

Inside This Issue

Dean Mike Smith Named University's Vice Chancellor for Engagement	2
Jessica Smith Recognized for Teaching Excellence	2
Faculty Member Jack Vogt Retires	3
Faculty Member Joan Brannon Retires	4
David Ammons Elected Fellow of National Public Administration Academy	4
Frayda Bluestein Named New Associate Dean for Programs . . .	5
Kay Spivey Honored for 29 Years of Service	5
Essentials of County Government	6
NC Water and Wastewater Issues Presented at International Conference	6
School Welcomes Two New Faculty Members	7
Community Collaboration Guide Available	7
Faculty Publish Articles in Law Review	7
75th Anniversary: Teaching North Carolina Government	8
Congratulations to 2006 PELA Graduates	9
New Local Government Document Warehouse	9
Contributing Friends	10
Gastonia Student Named 2006–2007 Wicker Scholar . . .	11

James Drennan to Direct New Judicial College

For the last several years, longtime School of Government Professor James C. Drennan has overseen the formation of a judicial college for North Carolina court officials. The judicial college received \$1 million in funding during the last two sessions of the North Carolina General Assembly, and Drennan was named director in late August by School of Government Dean Michael R. Smith.

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

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

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

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

"But there is a gap in the kind of education that helps those who have to manage the enterprise of the courts and who therefore need more in-depth learning opportunities," he explained. "And the people who work in the courts, whatever their jobs, come to us in all stages, but

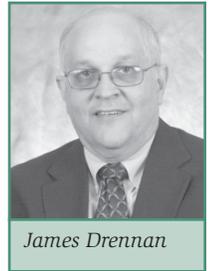
our program is one-size-fits-all. We hope now to be able to diversify and get away from addressing gaps by trial and error."

An advisory committee for the college will bring together people across the court system to provide overall policy guidance and to study broad issues in court education. This collaboration does not currently exist within the system, said Drennan, but is necessary to avoid duplication, create better policy, and share knowledge of what is needed.

In 2005 Drennan and others visited judicial education programs in California, Michigan, and Nevada to learn about best practices and explore potential partnerships. The 2006 appropriation will help expand the teaching staff needed to create and implement the new curriculum in North Carolina. The first new programs to be tested will likely focus on areas such as managing civil trials, trying capital cases, and managing courts. Some courses will be offered in collaboration with the North Carolina Administrative Office of the Courts, the School's primary court education partner, and with various organizations that can offer specialized expertise in science, business, technology, and other complex topics that come before the courts with increasing frequency.

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

"We are excited about getting the judicial college started," he continued. "The willingness of the members of the General Assembly to commit this funding says a lot about how important the courts are to the state, and we are appreciative of the support they have offered."



James Drennan

A Message from the Dean



Dear Friends,
I recently have been given a new responsibility at Carolina. In addition to continuing my work as dean at the School of

Government, Chancellor James Moeser has asked me to serve as Carolina's first vice chancellor for public service and engagement. Effective November 1, I began to spend part of my time encouraging the rest of the University to increase its public service for North Carolina.

Carolina has a remarkable history of public service to North Carolina. In the early part of the last century—when the state desperately needed a boost to recover from the economic doldrums following the Civil War—the University's faculty applied themselves to help in communities across the state. There continue to be many examples of public service by faculty across the campus, and today faculty members may be doing more than ever in our history. At the same time, however, the needs of North Carolina continue to be great—and the

community looks to the campus for even greater assistance.

Over the past 10 years there has emerged a national movement called the scholarship of engagement. The basic idea is that universities should support and reward not only faculty members who are gifted in research, but also those who excel in the application of knowledge. I am excited about finding ways as vice chancellor to encourage faculty across Carolina to become more engaged in addressing North Carolina's most pressing problems.

The main reason I have been willing to assume this responsibility as vice chancellor is because I believe so strongly that the University has an obligation to serve North Carolina. One reason for this obligation is the fact that Carolina is publicly supported. Taxpayers all across North Carolina help fund what we do—whether they are rich or poor, Republican or Democrat—even if they went to Duke. The University also is obligated to serve because its faculty members are a part of this community, and they have

the expertise to make a difference in the lives of the people around us. In other words, it is a moral obligation.

The University's role in improving North Carolina is an important issue, and I am excited about working with others to have a positive impact as vice chancellor for public service and engagement. I remain strongly committed to the School of Government's mission of serving North Carolina's public officials. I continue to be inspired by Albert Coates and his vision for the Institute of Government, and as vice chancellor I look forward to helping the rest of the campus expand its support for this state.

Sincerely,

Michael R. Smith
Dean, School of Government

Jessica Smith Recognized for Teaching Excellence



Assistant Professor Jessica Smith has been selected as the next recipient of the School of Government's Albert and Gladys Coates Professorship for

Teaching Excellence. Smith will hold the two-year professorship from September 2006 through August 2008.

Smith joined the School in 2000 with a goal of working to improve the administration of justice in the North Carolina court system. She researches, teaches, and writes in the area of criminal law, working primarily with judges of the Superior Court. Each year, Smith teaches

in and coordinates two conferences for Superior Court judges and several seminars. She also provides extensive advising on matters of law and changes in legislation. In addition to her print publications, she has created an innovative series of Internet-based training materials that are available on demand to Superior Court judges.

