



In Memoriam: Henry Wilkins Lewis (1916–2004)

After Albert Coates, few people have been as important to the success of the Institute of Government as Henry Wilkins Lewis. He served as a faculty member from 1946 to 1979 and as director from 1973 to 1979.

Day by day, year by year, Lewis established the traditions and the standards that came to define the Institute: a telephone call should be returned by the end of the day; an inquiry from the smallest town merits the same attention and timely response as one from the governor; Institute publications should be absolutely reliable—90 percent is not



close enough; and an Institute faculty member acts not solely as an individual but as a representative of the Institute and UNC at Chapel Hill—everyone here is engaged in a collegial enterprise.

Lewis graduated from UNC at Chapel Hill in 1937; earned his law degree from Harvard in 1940; practiced law in his hometown of Jackson, North Carolina, for one year; and then served four and one-half years in the U.S. Army.

He joined the small faculty of the rejuvenated Institute in 1946 and worked for most of his career in election law and the property tax. He became the preeminent authority on both subjects, teaching hundreds of public officials and writing many significant legal publications. He served as staff lawyer and draftsman to numerous legislative study commissions that examined and rewrote



North Carolina's election and tax statutes. In 1949, 1951, and 1953, he directed the Institute's Legislative Reporting Service, in Raleigh.

In 1968–69, on leave from the Institute, he served as a vice-president of UNC.

Lewis finished his Institute career as director, serving until his retirement from the faculty in 1979.

To all these professional activities, he brought the same qualities: a strong and well-informed intelligence; a careful, precise, yet fluent writing style; a perfectionist's eye for slipshod work; uncommon social graces; and an encyclopedic knowledge of North Carolina history and politics.





Lewis in various years of his life; opposite page, middle, (second from right) with a group of Institute faculty in the 1940s; bottom, (left) with Albert Coates (center) and John Sanders (right) in the 1980s.

His contributions to the University extended beyond the Institute. He served for twenty-one years as a member of the Advisory Board of the Ackland Art Museum and for twelve years as a member of its Visiting Committee. He was a life member of Friends of the UNC Library and a Wilson Library Fellow.

For his distinguished work at the University, he received numerous honors:

- Appointment as Kenan Professor of Public Law and Government, in 1975
- Recipient of the Distinguished Service Award from the North Carolina League of Municipalities, in 1979

- Establishment of the Henry W. Lewis Award in his honor by the North Carolina Association of Assessing Officers, in 1980
- Recipient of the Distinguished Service Medal from the University General Alumni Association, in 1993
- Dedication of the Henry W. Lewis classroom in the renovated Knapp-Sanders Building, in 2004

I joined the Institute of Government faculty in 1965 and was assigned to work with Henry in the property tax field. During my second week on the job, he asked me to come to his office to consult with him. I imagined that he wanted to discuss some especially complex tax statute. He handed me a manuscript and asked me to help him proofread it—I was to read aloud. Among other things, the manuscript listed all of North Carolina's 100 counties. About halfway through the exercise,

though deflated, I saw the point: Henry was going to be sure that I, a Missourian transplanted to North Carolina by way of Tennessee, could correctly pronounce each county's name so as not to embarrass either myself or the Institute. First things first.

We worked together in the tax field until 1973, when he became director. He was, simply put, a great friend and a superb mentor. He was demanding but patient; when we disagreed, he would allow that I was right, if indeed I was. He was a master teacher. Like many effective and memorable teachers, he was a good storyteller, and he had interesting stories to tell—about the Army, Harvard Law School and Lincoln's Inn (a law society at Harvard), his grandfather Lewis, and other Lewis and Wilkins ancestors.

After he retired from the Institute in 1979, we met once a week for lunch at one of the three or four restaurants in Chapel Hill and Carrboro that he found acceptable. His interest in the University and North Carolina history and politics never flagged. At lunch a week before he died at the age of eighty-eight, he wanted to talk about whether state election statutes supported a partial new election for commissioner of agriculture in Carteret County and what a remarkable institution the old Carolina Inn cafeteria was.

