

# NASPAA SELF-STUDY REPORT

## VOLUME II

August 2009

Master of Public Administration Program  
School of Government  
The University of North Carolina at Chapel Hill

Campus Box 3330  
University of North Carolina  
Chapel Hill, NC 27599-3330

## Volume II

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## ELECTIVE COURSES OFFERED PRIMARILY FOR STUDENTS IN THE PROGRAM

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## REQUIRED PREREQUISITE COURSES

[No syllabus attached. The prerequisite in United States government and politics can be met with any basic course covering those topics. Typically this is taken as a part of the students' undergraduate studies.]

**1. Name, academic rank and title, date of appointment.**

Gregory S. Allison, CPA  
Senior Lecturer  
Initial Appointment – July 1997

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

None

**b. Name of master's degree, institution, date, major field of study.**

None

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, Accounting, North Carolina State University, May 1984

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Governmental Accounting and Financial Reporting (PUBA 730)  
University of North Carolina, Chapel Hill, Masters of Public Administration Program  
Spring Semester 1998 - Present

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

2005-06

- (Book) *Governmental and Nonprofit Accounting: Theory and Practice – Eighth Edition*; Co-authored with Dr. Robert J. Freeman (Texas Tech University) and Dr. Craig D. Shoulders (UNC Pembroke); Published by Prentice Hall
- (Book) *2006-07 Finance Calendar of Duties*; Published by UNC School of Government
- (Book Chapter) *Accounting, Fiscal Control, and Cash Management*; Published by UNC School of Government for the County Government and Municipal Government On-Line Series
- (Article) *A Century of Governmental Accounting and Financial Reporting Leadership*; Co-authored with Dr. Robert J. Freeman (Texas Tech University); Published by Government Finance Officers Association for *Government Finance Review*

2006-07

- (Article) *To Tell the Truth: How Much are Governments Promising Their Retirees*; Published by UNC School of Government for *Popular Government*

- (Book) *2007-08 Finance Calendar of Duties*; Published by UNC School of Government  
2007-08

- (Book) *Governmental and Nonprofit Accounting: Theory and Practice – Ninth Edition*; Co-authored with Dr. Robert J. Freeman (Texas Tech University), Dr. Craig D. Shoulders (UNC Pembroke), Dr. Terry K. Patton (Midwestern State University), and Dr. G. Robert Smith, Jr. (Middle Tennessee State University); Published by Prentice Hall
- (Book) *2008-09 Finance Calendar of Duties*; Published by UNC School of Government

2008-09

- (Article in Progress) *A Systematic Assessment of Financial Condition in Local Government*; Co-authored with Dr. William Rivenbark (UNC School of Government) and Dale Roenigk (UNC School of Government); Published by UNC School of Government
- (Article in Progress) *Communicating Financial Condition to Elected Officials in Local Government*; Co-authored with Dr. William Rivenbark (UNC School of Government) and Dale Roenigk (UNC School of Government); Published by UNC School of Government

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

2008-09

- Supervising MPA Graduate Student Monica Evans for Fall 2008 and Spring 2009 on project involving complete revision of test banks related to the School's Municipal and County Administration Course and the North Carolina Finance Officers Certification Program; Funded by UNC School of Government

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Auditor, Deloitte Haskins and Sells, July 1984 – June 1988; Audit supervisor for governmental and nonprofit audits, limited corporate/private sector audits, and extensive governmental and nonprofit accounting advising
- Finance Director, City of Morganton, NC, July 1988 – November 1992; Managed Finance Department for the City of Morganton, NC, which included responsibilities for accounting and budgeting division, purchasing division, business office and tax collections division, and IT division. Responsible for the management of a \$30 million-plus annual operating budget, investment practices for the municipality, and overseeing the annual audit and the preparation of the external financial statements
- Assistant Director of Technical Services, Government Finance Officers Association of the United States and Canada, Chicago, Illinois, November 1992 – June 1997; Lead national training seminars in governmental accounting and financial reporting, authored multiple publications in the governmental accounting and financial reporting field, provided technical assistance in governmental finance for professionals nationwide,

administered the Association's national Certificate of Achievement for Excellence in Financial Reporting Program.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- Government Finance Officers Association (GFOA)
- North Carolina Government Finance Officers Association (NCGFOA)
- North Carolina County Finance Officers Association (NCACFO)
- North Carolina Local Government Investment Association (NCLGIA)
- North Carolina Association of Certified Public Accountants (NCACPA)

Actively involved with the aforementioned professional associations. Served on the Board of Directors for the NCACPA and continue to serve on the Association's Government Committee as an advisor. Serve as a School of Government faculty advisor for NCGFOA and NCLGIA. For all of the above associations, am a regular presenter at the annual and semi-annual conferences (GFOA is a national organization). Have presented for all Associations annually or semi-annually every year since receiving faculty appointment.

**8. Selected involvement in public service activities.**

- Currently serve as VP of Finance (a volunteer role) for the Triangle/Eastern North Carolina Juvenile Diabetes Research Foundation (JDRF) and have been an active member of the local chapter of the JDRF since 2004. Also served on the Executive Committee of the Chapter's Board of Directors.
- Served on the Board of Directors for the North Carolina Association of Certified Public Accountants from 2005-2008 and continue to serve on the Association's Government Committee.

**9. Selected consulting activities with nature of assignment and dates.**

- Provide private training for professional associations outside the State of North Carolina in the field of governmental accounting and financial reporting.
- Have actively participated on review committees for various governmental accounting and financial reporting publications on a national basis throughout tenure with the School of Government.

**1. Name, academic rank and title, date of appointment.**

David N. Ammons

Albert Coates Professor of Public Administration and Government

Appointed as Associate Professor, August 1996; appointed as Professor, October 2000.

**2. Academic Degrees**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D. University of Oklahoma, 1983, Political Science

*Municipal Productivity in High-Quality Service Cities*

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Administration, Texas Christian University, 1973

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, Texas Tech University, 1971, Government

**3. Primary teaching areas and teaching experience at graduate level**

University of North Carolina at Chapel Hill (1996-present): "Productivity Improvement in Local Government," "City and County Management;"

University of Georgia (1987-1996): "Productivity Improvement in Local Government;"

University of North Texas (1983-1987): "Governmental Management," "Municipal Management," "Productivity Improvement in Local Government," "Public Budgeting," "Administrative Research Methods."

**4. Publications (2008-2009 and three preceding years).**

Books

*Tools for Decision Making: A Practical Guide for Local Government*, Second Edition.

Washington, D.C.: CQ Press, 2009.

*Leading Performance Management in Local Government* (ed.). Washington, D.C.: International City/County Management Association, 2008.

Articles

"Misrepresentation of Staffing Standards for Police," with Joshua S. Edwards. *State and Local Government Review*, 40 (3) (2008), pp. 186-94.

"Factors Influencing the Use of Performance Data to Improve Municipal Services: Evidence from the North Carolina Benchmarking Project," with William C. Rivenbark. *Public Administration Review*, 68, No. 2 (March/April 2008), pp. 304-318.

- “City Manager and City Administrator Role Similarities and Differences: Perceptions Among Persons Who Have Served as Both.” *American Review of Public Administration*, 38, No. 1 (March 2008), pp. 24-40.
- “Benefiting from Comparative Performance Statistics in Local Government,” with William C. Rivenbark and Dale J. Roenigk. *Popular Government*, 72, No. 3 (Spring/Summer 2007), pp. 34-42.
- “Gainsharing in Local Government,” with William C. Rivenbark. *Popular Government*, 71, No. 3 (Spring/Summer 2006), pp. 31-37.
- “Tenure of City Managers: Examining the Dual Meanings of ‘Average Tenure,’” with Matthew J. Bosse. *State and Local Government Review*, 37, No. 1 (2005), pp. 61-71.