Before joining the School of Government faculty, Smith practiced law at Covington & Burling in Washington. She also clerked for US District Judge W. Earl Britt in the US District Court for the Eastern District of North Carolina and for Senior US Circuit Judge J. Dickson Phillips Jr. in the US Court of Appeals for the Fourth Circuit.

Smith was one of 11 nominees considered by the School's Teaching Development Committee. The committee's recommendation of Smith was unanimous, citing her as "a truly outstanding, committed, and skilled teacher—a role model for the excellence in teaching to which all faculty members at the Institute and School of Government aspire."

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

Faculty Member Jack Vogt Retires

A. John “Jack” Vogt retired from regular University service on July 1, 2006. A short list of courses taught and developed by Vogt over his 33 years at the Institute—annual budget preparation, capital planning and finance, capital budgeting for smaller local governments, budgeting for local elected officials, cash management and investment of public funds, evaluation of local government financial condition, risk management and insurance, and financial analysis techniques—instantly reveals why his teaching and advising have become legendary.

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

Thousands of students ranging from mayors, city council members, and county commissioners to state and local budget and financial officials have benefited from Vogt’s expertise. In addition to teaching his regular courses, Vogt directed the Institute’s flagship Municipal and County Administration courses from 1991 to 1995, and he played a key role in designing the nationally acclaimed North Carolina Local Government Performance Measurement Project (now called the Benchmarking Project), which he directed from 1995 to 1999.

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

“I’ve always liked teaching and the

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

Throughout his career he has created and taught innumerable short seminars and conference sessions for local, state, and national organizations throughout the United States. He also has advised state legislative committees on capital budgeting and, from 1986 to 1989, he directed the Institute’s

Summer Intern Program in State and Local Government for undergraduates.

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

Vogt’s career accomplishments were recognized in 2003 with the S. Kenneth Howard Career Achievement Award of the Association for Budgeting and Financial Management (a special interest section of the American Society for Public Administration) and more recently with the A. John (Jack) Vogt Award for Outstanding Commitment to the Advance-



In addition to presenting Jack Vogt with a certificate of appreciation for 33 years of service to the School of Government, Dean Mike Smith announced that funds have been raised to name a classroom in the Knapp-Sanders Building in Vogt’s honor.



At the retirement reception for Jack Vogt, several family members offered their congratulations. Pictured above are Vogt’s daughters Laura Vogt (left) and Anne Bryan (right), along with son-in-law Leon Bryan and granddaughter Grace Bryan.

ment of Local Government Budgeting and Evaluation, bestowed by the North Carolina Local Government Budget Association. The association especially honored Vogt by naming him the first recipient of this new annual award.

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

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

David Ammons Elected Fellow of National Public Administration Academy

Dr. David N. Ammons, professor of public administration and government at the School of Government, has been elected a fellow of the National Academy of Public Administration (NAPA).

The academy is an independent, non-partisan organization chartered by Congress to assist federal, state, and local governments in improving their effectiveness, efficiency, and accountability.



David Ammons

NAPA's 550 fellows include current and former cabinet officers, members of Congress, governors, mayors, state legislators, diplomats, business executives, local public managers and scholars. Each year, academy fellows elect new members who have made sustained contributions to the field of public administration through public service or scholarship. Also elected as fellows this year were Carolina MPA alumni Tom Lundy, manager of Catawba County, and Harry Jones, manager of Mecklenburg County.

Ammons joined the Institute of Government in 1996 and directed the Master of Public Administration Program from 2001 until earlier this year. His primary focus is local government performance measurement, benchmarking, and productivity improvement. He joins other School of Government faculty as NAPA fellows, including professors Carl Stenberg, Deil Wright, and Jesse White.

Ammons earned a doctorate at the University of Oklahoma and served on the staffs of four municipalities, including Fort Worth and Hurst, Texas; Phoenix, Ariz.; and Oak Ridge, Tenn. Prior to joining the School of Government faculty, Ammons taught public administration at the University of Georgia and the University of North Texas.

Faculty Member Joan Brannon Retires

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

Brannon arrived at the School of Government in 1971 fresh from achieving High Honors at the UNC-Chapel Hill School of Law. For the ensuing 35 years, she devoted her considerable intellect and good humor to education, advising, and research on behalf of magistrates, clerks of superior court, and sheriffs. Her career has had a positive and lasting effect on the state.

As a young faculty member, Brannon explored several areas of work before joining Edwin Hinsdale in court administration. "Ed was doing everything with the courts but criminal law," she recalled. "It was a large and growing field, and I enjoyed the breadth of cases that magistrates were dealing with." Brannon soon began teaching, advising, and writing for magistrates and clerks of superior court. In a natural progression, she eventually included schools on the civil duties of sheriffs. Over the years she has answered thousands of questions, taught innumerable new court and law enforcement officials about the parameters and duties of their jobs, and provided expert counsel to officials faced with difficult situations.

Magistrates are required by statute to successfully complete the Basic School for Magistrates, which has been in Brannon's hands since the 1970s. Over the years she has expanded this and other professional training, including the Magistrate's Association Conferences; Update Schools for Magistrates; a Small Claims School; Annual and Spring Conferences for Clerks of Superior Court; an Annual Conference for Assistant and Deputy Clerks of Superior Court; a School for New Clerks of Superior Court; and, as needed, Civil Process Schools for sheriffs.

