



Smith Named Vice Chancellor

Michael R. Smith has been named vice chancellor for engagement at UNC at Chapel Hill, effective November 1. Smith will continue as dean of the School of Government but expand his duties to serve as an advo-



Michael R. Smith

cate for and facilitator of greater campus-wide engagement with North Carolina.

Smith said, "This additional appointment is a tribute to the School and to the work of its faculty with public officials. The School is recognized as a model for how the University engages with the community to improve the lives of North Carolinians."

James Moeser, chancellor of UNC at Chapel Hill, added, "Mike Smith has been among the great champions on this campus for doing more with engagement over the past several years. He has worked tirelessly and with passion. He will help us define the even deeper level of engagement that I know we are capable of achieving."

Drennan to Direct New Judicial College

For the last several years, School of Government Professor James C. Drennan has been overseeing the

formation of a judicial college for North Carolina court officials. The college received \$1 million in funding during the last session of the North Carolina General Assembly, and Drennan was named director in late August by School of Government Dean Michael R. Smith.

Since the 1930s the School, through its Institute of Government, has offered training for North Carolina court personnel. The training has consisted mainly of continuing education conferences to update judges, magistrates, and other judicial personnel on changes in the law; orientation courses for new court personnel; and classes that probe more deeply into sentencing, family and juvenile law, small claims matters, and other specialized issues.

Drennan describes the new college as an opportunity to provide a curriculum that will offer judges and other court officials more intensive coverage of focused topics than is currently available. The college also will design and offer online and digital learning tools that will be accessible at any time.

"Our strength traditionally has been in keeping people apprised of legal developments—new legislation, recent cases, and changes in the justice system's programs," said Drennan. "We do a good job in continuing education and in providing information on a need-to-know basis.

"The update function is important in a constantly changing world," Drennan continued. "A judge's job is judgment within an established framework. Education should make judges more comfortable with their decisions and make the decisions more thoughtful and fair.

"But there is a gap in the kind of education that helps those who have to manage the enterprise of the courts and who therefore need more in-depth learning opportunities," he explained. "And the people who work in the courts, whatever their jobs, come to us in all stages of their careers, but our program is one-size-fits-all. We hope now to be able to diversify and get away from addressing gaps by trial and error."

An advisory committee for the college will bring together people across the court system to provide overall policy guidance and to study broad

issues in court education. This collaboration does not currently exist within the system, said Drennan, but is necessary to avoid duplication, create better policy, and share knowledge of what is needed.

In 2005, Drennan and others visited judicial education programs in California, Michigan, and Nevada to learn about best practices and explore potential partnerships. The 2006 appropriation will help expand the teaching staff to create and implement the new curriculum in North Carolina.

The first programs to be tested will likely focus on areas such as managing of civil trials, trying of capital cases, and management for senior court executives. Some courses will be offered in collaboration with the North Carolina Administrative Office of the Courts, the School's primary court education partner, and with various organizations that can offer specialized expertise in science, business, technology, and other complex topics that come before the courts with increasing frequency.



James C. Drennan

"The judicial college will focus narrowly on the adjudicative role," Drennan explained. "The Institute of Government already has good training in place for advocates, such as defense attorneys for the indigent, and prosecutors. The college will be a set of more intensive programs focused solely on needs that are unique to judges, clerks, and magistrates."

"We are excited about getting the judicial college started," he continued. "The

continued on page 42



continued from page 3

willingness of the members of the General Assembly to commit this funding says a lot about how important the courts are to the state, and we are appreciative of the support they have offered.”

Brannon Retires

On June 30, 2006, Joan G. Brannon retired from full faculty service as the Charles Edwin Hinsdale Professor of Public Law and Government (a title she earned in 1998).



Joan G. Brannon

Brannon arrived at the School of Government in 1971 fresh from achieving high honors at the UNC at Chapel Hill School of Law. For the ensuing thirty-five years, she devoted her considerable intellect and good humor to education, advising, and research on behalf of magistrates, clerks of superior court, and sheriffs. Her career has had a positive and lasting effect on the state.

