



Friends of the Institute Newsletter

Vol. 3 No. 4 Fall 2004

The Institute of Government

A Message from the Dean

Remarks by Dean Michael R. Smith Celebrating the Dedication of the Knapp-Sanders Building*

UNC Chapel Hill School of Government,
September 10, 2004

What does it mean to be a public university?

Think about it in a different way: *Does Carolina have a responsibility that is different from Duke's?* We offer a great education to undergraduates and graduate students, including the School's own wonderful Master of Public Administration students. But *some* would argue that Duke also does good teaching. Carolina's faculty conducts important, cutting-edge research, but a case might be made by *some* that Duke does good research too.

Does it mean anything special then to be a *public* university?

One thing it certainly means is that Carolina has a fundamental responsibility to help improve North Carolina. The historic support from the people of this state—all of the people, not just our students and not just alumni—has formed a social contract between the people of North Carolina and this University. It truly is the People's University. So, in addition to teaching and research, it means we must help North Carolina. And throughout its history Carolina has stepped forward to meet this responsibility of service to its own state.

The Institute of Government, and now the School of Government, has been the leading way in which Carolina meets its responsibility to the people of North Carolina. For nearly seventy-five years we have focused exclusively on working to improve government in North Carolina.

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*Text also includes several excerpts from dinner remarks presented on September 9, 2004

Friend of the Institute Profile David Lawrence Has Made All the Difference

By Fred Baggett, City Attorney, City of High Point, and Member,
North Central Regional Council



Alice and David Lawrence

When I consider the David Lawrence I have known for some thirty-three years, I am struck by the many facets of his work and personality. There is the official David Lawrence—professor, scholar, erudite and entertaining lecturer, and author of numerous books and articles of immeasurable value to local government practitioners in many fields. As a distinguished Institute faculty member, his work has helped raise the Institute's standing to the highest levels of respect in the state and nation. There is also David the "unseen hand" in many judicial decisions through his pre-opinion consultations with jurists or their "on the record" citations to his written works. One N.C. Supreme Court opinion, after quoting him with approval, complimented his "illuminating while not authoritative" analysis. Then there is David the legislative consultant to members and committees of the General Assembly, state agencies, and local govern-

ment organizations—adding perspective, clarification, and knowledge to the legislative and administrative process. There is David the informal adviser and source of information and guidance to anyone who asks for his help.

There are other, less official David Lawrences too. There is David the fellow traveler to many far-flung conferences, who is always a great companion and ready to enliven any event with humor and wit. There is David the "athlete"—hiker, competitive squash player, and stubbornly hopeful golfer who once "sued" the Municipal Attorneys Association for printing disparaging comments about his golf prowess. There is David the accomplished taker of sabbatical leaves whose lengthy retreats to such distant cloisters as wife Alice's New York City and his own native Oregon always result in yet another valuable scholarly work. But David's truest essence, and his most enduring legacy, is as friend, adviser, and mentor. Thousands of us have received his invariably astute and insightful counsel through his writings, lectures, and informal consultations. I find it impossible to imagine my work life without my shelf of his books, the telephone number 919-966-4214, and the many memories. However, as much as his contributions have meant to the government professionals whose usefulness has been magnified by them, I do not think we are the real reason why David came to the Institute in 1968. Simply put, I think he came to devote his professional life to the people of North Carolina by teaching us, in the hope that together we would make a difference for good. However it was that David chose the road to Chapel Hill all those years ago, he may rest assured (borrowing from Robert Frost) that his choice has indeed "made all the difference."

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School of Government News

■ **Vaughn M. Upshaw** joined the School of Government's faculty in August to work in the areas of public leadership and governance. Vaughn spent the past seven years as a clinical assistant professor in the Department of Health Policy and Administration at UNC Chapel Hill's School of Public Health, where she developed, taught, and managed residential, executive, and distance-learning courses for graduate and undergraduate students. She also served for five years as director of the Public Health Leadership (PHL) doctoral program in the School of Public Health, initiating research and service opportunities related to public health organization, management, governance, and strategies for change. Vaughn earned her doctorate in education from North Carolina State University in 1997, masters and doctoral degrees in public health from UNC Chapel Hill in 1984 and 1999, respectively, and a bachelor of arts from Ohio Wesleyan University in 1982.



■ **Tom Foss**, senior technical assistance manager with the Center for Public Technology (CPT), recently completed strategic information technology planning projects for Rutherford and Transylvania counties and for the cities of Lexington and Shelby. These plans,

developed by teams of local government staff and CPT advisers, are designed to guide jurisdictions in creating or expanding their information technology investments, providing business cases for expenditures, and reviewing training and staffing levels. The Center is continuing this work, and providing assistance with implementation and acquisitions efforts, in several other cities and counties. Visit the CPT's Web site at www.cpt.unc.edu for more information.

■ **John B. Stephens** was elected co-chair of the Environmental and Public Policy (EPP) Section of the Association for Conflict Resolution. Four hundred and fifty EPP members across the United States and Canada serve as facilitators and mediators on a wide range of federal- and state-level issues. John and the School of Government cosponsored the 1998 EPP conference in Chapel Hill. Stephens will serve for two years and will help the section develop a more ethnically and racially diverse membership, design annual conferences, and raise awareness of public policy dispute resolution.

■ The Chatham County School system recently recognized **Laurie Mesibov** and **Robert Joyce** for their long-standing support of the county's schools. "Laurie and Bob have been such great supporters of Chatham County Schools over the years. We wanted to recognize the impor-

tance of their ongoing legal advice and training for our principals and administrators," said Dr. Larry Mabe, Superintendent of Chatham County Schools.

■ This fall **Janet Mason** coordinated a training session for a group of sixteen district court judges from across the state who are part of the juvenile certification process administered by the Administrative Office of the Courts. The training session addressed the judges' role in cases involving child abuse, neglect, and dependency; termination of parental rights and adoption; and delinquent and undisciplined juveniles.

■ **Jack Vogt** presented "Cutting Edge Capital Financing" at the North Carolina League of Municipalities Annual Conference in Raleigh. He also conducted a daylong University Workshop on "Local Government Capital Planning, Budgeting, and Finance" at the Annual Conference of the International City/County Management Association in San Diego.

■ **William E. Leuchtenburg**, the William Rand Kenan Professor emeritus of History at UNC Chapel Hill, recently delivered the 2004 **Deil S. Wright** Lecture in the Jake Wicker Classroom at the School of Government. His address was entitled "The Presidential Election of 2004 in Historical Perspective."

Upcoming Program for County Commissioners

Beginning in mid-December 2004, the School of Government and the North Carolina Association of County Commissioners will offer "Essentials of County Government," a program for new and experienced county commissioners, county managers, attorneys, and clerks. The program will feature core sessions on governing for the public good, intergovernmental relations, county law, public finance and budgeting, contracting, legal and ethical responsibilities, and board chair/commission/manager roles and responsibilities. In addition, there will be concurrent workshops on mental health, social services, and public health. The program will be offered five times: December 14-17 in Chapel Hill, January 4-7 in Cullowhee, January 18-21 in New Bern, February 8-11 in Chapel Hill, and February 15-18 in Charlotte. For more information, contact Monica Glover at glover@iogmail.iog.unc.edu or (919) 843-6518.



The Friends of the Institute Northeast Regional Council has teamed up with the School's North Carolina Civic Education Consortium and regional community leaders to convene the Northeast North Carolina Civic Index Community Forum on Thursday, March 3, 2005, from 5:30 to 8:00 P.M. Elizabeth City State University will host the forum at its K. E. White Graduate Center, and local governments in the region are sponsoring the forum through generous contributions. The Northeast Civic Index Forum will bring together young people and adults from Camden, Chowan, Currituck, Gates, Pasquotank, and Perquimans counties to discuss how citizens, grassroots organizations, and local leaders can improve civic education and participation in their communities. For more information, contact **Kelley O'Brien**, research and outreach director of the N.C. Civic Education Consortium, at (919) 843-0664 or obrien@iogmail.iog.unc.edu.

School of Government's New Basic Economic Development Course

The School of Government offered the 32nd Annual Basic Economic Development Course in September. The course provided four days of intensive training in the fundamentals of economic development to sixty-five participants from a variety of public and private organizations in North Carolina and beyond. The course included sessions on site selection and location, marketing, business retention and expansion, entrepreneurship and small business development, finance, research/analysis, real estate development, community development, and strategic planning.

Faculty member **Jonathan Morgan** directed and taught the course along with **Anita Brown-Graham** and **Ted Zoller** from the School of Government. Other instructors included economic developers and consultants. A highlight of the course was a dinner talk given by Mac Holladay, President of Market Street Services, Inc. in Atlanta. The 2005 course will be offered next fall.



Continued from page 1

Our faculty members work with North Carolina's public officials every single day at the point where scholarship and practice come together—making complicated subjects accessible without sacrificing subtlety and complexity. This has been our mission since 1931, and it will always be our mission. What has changed, and what will continue to change, are the ways we carry out that mission.

The day-to-day work will change because one of our highest values is responsiveness. Our faculty members set their own priorities by asking about the priorities of North Carolina officials. In thinking about where to focus their research and writing, for example, and in deciding what courses to offer, and in responding to requests for assistance, they ask a single question—what will have the greatest impact on improving North Carolina and its government?

Because we listen to public officials—all of the time—we have expanded our work in economic development, public leadership, civic education, and public technology. We have also expanded and will continue to expand our work in public law—the foundation for all of our work.

We can point to many reasons for our success over the years. This building is wonderful because it will allow us to work more effectively—and we thank everyone who helped make it happen. But our success is the story of remarkable people—not bricks and mortar. This is the time to recognize those people.

The School has a strong partnership with North Carolina's public officials that is unique in higher education. Thank you for letting us work with you in making North Carolina a better place. The support we have received from local officials and from the General Assembly has been remarkable. I especially want to mention the current and former officials who have formed Friends of the Institute regional councils—thank you for all of your hard work.

The University has been a supporter over the years and the strength of that support con-

tinues to grow. Even as the University has increasingly emphasized basic research—and national and international issues—its leaders have seen the wisdom of supporting a program focused exclusively on North Carolina. I especially want to thank **Chancellor Moeser** for his support and for his personal commitment to Carolina's public service mission. **Provost Robert Shelton** believes in public service—he too has been a great supporter.

From the very beginning the Institute—and now the School—has attracted bright people—**faculty and staff**—who have been inspired by our mission of service to the people of North Carolina. I am proud to be a part of that tradition, and I am humbled by their accomplishments. They are the most gifted and dedicated people I have had the pleasure to know, and without their commitment and sacrifice over the years we would not be here.

In thinking about the people who have made a difference, **Albert and Gladys Coates** must be forever first in our hearts. As he was struggling to get the Institute of Government started, Mr. Coates told (University) President Frank Porter Graham: *"There comes a time in every man's life when he has to risk all he has on something he believes."* We certainly would not be here today without their vision and sacrifice.

Thanks to our **private donors**—original and current. Mr. Coates took a half-time unpaid leave of absence from the Law School to start the Institute—he had no personal wealth and he had no state-appropriated money. He went to North Carolina's leading corporate citizens—Reynolds, Cone, Hanes, Price, Gray, Love and others—and he asked them to invest in his idea for North Carolina. And they did. Private support has been critically important since our earliest days, and it is important today. Many of you have helped us—through financial contributions or volunteer help or both. We would not be here without you.

We also would not be here today without **John and Ann Sanders**. Albert Coates was a

strong-willed visionary, and John had the unenviable task of following him as director of the Institute. John continued the original vision, but he also made it his own. He brought order out of the chaos that Mr. Coates sometimes left in his wake. If Albert was the driving force behind the Institute, John has been the sustaining force. John made the Institute a reality over time, and how he managed it was genius. While our attention centers on John, it is clear that his loves and labors have been shared by Ann in full measure—and we thank you both.

The values that guide our work today are John's values—they have become a part of our organizational genetic code.

- Focusing your life's work on improving one state—North Carolina—is important and worthy of your best efforts.
- Excellence in all things matters, and accepting less than excellence in small things might easily lead to mediocrity in large ones.
- Responsiveness to the needs of North Carolina officials is more important than pursuing our own idiosyncratic interests.
- A willingness to do whatever is necessary to carry out our mission for North Carolina is paramount—no matter how small the task or how personally inconvenient.

Our success over the years—again—is the result of remarkable people. We are grateful for this building, which will help us improve our service to North Carolina officials. The building is a symbol—a representation—of the Institute and the School—and no one represents us better than John Sanders.

John, we can never repay you for all that you have done, but today we add your name to this building in the hope that future generations will know and celebrate your contributions.

Thank you.

Michael Smith

Introducing Brian Newport's Municipal and County Administration Alumni News

The 160-hour flagship Municipal and County Administration Course provides an in-depth overview of local government for managers and department heads. In this column, Brian Newport, the new course coordinator, invites course alumni to get back in touch.