Brannon's articles and book chapters are numerous, some published by

the School of Government and others appearing in publications such as the *Administration of Justice Bulletin* and clerks' procedures manuals. Her books include *Trying Summary Ejectment Cases*, *North Carolina Sheriffs' Civil Duties: Handling Writs of Execution*, *North Carolina Clerks of Superior Court Procedures Manual*, *North Carolina Manual for Magistrates*, and *The Judicial System in North Carolina*. She edited *Popular Government* from 1974 to 1976 and *North Carolina Legislation* from 1974 to 1979.

Brannon also found time for substantial work on committees devoted to improving the judicial system, mental health services, and the University. She served as faculty contact and coordinator of the Pattern Jury Committee for 22 years and served on the Administrative Office of the Courts Forms Committee for 21 years. In addition, she was co-counsel to the North Carolina Courts Commission and served on a series of University committees studying the implementation of Title IX on campus and in collegiate athletics.

For the next three years Brannon will work part-time at the School, where she plans to teach and advise sheriffs on civil process issues, complete a comprehensive small claims book for magistrates, and thoroughly update the *North Carolina Clerks of Superior Court Procedures Manual*.

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



Joan Brannon

Frayda Bluestein Named New Associate Dean for Programs

Dean Michael Smith has announced that Frayda Bluestein will serve as the School of Government's associate dean for programs. The newly created position strengthens administrative capacity at the School now that Smith has assumed part-time duties as UNC–Chapel Hill's vice chancellor for public service and engagement. Other members of the School's leadership team are Tom Thornburg, senior associate dean; Ann Simpson, associate dean for development and communications; and Brad Volk, associate dean for finance and information technology.

"Frayda is the perfect person to fill the role of associate dean for programs," Smith said. "She is smart, thoughtful, and creative—she understands what we do and she is committed to our doing it even better."

In her new role, Bluestein will be responsible for faculty orientation and for working with faculty advisory committees. She also will be responsible for managing and supporting the School's appointment, promotion, and tenure process, and she will have lead responsibility for implementing and managing changes within the faculty's strategic planning process.

Bluestein says she is pleased to have the opportunity to support the mission and work of the School in a different way. "I love my work as a faculty member," she said, "but I am excited about the opportunity to support the work of other faculty and staff and to strengthen our services to the people we serve."

Before joining the Institute of Government faculty in 1991, Bluestein worked for four years in a private law practice, focusing primarily on municipal and

land use law. She also worked for one year in the Legislative Drafting Division of the North Carolina General Assembly. Her teaching, research, and writing

are focused on the legal requirements for bidding local government contracts, conflicts of interest in contracting, and general local government law. She is the author of *A Legal Guide to Purchasing and Contracting for North Carolina Local Governments*. In 2004, she was awarded the School of Government's two-year professorship for teaching excellence. Bluestein holds a BA from the University of California at Berkeley and a JD from the University of California at Davis.



Frayda Bluestein

Kay Spivey Honored for 29 Years of Service

On June 20, 2006, Kay Spivey was honored by dozens of friends and colleagues for nearly 30 years of service to the School of Government. Spivey joined the Institute of Government in 1977 as administrative assistant to the director. After 19 years in that role, she was named director of human resources. Her career spanned three directors and one dean, and she was vital in keeping the Institute and the School operating smoothly and efficiently. Her expertise in human resources and personnel budget management made her a leader among the University's professional staff. In 2001 Spivey was recognized with the UNC–Chapel Hill Human Resources Facilitator of the Year Award.

At the reception in June, Dean Mike Smith said, "Many people have contributed to the success of this organization over many years, but no one has

contributed more than Kay Spivey. She cares deeply about the work we do here, and she cares deeply about the people who do it."

Smith followed his remarks by presenting Spivey with a certificate of appreciation that read, in part, "Kay earned our respect over the course of a career through her unparalleled professional talents as well as her unwavering dependability and devotion to the institution and its people. She earned our admiration every day, day-by-day, through her demeanor of calm capability that both reflected her superb skills and inspired in us the faith that the work would be done well and on time. Kay provided a sympathetic ear and helping hand to colleagues with problems, quick and reliable answers to colleagues with questions, and a kind smile and a warm word for everyone."



Dean Mike Smith congratulated Kay Spivey on her retirement at a reception held in June at the School of Government.



Kay Spivey was honored with a brick inscribed with her name, which will be a permanent part of the walkway leading into the Knapp-Sanders Building.

Photos by Virginia Sellars

NC Water and Wastewater Issues Presented at International Conference

Environmental Finance Center research associates Shadi Eskaf and Rich Thorsten recently presented research findings on North Carolina water and wastewater utilities at the International Water Association conference in Beijing, China. The conference was held September 11–14, 2006, and featured more than 800 formal presentations, short papers, and poster sessions from around the world.

The focus of the EFC presentation was how well North Carolina's government and nonprofit utilities are meeting cost recovery, affordability, conservation, and future planning objectives. Eskaf and Thorsten analyzed the impact of several factors—cost, demand, institutional, and

geographic—on water and sewer bills in the state.

The project is part of a larger research agenda conducted in conjunction with the NC League of Municipalities and funded by the Water Resources Research Institute and the Urban Water Consortium to investigate water and wastewater rates and practices.

To learn more about this endeavor, visit www.efc.unc.edu or contact Jeff Hughes (919.843.4956 or jhughes@sog.unc.edu), Shadi Eskaf (919.843.4953 or eskaf@email.unc.edu), or Rich Thorsten (919.966.4199 or rthorste@email.unc.edu).