As a young faculty member, Brannon explored several areas of work before joining Charles Edwin Hinsdale in court administration. “Ed was doing everything with the courts but criminal law,” she recalled. “It was a large and growing field, and I enjoyed the breadth of cases that magistrates were dealing with.”

Brannon soon began teaching, advising, and writing for magistrates and

clerks of superior court. In a natural progression, she eventually taught, advised, and wrote for sheriffs, too. Over the years she has answered thousands of questions, taught innumerable new court and law enforcement officials about the parameters and duties of their jobs, and provided expert counsel to officials faced with difficult situations.

Magistrates are required by law to take and pass the Basic School for Magistrates, which was in Brannon’s hands from the 1970s until her retirement. During her years on the job, she expanded this and other professional training available, including the magistrates’ association conferences; update schools for magistrates; a small claims school; annual conferences for clerks of superior court; an annual conference for assistant and deputy clerks of superior court; a school for new clerks of superior court; and, as needed, civil process schools for sheriffs.

Brannon’s articles and book chapters are numerous, some published by the Institute of Government and others appearing in publications such as the *Administration of Justice Bulletin* and clerks’ procedures manuals. Her books include *Trying Summary Ejectment Cases*, *North Carolina Sheriffs’ Civil Duties: Handling Writs of Execution*, *North Carolina Clerks of Superior*

Court Procedures Manual, *North Carolina Manual for Magistrates*, and *The Judicial System in North Carolina*. She edited *Popular Government* from 1974 to 1976 and *North Carolina Legislation* from 1974 to 1979.

Brannon also found time for substantial work on committees devoted to improving the judicial system, mental health services, and the University. Of particular note was her long service on the Pattern Jury Committee (twenty-two years), on the Administrative Office of the Courts Forms Committee (twenty-one years), as co-counsel to the North Carolina Courts Commission, and on a series of University committees studying the implementation of Title IX on campus and in collegiate athletics.

For the next three years, Brannon will work part-time teaching and advising sheriffs on civil process issues, completing a comprehensive small-claims book for magistrates, and thoroughly updating the *North Carolina Clerks of Superior Court Procedures Manual*.

“This job has been ideal,” Brannon says, explaining how she was attracted to the Institute by the unusual opportunity to apply academic research to practical teaching. “To have a connection with people doing the work, and still teach and write,” she muses, “has been a perfect situation.”

continued on page 44

Behind the Scenes at the School of Government



Staff of the School’s 15,000-volume Joseph Palmer Knapp Library expertly field hundreds of requests for assistance each year. *Left to right:* Marsha Lobacz, assistant librarian; Alex Hess III, librarian; and Yadira Conyers, library assistant.

Behind the Scenes at the School of Government

The work of the School's Publications Division is much in evidence, but its staff are rarely seen. Books and course materials flow from the division, along with bulletins, program flyers, annual reports, catalogs, and Web postings. Thousands of people in North Carolina benefit from the staff's work every year but do not know who they are.



Angela Williams, director of publications, and Kevin Justice, production manager, oversee the School's busy and complex world of editing, design, printing, distribution, and sales. The division produces up to 100 major publications each year and myriad smaller publications.



Books, bulletins, reports, flyers, posters, banners, and much more fall under the creative purview of talented and award-winning graphic designers Robby Poore and Dan Soileau.



An experienced hand at deciphering handwriting and laying out course agendas, Lisa Wright has more than eighteen years of experience in word processing and desktop publishing.



Associate editors Jennifer Henderson, Lucille Fidler, and Roberta Clark are masters at correcting faulty grammar, supplying just the right word, creating indexes that make faculty research as accessible as possible, and ensuring that even the most technical publications leave the division clearly written and error-free. Not pictured: Nancy Dooley.



