



Friends of the Institute Newsletter

Vol. 1 No. 4 Fall 2002

The Institute of Government

A message from the Dean

Dear Friends,

I have some sad news to share with you. On September 25, Mrs. Gladys Hall Coates died at the age of 100 at her home in Chapel Hill. Albert and Gladys Coates were the heart and the soul of the Institute of Government for many long years, and their philosophy and sound original vision continue to be at the heart of what we do today. We owe them an enormous debt of gratitude, for without them this unique institution would never have been conceived or contributed so much to North Carolina.

Mrs. Coates had a wonderful spirit and a keen intelligence that many of us were privileged to experience over the years at the numerous Institute and University events she graciously attended. We will all miss her presence among us.

A garden courtyard and veranda site adjacent to the former auditorium in the east wing of the Knapp Building has been named in memory of Mrs. Coates and her extraordinary contributions. Memorial contributions toward landscaping and furnishings may be made to the Institute of Government Foundation, CB# 3330 Knapp Building, Chapel Hill, N.C. 27599.

On September 20, the Friends of the Institute of Government's West Regional Council members hosted the first Friends of the Institute of Government regional event in Asheville. We thank the Council for organizing and hosting a wonderful social and barbeque dinner at the North Carolina Arboretum to honor Jake Wicker and to celebrate the School of Government.

I look forward to the East Regional Council's fall social and barbeque dinner on November 14 at East Carolina University's new Murphy Center. All our friends in eastern North Carolina are invited to attend. Phil Dixon's short article about the social appears on page 3.

Your ongoing support of the Institute, the School, and our important mission is gratifying.

Sincerely,

Michael Smith

Michael Smith, Dean

Friend of the Institute Profile

An Interview with Bill Gibson, Executive Director, Southwestern Commission

By Jackie Messer, Friends of the Institute West Regional Council Member



Bill Gibson

Bryson City, Swain County—My first scheduled interview with Bill Gibson was cancelled because "the hay was ready." Since I am not a farmer, I had to ask some questions. Bill explained that when a hayfield gets to a certain critical point, everything else comes to a standstill while it is cut. Gentleman farmer Bill usually arranges his schedule to accommodate such interruptions.

Bill's interest in Western North Carolina extends far beyond farming. He was born in Jackson County and began his career as a regional planner with the Southwestern Commission in 1973 after graduating from Western Carolina University. For the past twenty-seven years, Bill has been committed to improving the quality of life in western North Carolina as the Executive Director of the Southwestern Commission. His organization is charged with facilitating the

efficient provision of public services offered by local government units in Cherokee, Clay, Graham, Haywood, Jackson, Macon, and Swain counties.

Bill completed the Institute of Government's County Administration Course in 1984 and learned more about local government than he had learned in any other course over the years. He also appreciated Institute faculty member and course director Jake Wicker: "He is the Institute to many of us." Over the years, numerous appointed and elected officials in the counties served by Bill's planning commission have taken courses at the Institute.

Bill does not talk about himself very much, so it was necessary to seek out a coworker, Mary Barker, to learn more about him. Mary has been with the Southwestern Commission (originally called the Southwestern Planning and Economic Development Commission) for more than twenty-seven years, arriving six months after Bill. She reports that he is very easy to work for and has a hands-off style of management. He gives the staff the criteria for the job and then allows them the opportunity to do that job, only stepping in when needed.

In addition to his work for the Southwest Commission, Bill is an active member of several statewide boards, including the North Carolina Community Development Council, the North Carolina Progress Board, and the North Carolina Infrastructure Council. He is also a founding board member of the North Carolina Rural Economic Development Center and the Western North Carolina Housing Partnership.

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Institute of Government News

- **Gregory Allison** created and piloted the first N.C. State Treasurer's Accounting, Auditing, and Financial Management Conference, which was held in New Bern in June with assistance from the State Treasurer's Office. This annual conference will provide updates for finance officers and independent public accountants who audit local governmental entities.
- In the past year, **Frayda Bluestein** has conducted extensive teaching and advisory services related to the legislature's 2000-2001 changes in purchasing and contracting regulations. She placed written material on-line at the Institute's Web site and, in February, joined with several sponsors in presenting a statewide teleconference on new building construction requirements. These activities produced the state's only comprehensive sources of information and guidance on the very significant legislative changes that took effect almost immediately after their enactment.
- **Phillip Boyle** planned and designed the North Carolina Master School Board Program. Twelve school boards are currently

participating in the program, which will be showcased at the National School Board Association's (NSBA) statewide conference in Greensboro. The flagship course, "Understanding School Boards in a Democracy," was featured at the North Carolina School Board Association's board trainers' conference in Asheville in June 2002.

- In June **Bob Farb** presented two one-hour Webcasts entitled "Selected Issues in the Law of Interrogation and Confessions" and "Fourth Amendment Search and Seizures without Probable Cause." Simultaneous PowerPoint presentations on each subject were available to listeners during the Webcasts.
- **Jessie Smith** recently offered the first installment of an electronic lecture series for North Carolina's Superior Court Judges. The first installment features her conference lectures and is available in a Web-based format and in two different CD-ROM formats. The Web-based format allows judges to log on to a Web site and view the PowerPoint presentation used at the conference while listening to an audio

version of Smith's lecture. All handouts can be printed from the Web. Judges without an Internet connection can obtain a CD-ROM featuring the same audio and PowerPoint presentation, which can be viewed on or printed from a computer. A second CD format containing an audio version of the lecture is also available; it can be played on any car or home CD player. Contact **Jessie Smith** at (919) 966-4105 for more information about the electronic lecture series.

- **David Ammons** and coauthors **Erin Norfleet** and **Brian Coble** have published *Performance Measures and Benchmarks in Local Government Facilities Maintenance*, a collaborative effort of the Institute of Government and the International City/County Management Association. The publication is available on-line at www.sog.unc.edu or by calling the Institute's Publications Sales Office at (919) 966-4119.

For current course and publication information, please visit the School of Government's Web site at www.sog.unc.edu.

Civic Education

The N.C. Civic Education Consortium received a grant of \$400,000 over two years from the Carnegie Corporation to support organizational development and projects in the nationally known K-12 civic education program. The Z. Smith Reynolds Foundation also continued its generous support of the Consortium with a grant of \$250,000 over two years; the grant supports operations and projects. The Foundation also committed \$60,000 to maintain the Consortium's successful statewide small grants program for schools and community organizations. **Debra Henzey** directs the Consortium and its statewide steering committee. For more information about the Consortium, visit its Web site at www.civics.org.

"I don't know what sheriffs and their deputies would do without the Institute of Government. The training, publications, and advice offered by the Institute's faculty members insure quality service to our citizens. By limiting our liability, we save tax dollars too."

—**Frank McGuirt**, Sheriff, Friends of the Institute Southwest Regional Council member

New County Commissioners' Schools

Early next year the Institute will offer four regional schools for new and veteran county commissioners and their appointed staff members. The four-day County Commissioners' School provides an introduction to several key topics related to North Carolina county government, including new powers and the organization of the county; taxation, budgeting, and finance; planning; purchasing; and relationships

between the board of commissioners and other local boards that are fiscally dependent on the county. The dates and locations for the 2003 Commissioners' Schools are January 13-16 in Durham, January 28-31 in Hickory, February 11-14 in New Bern, and February 25-28 in Dillsboro. For more information about the schools, contact Monica Glover at glover@iog-mail.iog.unc.edu or (919) 843-6518.

What Do Friends Say About The Institute?



"The Institute of Government faculty members are the experts in the state of North Carolina in their field, and that is particularly valuable when you are in a small municipality and your resources are limited. To know that I can pick up the phone or e-mail one of the faculty members to ask them questions is so helpful."

—**Karen Andrews ('94)**, Town Manager, Rutherfordton, and Friends of the Institute West Regional Council member

East Council Fall Reception and Barbeque Dinner to Be Held in Greenville

By Phil Dixon, Attorney, and Chair of Friends of the Institute of Government East Regional Council



Janice Faulkner

We have planned an evening filled with fellowship and good times at the Friends of the Institute of Government East Regional Council's fall social and barbeque dinner on Thursday, November 14, from 5:00 to 7:30 P.M. at East Carolina University's brand-new Murphy Center, which overlooks the football stadium. You and public officials from across eastern North Carolina are invited to celebrate the School of Government and honor State Senators Bob Martin and Ed Warren for their exemplary public service to our region.

The evening will begin with a social, followed by a welcome from the East Regional

Council. Michael Smith, Dean of the School of Government, will talk about the new School, the Friends of the Institute, and the Institute's teaching, advising, publishing, and research services for eastern North Carolina's elected and appointed local government officials.

Janice Faulkner, who has been one of eastern North Carolina's most impressive public servants, will then present the East Regional Council's Public Service Awards to the senators. Most recently—from 1997 until her retirement last year—Faulkner served as Commissioner of the North Carolina Division of Motor Vehicles. In 1996, she became the first woman to serve on the ten-member Council of State, a post she held until a duly-elected secretary was sworn into office in January of 1997. Faulkner has also served as Secretary of the N.C. Department of Revenue. She has held both leadership and teaching positions at East Carolina University, where she was Director of the Regional Development Institute.

Robert LaFayette Martin has served nine terms as a state senator for the district encompassing Edgecombe, Martin, Pitt, Washington, and Wilson counties. Prior to being elected to the Senate, Bob Martin was a Bethel town commissioner (1949–1951), mayor (1951–1956), and Pitt County commissioner (1956–1984). His most notable accomplishment was sponsorship of the bill

that created the Senator Bob Martin Agricultural Center in Martin County.

Ed Warren's public service career spans forty-nine years. He is currently a businessman with interests in real estate, investments, rental properties, and farming. Prior to entering private enterprise, he served as a public school administrator, a faculty member at East Carolina University's School of Education, and an administrator at Pitt Community College. Among his significant accomplishments is co-sponsorship of the Senate bill for the \$3-billion bond for the UNC System.

The generous sponsors that have helped to make this event possible are Capital Management of the Carolinas; Rivers & Associates; Sumrell, Sugg, Carmichael, Hicks & Hart P.A.; and Tands Inc./Bojangles. We are thrilled that B's Barbeque of Greenville will cater our dinner of pork and chicken barbeque with all of the fixings, sweet tea, and dessert. B's was mentioned in a recent *USA Today* story about barbeque restaurants.

Please make plans now to attend the fall social and enjoy an evening of good company and food with other friends of the School and Institute of Government. Tickets are \$10 and can be purchased from any of the East Regional Council members (see p. 8) or by contacting Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu.

North Central Regional Council Meets

The newest Friends council has convened two meetings at the Atlantic Coast Conference headquarters in Greensboro. The council members first met in July to learn more about the Friends of the Institute of Government, the School of Government, and the Institute of Government Foundation. Ed Kitchen, Greensboro's City Manager, agreed to serve as chair of the North Central Council. The council also met in October to plan its activities for the coming year.

The North Central Regional Council is the fourth Friends of the Institute regional council; councils in the east, southwest, and west regions were formed earlier this year.

The goal of the Friends of the Institute is to increase public and private financial support for those Institute activities and services not fully funded by the state. The councils meet to plan regional events and conduct other activities to help promote the Institute of Government's mission. The Institute will recruit council members for five other regions of the state. Please contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu if you are interested in serving as a regional council member in your area or if you know someone familiar with the Institute who might be interested in doing so.



Friends of the Institute of Government North Central Regional Council members at their July meeting at the ACC Office in Greensboro.

Janet Edwards's Municipal and County Administration Alumni News

The School's 180-hour flagship course in Municipal and County Administration is designed to provide an in-depth overview of local government to managers and department heads. In this column, Janet Edwards, the long-time coordinator of the course, invites alumni to get back in touch.



Dear Friends,

I'm excited to introduce a new feature section that will allow our alumni to write short articles about the latest happenings in their hometown, city, or county and about how they have used what they learned in the Municipal and County Administration Course to benefit their communities. Thank you Joel Davis ('02) for writing the first story about the Town of Spring Lake. I encourage others to contact me if you would like to write a story about your community. You can reach me at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

Please send me your stories!

I want to thank our alumni for sharing their stories in the fall newsletter. I need your help to feature special interest stories about Municipal and County Administration Course alumni in our next newsletter. Please send any alumni news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at the e-mail address or phone to the left.

My Hometown: Spring Lake, NC

By Joel Davis ('02), Manager, Town of Spring Lake

Last fall I attended the School of Government's Municipal Administration Course. There I acquired valuable knowledge that I have used to address the traditional local government issues that affect most of North Carolina's municipalities.

The issues we are dealing with in Spring Lake—in common with other municipalities across the state—include economic development, town beautification, and developing and implementing more efficient ways to provide services to our citizens with less money. We have implemented various methods to assist us in addressing these issues.

For example, we have developed a comprehensive economic development strategy that will be instrumental in our efforts to expand the tax base. Our goal is to diversify the types of commercial and retail industry in Spring Lake. Integral to this process is a revision of our zoning ordinance to ensure that properties are zoned in a way that maintains the integrity of our neighborhoods while allowing for managed economic development.

We have also written a comprehensive ordinance on community appearance standards to assist us not only in managing new commercial and residential development but also in ensuring that existing developments maintain an aesthetically pleasing appearance.



Left to right, Spring Lake Council members **James E. Wall**, **Maggie Corgan**, Mayor Pro-Tem **James P. O'Garra**, Mayor **Ethel T. Clark**, Town Manager **Joel A. Davis** and Council members **Richard Higgins** and **Napoleon Hogans**

Spring Lake, like so many North Carolina counties and municipalities, has recently felt the financial pinch of the state's decision to withhold local reimbursements. We have implemented several fiscal policies that serve to increase the operational efficiency of the town. For example, we have merged some positions and eliminated others through attrition, which has saved taxpayers an enormous amount of money without compromising the level and quality of the services provided.

Finally, we have restructured our purchasing policy in a manner that requires department heads and supervisors to be more diligent in seeking new and innovative ways of

managing their capital and operational budgets. Departmental budgets are tied to goals and objectives, which are set annually during the budgeting process and reviewed with department heads at the conclusion of the fiscal year. We assess the extent to which their goals and objectives were achieved in relation to the amount of funds expended. Department heads are required to quantitatively evaluate their budget requests and to measure the costs against the benefits gained in terms of increased levels of services to citizens. In Spring Lake, we want to make sure that taxpayers get the most bang for their buck.