Shadi Eskaf (left) and Rich Thorsten, research associates at the Environmental Finance Center, made a presentation at the International Water Association Conference in Beijing, China.

ESSENTIALS OF COUNTY GOVERNMENT

Thank you to our sponsors



Food Lion LLC

NC City and County Management Association

Local Government Federal Credit Union

Local Government Training Program at Western Carolina University

The Essentials of County Government course will be held in four locations across the state:

- December 12–15, 2006 • Jackson County (Cullowhee)
- January 3–5, 2007 • Wake County (Raleigh)
- January 24–26, 2007 • Catawba County (Hickory)
- January 30–February 2, 2007 • Craven County (New Bern)

The Essentials of County Government program helps new and veteran commissioners understand what it means to govern effectively and provides an overview of their leadership, policy, and legal responsibilities. The multi-day program features interactive sessions on a wide range of topics including

- Making the transition from campaigning to governing
- Carrying out your public responsibilities as a commissioner
- Understanding key elements of county law, finance, and administration
- Working with the county manager and others to achieve your county's agenda

Instructors for the Essentials program include School of Government faculty, NC Association of County Commissioners staff, and veteran North Carolina county commissioners and managers.

To register, visit www.sog.unc.edu or contact Monica Glover at 919.843.6518 or glover@sog.unc.edu.

School Welcomes Two New Faculty Members

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

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

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

Dale J. Roenigk became director of the NC Benchmarking Project in July 2006, succeeding William Rivenbark, who will remain involved with the

project in a different role. From 2005 to the present, Roenigk served as the coordinator of the project and an adjunct lecturer.

The Benchmarking Project, which is located in the School's Institute of Government, was created in 1995 to provide comparative data and assessments of service delivery and costs for North Carolina counties and municipalities. It allows local governments to compare their performance and costs with those of other participating units and with those of their own internal operations over time. The project currently collects and reports benchmarking data for 10 service areas covering 16 municipalities. Roenigk also teaches advanced program evaluation in the School's Master of Public Administration Program.

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



Dona Lewandowski



Dale Roenigk

Faculty Publish Articles in Law Review

School of Government faculty members contributed two articles to the September issue of the *North Carolina Law Review*. Milton Heath, professor of public law and government, and Alex Hess, librarian, co-authored an article titled "The Governors' Leadership Role in Developing Modern North Carolina Environmental Law: 1967-1983." Frayda Bluestein, associate dean for programs, authored an article titled "Do North Carolina Governments Need Home Rule?"

Community Collaboration Guide Available

The School of Government has just published a new guide to community collaboration, *The Public Intersection Toolkit*. This user-friendly workbook is designed for facilitators of collaborative efforts to address public problems. It includes exercises and other resources to help people from governments, nonprofits, faith-based organizations, philanthropies, and businesses identify their shared concerns and work together on difficult community problems. Order your copy of this valuable reference by visiting www.sogpubs.unc.edu/books.php?cat=54

For more information on the Public Intersection project and upcoming train-the-trainer sessions, visit www.publicintersection.unc.edu and click on "Current Events."

Celebrating 75 Years of Teaching North Carolina Government

This article is part of a continuing series on the history of the Institute and School of Government in celebration of our 75th year.

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

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

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

UNC–Chapel Hill created the School of Government in 2001 to house the Institute, the Master of Public Administration Program, and specialized services and teaching centers related to the administration of government in North Carolina. The School’s educational programs for local and state government officials still are offered through the Institute, its oldest and largest component. They are complemented and informed by the faculty’s extensive research, writing, and advising, as Coates envisioned.

The steadfast dedication of School faculty to understanding and meeting the changing educational needs of local government officials is a hallmark of the School’s successful service to North Carolina. The Institute’s 2006 course cat-



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

alog, for example, offers 127 educational programs spanning 10 broad categories of local government law and administration: attorneys and legal issues; budgeting, finance, and accounting; elected officials; environmental services and management; health and social services; judicial branch education;

management, administration, and personnel; planning, land use, and economic development; property tax assessment and administration; and purchasing and contracts.

Just as in the early days of the Institute, course content for all these areas remains highly practical and focused on dealing with the real problems that public officials face every day.

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

Specialized in-depth educational opportunities also are available. The Municipal and County Administration courses, now in their fifty-second and forty-second years respectively, attract about 100 students annually and offer 150 hours of training over eight months. The Public Executive Leadership Academy, the Chief Information

Officers Certification Program, and an international certification institute for city and county clerks, all established in 2005, are offered in multi-day sessions over many months. In the coming years, a new Judicial College, recently funded by the North Carolina General Assembly, will broaden the Institute’s teaching for court officials.

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

Visit www.sog.unc.edu for information on courses, seminars, and related publications offered at the School. To order a course catalog, call 919.966.5381.

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



Congratulations to Public Executive Leadership Academy graduates

The School of Government congratulates the 25 local government officials listed below who successfully completed the 2006 Public Executive Leadership Academy (PELA). PELA provides city and county managers, assistant managers, and key department heads the opportunity to learn more about themselves as leaders and to gain the skills necessary to lead and manage change in their communities. For more information, visit www.pela.unc.edu or contact Jeanna Wood at 919.962.9754 or jhwood@sog.unc.edu.