Dear Friends,

No, your eyes are not playing tricks on you. Janet Edwards did not shave her head and grow a goatee. She has been too busy sunning herself at the beach and spending time with her granddaughters to worry about such things. Effective July 1, Janet retired after thirty wonderful years of service at the School of Government. For those who do not know me, I am Brian Newport—a.k.a. the new Janet. After spending a little over two years at the School of Government working with programs for finance officers, purchasing agents, zoning officials, and soil and water conservation supervisors, I have taken over coordinator responsibilities for the Municipal and County Administration Course. We're off to another great start with this year's class; and though I know I have huge shoes to fill, I am looking forward to the challenge and opportunity of working with talented local government officials across this great state. I'd also like to invite you, as Janet did, to share with others alumni stories about your community and your fellow alums, as well as news of job promotions, professional awards, and activities in your area. You can reach me at (919) 966-6880 or newport@iogmail.iog.unc.edu.

Sincerely,

Brian

From the Mountains to the Sea

The North Carolina Association of Clerks to the Boards of County Commissioners recently published a cookbook entitled *From the Mountains to the Sea*—just in time for the holiday shopping season. The book contains 550 favorite recipes submitted by clerks from across the state and includes numerous regional specialties.



The cookbook committee worked hard to get the book ready for distribution by county clerks across the state. You can purchase a copy for only \$10 by contacting your local county clerk or one of the members of the cookbook committee: Elizabeth Corn or Amy Brantley (Henderson County), Kathy Myers ('02) (Caldwell County), Debby Gore (Brunswick County), Alice Dawson (Randolph County), Laura Morton (Montgomery County), and Linda Hardison (Martin County).

N.C. Local Government Federal Credit Union Scholarships Available

The N.C. Local Government Federal Credit Union (LGFCU) began its tuition scholarship program in January 2002 to enable members to attend School 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. Application deadlines for the LGFCU School of Government Scholarship are April 1, August 1, and December 1 each year. Applications are available on the Credit Union's Web site, www.lgfcu.org, or from the LGFCU administrative offices, (800) 344-4846, or by e-mail at Info@LGCU.org.

A Message from the Director



We are at it yet again! The 51st annual Municipal Administration Course and the 41st annual County Administration Course got off to a great start the week of September 13.

An even one hundred students are enrolled this year (thirty-seven "weekenders" and sixty-three "week-longers"), and we know it is going to be an exciting year. Many thanks go to our dedicated program coordinator Brian Newport and the hard-working Municipal and County Administration Course Committee, as well as to the many faculty members and other instructors who make this course such a unique and rewarding educational experience.

We are all thrilled to be able to start the course this year in the newly dedicated Knapp-Sanders Building, home of the School of Government. This marks the first time we have begun a course year in Chapel Hill since 1997. While many of you cannot imagine the class anywhere but Chapel Hill, five classes will always associate their experience with the Burlington Holiday Inn. While the venues were different, the quality instruction and invaluable friendships were always the same.

I would like to take this opportunity to recognize three students in this year's class who are recipients of funding from the two Municipal and County Administration scholarship programs. The Local Government Federal Credit Union awarded a scholarship to Crystal Smith ('05), Human Resources Manager for the City of Lenoir, while the Municipal and County Alumni Association continued its tradition of awarding two scholarships—one for a municipal student and one for a county student. This year's recipients are Michael Boaz ('05), Town Manager of Mount Gilead, and Rick Morris ('05), County Manager of Stokes County. Thanks again should go to both organizations for being great supporters of the School of Government and its programs.

I look forward to the coming course year. Brian and I will keep you up-to-date on all the pertinent news.

Gregory S. Allison

Gregory S. Allison ('92)

Director,

Municipal and County Administration Course
(919) 966-4376, allison@iogmail.iog.unc.edu

Forsyth County and the Municipal and County Administration Course

By **Graham Pervier ('70)**, Forsyth County Manager, and Member, North Central Regional Council

In June 1969, fresh out of graduate school, I joined the Division of Community Planning in the Coastal Area Office in Washington, N.C. My boss, Jim Hinkley, had been accepted in the IOG's County Administration program for that fall but found he could not attend. He talked me into taking his place, and so I was able, very early in my career, to learn the basics of local government in North Carolina and to meet IOG faculty members and colleagues who have been friends and a part of my support system ever since.

Forsyth County tries to have two or three key staff people in the Institute's County Administration program every year. All of them return, as I did thirty-four years ago, with a broader, more solid understanding of local government and valuable new friendships. Of course, the program changes from year to year to keep up with statutory changes and best practices. However, there is a comforting sense of continuity for those of us who remember the county accountants, district solicitors, coroners, election supervisors, and agricultural extension chairs we have met over the years.

The School of Government, along with the Local Government Commission, the League of Municipalities, and the Association of County Commissioners, provides the resources to help with most of the problems a North Carolina local government manager is likely to face. Even so, all of us would do well to get out of the office a little more often to visit colleagues in other communities and see how they are dealing with challenges similar to our own. We certainly invite our fellow county officials to visit Forsyth County. We are particularly proud of our new Government Center, new Social Services Building, and new General Services Complex. Triad Park, a joint undertaking with Guilford County, is another very special project. Please come—and bring along your ideas about how we can handle the debt service for all this stuff without raising taxes!

I also encourage you to get involved with the Friends of the Institute of Government Council in your region. The School of Government, which has done so much for each of us, deserves our support in return.

Greensboro Finance Department Honored

The City of Greensboro Finance Department has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada. The award emphasizes practical, documented work that offers leadership to the profession and promotes improved public finance. This is the twenty-sixth straight year that Greensboro has received the award. Congratulations to the City of Greensboro's Finance Department members, including Richard L. Lusk, Finance Director; Sherry E. Carson, Administrative Assistant; Marlene F. Druga, Financial Reporting Manager; **Susan C. Wuchae ('84)**, Accounting Manager; Jeffery L. Roberts, Investment Manager; Anita B. Wilson, Assistant Accounting Manager; Bonnie G. Harvell, Senior Financial Analyst; Christina N. Smith, Senior Accountant; Roberta K. Johnson, Financial Analyst; James R. Holfield, Accountant; and Pattie G. Elwood, Accountant.

Visit the Friends of IOG Web site: www.sog.unc.edu/friends/ for the latest news about upcoming regional council meetings and events.

Friends of IOG Food Challenge



"Food challenge": Levy Restaurants' food station featured the finest in Italian cuisine at the Knapp-Sanders Building Dedication.

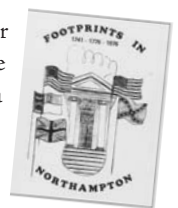
Our guests at the Knapp-Sanders dedication were treated to some of the best food from across the state, thanks to the good work of the Friends of the Institute East (Bill Ellis Barbeque from Wilson), Northeast (seafood from the coast), and Southwest (Levy Restaurants from Lowe's Motor Speedway) regional councils. The councils nominated and selected these caterers to represent the rich culinary tastes and histories of their regions.

We greatly appreciate the generous financial support of the following Friends of IOG Food Challenge Sponsors:

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Levy Restaurants and Compass Group
McKim & Creed
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Waste Industries

Featured Books of the Quarter

William C. Griffin Jr., a senior resident Superior Court judge from Williamston and a Northeast Council member, donated an autographed copy of *Footprints in Northampton*, 1741–1776–1776 to the Friends of the Institute of Government's Knapp Library Book Drive. J. D. Brickhouse, Tyrrell County manager and also a member of the Northeast Council, contributed the recently published *The Heritage of Tyrrell County, N.C.* to the drive. Our thanks to Judge Griffin, Mr. Brickhouse, and everyone who has donated a book! You may donate a book that documents the unique and fascinating history of your area by sending it to Marsha or Alex at Friends of IOG Book Drive, IOG Foundation, CB# 3330, Knapp-Sanders Building, Chapel Hill, NC 27599-3330.



Contributing Friends

Thank you to all who support the School and Institute of Government. We gratefully acknowledge the following gifts and/or pledges made to the Institute of Government Foundation between July 1, 2004, and September 30, 2004.

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Wicker Scholarship 2005–2006 Academic Year

The UNC Chapel Hill Office of Scholarships is seeking freshman undergraduate applicants for the 2005 Jake Wicker Scholarship.

The \$1,000 scholarship will be awarded to a first-year student who is planning to enroll at UNC Chapel Hill in the 2005–2006 academic year. The student must have at least one parent who has been continuously employed full-time by a North Carolina city or county government for the past five years immediately before January 1, 2005. The

scholarship is awarded based on relative financial need and academic promise.

To apply, send a letter of application to Wicker Scholarship, UNC Chapel Hill Office of Scholarships, P.O. Box 1080, Chapel Hill, NC 27514. For additional information, or to e-mail a letter of application, contact Virginia S. Malek at Gini_Malek@unc.edu or (919) 962-9490.

The scholarship application deadline is April 1, 2005.

Hold the Date! East Regional Council's Economic Development Forum Set for March 10

The Friends of the Institute East Regional Council will convene a second Economic Development Forum for their region on Thursday, March 10, 2005, from 2:00 to 6:00 P.M. at the New Bern Convention Center. More details about the forum will appear in the *Friends of the Institute Newsletter*/Winter 2005 edition. Contact Becky Carter at (919) 843-2556 or soginfo@iogmail.iog.unc.edu if you would like to reserve your forum ticket(s).

North Central Council's Economic Development Forum in Kernersville

By Allen Joines, Mayor, Winston-Salem, and Member, North Central Regional Council

We enjoyed an impressive turnout of 162 civic and local government leaders from the Piedmont/Triad at the Friends of the Institute North Central Regional Council's Economic Development Forum on September 30 at the Triad Park's new Woodland Hall in Kernersville. Chancellor James Moeser of The University of North Carolina at Chapel Hill opened the forum by encouraging institutions of higher education throughout the state to work together to promote further economic development in the region.

It was then my pleasure to facilitate the forum's panel discussion featuring our expert panelists: Watts Carr, Chairman, Piedmont Triad Partnership; David Lawrence, Professor, School of Government; Bob Leak Jr., President, Winston-Salem Business; and Jonathan Morgan, Assistant Professor, School of Government. The audience was not shy about asking the panelists questions on the role of local governments in supporting economic development through business recruitment and retention and small business development.

Not surprisingly, the hottest topic for discussion was the use of local and state government tax incentives to recruit new industry to our region. Both Watts Carr and Bob Leak stressed the fundamental importance of incentives in today's competitive world of industrial recruitment and recommended that local government use them carefully and wisely.

Bob informed us that incentives are now used at the beginning of negotiations with a business

prospect, which marks an important change for the economic developers who in the past used incentives at the end of negotiations to encourage a business to make a firm commitment.

We also fielded a question about multijurisdictional economic development projects and how the costs and revenues can be shared among local governments. David Lawrence informed us that North Carolina local governments are granted authority under S.L. 2003-417 to enter into a contract or agreement with two or more local governments to share the financing, expenditures, and revenues related to development projects. This act specifically authorizes the sharing of property tax revenues generated from an industrial/commercial park or site.

Jonathan Morgan informed the group about recent economic development legislation enacted by the North Carolina General Assembly, including the re-funding of the One North Carolina Fund and expansion of the Job Development Investment Grant program. He also noted that the General Assembly has appropriated \$20 million to the Rural Economic Development Center to establish the North Carolina Economic Infrastructure Program. The Rural Center will award grants to eligible local governments to construct critical water and wastewater facilities and to provide other infrastructure needs, including technology needs, to sites where these facilities will generate private job-creating investment. I was able to tell the audience about a comprehensive entrepreneurial development program called



Mayor Allen Joines delivers his opening remarks at the Economic Development Forum in Kernersville.

the Piedmont Triad Entrepreneurial Network, in which Winston-Salem, Greensboro, and High Point have joined to provide almost two million dollars for this year's program to create and nurture high-growth companies.

Our panelists provided forum attendees with a wealth of information about the changing and complex role of local government in the economic development arena. They also provided many helpful handouts, which are available for your review and information at the Friends of IOG Web site at www.sog.unc.edu/friends.

We are extremely grateful for the financial support of the forum's sponsors and in particular our gold sponsor, Duke Power. We gratefully acknowledge the support of our silver sponsors, BellSouth and Thomas Built Buses. The forum would not have been possible without the support of these generous corporate partners.

I personally want to thank J. R. Snyder and Billy Rich from Winston-Salem's TV 13 for producing a video of the forum for future rebroadcast on local government access channels in the region. If you would like a free copy of the tape, please contact Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu.

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Upcoming Meetings and Regional Events

East Regional Council

Lunch Meeting

January 21, 12:00–1:30 P.M.
Greenville

Economic Development Forum

Thursday, March 10, 2:00–6:00 P.M.
New Bern Convention Center

Northeast Regional Council

Lunch Meeting

January 14, 12:00–1:30 P.M.
Windsor

Northeast North Carolina Civic Index

Community Forum

March 3, 5:30–8:00 P.M.