#### Book Chapters

- “Analyzing Performance Data,” pp. 145-170 in Patria de Lancer Julnes, Frances S. Berry, Maria Aristigueta, and Kaifeng Yang (eds.), *International Handbook of Practice-Based Performance Management* (Sage Publications, 2008).
- “Performance Measurement: A Tool for Accountability and Performance Improvement,” Article 16, pp. 1-12 in David Lawrence (ed.), *County and Municipal Government in North Carolina* (Chapel Hill: University of North Carolina/School of Government Press, 2007).
- “Benchmarking Performance,” pp. 623-647 in Stephen E. Condrey (ed.), *Handbook of Human Resource Management in Government*, second edition (San Francisco, CA.: Jossey-Bass, 2005).

#### Reports

- Development Review in Local Government: Benchmarking Best Practices*, with Ryan A. Davidson and Ryan M. Ewalt. Chapel Hill, NC: School of Government/University of North Carolina, 2009.
- Benchmarking for Results*, with William C. Rivenbark and Dale J. Roenigk. Chapel Hill, NC: Institute of Government/University of North Carolina, December 2005.

#### Selected Pre-2005 Publications:

##### Books

- Municipal Benchmarks: Assessing Local Performance and Establishing Community Standards*, Second Edition. Thousand Oaks, CA: Sage Publications, 2001. (First edition published in 1996.)
- Accountability for Performance: Measurement and Monitoring in Local Government* (ed.). Washington, D.C.: International City/County Management Association, 1995.
- Recruiting Local Government Executives: Practical Insights for Hiring Authorities and Candidates*, with James J. Glass. San Francisco: Jossey-Bass Inc., Publishers, 1989.
- City Executives: Leadership Roles, Work Characteristics, and Time Management*, with Charldene Newell. Albany, NY: State University of New York Press, 1989.

#### **5. Research projects undertaken in 2008-2009 and three preceding years**



- Benchmarking the Development Review Process in Local Government, 2006-2008; nine local government sponsors; funded research. Publication: *Development Review in Local Government: Benchmarking Best Practices* (Chapel Hill, UNC School of Government and Alliance for Innovation, 2009).
- Misapplication of Standards in Local Government, 2005-2008; unfunded research. Publication: "Misrepresentation of Staffing Standards for Police," with Joshua S. Edwards. *State and Local Government Review*, 40 (3) (2008), pp. 186-94.
- The Use of Performance Measures in Local Government, 2006-2008; unfunded research. Publication: "Factors Influencing the Use of Performance Data to Improve Municipal Services: Evidence from the North Carolina Benchmarking Project," with William C. Rivenbark. *Public Administration Review*, 68, No. 2 (March/April 2008), pp. 304-318.
- Roles of City Managers and City Administrators, 2003-2007; unfunded research. Publication: "City Manager and City Administrator Role Similarities and Differences: Perceptions Among Persons Who Have Served as Both." *American Review of Public Administration*, 38, No. 1 (March 2008), pp. 24-40.

## **6. Significant practitioner experience**

- City of Oak Ridge, Tennessee: Assistant City Manager (1982 to 1983), Director of Research and Budget (1979 to 1982), Director of Administration (1978 to 1979), Assistant to the City Manager (1975 to 1977).
- City of Phoenix, Arizona: Management Assistant, City Manager's Office (1974 to 1975).
- City of Hurst, Texas: City Secretary (1973 to 1974).
- City of Fort Worth, Texas: Administrative Assistant (budget analyst), Research and Budget Department (1972, part time while working toward MPA).

## **7. Involvement in academic and professional associations**

- American Society for Public Administration—National Council member (2004 to 2007), Co-Chair of Audit Committee, member of Program Committee for 2006 and 2007 national conferences, and Vice President of the Research Triangle Chapter.
- Member of the editorial boards of *Journal of Public Administration Research and Theory*, *Public Performance & Management Review*, and *International Fire Service Journal of Leadership and Management*.
- Member of the Alliance for Innovation's Academic Network; the Government Finance Officers Association's Performance Measurement Sourcebook Advisory Committee; the Advisory Council of the Institute of Public Affairs at the University of Texas at Dallas; and the advisory board of the National Center for the Study of Counties.
- Member of the National Performance Management Advisory Commission, established by eleven leading state and local government public interest associations.
- Elected as a fellow of the National Academy of Public Administration in 2006.

## **8. Selected involvement in public service activities**

- Serves as one of three faculty advisers to the North Carolina Benchmarking Project. Provides instructional services to public officials through classes in Chapel Hill and elsewhere, including recent on-site sessions at the following North Carolina local governments: City of Greenville, Wayne County, Pender County, City of Winston-Salem, Town of Mooresville, Cabarrus County, and Onslow County.

**9. Selected Clients served as a consultant since 2005**

- (primarily instruction on performance measurement): City of Danville, Virginia; Government Finance Officers Association; Inter-American Development Bank; International City/County Management Association; John C. Stennis Institute of Government, Mississippi State University; Marin County, California; Prince George's County, Maryland.

**1. Name, academic rank and title, date of appointment.**

Maureen Michelle Berner

Associate Professor

Date of Appointment: July, 2005.

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D. in Public Policy Analysis, LBJ School of Public Affairs, University of Texas at Austin, December 1998

*"The Structure of the U.S. Federal Budget 1960-1995: Beyond Incrementalism"*

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Policy, Georgetown University, May 1991, Public Policy

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, University of Iowa, May, 1989 Honors Major in Global Studies

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

School of Government, University of North Carolina at Chapel Hill.

Applied Statistics, Research Methods, and Program Evaluation

July 2005 – present.

School of Government, University of North Carolina at Chapel Hill.

Applied Statistics, Research Methods, Program Evaluation, Policy Analysis, and Budgeting.

July 1998-August 2003.

LBJ School of Public Affairs, University of Texas at Austin

Writing workshops, quantitative analysis review, and an applied policy research project course.

August 1995-May 1998

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- *Statistics Revealed* , ICMA Press, (forthcoming) 2009.
- "Beer in the Firehouse: A Case Study" Public Productivity and Management Review 2008.
- "A Portrait of Hunger, the Social Safety Net, and the Working Poor" with Trina Ozer and Sharon Paynter. Policy Studies Journal, 2008.