Christopher Toenes, bookstore manager, and Katrina Hunt, marketing and sales manager, are the people to contact if you have questions about School of Government publications and how to purchase them. The renovation of the Knapp-Sanders Building created a new bookstore on the School's main floor, so finding faculty publications when you are attending a class in the building is easier than ever. And the School's online bookstore and secure shopping cart provide twenty-four-hour access to publications.

Steve Rogers, copy services supervisor (center right) and Ernest Thompson, copy services assistant (center left), keep their Canon ImageRunner 110 busy as they produce more than six million copies of educational materials for the School's clients every year. Thomas Buske, distribution assistant (far left), and Mark Jarrell, mail services assistant (far right), ensure that publications are received and shipped promptly and in good order.



Vogt Retires

On July 1, 2006, A. John “Jack” Vogt retired from regular University service.

A short list of courses taught and developed by Vogt over his thirty-three years at the Institute—annual budget preparation, capital planning and finance, capital budgeting for smaller local governments, budgeting for local elected officials, cash management and investment of public funds, evaluation of local governments’ financial conditions, risk management and insurance, and financial analysis techniques—instantly reveals why his teaching and advising have become legendary.

Ann Jones, budget director of Winston-Salem, said in a 2006 article, “If a mild-mannered Midwesterner with a charming, self-deprecating wit can be called a ‘budget guru,’ that would be our Jack Vogt . . . He has earned a devoted following from grateful students and colleagues in North Carolina and beyond.”



A. John Vogt

Thousands of students, ranging from mayors, city council members, and county commissioners to state and local budget and financial officials, have benefited from Vogt’s expertise. In addition to teaching his regular courses, Vogt directed the Institute’s Municipal and County Administration courses from 1991 to 1995, and he designed and directed the nationally acclaimed North Carolina Local Government Performance Measurement Project (now called the Benchmarking Project).

As a faculty member in the UNC Master of Public Administration (MPA) Program since 1973, Vogt has helped new generations of managers, finance and budget officers, nonprofit directors, and others prepare for successful careers in public service.

“I’ve always liked teaching and the almost daily interaction I have with both public officials and MPA students,” says Vogt. “Calls from officials about current issues they are dealing with have helped me bring real situations into the classroom and blend the worlds of practice and theory. I don’t think I would have been happy doing all one or the other.”

Throughout his career he has created and taught innumerable short seminars and conference sessions for local, state, and national organizations across the United States. He also has advised state legislative committees on capital budgeting, and from 1986 to 1989, he directed the Institute’s Summer Intern Program in State and Local Government for undergraduates.

No less prolific in publishing, Vogt has produced major works, among them, *Capital Improvement Programming: A Handbook for Local Government Officials*; *Capital Budgeting and Finance: A Guide for Local Governments*; and the award-winning *Guide to Municipal Leasing*. From 1976 to 1981, he edited *Popular Government*.

Vogt’s career accomplishments were recognized in 2003 with the Kenneth Howard Career Achievement Award of the Association for Budgeting and Financial Management (a special interest section of the American Society for Public Administration) and more recently with the A. John Vogt Award for Outstanding Commitment to the Advancement of Local Government Budgeting and Evaluation, bestowed by the North Carolina Local Government Budget Association. The association especially honored Vogt by naming him the first recipient of this new annual award.

In looking back over his career, Vogt credits his success to preparing carefully for classes, enlisting class participation, and, when calls came in, listening carefully and responding quickly. No doubt his students would agree, but they would add to the list his warmth, friendship, and genuine interest in their welfare.

In retirement, Vogt plans to spend more time with his family and community. He will work part-time at the Institute for the next three years, teaching and writing on capital budgeting and finance.

Smith Recognized for Teaching Excellence

Associate Professor Jessica Smith has been selected as the next recipient of the School of Government’s Albert and Gladys Coates Term Professorship for Teaching Excellence. Smith will hold the two-year professorship from September 2006 through August 2008.