K. E. White Graduate Center, Elizabeth City
State University

North Central Regional Council

Lunch Meeting

April 1, 12:00–1:30 P.M.
Greensboro

Southeast Regional Council

Lunch Meeting

January 13, 12:00–1:30 P.M.
Whiteville

Golf Tournament

April 23, 2:00–5:00 P.M.
Wilmington Municipal Golf Course

Southwest Regional Council

Lunch Meeting

November 12, 12:00–1:30 P.M.
Dale Earnhardt, Inc., Mooresville

3rd Annual Spring Social and Dinner

April 7, 5:00–8:30 P.M.
Lowe's Motor Speedway in Concord

West Regional Council

Lunch Meeting

November 18, 12:00–1:30 P.M.
Asheville City Hall

Visit the Friends of IOG Web site:
www.sog.unc.edu/friends/ for the latest news about
upcoming regional council meetings and events.

Friends of the Institute
Newsletter





Friends of the Institute Newsletter

Vol. 3 No. 3 Summer 2004

The Institute of Government

A Message from the Dean

Dear Friends,

I'm pleased to announce that Chancellor James Moeser will make brief opening remarks at the North Central Regional Council's economic development forum, to be held on September 30 from 3:30 to 6:00 P.M. at the Triad Park in Kernersville. Winston-Salem mayor and North Central Council member Allen Joines will moderate the forum, which will introduce the School of Government's Community and Economic Development Program. We hope our many friends from the Piedmont will join us at the September forum. (See Graham Pervier's article about the forum on page 3.)

We are also looking forward to seeing our friends from eastern North Carolina at the East Regional Council's economic development forum on October 14 from 2:30 to 3:30 P.M. at Edgecombe Community College's Tarboro campus. The forum will focus on local government's role in promoting economic development through downtown revitalization, entrepreneurship and small business development, and infrastructure enhancements and incentives.

More than one hundred supporters from eleven western counties and beyond attended the Friends of the Institute of Government West Regional Council's economic development forum at the Grove Arcade Public Market on April 29. We are grateful to Progress Energy for sponsoring the forum and to our council members who volunteered to organize the event. Bob Kendrick, the forum facilitator, has written a short article about the forum (see page 7).

Your ongoing support of the Institute, the School, and our mission to serve North Carolina is gratifying.

Sincerely,

Michael Smith

Michael R. Smith
Dean, School of Government

Fleming Bell: Advisor, Teacher, and Friend to North Carolina's Municipal Clerks

By Dianne S. Pierce, MMC, City Clerk, Elizabeth City; President of the N.C. Association of Municipal Clerks; and Northeast Regional Council Member



Diane Pierce & Fleming Bell

If you were to ask the municipal clerks of our great state what they think of A. Fleming Bell, II, the vast majority, I guarantee, would say that he is their strong right hand. I know he is mine, and I'm not ashamed to admit it to anyone. Whenever I need an answer to a question or a little advice, Fleming is the first person I call. Most of the time he has the answer I seek. But if not, he will quickly say, "Let me connect you to so-and-so, who specializes in that field. He (or she) will be able to help you. If not, please call me back."

Fleming Bell is Professor of Public Law and Government in the Institute of Government at the School of Government, the University of North Carolina at Chapel Hill. He is also the 2003-2004 Ethics Fellow of the university's Institute for the Arts and Humanities, an attorney, and a city planner. Fleming specializes in local government law and procedure and serves as the Institute's director of educational programs for city and county clerks and county attorneys. During his IOG tenure of more than twenty-two years, he has taught and answered questions for a variety of public officials and citizens, ranging from purchasing agents and county attorneys to public administration graduate students, city clerks, newspaper reporters, and members of city and county governing boards.

Soon after he joined IOG, Fleming Bell was assigned staff responsibility for developing and coordinating the educational programs for city and county clerks. From the very beginning, Fleming took his responsibilities to the municipal clerks seriously and carried them out in a very professional manner. Through the years, he has energetically and cooperatively taught with members of the North Carolina

Association of Municipal Clerks (NCAMC), continually developing innovative methods to keep the teaching materials fresh, interesting, and informative. He has met the needs of all clerks—balancing presentation of the fundamental methods and principles so essential for new clerks with more challenging and thought-provoking subject matter for seasoned clerks.

In addition to the City and County Clerks' School, his International Institute of Municipal Clerks (IIMC) work, and numerous seminars, educational workshops, and information sessions that he plans and teaches, Fleming is a prolific author. He has written numerous papers, bulletins, and books containing advice and information on many aspects of municipal clerks' functions and responsibilities. When the General Assembly enacts new legislation affecting clerks and their duties, Fleming Bell and his IOG colleagues act quickly to interpret the statutes and provide accurate information to the municipal clerks and other officials whose work is affected. His writings are a readily available, quality reference source for clerks and other public officials.

Fleming, a North Carolina native, is married and the father of three daughters. He received his undergraduate and law degree from Duke University, where he was elected to Phi Beta Kappa and was first in his law school class. He received a master's degree in regional planning from the University of North Carolina at Chapel Hill. In his spare time he likes to play with his dogs and Maine coon cat, travel, and watch his daughters act.

Over the years Fleming Bell has become my ally, a trusted colleague, and a very good friend. He is dedicated to assisting clerks and has always been there for me and for others who need his help. His commitment to his profession, the Institute of Government, and the principles for which he and the IOG stand made it an honor and a pleasure to write this article about Fleming.

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School of Government News

■ **Laurie Mesibov** recently received the 2004 Service Learning Award from UNC Chapel Hill's APPLES-Service Learning Program. The award recognizes her thoughtful contributions as an advisory board member and her sustained commitment to improving service learning opportunities for students. "Laurie has worked hard to support service learning by serving on the APPLES advisory board and in many other ways," said Dean Mike Smith. "It is nice to see her good work recognized. Well done and well deserved!"

■ **The North Carolina Civic Education Consortium** and the N.C. Department of Public Instruction have joined hands to produce civic education resource materials for middle and high schools. The materials, which will help schools implement the recommendations related to civic education contained in new state legislation, will address best practices for current events, service learning, and student voice/student governance. The materials are expected to be available in early 2005. Consortium Director **Debra Henzey** will represent the Consortium and

the N.C. City-County Management Association on a workshop panel about civic education at the International City-County Management Association's Annual Conference in September 2004. **Kelley O'Brien**, the Consortium's outreach director, was recently appointed to the Kids Voting North Carolina Board of Directors.

■ **Stacey Isaac**, a Master of Public Administration student at the School of Government, was one of five UNC Chapel Hill students awarded the Carolina Center for Public Service's Robert E. Bryan Fellowship. Isaac, who has organized and taught English as a Second Language (ESL) weekend classes for Hispanics in Durham, hopes to explore a partnership in which UNC students will teach future ESL classes.

■ **Lydian Altman-Sauer**, **Margaret Henderson**, and **Gordon Whitaker**, all with the School's Project to Strengthen Nonprofit-Government Relationships, published "Mutual Accountability between Governments and Nonprofits: Moving beyond 'Surveillance' to 'Service'" in *The American Review of Public*

Administration (June 2004). The Project identifies and promotes ways to help nonprofit and government agencies work together to serve the public more effectively. For more information, visit the Project's Web site at www.nonprofit-gov.unc.edu.

■ **Mark Weidemaier** joined the School of Government faculty in June from the Dechert law firm in Philadelphia. He will work primarily with court officials in the areas of civil law and procedure. In 1999-2000 Weidemaier served as law clerk to the Honorable Dolores K. Sloviter, U.S. Court of Appeals for the Third Circuit. He earned his J.D. from the University of Minnesota Law School and his B.A. from Carleton College.

■ **Jesse White** has become director of the newly created UNC Chapel Hill Office of Economic and Business Development, which will serve as a "gateway" office to the university's resources on North Carolina economic development issues. White will retain his adjunct appointment at the School of Government.



School of Government's Spring Fling Award

By **Jessica Russell**, School of Government

For the second consecutive year, the School of Government's entry in the H.E.E.L.S for Health Spring Fling took the top prize for most creative springtime costume award. "A Bureaucrat's Bouquet" was lauded not only for the creativity of its costumes, but also for the spirit displayed in a team cheer led by none other than our own illustrious Dean "Daffodil" Smith.



School of Government's Spring Fling award winners pose for photo in the atrium of the N.C. Local Government Wing.

School of Government's Publications Division Wins Award

The School of Government has been awarded a Silver Magnum Opus Award for **Richard Whisnant's** *Cleanup Law in North Carolina: A Guide to a State's Environmental Cleanup Laws*. This award, sponsored by *Publications Management Magazine* and the University of Missouri School of Journalism, recognizes outstanding achievement in corporate and custom publications, based on criteria such as quality of writing and design, creative use of imagery and typography, and consistency of color palette and style.

Designer **Robby Poore** worked with local environmental artist and UNC Chapel Hill graduate **Caroleigh Robinson** and the author to create the cover of this publication (see photo), which competed against submissions from such corporate giants as Halliburton, Verizon, Public Radio International, Walt Disney, New York Life Insurance, and RE/MAX International.



SOG Staff Members Receive Star Heels Awards

By **Kay T. Spivey**, Director of Human Resources

Six School of Government employees were recipients of University Star Heels Awards this summer. The Star Heels Award Program was created by a gift to the University from TIAA-CREF and allows individual departments to present deserving employees with gift certificates from several local and university establishments. The following employees were recognized for their outstanding service to the School's clients and colleagues:

Casey Christian, Program Coordinator, Facilities and Instructional Support Division

Susan Dunn, Assistant Manager, Computer Services Division

Jennifer Henderson, Legislative Reporting Service Manager and Associate Editor, Publications Division

Carrie Holbert, Applications Programmer, Computer Services Division

Mark Jarrell, Mail Services Assistant, Production and Distribution Division

Chris Toenes, Bookstore Manager/Marketing and Sales Assistant, Publications Division

Chancellor Moeser to Speak at North Central Council's Economic Development Forum

By **Graham Pervier**, County Manager, Forsyth County, and member, North Central Regional Council

Chancellor **James Moeser** of the University of North Carolina at Chapel Hill will make brief opening remarks at the economic development forum and reception of the Friends of the Institute North Central Regional Council on Thursday, September 30, from 3:30 to 6:00 P.M. at the Triad Park's new Woodland Hall in Kernersville. You and other local government officials from our region are invited to this economic development forum, which is made possible through the generous financial support of gold sponsor Duke Power and silver sponsors Bell South and Thomas Built Buses.

Allen Joines, Winston-Salem's mayor and an experienced economic development professional, will facilitate an interactive panel discussion on the best economic development role and tax policy options for North Carolina's local governments. The panelists will include

Watts Carr, Chair, Piedmont Triad Partnership,
David Lawrence, Professor, School of Government,
Bob Leak, President, Winston-Salem Business, and
Jonathan Morgan, Assistant Professor, School of Government.

The forum is intended to attract public and private leaders from Alamance, Caswell, Davidson, Davie, Forsyth, Guilford, Randolph, Rockingham, and Stokes counties to learn more about the role of local governments in supporting economic development through business recruitment/retention, infrastructure financing, and small business development. The panelists will also discuss what local governments can do to help a community be business-friendly and compete for private investment and the new economic development legislation passed by the



Allen Joines (left), Mayor, City of Winston-Salem; James Moeser (right), Chancellor, University of North Carolina at Chapel Hill

N.C. General Assembly. Participants will have the opportunity to learn about such existing and potential economic development tools for local governments as self-financing bonds, multijurisdictional collaboration and regional alliances, and alternative revenue sources.

You may reserve your free ticket(s) for the forum today by contacting Becky Carter at (919) 843-2556 or soginfo@iogmail.iog.unc.edu. Limited seating is available, so please respond by September 27.

East Council's Economic Development Forum Set for October 14th

By **Jim B. Hicks Jr.**, Attorney, New Bern, and member, East Regional Council



Edgcombe Community College's new Arts, Civic, and Technology Center in Tarboro (left); Janice Faulkner (right)

You are invited to the Friends of IOG East Regional Council's economic development forum on Thursday, October 14 from 2:00 to 6:00 P.M. at Edgcombe Community College's new Arts, Civic, and Technology Center in Tarboro. The forum will focus on local government's role in promoting economic development through downtown revitalization, workforce development, entrepreneurship and small business development, and infrastructure enhancements/incentives.

Janice Faulkner, who has been one of eastern North Carolina's most impressive advocates and public servants, will facilitate the opening panel discussion featuring

- Doug Byrd, Manager of Community Relations, N.C. Department of Commerce
- Valeria Lee, President, Golden LEAF Foundation
- Leslie Scott, Director of the Institute for Rural Entrepreneurship, N.C. Rural Center
- Robin Spinks, Greenfield Development Corporation, Wilmington

Join the forum's interactive panel discussion and topical workshops exploring the factors companies consider in sizing up a community for a new or expanded location, the financing of infrastructure enhancements, the challenges of retraining displaced workers, and the role of local governments in promoting small business development and retention and downtown revitalization.

The topical workshops will feature several models of economic development initiatives from eastern North Carolina, including Connect Inc., Farmville Development Partnership, New Bern's Swiss Bear Downtown Revitalization Corp., Martin County's Northeast Technology & Business Center, and the Rocky Mount/Edgcombe County Community Development Corporation. Reserve your free tickets for the forum by contacting Becky Carter at (919) 843-2556 or soginfo@iogmail.iog.unc.edu.