- "Minority Contracting Programs: A Critical Juncture of Public Policy, Administration, Law, and Statistics." with Heather Martin and Frayda Bluestein. *Public Administration Review*, 2007.
- *Research Methods for Public Administration*. 5th Edition. With O'Sullivan and Rassel. Addison Wesley Longman. Fall, 2007.
- "The Federal Budget's Core and Periphery: Patterns of Budget Outcomes." *Public Budgeting, Accounting and Financial Management*, Volume 17, Number 4, (PrAcademic Press: Winter 2005) pp. 437-470.
- "Where Does the Money Go? County Funding of Welfare in the Wake of Welfare Reform in North Carolina." *Public Budgeting and Finance*, Vol. 25, No. 4 (Blackwell Publishing: Winter, 2005) pp. 86-104.
- "A Case Study of Program Evaluation in Local Government: Building Consensus through Collaboration." with Matt Bronson. *Public Productivity and Management Review*, Vol. 28, No. 3 (M.E. Sharpe, Inc.: March 2005) pp. 309-325.
- "The Shifting Pattern of Government Support: Food Stamps and Food Bank Usage in North Carolina" with Kelly O'Brien. *Voluntary and Non-Profit Sector Research* Vol. 33, No. 4 (Sage Publications: December 2004) pp. 655-671.
- "Learning Through Action: How MPA Public Service Team Projects Help Students Learn Research and Management Skills" with Gordon P. Whitaker. *Journal of Public Affairs Education*, Vol. 10, no. 4 (The National Association of Schools of Public Affairs and Education: 2004) pp. 279-294.
- "State of the States: A Review of State Requirements for Citizen Participation in Local Government Budgeting." With Sonya Smith. *State and Local Government Review*, Vol. 36, No. 2 (Carl Vinson Institute of Government: Spring 2004) pp. 140-50.
- "Current Practices for Involving Citizens in Local Government Budgeting: Moving Beyond Method" *Public Administration Quarterly*, Vol. 27, No. 4 (Winter 2004) pp. 411-432.
- *Research Methods for Public Administration*. 4th Edition. With O'Sullivan and Rassel. Addison Wesley Longman. Spring 2002.
- "Program Evaluation in Local Governments: Building Consensus through Collaboration." With Matt Bronson. *Popular Government* (University of North Carolina School of Government: Winter 2002)
- "So You Want to Do a Survey?" with Ashley Bowers and Laura Heyman. *Popular Government* (University of North Carolina School of Government: Summer 2002) pp. 32-43.
- "Citizen Participation in Local Government Budgeting." *Popular Government* (University of North Carolina School of Government: Summer 2001) pp. 32-40.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- North Carolina Hunger Pilot Project 2008-2009, funded in part by the Center on Poverty, Work and Opportunity, University of North Carolina School of Law and the Center for Urban and Regional Studies, University of North Carolina at Chapel Hill. It is also a

collaboration with the Food Bank of Central and Eastern North Carolina. Research projects are anticipated to be several papers, conferences and formal reports to practitioner and policy organizations.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Evaluator, US General Accounting Office 1991-1995

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- Government Finance Officers Association, member
- American Evaluation Association, member
- American Society for Public Administration, member
- North Carolina Local Government Budget Association
- National Association of Schools of Public Administration and Affairs, Best Dissertation Committee, Fall 2006
- Faculty Fellow, Center for Urban and Regional Urban Studies, University of North Carolina at Chapel Hill, Fall 2005 – present.
- Association for Budgeting and Financial Management, Executive Committee, 2001-2005
- Association for Budgeting and Financial Management, Recording Secretary for Executive Committee, 2003-2004
- Association for Budgeting and Financial Management, Curro Student Paper Award Committee, 2004
- Association for Budgeting and Financial Management, Howard Award Committee, 2003
- Association for Budgeting and Financial Management, Program Committee, 2000 Annual Conference

**8. Selected involvement in public service activities.**

- Member, Dean's Advisory Committee, School of Government, UNC-Chapel Hill, 2006-present
- Member, Faculty Recruitment Committee, School of Government, UNC-Chapel Hill, 2006-present
- Member, Faculty Advisory Committee for Karl Smith, School of Government, UNC-Chapel Hill, 2005-present
- Member, Faculty Advisory Committee for Rick Morse, School of Government, UNC-Chapel Hill, 2005-present
- Member, Faculty Advisory Committee, Civic Education Consortium, School of Government, UNC-Chapel Hill, 2005-present
- Member, MPA Curriculum Review Committee, School of Government, UNC-Chapel Hill, 2006-present

## Faculty Data Sheets: Nucleus Faculty

- Chair, sub-committee on Curriculum for Elected Officials, School of Government, UNC-Chapel Hill, 2005
- Formal Advisor for 18 public administration majors, University of Northern Iowa, fall 2004-2005
- Chair, American Politics/Public Administration Faculty Committee, University of Northern Iowa, fall 2004 - 2005
- Member, Curriculum Committee, Department of Political Science, University of Northern Iowa, 2004-2005
- Chair, Dean's Information/Instructional Technology Advisory Committee, School of Government, UNC-Chapel Hill, 2001-2002
- Chair, MPA Information Technology Committee, School of Government, UNC-Chapel Hill, 1999-2001
- Member, Dean's Program Planning Committee, School of Government, UNC-Chapel Hill, 1999-2003
- Member, Undergraduate Summer Internship Committee, School of Government, UNC-Chapel Hill, 1998-2001
- Member, MPA Academic Policy Committee, 1998-2003; subcommittee on Review of Budgeting and Financial Management Courses, 1998-1999; subcommittee on Review of Analytic Core Courses, School of Government, UNC-Chapel Hill, 1998-1999
- Member, MPA Capstone Paper Review Panels and Advisor, School of Government, UNC-Chapel Hill, 1998-2003
- Advisor to the North Carolina Performance Measurement Project, School of Government, UNC-Chapel Hill, 1998-2003
- Member, Recruitment Committee for the Performance Measurement Project faculty position, School of Government, UNC-Chapel Hill, 1998-1999
- Manuscript Reviewer, State and Local Government Review, 2007
- Outside member, Capstone Paper Committee for Master of Public Administration students, University of North Carolina at Chapel Hill, 2003- 2005
- Member, Steering Committee, The Changing Face of Iowa: Social and Behavioral Sciences Outreach to the Community, University of Northern Iowa, 2004-2005
- Member, Curriculum Advisory Committee for doctoral student in Public Policy Analysis Program, UNC-Chapel Hill, 2000-2003
- Proposal Reviewer, Sloan Foundation, 2000-2001, 2004
- Manuscript Reviewer, Journal of Politics, fall, 2000
- Book Proposal Reviewer, Roxbury Press, 2004

**9. Selected consulting activities with nature of assignment and dates.**

**(most of these are un-paid)**

- Supervising Evaluator, Evaluation of Services provided by Councils of Government in North Carolina, 2008-present
- Lead Evaluator, Evaluation of Land Acquisition Process, North Carolina Trust for Public Land, 2007
- Lead Evaluator, Evaluation of Educational Service Provision Model for Children Who are Blind or Visually Impaired and/or Deaf or Hard of Hearing in the State of North Carolina, North Carolina Department of Public Instruction and Office of Educational Services, Department of Health and Human Services, 2007.
- Lead Evaluator, Evaluation of Citizen Informed Performance Measurement Project, North Carolina League of Municipalities, 2006-2007
- Supervising Evaluator, Evaluation of North Carolina Office of Sentencing Services, 2006-present
- Lead Evaluator, Evaluation of North Carolina Prisoner Services, 2005-2007
- Supervising Evaluator, Evaluation of Motor Fleet Vehicle Take Home Policy, Police Department, City of Wilson, 2006-present
- Northeast Iowa Food Bank, 2004-present. I serve as an advisor to this non-profit for a series of internal program evaluations.
- National Trust for Public Lands, 2004-2007. I served as a methodological advisor to this non-profit for a national study of water quality and water treatment costs at water plants.

**1. Name, academic rank and title, date of appointment.**

Michele Hoyman  
Associate Professor of Political Science and Master of Public Administration Program Adjunct  
Faculty, 1998 – Current

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Doctor of Philosophy, University of Michigan, 1978, Political Science,  
“*Civil Rights Compliance of Labor Unions.*”

**b. Name of master's degree, institution, date, major field of study.**

Master of Arts, University of Michigan, 1974, Political Science.

