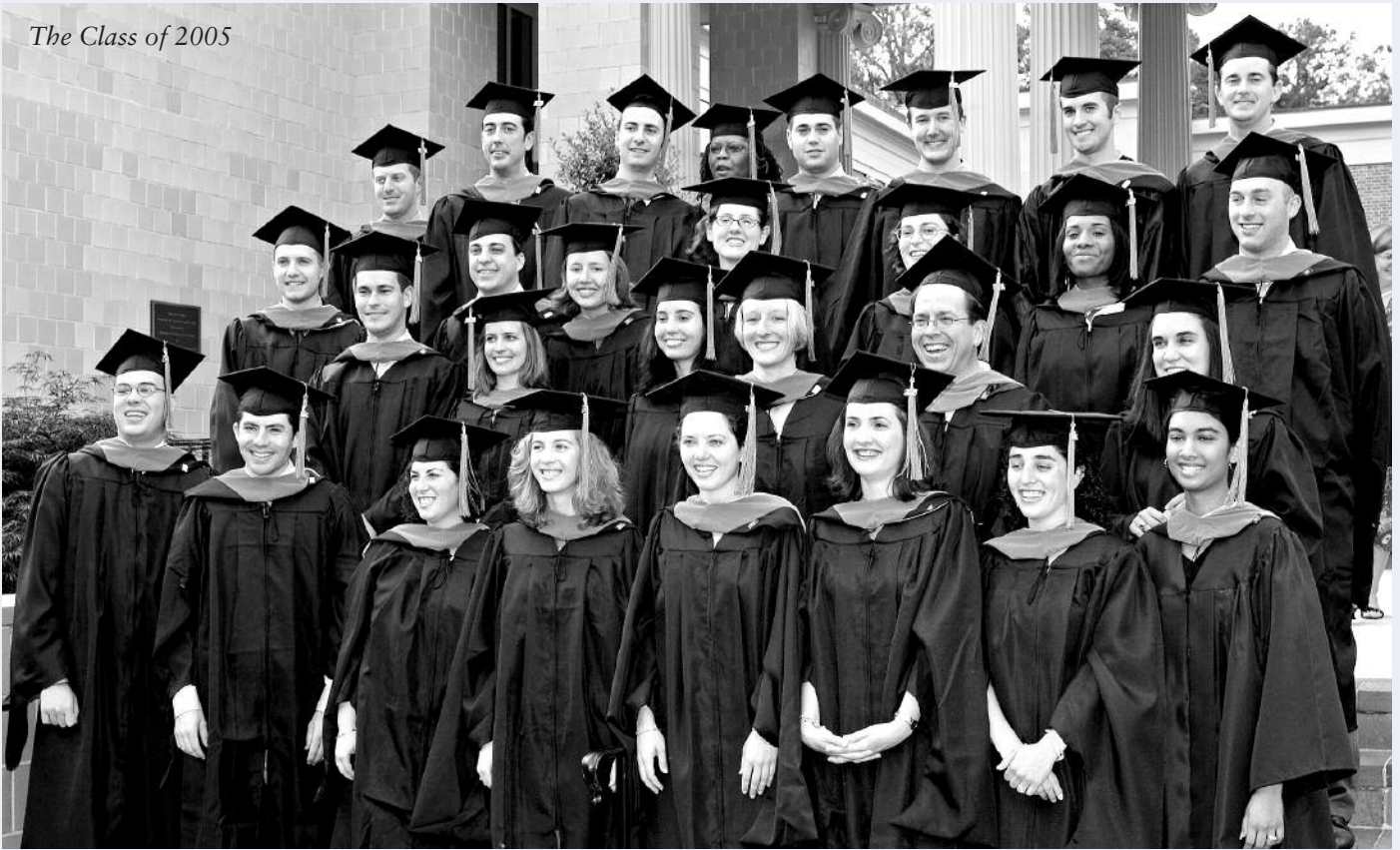
Thomas H. Thornburg began his career in law as a clerk at the Institute of Government in 1989. He joined the faculty in 1990 and was appointed associate director

for programs in 1997. He currently serves as senior associate dean of the School of Government. Thornburg's responsibilities include assisting with day-to-day management of the School, program development, and faculty recruitment. As a faculty member, he has worked mostly in criminal law and procedure. On loan from the Institute in 1992–93, he served as chief legal counsel to the N.C. Department of Correction. He edited and revised *North Carolina Crimes: A Guidebook on the Elements of Crime* (fourth edition, 1995), and he has written articles on juvenile curfews. Thornburg earned his B.A. from Earlham College (Indiana) and his M.P.P. and J.D. from the University of Michigan.

MPA Students Complete 2005 Capstone Research and Receive Degrees

On May 15, twenty-nine students received their Master of Public Administration (MPA) in a ceremony at the School of Government. The two-year, full-time MPA Program attracts exceptional students from across the country and North Carolina. As a requirement for graduation, each

The Class of 2005



student authors and presents a “capstone” paper, reporting on practical research focused on a topic of interest to many North Carolina public officials. Following are the titles of the papers presented in April 2005. Copies are available from the MPA Program, (919) 962-0425.