“Jessie is a wonderful choice,” said Michael R. Smith, dean of the School.

Smith joined the School in 2000 with a goal of working to improve the administration of justice in the North Carolina court system. She researches, teaches, and writes in the area of criminal law, working primarily with judges of the superior court. Each year, Smith teaches in and coordinates two conferences for superior court judges and several seminars. She also provides extensive advising on matters of law and changes in legislation. In addition to her print publications, she has created an innovative series of Internet-based training materials that are available on demand to superior court judges.



Jessica Smith

Before her work at the School, Smith practiced law at Covington & Burling, in Washington, D.C. She also clerked for U.S. District Judge W. Earl Britt in the U.S. District Court for the Eastern

District of North Carolina and for Senior U.S. Circuit Judge J. Dickson Phillips Jr. in the U.S. Court of Appeals for the Fourth Circuit.

Smith was one of eleven nominees considered by the School's Teaching Development Committee. The committee's recommendation of Smith was unanimous, citing her as "a truly outstanding, committed, and skilled teacher—a role model for the excellence in teaching to which all faculty members at the Institute and School of Government aspire."

The teaching award is named for Albert Coates, who founded the Institute of Government (now part of the School) in 1931 and served as its director until 1962, and his wife, Gladys, who was a partner in the Institute's development and an authority on student government in North Carolina.

School Welcomes New Faculty Members

Dona Lewandowski joined the faculty in June 2006 as a lecturer in public law and government, specializing in non-criminal-law issues for magistrates. These issues include summary ejection, small claims procedure, performing of marriages, and appointment and removal matters.

Lewandowski previously served on the faculty from 1985 to 1990, working with district court judges in the area of family law. In the intervening years, she focused on raising her children, taught extensively in the Raleigh home-school community, and served as an adjunct faculty member at Duke University.

Before her first term on the faculty, Lewandowski worked as a research assistant to Chief Judge R. A. Hedrick of the North Carolina Court of Appeals. She holds a B.S., *summa cum laude*, and an M.A. from Middle Tennessee State University and a J.D., with honors, from The University of North Carolina at Chapel Hill, where she was elected to the Order of the Coif.

Dale J. Roenigk became director of the North Carolina Benchmarking Project on July 1, 2006, replacing William C. Rivenbark. From 2005 to the present, he served as the coordinator of the project and an adjunct lecturer.



Dona Lewandowski



Dale J. Roenigk

The Benchmarking Project, which is located in the School's Institute of Government, was created in 1995 to provide comparative data and assessments of service delivery and costs for North Carolina counties and municipalities. It allows local governments to compare their performance and costs with those of other participating units and with those of their own internal operations over time. The project currently collects and reports benchmarking data for ten service areas covering sixteen municipalities. Roenigk also teaches advanced program evaluation in the School's Master of Public Administration Program.

Before joining the School, Roenigk was a planner and evaluator with the North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, in Raleigh. He holds a B.A. in public policy and economics, *magna cum laude*, from Duke University and a Ph.D. in city and regional planning from The University of North Carolina at Chapel Hill.

Pervine Is 2006–2007 Wicker Scholar

The School of Government congratulates Amanda Nicole Pervine of Gastonia, this year's recipient of the Jake Wicker Scholarship.

Pervine is a 2006 graduate of Hunter Huss High School in Gastonia. She intends to study political science at UNC at Chapel Hill. While in high school, she was president of the moot court team, president and cofounder of the debate team, and vice-president and cofounder of the Young Republicans' Club. Pervine attended many summer leadership programs, including Tar Heel Girls' State, the Hugh O'Brian Youth Leadership Seminar, and Summer Ventures in Science and Mathematics. She also has been an active community volunteer with Southwest Middle School, the Interact Club, and the West Gastonia Boys and Girls Club. Her mother is employed by the Gaston County School System.