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, Antioch College, 1972, Sociology.

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Economic Development: Community Economic Development, University of North Carolina – Chapel Hill, 1999 to present.

Public Sector Labor Relations, University of North Carolina – Chapel Hill, 2008; Government Regulation of Industrial Relations for ILIR, University of Illinois, 1979- 1981.  
Bureaucracy: Politics of the Administrative Process, University of North Carolina – Chapel Hill, 1999 to present.

Personnel: Human Resources for the Public Sector, University of Missouri – St. Louis, 1981 to 1997.

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- (Co-Author with C. Faricy). It Takes a Village: A Test of the Creative Class, Social Capital and Human Capital Theories. *Urban Affairs Review*, 2009.
- (Co-Author with J. Weaver and M. Weinberg). Rural Prison Sitings in North Carolina: Competition and Community Leaders' Attitudes. In D.J. Watson and J.C. Morris (Eds.), *Building the Local Economy: Cases in Economic Development*. Athens, Georgia: Carl Vinson Institute of Government, University of Georgia, 2008.
- (Co-Author with M. Weinberg). The Process of Policy Innovation: Prisons as Rural Economic Development. *Policy Studies Journal*, Vol. 34, No. 1, 2006.
- Sexual Harassment in the Public Sector: An Emerging Issue for Public Personnel Management, In S. Condrey (Ed.), *Handbook for Personnel Management*, 2004. (Complete revision of article for the new edition).
- Prisons in N.C.: Are they a Rational Strategy for Rural Economic Development? *International Journal of Economic Development*, Vol. 4, No. 1, 2002.



## Faculty Data Sheets: Nucleus Faculty

- *Power Steering: Economic Development and the Transformation of Rural America*. Lawrence, Kansas: University Press of Kansas, 1997.
- Working Women: The Potential of Unionization and Collective Action. *Women's Studies International Forum*, Vol. 12, No. 1, 1989.
- (Co-Author with L. Stallworth). Participation in Local Unions: A Comparison of Black and White Members. *Industrial and Labor Relations Review*, Vol. 40, No. 3, 1987.
- Alternative Models of Policy Compliance With Civil Rights Legislation. *Law and Policy*, Vol. 8, No. 1, 1986.
- (Co-Author with L. Stallworth). Suit Filing by Women: An Empirical Analysis. *Notre Dame Law Review*, Vol. 62, Issue 1, 1986.
- (Co-Author with L. Stallworth). The Arbitration of Discrimination Grievances in the Aftermath of Gardner-Denver: A Labor Management Perspective. *Arbitration Journal*, Vol. 39, No. 3, 1984.
- (Co-Author with D. Linowes). Data Confidentiality, Social Research and the Government. *Library Trends*, Vol. 31, Winter 1982.
- (Co-Author with L. Stallworth). Arbitrating Discrimination Grievances in the Wake of Gardner Denver. *Monthly Labor Review*, 1983. (Reported in November 18, 1983)
- *Summary of Daily Labor Report* p. 1 and in *Fair Employment Practices* Nov. 17, 1983 p. 3).
- (Co-Author with R. Robinson). Interpreting the New Sexual Harassment Guidelines. *Personnel Journal*, 1980.
- (Co-Author with Lamont Stallworth). Who Files Suits and Why: An Empirical Portrait of the Litigious Worker. *University of Illinois Law Review*, Vol. 1981, No. 1, 1981.

### **5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, publications resulting from that.**

- (Co-Author with J. Weaver and M. Weinberg). Final Research Report on Economic Impact of Prisons on Rural Communities. Report to NC Rural Economic Development Center, September 2005. Funded by NC Rural Economic development Center.

### **6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Midwest School for Women Workers, Taught Arbitration, July 17-19, 2009 University of Mo.-St. Louis, St. Louis, Mo.
- Midwest School for Women Workers, Taught Arbitration, July 27-Aug. 2, 2007, University of Iowa, Iowa City, Iowa.
- Midwest School for Women Workers, Taught Arbitration, July 2006 One week long. University of Illinois- Chicago Circle Campus, Chicago, Il.
- Grievance and Arbitration Instructor July 13- July 17, 2003, Southern School for Union Women through the auspices of University of Alabama – Birmingham, Center for Labor Education And Research
- Midwest School for Women Workers Co-Taught Arbitration Summer 2001, Kansas City, Mo.

### **7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- (With L. Stallworth “Use of Apology in Arbitral Decision Making: A Policy Capturing Study”. National Academy of Arbitrators Educational Meeting in Seattle, Washington, October 4, 2008.

## Faculty Data Sheets: Nucleus Faculty

- “Arbitration: A Mockery” a workshop presented at Labor Employment Relations Association Arbitration conference: Arbitration: The Good, the Bad and the Ugly Saint Louis LERA chapter at Southern Illinois University- Edwardsville, May 7, 2008.
- (With L. Stallworth and D. Kershaw). Importance of an Apology in Resolving Disputes in Labor Arbitration Cases, paper presented on Judicial Panel on Norms Doctrine and Policy, April 3, 2008 at Midwest Political Science Association, April 3, 2008.
- (With B. Desmaras and W. Jacobson). “Public Personnel Policy and Legislative Influence” Paper presented at the annual meeting of the American Political Science Association, Chicago, IL, August 29-September 2, 2007.
- (With C. Faricy). “The Creative Class: An Empirical Analysis of Economic Growth and Development in American Cities from 1995-2004”, presented at the Midwest Political Science Association conference, in Chicago, Illinois, April 20-23, 2006.
- (With C. Faricy). Critique of Richard Florida’s Creative Class, brownbag talk presented in research series in School of Government, University of N.C.- Chapel Hill, N.C. March 23, 2006.
- Remarks on Florida’s Creative Class, prepared for Working Group for Office of Economic and Business Development, University of N.C. – Chapel Hill, N.C. September 23, 2005.
- (With J. Weaver and A. Sprung). “Community Decision-Making and Innovation”, paper presented at the Midwest Political Science convention, April 7-10, 2005.

### **8. Selected involvement in public service activities.**

- Abatements: Testimony before the House Finance Committee of the North Carolina General Assembly, May 1999 on the proposed amendments to the Lee act (tax incentives)
- Member, Vision 2030 (Governor's initiative) Taskforce on Innovation (North Carolina) 2001
- Board Member, Carolinas Labor-Management Conference association, 2005-2008

### **9. Selected arbitration activities with nature of assignment and dates.**

- Roster of Federal Mediation Conciliation Service panel of arbitrators, 1990 to present
- Arbitrator on U.S. Postal Service -APWU Central States Expedited Panel (April 1988 to 1989); encompassing Michigan and Illinois; was renewed on the panel three times
- Expedited Discharge Panel Anheuser Busch Brewery and Bottlers, IBEW and ten other unions - 1994 -1996
- Arbitrator on Panel for Expedited Arbitration, U.S. Postal Service - A.P.W.U. Plains States, 1996 - 1998 (North Dakota, South Dakota, Minnesota, Wisconsin)
- Bell South – Communications Workers of America Southern Region Expedited Panel (Discharge and Discipline cases) 2003 to 2006
- Womack Medical Center, Ft Bragg and American Federation of Government Employees Panel, 2006-2007.