The Municipal Administration Course is one of the many great training tools offered by the School of Government. The course covers a very broad range of topics essential to managing government effectively and efficiently. It provided me with an opportunity to discuss some of the issues affecting Spring Lake with other managers and to exchange ideas about how to address them. I use the knowledge gained from the course every day in my job. I highly recommend this course to my colleagues across the state. In fact, I liked the course so much that I encouraged Bobby Doberstein, Spring Lake's fire chief, and Jeff Insley, our police chief, to attend the course this year.

Credit Union Awards Scholarship

Joey Raczkowski ('03), Wilson County's Director of Planning and Inspections, has been awarded the first full-tuition scholarship from the N.C. Local Government Federal Credit Union (NCLGFCU) to attend the School's County Administration Course for 2001–2002. "The Credit Union scholarship will be a huge asset to my professional growth and to Wilson County because we have had to cut back on our training budget due to the state's budget situation," says Raczkowski. "I would not have been able to attend the course without receiving this scholarship." Raczkowski learned about the scholarships at his local Credit Union branch, and he encourages other local government employees to apply for them.

The NCLGFCU started the tuition scholarship program in January to enable members to cover the costs of attending Institute of Govern-



Joey Raczkowski

ment classes, conferences, and seminars. The goal of the program is to promote the career development of Credit Union members who are local government employees. The quarterly deadlines for applications are June 15, September 15, December 15, and March 15. Scholarship applications are available on the Credit Union's Web site, www.LGFCU.org, or from the NCLGFCU administrative offices, telephone 1-(800) 344-4846 or e-mail at Info@LGCU.org.

Alumni Association Awards Scholarship

The Municipal and County Alumni Association has awarded a full-tuition scholarship to Tony Sears ('03), the town manager of Kenly. The Alumni Association encourages all city and county government employees who might not be able to participate in the Municipal and County Administration Course because of budgetary limitations to apply for the \$850 needs-based scholarship. Eight public officials have received alumni association scholarships since they became available in 1998. Scholarship applications for the 2003–2004 course sessions will be available and distributed in June 2003. For more information, please contact Janet Edwards at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

1970s

Bill Rice ('77), former manager of Pamlico County, passed away in July. "I know that Bill really appreciated the School of Government and worked hard to support its mission and practice. Bill was Pamlico County's first manager and retired after many years of service," writes **Randy Beeman** ('94), Pamlico County Manager.

1980s

Jerry L. Ayscue ('85), Vance County Manager, was elected in June to serve as president of the North Carolina City and County Management Association. Mr. Ayscue received the Edwin M. Gill Award after he completed the County Administration Course in 1985.

1990s

Beverly Blythe ('92) retired as Orange County Clerk to the Board in June after serving the county for eighteen years. By order of the county commissioners, the week of June 24–30, 2002 was declared "Beverly Blythe Week" in Orange County. . . **Karl Knapp** ('96) has moved from the City of Winston-Salem to become Director of the Tax Research Division of the N.C. Department of Revenue in Raleigh. . . **Martha Zeigler** ('99) became Director of Finance for the Metropolitan Sewerage District of Buncombe County in July. "The Municipal Administration Course was like taking a fine arts course in college," says Zeigler. "The course gave me a broader understanding of how local government works and a frame of reference to make better financial decisions that ultimately benefit citizens."

Alumna Promoted to Town Manager

Carol Sparks Cleetwood ('98) wanted to make a career change in 1994 when she applied for the position of deputy town clerk/zoning administrator for the Town of Carthage. She never dreamed when she was hired that seven years later that she would become the town manager.

Sparks Cleetwood's rise up the local government career ladder was aided in part by the fifteen Institute of Government schools and courses she has taken over the past few years. "I'm a poster child for the Institute. I would not be a manager today without the Institute of Government. The Institute's courses provided me with the knowledge, skills, and confidence to advance my career," she says.

Sparks Cleetwood was introduced to the Institute of Government by former Town Manager Stan Williams, who encouraged her to attend the City and County Clerks School in 1995. She and Williams had to scrape together enough money for the course because, at the time, the town had no budget for employee training. Sparks Cleetwood's early training

came in handy as she was promoted quickly to town clerk.

The Carthage Town Council recognized the value of its initial investment in Sparks Cleetwood's training and began to allocate funds annually for employee training. With the blessing of the town council, she pursued further training and became a certified municipal clerk in 1997 after taking a battery of Institute schools and courses.

The Institute course most valued by Sparks Cleetwood is the Municipal Administration Course, which she completed in 1998. "The course was wonderful. I knew nothing about GIS systems, landfills, the fire department, or building a park before I took the course. After graduating from the course, I was able to directly translate what I had learned when the town built a \$500,000 recreational facility," she says. "I came away from the municipal course with a much better understanding of the general workings of local government that has prepared me to be manager." Most importantly, she noted, the



Carol Sparks Cleetwood stands in front of a mural recently painted in Carthage's new municipal building. The Town of Carthage was once known as the "Buggy Capital of the World."

course gave her the "inner courage" to apply for the job as Carthage's first woman manager.

Sparks Cleetwood, who became town manager in 2001, believes she has found her calling: "I love my job. I thrive on solving the town's problems. I have the best crew of town employees in the world. They will go the extra mile to do their jobs for the town." She also praised the Institute faculty members who taught the municipal course for creating an interactive classroom environment that encouraged people to share their real-life experiences as part of the instruction. She continues to call on the Institute's faculty members and her classmates from across the state when she needs help with a particular issue.

Institute of Government News

Knapp Foundation Challenge Update

\$513,892 in gifts and pledges has so far been made toward meeting the Knapp Foundation's landmark \$1 million challenge grant. By June 30, 2003, the grant, which is the largest private gift in the Institute's history, must be matched by additional private and public contributions. We welcome gifts from individuals, counties, municipalities, associations, businesses, public agencies, and other foundations to any of the designations below or to other special naming opportunities:

- IOG Foundation Capital Improvement (Designation #0587)
- Jake Wicker Tribute (Designation #0580)

- N.C. Local Government Wing Campaign (Designation #0511)
- MPA Program Renovations and Furnishings (Designation #0516)
- Nanette Mengel Garden (Designation #0588)

Thank you to all our contributors! The Friends of the Institute Regional Councils have decided to focus their efforts on helping to meet the Knapp Challenge. Contributions of any amount are welcomed and appreciated. If you would like to make a gift, please complete the form on page 7 and mail your gift today.



Wicker Tribute Passes the Halfway Point!

The Wicker Tribute Steering Committee came together last year to establish a permanent tribute to Jake Wicker in the School of Government building. The committee's goal is to raise \$300,000 to name the largest classroom in the

School's new N.C. Local Government Wing the Warren Jake Wicker Classroom. Generous gifts and pledges from Jake's friends, local governments, professional associations, and others have already raised \$156,000 toward

the committee's goal! Thank you to all who have already made gifts to the Wicker Tribute. If you would like to contribute, simply check the box for the "Jake Wicker Tribute" on the form on page 7 and mail your gift today.

Ann Sanders Honored

In mid-August, the School of Government celebrated the dedication of the Ann Beal Sanders Archive and Rare Book Rooms in its newly constructed library. The rooms were dedicated with a gift from Mr. Ben M. Jones III of Hendersonville in honor of Mrs. Sanders's strong support during her husband John's tenure as a faculty member and his twenty-five years as Director of the Institute of Government. The school's library houses one of the most extensive collections of North Carolina government materials in the state, and its staff fields thousands of research questions from state and local officials each year.



Left to right, Dick Murphy, SOG Dean Michael Smith, Henry Bowers, Ben Jones III, Ann Sanders, and former IOG Director John Sanders in front of new archive and rare book rooms.

Contributing Friends of the Institute

Thank you to all who support the School and Institute of Government. The gifts and/or pledges made to the Institute of Government Foundation from August 1, 2002, to September 30, 2002, are acknowledged below.

Elizabeth Lewis Abernethy Nancy G. Adams Gregory S. Allison Jr. Stephen Allred Lynne H. Anderson A. Jervis Arledge C. Ronald Aycock Janet G. Baradell Beverly T. Beal Grafton Gatling Beaman A. Fleming Bell, II Maureen Berner Jerri Lynne Bland Ashley Degner Blizzard O. Rolf Blizzard III William J. Block H. Hazen Blodgett III Raymond George Boutwell Anthony Mason Brannon Joan Goren Brannon Cyrus Lee Brooks Sr. Vivian Charlene Brummitt J. Shepard Bryan Jr. Charles Robinson Buckley III David Barrett Burge James Elam Caldwell Jr. Clyde Cauley Clark Hanes Charlton Jennifer Eisenmenger Charlton Nancy Williams Cheek Neal King Cheek Walter Calvin Clark Gladys W. Clarke Jean D. Coble	R. Lynn Coleman Patricia A. Connor David Craig Cooke Walter Harvey Dalton James Lee Davis Beth A. Eastlick Stephen B. Edwards James Gooden Exum Jr. Donald L. Farmer Forrest Andrew Ferrell Lucille F. Fidler Cindy Cole FitzGerald Kevin Michael Fitzgerald Fred Folger Jr. Larry Grant Ford Sallie Lewis Futrell David V. Gold Margot Lynn Gold Amy Marie Gorely Kyle Howard Gray R. Frank Gray Millie Riddle Harding Donald Bales Hayman Charles H. Henderson Bonnie Keaton Hensley Debra Henzy Jimmie Banks Hicks Jr. Robert Stubbs Hight F. Ray Hockaday Jr. John W. Hollowell James E. Holshouser Jr. Clyde Holt III Sally S. Hudson Darryl M. Hurst Ellen Z. Jackson Mary P. Jackson John H. Jackson S. Chuck Kitchen Anne Marie Knighton Patricia Anne Langelier	Jennifer Huggins Larson F. Rivers Lawther Jr. Jennifer Lynn Lehman Scott Evan Leo Robert Curtis Leyda James Monroe Long Crystale Marrow Joel Mashburn Harvey R. Mathias Robert Waring Oast Jr. Thomas Russell Odom Brenda A. Oliver David Whit Owens Sara Laurens Pressly Alan Virgil Pugh Ripley Eagles Rand Emily W. Reynolds Ralph M. Riddle Laura Lewis Rogers Andrew Louis Romanet Jr. John L. Sanders John L. Saxon Stephanie Ann Schmitt John Harris Schwab Robert S. Segal Ann Cary Simpson Kermit Skinner Jr. Teresa Derrick Smith Wanda Kay T. Spivey Oscar Edwin Starnes Jr. Judith A. Starrett John B. Stephens James Russell Sugg Sr. Nancy Taylor Sumner Stewart J. Sykes Irma P. Tingle Janice Thomas Gustav M. Ulrich Eugene Valanzano Devorah Leah Waesch	Aimee Nicole Wall Wesley Herndon Wallace Donna Elizabeth Warner Mark Lawrence Weinberg David Colin Wright Marie Peachee Wicker Thomas Wicker W. Jake Wicker Richard Alan Wilhelm Angela Williams Abner Carr Withers Jr. Kenneth Paul Woodcock Philip Franklin Young Allison C. Zollicoffer Fannie C. Zollicoffer	Associations ASPA—Central Piedmont Chapter MPA Alumni Association American Public Works Association—N.C. Chapter N.C. Local Gov. Budget Association N.C. Local Government Investment Association The Coffee Club/School of Government N.C. Government Finance Association	Businesses and Corporations Coleman Law Firm Land-of-Sky Regional Council McCarroll Construction Inc. McGill Associates P.A. Myrick Construction Inc. Nanney Dalton & Miller LLP Ramsey, Hill, Smart, Ramsey & Pratt P.A. RBC Centura Banks Inc. Rodgers Builders Inc. Sanford Holshouser Law Firm PLLC Shelco Inc. Sumrell Sugg Carmichael Hicks & Hart P.A. Woodson Sayers Lather Short et al. LLP Womble Carlyle Sandridge & Rice	Cities and Towns City of Brevard City of Greensboro City of Wilson Village of Flat Rock	Counties Lenoir County Dare County
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By Jim Westbrook ('92), City Manager, Asheville, and Chair of the Friends of the Institute West Regional Council

L to R: Mike Smith, Jake Wicker, Peachee Wicker, and Jim Westbrook

We all enjoyed a night filled with good food, fellowship, and laughs with Jake Wicker,

Mike Smith, and Ellis Hankins. Jake's thoughtful speech about the Institute of Government and his public service career was memorable. I want to share the set of "guiding principles" that Jake recommended that public officials follow throughout their careers:

- You only use a general rule when there is no other rule.
- There is no organization that good people cannot overcome.
- Fear not misquotation, you can deny it honestly.
- Coordination is what you do to someone else.
- A span of control often doesn't.
- A goal that is clearly stated and that essentially all citizens of a community are in full agreement on is of almost no value to public officials involved in decision making.

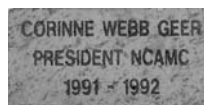
- It has been suggested that one should not make little plans because they do not have the capacity to inspire. It does not follow that little projects should not be planned. Planning is what you do before you do what you want to do.

- Decision making is an art. The ultimate rule is that not making a decision is also a decision. It follows that if you play with a thing long enough you will break it.

Jake closed his talk with this gracious acknowledgment, “Tonight I want to thank you for being here and for what you have done for the Institute, the University, and especially for the people of North Carolina. Thank you very much.” The full text of Jake’s speech, including a few of his legendary jokes, is now available on the Friends of the Institute Web page at www.iog.unc.edu/friends.

Buy a brick to help meet the Knapp Challenge! Permanently engrave your name on a brick paver when you make a \$250 gift to any of the designations on the pledge form below. Your brick will be placed on a walkway joining

the School's new Knapp Building to the main parking area. The deadline for brick orders has been extended indefinitely to accommodate demand. Join 250 of your friends and col-



leagues who have already marked their place in history. Contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu to reserve your brick today.

☐ Yes! I want to make a gift of \$_____ to meet the Knapp Challenge.

\$_____Nanette Mengel Garden (Designation #0588)
(Please make your check payable to the **IOG Foundation-Capital Improvement**. Indicate the gift designation number(s) on the memo line.)

- Begin reminders: ___/___/___

Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the School of Government and are tax deductible.

On-line gifts

To make a gift on-line, visit our Web site at www.sog.unc.edu and click "Giving to the School."

Thank you for your generous support!



"I would not be in Greensboro without the Institute of Government. In fact, I'm not sure I would be in public service. Don Hayman, who was a professor of public law at the Institute, talked me into applying to the Carolina MPA Program. There are a lot of reasons for good government in North Carolina, and the Institute of Government is right up there at the top."