He was a major builder of the Institute. He was a discriminating and generous patron of the arts and the University's libraries. He was loyal and generous to his schools. He was a leading churchman in the Chapel of the Cross and the Episcopal Diocese of North Carolina.

His work as a University faculty member and administrator exemplified the words that Justice Oliver Wendell Holmes addressed to the Harvard College class of 1861, at its fiftieth reunion, on the highest meaning of service: "To see so far as one may and to feel the great forces that are behind every detail, to hammer out as compact and solid a piece of work as one can, to make it first rate, and to leave it unadvertised."

—William A. Campbell,
Gladys Hall Coates Professor of Public
Law and Government Emeritus
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In Memoriam: William McWhorter Cochrane (1917–2004)

William McWhorter Cochrane, an exceptional person in the history of the Institute of Government and North Carolina, died in Charlotte on December 28, 2004, at age eighty-seven.

A native of Newton, North Carolina, Cochrane attended UNC at Chapel Hill, where he earned degrees in journalism (1939) and law (1941). During law school he worked for the Institute's founder, Albert Coates.

After serving in the Navy in World War II, he returned to the Institute as an associate professor of law and government. He stayed until 1954, when he went to Washington, D.C.—supposedly for one year—as chief of staff for newly elected Senator Kerr Scott. That “year”



turned into more than forty years, as Cochrane continued to work for Scott; then for his successor, Senator B. Everette Jordan; and then for the Senate Rules

Committee, as staff director. In the latter position, he helped plan presidential inaugurations for Lyndon B. Johnson, Richard M. Nixon, Jimmy Carter, and Ronald Reagan.

In 1993, Cochrane left the committee to become an honorary historical consultant at the Library of Congress, where he remained until 2002.

After Cochrane's death the *Charlotte Observer* noted,

For going on half a century, North Carolinians with business in Washington could go to see their representative or their senators, and a lot of them did. The wise ones also went to see William McWhorter Cochrane, a Capitol Hill marvel whose extensive

contacts and institutional memory made him one of the most influential Tar Heels in Washington . . .

. . . [H]e left a legion of admirers who recalled his personal warmth and the genuine passion he felt for his home state and for anyone from back home who took the time to drop by his office and seek help. He gave it willingly, happily and generously—the mark of a dedicated public servant. He once considered running for the Senate himself but chose to remain the ultimate behind-the-scenes conductor in the often-arcane ways of getting places and doing things in Washington.

Cochrane is survived by his wife, Shirley Graves Cochrane, and two sons, Thomas McWhorter Cochrane and William Daniel Cochrane.

School's Lobby Named for Former Governor Hodges

Thirty years after his death, former North Carolina Governor Luther Hartwell Hodges received an honor that many of his colleagues and family members said was long overdue.

In November 2004, friends and family gathered at the School of Government to dedicate a lobby to Hodges, who brought the Research Triangle Park to North Carolina and established the state's community college system.



KRISTEN NOVAK

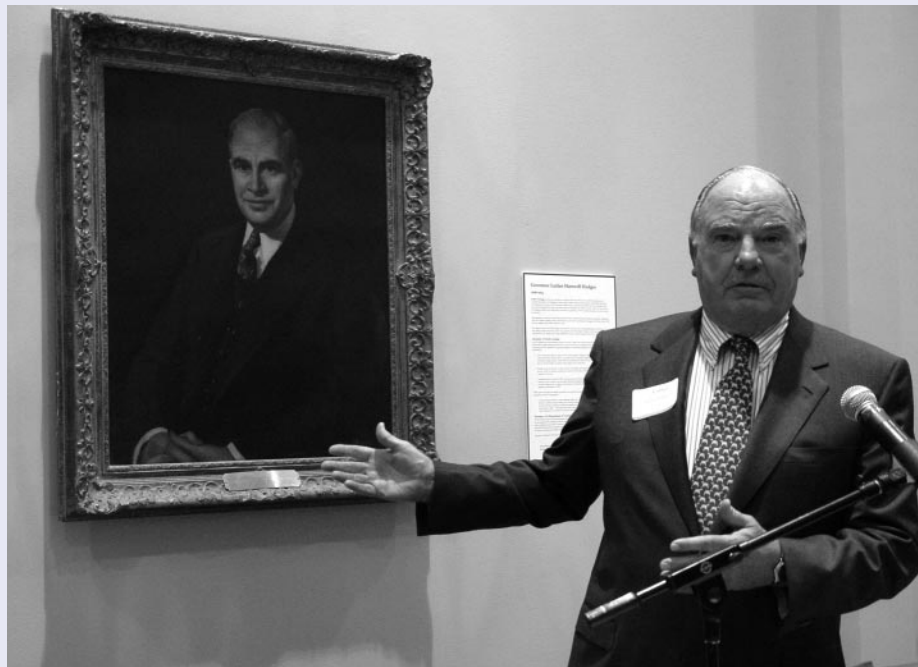
Top, Cochrane in the 1940s; bottom, Cochrane (right) with N.C. Senator Terry Sanford (second from right), Mrs. Gladys Hall Coates (third from right), and an unidentified couple, on the steps of the U.S. Capitol. Above, the Luther H. Hodges Lobby.