**1. Name, academic rank and title, date of appointment.**

Jeffrey Hughes  
Lecturer (6/2008)  
Director of Environmental Finance Center (8/2003)

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

None

**b. Name of master's degree, institution, date, major field of study.**

Masters of Science in Environmental Engineering, 1992, UNC School of Public Health,  
Water Resource Engineering

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelors of Science in Engineering, Duke University, 1985, Energy

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Environmental Finance and Public Finance Courses for the UNC School of Government  
MPA Program (2003 to Present)

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- *Revenuesheds vs. Watersheds*. Presentation of financial and geospatial analysis of watershed protection revenue sources at Southeast Watershed Roundtable. August 2007.
- *National Trends in Wastewater Finance*. Plenary speaker at Cape Cod Wastewater Conference. April 2007.
- *An Overview of Water and Sewer Rates, Rate Structures and Rate Setting Practices in North Carolina (with multiple authors)*. Report on a survey of 277 North Carolina utilities' rates and rate setting practices. April 2007.
- *Water and Wastewater Enterprises in North Carolina*. Lead author for chapter within Municipal and County Administration Publication. April 2007.
- *Water and Sewer Rates in Georgia*. Co-author of paper accepted for presentation at Georgia State Water Resources Conference. March 2007.
- *Combined Sewer Overflow Financial Capability Assessment Guideline Analyses Report (with Andrew Sawyer and other Environmental Finance Advisory Board (EFAB) Work Group Members)*. Lead author for EFAB Task Force report submitted to US Environmental Protection Agency outlining recommended changes to EPA's national policy for evaluating community ability to pay. February 2007.
- *The Painful Art of Financial Leadership*. Keynote address to Annual Meeting of National Association of Clean Water Agencies (NACWA). January 2007.

- *Affordability of Sewer Service*. Panelist for Affordability Session at Annual Meeting NACWA. January 2007.
- *Story Behind the Revenues*. Lead author of joint School of Government/NC League of Municipalities report summarizing financial management and rate setting practices. November 2006.
- *Strategic Revenue Planning*. Presentation (with Kara Millonzi) at Southeast Stormwater Association First Annual Conference in Charlotte. November 2006.
- *Financial Analysis of Residential Water and Sewer Rates (with Shadi Eskaf and Richard Thorsten)*. Presentation and paper at the International Water Congress. Beijing, China. September 2006.
- *Taxes versus Fees: The Great Debate*. Presentation to local, state, federal, and non-profit representatives at the 2006 Southeast Watershed Roundtable Conference in Asheville. August 2006.
- *Drinking Water and Wastewater Infrastructure in Appalachian Counties of Ohio*. Presentation given to US Senate Committee of the Environment and Public Works. April 2006.
- *An Overview of Water and Sewer Rates, Rate Structures and Rate Setting Practices in North Carolina (with multiple authors)*. Report on a survey of 277 North Carolina utilities' rates and rate setting practices. March 2006.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Targeted Watershed Capacity Building Grant (\$605,000). Two-year USEPA grant to strengthen capacity of southeastern communities to protect and restore their watersheds. Project team includes 3 universities (UNC, NC State, and Auburn) and several non-profit service providers. Principle Investigator (PI). October 2007 to September 2009.
- Environmental Finance Center Core Funding (\$2 Million multiple grants). Technical assistance grant to provide environmental finance assistance to state and local officials. Funded by US Environmental Protection Agency. Co-PI and Project Manager. October 2001 to September 2009.
- Assessing the Impact of Customer Usage Patterns on Revenue Practices and Policies (\$48,000). Applied research project to study customer water and wastewater usage and revenue strategies among NC utilities. Funded by Urban Water Consortium (Consortium of 11 large NC local government utilities). PI. May 2006 to June 2008.
- Landfill Capacity Analysis (\$58,000 multiple grants). Applied research project involving geospatial analysis of landfill capacity and future solid waste management trends and scenarios. Funded by NC Department of Solid Waste Management. PI. September 2004 to June 2008.
- Sustainable Finance Policy Support Tools (\$85,500). Project to develop software, analytical, and graphical tools that promote utility sustainable finance policies and decisions. Funded by Office of Water Management, US Environmental Agency (subcontract through Boise State University). PI. August 2006 to June 2008.

- Improved State Infrastructure Coordination (\$40,000). Funded by NC Rural Economic Development Center. National study of state infrastructure funding coordination models. Design of national training program on infrastructure coordination. PI. September 2005 to August 2006.
- Utility Rate and Rate Setting Practices Survey (\$50,000). Funded by NC Water Resources Research Institute and the Urban Water Consortium. Implementation of Rate and Rate-Setting Practices Survey, and delivery of rate-setting educational programs. PI. September 2005 to November 2006.
- Financial Management Workshops for Governing Boards (\$65,000 multiple grants). Funded by Southeast Technical Assistance Center (Mississippi State University). Program to deliver customized financial management sessions to governing boards. Training includes presentation of EFC prepared financial management best practice case studies. PI. January 2006 to March 2007.
- Appalachia Water and Wastewater Services Assessment (\$187,000). Funded by the Appalachian Regional Commission. Comprehensive study of service provision for the Appalachian Regional Commission, public infrastructure funding, and local utility financial management planning techniques. Study included two major surveys, hundreds of interviews, and development of detailed utility financial management case studies. PI. January 2004 to December 2006.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- August 2000 to May 2003. Environmental Finance Specialist, RTI International, Research Triangle Park, NC.
- August 1999 to July 2000. Water Policy Advisor, RTI International, Warsaw, Poland. Managed USAID-funded project designed to increase access to capital markets for Polish local governments.
- October 1996 to August 1999. Director of Public Works, Chatham County, NC. Managed all aspects of department charged with the provision of solid waste and water services; oversaw 35 county staff, 40 contract staff, and two active citizens' committees.
- October 1993 to October 1996. Municipal Environmental Services Specialist, RTI International, Research Triangle Park, NC. Project management responsibilities included organization and delivery of technical assistance and training activities.
- February 1991 to October 1993. Independent Consultant, multiple countries within Africa. Multiple extended advising and training assignments throughout Africa focusing on environmental management.
- August 1989 to January 1991. Research Assistant, Water Resources Engineering Program, Department of Environmental Sciences, School of Public Health, University of North Carolina at Chapel Hill. Statistical and policy analyst for several water and wastewater economic studies.
- June 1988 to August 1989. Energy Conservation Consultant. Sud Associates, Durham, NC. Responsible for modeling energy usage and conducting commercial/institutional energy conservation audits.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- Environmental Finance Center Network. Network of nine university applied research and community outreach centers. President (2008), Vice-President (2007) and Secretary (2006).
- USEPA Environmental Finance Advisory Board. Standing expert witness to board charged with providing environmental finance advice to EPA and EPA administrator. 2003 to Present.
- North Carolina Water Treatment Facility Certification Board. Governor appointee to state certification board. Vice –Chairman (2007). 2005 to Present.
- Water 2030 Technical Advisory Board. Member of technical advisory committee carrying out comprehensive statewide utility planning effort. March 2005 to February 2006.
- AWWA Finance and Management Committee. Long-time active member of state section of AWWA. Active member of committee charged with developing financial management programs for members. 2004 to Present.
- Council of Infrastructure Finance Authorities. Active member of national infrastructure funding organization. Responsible for developing educational programs at national conferences. 2005 to Present

**8. Selected involvement in public service activities.**

- I consider most of what I do in my job to be public service.