Rebecca M. Bentley, Town Manager, Hudson
Dawn Blobaum, Assistant Town Manager, Davidson
Sean Brandon, Assistant to the City Manager, Savannah, Georgia
Ben Brown, Assistant City Manager, Greensboro
Franklin Mark Combs, Director of Public Works, Asheville
David B. Cotton, Assistant Manager, Moore County
Darren Lee Currie, Town Manager, Lake Waccamaw
Eric C. Davis, Town Manager, China Grove
Greg H. Ferguson, Assistant Town Manager, Huntersville
Gwen P. Harvey, Assistant Manager, Orange County
Susan J. Holder, Assistant Manager, Sampson County
Robert C. Hyatt, Manager, Davidson County

Matthew S. Livingston, Town Manager, Rolesville
Kerry N. McDuffie, Town Administrator, Fremont
Sam Misenheimer, Town Manager, Pittsboro
Wanda S. Page, Assistant City Manager, Durham
Derwick L. Paige, Assistant City Manager, Winston-Salem
Kay T. Plyler, Assistant Town Manager, Matthews
John D. Rukavina, Director of Public Safety, Wake County
Frank A. Rush Jr., Town Manager, Emerald Isle
Steve C. Smith, Town Manager, Yanceyville
Michael S. Talbert, Manager, Polk County
John T. Tanner, Director, Dept. of Social Services, Chatham County
Harry E. Tyson, Chief of Police, Wilson
William Zell, Town Manager, Aberdeen



Photo by Amy Joseph

Rebecca Bentley, town manager of Hudson, was one of 25 local government officials to successfully complete the second annual Public Executive Leadership Academy. Pictured with her is program director Carl Stenberg (left) and Rocky Mount Assistant City Manager Charles Penny, who was the featured speaker at PELA's graduation ceremony, held on October 5, 2006.

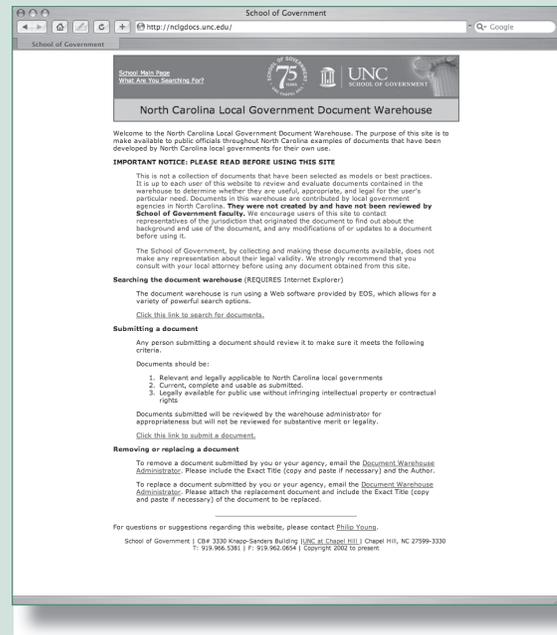
Visit the New Local Government Document Warehouse

Sharing with your colleagues can benefit everyone involved. This is why the School of Government has created the NC Local Government Document Warehouse, a participatory archive for public documents submitted by local governments across the state. Visit the new site at <http://nclgdocs.unc.edu/>.

Documents shared on listservs are valuable but often hard to retrieve. Through this web-accessible feature, the School of Government seeks to provide public officials across North Carolina with a useful tool so that they won't have to "reinvent the wheel" by developing new documents from scratch. Documents on the site include bid specifications, requests for proposals, job descriptions, contracts, ordinances, and local policies.

The School of Government encourages local government participants to post their own documents; the School acts as a host but does not actively create or submit documents. Please also note that the School of Government does not vet these documents, so those submitting (and using) items are encouraged to vet them with their local attorneys.

This project is funded through generous financial contributions to the Friends of the Institute Annual Fund, and is available through the School's Knapp Library.



Contributing Friends

Thank you to all who support the School of Government. We gratefully acknowledge the following gifts and/or pledges made to the School of Government Foundation between July 1 and October 31, 2006.

Individuals

J. Allen Adams
 Gregory S. Allison Jr.
 Joyce A. Allman
 Stephen Allred
 David N. Ammons
 Robert G. Anthony Jr.
 Susan L. Austin
 Rebecca Sutherland Ballentine
 Katherine W. Barnes
 Mary-Lowrie Norwood Barnett
 Joseph Carl Bartel Jr.
 A. Fleming Bell, II
 Maureen Berner
 Stacey Isaac Berahzer
 Tony Lynn Blalock
 Jerri Lynne Bland
 O. Rolf Blizzard III
 William J. Block
 Jeanne Milliken Bonds
 Sean Branden
 Robin Lenee Broadnax
 Mary M. Brown
 Lew G. Brown
 Anita R. Brown-Graham
 Janice T. Burke
 James Elam Caldwell Jr.