Southeast Council to Host Golf Tournament in April 2005

Golfers take note! The Friends of IOG Southeast Regional Council's golf tournament will be held at the Wilmington Municipal Golf Course on Saturday, April 23, 2005, to benefit the Institute of Government Foundation. The tournament will bring together friends and supporters of the Institute from across the state who want to improve their game and celebrate the Institute. Stay tuned for more details.





Janet Edwards's Municipal and County Administration Alumni News

The 160-hour flagship Municipal and County Administration Course is designed to provide an in-depth overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites course alumni to get back in touch.

Janet Bids Farewell to the Institute of Government

My Dear Friends,

As I write this, I have less than two weeks left at the Institute of Government before my retirement begins. There is no way I can capture my experiences during the last thirty years in a few words. I came to the IOG in July 1974; at that time I had no way of knowing what a special and unique job I had been offered. I was hired as a secretary—no big deal, right? Wrong! This job was special all by itself, but I had no idea that the six faculty members I was to work with so closely were among the most respected and well-known folks in North Carolina: **Jake Wicker, Phil Green, Robert Stipe, Joe Ferrell, David Lawrence, and David Warren.** Within about six months, Robert Stipe and David Warren left the Institute, and **Don Liner and Tom Ross** moved into their vacated offices. **Grainger Barrett and Fleming Bell** came to the Institute somewhat later, moved into offices “in my space” at the Institute, and I was assigned to be their secretary. As you well know, all of these folks are shining stars at the Institute, and I feel very fortunate to have been a part of their careers.

Within a couple of months of starting the job, I learned firsthand all about the Municipal and County Administration Course. Jake Wicker was the course director, I was his secretary, and we worked together on the course until he retired in July 1991. After Jake's retirement, **Jack Vogt, Terry Kale, Don Liner, Rich Ducker, and Greg Allison** became course directors, and I had the very good fortune of continuing to work with each of them as the course coordinator.

I don't want to give the impression that the Municipal and County Administration Course was the only educational event I worked on. I also coordinated training for city and county managers, purchasing agents, planning directors, health directors, information technology officials, city and county clerks, and newly elected municipal and county officials. But the Municipal and County Administration Course spanned an eight- or nine-month period each year and enrolled about a hundred officials. I had no idea

that I would plan my life around that course for the next thirty years! I also didn't know in 1974 that I would meet “a hundred new friends” on the first day of class each year thereafter. One of the most rewarding aspects of the course was seeing those hundred people come to class on the first day as virtual strangers and in a very short while become close friends. The networking and fellowship among members of this class are awesome. They not only get to know each other, they meet each other's spouses, significant others, children, and grandchildren—it's absolutely amazing!

In 1974, I was very young—not particularly naïve, but young. Working with Jake Wicker was an experience I wouldn't trade for anything in this world. I learned from Jake just as surely as I learned from my own parents. I have always admired Jake's unique sense of humor, his dedication to the State of North Carolina and its people, and his love of humanity in general. I “grew up” in a sense at the Institute of Government, and I can say without reservation that I am a better person for it.

This all just seems unreal to me. I'm learning that retirement is a bittersweet thing. I am looking forward so much to spending more time at home or traveling and doing what I want to do on my own schedule, but I am also going to miss all the local government officials I have worked with over the years and have come to know well. I am going to miss my Institute of Government family of faculty and staff. But, I am NOT going to miss the alarm clock going off at 5:00 A.M., and I am not going to miss the deadlines, meetings, and the other stress-causing necessary evils of my job. I have to admit that all of these things kept me alert and on my toes, but the time has come for someone else to share in the fun. And it has been fun.

As I often tell Patricia Connor, the School's receptionist, when I leave my office for the day—Elvis has left the building. Bless you all!

Janet

Honoring Janet Edwards

By **Steven F. Rogers, Printing Supervisor, School of Government**

In a celebration to honor Janet Edwards, her friends at the School of Government came together to recognize her career accomplishments and friendship. The festivities started with a feature newspaper article about Janet in the local paper and a musical tribute to her on a Burlington morning radio show and culminated in a high-spirited retirement “roast.” As Janet's friend, coworker, and (by rural standards) neighbor since childhood, I have grown to appreciate Janet's unique personality. Sharing her love for a certain type of music and knowing what a great sense of humor she has, I knew exactly how to make her retirement week great.

On June 17, a feature article announcing her retirement appeared on the front page of the *Alamance News*. We also wanted to recognize Janet's good taste in music. Gail Stuckey, general manager and DJ for AM 920 WPCM in Burlington, agreed to play some of Janet's favorite songs during her forty-five-minute “almost-last ride to work.” Gail went into the station about four hours early on the morning of June 21, and he really “Poured It On” (Coastline Band) with some of Janet's favorites. If you like oldies and beach music, this was a great show. She came to work that morning laughing that unmistakable laugh, wondering WHAT was going to happen next. But things stayed almost normal until the afternoon of Thursday, June 24.

The atrium of our new building was transformed into a great social/dining hall in honor of Janet's retirement. There were humorous action photos of coworkers inscribed with personal comments and wishes decorating the walls. The most wonderful foods, including a special, so delicious, retirement cake, and flower arrangements adorned this festive area. Adjacent to this area is the Wicker Classroom, dedicated

Continued on page 5

1990s Tom Lundy '92, Catawba County Manager, has been selected the next president of the International City-County Management Association. John Miall '92, Director of Risk Management for the City of Asheville, was named the Public Risk Management Association's 2004 Public Risk Manager of the Year. Congratulations, Tom and John!

Metropolitan Sewerage District of Buncombe County Receives Awards

By **Martha Zeigler ('02)**, Director of Finance, Metropolitan Sewerage District (MSD) of Buncombe County, and **Stan Boyd ('02)**, Director of Engineering Services, MSD of Buncombe County, and member, West Regional Council

Local governments are constantly called upon to respond to new challenges. Managers at all levels need to possess facilitation skills as well as the technical know-how to deal with issues ranging from budget cuts to technology changes. Leadership, professionalism, and teamwork are essential to improving services to our citizens.

The MSD of Buncombe County is fortunate that three members of our management team—**Tom Hartye ('00)**, **Stan Boyd ('02)**, and **Martha Zeigler ('02)**—are alumni of the Institute of Government's County Administration Course. We all retain great memories of the course experiences in addition to unfailing admiration for Janet Edwards, who is the supreme illustration of grace under pressure and competent performance.

MSD has wrestled with how best to protect the public health and environment and rehabilitate aging sewer lines in a cost-effective manner. We are proud that our efforts have been rewarded in two consecutive years by national recognition from the Association of Metropolitan Sewerage Agencies (AMSA) in Washington, D.C.

Earlier this year, MSD received an AMSA award for Excellence in Management. This program recognizes public wastewater utilities that have successfully implemented progressive management initiatives addressing the wide range of management challenges facing the clean water community. The award cited accomplishments over the past several years, including development and implementation of a twenty-year facilities master plan, optimization of operations and maintenance practices for efficiency and effectiveness, registration for ISO 14001 Environmental Management System, and innovation and technical achievements in many facets of service to its customers.

In 2003 MSD received one of only two National Environmental Achievement Awards in the Operations Category for an innovative pipe-rating project that provides an objective numerical system for identifying and ranking rehabilitation projects. This collaboration between engineering, operations, and geographical information systems (GIS) allows the district to minimize costs by focusing rehabilitation dollars where they are

needed most rather than replacing entire collector lines.

Kudos go to many MSD staff at all levels who are willing to think "outside the box" and work together. However, for MSD officials who want to start progressive action but aren't quite sure how to go about it, the Municipal and County Administration Course offers a great opportunity to develop and practice team-building and innovative solutions reached through collaboration and consensus.



Buncombe County MSD Staff. From left to right: (front row) **Ken Stines** (System Services), **Ann Lemieux** (System Services), **Brady Blackburn** (Board Chair), **Jenny Konwinski** (GIS), and **Ed Bradford** (Engineering); (back row) **Blake Bridwell** (Engineering), **Roger Watson** (Engineering), **Tom Hartye** (General Manager), and **Eric Mann** (GIS).

Honoring Janet Edwards, continued

in honor of **Jake Wicker**, Janet's first course director. It was decided that this would be the perfect arena in which to honor Janet and her wonderful career. And then the fun began!

Dean **Mike Smith** welcomed guests, coworkers, and Janet's family to this celebration of her career. He talked of her many years of dedicated service to the Institute and the people of North Carolina. Other speakers were **Greg Allison**, **Rich Ducker**, **Joe Ferrell**, **David Lawrence**, **Linda McVey**, **David Owens**, and **Jack Vogt**. Each one gave examples of the many great ways Janet enriched the lives of the people around her, and each one—not so surprisingly—shared a funny story involving Janet. Which one of her directors did she pull the chair out from under? And why was the rooster crowing on the fence?

The retirement party really got going with a humorous fictional Power Point presentation illustrating how different emotions could affect the most unexpected people, at the most inopportune times, when they learn that a friend

and valued coworker is retiring. Picture this: **Janice Smith** (Janet's right-hand lady) and **Greg Allison**, both feeling very distraught over Janet's leaving, decide to release their frustrations by tearing her sweet, innocent-looking picture from the *Friends of the Institute Newsletter*, enlarging it to life-size on a hallway copier, and nailing it to Greg's new office wall. They then decide to throw newly sharpened pencils, dart fashion, at Janet's enlarged photo. Janice is throwing the pencils and Greg is crawling around on the floor retrieving the spent ammo that didn't stick to the wall when walks **Kay Spivey** (the Institute's Human Resource Director) and **Dean Mike Smith**, and the fun really begins.

The whole story (with photos and audio narration) can be downloaded at the Friends of IOG Web site: <http://www.sog.unc.edu/friends>.

Dean Smith closed the tribute by presenting Janet with a special certificate signed by all of the Institute staff and faculty members. The School also presented her a BIG three-piece



Janet and her husband **Lawrence** at the School's Municipal and County Course Administration Graduation in May.

luggage set to use on her many upcoming trips to the Carolina coast. (NO, we didn't let Greg Allison stow away in one of the suitcases!)

Elvis has left the building! Janet Edwards and that unique laugh have definitely retired and will truly be missed!

Contributing Friends of the Institute

Thank you to all who support the School and Institute of Government. We gratefully acknowledge the gifts and/or pledges made to the Institute of Government Foundation between April 1, 2004, and June 30, 2004.

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Recent Gift to the IOG Foundation

An anonymous donor has recently made a gift of \$500,000 to the IOG Foundation to help the School of Government finish work on the Knapp-Sanders Building. All contributions to the North Carolina Local Government Wing and other capital designations will trigger a dollar-for-dollar match to fulfill the School's final equipment, furniture, and landscaping needs. We hope to finish the local government wing campaign by the end of 2004.

Northeast Regional Council Issues Book Drive Challenge!



At its May meeting, the Northeast Regional Council donated eighteen books of local history to the Friends of the Institute Knapp Library Book Drive.

The Friends of IOG Northeast Regional Council contributed eighteen new books to the Friends of IOG Book Drive at their May meeting in the Town of Winfall. When added to the library's current holdings, these new donations more than doubled the library's collection of works chronicling the rich history of the northeastern counties and municipalities.

The Northeast Regional Council challenges other Friends of IOG Councils to break this new record for book donations in a single day. Earlier this year the Northeast Council joined forces with the other regional councils and the Institute of Government's librarians, Alex Hess and Marsha Lobacz, to launch its book drive to

expand the Joseph P. Knapp Library's collection of books chronicling the history of northeastern counties and municipalities. The Northeast Regional Council's goal is to acquire at least one book on every county and municipality in the region, which includes Bertie, Camden, Chowan, Currituck, Dare, Gates, Halifax, Hertford, Hyde, Northampton, Pasquotank, Perquimans, Tyrrell, and Washington counties.

You may donate a book that documents the unique and fascinating history of your area by sending it to Marsha or Alex at Friends of IOG Book Drive, IOG Foundation, Knapp-Sanders Building, CB# 3330, Chapel Hill, NC 27599-3330.

Tharrington Smith Donates \$12,500 to IOG Judicial Education

The Raleigh law firm of Tharrington Smith, LLP has donated \$12,500 to the Institute of Government Foundations. The gift will be added to the School's James C. Drennan Judicial Education Endowment Fund, which supports professional education to improve North Carolina's judicial processes. "The firm's support of this fund is based on our belief that the Institute's training programs for North Carolina court officials benefit every citizen of the state by improving the knowledge and professionalism of those who serve in our judicial system," said Michael Crowell, a Tharrington Smith partner.

West Council's Economic Development Forum Held in Asheville

By Robert C. "Bob" Kendrick, Executive Director, Asheville Buncombe Development Corporation

In April the Friends of IOG West Regional Council convened an economic development forum at Asheville's Grove Arcade Public Market for 115 friends from western North Carolina. The program, which was sponsored by Progress Energy, focused on the changing role of local government in economic development, business retention, recruitment, and local development/entrepreneurship.