**9. Selected consulting activities with nature of assignment and dates.**

- General Environmental Finance Advising. Answer phone calls and email inquiries concerning environmental planning, engineering, and finance questions from finance directors, public works staff, managers, and elected officials.
- Listserv Management. Co-developed and moderate (with Stacey Berahzer) two listservs (Stormwater and Water Management).
- Mills River Watershed Organizations. Provide on-going financial planning support to a group of local government and community organizations in the Mills River Watershed. December 2007 to Present.
- Camden County. Serve on project team hired by Golden Leaf Foundation to advise county on the creation of eco-industrial park. January 2008 to present.
- Environmental Protection Agency. Serve as standing expert witness on Environmental Finance Advisory Board charged with providing finance advice to senior Environmental Protection Agency Managers. 2004 to present.
- Fayetteville Public Works Commission. Help business manager and customer service manager prepare analysis for board review of water and sewer rates. August 2007.
- State Water Infrastructure Commission. On-going research and policy assistance provided to state commission charged with improving statewide funding practices. August 2006 to present.

- Florida Keys Water Quality Protection Program Steering Committee. On-going support to committee charged with overseeing water quality protection efforts for the Florida Keys Marine Sanctuary. Advising local governments on wastewater financing issues. Evaluation of financing scenarios. December 2006 to present.
- NC Infrastructure Public Funding Agencies. Staff and convene NC Water Infrastructure Funders' Forum, a program to promote coordination among state's major funding programs and representatives. June 2005 to present.
- Yadkin Valley Sewer Authority. Funding and policy assistance related to the establishment of new regional wastewater service provider. January 2006 to present.
- Urban Water Consortium. Analytical assistance analyzing the impacts of pricing structures and strategies on revenue streams for 11 large utilities. September 2005 to present.

**1. Name, academic rank and title, date of appointment.**

Willow S. Jacobson  
Associate Professor,  
Date of appointment: August 1, 2003

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Doctor of Philosophy in Public Administration, Syracuse University, 2003  
*Receptivity to Change in the Public Sector: Two Federal Case Studies*

**b. Name of master's degree, institution, date, major field of study.**

Masters of Science, Public Policy and Management, University of Oregon, June 13, 1998

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Science, Planning, Public Policy, and Management, University of Oregon, December 14, 1996

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Primary teaching areas: Human Resource Management, leadership, and change

School of Government, Master of Public Administration Program  
Assistant/Associate Professor, 2003-Present

University of Connecticut, Master of Public Administration Program  
Instructor, 2002-2003

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- Jacobson, Willow S. and Christine A Kelleher, Cynthia J. Bowling. "A Woman's Touch? Gendered Networks in State Administration". *The Journal of Public Administration Research and Theory*. Forthcoming.
- Jacobson, Willow "Creating a Motivated Workforce: How Organizations Can Enhance and Develop PSM". *Public Personnel Management*. Forthcoming.
- Jacobson, Willow "Preparing for Tomorrow: A Case Study of Workforce Planning in North Carolina Municipalities." *Public Personnel Management*. Forthcoming.
- Jacobson, Willow. 2009. "Chapter 12: Planning for Today and Tomorrow: Workforce Planning" in *Public Personnel Administration: Prospects and Problems*. Richard Kearny, Steven Hays, and Jerrell Cogburn, editors.
- Jacobson, Willow S., Ellen Rubin, and Amy Donahue. 2008. "Integrating Labor Relations and Human Resource Management: Impacts on State Workforces," *International Review of Public Administration*. Volume 13, Number 2.



- Jacobson, Willow S. and Donna Warner. 2008. "Leading and Governing: A Model for local Government Education," *Journal of Public Affairs Education*. Volume 14 Number 2.
- Donahue, Amy, Willow Jacobson, Mark Robbins, Ellen Rubin, and Sally Selden. "Management and Performance Outcomes in State Government" in The Art of Governance: Analyzing Management and Administration. 2007. Laurence E. Lynn, Jr. and Patricia W. Ingraham, Editors Georgetown University Press.
- Selden, Sally and Willow Jacobson. 2007. "Chapter Four: Government's Largest Investment—Human Resource Management in States, Cities, and Counties " in In Pursuit of Performance: Management systems in State and Local Government. Patricia Ingraham Editor. John Hopkins Press.
- Jacobson, Willow. "Two's Company, Three's a Crowd, and Four's a Lot to Manage: Supervising in Today's Intergenerational Workplace" *Popular Government*. Vol. 73, No. 1, Fall 2007.
- Jacobson, Willow. "Workforce Planning: Who Will Be There to Serve?" *Popular Government*. Vol. 72, No. 2, Winter 2007.
- Jacobson, Willow. 2007. "Managing Multiple Generations" *The Governing Management Letter* (<http://www.governing.com/manage/eletter/bg0207wj.htm>) February 2007.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

ICMA text on workforce planning

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Research Associate, The New Jersey Initiative, 2001-2002, Syracuse University
- Research Associate, Government Performance Project, 1998-2002, Syracuse University -  
- Syracuse, NY

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

Host Selection Committee, 10th Biennial Meeting of the Public Management Research Association, 2007

Academic Conference Presentations

- "Has the field lost its interdisciplinary and engaged roots?: A Critique of the field of Public Administration," Minnowbrook III, September 2008
- "A Women's Touch: Gendered Networks in State Administration". Public Management Research Conference. October 2007.
- "How Much Have Women Advanced in Government?" National Association of Schools of Public Affairs and Administration. October 2007.

- “Crossing the Great Divide: Managerial Authority and Legislative Influence over Bureaucracy”. American Political Science Association meetings, August 2007.
- “What’s Age Got to Do With It?: The Impact of Younger Supervisors”. Mini-Research Conference Public Management. May 2006
- “Images of Leadership: Views from the Trenches” 8th Public Management Research Conference, September 2005.

#### **8. Selected involvement in public service activities.**

Teaching for North Carolina Local and State Government Officials (illustrative examples only):

- Managing a Multiple Generational Workforce presentation to the Town of Cary, May 2 and 9, 2008
- Preparing for the Future Succession Planning for the 2008 Child Health Update, May 1, 2008
- Managing Multiple Generations for Managing the State’s Workforce Preparing for the Challenge of the 21<sup>st</sup> Century, April 30, 2008
- Managing Performance, Strategies to Improve Performance for the Public Defender Management and Leadership Program, April 24, 2008
- Ask This Question! Strategies and Tactics for Employee Interviewing, Selection and Employee Management for the Annual N.C. Local Health Directors’ Legal Conference, April 16, 2008
- Preparing for Tomorrow: Workforce and Succession Planning for the North Carolina Society of Certified Public Managers Spring Workshop, April 8, 2008
- Managing Multiple Generations: Colleagues and Clients for Magistrates Spring Conference, March 10, 2008
- Planning for Tomorrow presentation to the Public Health directors Leaders in Transition Program, February 27, 2008
- Performance Appraisals: the Good, the Bad, the Confusing for the North Carolina Local Government Investment Association Winter Conference, February 12, 2008
- Managing Multiple Generations presentation for the Elected Board of the Town Morganton, February 9, 2008
- Preparing for the Future Succession Planning for Management and Supervisions for Public Health Nurse Supervisors and Directors, February 7, 2008
- Managing Multiple Generations for Management and Supervisions for Public Health Nurse Supervisors and Directors, February 7, 2008
- Nexters to Matures: Managing Multiple Generations in Hot Topics Seminar for North Carolina General Assembly Staff workshop, February 5, 2008
- Performance Appraisals: The Good, the Bad, the Confusing for Wayne County Citywide Workshop, January 28, 2008

- Managing A Multi-Generational Workforce for Lumber River Council of Government Annual Advance Program, January 18, 2008

**9. Selected consulting activities with nature of assignment and dates.**

- Frequent short-term consultation by email and telephone with state and local public officials regarding human resource management and workforce planning issues.