Capstone Research Papers, 2005

Community-Oriented Government

Community-Oriented Government: Rhetoric or Reality? by Faith Maris McDowell-Thompson

Perception Shift: A Longitudinal Study of Police Officer Opinions of Community Policing in Kannapolis, N.C., by Adam Ross

Planting the Arts in North Carolina: The Impact of Local Arts Council Presence and Location on Grassroots Arts Program Funding Distribution, by Emily Bruce

Economic Development

Cloisters to Clusters: Marine-Research-Based Economic Development in Carteret County, N.C., by Ben Mauk

Fostering Innovation: An Analysis of the Research Triangle and Piedmont Triad Regions’ Ability to Support High-Growth Entrepreneurial Firms, by Chris Harder

Head-to-Head or Side-by-Side? Factors Supporting Intergovernmental Cooperation in Economic Development, by Owen Franklin

How Do Stakeholders Define the Success of “Homegrown/Handmade”? An Evaluation Framework for Agricultural Tourism in Eastern North Carolina, by Stacey Mewborn

Education

Assessing the Impact of the Tar Heel Bus Tour on Faculty Scholarship, by Melanie G. Raterman

Closing the Achievement Gap through the Academically and Intellectually Gifted (AIG) Program: A Case Study of Southwest Elementary School, by Alicia Jolla

Do Teacher Qualifications, Defined by National Board Certification, Impact North Carolina Student Achievement? by Andrew Dollar

Setting the Standards: Financial Implications of Implementing School Nutrition Standards for Vending Beverages in Secondary Schools, by Benjamin A. Mount

Year-Round Education: Boon or Barrier to Academic Achievement? by Kathryn Rooney

Environment

Defining Affordability: Targeting Federal Funds to Improve Water Quality in “Disadvantaged Communities” in North Carolina, by Stacey Isaac

One Person’s Trash Is Another’s Treasure: What Landfill Capacity Statistics Mean to Different Levels of Government, by Scott Joseph Morrissey

Payment-in-Lieu and Tree Conservation Ordinances: An Appropriate Mitigation Measure or an Avenue for Abuse? by Ted Kaplan

Human Resources Management

Fair Compensation in the Fire Service: An Administrative Fairy Tale? by Mike Branum

MONTY COOK

Staffing for Safety: A Case Study of the Security Staffing Modeled at the Raleigh-Durham International Airport, by Dawn Williams

Local Government Administration and Services Delivery

Examining Council Involvement in Administrative Affairs in Large and Mid-Sized North Carolina Municipalities, by Parker Wiseman

Motivations for Deprivatization: Assessing the Effectiveness of Current Privatization Prescriptions, by Rebecca Crawford

Unit Hour Utilization in Emergency Medical Service: A Valid Predictor of Effectiveness? by Gregory M. Useem

Nonprofits and Local Governments Working with Special Populations

¿Habla Español? How North Carolina Police Departments Can Better Serve Latino Residents, by Erin Schwie Langston

Volunteer Management: An Examination of the Organizational Characteristics and Best Practices in Relation to Inclusive Volunteering for People with Disabilities, by David A. Parrish

Working Together: A Case Study of Service Coordination with Raleigh's 10-Year Plan to End Homelessness, by Ariel Gold

Planning a Local Government's Future

Effectiveness of Strategic Planning in North Carolina Municipalities, by Heather Drennan

Who Will Lead Tomorrow's Workforce? The Status of Succession Planning in North Carolina Municipalities, by Christina E. Ritchie

Public Budgeting and Finance

Capital Improvement Programs: How Are You Planning for the Future? by Adam Lindsay

False Alarm Fee Structures: A Comparative Analysis of Deterrence and Cost-Recovery Effectiveness, by Paul Patrick Caldwell

Participation in the GFOA Distinguished Budget Award Program by North Carolina Cities and Counties, by Kevin D. Etheridge

Schelin to Direct Center for Public Technology

Shannon H. Schelin has been appointed interim director of the Institute of Government's Center for Public Technology. The center was created in 2001 to help local governments improve their services and strengthen their communities through skillful use of information technology.

Schelin is not new to the center, having served it as a research assistant and an adjunct instructor.

In announcing her appointment, Michael R. Smith, dean of the School of Government, said, "Shannon clearly understands and embraces our public service mission for North Carolina. She has developed a strong and effective working relationship with the North Carolina Local Government Information Systems Association and has successfully designed and implemented a number of important advising projects, including the Local E-Government Utilization Project (LEG-UP), which operates under a federal grant administered by the Rural Internet Access Authority.



"Her comprehensive information technology survey of North Carolina's local governments is another example of her first-rate work," noted Smith.

"Perhaps most impressive," Smith said, "is the Chief Information Officer Certificate Program that Shannon has designed and is offering this year for local government technology officials." The program is the first of its kind in the country to focus on local government officials. It consists of ten two-day modules, each of which may be taken as a stand-alone session or as work toward a certificate (or a master's degree).

Schelin will work with faculty colleagues to integrate information technology management and administration into courses across the curriculum for North Carolina public officials. Just appointed a lecturer at the School, Schelin also teaches regularly in the Institute's Municipal and County Administration courses and in the School's Master of Public Administration Program.

Schelin follows Kevin FitzGerald, the center's founding director. Smith recognized FitzGerald for providing valuable leadership in establishing the center and welcomed his continued association with the program, managing special projects.

Maureen Brown, associate professor, will continue to support the center through teaching, advising, and research in public information technology.

Schelin received her Ph.D. in public administration from North Carolina State University in 2003 and was named Departmental Teaching Assistant of the Year for two consecutive years. She received her M.P.A. from UNC Charlotte in 2000 and her B.A. from UNC at Chapel Hill in 1997. She has numerous publications on public information technology, including *Humanizing IT: Advice from the Experts*, with G. David Garson; "Training for Digital Government," in *Digital Government*; and "E-Government: An Overview," in *Public Information Technology: Policy and Management Issues*.

Schelin and the Center for Public Technology can be reached at (919) 962-5438, schelin@iogmail.iog.unc.edu, or www.cpt.unc.edu (the center's website).