Paul Patrick Caldwell
 Danette Carter
 Kenneth Lee Carter Jr.
 K. Merry Chambers
 Sybil T. Champion
 Laurence Arthur Cobb
 Shirley Graves Cochrane
 C. Mack Conway
 David Craig Cooke
 Nancy Hall Sawyer Copeland
 Gayle T. Critcher
 Michael Crowell
 Marchell Adams David
 Bernita W. Demery
 Shea Riggsbee Denning
 Teresa Marie Derrick
 John Elliot Derwin
 Caroline Hume Dilweg
 Jim Donnelly
 Heather Drennan
 James C. Drennan
 Albert Luther Ellis III
 Helen Scott Ellis
 Donald Ralph Esposito Jr.
 Ballard C. Evan
 Jasper D. Evans
 Robert Louis Farb
 Robyn Schryer Fehrman

Lucille E. Fidler
 Larry Alonzo Fisher
 Kevin Michael FitzGerald
 Robert Norfleet Flournoy II
 J. Keaton Fonvielle
 Carl Raynard Fox
 Aaron Alexander Frank
 Dee A. Freeman
 G. Linwood Futrelle Jr.
 A. Lee Galloway
 Lee D. Garrity
 Martha Cole Glenn
 Deborah Long Goldberg
 Amy Marie Gorely
 Beth Thomas Graves
 Shannon B. Graves-King
 James Simpson Greene Jr.
 Mary Cameron Griffin
 Ruffin Lewis Hall
 Suzanne Marie Harris
 Donald Bales Hayman
 Margaret Hill Henderson
 W. Brian Hiatt
 Pam Hinson
 F. Ray Hockaday Jr.
 John David Holloway
 W. Calvin Horton
 Cheryl Daniels Howell
 Michele M. Hoyman
 Phyllis Alfred Hughes
 Judy Ikerd
 Benjamin Rogers Jacewicz
 John H. Jackson
 Willow Jacobson
 Kathleen Ann Johnson
 Arthur Jones
 Laura Jones
 Lydia Ann Jones
 Marjorie Fisher King
 J. Edward Kitchen
 S. Chuck Kitchen
 J. L. LaMaster
 Zee Buchanan Lamb
 Benjamin Marcus Lane
 James Marion Laney
 David M. Lawrence
 Alfred Robert Light
 John Marshall Link Jr
 Ronald Lynch
 Lee Mazia Mandell
 Janet Mason
 Pamela A. Meyer
 Merritt Kellogg Mitchell
 Christopher Anthony Morello

Teresa Marie Smith Nuttall
 Kirsten Elin Olson
 Barbara Stockton Perry
 Ray K. Pleasant
 Ellen Price
 Stephen Wilson Raper
 Melanie Greenspan Raterman
 Bill Rivenbark
 Larry Scott Roadman
 William Benjamin Rowe
 Amanda Kay Royslance
 Matthew Alan Royslance
 John Rubin
 Sally W. Sandy
 John Lassiter Sanders
 John L. Saxon
 Robert S. Segal
 Maia M. Setzer
 B. Ellen Neill Sewell
 Basil Lamar Sherrill
 Harold Bundick Shill III
 Kenneth Weid Shoffner
 Ann Cary Simpson
 Jessica Smith
 Cynthia Ann Sommer
 Wanda Kay T. Spivey
 Valerie Ann Stafford-Fox
 Carl W. Stenberg
 John B. Stephens
 Charles A. Szypszak
 Ronda Denise Tatum
 Thomas H. Thornburg
 David Francis Torregrosa
 Rebecca Troutman
 Gregory M. Useem
 Linda Vaughn
 Grant Raymond Vinik
 Sonia Ingraham Vizcaino
 A. John Vogt
 F. Hardin Watkins Jr.
 Mark Weidemaier
 Christopher Delamar Welch
 Gordon P. Whitaker
 Ann T. Whitworth
 Angela L. Williams
 L. Samuel Williams Jr.
 Roger Williams
 Elizabeth D. Wilson
 Priscilla Snipes Wilson
 Abner Carr Withers Jr.
 Kenneth Paul Woodcock
 Noah Woods

R. Thomas Worley
 Deil S. Wright
 Edward A. Wyatt V
 Mark Wilson Yow

Associations
 Council for Excellence in Government
 East Carolina Council/ Neuse River COG
 NC Association of Clerks of Superior Court
 NC Association of District Court Judges
 NC City-County Management Association
 NC Local Government Budget Association
 NC Local Government Investment Association
 NCLGISA
 North Carolina Government Finance Association

Businesses
 Capital Management of the Carolinas LLC
 Duke Energy Corp.
 First Southwest Company
 John H. Jackson, Attorney Player Inc.
 Progress Energy
 RBC Centura Banks
 Tharrington Smith, Attorneys At Law

Municipalities
 City of Claremont
 City of Concord
 City of Hickory
 Town of Wrightsville Beach

Counties
 Caswell County
 Catawba County

Foundations
 Anonymous
 Carnegie Corporation of New York
 Food Lion Charitable Foundation

LGFCU Scholarships Available

The Local Government Federal Credit Union (LGFCU) offers a scholarship program to nurture the career development of its members who are employed in local government in North Carolina. Members who plan to attend a class or a seminar at the Institute of Government may apply for scholarships to cover the cost of tuition.

Awards are made three times each year, or until funds are expended. Applications are accepted throughout the year, with deadlines of April 1, August 1, and December 1. For more information and a copy of the application, call 1-800-344-4846, e-mail info@lgfcu.org, or visit www.lgfcu.org and click on "Applications."



Amanda Pervine, a UNC-Chapel Hill freshman from Gastonia, is the 2006–2007 Wicker Scholar.

Gastonia Student Named 2006–2007 Wicker Scholar

The School of Government congratulates Amanda Nicole Pervine of Gastonia, this year's recipient of the Jake Wicker Scholarship. Pervine is a 2006 graduate of Hunter Huss High School. She intends to major in political science at UNC–Chapel Hill.