—Ed Kitchen, City Manager, Greensboro, and Chair of the Friends of the Institute North Central Regional Council

The Institute of Government
CB #3330 Knapp Building
Chapel Hill, NC 27599-3330
Phone: 919-962-8477
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Friends of the Institute Councils

East Regional Council

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Pete Bland, County Commissioner, Craven Co.
Danette Carter, Retired Finance Officer, Martin Co.
Don Christopher, Town Administrator, Williamston
A. P. Coleman, Council Member, Wilson
Wayne Deal, Retired County Manager, Nash Co.
Bernita Demery, Director of Financial Services, Greenville
Philip Dixon, Attorney, Pitt Co.
Denny Garner, Chair Commissioner, Greene Co.
Jimmie B. Hicks Jr., Attorney, New Bern
Ben Hollowell, Town Attorney, Bayboro
Larry Meadows, County Manager, Jones Co.
Debra P. McGowan, Director of Human Resources, Pitt Community College
E. B. Parker, County Attorney, Wayne Co.
Charles Penny, Assistant City Manager, Rocky Mount
Vernon Rochelle, City Attorney, Kinston
William Smith, Sheriff, Lenoir Co.
Frederick E. Turnage, Mayor, Rocky Mount
Corinne Webb Geer, Retired Town Manager, Beaufort
Neil Whitford III, Town Attorney, Beaufort

North Central Regional Council

D. Kelly Almond, City Manager, Reidsville
Fred Parker Baggett, City Attorney, High Point
Cyrus Brooks, Retired City Manager and Former City Councilman, High Point
Roger C. Cotten, County Manager, Guilford County
Julia E. Edwards, Finance Director, Stokes County
Bob Hyatt, County Manager, Davidson County
Allen Joines, Mayor, Winston-Salem
J. Edward Kitchen, City Manager, Greensboro
Graham Pervier, County Manager, Forsyth Co.
Douglas Pungler, School Attorney, Winston-Salem
Tom Robinson, County Manager, Rockingham County
W. Eugene Russell, County Attorney, Rockingham County
Ann Shaw, Register of Deeds, Randolph Co.
John W. Shore, Social Services Director, Guilford County
Wanda P. Smith, Clerk to the Board, Caswell Co.
Becky Smothers, Former Mayor, High Point
Junior Teague, N.C. State Representative, Liberty
Robert Ward, City Attorney, Burlington
Kenneth N. Windley Jr., Interim County Manager, Polk Co.

Southwest Regional Council

Lane Alexander, County Manager, Cleveland Co.
Raymond Allen, City Manager, Albemarle
Joyce Allman, Finance Director, Concord
Marvin Bethune, County Attorney, Mecklenburg Co.
George Bower, County Attorney, Anson Co.
Robert A. Collier Jr., Retired Superior Court Judge, Statesville
David Dear, Finance Director, Cleveland Co.
Shirley Fulton, Superior Court Judge, Charlotte
James Garland, Attorney, Gaston Co.
Harley Gaston, Retired Recalled District Court Judge, Gastonia
Fletcher Hartsell, N.C. State Senator, Cabarrus Co.
Harry Jones, County Manager, Mecklenburg Co.
Joe Ketchie, Tax Collector, Iredell Co.
Joe L. Kiser, N.C. State Representative, Lincoln Co.
Susan W. Kluttz, Mayor, Salisbury
Henry Lord, Former Finance Director, Union Co.
DeWitt McCarley, City Attorney, Charlotte
Frank McGuirt, Sheriff, Union Co.
Barbara Pickens, Sheriff, Lincoln Co.
L. Ashley Smith, Deputy City Attorney, Gastonia

West Regional Council

Charles Abernathy, County Manager, McDowell Co.
Karen Andrews, Town Manager, Rutherfordton
Stan Boyd, Director of Engineering Services, MSD of Buncombe Co.
Bob Boyette, City Manager, Marion
Nancy Brooks, Retired Finance Director, Buncombe Co.
Chris Callahan, Town Attorney, Lake Lure
Chris Carter, City Manager, Hendersonville
Walter Clark, Town Attorney, Canton
Leon Killian, County Attorney, Haywood Co.
Larry Leake, County Attorney, Madison Co.
John Lewis, Retired Manager, Rutherfordton
Rodney Locks, Council Member, Brevard
Jackie Messer, Retired City Clerk, Waynesville
David Neumann, County Attorney, Transylvania Co.
Rachel Ramsey, Retired Magistrate, Polk Co.
Julia Tipton, Magistrate, Yancey Co.
James Westbrook, City Manager, Asheville
Ruth Williams, Retired Clerk of Superior Court, McDowell Co.



Friends of the Institute Newsletter

Vol. 1 No. 3 Summer 2002

The Institute of Government

A Message from the Dean

Dear Friends,

We are one step closer to completing a world-class facility to serve you and future generations of North Carolina's public officials and citizens. In August, our staff and faculty moved into temporary quarters in the Knapp Building's new East Wing and the North Carolina Local Government Wing. Over the next year, the original Knapp Building will be renovated and improved.

Thank you to our Friends of the Institute council members and friends across the state for helping us to raise \$447,015 in public and private gifts toward meeting the Knapp Foundation's \$1 million challenge grant. I hope that you will join a growing list of your friends and colleagues who have already made personal gifts to the Knapp Challenge. Your gift will be matched dollar for dollar by the Knapp Foundation until June 30, 2003.

We had a productive first meeting of the North Central Regional Council, which met in July. I want to thank Ed Kitchen for agreeing to be the chair of the North Central Council for the coming year.

The West Regional Council has planned an exciting Fall Social for September 20. On page 3, Ruth Williams describes the plans for the social and invites you to attend.

Our friends in the East should mark their calendars for the East Regional Council's Fall Reception and Social, which is scheduled for November 14 from 5:00 to 7:30 P.M. in Greenville. More details about the East Council's fall event will appear in the next edition of the newsletter.

Your ongoing support of the Institute, the School, and our important mission is gratifying.

Sincerely,

Michael Smith, Dean

Friend of the Institute Profile

Bill Campbell Serves North Carolina's Tax Collectors

By Joe Ketchie, Friends of the Institute Southwest Regional Council



Bill Campbell heads to the podium at former Greensboro Tax Collector Marvin Coleman's retirement dinner in Greensboro, 1999.

In August of 1970 I became employed by Iredell County as a deputy sheriff. I worked my way up to administration captain in charge of the court, jail, and civil divisions. During those years, many days were spent at the Institute of Government, learning search and seizure, administration, and many other facets of law enforcement. In 1982 the winds of change began to blow, and I found myself reduced in rank and moved to another position.

The position of Iredell County tax collector was vacant due to retirement, and the county manager wanted to fill the position. I applied and was hired as tax collector in August 1983. Not being that familiar with the tax structure, I attended several classes at the Institute of Government. These classes were being instructed by William A. (Bill) Campbell. In May 1984, I attended a weeklong course called The Fundamentals of Property Tax Collection and, again, Professor Campbell was the teacher.

Bill Campbell is a person who, if you are willing to learn, is willing to teach. Over the years, he has instructed collectors from every county in the state of North Carolina at one time or another. He has published many books related to tax collection, and these books have become known in tax collection circles as the "Bible according to Bill Campbell." His office was staffed by professional people upon whom we as collectors could rely with confidence.

1946 was the year that collection people formed the North Carolina Tax Collectors Association. Henry Lewis, former Institute of Government director and faculty member, assisted in the association's formation. Professor Campbell was asked to be the Association's Secretary shortly after Henry Lewis became the Institute's Director. He remained in that capacity until his retirement last year.

The Tax Collectors Association now has a special award, "The William A. Campbell Award," given at the discretion of the President to a collector who has demonstrated outstanding performance in the face of adversity or hardship. This is the highest award given by the Association and our way of honoring Professor Campbell.

I have never met a person who was more willing to give of himself to help others. If you had a tax question, you would call Bill Campbell, because the answer he gave was right on target and you could take it to the bank. My relationship with him was one of friendship, admiration, loyalty, and dedication. He continues to be a great asset to the Institute of Government and to tax collectors, even in his retirement.

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Institute of Government News

- **David Ammons** has completed a book for local government officials that features practical, easy-to-use analytic tools that can be applied to a wide variety of problems that confront city and county governments. More than two dozen techniques, ranging from process flow charting to life-cycle costing, are described in *Tools for Decision Making: A Practical Guide for Local Government* (2002).
- **Maureen Berner** is the co-author of a new edition of a mainstay textbook, *Research Methods for Public Administrators*. The other authors are Elizabethann O'Sullivan of NC State and Gary Russel of UNC-Charlotte. It will be available this fall from Longman Publishers.
- **Anne M. Dellinger** received the 2002 Mary Turner Lane Award of the Association of Women Faculty and Professionals at a luncheon in May. Dellinger recently published *Health Care for Pregnant Adolescents: A Legal Guide* and has worked on behalf of women for close to three decades.
- **Janet W. Edwards**, program coordinator, and **Jennifer C. Muller**, Human Resources Assistant, received the 2002 School of Government's Staff Excellence Awards at a reception in May. Janet is one of the School's most visible and effective ambassadors as the coordinator of the Municipal and County Administration courses, as well as a multitude of other courses for elected officials. Jen is highly regarded for her dedication, thoroughness, flexibility, discretion, cheerfulness, and the wonderful way she represents the School as a first contact for hundreds of job applicants. The 2001 Staff Excellence award winners were **Fred Crews**, Direct Mail Assistant, and **Katrina Hunt**, Marketing and Sales Manager.
- **Margaret Henderson** taught a new Master of Public Administration graduate course, Nonprofit-Government Relationships. The course studied the extent, purposes, characteristics, and challenges of these relationships. Students observed the local government funding processes and mapped service provision networks in the Triangle.
- **Warren Jake Wicker**, an Institute of Government faculty member for almost 47 years despite his official "retirement" in 1991, has received a 2002 Chancellor's Award from the University of North Carolina at Chapel Hill. Jake is one of only five recipients chosen for Chancellor's Awards this year.
- The MPA Program's Alumni Association has announced the establishment of the Deil S. Wright Speaker Series. The series will honor Wright, who is an Alumni Distinguished Professor of Political Science and Public Administration, by annually presenting leading speakers from the field of public administration. **David M. Walker**, Comptroller General of United States General Accounting Office, will be the first speaker on September 18, 2002.

For current course and publication information, please visit the Institute of Government's Web site at www.iog.unc.edu.

SOG Helps Local Government Agencies Comply With Medical Privacy Rule



School faculty members **Aimee Wall**, **Jill Moore**, **Mark Botts**, and **John Saxon**, in collaboration with the North Carolina Institute for Public Health, recently conducted seminars on the new federal medical privacy rule. Held in five locations around North Carolina for local government officials who must comply with the rule, the seminars drew nearly 400 participants representing local health departments, area mental health agencies, county departments of social services, and emergency medical services.

Agencies that are covered by the privacy rule must comply with it by April 14, 2003. Wall and colleagues have developed a Web site, www.medicalprivacy.unc.edu, to provide continuing support to the seminar participants as they work toward compliance. Materials that were used in the seminars can be downloaded through the Web site, including

law outlines, sample forms, checklists, and Powerpoint presentations. The Web site also sponsors a listserv for individuals to discuss privacy-rule issues and receive updates and information from SOG faculty.

This SOG program benefited from the generous support of several entities. The UNC Office of the Provost provided grant funding that supported the development of the Web site and allowed for lower participant registration costs. The North Carolina Association of County Commissioners provided scholarships for 25 seminar participants who otherwise would not have been able to attend in this difficult budget year. The North Carolina Healthcare Information and Communications Alliance provided funding to support the provision of materials to seminar participants. We are grateful for this important support.

Gladys Hall Coates celebrates 100 years

By Ann Cary Simpson, Associate Dean of Development and Communications



Gladys Hall Coates (left) and Janet Mason.

On May 19, 2002, Gladys Hall Coates celebrated her 100th birthday at home in the company of friends and colleagues. An extraordinary woman, she was awarded one year ago an honorary degree from the Univer-

sity of North Carolina at Chapel Hill. She and her late husband, Albert, thus became only the second couple, after Franklin and Eleanor Roosevelt, to receive honorary degrees. On that occasion last year, a special citation was prepared and presented at Commencement by School of Government faculty member Joe Ferrell. It seems fitting to print an excerpt from that citation here.

"Gladys Hall Coates came to Chapel Hill in 1928 from her native Virginia as the young bride of a law professor. Mrs. Coates never matriculated as a student; never held a faculty position nor taught a class; never served on the Board of Trustees. Yet her lifetime of achievement and service to North Carolina and this University stands as the epitome of loyalty, devotion, gentility, and steadfast commitment to an ideal.

"It is impossible to speak of one member of the Coates family without mentioning the other, for they were not only husband and wife but a team whose success was mutually interdependent. Albert Coates founded the Institute of Government in 1931. The Institute stands today as the nation's oldest, largest, and most influential university-based public service organization. Mrs. Coates was there at its birth, nurtured it through infancy, and in tandem with her husband, brought it to maturity.

"Mrs. Coates has received numerous awards and honors throughout her lifetime. One of the best we can now bestow is our sincerest admiration, affection, and our own steadfast commitment to that ideal, the Institute of Government, which continues to strengthen the governance and civic fabric of North Carolina." Happy Birthday, Mrs. Coates!

West Council's Fall Social in Asheville

By Ruth Williams, Friends of the Institute West Regional Council Member

The West Regional Council of Friends of the Institute of Government is excited about hosting a Fall Social on September 20, 2002, from 5:00 to 7:30 P.M., at the N.C. Arboretum in Asheville. Public officials from 14 western North Carolina counties have been invited to celebrate the School of Government and honor longtime Institute of Government faculty member Jake Wicker.

Charles Abernathy has recruited four sponsors for the social: Colonial Supplemental Insurance, McGill Associates, RBC Centura Bank, and Robert S. Segal, CPA PA. The celebration will begin with a short reception, followed by a welcome from members of the West Regional Council. Michael Smith, Dean of the School of Government, will give a presentation about the new School, which embraces the Institute of Government, its core unit.

S. Ellis Hankins, Executive Director of the N.C. League of Municipalities (NCLM), will be the featured speaker at the celebration. Mr. Hankins is a man of many achievements. He started his public service career in the early 1980s after graduating from the University of North Carolina at Chapel Hill with Bachelor of Arts, Juris Doctor, and Master of Regional Planning degrees.



S. Ellis Hankins

Mr. Hankins began working for NCLM as an assistant general counsel and he was eventually promoted to the post of general counsel in 1987. In this capacity, he served as the League's chief lobbyist and managed the legal services that were provided to cities and towns. From 1994 to 1997, he practiced local government law and provided legislative representation to the firms of Poyner & Spruill, L.L.P. and McNair & Sanford in Raleigh.