Below, Luther H. Hodges Jr. and Betsy Hodges Bernard cut the ribbon dedicating the Hodges Lobby; right, Hodges stands in front of a portrait of his father, Governor Luther H. Hodges, during remarks at the lobby dedication.



KRISTEN NOVAK



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Hodges, a 1919 graduate of UNC at Chapel Hill, served as North Carolina's governor from 1954 to 1960. Later he was secretary of the U.S. Department of Commerce under Presidents John F. Kennedy and Lyndon B. Johnson.

The lobby is the result of a \$250,000 donation by Hodges's children and their spouses: Cheray and Luther Hartwell Hodges Jr. and Betsy and Donald M. Bernard Jr.

In a speech before the ribbon-cutting, Chancellor James Moeser said that it is hard to imagine North Carolina today without Hodges's developments in education and economics.

"To say that Hodges wanted to do a better job of serving the state and the people would be one of the greatest understatements," Moeser commented.

It is fitting to have a lobby in Hodges's name at the School of Government, Moeser added, where "public service to North Carolina reaches its highest level."

Michael R. Smith, dean of the School of Government, also underscored the alignment of Hodges's vision for education with the mission of the School of Government. Hodges would be pleased with the direction of the school, said Smith.

"This is a remarkable legacy, one that has not been adequately acknowledged or honored," Smith continued.

Hodges Jr. recognized the many associates and family members of his father who attended the ceremony, and he spoke with pride of his father's achievements.

"When I was [at UNC], North Carolina was forty-seventh in per capita income, and my father used to say, 'Thank God for Mississippi,'" Hodges Jr. said. "He set out to change that, and by God he did."

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 School, the Institute, the Master of Public Administration Program, faculty and staff projects and programs, and professorships, scholarships, and general operating needs. In December 2004, nine new members joined the Foundation's Board of Directors. We are pleased to introduce them to you.

Philip E. Berger Sr.



Philip E. Berger Sr. has been the town attorney for Mayodan for seventeen years and now is serving a second term in the N.C. Senate (from District 26).

He resides in Eden, where he practices law with his two sons in The Berger Law Firm. In the Senate he has served on numerous committees—Appropriations (Transportation Appropriations Subcommittee); Commerce (ranking minority member); Judiciary I (vice-chair); State and Local Government and Veterans' Affairs; Transportation; and Ways and Means, among others.

Phillip R. Dixon Sr.



Phillip R. Dixon Sr. is a partner in the law firm of Dixon Doub Conner & Foster, in Greenville. Dixon's public service career began as an Institute of Government summer intern in 1971. He has extensive experience as a school board attorney for Greenville, Pitt County, and Washington County schools; has worked for eighteen other school systems in the state; and represents both Pitt and Martin community colleges. A former chair of the East Carolina University Board of Trustees, he currently serves on the Board of N.C. Citizens for Business and Industry and chairs the N.C. Center for Public Policy and Research. Dixon also is chair of Friends of the Institute of Government's East Regional Council.

