2021 Annual Master Clerks Academies
For City and County Clerks
Sheraton Imperial Hotel Chapel Hill, North Carolina
UNC School of Government

*The Academy will be held at the Sheraton in Chapel Hill located at 1 Europa Drive. To attend in-person, attendees must attend both MMC I and MMC II and reserve a room for both Wednesday and Thursday evening. The Academy will also be offered virtually for those who are unable to attend in-person.

Wednesday, November 17, 2021
MMC Academy I
Class Location: Sheraton Chapel Hill/Zoom

8:45-10:15  
**Motivating without Money**  
Willow S. Jacobson, Professor of Public Administration and Government, and Director, LGFCU Fellows Program, UNC School of Government  
Description: Times are tough. Many cities and counties are deferring annual salary and merit increases and still asking people to “do more with less”. What can you do to maintain your staff’s morale during these difficult times? How can you create a culture that encourages people and creates a positive working environment for all? This session will explore practical ideas you can use in your organization.  
Objectives: Clerks will:
1. Be able to identify people’s different motivational bases;
2. Be able to identify tools and strategies to improve morale; and
3. Leave class with a tool and techniques to help recognize and reward others.

10:15-10:30  
**Break**

10:30-12:00  
**Managing a Multi-Generational Workforce**  
Willow S. Jacobson, Professor of Public Administration and Government, and Director, LGFCU Fellows Program, UNC School of Government  
Description: The impending exodus of baby boomers from the nation’s workforce, coupled with the increasing competencies and skills required of public-sector employees to provide quality services, sets the stage for a key challenge that governments will face in the coming years. This session will focus on how workforce planning can help governments perform strategically in the face of increasingly complex governmental demands made even more challenging by the impending changes in and demands for human capital.

12:00-1:00  
**Lunch**
1:00-2:30  Implicit Bias Workshop
Jim Drennan, Adjunct and Former Albert Coates Professor, UNC School of Government
Description: We all have biases. It’s human to have them. Some are explicit. Most are not; they are implicit. This class will explore the HOW (thinking fast and slow) and WHY (so we can survive) of implicit (or unconscious) biases. And the ways we can minimize their effect on us as we work toward an inclusive world where distinctions that should not matter don’t matter.
Objectives: Participants will:
1. Be able to describe the processes of fast thinking and slow thinking;
2. Develop an awareness of the factors that might affect the fairness of discretionary decisions they make; and
3. Identify strategies to minimize the impact of the unconscious associations that might affect their decisions.

2:30-2:45  Break

2:45-4:15  Diversity, Equity, and Inclusion Workshop
Instructor: TBD

4:15-6:15  Meet and Greet: Gather with your fellow clerks to reunite with old friends and colleagues and make new connections.
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Thursday, November 18, 2021

Thursday, November 18, 2021
MMC Academy II
Class Location: Sheraton Chapel Hill/Zoom

9:00-10:30  Legal Duties of a Municipal Clerk
Kristina Wilson, Assistant Professor of Public Administration and Government, School of Government
Description: This nuts-and-bolts session will focus on the ins and outs of a day in the life of a municipal clerk including refreshers on meeting schedules, special and emergency meetings, and notice requirements. Clerks will also receive an overview of legal research techniques and resources.

10:30-10:45  Break

10:45-12:00  Advanced Board Procedures
Kristina Wilson, Assistant Professor of Public Administration and Government, UNC School of Government
Description: This session will expand on the fundamentals of parliamentary procedure. Participants will be required to demonstrate their mastery of those fundamentals and the statutory rules governing local board procedures by successfully completing a series of practical exercises.
Objectives:
1. Apply statutory quorum requirements.
2. Apply statutory and common law voting rules;
3. Determine the impact of a board member’s failure to vote; and
4. Analyze when a member may or must be excused from voting.