**1. Name, academic rank and title, date of appointment.**

Jonathan Q. Morgan  
Assistant Professor  
January 2004

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., North Carolina State University, May 2003, Public Administration

*The Role of Regional Industry Clusters in Urban Economic Development: An Analysis of Process and Performance.*

**b. Name of master's degree, institution, date, major field of study.**

MPA, Clark Atlanta University, May 1995, Public Administration

**c. Name of bachelors degree, institution, date, major field of study.**

B.A. University of Virginia, May 1991, Economics

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Economic Development, UNC School of Government, 2004-present

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- What we know about Economic Development Incentives. Popular Government, Winter 2009 issue.
- Questions about Tax Increment Financing in North Carolina (with Joseph Blocher). Community and Economic Development (CED) Bulletin, No. 5, August 2008.
- The Relationship between Industry Clusters and Metropolitan Economic Growth and Equality. 2007. International Journal of Economic Development 9(4): 307-375.
- Economic Development (Article 26), in County and Municipal Government in North Carolina, David Lawrence, ed., 2007. Chapel Hill, NC: UNC Institute of Government. With David Lawrence, 17 pages.
- Community Development and Affordable Housing (Chapter 8), in Managing Local Government Services, Carl Stenberg, ed., 2006. Washington, DC: International City/County Management Association (ICMA). With Anita Brown-Graham, 32 pages.
- Clusters and Competitive Advantage: Finding a Niche in the New Economy, Popular Government, Spring/Summer 2004, vol. 69, no. 3, 12 pages.
- Legislative Action in Community and Economic Development. CED Bulletin, Issue No. 2, 2004. With Anita Brown-Graham, 7 pages.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Small Towns, Big Ideas: Case Studies in Small Town Community Economic Development, 2007. Directed this contract-funded research for the NC Rural Economic Development Center. Edited case studies and final report written by Will Lambe. 227 pages.
- Economic Impact of the Environmental Protection Agency (EPA) on the Research Triangle Region, 2005. Served as Principal Investigator on this contract-funded technical report (with Jennifer Lobenhofer and Alex Ashton), 24 pages.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Economic Development Director, Regional Technology Strategies, Inc., Carrboro, NC, September 2000 – October 2002.
- Director of Economic Policy & Research, North Carolina Department of Commerce, Raleigh, NC, December 1998 – August 2000.
- Research & Policy Director, North Carolina Institute of Minority Economic Development, Durham, NC, October 1997 – November 1998.
- Research Associate, North Carolina Institute of Minority Economic Development, Durham, NC, September 1995 – September 1997.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

Professional Memberships:

Pi Alpha Alpha National Honor Society for Public Affairs and Administration  
North Carolina Economic Developers Association  
International Economic Development Council  
ACCRA – The Council for Community and Economic Research  
American Society of Public Administration  
International City/County Management Association

Conference Presentations:

The Role of Local Government in Economic Development: Survey Findings from North Carolina. Paper presented at the Southeastern Conference of Public Administration (SECOPA) September 2006, Athens Georgia.

The Relationship between Industry Clusters and Metropolitan Growth and Equality. Paper presented at the Southeastern Conference on Public Administration (SECOPA), October 2004, Charlotte, NC.

Industry Clusters and Urban Economic Development: The Role of the Local Socio-Institutional Context. Paper presented at the Annual Meeting of the Urban Affairs Association, April 2004, Washington, DC.

**8. Selected involvement in public service activities.**

None

**9. Selected consulting activities with nature of assignment and dates.**

- Pathways to Possibilities, Cumberland County Economic Development Action Plan, May-October 2008. Served as Faculty Advisor.
- Wilkes Knowledge Coalition Economic Development Training Curriculum, Wilkes Community College; local leaders in Wilkes, Alleghany, and Ashe counties, Date: 05/01/2005 to 10/31/2005.
- Analyzing the Economic Impact of the Environmental Protection Agency on the Research Triangle Region, Environmental Protection Agency - RTP, Date: 05/15/2005 to 08/31/2005.
- Advisor for MPA class project-Economic Development Situational Analysis, Tim Barth, Town Manager, Town of Spindale, Date: 03/26/2004 to 04/30/2004.
- Presentation of Economic Development Situational Analysis at Economic Development Planning Retreat (with MPA student), Sampson County Economic Development Commission, Date: 06/03/2004 to 06/03/2004.

**1. Name, academic rank and title, date of appointment.**

Ricardo S. Morse  
Assistant Professor of Public Administration & Government  
July 2006

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Doctor of Philosophy, Virginia Tech, May 2004, Public Administration / Public Affairs  
“*Community Learning: Process, Structure, and Renewal*”

**b. Name of master's degree, institution, date, major field of study.**

Master of Arts, Brigham Young University, April 1998, Public Policy

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, Brigham Young University, April 1998, Public Policy

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Teaching and Research Areas: Public Administration, Community and Regional Collaboration, Citizen Participation, Public Leadership, UNC-Chapel Hill, 2006-

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- Morse, Ricardo S., and Terry F. Buss, eds. 2008. *Innovations in Public Leadership Development*. Armonk, N.Y.: M.E. Sharpe. 372 pages.
- Morse, Ricardo S., and Terry F. Buss. 2008. “Introduction.” In *Innovations in Public Leadership Development*, eds. Ricardo S. Morse and Terry F. Buss, 3-18. Armonk, N.Y.: M.E. Sharpe.
- Morse, Ricardo S. 2008. “Developing Public Leaders in an Age of Collaborative Governance.” In *Innovations in Public Leadership Development*, eds. Ricardo S. Morse and Terry F. Buss, 79-100. Armonk, N.Y.: M.E. Sharpe.
- Morton, Lois W., Yu-Che Chen, and Ricardo S. Morse. 2008. “Small Town Civic Structure and Interlocal Collaboration for Public Services.” *City and Community* 7 (1): 45-60.
- Altman, Lydian, and Ricardo S. Morse. 2008. “Creating Their Own Futures: Community Visioning and North Carolina Local Governments.” *Popular Government* 73 (2): 20-35.
- Larkin S. Dudley and Ricardo S. Morse. 2008. “Learning about Deliberative Democracy in Public Affairs Programs.” In *Deliberation and the Work of Higher Education: Innovations for the Classroom, the Campus, and the Community*, eds. John Dedrick, Harris Dienstfrey, and Laura Grattan, 165-190. Dayton, Ohio: Kettering Foundation Press.
- Morse, Ricardo S., Terry F. Buss, and C. Morgan Kinghorn, eds. 2007. *Transforming Public Leadership for the 21st Century*. Armonk, N.Y.: M.E. Sharpe. 375 pages.