Catherine C. Eagles



The Honorable Catherine C. Eagles has been superior court judge for District 18(E) (Guilford County) since 1993 and works regularly with School of

Government faculty as a peer instructor in annual schools for new judges. Before her appointment to the bench, she clerked with U.S. Court of Appeals Judge J. Smith Henley (Eighth Circuit) and practiced with the law firm of Smith Helms Mullis & Moore, in Greensboro.

DeWitt F. "Mac" McCarley



DeWitt F. "Mac" McCarley has been Charlotte's city attorney since 1994, serving previously in the same position for Greenville and as a lobbyist for the N.C. League

of Municipalities from 1977 to 1981. He is a past president of the N.C. Municipal Attorneys Association and currently serves on the Board of Directors of the International Municipal Lawyers Association. Active in the Charlotte community, McCarley led the city's highly successful 2003 and 2004 United Way fund drives. He currently chairs Friends of the Institute of Government's South-west Regional Council.

Norma L. Mills



Norma L. Mills recently began her second term as chief of staff to N.C. Senate President Pro Tempore Marc Basnight. From 2003 to 2005, she served

as Dare County attorney, and from 1993 to 2003, she was general counsel and chief of staff to Basnight, where she oversaw the development of all major legislative policy initiatives for the Senate. Before her work with the Senate, she practiced law with Legal Services of

North Carolina and as an associate attorney general in the N.C. Department of Justice. She currently cochairs Friends of the Institute of Government's Northeast Regional Council.

Elizabeth Leight "Betty" Quick



Elizabeth Leight "Betty" Quick is an attorney specializing in estate planning, estate administration, and charitable giving at Womble, Carlyle, Sandridge & Rice,

in Winston-Salem. She is a director and counsel for the Cannon Foundation, in Concord, and a former president of the N.C. Bar Association (1997-98). She serves on the boards of Reynolda House, Inc. and Salem College and Academy and is a member of the Winston-Salem Foundation Committee. From 1988 to the present, she has been selected annually as one of the Best Lawyers in America for probate and estate planning.

A. Douglas Rothwell



A. Douglas Rothwell is executive director of Worldwide Real Estate for General Motors Corporation, where he oversees a real estate portfolio

that includes facilities in more than fifty countries. Previously he served as president and chief executive officer of the Michigan Economic Development Corporation, chief of staff and state planning director to the governor of Delaware, and executive vice-president with MBNA America. Rothwell has received the Outstanding Economic Developer of the Year award from the American Economic Development Council and the Distinguished Service Award from the National Governors Association.

Priscilla P. Taylor

Dr. Priscilla P. Taylor is the executive director of the Cemala Foundation, in Greensboro. The foundation focuses on support for the arts, education, health,



human services, environment, and public interest, primarily in Guilford County. Taylor is a member of the UNC Board of Governors and the Board of Direc-

tors of the Foundation of Greater Greensboro. She also has served on the Board of Trustees for NC A&T University and as treasurer/director for the United Way of Greater Greensboro.

Frederick E. Turnage



Frederick E. Turnage was elected to the Rocky Mount City Council in 1971, and in 1973 he became the city's youngest mayor. In 1975, 1979, and

1983, he was reelected, unopposed, as mayor. Subsequently he was elected to fifth, sixth, and seventh consecutive terms. A lawyer in private practice, he is currently chair of the N.C. Eastern Municipal Power Agency and a member of the Advisory Board of the State and Local Legal Center, a national organization that advises state and local governments on legal issues. Turnage also is a past president of the N.C. League of Municipalities and ElectriCities.

The names of the remaining members of the School of Government Foundation follow. We look forward to introducing each of them in a future issue of *Popular Government*.

Philip A. Baddour Jr., *chair*, Goldsboro

C. Ronald Aycock, Raleigh

Delilah B. Blanks, Riegelwood

James Carlton Cole, Hertford

Lyons Gray, *vice-chair*, Winston-Salem

S. Ellis Hankins, Raleigh

H. Parks Helms, Charlotte

Howard N. Lee, Chapel Hill

Alan V. Pugh, Asheboro

Michael R. Smith, *executive director*, Chapel Hill

Thomas H. Thornburg, *secretary*, Mebane

Harris Becomes Director of Legislative Reporting Service

In January, Martha H. Harris joined the School of Government as director of its Legislative Reporting Service (LRS) and as a research fellow.