12:00-1:00  Lunch

1:00-2:15  Appointment Reporting
Ann Elmore, Agency Legal Specialist, North Carolina Secretary of State
Description: This session will help clerks navigate the appointment reporting process, including gaining an understanding of online reporting procedures, appropriate forms, appointment data collection, and the underlying relevant statutes.

2:15-2:30  Break
2:30-4:00  Changing Technology in the Clerk's Office  
Shannon H. Tufts, Associate Professor of Public Law and Government and Director, Center for Public Technology, UNC School of Government  
**Description:** This session will focus on the emerging technologies impacting clerks’ offices. There will be focus on a variety of topics, including the legal and political considerations of using social medial and other technology in the workplace.

4:00-4:30  Jeopardy!  
Rebecca Badgett, Local Government Legal Educator, UNC School of Government  
Kristina Wilson, Assistant Professor of Public Administration and Government, UNC School of Government  
**Description:** This session will employ a mock trivia game to test and enhance clerks’ knowledge of core subjects, such as the open meetings law, closed sessions, the public records law, board procedures, ordinance books and codes of ordinances, minutes, and more.

4:30-5:30  Concurrent Business Meetings  
(N.C. Association of Municipal Clerks: General Session Room)  
(N.C. Association of County Clerks: Location TBD)
Friday, November 19, 2021
MMC Academy II
Class Location: Sheraton Chapel Hill/Zoom

8:30-9:30
Legislative Update
Instructor: TBD
Description: This session will review newly enacted laws affecting or potentially affecting local governments and will pay special attention to provisions of interest to clerks.

9:30-9:45
Break

9:45-11:30
Quasi-Judicial Hearings
Jim Joyce, Assistant Professor of Public Law and Government, UNC School of Government
Description: This session will provide an overview of the notice and hearing requirements for quasi-judicial decisions.
Objectives:
1. Distinguish which decisions are classified by the law as “quasi-judicial” as opposed to legislative, administrative, or advisory decisions;
2. Understand how to provide notice for and conduct evidentiary hearings;
3. Understand the legal requirements for decision documents on quasi-judicial matters;
4. Apply voting rules for quasi-judicial decisions when there are vacancies or conflicts of interest by board members; and

11:30
DISMISSAL

Credit for Successful Completion of Master Clerks Academies

The School of Government of The University of North Carolina at Chapel Hill is the International Institute of Municipal Clerks’ recognized provider of city and county clerks’ educational programming in North Carolina. The School’s Clerks Academies may be used for credit towards the IIMC’s designations of Certified Municipal Clerk (CMC) and Master Municipal Clerk (MMC).

The School also works cooperatively with the North Carolina Association of County Clerks and the North Carolina Association of Municipal Clerks to provide programs that earn credit under their respective state certification programs.

The School awards points for successfully completing the 2021 Master Clerks Academy I, and Master Clerks Academy II. Points are awarded separately for each Academy. To receive credit for an Academy, the student must attend all sessions as shown by the School’s electronic attendance monitoring system and must complete and submit an on-line evaluation form for that event. No partial credit can be awarded.

Amounts of Credit Awarded
1. Persons successfully completing Master Clerks Academy I will receive 3.0 CMC/MMC points (6.0 hours).
2. Persons successfully completing Master Clerks Academy II will receive 3.0 CMC/MMC points (6.0 hours)
3. The amount of credit awarded by the NC Association of Municipal Clerks and NC Association of County Clerks in their respective state certification programs is decided by each association in accordance with its own rules. Generally, the amount of credit allowed is based on the number of classroom hours attended.
Instructor Bios

Rebecca Badgett is an attorney who joined the School of Government in 2017 as a local government legal educator. Badgett teaches, researches, and advises on the topic of short-term rental regulation and has authored blogs and a book on this topic. She also assists faculty with legal research and helps facilitate the Lead for North Carolina (LFNC) fellowship program. Badgett earned her law degree from North Carolina Central School of Law and holds a master’s degree in teaching from UNC–Wilmington. She clerked for North Carolina Court of Appeals before joining the School.