Mr. Hankins returned to NCLM in 1997 to be the organization's Executive Director. He is responsible for the overall management of the League's operations and

activities, including services to cities and towns, advocacy, research, publications, finance, risk management, and board relations. He has ranked several times among the most effective lobbyists to the N.C. General Assembly in the biennial survey of legislators, lobbyists, and reporters conducted by the N.C. Center for Public Policy Research.

Mr. Hankins will address the group about public service and the importance of the Institute of Government to the public servants of North Carolina. He will also recognize the career contributions of longtime Institute of Government faculty member Jake Wicker. Professor Wicker will then address the group about his public service career.

The celebration will conclude with a dinner catered by Skeeters BBQ of Canton, consisting of pork barbeque with all of the fixings, sweet tea, and dessert. Please make plans now to attend the Fall Social and enjoy an evening of good fellowship and good food with other friends of the School and Institute of Government.

A limited number of \$10 tickets are available for the Friends of the Institute West Regional Council's Fall Social. You can purchase tickets from any of the West Regional Council members or by calling (919) 962-8477.

Janet Edwards's Municipal and County Administration Alumni News

The Institute's Municipal and County Administration Course is designed to give an overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites alumni to get back in touch.



Dear Friends,

I want to thank Rich Ducker for his hard work as director of the Municipal and County Administration Course, which graduated a record 108 local government managers, department heads, and other key local government staff members in May. Rich completed his third year as director and has been a great friend and colleague.

Thank you to our alumni for sharing their stories in the Spring newsletter. I need your help to feature special interest stories about Municipal and County Administration Course Alumni in the Fall 2002 newsletter.

If you're a graduate of the course, please send me any news regarding job promotions, births, professional awards, or activities with other alumni in your area. I can be reached at 919-966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

1950s

Bruce Turney ('54) was elected to serve a three-year term on the Burlington Graham ABC Board in June. Mr. Turney ended his 29-year career as the town manager of Graham and Newton and began a second career in real estate in 1981.

1960s

Marvin Coleman ('68) retired in 1999 after serving as the City of Greensboro's Tax Collector for 39 years. "In my retirement I am enjoying traveling, golfing, gardening and doing maintenance work on some rental property that I own. My golfing is very bad. The fellowship is great!" said Mr. Coleman.

1970s

Linda Miles ('79) was promoted to the position of Greensboro City Attorney in 2000. "The course provided me with a broader understanding of the legal issues that confront local governments," said Miles.

1980s

Ira C. Fuller ('84), Town Manager of Wendell, was honored at a retirement reception in June hosted by Mayor Lucius S. Jones and the Wendell Town Board of Commissioners at the Wendell Community Center. Mr. Fuller, a public servant for 36 years, said "I'm not a fisherman or a golfer, so I'm going to have to find some new hobby." **Tim Burgess** ('88) was recruited by Mr. Fuller to start as Wendell's new manager in June.



1990s



Kelly Dickinson ('98), who works for the Salisbury Rowan County Economic Development Commission, is proud to announce the birth of her son, Benjamin Cooper King, on June 2, 2002. "He is in my unbiased opinion the most beautiful baby I've ever seen. He's perfect! He's definitely the best thing I've ever done in my 34 years!"

What Do Friends Say about the Institute?



"North Carolina is indeed fortunate to have the Institute of Government. Every level and branch of government in our state has been positively impacted by the services provided by the Institute. As an elected official for 30 years and a municipal attorney, I can personally attest to its effectiveness and importance to the citizens of North Carolina and the governments that serve them."

—**Frederick E. Turnage**, Mayor and Municipal Attorney of Rocky Mount,
and Friends of the Institute East Regional Council member



"One of the things that is unique about the Institute—and not all states have this—is that several times a year the Institute provides a neutral ground where public officials can meet, brainstorm, have social activities, and renew friendships."

Jim Westbrook ('92), City Manager, Asheville, and Chair of the Friends of the Institute West Regional Council

Alumnus Gives Back to His Community

Jim Yarbrough ('69) has been an active community volunteer since he retired as the Director of Planning for the City-County Planning Board of Winston-Salem and Forsyth County in 1998. The knowledge and skills that Yarbrough developed over his 38-year career have been particularly useful to community organizations such as Habitat for Humanity, Salemtowne and Sunnyside Ministry, Old Salem Building and Real Estate Committees, and the Moravian Church.

Currently, he leads a task force charged with selecting an artist to design a stained glass window for Salemtowne, the Moravian retirement community. He also served as Salemtowne's board chair from 1992 to 1996. Kay Phillips,

Salemtowne's President, said that Mr. Yarbrough was instrumental in helping her organization establish a master plan, mission statement, and goals during the early 1990s. "Jim's knowledge of zoning issues and his ability to work with various neighborhood groups helped set the stage for strategic preliminary work for Salemtowne's current \$33-million expansion and renovation project," said Phillips.

Mr. Yarbrough credits the Institute of Government with helping him to develop the skills and knowledge that he uses as a volunteer. Shortly after joining the City-County Planning Board as a planner in 1960, he attended the Institute's Basic City Planning Methods and Techniques course. He went on to gradu-

ate from the Municipal Administration course in 1969 and the Institute's Executive Development Program in 1988, the same year that he advanced to the position of Deputy Director.

He fondly remembers the teaching of Institute faculty members Bob Stipe, Phil Green, and Jake Wicker—all of whom he frequently called on for advice. "One thing I remember about the early courses is staying in the dorm rooms at the Institute and walking to Lenoir Hall for meals. The dorm rooms were spartan, to be tactful," he said.



Colleagues Raise Funds for the Jake Wicker Tribute

The Wicker Tribute Steering Committee thanks David Long of the Department of Commerce's Division of Community Assistance (DCA) and his colleagues for their generous gifts to the Jake Wicker Tribute. Mr. Long challenged his colleagues in the Community Planning Program to give \$1,000 as a group to honor Jake Wicker for being a steady guiding hand for the program staff for many years. The group surpassed their goal by raising \$1,140 in gifts from 20 current and past staff members. Contributors to the campaign include: John Berndt, Tom Cassell, **Bob Chandler** ('83), Jim Dougherty, Jim Dunn, Ginny Faust, Jeff Fischbach, Marianne Frederick, Woody Harton, Alan Lang, Ruth Leggett, Amy Lindsey, David Long, Bill McNeil, Jack Newman, David Quinn, **Darren Rhodes** ('99), Tom Richter, William Smith, and Geoff Willett. Thank you all!

Wicker Tribute Update



Chuck Wilson of C.T. Wilson Construction and Dave Simpson of the Carolinas Association of General Contractors (CAGC) present their gifts to Jake Wicker and Charlene Brummitt in the Wicker Classroom in May. Thank you CAGC and CT Wilson for your gifts.

Jake Wicker has served North Carolina's public officials as a member of the Institute of Government's faculty since 1955. To honor Jake's service, mentorship, and friendship, the Wicker Tribute Steering Committee came together last year to establish a permanent tribute in the newly renovated Institute of Government building. The committee's goal is to raise \$300,000 for the Warren Jake Wicker Classroom, the largest classroom in

the School's new N.C. Local Government Wing. Generous gifts and pledges from Jake's friends, local governments, professional associations, and others have already raised \$142,000 toward the goal! Thank you to all who have made gifts to the Tribute! If you would like to make a gift to the Tribute, simply write the amount of your gift on the line provided for the Jake Wicker Tribute on page 7 and mail your gift today.

Contributing Friends of the Institute

Thank you to all who support the School and Institute of Government. The gifts and/or pledges made to the Institute of Government Foundation from May 1, 2002, to July 31, 2002, are acknowledged below. We have also acknowledged the gifts that were made from June 1, 2001, to November 30, 2001, that we were unable to list in the Spring 2002 edition due to space limitations.

Ashley Virginia Adams Emily Adams C. Walter Allen J. Russell Allen Lucy T. Allen Gregory S. Allison Jr. Stephen Allred David Neil Ammons Karen E. Andrews Richard Nelson Apling A. Jervis Arledge Marshall Courtney Ashcraft Gerald Lynn Asher Edward C. Askew Susan Lipman Austin E. Burt Aycock Jr. Fred Parker Baggett Cindy Ballenger Donald J. Barnes Henry V. Barnett Jr. Tami Beller Barreto Beverly T. Beal Grafton Gatling Beaman Douglas Owen Bean Cynthia Tyson Beasley Jody Keith Beasley A. Fleming Bell, II Alethea Credle Bell Douglas Russell Bell Albert Benshoff Maureen Berner Rebecca Weathers Blackmore M. Travis Blake Mary Mills Blake Eleanor Harrell Blakely Jerrilynne Bland O. Rolf Blizzard III Robert Brevard Blythe Bruce Ervin Bondo H. Michael Boyd Anthony Mason Brannon Joan Goren Brannon Jane Roycroft Brasier Thomas Fleming Bridgers Jr. Robin Lenee Broadnax Cyrus L. Brooks Cheryl Lucille Brown Kathryn Ryland Brown Vivian Charlene Brummitt J. Shepard Bryan Jr. Barry Burge Jennifer Snow Butler Richard Earl Caddy Jr. Cathleen Dru Cake Jesse Burgoyne Caldwell III Margaret S. Carlson John Tilton Carter Jr. Kenneth Lee Carter Jr. Kimberly Elizabeth Cartron Jim Cauley Clark Hanes Charlton Neal Cheek Donald Wayne Christopher Catherine Mushart Clark Giles Robertson Clark Rebecca N. Clayton Frederic N. Cleveland Jean D. Coble Nancy L. Coble Jennifer Ann Cohen Patricia Coke R. Lynn Coleman Patricia A. Connor David Craig Cooke Jane Frances Cox Walter M. Dalton Susan Wall Datta Carol Davis James Lee Davis Larry Michael Davis	Bernita W. Demery Olivier Devaud Julia Goodall Dever James Loos Donnelly Suzanne Marie Dowling Rudy Drakeford James C. Drennan Debra DeVitto Dunbar Carl Hanna Durham Catherine Marie Dyksterhouse Catherine C. Eagles Beth A. Eastlick Janet W. Edwards Robert Lee Epting Lee Calvin Erdmann Caryn E. Ernst Hana Kohn Eskra Donald L. Farmer R. Lee Farmer William Charles Farris Forrest Andrew Ferrell Lucille F. Fidler Cindy Cole FitzGerald Kevin Michael FitzGerald Sarah Anne Fitzsimmons Susan L. Flinspach Christopher J. Foca Fred Folger Jr. Brodi L. Fontenot Larry Grant Ford Janet Rice Forsgren Amanda Templeton Fowler Donald Edward Francisco Franklin Betts Frazer Irene Williams Frazer Dee A. Freeman Ernest Fullwood Steven C. Garland J. Ronald Bondo Margot Lynn Gold Amy Marie Gorely Hilton Thomas Goulson Kyle Howard Gray R. Frank Gray Sam Kelly Greenwood II Barbara Dwyer Gunn Gary Curtis Haithcock Ruffin Lewis Hall Victoria Heid Hall Lawrence Townley Hammond Jr. Randy Jay Harrington Gwendolyn Phyllis Harvey Donald Balas Hayman Ferdell Heady Charles H. Henderson Margaret Hill Henderson Bonnie Keaton Hensley Debra Henzy Laura Dawn Heyman W. Brian Hiatt Gordon Eugene Hill Jr. Walter Jackson Hill Z. Bryan Hill F. Ray Hockaday Jr. Barbara Lee Hoecke Laura Hope Hogshead John David Holloway Clyde Holt III Pam Holt Shelly S. Holt W. Calvin Horton Henry Charles House III Carmen Pope Hoyle Kenneth Richard Hoyle Sr. I. Harding Hughes Jr. Sherick Andre Hughes Staples Stilwell Hughes Thomasin Elizabeth Hughes Joseph E. Hunt J. Marlene Hyatt	Kate Kennedy Irvin Benjamin Rogers Jacewicz Clemist Lamar Jackson Mary P. Jackson Jeannine Sue Jacobs Raymond W. Jaffke Dianne Mazo Jones Harry Louis Jones Ralph D. Karpinos Elizabeth Keever Christine Ann Kelleher Chelsa L. Kenney Cynthia Baddour Kenney Peter Wilson Key Mike Keziah John Randall Kincaid J. Kyle Kinner J. Edward Kitchen S. Chuck Kitchen Anne Marie Knighton James Marion Laney Patricia Anne Langelier Russell Jarvis Lanier Jr. Robert Edmund Laport F. Rivers Lawther Jr. Jennifer Lynn Lehman Henry Wilkins Lewis Lucy Wagner Lewis Alfred Robert Light Carl Wainwright Loftin James Monroe Long Katie Renee Loovis Heather Bannerman Luckey Viola Taylor Lyles Kevin Shane Lyons John W. Madures Crystale Marrow Hallie Schenker Mason Janet Mason DeWitt Frank McCarley Edward Harrington McCormick McCormick For Judge Mark Armstrong McDonald Denny McGuire Erin Leigh McIntyre Walter McMiller Jr. Ike McRee Cynthia June McSwain Susan Stewart Mengel Peggy Merriss Laurie L. Mesibov Paul Saunders Messick Jr. Carmelita King Mestas Alicia March Malani Middleton Cheryl Marlene Miller Florentine Alfreda Miller Deborah Molsen-Hudson Jean C. Moore Roger Alston Moore Lesley F. Moxley John C. Munn James C. Musselwhite Jr. John Christopher Nemeth Daniel Kevin Newman Kenneth Darrell Noland Jenny Noonan Erin Norfleet Robert Waring Oast Jr. Kelley Teresa O'Brien Daniel A. Okun David Henry O'Neill Jr. Luther Coleman O'Quinn Sam Danville O'Quinn III Francesca F. O'Reilly David Whit Owens Ellen Harrell Owens Richard B. Palmer Joseph Mayon Parker Michael Dean Parker Jennifer McKay Patterson	Stanley Forrest Patterson Charlotte Gantt Peddicord Thomas E. Peddicord III Martha Latimer Peregó Sharon Becky Perfect Charles Edward Perusse Robert E. Phay John Randolph Pick Craig Wesley Pippert Gregory Edward Pitoniak Charles Pittman Thomas Clyde Pollard Tedd Evan Povar David Wayne Powell Julian Branson Prosser Jr. John Anthony Quintero Stephen Wilson Raper Harvey Wright Raynor III Emily W. Reynolds Richard Joseph Reynolds III Richard J. Richardson Thomas Richter Nerissa Rivera Larry Scott Roadman Susan E. Robertson Thomas Warren Ross Sr. William Benjamin Rowe Matthew Alan Roynance W. Eugene Russell Betty Benbow Sanders Patricia Monica Santos Virginia Beth Satterfield John L. Saxon Benjamin Boureau Scaggs Daniel F. Scanlon II Stephanie Ann Schmitt James Ronald Schreiber John Harris Schwab William J. Scott Ronald George Seebert Sarah Josephine Shapard Kermit Edwin Shaw John Gilbert Shaw Laura Van Poole Shealy Michael Lynn Shealy Terry Melvin Sholar Robert L. Shuford Jr. Kristin Raina Siebenaler Adrienne L. Simonson Ann Cary Simpson Kermit Skinner Kristen Guillory Skordinski Robert Alexander Slade David William Smith Jr. Jennifer Hitcho Smith Lloyd Ashley Smith Sonya Rachelle Smith Wanda P. Smith Cynthia Ann Sommer Wanda Kay T. Spivey Oscar Edwin Starnes Jr. Kenneth Bryan Steen John B. Stephens Mary Irene Stephens Amy Sudduth Stevens Richard Yates Stevens Paul Washington Stewart Jr. William Morgan Stockard Jr. Andra Melissa Stoll Steven Toney Stone Nancy Taylor Sumner Phyllis Swanwick Robert Temple Swindell Jr. Ronda Denise Tatum H. Patrick Taylor Jr. Kimberly Susan Taylor Candace Bowden Terrell-Galke John Michael Thomas Thomas H. Thornburg Virginia Kellar Tierney	Irma P. Tingle Henry Whitehead Underhill Jr. Rebecca Lenore Veazey Roderick Thomas Visser A. John Vogt Aimee Nicole Wall James D. Wall Robert Marion Ward Donna Elizabeth Warner F. Hardin Watkins Jr. Malchus Lynn Watlington J. Dudley Watts Jr. J. Harry Weatherly Jr. Jameson Paul Wells G. Joseph Wheeler Jr. Gordon P. Whitaker Dora Barrett White Tom White William Henry White Brooks Wicker Frank G. Wicker Robert E. Wilhoit Angela Williams Mark Carlson Williams Ruth B. Williams W. Anderson Williams Priscilla Snipes Wilson S. Leigh Wilson Kenneth Paul Woodcock Richard Newsam Woodcock Michelle M. Woster David Colin Wright Jim Wright Patricia J. Wright Edward A. Wyatt V James E. Yarbrough Jong-Hae Yoo Philip Franklin Young	Rogers Builders General Contractors Warlick, Milsted, Dotson & Carter Womble Carlyle Sandridge & Rice, PLLC Woodson, Sayers, Lawther, Short, Parrott, Hudson & Walker, LLP
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Cities and Towns