Harris comes to the School after more than twenty years as a staff attorney in



VERONICA BELLAMY

the Bill Drafting Division of the North Carolina General Assembly. Her experience includes specializations in state and local tax, economic development, and capital financing. For the past fifteen years, she also has directed training for legal staff in the Bill Drafting Division.

Harris received a JD with high honors from the School of Law at UNC at Chapel Hill in 1982.

In addition to directing the LRS, Harris will edit and coordinate its various publications, including the *Daily Bulletin* and the annual *North Carolina Legislation* book. More information about LRS services is available at <http://ncinfo.iog.unc.edu/programs/lrs/index.html>.

"It's wonderful to be able to bring on someone of Martha's high caliber to care for the Legislative Reporting Service," said Michael R. Smith, dean of the School. "The service's work is valuable to the General Assembly and many who follow legislation, including state agencies and local governments. It is important to continue strong leadership as Bill Campbell steps down after a term of excellent service."

Harris said, "On the basis of my interactions with the faculty and staff over the years, I have great respect for the School of Government and its mission. I am honored that the School has chosen me to join the staff, and very excited to have the opportunity to contribute to its work."

As a research fellow, Harris will collaborate with the School's law faculty in conducting legal research, writing, and advising on local government finance, tax, and employment law.

Wicker Scholarship Available to Student with Ties to N.C. Local Government

A \$1,000 Wicker Scholarship is available for a first-year student planning to enroll at UNC at Chapel Hill in 2005–06. The student must have at least one parent who has been continuously employed full-time by a North Carolina city or county government for the five years immediately preceding January 1, 2005.

The scholarship is awarded on the basis of relative financial need and academic promise. The application deadline is April 1, 2005.

The scholarship honors Warren Jake Wicker, a School of Government faculty member for forty-eight years, who died in 2003.

For more information, contact Virginia S. Malek at Gini_Malek@unc.edu or (919) 962-9490.

Mesibov Appointed University Ombuds

Laurie L. Mesibov and Wayne A. Blair have been appointed by University of North Carolina at Chapel Hill Chancellor James Moeser to establish an ombuds office that will serve all staff and faculty at the University. Mesibov's position is a half-time one, and she will continue her work in education law at the School of Government on a half-time basis. Blair, who has served as the ombuds at Columbia University since 2002, will hold a full-time position. Mesibov and Blair took their positions on February 1, 2005.

Creation of the ombuds office was the top recommendation of the chancellor's Task Force for a Better Workplace. Chancellor Moeser said, "I have every confidence in the skills of Wayne and Laurie to make this office a valuable resource for our faculty and staff by

providing a confidential, informal, and neutral dispute-resolution service. We look forward to the contributions they will make to the Carolina community."

Frayda Bluestein chaired the campus-wide search committee of faculty, staff, and administrators that assessed candidates for appointment by the chancellor.

In addition to providing a dispute-resolution service, the office will identify and recommend improvements or structural changes in the work environment for all employees. The ombuds office will supplement UNC's formal grievance procedures for staff and faculty.

"The new office is important for two reasons," Mesibov said. "First, it will provide a safe place for faculty and staff to bring disputes and broader problems. Second, the ombuds will be a source of ideas for improving the professional



lives of Carolina's faculty and staff and the functioning of the University."

Mesibov, who has been at the School of Government since 1984, specializes in all aspects of elementary and secondary school law except personnel law. She currently edits *School Law Bulletin*. From 1996 to 2000, she split her time between the Institute of Government and the Office of the Provost, where she served as assistant provost.

Dean Michael R. Smith commented, "Laurie is the perfect choice for this new position, and she will do a great job. This is another example of our campus colleagues recognizing the wonderful talent at the School. It is much easier to share her with the rest of the campus knowing that Laurie will continue working here."