Following Asheville Mayor Charles Worley's welcome to public and private sector leaders from western North Carolina, I had the honor of facilitating an interactive panel discussion about innovative economic development initiatives for western communities. The panelists were School of Government Professors Anita Brown-Graham and Jesse White; Dale Carroll, President and CEO of Advantage West; Sandy Jordan, Vice President for Economic Development, Progress Energy; and Mac Williams, Director of Economic Development, City of Asheville. The interesting discussion covered an extensive body of information quickly and effectively. Numerous questions from the audience and the panelists' thoughtful responses revealed the value of the forum and the speakers' eagerness to share their collective knowledge.

What did we learn?

The participants highlighted the retention of existing business as very important, indeed the cornerstone of an effective economic development program. Business people want local

leaders to understand workforce issues; have a strategic plan for economic development; participate in national politics, trade issues, and lobbying activities; and promote government-business partnerships that are effective, cohesive, and proactive.

In today's world, recruitment of new businesses is driven by a combination of local incentives, collaboration between adjoining communities, and public-private partnerships. A community must be able to offer not only qualified sites but also the high quality of life and place that is so often an important component of a company's location decision.

Local leaders can use a wide range of resources and support mechanisms to encourage growth and support entrepreneurial interests. They include business incubators, local revolving loan funds, supportive regulatory environments, and advocates who help the public understand the significant contributions and stability that both microbusiness and small business add to a community's well-being.

The panelists noted numerous examples of best practices undertaken by local governments and described their effect on the communities' economic development. This led to a lively discussion and numerous probing questions and comments from attendees, including: Bob Boyette, City Manager from Marion, who strongly supports his region's traditional textile and apparel-based industries; Gavin Brown of the Haywood

Economic Development Commission, who sought guidance on leadership structures; Garry Heising of Transylvania County, who sought effective formulas for recruiting new business in the wake of manufacturing losses in his community; and Brenda Oliver, mayor of Sylva, who recognizes the value of small business to the town's future economic health. Beverly Carlton of Morganton raised questions about the best approaches to building a community-driven organization, and Linda Giltz, a planner from the Land of Sky Regional Council, prompted discussion of the quality-of-place component in effective economic development. The depth of questions asked by the attendees was indicative of both local leaders' commitment to improving their communities and their knowledgeable search for specific, effective solutions.

We are grateful to the following seven businesses for donating the door prizes presented to a few lucky attendees: Dixon Hughes, PLLC; Kamm's Custard Shop; Martin Starnes & Associates, CPAs, P.A.; McGill Associates, P.A.; Mountain Made; Nelson Mullins Riley & Scarborough, LLP; and Vaughn & Melton. We also want to thank Charter Media for donating video production services, which allowed us to record and rebroadcast the forum on the City of Asheville, Buncombe County, and Henderson County local government channels. Contact Kyle Gray at (919) 962-8477 if you would like a free copy of the forum video.

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Upcoming Meetings and Regional Events

East Regional Council—*Economic Development Forum and Reception*
 October 14, 2004, 2:30–6:00 P.M.
 Edgecombe Community College, Tarboro.

Northeast Regional Council—*Lunch Meeting*
 September 24, 12:00–1:30 P.M.
 Southern Shores' Pitts Center

North Central Regional Council—*Economic Development Forum and Reception*
 September 30, 2004, 3:30–6:00 P.M.
 Triad Park, Kernersville

Southeast Regional Council—*Lunch Meeting*
 January 13, 2005, 12:00–1:30 P.M.
 Whiteville

Golf Tournament
 Saturday, April 23, 2005
 Wilmington Municipal Golf Course

Southwest Regional Council—*Lunch Meeting*
 November 12, 2004, 12:00–1:30 P.M.
 Dale Earnhardt, Inc.
 Mooresville

3rd Annual Spring Social and Dinner
 April 7, 2005, 5:00–8:30 P.M.
 Lowe's Motor Speedway
 Concord

West Regional Council—*Lunch Meeting*
 October 10, 2004, 12:00–1:30 P.M.
 City Hall, Asheville

Contact Kyle Gray at (919) 962-8477

Visit the Friends of IOG Web site:
www.sog.unc.edu/friends/ for the latest news about upcoming regional council meetings and events.



Friends of the Institute Newsletter

Vol. 3 No. 2 Spring 2004

The Institute of Government

A Message from the Dean

Dear Friends,

The new and improved Knapp-Sanders Building has been a hub of activity during the first few months of 2004 as we have welcomed municipal and county attorneys, clerks, managers, tax collectors and assessors, planning and zoning officials, judges, magistrates, and a host of other officials from across the state. North Carolina's state and local elected and appointed officials will enjoy the benefits of our state-of-the-art instructional facility for years to come, thanks to the generous financial support of North Carolina's General Assembly, counties, municipalities, professional associations, businesses, other organizations, and, of course, countless individuals.

I'm pleased to announce that by the time you read this newsletter four hundred and fifty commemorative bricks from generous contributors to the Knapp Foundation's million-dollar challenge campaign will have been installed. They will be prominently located on the brick walkway joining our parking deck to the new building. We hope you have a chance to visit the building soon to see your brick in place. For those of you who would still like to buy a brick, it's not too late! We will install a second batch of bricks in 2005 after the building dedication. (See page 8 for details.)

On April 1, we enjoyed a great night at the Friends of the Institute Southwest Regional Council's Second Annual Social and Dinner in Concord. I want to thank our Southwest Regional Council members for organizing this special night and Food Lion for again being its exclusive sponsor. Much of the credit for the success of this event goes to Southwest Council member Joyce Allman and to our host, the City of Concord. This fun event has become a wonderful new tradition for the School and our friends in the region.

Your ongoing support of the Institute, the School, and our mission to serve North Carolina is gratifying.

Sincerely,

Michael R. Smith
Michael R. Smith

Dean, School of Government

Janet Edwards "Graduates" from the Institute of Government

By Gregory S. Allison, Professor, School of Government

Hold on to your chairs as I make the following bittersweet announcement: Janet W. Edwards, who has provided thirty years of sterling service to the Institute of Government, will retire effective June 30, 2004! The occasion is bittersweet for obvious reasons. While we hate to see her go, how can we not be happy for her good fortune? Janet has performed above and beyond the call of duty and more than deserves to savor relaxing times with her husband, daughter, son-in-law, and grandchildren. She is beginning a wonderful time in her life—one that we all hope to enjoy someday—so we should celebrate her achievements.

Janet began her work with the Institute of Government in July 1974. Over the years she has worked with countless courses and clients, including the clerks, city and county managers, and the North Carolina Local Government Information Systems Association (to name just a few). But the one unvarying role of her career has been as coordinator of the Municipal and County Administration course. Upon her arrival in 1974, Janet immediately began working with the course and then-director Jake Wicker; since then she has never ceased being an integral and important part of its administration. While course directors have changed over the years—there have been six, and Janet worked with every one of them—her presence and invaluable service have been the constant. It is going to be very difficult (even surrealistic) to open the 2004–2005 sessions without her.

During her tenure, Janet has worked with over twenty-five-hundred Municipal and County Administration students, encompassing approximately five thousand course contact hours. She has become synonymous with the course, coordinating registration, compiling notebooks, and working with countless outside speakers as well as a majority of Institute faculty members. Janet has collected homework, administered quizzes, planned social events, and served as the primary contact person for student needs. She has also served as staff liaison with the Municipal and



Gregory Allison and Janet Edwards

County Administration Alumni Association, coordinating their annual meetings and working directly with the Association's board. Every student's experience has been positively influenced by her dedication to his or her well-being. She truly takes care of her students.

As I noted earlier, however, Janet's work at the Institute of Government went beyond the Municipal and County Administration course. Over the years she has worked with countless other client groups and coordinated planning for numerous faculty members creating courses for clerks, city and county managers, and the North Carolina Local Government Information Systems Association. In all her work, though, the same qualities have shone through—her professionalism, her cheerfulness, her accuracy, and her dependability.

We all know that Janet is looking forward to spending more quality time with her husband Lawrence, her daughter and son-in-law, Ashley and Mike, and her two grandchildren, Kahlynn and Natalee. (The latter arrived very recently—on April 14th to be exact.) While her presence at the Institute of Government as a colleague and friend will be sorely missed, we can't help but be excited for her as she enters this new phase of life.

Janet, you will always be at home here, and you should feel tremendous pride in the invaluable role you have played in the lives of thousands of clients statewide. We love you, we will miss you, but we are so happy for you. Godspeed!!

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Institute of Government News

■ David Ammons was elected to represent District III on the National Council of the American Society for Public Administration (ASPA).

■ In March Lydian Altman-Sauer was appointed Associate Director of the Public Intersection Project at the School of Government. Last year, the School received a grant from the Jessie Ball duPont Fund to develop strategies to assist local leaders in business, philanthropy, government, and nonprofits in

identifying ways to collaborate in addressing community problems. To learn more about this project, visit the Public Intersection Web page at <http://www.iog.unc.edu/programs/nplgrelate/publicintersection.htm>.

■ In February Cheryl Howell received the Albert and Gladys Hall Coates Faculty Achievement Award and began serving a two-year professorship. Howell, who joined the Institute of Government faculty in 1992, specializes in family law, particularly

equitable distribution. She works closely with the North Carolina Association of District Court Judges in planning and coordinating judicial education programs. Her publications include *Post-Separation Events in North Carolina Equitable Distribution and Legislation Affecting Family Law* (1997, co-authored). Howell earned her B.A. from Appalachian State University and her J.D. from the University of North Carolina at Chapel Hill.

Second Annual Southwest Regional Council's Spring Social and Dinner Held in Concord

By Joyce Allman, Friends of the Institute Southwest Regional Council Member

Over 180 friends and supporters of the School and Institute of Government attended the Second Annual Friends of the Institute of Government Southwest Regional Council's Spring Social and Dinner on April 1 at Lowe's Motor Speedway. The afternoon started with many participants arriving early to enjoy the Food Lion Auto Fair—with complimentary tickets graciously provided by Lowe's Motor Speedway's Doug Stafford.

Food Lion, the exclusive sponsor of the event for the second consecutive year, treated all who attended to good food and drink as we celebrated the School of Government and public service with Mike Smith, Dean of the School, and Mark Richardson, President of the Carolina Panthers. "Food Lion and the School and Institute of Government share many of the same goals and interests," said Mike Haaf, Food Lion's Senior Vice President of Sales and Marketing. "We both want an economically strong North Carolina and to see every city, town, and county in North Carolina guided by effective, efficient, and insightful governing bodies."

Mark Richardson spoke to the group about leadership challenges and the Carolina Panthers' Super Bowl year. We all appreciated his thoughtful remarks about the importance of public and private partnerships and the need for local governments and business to work together to meet the needs of their communities. At the end of our door-prize giveaway Mark wowed the audience by giving away two tickets to the Carolina Panthers versus Green Bay Packers Monday Night football game on September 13. Terry Sholar, Monroe City Attorney, received this wonderful prize and was the envy of every Panthers fan in the room.

We are grateful to the twenty businesses and other organizations that donated thirty-

five door prizes—including a \$500 savings bond!—to our event. Thank you Arcadis G&M of North Carolina Inc., BFI Inc., Carolina Panthers, Carolina Beer & Beverage, Citigroup Global Markets, Concord Mills, Concord Regional Airport, Daniel Stowe Botanical Gardens, Gaston County Department of Tourism, Hampton Inn and Suites (Gastonia), JS Pottery, Lowe's Motor Speedway, Martin Starnes CPA Firm (Hickory), Narmour Wright Architecture, North Carolina Capital Management Trust, Parker, Poe, Adams & Bernstein LLP, Schiele Museum of Natural History (Gastonia), Signet Golf Associates, LLP, Vickie C. Weant (Concord City Clerk), and Wachovia Bank-Concord Branch.

For those of you who missed our Second Annual Social and Dinner, mark your calendars for next year! The Third Annual Friends of the Institute of Government Southwest Regional Council's Spring Social and Dinner will be held on Thursday, April 7, 2005, from 5:00 to 8:30 p.m. We look forward to seeing you there!



Susan Kluttz, Mayor of Salisbury and Southwest Council member, with her husband, Superior Court Judge William Kluttz, at the Spring Dinner.

"We did not use any taxpayer money in financing the construction of our stadium. We are very proud that the Carolina Panthers did not take money out of other public services and projects to pay for our stadium."

—Mark Richardson at the Southwest Council's Spring Social and Dinner in Concord.



Dean Mike Smith talks with Representative Beverly M. Earle at the Spring Dinner.



Mark Richardson, President of the Carolina Panthers, addresses the group. Harry Jones, Mecklenburg County Manager and Southwest Council Member, served as master of ceremonies.