The \$1,000 scholarship is awarded annually to an entering first-year



Amanda Nicole Pervine

student at UNC at Chapel Hill with a parent who has worked at the local government level for five or more years. The next application deadline is April 1, 2007. For more information, contact Meredith Horne, UNC Office of Scholarships, at (919) 962-9494 or meredith_horne@unc.edu.

The scholarship was created by the 1990 Municipal and County Administration class at the Institute of Government to honor the course director, Warren Jake Wicker. Wicker was a member of the School faculty for forty-eight years—until his death in 2003.

Teaching North Carolina Government



The Institute of Government launched its first training course for local government officials in September 1932. According to Institute founder, Albert Coates, the 300 city and county officials who attended, freely discussed problems that they were encountering and “showed how the movement getting under way could help them in their jobs.”

Governor O. Max Gardner presided at the opening of the two-day course, saying that he “knew of no single program initiated by the University of North Carolina that carried greater promise for the people of this state.”

Gardner’s confidence was well placed. An estimated 500,000 students have attended Institute classes, seminars, and conferences since that inaugural offering. Today 10,000–14,000 public officials annually take courses in Chapel Hill and at sites throughout North Carolina.

UNC at Chapel Hill created the School of Government in 2001 to house the Institute, the Master of Public Administration Program, and specialized services and teaching centers related to the administration of government in North Carolina. The School’s educational programs for local and state government officials still are offered through the Institute, its oldest and largest component. They are comple-



The Statewide School of Governmental Officers for the Study of Governmental Institutions and Processes in the Cities, Counties, and State of North Carolina, held on September 9–10, 1932, was the first course sponsored by the Institute.



Participants in a 1946 School for Public Recreation Officials pose at the original Institute building.



North Carolina clerks of court attended an Institute training course in 1944.

Partial List of School of Government Clients, Past and Present

- | | | |
|--|--|---|
| ABC boards | County commission chairs | North Carolina congressional delegation |
| Administrative Office of the Courts
personnel | County commissioners | North Carolina Council of State members
and executive department secretaries |
| Adult probation parole personnel | County jail health professionals | North Carolina legislators |
| Appellate defenders and their assistants | County land records managers | North Carolina League of Municipalities |
| Appellate judges | County property mappers | North Carolina Local Government
Commission |
| Auditors | County public health board chairs
and members | North Carolina Wildlife Resources
Commission personnel |
| Building inspectors | County public health directors | Nurses |
| Chambers of commerce personnel | County registers of deeds | Police, fire, and rescue personnel |
| Chief juvenile court counselors | County sheriffs | Private development agency personnel |
| City and county accountants | County sheriffs' attorneys | Public defenders and their assistants |
| City and county attorneys | County social services attorneys | Public information officers |
| City and county budget administrators | County social services board chairs
and members | Public library directors and librarians |
| City and county clerks and their deputies | County social services directors | Public school officials |
| City and county education board chairs | County tax assessors and appraisers | Public-sector attorneys |
| City and county finance directors
and officers | District attorneys and their assistants
and administrative staff | Public works administrators |
| City and county fire chiefs and marshals | District court judges | Purchasing officials |
| City and county jail supervisors | Division of youth services training
center directors | Regional planning and intergovernmental
unit personnel |
| City and county managers and assistant
managers | Drivers' education coordinators | Risk management personnel |
| City and county nursing supervisors | Economic development personnel | Sanitary district board members |
| City and county personnel directors | Election board chairs, members,
and supervisors | School board attorneys |
| City and county planning administrators | Engineers and licensed surveyors | School boards |
| City and county planning board chairs | Environmental health specialists | School district superintendents and other
administrators |
| City and county planning directors,
chief planners, and planners | Health care attorneys | Soil and water conservation district
supervisors and employees |
| City and county police chiefs | Historic district commission chairs | State Bureau of Investigation personnel |
| City and county public information officers | Hospital administrators and attorneys | State education board members |
| City and county purchasing agents | Human resource directors | State election officials |
| City and county tax collectors | Law enforcement trainers | Superior court judges |
| City and county zoning administrators | Local and state government managers | UNC administrative officers (e.g., members
of the Board of Governors, members
of the Board of Trustees, and
chancellors) |
| City and county zoning board chairs | Local and state information technology
managers and professionals | UNC at Chapel Hill administrators,
faculty, and staff |
| City council members | Magistrates | Water and sewer authority board members |
| City police attorneys | Mayors | |
| Civic organizations | Mental health board chairs | |
| Clerks of court and their assistants
and deputies | Mental health directors, finance directors,
and clinicians | |
| Community action agency personnel | News media personnel | |
| Community college trustees, presidents,
attorneys, and department heads | Nonprofit service providers | |
| Community development directors | North Carolina Association of County
Commissioners | |
| Councils of government directors and
program managers | | |