City of Asheville
City of Brevard
City of Jacksonville
City of Salisbury
City of Wilson
Historic Bath
Town of Belville
Town of Burnsville
Town of Dallas
Town of Dillsboro
Town of Fletcher
Town of Gatesville
Town of Granite Falls
Town of Hamilton
Town of Hope Mills
Town of Knightdale
Town of Littleton
Town of Matthews
Town of Newport
Town of St. Pauls
Town of Wilkesboro
Town of Woodland

Countries

Catawba County
Cleveland County
Granville County
Rutherford County
Warren Warren
Washington County
Davidson County
Gates County
Iredell County
Lenoir County
Lincoln County
Nash County
Orange County

Foundation and Grants

Richard J. Reynolds III & Marie M. Reynolds Foundation
Council for Excellence in Government
Dover Foundation, Inc.
Knapp Foundation
Providence College
Z. Smith Reynolds Foundation

Associations

Carolinas Association of General Contractors
Carolinas Association of Governmental Purchasing
Kiwanis Club-Chapel Hill
MPA Alumni Association
NC Association of County Clerks
NC Association of County Finance Officers
NC Association of Municipal Clerks
NC Association of County Commissioners
NC City-County Management Association
NC Conference of Court Administrators
NC Government Finance Officers Association
NC Local Government Investment Association
Retired Faculty Association at UNC Chapel Hill

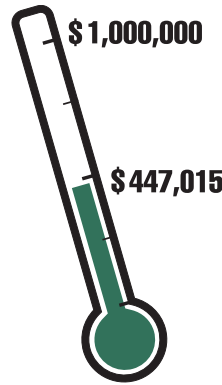
Businesses and Corporations

BellSouth Telecommunications-Raleigh
Coleman Law Firm
CT Wilson Construct Co
DMG-Maximus Inc
Freeman White Architects
Imperial Hotel Group Inc
Leslie Anderson Consulting, Inc.
Myrick Construction, Inc.
NC Local Government Employees Fed. Credit Union
Patriot LLC
RBC Centura Banks Inc.
Robert S. Segal, CPA PA

If your name does not appear or includes an error, please contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu.

Knapp Foundation Challenge Nears Half-Way Mark

The Institute of Government Foundation has received \$447,015 in gifts and pledges so far toward meeting the Knapp Foundation's landmark challenge grant of \$1 million. By June 30, 2003, the grant, which is the largest private gift in the Institute's history, must be matched by additional private and public contributions made to the Institute's building fund by individuals, counties, municipalities, associations, businesses, public agencies, and other foundations. In response to the challenge, the Friends of the Institute's Regional Councils are focusing on helping meet the Knapp Challenge. Thank you to all our contributors! Gifts of any amount are welcomed and appreciated.



"Relying on the Institute of Government for advice and training has proven to be a valuable resource throughout my career. With training from the Institute and constant contact with the Institute faculty, I was able to acquire the skills and knowledge that are necessary to master this highly technical field."



—**Bernita Demery**, Finance Director, Greenville, and Friends of the Institute East Regional Council member

Create Your Own Place in History

Buy a brick to help us meet the Knapp Challenge! Your name will be permanently engraved on a brick paver when you make a \$250 gift or two-year pledge to any of the designations on the pledge form below. Your

brick will be placed on a walkway joining the Institute's new Knapp Building to the main parking area. The deadline for brick orders has been extended indefinitely to accommodate demand. Join more than 200 of your

friends and colleagues who have already marked their place in Institute history. Contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu to reserve your brick today.

Friends of the Institute of Government Knapp Challenge Campaign Gift Form

☐ Yes! I want to make a gift of \$_____ to meet the Knapp Challenge.

Please indicate the amount of your gift to one or more of the following capital designations on the line(s) provided below:

\$_____ IOG Foundation Capital Improvement (Designation #0587)

\$_____ Jake Wicker Tribute (Designation #0580)

\$_____ N.C. Local Government Wing Campaign (Designation #0511)

\$_____ MPA Program Renovations and Furnishings (Designation #0516)

\$_____ Nanette Mengel Garden (Designation #0588)
(Please make your check payable to the IOG Foundation-Capital Improvement. Indicate the gift designation number(s) on the memo line.)

☐ I prefer to make a gift with annual payments of \$_____ for _____ year(s).

How frequently would you like reminders sent to you?

Annually_____ Semi-annually_____ Quarterly_____

Begin reminders:____/____/____

Please return your completed gift form and payment to:

Institute of Government Foundation

CB# 3330 Knapp Building

University of North Carolina

Chapel Hill, NC 27599-3330

Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the School of Government and are tax deductible.



INSTITUTE OF
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FOUNDATION

Gift benefits

- Receive the Friends of the Institute quarterly newsletter
- Receive invitations to regional events

Credit card gifts

☐ Please charge my gift of \$_____ to: ☐ MasterCard ☐ Visa

--	--	--	--	--	--	--	--	--	--

Exp. Date

Signature

Date

Name:_____

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City:_____ State:_____ ZIP:_____

Phone number:_____ E-mail:_____

On-line gifts

To make a gift on-line, visit our Web site at www.iog.unc.edu and click "Giving to the School."

Thank you for your generous support!

Friends of the Institute Regional Councils

The Institute of Government

CB #3330 Knapp Building
Chapel Hill, NC 27599-3330
Phone: 919-962-8477
Fax: 919-962-8800



"I went to the Institute's newly elected officials' school when I was first elected in 1997. There is always a faculty member at the Institute that I can call on to answer my questions. The Institute gives elected officials like me a sense of confidence because we know there is a place that we can call to get the right answer."

—**Rodney Locks**, City Council Member, Brevard, and Friends of the Institute West Regional Council member

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Frederick E. Turnage, Mayor, Rocky Mount
Corinne Webb Geer, Retired Town Manager, Beaufort
Neil Whitford III, Town Attorney, Beaufort

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Cyrus Brooks, Former City Councilman, High Point
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Friends of the Institute Newsletter

Vol. 1 No. 2 Spring 2002

The Institute of Government

Friends of the Institute of Government Program

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Pete Bland, County Commissioner, Craven Co.
Danette Carter, Retired Finance Officer, Martin Co.
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James Westbrook, City Manager, Asheville
Ruth Williams, Retired Clerk of Superior Court, McDowell Co.

A Message from the Dean

Dear Friends,

The commitment, leadership, and support of the Friends of the Institute East, Southwest, and West Regional Council members over the past few months have been inspiring to me. The councils already are helping to increase awareness of the Institute's mission and generate increased public and private financial support to meet the Knapp Foundation's \$1 million challenge. Phil Dixon and Mac McCarley who serve as chairs of the East and Southwest Councils respectively, are employing their considerable talents to help us organize and mobilize the Friends Councils.

I encourage you to watch for and attend the upcoming Friends of the Institute regional events near you. You will learn more about the Friends program and recent happenings at the School of Government

and have a unique opportunity to socialize with friends and colleagues in your area.

The West Regional Council has planned a reception and short informational program for public officials from its region to be held September 20 from 4 to 7 P.M. at UNC Asheville. The East and Southwest Councils are also planning similar events. If you would like to attend one of these events, please contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu.

I am grateful for your ongoing support of the Institute, the School, and our important mission.

Sincerely,

Michael R. Smith, Dean



Work on the front entrance of the Knapp Building and the east wing is nearly complete. The east wing will house the new two-story library, the dining hall, classrooms, and offices.

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Institute of Government News

Local and State Government News

- Fleming Bell led a session on open meetings and board procedures at Stanly County Community College in Albemarle on February 20. Over seventy city council members, county commissioners, school board members, and other community leaders attended.
- John Saxon has been advising the N.C. Association of County Commissioners task forces on rural issues and on the relationship of county-state financial resources and functional responsibility to the fiscal impact of Medicaid on North Carolina counties. An article related to this topic will appear in the summer issue of *Popular Government*.
- Gregory S. Allison will direct the Institute of Government's forty-ninth annual Municipal Administration Course and its thirty-ninth annual County Administration Course, both starting this fall. These courses are designed for city and county managers, department heads, and other city or county officials and include 150 hours of instruction in North Carolina local government law, organization and management, finance and budgeting, personnel law and administration, planning and regulation of development, and other municipal and county services.



■ David W. Owens has completed a second edition of his popular book, *Introduction to Zoning*. The book explains zoning law for citizen board members and the public. To order, call 919-966-4119 or purchase it on-line at <https://iogpubs.iog.unc.edu>.

Local Government Credit Union Offers New IOG Scholarships

The N.C. Local Government Federal Credit Union has started a new scholarship program for its members to cover tuition costs when they attend Institute of Government classes, conferences, and seminars. The goal of the program is to promote the career development of Credit Union members who are local government employees.

The IOG Scholarship Selection Committee of the Carolinas Credit Union Foundation, Inc., will select individuals based on information they provide on their applications and on

an accompanying recommendation from a supervisor or the city, town, or county manager. The Selection Committee includes representatives of the N.C. Association of County Commissioners, the N.C. League of Municipalities, the N.C. International Personnel Management Association, the N.C. City and County Management Association, and the Institute of Government.

Members may apply for these scholarships at any time during the year. The quarterly deadlines for applications are June 15, September

15, December 15, and March 15. Members can obtain a scholarship application by visiting the Credit Union's Web site at www.LGFCU.org, by contacting the Credit Union's administrative offices by phone at 1-800-344-4846, or by e-mail at Info@LGCU.org.

For current course and publication information, please visit the Institute of Government's Web site at www.iog.unc.edu.

Civic Education for Youth

Debra Henzey, director of the Institute's Civic Education Consortium, served on a panel for the first meeting of the National High School Civic Engagement Initiative, which was held in Wisconsin. The Initiative designed a project that will be implemented by 250 high schools in 14 states, including 24 high schools in North Carolina. As part of their classwork, students will inventory civic involvement opportunities in their schools and identify ways to enhance student civic engagement. Their results will shape recommendations for high school programs throughout the United States.

Judicial Education

The law firm of Womble Carlyle Sandridge & Rice, PLLC, recently announced a lead gift of \$50,000 to the Institute of Government Foundation, Inc., to create an endowment to enhance continuing education programs for North Carolina court officials. The Campaign for Judicial Excellence seeks to raise at least \$500,000 to support special-topic seminars on current issues for court officials; to subsidize an annual Judicial Sentencing Seminar; to attract national speakers to annual conferences; to purchase new reference materials in audio, video, and CD-ROM formats; and to help fund professional development programs for faculty members and peer trainers in the Institute's courts program.

Local Government Wing Campaign Update

This campaign was launched by the N.C. League of Municipalities and the N.C. Association of County Commissioners to raise \$900,000 in gifts from counties and municipalities to name a new wing of the Institute of Government's renovated building. The campaign is over halfway to its goal—since it began in 1999, \$545,934 has been donated or pledged by forty-seven counties, over two hundred municipalities, and a number of individuals.

Schools for New Mayors and Council Members

By Linda McVey, Manager,
Facilities and Instructional Support,
Institute of Government

The Institute of Government, in conjunction with the North Carolina League of Municipalities and the Local Government Training Program at Western Carolina University, recently completed six orientation sessions for newly elected mayors and council members across the state. Under the direction of faculty members Jack Vogt and Donna Warner, the sessions were held in Chapel Hill, Asheville, Kill Devil Hills, Wilmington, Concord, and Boone.

A total of 608 officials received training in leadership, municipal law, calling and conducting meetings, budgeting and finance, environmental issues, land use and development, media relations, and the use of resources available to local elected officials. The program also provided participants with the opportunity to participate in sessions addressing the challenges they face as elected officials.

Institute programs for newly elected may-



IOG faculty member David Lawrence, at the School for New Mayors and Council Members held February 26–27 in Concord, talks about the procedure for calling meetings.

ors and council members date back to the early 1950s. The original schools were held at the Institute in Chapel Hill. In 1988, in order to better meet the needs of the newly elected officials, the Institute began holding the programs in various locations across the state.