Southeast Regional Council Sets Priorities for Raising Friends and Funds

By Andrea Surratt, Town Manager, Wrightsville Beach, and Southeast Council Member

We enjoyed the productive first meeting of our new council on March 11 at the Cape Fear Council of Governments office in Wilmington. The meeting was co-chaired by Penelope Spicer-Sidbury, Wilmington City Clerk, and Susan Rhodes, City Manager of Whiteville, and hosted by Chris May, Executive Director of the Cape Fear Council of Governments. Sunny skies and warm temperatures made it easy for members of the newly formed Friends of the Institute Southeast Regional Council to select a golf tournament as our first fundraising activity. The group also prioritized several projects, including a letter-writing campaign to encourage local government contributions to the IOG Foundation as well as an economic development forum and training series for area businesses in the Southeast Region.



"I want to thank the Institute of Government. Fleming Bell has been an invaluable resource for municipal clerks and has facilitated many of us through

some tough spots. The Institute organizes the Clerk's Certification program for the North Carolina Municipal Clerks Association and coordinates ongoing educational programs to assist clerks striving to fulfill the requirements for the IIMC Master Municipal Clerks program. Again, I want to express my appreciation to the Institute for all they do and for providing the necessary tools we need in our continuing efforts to strive for the very best."

—Penelope Spicer-Sidbury, City Clerk,
Wilmington, and co-chair of the Southeast Council



The Southeast Council

A movie studio partnership dominated discussion of priorities for "friendraising" in the Southeast Region. Members are excited about approaching Frank Capra Jr. and Screen Gems Studios about producing a video highlighting the work of the School of Government. Such a video could be a valuable tool all the Friends Regional Councils could use in presentations to local civic organizations about the many resources offered by the School of Government. Also discussed was a plan to reach future Friends of the Institute of Government by sponsoring a calendar contest for school-age children to draw pictures illustrating public service. While these projects are still in formative stages, the Southeast Region Friends are ready for the lights, camera, and action of raising awareness about the School of Government.



"Over the past several years, the Institute has afforded me the prompt information I needed in order to carry out my duties as City Clerk. Now that I am a City Manager, their expertise will be invaluable to me. The Institute's staff consists of professionals who have always been available to assist with any matter. I look forward to utilizing their services in the managerial capacity."

—Susan Rhodes, City Manager, City of
Whiteville, and co-chair of the Southeast Council

Ben Loeb Retires

By Mike Smith, Dean, School of Government



Ben Loeb

Following nearly four decades of excellent service to the Institute of Government, School of Government, the University of North Carolina at Chapel Hill, and North Carolina and its citizens, **Ben Loeb** retired at the end of March. Ben's work at the School has been broad and varied—including research and writing, teaching, and advising in the areas of criminal law, motor vehicle law, fire protection law, alcoholic beverage control law, animal control law, wildlife protection law, and eminent domain. In addition to spending thousands of hours advising public officials and teaching classes, he has written numerous publications on topics ranging from the effectiveness of child passenger restraint systems, traffic law and highway safety, and alcoholic beverage control to arson in North Carolina, fire prevention, and dental practice law. Ben was the quintessential faculty member who could always be counted on to do whatever needed to be done—and always with good cheer. Not only is he a part of a proud tradition, Ben is also one of the reasons for the tradition. His outstanding contributions and his enormous value to the School of Government are deeply appreciated, and we wish him all the best in his retirement.

Essentials of Municipal Government Sessions Convened across the State

By Monica Glover, Program Coordinator, School of Government

The School of Government, in conjunction with the North Carolina League of Municipalities (NCLM) and the Western Carolina Local Government Training Program, recently offered a revised two-and-a-half-day school, "Essentials of Municipal Government." During January, February, and March, the school convened six regional training sessions for 838 council members, mayors, managers, attorneys, and clerks in Wilmington, Greenville, Greensboro, Duck, Asheville, and Charlotte. This year's attendance was 21 percent higher than enrollments for the 2001–2002 municipal program.

Since 1957 the schools for new mayors and council members have been staples of Institute

of Government offerings. This year's "Essentials" curriculum focused on leading and governing, municipal law, public finance and budgeting, legal and ethical responsibilities, effective council meetings, and mayor/council/manager roles and responsibilities. It was taught by School of Government faculty members, NCLM staff, and various seasoned mayors, council members, and managers from around the state.

One student, Rowland Town Manager Jimmy Bethea, later recounted how, as an administrator new to municipal government, he found the program "critical to developing a working relationship with the Rowland Town Board. . . . 'The Essentials of Municipal Gov-

ernment' course gave me an understanding of how our mayor–council form of government should function and why that form of government is appropriate for our municipality as it is today. The course also provided me with insight into Town visioning, the need to engage the public on all important elements of change, and gave me direction on the budget cycle, budget timelines, and budget indicators useful during budget season. I found the course truly 'essential.'"



Jimmy Bethea and East Council Member Bernita Demery

Janet Edwards's Municipal and County Administration Alumni News

The 160-hour flagship Municipal and County Administration Course is designed to provide an in-depth overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites course alumni to get back in touch.



Dear Friends,

I am pleased to announce that we will be accepting applications for the 2004–2005 Municipal and County Administration Course starting in June. Next year will be our first full year back in the Knapp-Sanders Building. Please contact me if you would like to receive a course application.

If you would like to write a story about your community or one of your fellow alums, please contact me. You can reach me at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

Please send me your stories!

Please send news regarding job promotions, professional awards, or activities with other alumni in your area to Janet Edwards at the e-mail address or telephone number to the left.

Alumni Association Awards Scholarships

The Municipal and County Administration Course Alumni Association has awarded two full-tuition scholarships to recent graduates **Bobby Darden** ('04), Assistant Manager, Perquimans County, and **Adora Alford** ('04), Administrative Assistant, City of Bessemer City. 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. Since they became available in 1998, ten public officials have received Alumni Association scholarships. Applications for the 2004–2005 course sessions will be available and distributed in June 2004. For more information, please contact Janet Edwards, at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

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

2000s

Thanks to the recruiting efforts of fellow alums **Joyce Allman** ('86), Finance Director for the City of Concord, and **Mac McCarley** ('78), City Attorney for the City of Charlotte, we had a great turnout of new and seasoned alumni at the April 1 Friends of the Institute Southwest Regional Council's Second Annual Spring Social and Dinner in Concord. Municipal and County Administration Course alumni attending the event included **Paul Campbell** ('02), Director of Engineering, City of Concord; **Michael Downs** ('91), Public Safety Services Director, Cabarrus County; **Pam Dubois** ('01), Finance Director, Cabarrus County; **Brenda Freeze** ('93), City Clerk, City of Charlotte; **Rodger Lentz** ('02), Planning Manager, City of Concord; and **Harry Weatherly** ('93), Finance Director, Mecklenburg County.

Lloyd Payne ('03) was deployed to Iraq with the National Guard in March. Lloyd is the Town Manager at Lake Waccamaw and is a founding member of the Friends of IOG Southeast Council.

1990s

Daniel A. Howe ('99) was recently appointed Assistant City Manager in Raleigh. Daniel's daughter Linnea is now five years old (going on twenty-five) and in kindergarten at Underwood Elementary in Raleigh.

Reflections on a North Carolina Public Service Career

By John Carter, City Attorney, City of Jacksonville, and Southeast Council Member



John Carter

The Institute of Government has been a part of my life for over thirty years. It began in the summer of 1973 when I was one of approximately twenty-five college students selected as N.C. State Government Interns. I worked

in the N.C. Supreme Court Library, where one of my fellow interns was future Institute faculty member **Steve Allred**. (Yes, he was as entertaining then as he is now.)

After UNC Law School, my contact with the Institute continued through my employment

in the district attorney's office in Jacksonville. I spent several nights in the IOG residence hall and have vivid memories of watching TV seated on the green "leather" couches in the lounge. Isn't it funny how some things just remain in your mind indefinitely?

After I entered private practice, I became the attorney for our local community college and was kept up to date by **Bob Joyce's** annual community college law session. Speaking of Bob reminds me again of entertaining people. (This must be a prerequisite to being allowed on the Institute faculty!)

In my present role as city attorney of Jacksonville, I've attended the winter conference coordinated by **David Lawrence** and the summer conference on which he assisted. I have also benefited from the expertise of IOG faculty members **Frayda Bluestein**, **Fleming Bell**,

Rich Ducker, **Richard Whisnant**, and **Dave Owens**.

Recently, because of budget cuts, the State Government Intern Program, which gave me my initial contact with the IOG, has been discontinued. This is very disappointing to me personally; this program gave me and my fellow interns the opportunity to walk on Bald Head Island and see it before it was developed, to learn about the plight of migrant workers, and to be exposed to all aspects of state government by meeting personally and hearing from state leaders such as **Jim Holshouser**, **Terry Sanford**, **Robert Morgan**, **Thad Eure**, and others. The Institute of Government has been a great part of my professional life, and I want to see it have the funding to continue in its unique educational role for generations of North Carolinians to come.

Save the date!

North Central Regional Council's Economic Development Forum and Reception at Triad Park

The Friends of the Institute North Central Regional Council's Community and Economic Development Forum will be held on Thursday, September 30 from 3:30 to 6:00 P.M. at the new Triad Park conference facility. More details about the forum will appear in the Summer 2004 edition. Contact **Kyle Gray** at (919) 962-8477 or gray@iog-mail.iog.unc.edu if you would like to attend.

Master of Public Administration (MPA) Program Climbs in the Rankings

In the latest *U.S. News and World Report* assessment of graduate programs in the United States, the School of Government's Master of Public Administration (MPA) Program climbed in the overall national rankings of public administration programs. The rankings show the MPA program tied for sixth place in the city management and urban policy specialty and tied for tenth place in public administration overall. Graduate programs in public affairs/administra-

tion are not ranked every year. In the last, 2001–2002 ranking, UNC was tenth in the city management/urban policy specialty and tied for twelfth overall. The new rankings are published in the 2005 edition of *America's Best Graduate Schools* and in the April 12 issue of *U.S. News and World Report*. For more information about the MPA Program, contact **Jean Coble** at (919) 962-0426.



Center for Public Technology Receives Northeast Award

Two Institute of Government programs—the Center for Public Technology and the project "Developing Economically Competitive Rural Communities in North Carolina"—received Friends of the Northeast Awards from the Roanoke Chowan Partners for Progress (RCPP) in recognition of outstanding and professional support to the state's northeastern region. The Center for Public Technology, established in 2000, is dedicated to improving local and state government information technology management. The Institute of Government also received a second award from the RCPP for "Developing Economically Competitive Rural Communities in North Carolina." This eight-county demonstration project was undertaken by Associate

Professor **Anita Brown-Graham** of the School of Government and Professor **James Johnson** of the UNC Kenan-Flagler Business School. Funded by a grant from the Golden LEAF Foundation, the project covered four western counties and four eastern counties in the RCPP region.

RCPP is a five-year-old consortium of organizations from Bertie, Gates, Halifax, Hertford, and Northampton counties formed to coordinate the economic development efforts of nonprofits, grassroots organizations, community-based organizations, and local governments in the region. The RCPP includes more than two hundred organizations and individual members.

Contributing Friends of the Institute

Thank you to all who support the School and Institute of Government. We gratefully acknowledge the gifts and/or pledges made to the Institute of Government Foundation between January 1, 2004, and March 31, 2004.

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Henry D. Blinder, Geoffrey E.
Gledhill, and John B. Stephens
in memory of Warren Jake
Wicker
Mr. and Mrs. John Sanders in
memory of Henry S. Manning
Town of Canton in memory of
Leonard Osborne Boone

Parker, Poe, Adams & Bernstein LLP Gift to the School

Parker, Poe, Adams & Bernstein LLP has pledged a \$40,000 gift to the IOG Foundation to name classroom 2402, which is located at the heart of the new Knapp-Sanders Building's instructional wing and features seating for up to fifty students. "Parker, Poe's very generous gift will help the School to complete the renovation and expansion of our building and provide improved services for North Carolina state and local government," said Dean Mike Smith. "The role played by the Institute of Government in maintaining and improving the expertise of judges, city and county officials, state legislative officials and others who

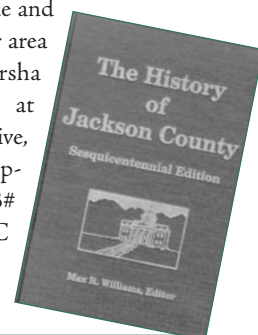


Classroom 2402

work in local government across North Carolina is extraordinary and worthy of our firm's financial support," managing partner William Farthing said.

Featured Book of the Quarter

Brenda Oliver, Mayor of Sylva and a member of the West Regional Council and the Town of Sylva's Board of Commissioners, donated *The History of Jackson County* to the Friends of Institute of Government Knapp Library Book Drive. Our thanks to the Town of Sylva, Mayor Oliver, and everyone who has contributed to the drive! You can donate a book that documents the unique and fascinating history of your area by sending it to Marsha Lobacz or Alex Hess at Friends of IOG Book Drive, IOG Foundation, Knapp-Sanders Building, CB# 3300, Chapel Hill, NC 27599-3330.