mented and informed by the faculty's extensive research, writing, and advising, as Coates envisioned.

The steadfast dedication of School faculty to understanding and meeting the changing educational needs of local government officials is a hallmark of the School's successful service to North Carolina. The Institute's 2006 course catalog, for example, offers 127 educational programs spanning ten broad categories of local government law and administration: attorneys and legal issues;



Amy Joseph

Ben Brown (left), assistant city manager of Greensboro, and Mitchell Johnson, city manager, confer at the July 2006 Public Executive Leadership Academy reunion. Brown was a member of the 2006 class, and Johnson, a member of the inaugural class, in 2005.

budgeting, finance, and accounting; elected officials; environmental services and management; health and social services; judicial branch education; management, administration, and personnel; planning, land use, and economic development; property tax assessment and administration; and purchasing and contracts. Just as in the early days of the Institute, course content remains highly practical and focused on the real problems that public officials face every day.

A typical Institute course is held at the Knapp-Sanders Building in Chapel Hill or at a regional site, runs for 1–3 days, and serves 40–60 students. Content ranges from orientation for new employees or elected officials to advanced career training in a variety of fields.

Specialized in-depth educational opportunities also are available. The Municipal and County Administration courses, now in their fifty-second and forty-second years respectively, together attract about 100 students annually and offer 150 hours of training over eight months. The Public Executive Leadership Academy, the Chief Information Officers Certification Program, and an international certification institute for city and county clerks, all established in 2005, are offered in multiday sessions over many months. In the coming years, a judicial college recently funded by the North Carolina General Assembly will broaden the Institute’s teaching for court officials (see the article on page 3).

Three-quarters of a century after Coates encouraged faculty members to go out and “crawl through the bloodstream”—that is, visit government offices, talk with officials about their concerns, learn their practices and customs, and understand deeply their day-to-day work—School faculty still subscribe to this vision for the structure of their work and as their ethic for teaching, research, advising, and writing. They arrive as scholars well versed in law, finance, management, or public administration, and then they “crawl through the bloodstream” to become experts in the practical work of improving government for North Carolina’s citizens.

Note: All quotations are from *The Story of the Institute of Government*, by Albert Coates.



Amy Joseph

In March 2006, Professor Anita R. Brown-Graham taught in the innovative new Small Towns, Big Ideas workshop, aimed at helping small towns create effective economic development strategies.



Guest speakers often are invited to share their experiences. Janet Reno (left), former attorney general of the United States, spoke to Associate Professor Richard Whisnant’s annual Public Law for the Public’s Lawyers Conference in 2004. She is shown here with Kelly Chambers of the North Carolina Department of Justice.



Section II participants in the 2004–05 Municipal and County Administration courses directed by Gregory S. Allison (front row, far left) and managed by Brian Newport (front row, far right) pose in front of the School’s Knapp-Sanders Building.

Visit www.sog.unc.edu for information on courses, seminars, and related publications offered at the School. To order a course catalog, call (919) 966-5381.