In April the Institute of Government also participated in the 2002 League of Municipalities Regional Conferences. Jack Vogt and Greg Allison collaborated with Vance Holloman of

the Local Government Commission to offer training for municipal elected officials in topics such as current budget issues, financial warning signals, and recommended practices. The conferences took place in Asheville, Durham, Fayetteville, Hickory, High Point, Kill Devil Hills, New Bern, and Wilmington.

"I found the school very helpful and informative. It gave me insight on things I would be facing. It answered a lot of questions I had. Even though I've served on the council, I learned more about the role of the mayor. The mayor pro tem and two new council members were also pleased with the information they received. I think this school should be required of every mayor and council member in North Carolina."

*—Mayor Jeanne Lanier Rudd, Sedalia,
N.C. (attended the Concord School)*

Smith Addresses Stanly County Group

By Raymond Allen, Friends of the Institute Southwest Regional Council Member

Dean Michael Smith of the UNC Chapel Hill School of Government addressed approximately seventy elected and appointed officials from Stanly County and its municipalities at a meeting of the Stanly County Council of Governments (COG) on November 27, 2001. Attendees included representatives from Stanly County, Albemarle, Badin, Locust, New London, Norwood, Oakboro, Richfield, and Stanfield.

In his presentation Dean Smith described how the Institute of Government remains the core unit of the new School of Government. He emphasized that the relationship between the Institute and local government officials will not change. Smith recounted the history of the founding of the Institute by Professor Albert Coates and reiterated the Institute's long-standing commitment to serving North Carolina local and state government employees and elected officials.

The Stanly County COG is an informal organization made up of county and municipal elected officials. The COG meets bi-



The November meeting of the Stanly County COG was hosted by the City of Albemarle in the renovated Market Station in downtown Albemarle.

monthly, alternating its meeting place among the county's nine jurisdictions, and helps to foster communication and improved interpersonal relationships among elected officials. The meetings provide the opportunity

to discuss topics that are of countywide interest, such as the opening of new public facilities or the updating of emergency preparedness measures.

Janet Edwards's Municipal and County Administration Alumni News

The Institute's Municipal and County Administration Course is designed to give an overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites alumni to get back in touch.



Dear Friends,

I really enjoy being the program coordinator for the Municipal and County Administration Course. Besides having the opportunity to meet and make friends with course participants every year, I am privileged to see these folks first come together as strangers and then blossom into colleagues and friends. The networking that goes on among this group is incredible, and it continues long after the graduates have returned home. I am committed to seeing that the course runs as smoothly and as problem free as possible for both students and instructors.

I need your help to feature stories about our alumni in the summer 2002 newsletter. If you are a graduate of the course, please send me any news about job promotions, births, professional awards, or activities in which you've participated with other alumni. You can reach me at 919-966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

1950s John J. Dunlap ('57), chair of the Wadesboro ABC Board, said that the information he learned at the course has served him well throughout his career and civic life. He also noted that the Institute of Government has been a "lifesaver" for North Carolina's small towns and counties.

1960s William T. Brooks ('69) retired from public service in July 2001 after serving as the manager of Anson County and the Town of Polkton for several years. Brooks resides in Polkton and plans to remain active in his community through his volunteer work for Habitat for Humanity. John F. Padgett ('68) attended Institute of Government courses at both the University of North Carolina at Chapel Hill and the University of Georgia when he was the city manager of Forest City in the late 1960s. Padgett and his daughter now operate a real estate and auction business in Forest City.

1970s Rick Honeycutt ('70) worked as an intern for the town of Chapel Hill while he attended the course. Shortly after he graduated, Honeycutt was hired as Chapel Hill's full-time assistant manager. After twenty-eight years of local government service, he is now an assistant manager in Haywood County.

1980s Harold Owen ('83), Director of Parks and Human Services for the City of Burlington, said that the knowledge he gained from the course helped him while he attended UNC Greensboro's Master of Public Administration Program in 1989. "Participating in the Institute's course better prepared me for graduate school. It's amazing how much the course helped me to navigate the MPA program," said Owen. Alfonzo King ('86) came out of retirement to become Goldsboro's first African-American mayor when he was voted into office by the city council in February 2002. Mayor King was the city's human resources director when he attended the course. "I found the course to be very valuable throughout my career because it offered a good cross section of topics that were relevant to both county and municipal government administration," commented Mayor King.

1990s David Meachum ('92), currently with the City of Charlotte's Engineer Services Department, fondly remembers Jake Wicker's jokes, a hallmark of the course. Meachum's favorite joke was, "It has been said that the role of government is to make a mesh out of things." Carol M. Williams ('90), Finance Director/Tax Collector, City of Washington; Patricia Leckey, Accounting Manager, City of Asheville; Sylvia Blinson, Finance Officer, Sampson County; Timothy Inch ('89), Finance Director, City of Hickory; and James A. Baker, Finance Director, City of Newton, teamed up to buy a brick to honor their colleague Linda Askew ('94), who passed away last year. Askew served the town of Wrightsville Beach as the town clerk and finance officer for over twenty years.

IN MEMORY OF LINDA ASKEW
1950-2001

Please send me your stories!

I want to thank our alumni for sharing their stories in the winter newsletter. I need your help to feature special interest stories about Municipal and County Administration Course Alumni in our next newsletter. Please send any alumni news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at 919-966-6880 or edwards@iogmail.iog.unc.edu.

Webb Geer ('85) Supports the Friends of the Institute and the Jake Wicker Tribute

By Corinne Webb Geer ('85), Member, Friends of the Institute East Regional Council and the Jake Wicker Steering Committee

Text of Webb Geer's presentation to the N.C. Municipal Clerks Association and the N.C. Association of Clerks to the Boards of County Commissioners follows. Webb Geer discusses the Institute and the Knapp Challenge and appeals for participation in a special tribute to long-time faculty member Jake Wicker (see p. 7).

Once upon a time there was "a land before time." I want you to know there was also a time before computers and e-mail, I-40, zip codes, and voice mail. I go back to that time. I was recruited by the town of Pine Knoll Shores, population about 450, in 1979, to be their town clerk, which meant that I had to feed the cat that lived in the fire station, take out the trash, do the books, buy the insurance, make the coffee, manually calculate and produce the tax bills, attend all the town meetings (four boards) and take the minutes on a yellow legal pad, transcribing those minutes by typewriter. It was years later that we got a recorder. Using a calculator, we did bookkeeping and tax billing.

The town clerk, who did everything, had been out sick for several months. Bank statements had not been reconciled in six months, payroll reports had not been done, fines for failure to report and deposit federal and state taxes were heavy. With the aid of the IOG, the town moved from there to a Certificate of Excellence in Financial Reporting—the smallest town in the nation to receive one at that time.

I am telling this story to make a point. Selma Bessie Mason, Morehead City Tax Collector, and I were enrolled in a school for tax collectors that spring of 1979. She could possibly have taught the course, since she had years of experience on both the county and city levels, but not me. I had only worked for the county finance office and posted taxes; my tax knowledge was from working as a real estate broker. We had reservations in the Knapp Building dorm, the executive suite. That meant we did not have to share the shower (no shower curtains) with the adjoining room.

Very late on a Sunday afternoon, after being lost in Orange County for a while, we pulled into an almost-deserted parking lot beside the Knapp Building. Anyone who has ever been off with me knows that I do not travel lightly or without food and a coffee pot. Darkness was

falling fast. It had been a long ride, and we were really tired. We approached the rather gloomy building with caution, only to have the door fly open and a jolly fellow in khaki pants and shirt sleeves grin at us, hold the door, welcome us, unload our considerable belongings, give instructions to the elevator, find our key, open

"Without the Institute of Government, the support of its instruction, and responsive advisors, I don't know what my little town would have done."

our room, and show us the kitchen and ice maker. It was working at that time. He did not tell us his name, only asked us if we were here for tax school. To tip or not to tip, that was the question. But he was gone before we could scarcely thank him properly. To my chagrin the next morning, there he was in coat and tie, shaking hands and hugging necks, and greeting all, experienced and inexperienced alike. Bill Campbell introduced him. It was none other than Jake Wicker, assistant director of the Institute. I could have just died.

From that day to this, for me and hundreds of others, he has been a mentor and friend, never too busy to return a call, take part in a program or meeting, pick up where others had dropped, answer or just listen when that was needed.

When I was hired, the board said, "There is nothing to being a municipal clerk." But you know and I know that is a misunderstanding. Without the Institute of Government, the support of its instruction, and responsive advisors, I don't know what my little town would have done. For me, Jake Wicker is a symbol of that assistance, helping communities incorporate to become towns, seeing us through annexations, water and sewer, contracting to buy fire trucks and police cars. Who else would understand the stress of election time and board change, with our jobs hanging on the whim of uninformed, newly elected officials or a young, inexperienced manager?

Following the '99 elections, the Town of Beaufort lost its manager, town clerk, and finance officer in a matter of weeks. They called

on me to be their interim manager. Kurt Jenne and others worked wonderfully with us. Fleming Bell said, "You will have to call on all your training now." I believe my point is made. You name it, through the years the IOG has stood by us: Jack Vogt in finance and budget, David Lawrence in ordinances and law and meetings, Fleming Bell in boards and contracting, Frayda Bluestein in purchasing, Dick McMahon in personnel, Ducker and Greene in planning. The training and information, the backup and support from the IOG, the teachers and staff made my job successful and my life easier, not to mention the joy of making enduring friendships.

Knapp Challenge/Wicker Tribute

Now it is our turn to give back to the Institute of Government. I have pledged to meet the Knapp Challenge and the Wicker Tribute and bought what I call my vanity brick. I am so proud that a chunk of my life will be recognized on a chunk of clay in the entrance of the building for all to see that I was a town clerk, an administrator, a manager, and president of the North Carolina Association of Municipal Clerks.

You should do the same for yourself and, especially, for all your presidents. Better than a plaque, a pin, a charm bracelet, better than a certificate—a brick with a name that will be there for generations to reflect your dedication to public service. How much would all that advice cost your town or county if you had to call your attorney or auditor? You can call IOG and get even, unbiased information whether the answer is what you want to hear or not. And to quote from an address that Jake Wicker made to a graduating class of the clerks certification school: "So serve that when your job is finished it can be said of you, well done, you good and faithful public servant."

And to end all these stories: And all the public servants pledged to meet the challenge grant, and the building was finished and the main classroom was named for Jake Wicker, and the Institute of Government grew and grew, and the Masters of Public Administration Program became a part and together they grew to be the School of Government and served the citizens of North Carolina. And this story goes on and on and on.

Contributing Friends of the Institute

Thank you to all who support the Institute of Government. The gifts and/or pledges made to the Institute of Government Foundation from December 1, 2001, to April 30, 2002, are acknowledged below.

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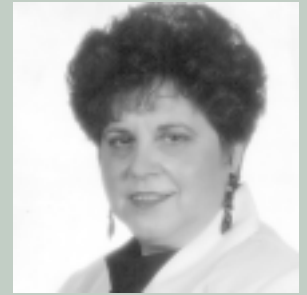
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What Do Friends Say about the Institute?



"My professional association with the Institute of Government spans thirty-two years. The Institute helped me to keep abreast of the changes in the laws that affected my office. I am deeply indebted to the Institute for all of the services they have provided to me over the years. The continuing education provided by the Institute to my staff and myself helped me to more efficiently carry out the duties of my office. In turn, I was better able to help the citizens I was elected to serve."

—Ruth Williams, Retired Clerk of Superior Court, McDowell County



"As a law student at Carolina, I had the privilege to work with Albert Coates at the Institute of Government while he was writing a civics textbook for eighth graders in North Carolina. He was such a charming and delightful person—truly, he was a Renaissance man. The Institute of Government provides such wonderful service to our state."

—Phil Dixon, Attorney, Greenville, and Chair of the East Regional Council

If your name does not appear or includes an error, please contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu.

A Special Opportunity to Honor Warren Jake Wicker

It's hard to imagine the Institute of Government without Jake Wicker. Jake has been a member of the Institute faculty since 1955 and directed the Municipal and County Administration Course from 1957 to 1991. To honor Jake's service, mentorship, and friendship, a group of Jake's friends and colleagues have come together to

honor him with a permanent tribute in the newly renovated Institute of Government building. With your help, the Wicker Tribute Steering Committee hopes to raise \$300,000 to name the largest classroom in the new building the Warren Jake Wicker Classroom. Please consider a gift of any amount to help recognize Jake's unparalleled

career as a teacher and advisor of local government officials. You'll join a long list of friends, colleagues, and co-workers, all of whom admire and respect Jake and his contributions, as they create a permanent tribute to his life and work. Simply check the box for the "Jake Wicker Tribute" on the form below and mail your gift today.

Wicker Tribute Steering Committee

Ron Aycok
Fleming Bell
Jim Blackburn
Travis Blake

Frayda Bluestein
Charlene Brummitt
Sylvia Butterworth
Evie Caldwell

Merry Chambers
Ken Chavious
Doug Day
Janet Edwards

Hilton Goulson
Ellis Hankins
John Jackson
Richard Palmer

Bill Thornton
Corinne Webb Geer
Clarence Whitefield
Thomas Wicker

Create Your Own Place in History

Buy a brick to help us meet the Knapp Challenge! Your name will be permanently engraved on a brick paver when you make a \$250 gift or a two-year pledge to any of the designations on the pledge form below. Your brick will be placed on a walkway joining the Institute's new Knapp Building to the main parking area. The deadline for brick orders has been extended indefinitely to accommodate demand. Join 155 of your friends and colleagues who have already marked their place in Institute history. Contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu to reserve your brick today.

Knapp Foundation Challenge Update

The Institute has received \$328,387 in gifts and pledges so far toward meeting the Knapp Foundation's landmark challenge grant of \$1 million. By summer 2003 the grant, which is the largest private gift in the Institute's history, must be matched by additional private and public contributions made to the Institute's building fund by individuals, counties, municipalities, associations, businesses, public agencies, and other foundations. In response to the Challenge, the Friends of the Institute's Regional Councils have decided to focus on helping the Institute meet the Knapp Challenge. Thank you to all our contributors! Gifts of any amount are welcomed and appreciated.

Friends of the Institute of Government: Knapp Challenge Campaign Gift Form

☐ Yes! I want to make a gift of \$_____ to meet the Knapp Challenge.

Please use my gift for: (check one)

- ☐ IOG Foundation Capital Improvement (Designation #0587)
☐ Jake Wicker Tribute (Designation #0580)
☐ N.C. Local Government Wing Campaign (Designation #0511)
☐ MPA Program Renovations and Furnishings (Designation #0516)
☐ Nanette Mengel Garden (Designation #0588)

(Please make your check payable to the **IOG Foundation-Capital Improvement**. Indicate the gift designation number on the memo line.)