Northeast Council's Economic Development Forum

By Norma Mills, County Attorney, Dare County, and Co-Chair of the Northeast Council

On the evening of February 19 at the Sanderling Inn in Duck, all eyes and ears were tuned to a distinguished panel of governmental, private sector, and university experts at the Northeast Council's Economic Development Forum. Focusing on the role of local governments in business recruitment and retention, the panel shared with the standing-room-only audience their insights, advice, and suggestions about a wide range of current economic development concerns, including: the perspective of the private sector and business community on economic development relationships with local governments; the importance of regionalism; "best practices" for local governments to adopt; and what local governments can do to foster and stimulate increased job opportunities in their communities.

John Hughes, President of Eastern Natural Gas Company, the entity managing the northeastern natural gas pipeline project, moderated the forum. Our distinguished panel included Rick Watson, President and CEO of the Northeast Partnership; R. D. Ray, Executive Vice President of Southern Bank; Bryan McClure, an economic development

consultant with The Blair Group; and Bobby Owens, Commissioner on the N.C. Utilities Commission.

The forum also highlighted the role of the Institute of Government in assisting local governments with their economic development needs. Faculty member Jonathan Morgan shared his perspective on development trends and outlined the Institute's new Economic Development Program. School of Government Dean Mike Smith took the podium at the end of the evening, encouraging local governments to utilize the immense talents and resources of the Institute's faculty as they consider their economic development needs.

The Northeast Council gratefully acknowledges the contributions of Dominion North Carolina Power, Sprint, and Piedmont Natural Gas for their sponsorship of the reception that preceded the forum. Charter Communications contributed their services by producing videotapes of the forum, which are available through the Institute.

What did we learn? We learned that trends in economic development have changed dramat-

ically over the last decade. Jonathan Morgan took note of Governor Hunt's recent pronouncement that "the days of the big buffalo hunts are over." Economic development efforts now are focusing more and more on retaining and growing existing businesses within our communities instead of chasing after the large "buffalos." The panelists emphasized the vital role local governments play in economic development as the "cheerleaders" for their communities. In addition, businesses expect local governments to deal with them equitably, to be consistent in their regulations, and to hire competent, well-trained staff who respond to the business community's questions and needs in a timely and professional manner.

Perhaps most important, we learned that the new global economy of the twenty-first century does not recognize governmental jurisdictions. So we must also think more in those terms—which means regionalism and working with each other instead of competing against each other. If you'd like to hear more about the forum, you can contact the Institute at (919) 962-8477 to order a videotape. It will be well worth your while!

Friends of the Institute of Government Gift Form

☐ Yes! I want to make a gift of \$_____

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Henry Boyd, Magistrate, Belhaven

Jim Brown, V.P. Public Finance, RBC Centura Bank

Don Christopher, Town Administrator, Williamston

Wayne Deal, Retired County Manager, Nash County

Bernita Demery, Director of Financial Services, Greenville

Philip Dixon, Attorney, Pitt County

Denny Garner, Commissioner, Greene County

Walter B. Hartman Jr., City Manager, New Bern

Jimmie B. Hicks Jr., Attorney, New Bern

Ben Hollowell, Town Attorney, Bayboro

Fred N. Holscher, City Attorney, City of Washington

Patsy Duke King, Director of Development, Nash County

Larry Meadows, County Manager, Jones County

Debra P. McGowan, Director of Human Resources, Pitt Community College

Robert Murphy, Manager, Nash County

E. B. Parker, County Attorney, Wayne County

Charles Penny, Assistant City Manager, Rocky Mount

Vernon Rochelle, City Attorney, Kinston

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Nancy Brooks, Retired Finance Director, Buncombe County

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Ronald K. Payne, Superior Court Judge, Asheville

Karim Shihata, Manager, Polk County

Thomas H. Thompson, Clerk of Superior Court, Hendersonville

James Westbrook, City Manager, Asheville

Kim Woodley, Finance Officer, Macon County

Dennis Jay Winner, Senior Resident Superior Court Judge, Asheville

Visit the Friends of IOG Web site:
www.sog.unc.edu/friends/ for the latest news about upcoming regional council meetings and events.



Friends of the Institute Newsletter

Vol. 3 No. 1 Winter 2004

The Institute of Government

A Message from the Dean

Dear Friends,

Thanks to tremendous support from public officials and friends across the state and nation, the School of Government begins 2004 on a positive note. It is my pleasure to take a moment to extend our deepest appreciation and gratitude to everyone who helped make last year such a success despite the many trials facing our state and nation.

The most visible achievement of the year was the completion, on June 30, of the two-year, \$1-million Knapp Foundation Challenge, with \$1,130,000 in matching gifts and pledges toward the renovation and expansion of our building. In 2003 the total amount in capital gifts, pledges, and cost savings crossed the \$3.5 million mark, leaving only \$500,000 to raise in the coming year to reach our private capital funding goal of \$4 million. A named room makes a great gift!

At long last, the building opened for classes in early January. It did so under a distinguished new name: the Knapp-Sanders Building. Thanks to a successful fundraising campaign and recognition by the University's Board of Trustees, the newly expanded and renovated building will proudly and permanently honor the exceptional service of former Institute of Government director John Lassiter Sanders.

While we welcomed five outstanding new faculty members to the School this year, we also mourned the passing of two irreplaceable men who, in their unique ways, improved the professional lives of thousands of public officials across the state and made North Carolina a better place for all. Warren Jake Wicker, 80, passed away on June 25, and Philip P. Green Jr., 81, died on August 9. Their legacies continue today in the work of the School's faculty and staff and in the halls of state and local government throughout North Carolina.

Continued on page 5

Friend of the Institute Profile

Donald Hayman: "Clear, Concise, and Free of Ambiguity"

By Ed Kitchen, City Manager, Greensboro, and Chair of the North Central Council



Don Hayman

I cannot think of a better friend of the Institute—and of good government in North Carolina—than Dr. Donald Bales Hayman. I first met Don in 1972, shortly after I had completed my undergraduate work at UNC. I was unsure of what I wanted to do with my life and career, and Don urged me to apply to the MPA Program. His advice proved to be some of the most valuable I have ever received, and many other public sector professionals have benefited in similar ways from the counsel of this great public servant.

Don's outstanding work at the Institute began in 1948 and continued until his retirement in 1985. He is appropriately known as the "father of sound public personnel administration" in North Carolina local government, having helped design a modern personnel system for the state that was adopted by the General Assembly in 1949. Throughout his career, Don continued to promote professional practices that revolutionized personnel management in North Carolina's cities and counties.

Don's awards are prestigious and many. He was the first North Carolinian to become an honorary member of the International City Management Association (ICMA), and he received the International Personnel Management Association's Warner W. Stockberger Achievement Award and ICMA's Steven B. Sweeney Award for teaching. Thousands of students and associates owe their success in large measure to Don's wise counsel and his tenacity in placing young professionals in career-building positions. His achievements and resume could easily fill this publication—but that would not be Don's preference. Nor would it be in keeping with his demand for concise communication.

Concise communication was a hallmark of Don's teaching. Whenever his students talk about him, we immediately say, almost in unison, "Clear, concise, and free of ambiguity!" That is the standard Don set in his own work, and he demanded it as well in students' written and oral presentations. Don's students could repeat his admonition as easily as we could recite the names of our own family members—and if we did not heed his words, his critiques were as free of ambiguity as most of us could stand. Don insisted on disciplined thinking, speaking, and writing, and he skillfully transmitted his unwavering standard to his students. Few things have helped me as much in my career as that gift from him.

Don is a model public servant, a devoted family man, and a tireless community contributor. A Rotary leader and District Governor, he is the epitome of Rotary's motto, "Service above self."

In 1981, the Institute's founder, Albert Coates, spoke at an event where Don was receiving one of his many awards. In his usual self-effacing style, Don told the assembled audience that he owed the award and his achievements all to Mr. Coates. Coates replied that he had done only one thing for Don Hayman: "I brought him on the staff of the Institute of Government, got him going, got out of his way, and left him at the mercy of his own genius."

Unfortunately, I never got to know Albert Coates. But I, along with scores of others, will be eternally grateful for his wisdom in offering Donald Bales Hayman an opportunity to share his genius and service with so many. As the late Jake Wicker once said, "Don Hayman is a man who has found his being in his devotion to the larger public good." Jake's statement is clear, concise, free of ambiguity—and totally accurate.

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Institute of Government News

Joe Hunt Wins Henry W. Lewis Award

■ **Joseph E. Hunt** has received the Henry W. Lewis Award from the North Carolina Association of Assessing Officers. The award, named for a past director of the UNC Institute of Government, recognizes contributions of service, leadership, and knowledge to the North Carolina Tax Assessors and the Institute of Government. The North Carolina Tax Assessors is an organization of state and county assessing officials whose mission is to advance property tax assessment administration through professionalism, education, and communication. Hunt joined the Institute of Government in 1983. He is a member and past president of the International Association of Assessing Officers and was awarded Most Valuable Member in 1998. His publications include "Understanding Hotel Appraisals for Property Tax Assessment" in *Assessment Journal*, "Quality in an Assessment System" in *Assessment Digest*, and "How Long Will It Take?" in *Popular Government*.

In 2003 Hunt continued to work with the North Carolina Association of County Commissioners (NCACC) to develop a computerized property tax system for counties. The project participants, which include NCACC, Wake County government, and IIS, Inc., are developing a total-systems approach to property tax administration in the state.

■ **Debra Henzey**, Director of the Civic Education Consortium, was recently appointed to the steering committee of the Civic Mission of Schools Campaign, a national partnership funded by Carnegie Corporation of New York. The steering committee will launch a national advocacy campaign, aimed at state and national policymakers, to promote improved civic education in K-12 schools and state-level advocacy efforts. The Consortium will serve as a model for state partnerships.

■ **Shea Denning** joined the School of Government's faculty last fall. Her areas of expertise at the School are property tax listing, assessment, and collection and other local taxes such as privilege license, occupancy, prepared food and beverage, rental car excise, local ABC, and motor vehicle license. Denning was an assistant federal public defender for the Eastern District of North Carolina before joining the School. Prior to that, she practiced law with the firm of King and Spalding in Atlanta, Georgia. Denning earned her BA in Journalism and Mass Communication and her JD from The University of North Carolina at Chapel Hill.

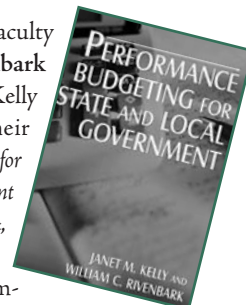
■ **Janet Reno**, attorney general of the United States from 1993 until 2001, spoke to two School of Government audiences on September 26 about her public service career. In the morning, she spoke at the annual Public Law for the Public's Lawyers Conference in

Raleigh. In the afternoon, she addressed students and faculty from the School of Government and the UNC Chapel Hill School of Law. **Richard Whisnant**, Associate Professor, arranged for Reno's appearances. The afternoon address was supported by funding from the Institute of Government Foundation and the law school's William P. Murphy Lecture Series.



Janet Reno

■ School of Government faculty member **William C. Rivenbark** and co-author Janet M. Kelly recently completed their book, *Performance Budgeting for State and Local Government* (published by M. E. Sharpe, Inc., of Armonk, New York).



The book describes performance budgeting as the integration of the components of performance management—planning, performance measurement, benchmarking, and evaluation—into the framework of state and local government budgeting. For more information about the book, visit M. E. Sharpe's Web site at www.mesharpe.com.

Vogt Receives National Award



A. John (Jack) Vogt

School of Government professor **A. John (Jack) Vogt** has received national recognition for his thirty-year contribution to the field of public finance. The American Society for Public Administration's Association for Bud-

geting and Financial Management presented the Kenneth Howard Career Achievement Award to Vogt at the Budget Association's national conference in Washington, D.C., on September 19. Vogt was recognized for his research, publications, teaching, and service to North Carolina local government officials.

S. Kenneth Howard, for whom the career achievement award is named, was a faculty member at UNC Chapel Hill in the 1960s. Howard held a joint appointment in the Department of Political Science and the Institute of Government and played a key role in establishing the University's Master of Public Administration degree program.

Vogt joined the School of Government in 1973 and has taught budgeting and finance in the Municipal and County Administration

Courses; in programs for newly elected mayors, city council members, and county commissioners; and in special programs for local budget and finance officials. He directed the Municipal and County Administration Courses from 1990 to 1995. Vogt has advised state legislative committees on capital budgeting, and he was recently appointed an advisor to the new standing committee on Economic Development and Capital Planning of the Government Finance Officers Association of the U.S. and Canada. His new book, *Capital Budgeting and Finance: A Guide for Local Governments*, will be published in 2004. Vogt holds a PhD in Public Administration from Cornell University.

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

West Regional Council to Host Community and Economic Development Reception and Forum

By Jim Westbrook, Chair, West Regional Council

The Friends of the Institute West Regional Council invites you to a community and economic development reception and forum on Thursday, April 29, from 5:00 to 8:30 p.m. at Asheville's Grove Arcade Public Market. We are grateful to Progress Energy for sponsoring this informative event focusing on the key economic issues facing western North Carolina.