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

The \$1,000 scholarship is awarded annually to an entering first-year student at UNC–Chapel Hill with a parent who has worked at the local government level for five or more years. The next application deadline is April 1, 2007. For more information, contact Meredith Horne, UNC Office of Scholarships, at 919.962.9494 or meredith_horne@unc.edu.

The scholarship was created by the 1990 Municipal and County Administration class at the Institute of Government to honor course director Warren Jake Wicker. Wicker was a member of the School faculty for 48 years until his death in 2003.

Friends of the Institute of Government Gift Form

Please allocate my gift of \$ _____ to the following designation(s):

\$ _____ Annual Fund. Please use my gift where it is needed most.

	Individual	Organization/business
Member	<input type="checkbox"/> \$25	<input type="checkbox"/> \$250
Supporter	<input type="checkbox"/> \$100	<input type="checkbox"/> \$500
Patron	<input type="checkbox"/> \$250	<input type="checkbox"/> \$1,000
Benefactor	<input type="checkbox"/> \$500	<input type="checkbox"/> \$2,000
Dean's Club	<input type="checkbox"/> \$1,000	<input type="checkbox"/> \$4,000

See www.sog.unc.edu for Annual Fund donor benefits

- \$ _____ Civic Education
- \$ _____ Gladys Coates Garden
- \$ _____ Judicial Education Endowment
- \$ _____ Environmental Finance Center
- \$ _____ MPA Diversity Scholarship
- \$ _____ Other (please name project or area of support): _____

Gift benefits:

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

Thank you for your generous support!

My check for \$ _____ is enclosed, made payable to the SOG Foundation.

I pledge my gift of \$ _____ to be made over _____ years with annual payments of \$ _____.
Begin reminders on ___/___/___.

Signature: _____

Please charge my gift of \$ _____ to:

MasterCard Visa

Exp. Date

Signature _____ Date _____

Name: _____

Address: _____

City: _____ State: _____ ZIP: _____

Phone: _____ E-mail: _____

Make your gift online at www.sog.unc.edu or return this completed gift form and payment to

School of Government Foundation

CB# 3330 Knapp-Sanders Building, UNC–Chapel Hill

Chapel Hill, NC 27599-3330

Gifts are used solely for the benefit of the School and Institute of Government and are tax deductible.

Friends of the Institute Councils

East Regional Council

Michael Avery, Director of Planning & Inspections, New Bern
Henry Boyd, Magistrate, Belhaven
Don Christopher, Town Administrator, Williamston
Wayne Deal, Manager (retired), Nash County
Bernita Demery, Director of Financial Services, Greenville
Grant Goings, City Manager, Wilson
Jim Hansen, Public Finance, RBC Centura Bank
Jim B. Hicks Jr., Attorney, New Bern
Ben Hollowell, Town Attorney, Bayboro
Patsy Duke King, Services and Grants Director, Nash County
Larry Meadows, Manager, Jones County
Debra P. McGowan, Director of Human Resources, Pitt Community College
Samuel Noble Jr., Town Manager, Tarboro
Russell Overman, Manager, Martin County
E. B. Parker, County Attorney, Wayne County
Phil Robey, Deputy City Manager, Kinston
Paul Spruill, Manager, Beaufort County
Frederick E. Turnage, Mayor, Rocky Mount
Edward A. Wyatt, Manager (retired), Wilson

Northeast Regional Council

Drewery N. Beale, Mayor, Roanoke Rapids
Mack Carawan, Manager, Tyrrell County
Carl Classen, Utilities Director, Camden County
Luther C. Copeland Jr., Manager, Chowan County
Mike Cox, Attorney, Pasquotank County
Gayle T. Critcher, Finance Officer, Washington County
William C. Griffin Jr., Senior Resident Superior Court Judge, Williamston
Randy Keaton, Manager, Pasquotank County
Anne-Marie Knighton, Town Manager, Edenton
Alfred W. Kwasikpui, Chief District Court Judge, Jackson
Zee Lamb, Manager, Bertie County
Chris Layton, Town Manager, Duck
Gary McGee, Town Manager, Kitty Hawk
Richard Olson, City Manager, Elizabeth City
Robert L. Outten, County Attorney, Dare County
Harvey Raynor, Commissioner, N.C. State Property Tax Commission
Kermit Skinner, Town Manager, Manteo
Robert Spivey, Mayor, Windsor
Anne Thomas, Health Director, Dare County
Todd W. Tilley, Magistrate, Hertford
Frederick L. Yates, Mayor, Winfall
Patricia Weaver, Assistant Manager, Hertford County
Rhett White, Town Manager, Columbia
John E. Whitehurst, Manager (retired), Windsor
Randell Woodruff, Manager, Camden County

North Central Regional Council

J. B. Allen, Jr., Senior Res. Superior Court Judge, Graham
Fred Parker Baggett, City Attorney, High Point
Talmadge Baker, Council Member, Asheboro
Cyrus Brooks, City Manager (retired) and former Council Member, High Point
Darlene Bullins, Clerk to the Board, Stokes County
Bob Hyatt, Manager, Davidson County
Fredrick G. Johnson, School Attorney, Stokes County
Brenda Jones Fox, Finance Director, Guilford County
J. Edward Kitchen, City Manager, Greensboro
David McNeill, Interim Manager, Guilford County
Graham Pervier, Manager (retired), Forsyth County
Douglas Pungler, School Attorney, Winston-Salem
Tom Robinson, Manager, Rockingham County
W. Eugene Russell, County Attorney, Rockingham County
Ann Shaw, Register of Deeds, Randolph County
John W. Shore, Social Services Director, Guilford County
Becky Smothers, Mayor, High Point
Henry P. Van Hoy II, Town Attorney, Mocksville
Frank Willis, Manager (retired), Randolph County
John G. Wolfe, Town Attorney, Town of Kernersville