☐ I prefer to make a gift with **annual** payments of \$_____ for _____ year(s).

How frequently would you like reminders sent to you?

Annually____ Semi-annually____ Quarterly____
Begin reminders:____/____/____

Please return your completed gift form and payment to:

Institute of Government Foundation
CB# 3330 Knapp Building
University of North Carolina
Chapel Hill, NC 27599-3330

Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the Institute of Government and are tax deductible.



INSTITUTE OF
GOVERNMENT
FOUNDATION

Gift benefits:

- Receive the Friends of the Institute quarterly newsletter
- Receive invitations to regional events

Credit card gifts

☐ Please charge my gift of \$_____ to: ☐ MasterCard ☐ Visa

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Address: _____

City: _____ State: _____ ZIP: _____

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Online gifts

To make a gift on-line, visit the Institute's Web site at www.iog.unc.edu and click "Giving to the School."

Thank you for your generous support!

Friend of the Institute Profile:

Mayor Henry Foy's Dream

By Jackie Messer, Friends of the Institute West
Regional Council Member

Thirty years ago, Henry Foy had a dream, a dream that would benefit all the citizens of the Town of Waynesville. The dream was to build a state-of-the-art recreation center. Henry, an architect, worked closely with Bob Brannon, who chaired the recreation advisory committee, to develop a plan for the center. Over the years the public's interest in the center waxed and waned. In 1991 Henry became mayor of Waynesville. He brought the set of plans with him to the mayor's office and placed them in his desk for future use. In 1994, near the end of his first term, interest in the center again picked up, generated first by an alderman and then by the editor of a local newspaper. An editorial in the paper argued that Waynesville could not be a first-class community until it had a recreation center.

In 1995 the town board established a task force composed of a cross section of town citizens, and Bob Brannon was selected to chair it. Mayor Foy's plans were dusted off and work began in earnest. The center would be built on property the town had purchased years before. The Waynesville Recreation Center officially opened in December 2000 and was well received by the town's citizens as well as many others. Last year, the center had a monthly average attendance of 8,291. Looking back over the years, Mayor Foy says he believes that the impetus for the completion of his dream was the board of aldermen's goal of improving the quality of life for the people of Waynesville.

Last year, the center had a monthly average attendance of 8,291.



Mayor Henry Foy in the main lobby of the Waynesville Recreation Center.

The Institute of Government

CB #3330 Knapp Building
Chapel Hill, NC 27599-3330
Phone: 919-962-8477
Fax: 919-962-8800



"Whether the question involves public records, bidding requirements, open meetings, personnel law, economic development, zoning, taxes, or law enforcement, the Institute of Government has a faculty member who is an expert in the field. No other state in the union has a resource comparable to our Institute. The work of the Institute is a major reason we have such good government in North Carolina."

—**Mac McCarley**, City Attorney,
Charlotte, and Chair of the
Southwest Regional Council

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Friends of the Institute Newsletter

Vol. 1 No. 1 Winter 2002

The Institute of Government

Friends of the Institute of Government Program

East Regional Council

Ronald Antry, Tax Administrator, Craven Co.
Pete Bland, County Commissioner, Craven Co.
Danette Carter, Retired finance Officer, Martin Co.
Avant Coleman, Council Member, Wilson
Bernita Demery, finance Director, Greenville
Philip Dixon, Attorney, Pitt Co.
Corinne Webb Geer, Retired Town Manager, Beaufort
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L. Wardlaw Lamar, Attorney, Nash Co.
Larry Meadows, County Manager, Jones Co.
E.B. Parker, County Attorney, Wayne Co.
Charles Penny, Assistant City Manager, Rocky Mount
Vernon Rochelle, City Attorney, Kinston
William Smith, Sheriff, Lenoir Co.
Neil Whitford III, Town Attorney, Beaufort

Southwest Regional Council

Lane Alexander, County Manager, Cleveland Co.
Raymond Allen, City Manager, Albemarle
Joyce Allman, finance Director, Concord
Marvin Bethune, County Attorney, Mecklenburg Co.
George Bower, County Attorney, Anson Co.
David Dear, finance Director, Cleveland Co.
James Garland, Attorney, Gaston Co.
Fletcher Hartsell, N.C. State Senator, Cabarrus Co.
Harry Jones, County Manager, Mecklenburg Co.
Henry Lord, finance Director, Union Co.
Joe Ketchie, Tax Collector, Iredell Co.
Joe L. Kiser, N.C. State Representative, Lincoln Co.
DeWitt McCarley, City Attorney, Charlotte
Frank McGuirt, Sheriff, Union Co.
J. Foster Owen, Assistant City Manager, Salisbury
Barbara Pickens, Sheriff, Lincoln Co.

West Regional Council

Charles Abernathy, County Manager, McDowell Co.
Karen Andrews, Town Manager, Rutherfordton
Judy Arledge, Retired Clerk of Superior Court, Polk Co.
Bob Boyette, City Manager, Marion
Nancy Brooks, Retired finance Director, Buncombe Co.
Chris Callahan, Town Attorney, Lake Lure
Walter Clark, Town Attorney, Canton
Leon Killian, County Attorney, Haywood Co.
Larry Leake, County Attorney, Madison Co.
John Lewis, Interim Town Manager, Tryon
Rodney Locks, Council Member, Brevard
Jackie Messer, Retired City Clerk, Waynesville
David Neumann, County Attorney, Transylvania Co.
James Westbrook, City Manager, Asheville
Ruth Williams, Retired Clerk of Superior Court, McDowell Co.

(Seven additional councils will be formed.)

Friends of the Institute Launched!

Dear Friends,

I am excited to announce that the Institute of Government is launching a statewide Friends of the Institute program in support of our mission of helping public officials and citizens understand and improve state and local government.

The goal of the Friends program is to increase public and private financial support for the Institute's activities and services that are not fully state funded. The Friends of the Institute will also increase statewide awareness of the Institute's activities, as it brings together public officials and other citizens from across the state who are committed to effective and efficient government management and administration.

The Friends program will help the Institute expand its programs and services in the areas of public law, management, administration, finance, civic education, and technology.

I hope that you will join me at this time in giving to the Friends of the Institute Campaign for our Knapp

Building. Contributing friends will be acknowledged for their gifts and will receive this quarterly newsletter for one year in appreciation of their support.

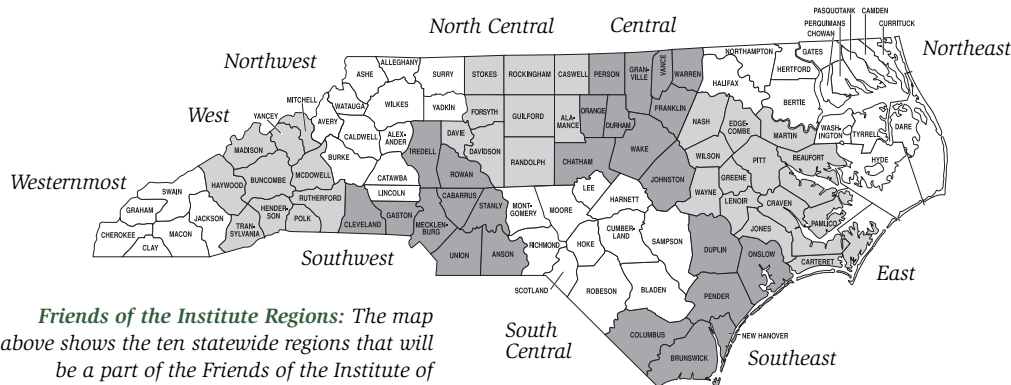
I firmly believe that you are a friend of the Institute regardless of whether or not you give to the Institute. I promise you that your relationship with the Institute of Government will not change if you choose not to make a gift to the Institute.

I encourage you to attend one of the upcoming Friends of the Institute regional meetings, which are intended to inform you and others in your communities about the Friends of the Institute program and recent happenings at the Institute.

Your ongoing support of the Institute and our important mission is gratifying.

Sincerely,

Michael Smith, Dean



Friends of the Institute Regions: The map above shows the ten statewide regions that will be a part of the Friends of the Institute of Government network.

Friends Regional Councils

The first three Friends of the Institute regional councils have been organized in the east, southwest, and west. The councils will meet to plan events and conduct other activities that promote the Institute of Government's mission. The Regional Council Members have been appointed by Mike Smith to serve two-year terms. The Institute will recruit council members for seven other regions of the state in 2002. Please contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu if you are interested in serving as a regional council member in your area or if you know someone familiar with the Institute who might be interested.

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Institute of Government News



The new Local Government Wing with parking deck excavation area. The second level features two large classrooms with tiered seating and a spacious atrium.

2001 Highlights

Local and State Government News

- Gregory S. Allison helped North Carolina's local government finance officials prepare for Governmental Accounting Standards Board Statement No. 34, which is the single biggest change in governmental accounting and financial reporting principles in decades.
- Sage Publications published David Ammons's second edition of *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards* in early 2001.
- Richard D. Ducker directed the Institute's flagship 150-hour Municipal and County Administration Course, which graduated ninety students from across the state in April. The 2001 graduates join nearly 3,400 municipal and county officials who have completed this comprehensive course since 1954.
- David M. Lawrence recently began work on a major set of new books on North Carolina annexation laws.
- William C. Rivenbark continued to direct the North Carolina Local Government Performance Management Project, consisting of fourteen municipalities and four affiliated organizations.
- David W. Owens completed a two-year term as editor of the Institute's Legislative Reporting Service (LRS), a subscription service that for sixty-one years has been the state's most comprehensive source of daily information on the activities of the North Carolina General Assembly.



The exterior work on the Knapp Library and the east wing is nearly complete. The library will be located on the second and third floors. The dining hall and adjacent patio will be located on the first floor.

Capital Renovation and Expansion

The ongoing \$24 million renovation and expansion of the Institute of Government's 40-year-old building made extensive progress this year. The Institute has raised \$714,000 in gifts and pledges for the building to date to pay costs not covered by the General Assembly's \$19.6 million appropriation for the project.

Please visit the Institute of Government's Web site for current course and publication information at www.iog.unc.edu

North Carolina Judicial System

- James C. Drennan participated in planning for a courts commission retreat to re-examine the N.C. jury system, worked to get the judicial education study committee started, and conducted a successful series of statewide training and orientation conferences for new legislators, chief district judges, and superior court judges.
- Janet Mason worked with the Administrative Office of the Courts to redesign a program providing juvenile certification training for district court judges and completed the planning necessary to offer that training in fall 2001.

Community Development

- Anita R. Brown-Graham completed a six-month special assignment assisting the Governor's Office on issues of rural economic development, particularly the recovery of those communities in eastern North Carolina that were devastated by Hurricane Floyd.
- Gordon P. Whitaker continued to develop an ongoing project to use community assistance, training, and publications to help North Carolina local governments and nonprofits work together more effectively.

Technology in Learning

- The Institute's Web site features thirty listservs, which link more than 3,200 public officials around the state.

Environmental Protection

- John Stephens completed sixteen months of facilitation for a group of ten local government managers, state and local planners, environmentalists, and state regulators as they created an improved approach to county and municipal land use plans and state government review of the plans.

Civic Education for Youth

- Debra J. Henzey, director of the privately funded Civic Education Consortium, has taken the lead in forging a partnership among civic education, character education, and service-learning, under the umbrella of Governor Easley's character education initiative.

Institute of Government the Core Unit of the School of Government

The Friends of the Institute program begins at a truly important time for the Institute of Government, which became the core unit of UNC-Chapel Hill's new School of Government in October. The mission of the School is the same mission followed successfully by the Institute of Government for seventy years—to *improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and citizens understand and improve state and local government.*

The Institute of Government keeps its name and separate identity and continues its strong commitment to serving North Carolina state and local government. The Institute will benefit from increased academic standing associated with the School. This increased standing within the University will advance the Institute's mission by giving it greater access to discretionary funding and other important support from campus administrators.

The Director of the Institute of Government, Michael Smith, became the Dean of the School of Government. "The School was created this year in recognition of the growth and diversification of the Institute of Government and the exceptional performance in the areas of public service and outreach that its faculty and staff provide the State," said Dean Smith, who will also be the chief academic and administrative officer for the Institute of Government.

"The Friends of the Institute program along with our new School status will help us to further strengthen and expand our services and programs for state and local government officials," stated Smith.

David Ammons Appointed to Lead UNC-Chapel Hill MPA Program



Professor David N. Ammons, a specialist in local government productivity, was appointed to a five-year term as Director of UNC-Chapel Hill's highly respected Master of Public Administration Program. The two-year Master of Public Administration program serves approximately forty students each year, preparing them for leadership positions in local, state, and federal government agencies and nonprofit organizations. The MPA Program, along with the Institute of Government, is a core unit of the new School of Government.

In making the appointment, Dean Michael Smith said Ammons "is recognized nationally as a leader in the field of public administration and is deeply committed to maintaining and enhancing the academic excellence and reputation of the MPA Program." Ammons's primary focus at the School is in local government performance measurement, benchmarking, and productivity improvement. He is the author of several books, including *Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*.

Ammons was appointed director after Professor Stephen Allred, program director since 1995 and an Institute of Government faculty member since 1986, accepted the position of Associate Provost of the University. In assuming leadership of the MPA program, Ammons noted that in addition to the quality of the students, a strong alumni network that "few other programs, if any, can match" has impressed him.

Ammons has served in various administrative capacities in the municipal governments of Hurst and Fort Worth, Texas; Phoenix, Arizona; and Oak Ridge, Tennessee. He taught in the public administration programs at the University of Georgia and the University of North Texas before coming to the Institute in 1996.



Janet Edwards's Municipal and County Administration Course Alumni News

The Institute's Municipal and County Administration Course is designed to give an overview of local government to managers and department heads. In this column, Janet Edwards, the long-time coordinator of the course, invites alumni to get back in touch.



Dear Friends,

I'm so excited about the opportunity to bring the Institute's Municipal and County Administration Course alumni community closer together through my column. I will need your help to find the best and most interesting stories about our alumni. Please call me with any news about you and your classmates that I can feature in future columns. I can't wait to hear from you.

Sincerely,

Janet
Janet

Alumni Association Awards Scholarship

Bob Remsburg, City Administrator from Locust, has received the 2001-02 Municipal and County Administration Course Alumni Association Scholarship to attend the Institute's Municipal and County Administration Course. "The opportunity to attend the Municipal and County Administration Course by using the scholarship provided by the alumni association will assist the city by allowing funds to be used for key services instead. The knowledge and contacts I will gain from the course will benefit the City of Locust for many years to come," said a grateful Remsburg.