Jim Drennan joined the School of Government (then the Institute of Government) in 1974. He teaches and advises on court administration issues, judicial ethics and fairness, criminal sentencing, and judicial leadership. While on leave from 1993 through 1995, he served as director of the North Carolina Administrative Office of the Courts. Drennan earned a B.A. from Furman University and a J.D. from Duke University, where he served on the editorial board of the Duke Law Journal.

Ann Elmore is an Agency Legal Specialist with the North Carolina Department of the Secretary of State. As an Agency Legal Specialist, Ann educates North Carolinians on how to avoid harm related to investments, charities, and counterfeits. She also connects police and other professionals, as well as citizens, to various resources to investigate and remediate harm. Before joining the Secretary of State, Ann spent twenty-nine years as a prosecuting attorney in Georgia and Florida.

Willow Jacobson joined the School of Government faculty in 2003. Prior to that, she taught in the Master of Public Administration program at the University of Connecticut and worked on the Government Performance Project and the New Jersey Initiative at the Alan K. Campbell Institute at The Maxwell School of Citizenship and Public Affairs, Syracuse University. She has also assisted with strategic planning for community collaboratives in California and Oregon state government. Currently Jacobson teaches in the Master of Public Administration program and directs the LGFCU Fellows program, which she helped create in 2011. She was also involved in the 2005 inaugural session of the Public Executive Leadership Academy. Her research has appeared in Public Administration Review and Public Personnel Management. Jacobson earned a PhD from Syracuse University.

Jim Joyce joined the School of Government in 2020, where he teaches, advises, and researches on community planning, development regulation, and environmental topics. Before coming to the School, he practiced environmental and land use law for over ten years at K&L Gates LLP. In addition to his practice, he wrote regular alerts and updates on environmental and zoning topics, helped train Carolina’s energy industry leaders on managing regulatory compliance, and authored several articles on the development of new oil and gas regulations for the state of North Carolina. Prior to entering private practice, he served as a summer clerk and fall fellow at the School, where he co-authored Inclusionary Zoning: A Guide to Ordinances and the Law, with Professor C. Tyler Mulligan (School of Government, UNC-Chapel Hill, 2010). Joyce holds a BA with Highest Honors in Political Science and French from UNC-Chapel Hill, a Master of Community Planning from the University of Maryland, and a JD from the University of Virginia School of Law.

Shannon Tufts designed and implemented the first local government Chief Information Officers Certification program in the nation and continues to run CIO certification programs for local and state government IT professionals. She created a National Certified Government Chief Information Officer program in 2007, in order to serve the growing needs of public sector IT professionals across the nation. Tufts has taught numerous courses on public sector information systems across the United States, including IT investment strategies, embracing technology, project management, and stakeholder engagement in technology-enabled government. She serves on several federal, state, and local government committees to promote the effective use of technology in the public sector. Her publications in the area of e-government and public sector information technology include Humanizing IT: Advice from the Experts with G. David Garson, numerous book chapters, and articles in Social Sciences Computer Review and Popular Government. She was named Albert and Gladys Coates Distinguished Term
Assistant Professor for 2012–2014. Tufts earned a BA from UNC-Chapel Hill, an MPA from UNC-Charlotte, and a PhD in public administration with a concentration in public sector information systems from North Carolina State University.

**Kristina Wilson** joined the School of Government in September of 2021, and her work focuses on local government structure and authority, board procedures, and public records and transparency issues. Prior to joining the School, Kristina practiced as a Civil Litigation Associate at Yates, McLamb & Weyher LLP in the areas of medical malpractice and general civil liability defense. Kristina received her J.D. *cum laude* from Wake Forest University School of Law where she was a published member and Executive Online Editor of the *Wake Forest Law Review*. Kristina earned undergraduate degrees in English and Spanish *cum laude* from Georgetown University. She is a member of the North Carolina State Bar.