South Central Regional Council

Grainger Barrett, County Attorney, Cumberland County
J. Breeden Blackwell, Commissioner, Cumberland County
Sylvia S. Blinson, Finance Officer, Sampson County
John Connet, City Manager, Clinton
Tommy Combs, Manager (retired), Clinton
Larry Di Re, Town Administrator, St. Pauls
William Fields, City Attorney, Raeford
Wayne Goodwin, Attorney, Hamlet
Robert Hester, Director of Member Services, NC Association of County Commissioners
Tom Hogg, Town Manager, Lillington
Craig Honeycutt, City Manager, Laurinburg

Kenneth Hoyle, County Attorney, Lee County
John Jackson, Town Attorney, Stedman
Greg Martin, Manager, Bladen County
Lillie McKoy, Mayor, Maxton
Susan Patterson, City Attorney, Sanford
Jim Perry, Executive Director, Lumber River Council of Governments
Scott Sauer, Manager, Sampson County
David Smitherman, Manager, Lee County
Linda Kaye Teal, Grant Writer, Hoke County
Janice S. Thomas, Town Clerk, Foxfire Village
Eugene E. B. Turner, Commissioner (former), Robeson County
Jim Westbrook, Manager (retired), Moore County
William Wilder, Assistant Manager, Harnett County
Mike Wood, Manager, Hoke County

Southeast Regional Council

Eva Brown, Town Clerk/Finance Officer, Richlands
Josann Campanello, Town Clerk/Administrator, St. James
John Carter, City Attorney, Jacksonville
Robert Greer, Commissioner, New Hanover County
Mary Ann Hinshaw, Deputy Manager, Wilmington
James Hill, County Attorney, Columbus County
Rusty Lanier, Senior Manager, Brunswick County
Marty Lawing, Manager, Brunswick
Al Leonard Jr., City Manager, Tabor City
Chris May, Executive Director, Cape Fear Council of Governments
Thomas Pollard, City Attorney, Wilmington
Susan Rhodes, City Manager, Whiteville
Penelope Spicer-Sidbury, City Clerk, Wilmington
Brenda Tucker, Clerk of Superior Court, New Hanover County
Gregg Whitehead, Town Administrator, Richlands

Southwest Regional Council

Raymond Allen, City Manager, Albemarle
Joyce Allman, Finance Director (retired), Concord
Dick Black, Planning Director, Union County
Marvin Bethune, County Attorney, Mecklenburg
Charles R. Buckley III, Attorney, Matthews
Tandy Carter, Police Chief, Shelby
Robert A. Collier Jr., Judge (retired), Statesville
David Dear, Manager, Cleveland County
Bill Duston, Planning Director, Centralina COG
Jeff Emory, City Manager, Lincolnton
Shirley Fulton, Attorney, Charlotte
Bill Furches, Tax Collector, Iredell County
Harley Gaston, Retired Recalled Judge, Gastonia
Fletcher Hartsell, State Senator, Cabarrus County
Harry Jones, Manager, Mecklenburg County
Al Jones, Mayor (former), Mooresville
Mike Kennedy, City Attorney, Shelby
Jack Kiser, Director of Planning, Gastonia
Joe L. Kiser, State Representative, Lincoln County
Susan W. Klutz, Mayor, Salisbury
DeWitt McCarley, City Attorney, Charlotte
Rick McLean, Manager (retired), Mooresville
Scott Padgett, Mayor, Concord
Chase Boone Saunders, Attorney, Charlotte
Barbara Pickens, Sheriff, Lincoln County
Terry Sholar, Attorney, Monroe
L. Ashley Smith, City Attorney, Gastonia
Chris Wease, Wadesboro
Barry Webb, City Manager, Belmont
Jan Winters, Manager, Gaston County

West Regional Council

Karen Andrews, Town Manager, Rutherfordton
Stan Boyd, Director of Engineering Services, MSD, Buncombe County
Bob Boyette, City Manager, Marion
Walter Clark, Town Attorney, Canton
Mike Decker, Town Administrator, Franklin
Bill Gibson, Executive Director, Southwestern Region A Council of Governments
Wanda Greene, CPA, Manager, Buncombe County
Gary W. Jackson, City Manager, Asheville
Leon Killian, County Attorney, Haywood County
Larry Leake, County Attorney, Madison County
Joseph Martin, Director, Woodfin Sanitary Water and Sewer District
Brenda Oliver, Mayor, Sylva
Ronald K. Payne, Superior Court Judge, Asheville
Jeff Richardson, Assistant Manager, Asheville
Vickey Wade, Director, Local Government Training Program, Western Carolina University
Martha Zeigler, Finance Director, Metropolitan Sewerage District of Buncombe County

School of Government

CB # 3330 Knapp-Sanders Building

Chapel Hill, NC 27599-3330

Phone: 919.843.2556

Nonprofit Org.
U.S. Postage
PAID
Permit 177
Chapel Hill, NC

Friends of the Institute
Newsletter

Visit the School of Government
online at www.sog.unc.edu