The Alumni Association encourages all city and county government employees who might not be able to participate in the course because of budgetary limitations to apply for two \$850 needs-based scholarships. Seven

public officials have received alumni association scholarships since they became available in 1998. Patty McMeans, Ashe County's Emergency Management Coordinator and recipient of a 1999 scholarship said, "The impact of the Association's scholarship has been tremendous. After completing the Municipal and County Administration Course, I was better prepared to handle my day-to-day job responsibilities, take on expanded duties, and work with and provide assistance to other departments in our county."

Scholarship applications for the 2002-03 Municipal and County Administration Course will be available and distributed in June 2002. For more information, please contact Janet Edwards, course coordinator, at 919-966-6880 or edwards@iogmail.iog.unc.edu.

Please send me your stories!

I want to thank our alumni for sharing their stories in the fall newsletter. I need your help to feature special interest stories about Municipal and County Administration Course Alumni in our next newsletter. Please send any alumni news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at 919-966-6880 or edwards@iogmail.iog.unc.edu.

Dempsey Herring Remembered



Dempsey Herring ('91)

*Written in memory of a friend
by William A. (Tony) Wilder ('91)*

After a couple of weeks on the job as Assistant to the County Manager in Harnett County, I found myself in Chapel Hill enrolled in the Institute's Municipal and County Administration Course. It was a cold October, and my wife and I were expecting our second child.

During my first session, I met Dempsey Herring ('91) from Columbus County. He was a little older than I, was freckled, and had reddish thinning hair. He had a great smile and was one of the friendliest people that I had ever met. He told me he was the Assistant Manager and "Rec-creation" Director for Columbus County.

As sessions came and passed, the learning experience was great! It taught me things about government that I never dreamed. One of the most memorable sessions was on wastewater treatment. Did you know that it takes five gallons of water to flush a commode and that you should never flush Kleenex tissues?

The greatest part of the class was bonding with peers. We were "family." We ate together, went shopping together, went out at night together, and studied together. For those of you that have been fortunate enough to go through the course, you know what I mean about it being a newfound family.

My friend Dempsey was always with the crowd. He was always there to make us laugh. During one of our night outings, I discovered

his favorite song was "Strokin'" by Clarence Carter. For a guy a little older than I, THIS GUY COULD DANCE! It was always fun to socialize with Dempsey and Tony King ('91), another one of my "brothers." They were like Dean Martin and Jerry Lewis. They were both full of life.

Dempsey, Tony, and the gang really became my newfound family. On graduation day at the Institute of Government, I remembered how it felt walking down the aisle in high school—the excitement of no more cramming, along with the mixed emotions of not being able to keep up with my friends.

After graduation, we all felt strongly the need to stay in touch and the need to keep informed of changes in our jobs. It was then that a group of alumni came together and formed the Municipal and County Administration Course Alumni Association. Dempsey played a big part in founding the association.

It was always a pleasure to see his smiling face, hear a new joke, catch up on the latest happenings in county government, and just reminisce about the times we had during class. I will never forget the time that he told me about Columbus County getting a nudist colony. Dempsey laughed and claimed that one of his job perks was "free membership."

As time went on, I could always call on Dempsey for advice. When we began looking at a 911 system for Harnett County, Dempsey graciously invited me down to tour his. Whenever I had questions about various county issues, Dempsey always listened and offered advice. Dempsey knew my wife and children by name and would always ask about them when I talked with him. He was a genuinely caring person.

Last year it was with great sadness that I learned that Dempsey was involved in some controversy in Columbus County. I talked with Dempsey by phone and he told me he had made some "stupid mistakes." He told me he wished that he could change them but they were done. We ended the conversation by saying we all make mistakes and we need to get together to go out to lunch soon.

A few weeks later, I learned of Dempsey's tragedy. No one will ever understand what caused Dempsey to take his life. Those who knew Dempsey will miss him greatly. Those who didn't know Dempsey don't know what they've missed!

Town Bids Godspeed to Faithful Public Servant

By Pat Lowe

Article excerpt reprinted by permission of the *Wrightsville Beach Magazine*.

A brief battle with cancer has claimed the life of Linda Askew. She was just 51. Mere words cannot convey what Linda meant to the Town of Wrightsville Beach. If anyone needed anything around Town Hall, and it wasn't right at their fingertips or on the tip of their tongue, it wasn't long before someone said, "ask Linda." She was the repository of information, a behind-the-scenes person; she was the last one out at night.

Linda was an East Carolina University graduate with a B.A. and course work for a master's degree in economic geography. The Town first hired her over twenty years ago as an administrative clerk (1981) when they were in the old Town Hall on Waynick. She was there when the Town moved over to the present offices at the former Saline Plant site and then to our Municipal Government Complex. She came to the Town after five years as a secretary in the Planning Department with Pitt County government.

In 1986 Linda was named Town Clerk. Due to the complexities of the growing municipal



Linda Askew ('94)

government, in 1985 the Town had hired Wrightsville Beach's very first Town Manager, Dale Ralston.

"Linda was committed wholeheartedly to her job; her job was her life. Linda played an invaluable leadership role in the administration department. As the Town Clerk she provided leadership to the Board of Aldermen. As the finance officer, she gave leadership to our financial strength, and gave leadership to the organization by managing its operations and structure. What I will miss greatly is the ability to rely on Linda for history on issues. I relied on her for a second opinion, her good judgment in decisions that needed to be made. All of that was based on her love for the community, her time, and her tenure here," Town Manager Andy Honeycutt said.

Upcoming Event

Municipal and County Administration Course Alumni Association: Annual Update Seminar

Dates and Location: February 27–March 1, 2002 / Sheraton Hotel, Chapel Hill
The seminar sessions will address topics of current and emerging interest for those currently working in local government who have completed the Institute's Municipal and County Administration Course.

For more information contact Janet Edwards: phone 919-966-6880; fax 919-966-2867; e-mail edwards@iogmail.iog.unc.edu.

Cleveland M. Paylor ('57) fondly remembers his career-long relationship with the Institute: "Being new to municipal work, I was fortunate to attend my first Institute course in 1946. The comradeship displayed by Jake Wicker, Don Hayman, and other Institute professors, together with the cooperation of my classmates, proved to have a tremendous effect on my later success as a manager in Ayden and Plymouth." **Earl Bonner** ('59), a retired City Engineer from Washington, was unofficially the first student to commute to the course in an airplane. One cold winter day his plane wouldn't start at the Chapel Hill Airport and he had to hitch a ride back home. Bonner continues to be a recreational aviator in Beaufort County and sends his regards to his fellow classmates.

1950s

1960s

John A. Parham ('65), who received the George C. Franklin Award for the Class of 1964–65, said that attending the course had a dramatic impact on his career as a building inspector in Durham. While serving as the President of the N.C. Association of Building Inspectors, Parham helped to develop North Carolina's first training course for building inspectors with help from former IOG faculty member Philip P. Green. The course was modeled after the Institute's Municipal Administration Course. **James M. Bentley, Jr.** ('62) attended Municipal Administration as North Wilkesboro's town clerk, and he later became the town's first manager. Bentley, who still resides in North Wilkesboro, sends his greetings to IOG faculty members David Lawrence and Jake Wicker and to the Institute's former director John Sanders.

Odessa Priddy Johnson ('71) retired in 1996 after serving Rockingham County for thirty-five years as the assistant to the manager and clerk to the board. Johnson said that the course was of great value to her throughout her career. She sends her regards to Jake Wicker and her fellow classmates across the state. She also wanted to let her classmates know that she still has her "Rat" pendant from Chapel Hill's Rathskeller restaurant.

1970s

1980s

Robert S. Ewing ('82), who attended the course as Moore County's Manager, said that attending the Institute's course is "an absolute must for all new county managers." Ewing, who went on to become a Commissioner, was voted the 1987–88 Most Outstanding County Commissioner by the N.C. Association of County Commissioners. **Donna Jones** ('86), Stanly County's Tax Collector, has attended all but two of the Alumni Association's Annual Update Seminars since she graduated. She values attending the seminar for the opportunity to learn more about current issues facing local governments and to network with other public officials from across the state. Her fellow classmate **David Thompson** ('86) was a featured speaker at the seminar in February.

Brenda Freeze ('93), Charlotte's City Clerk, still periodically refers to her course notebooks to help her address various issues in her job. Freeze remembered that her class was affectionately known as "The Class from Hell," and that T-shirts noting this claim were distributed at the Institute's graduation ceremony in 1993. She wonders if IOG faculty member Jack Vogt continues to wear his T-shirt.

1990s

2000s

Brenda Clark ('00), Deputy Clerk for the Town of White Lake, was a guest speaker for the opening session of Section II of the 2001–02 course. Congratulations to Brenda on the birth of her first grandchild, Hunter Vance, born September 4, 2001. Mother, father, and baby are doing great. The Town of White Lake moved into their new municipal building the first week of November. Visit their Web page at whitelakenc.com to see the new Town Hall, Post Office, and Fire Department. **Roy Wilson** ('00), Director of Inspection/Deputy Fire Marshal of Sampson County and a graduate of the 2000–01 course, was at ground zero in New York City helping with the World Trade Center attack recovery mission.

Knapp Foundation Challenge Campaign!

The Knapp Foundation of St. Michaels, Maryland, has announced a landmark challenge grant of \$1 million, continuing a relationship with the Institute of Government that began nearly sixty years ago. In 1952, the Knapp Foundation's generous gift of \$500,000, along with matching funds from the state, enabled the Institute to construct its present home on the campus of The University of North Carolina at Chapel Hill. The Knapp Foundation's new challenge grant recognizes its continuing commitment to North Carolina's local government. The grant, which is the largest private gift in the Institute's history, must be matched by additional private and public contributions within the next two years.

Thanks to our friends, the Institute has raised \$220,000 in gifts and pledges so far toward meeting the Knapp Challenge. The Institute has received generous support for our new building from individuals, counties, and municipalities and from businesses and professional associations including: N.C. Association of County Commissioners, N.C. League of Municipalities, N.C. Association of Register of Deeds, N.C. Association of County Clerks to the Boards of County Commissioners, N.C. Tax Collectors Association, N.C. Association

of Assessing Officers, and the Local Government Employees Federal Credit Union.

In response to the Challenge, the Friends of the Institute's regional councils have decided to make the Knapp Challenge the focus of a two-year campaign to generate support for IOG. Everyone who makes a campaign gift will become a Friend of the Institute and will receive this quarterly newsletter about the Institute's latest happenings and invitations to regional events in appreciation of their gifts.

The generous help of the Institute's clients, friends, and supporters throughout North Carolina is vital if we are to meet the Knapp Challenge successfully. From now until mid-2003 all gifts and pledges to the Institute's building fund from individuals,



Joseph P. Knapp

associations, businesses, public agencies, and other foundations will go toward completing the match. Gifts of any amount are welcome and appreciated. Opportunities to name classrooms, offices, and other spaces in honor of friends, distinguished colleagues, faculty, and others are available. More information about naming opportunities can be obtained from Ann C. Simpson, Associate Dean of Development, at 919-966-9780 or simpson@iogmail.iog.unc.edu.

Name a Brick

We challenge *you* to buy a brick to help us meet the Knapp Challenge! Your name will be engraved in history on a brick paver when you make a \$250 gift or a two-year pledge to the Knapp Challenge Campaign. Your brick will be placed on a walkway joining the Institute's new Knapp Building to the main parking area. We need to receive all brick orders by **May 2002**, so that the bricks can be in place for our first open house. If you would like to buy a brick, contact Kyle Gray at 919-962-8477 or gray@iogmail.iog.unc.edu.

Friends of the Institute of Government: Knapp Challenge Campaign Gift Form

☐ Enclosed is my Knapp Challenge Gift, to be allocated to the Capital Improvement Fund.

Please make your check payable to the
IOG Foundation—Capital Improvement

☐ Please charge my gift of \$_____ to:

☐ MasterCard ☐ Visa

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Exp. Date

Signature

Date _____

Name: _____

Address: _____

City: _____ State: _____ ZIP: _____

Phone number: _____ E-mail: _____



Suggested Gift Levels

Please check below the amount of your gift:

- ☐ \$25
- ☐ \$50
- ☐ \$100
- ☐ \$250 (Name a brick at this level)
- ☐ \$500
- ☐ \$1,000
- ☐ Other: _____

Gift benefits:

- Receive the Friends of the Institute quarterly newsletter
- Receive invitations to regional events

Thank you for your generous support!

Please return your completed gift form and payment to:

Institute of Government Foundation

Knapp Building CB# 3330

University of North Carolina

Chapel Hill, NC 27599

Gifts are credited to the IOG Foundation's Capital Improvement Fund. These gifts are used solely for the benefit of the Institute of Government and are tax deductible.



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Friend of the Institute Profile:

Mary Lou Rand, Town Manager, Garner

"I am very grateful to have been in a position to serve and help people throughout my career." Mary Lou Rand, Town Manager, Garner

Mary Lou Rand began her career in 1971 as Garner's clerk-in-training, never expecting that one day she would become the town's manager. Last year, Rand was appointed manager by Garner's board after serving close to thirty years as the town clerk. Rand attributes much of her success to the close relationship that she established with the Institute early in her career. "I would not be where I am today without the Institute of Government. The Institute's faculty and courses helped me to better understand the practical application of my duties as clerk and now as manager," she said. Shortly after being appointed town clerk in 1972, Rand was encouraged by the town manager to attend the Institute's School for New Mayors and Council Members as the town's sole representative. There, she was introduced

to a wide range of local government management and administration topics and issues that she would later face in her new role as clerk. Inspired by her first training experience, Rand enrolled in the Institute's more in-depth Municipal Administration Course for 1973-74. The course helped her to improve her knowledge and skills across several areas of municipal administration. In particular, the course prepared her to address immediate problems that the town was facing in the areas of personnel management and zoning. Rand continued her professional growth throughout her career by attending the Institute's annual City and County Clerks' School each winter as well as the Clerks' Cer-

tification Institute and other advanced courses offered by the Institute. This training served her well as she rose to become a director and then the 1999-2000 president of the over 10,000-member International Institute of Municipal Clerks. Over the years, she established a valuable working relationship with the Institute's faculty members, and she has frequently called on them for legal and management advice. "I consider Jake Wicker to be my mentor. He showed me how to love being a local government professional." Now, as manager of Garner, Rand plans to continue her thirty-year relationship with the Institute of Government.

The Institute of Government
CB #3330 Knapp Building
Chapel Hill, NC 27599-3330
Phone: 919-962-8477
Fax: 919-962-8800

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