Asheville Mayor Charles Worley will kick off the evening's events by welcoming the group. Bob Kendrick, President of the Asheville-Buncombe Community Development Corporation, will facilitate an interactive panel discussion featuring innovative community and economic development initiatives and strategies being implemented by the School of Government, Advantage West, Progress Energy, and other organizations. Featured panelists include Anita Brown-Graham and Jesse White from the School of Government; Dale



The Grove Arcade

Carroll, President and CEO of Advantage West; Sandy Jordan, Vice President for Economic Development at Progress Energy; and Mac Williams, Director of Economic Development for the City of Asheville.

We guarantee that you will have a good time networking with old friends and colleagues as you enjoy refreshments and appetizers provided by one of Asheville's finest eateries. And, you will leave with some good ideas and a packet of information, prepared by

our speakers, on potential solutions to our region's economic challenges. You might even win one of the many door prizes that have been generously donated by local businesses!

For all you shopping and historic preservation buffs, we have organized a free tour of the historic Grove Arcade building, led by Aaron Pohl-Zaretsky, Founding Executive Director of the Grove Arcade Public Market Foundation.

You and your significant others are invited to join us at the forum. Tickets to the dinner, tour, and forum are \$10 each and can be purchased from any West Regional Council member, by calling me at (828) 259-5604, or by contacting Kyle Gray at (919) 962-8477 or gray@iogmail.iog.unc.edu. Free parking will be provided for all guests in the nearby Wall Street Parking Garage. Tickets are limited, so call soon. We look forward to seeing you in April!

North Central Council Invades Petty Country

By Ann Shaw, Friends of the Institute North Central Regional Council

Thanks to everyone who helped make the Friends of the Institute North Central Council fall social and dinner with Richard and Lynda Petty such a huge success. We had a crowd of more than 150 friends flowing through the Richard Petty Museum, and Snyder's Farm Restaurant was full. We are grateful to our generous sponsors, including Thomas Built Buses at the gold level, Time Warner Cable at the silver level, and Banc of America Securities and Robert S. Segal, CPA, PA at the bronze level.

I can talk to everyone I know about what special people Richard and Lynda are, but it does not have the same impact as being able to meet them in person and hear them talk about topics close to them—the Victory Junction Gang Camp, racing, and North Carolina. I think we all feel the same way about our contacts at the Institute of Government. The fact that we were able to bring those two special sets of people together for the evening is what put the magic in the air for everyone who attended.



Left photo: Lynda Petty, Ann Shaw, Richard Petty and Mike Smith; Middle photo: Richard Petty and Mike Smith; Right Photo: The Richard Petty Museum

"I appreciate the Institute of Government. Several years ago, I served as chair of the Randolph County Board of Education and the board was very, very divided on an important issue. I think we called the Institute of Government every single day. One group called them one day. Then the other group called the Institute the next day. Thanks to the Institute of Government we resolved the issue and the Institute answered a lot of questions."

—Lynda Petty at the North Central Regional Council's fall social and barbecue in Sophia.

Janet Edwards's Municipal and County Administration Alumni News

The 160-hour flagship Municipal and County Administration Course is designed to provide an in-depth overview of local government to managers and department heads. In this column, Janet Edwards, the longtime coordinator of the course, invites course alumni to get back in touch.



Dear Friends,

Thanks to Vickie Wilson ('96) for taking the time to write an article for this edition. If you would like to write a story about your community or one of your fellow alums, please contact me. You can reach me at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

Sincerely,

Janet

2000s Lori Brill ('03) was recently promoted to Assistant County Manager for Onslow County. "It seems my completion of the County Administration Course was the start of many great things!" said Lori. Matthew L. Delk ('02), Halifax County Manager, was deployed to serve in Operation Iraqi Freedom with the National Guard in November.

1990s Kathie Chastain Cooper ('96), Forsyth County Director of Elections, has been designated the local representative from the State of North Carolina to the Standards Board of the United States Election Assistance Commission. The Standards Board will recommend standards for voting equipment. Kathie is North Carolina's only local government representative on the commission.

**Annual Update Seminar:
Municipal and County
Administration Course
Alumni Association
March 17-19, 2004, at the
Hilton Riverside in Wilmington**

You are invited to attend the Alumni Association's Annual Update Seminar on topics of current and emerging interest to alumni of the School's Municipal and County Administration Courses who are currently working in local government. For more information, contact Janet Edwards at (919) 966-6880 or edwards@iogmail.iog.unc.edu.

A Message from the Director



Greg Allison

We find ourselves again at the beginning of a new year—2004! It is hard to believe that not only are we embarking on a new calendar year, but we are also almost midway through our 50th annual Municipal Administration Course and our 40th annual County Administration Course. I wish you all a happy and prosperous 2004.

This is such an exciting time for the School of Government—and in January, the Municipal and County Administration Course participants got to experience that excitement firsthand. On January 8, 2004, Section I (the "weekend" section, for those of you who have forgotten) took place in our new facility in Chapel Hill. Section II (the "weeklong" section) will be held in the new building beginning on February 9, 2004. This marks the end of six years of meeting at the Holiday Inn in Burling-

ton. As I have said before, the Holiday Inn served us phenomenally well during this time, but it is nice to be back home again. The resources available to us in our new facility will greatly enhance the entire Municipal and County Administration Course experience.

Another big change will provide a valuable benefit for current and future students. Starting this year, participants may elect to receive four UNC continuing education credit hours for successful completion of the course. These credit hours may be applied toward another undergraduate or graduate degree program if the hours are deemed appropriate to that curriculum. The cost—an additional \$300—is quite affordable, and more than one-third of this year's students have opted for the credit. Unfortunately, we were not able to get approval for retroactive awarding of credits, but we are hopeful that future students will see this as a great benefit and a fitting reward for all their hard work and perseverance.

Finally, I want to personally invite all of you to our 22nd Annual Update Seminar for the Municipal and County Administration Courses. This year we are moving back east and meeting March 17-19, 2004, at the Wilmington Hilton. As always, the Alumni Association Board has worked hard to develop a top-notch program, and I certainly hope your schedules will allow you to participate. Please contact Janet Edwards or me if you have any questions or need additional information.

Again, I send best wishes for a happy and prosperous 2004!

Gregory S. Allison
Director, Municipal and
County Administration Course
(919) 966-4376,
allison@iogmail.iog.unc.edu

Lillington, N.C. – “The Town of Goodwill”

By Vickie B. Wilson ('96), Lillington Town Clerk/Tax Collector

The Town of Lillington, with a population of approximately 3,000, is located on both sides of the scenic Cape Fear River and is the Harnett County seat. Situated in central North Carolina, Lillington offers a pleasant mix of rural living and metropolitan advantages. Research Triangle Park, the Raleigh-Durham-Chapel Hill metropolitan area, Fayetteville (Fort Bragg and Pope Air Force Base), and Sanford are all nearby.

During my eighteen-year tenure with the Town of Lillington, I have had the opportunity to be involved with a small town that has broadened its municipal boundaries in many ways. Lillington has expanded its commercial and industrial base through several annexations; made various improvements in the municipal services provided to its citizens; and updated numerous ordinances, programs, and policies that regulate the town's activities. I have found myself wearing many different hats over the years, and my roles in these various functions were made substantially easier by my participation in the Municipal Administration Course in 1996.

The Municipal Administration Course



Lillington Centennial Clock Plaza, shown above, was dedicated on July 5, 2003, during the town's centennial celebration.

offered an in-depth look at various facets of local government and the School of Government faculty members provided exceptional and invaluable training on a broad range of topics. I still contact numerous SOG staff members and rely on their expertise.

Another benefit of the course was the network system that participants formed through contact with class members from other coun-

ties and towns. Being from different North Carolina counties and towns with varied positions and departments represented, you certainly have the opportunity to create a set of contacts that you can share information with and depend on far beyond the term of the course.

My employment with local government and the opportunity to work for my hometown has been an awesome experience. It gives me great satisfaction to serve a growing and progressive town with deep-rooted values and principles and caring people.

Equally important are the personal and professional benefits I have gained from attending the Municipal Administration Course and the many other classes offered by the School of Government. I would strongly encourage others to take advantage of these offerings in order to enhance their careers and acquire the background knowledge required to meet the ever-changing local government needs of today and tomorrow. Many thanks to the School of Government for all your programs to educate and train the numerous government employees and officials across the state.

A Message from the Dean, continued

The Friends of the Institute of Government program celebrated a second successful year with the formation of two new councils in the North Central and Northeast regions of the state. The Friends of the Institute Regional Councils now include more than 140 public officials from the mountains to the coast. A Southeast Council is currently being formed and three others are expected in the next twelve to eighteen months. We sincerely thank all of the council members for their commitment and their great work on behalf of the School last year.

The North Central Regional Council hosted a terrific fall social and barbecue dinner with Richard and Lynda Petty for more than 150 of our friends in the Piedmont. Thanks to North Central Council member Ann Shaw for organizing this great event for the School.

In closing, I thank all of the School's clients, friends, and supporters for the help you provide, which makes so many accomplishments possible. As you attend courses, call for assistance, talk with us about your professional education and community needs, and lend your vital financial support, you give the School and its faculty and staff the resources that help us understand and continue to serve the needs of state and local government. We look forward to another remarkable year of service in 2004.

Warm regards,

Michael R. Smith, Dean

Center for Public Technology's Technical Assistance Program

Since 2001, the School of Government's Center for Public Technology's Technical Assistance Program (TAP) has worked with local governments in North Carolina to assist in the selection, use, and implementation of information technology projects to enhance citizen services. Efforts have ranged from assisting cities and counties in developing Strategic Information Technology Plans to helping smaller communities select financial systems. In the wake of the September 11 terrorist attacks, TAP has worked with a team of local IT staff from around the state to develop a series of security best practices. TAP is currently interacting with several federal agencies to focus attention on the need to develop IT security capabilities at the local government level. All of TAP's projects are designed to assist the city or county in the development of internal skill sets under the guidance of TAP consultants. For more information about the Technical Assistance Program, contact Tom Foss at (919) 962-4248 or (828) 322-1331.

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Featured Books of the Quarter

Ann Shaw, Randolph County's Register of Deeds and a North Central Regional Council member, contributed *Randolph County, 1779-1979*, and *The Heritage of Randolph County, Vol. 1*, to the Friends of IOG Knapp Library Book Drive. Our thanks to Ann and to everyone who has donated a book! You may donate a book that documents the unique and fascinating history of your area by sending it to Marsha Lobacz or Alex Hess at Friends of IOG Book Drive, IOG Foundation, Knapp-Sanders Building, CB# 3330, Chapel Hill, NC 27599-3330.

Thank you event sponsors!

We want to thank the following businesses and individuals for their generous sponsorship of three Friends of the Institute of Government regional events that were held last year in Concord, Greenville, and Randleman.

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Southwest Council's Spring Social and Dinner at Lowe's Motor Speedway



Lowe's Motor Speedway

Start your engines! The Southwest Regional Council's second annual spring social and dinner sponsored by Food Lion is set for Thursday, April 1, from 5:00 to 8:30 p.m. at Lowe's Motor Speedway in Concord. Join Dean

Mike Smith and other friends from across the region for this exciting event. Tickets to the dinner and social are \$10 and can be purchased from any Southwest Regional Council member or by contacting **Kyle Gray** at (919) 962-8477 or gray@iogmail.iog.unc.edu.

The Speedway is also offering a limited number of complimentary tickets and parking vouchers to the Food Lion Auto Fair, which will take place from 3:00 to 5:00 p.m. prior to our event. The tickets are available on a first come, first served basis. If you would like one of these free tickets, contact Kyle at the above number as soon as possible.

Save the Date! Knapp-Sanders Building Dedication Set for September

You are invited to the long-awaited School of Government's Knapp-Sanders building dedication! On Friday, September 10, join the School of Government's faculty, staff, and Institute of Government Foundation Board of Directors for a day filled with celebrations. We look forward to seeing you and our friends across the state in September!



The Knapp-Sanders Building

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- Receive the Friends of the Institute quarterly newsletter
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To view other giving options and to make a gift online, visit our Web site at www.sog.unc.edu and click "Giving to the School."

Thank you for your generous support!

East Regional Council Helps Organize Down East Civic Forum

The Friends of the Institute East Regional Council teamed up with the North Carolina Civic Education Consortium and other community leaders to convene the Down East North Carolina Civic Index Community Forum on October 23 at East Carolina University. The Down East Civic Index Forum brought together more than 100 young people and adults from Beaufort, Carteret, Craven, Edgecombe, Greene, Lenoir, Martin, Nash, Pitt, Wayne, and Wilson counties to discuss how citizens, grassroots organizations, and local leaders might use the results of the Index to improve civic education and participation in their communities. We are grateful to the East Council for helping recruit the following generous forum sponsors: Capital Management of the Carolinas; East Carolina University; Philip R. Dixon Sr.; John Minges; RBC Centura Bank (Goldsboro, Morehead City, Rocky Mount,



Bernita Demery, East Council member, facilitates a group discussion during the Down East Forum.

Photo contributed by Greenville's *Daily Reflector*/Jessica Webb, staff photographer

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