- Morse, Ricardo S., and Terry F. Buss. 2007. "The Transformation of Public Leadership." In *Transforming Public Leadership for the 21st Century*, eds. Ricardo S. Morse, Terry F. Buss, and C. Morgan Kinghorn, 3-19. Armonk, N.Y.: M.E. Sharpe.
- Morse, Ricardo S., and collaborators. 2007. "Wilson 20/20 Community Vision: Report and Recommendations." School of Government, Chapel Hill, North Carolina. 114 pages.
- Morse, Ricardo S. 2007. "Mary Follett, Prophet of Participation." *International Journal of Public Participation* [On-line] 1 (1): Feature Article (17 pages). Available at [http://www.iap2.org/associations/4748/files/Journal\\_Issue1\\_FolletbyMorse.pdf](http://www.iap2.org/associations/4748/files/Journal_Issue1_FolletbyMorse.pdf)
- Morse, Ricardo S. 2006. "Community Learning: The Process and Structure of Collaborative Engagement." In *Modernizing Democracy: Innovations in Citizen Participation*, eds. Terry F. Buss, F. Stevens Redburn, and Kristina Guo, 49-77. Armonk, N.Y.: M.E. Sharpe.
- Morse, Ricardo S. 2006. "Community Learning in Practice: Insights from an Action Research Project in Southwest Virginia." In *Modernizing Democracy: Innovations in Citizen Participation*, eds. Terry F. Buss, F. Stevens Redburn, and Kristina Guo, 78-103. Armonk, N.Y.: M.E. Sharpe.
- Morse, Ricardo S., Jeanne Warning, and Paul W. Brown. 2006. "Catalytic Leadership: Reconsidering the Nature of Extension's Leadership Role." *Journal of Extension* [On-line] 44 (2): Article 2FEA9 (10 pages). Available at <http://www.joe.org/joe/2006april/a9.shtml>
- Morse, Ricardo S. 2006. "Prophet of Participation: Mary Follett and Public Participation in Public Administration." *Administrative Theory and Praxis* 28 (1): 1-32.
- Morse, Ricardo S., Larkin S. Dudley, James Armstrong, and Dong Won Kim. 2005. "Learning and Teaching about Deliberative Democracy: On Campus and in the Field." *Journal of Public Affairs Education* 11 (4): 325-336.
- Morse, Ricardo S. 2005. "The Olive Tree Project: Preliminary Findings and Results." Prepared for the Iowa Department of Management, Ames, Iowa.
- Morse, Ricardo S. 2005. "Governance, Community, and Governing Iowa's Counties and Cities." *The Iowa County*, November, 4-5.
- Morse, Ricardo S. 2005. "The Olive Tree Project." *The Iowa County*, November, 5.
- Morse, Ricardo S. 2005. "Governance, Community, and Governing Iowa's Counties and Cities." *Cityscape*, December, 8.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Kettering Foundation. Deliberative Democracy Seminar Research Grant. \$5,000. Co-principal investigator (with Larkin S. Dudley). May, 2006. Produced book chapter (see above).
- Institute for Science and Society. "Collaborative Infrastructure, Information Technology, and Public Service Provision." \$7,000. Co-Principal Investigator (with Yu-Che Chen and Lois Wright Morton). October 2005 – June 2006. Produced *City and Community* article (see above).
- Iowa Local Government Innovation Fund / Boone County and Poweshiek County, Iowa. "The Olive Tree Project: Helping Citizens (Re)Define Their Communities." \$63,850. Principal Investigator. September 2004 – August 2005. Produced report (see above).



**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Institute for Policy Outreach, Virginia Tech (Blacksburg, VA), Research Associate and Project Manager, January 2001 – May 2004.
- Managed \$500,000 project involving several university departments, the Virginia Department of Transportation, two local governments, and various consultants. Led university consultant team in the design and implementation of a major community outreach initiative which included the production of a community dialogue booklet and facilitation of dozens of community meetings.
- Office of the Executive Vice President, Virginia Tech (Blacksburg, VA), Research Assistant, August 1998 – January 2001.
- Worked under direction of Vice President of Budget and Financial Management Dwight Shelton. Created and maintained database of IPEDS benchmarking data; performed comparative analyses of financial and performance indices; collaborated with other analysts on special projects such as a review of library expenditures and the development of a model for operations and maintenance funding.
- Office of the County Administrator, County of Roanoke (Roanoke, VA), Summer 2006.
- Completed special projects for County Administrator, including a feasibility study and an impact analysis of proposed federal legislation for ISTEA reauthorization. Assisted planning staff and citizen advisory group on corridor revitalization project. Represented County at Virginia Municipal League meetings.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- Invited presentation, “Engaging Citizens in Community Design”, North Carolina Chapter of the American Society of Landscape Architects Fall Conference, October 24, 2008. Salisbury, North Carolina.
- “Piloting the Collaborative Governance Course at UNC.” Presentation given at the NASPAA Annual Conference, October 16, 2008. Charleston, South Carolina.
- “Integrative Leadership in Western North Carolina.” Invited paper presentation at the research symposium Integrative Leadership: Crossing Boundaries for the Common Good, hosted by the Center for Integrative Leadership at the University of Minnesota, October 5-7, 2008. Minneapolis, Minnesota.
- Invited participant (one of 55 out of 120 nominated) in the Preconference Workshop for New Scholars as part of Minnowbrook III. Blue Mountain Lake, NY, September 3-5, 2008. Prepared an individual critique paper prior to workshop and worked on collective critiques with groups of colleagues that were then presented in the opening plenary of the main Minnowbrook III Conference in Lake Placid.
- “Integrative Leadership in Western North Carolina.” Paper presented as part of Symposium Panel on Integrative Leadership at the Academy of Management Annual Meeting, August 12, 2008. Anaheim, California.
- "Creating Public Value through Regional Collaboration: The Role of Catalytic Leadership." Presentation given at the 69th Annual Conference of the American Society for Public Administration, March 10, 2008. Dallas, Texas.

- Panel Organizer and Moderator, "Transformational Public Leadership: Improving Public Organizations and Communities." 69th Annual Conference of the American Society for Public Administration, March 10, 2008. Dallas, Texas.
- "Developing Public Leaders in an Age of Collaborative Governance." Paper presented at the 3rd Transatlantic Dialogue, workshop track Leading the Future of the Public Sector. Sponsored by the American Society for Public Administration and the European Group of Public Administration. May 31 – June 2, 2007. Newark, Delaware.
- "Public Service Leadership: From the Inside-Out." Presentation given at the 67th Annual American Society for Public Administration National Conference, April 1-4, 2006. Denver, Colorado.
- Panel Organizer and Chair, "Transforming Public Leadership in the 21st Century." 67th Annual American Society for Public Administration National Conference, March 31 - April 4, 2006. Denver, Colorado.
- "Facilitating Interlocal Collaboration: Community and the Soft Skills of Public Management." Paper presented at the 8th Public Management Research Conference, September 29 – October 1, 2005. Los Angeles, California.

**8. Selected involvement in public service activities.**

- ICMA Editorial Advisory Board (three year term), 2007-2010
- Manuscript Reviewer for several publications, including *Administration & Society*

**9. Selected consulting activities with nature of assignment and dates.**

- Co-facilitator (w/ Whitaker) of City Council Workshop on Citizen Advisory Council Program for Raleigh City Council, March 13, 2008.
- Principal Investigator, Wilson 2020 Community Vision. September 2006—July 2007. Led and coordinated project team that is facilitated county-wide planning effort. Wilson, North Carolina. (\$40,000)
- Ongoing consulting with the Kettering Foundation, Dayton, Ohio, since 2001. Most recently participated in the foundation's Deliberative Democracy Seminar and contributed to edited volume on deliberative engagement and higher education.
- Facilitator, Iowa Agency Watershed Coordination Meeting. November 7, 2005. Organized by EPA Region 7. Facilitated discussion among representatives from four agencies on collaborative watershed management. Des Moines, Iowa.

**1. Name, academic rank and title, date of appointment.**

William C. Rivenbark  
Associate Professor of Public Administration and Government  
July 2005

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D. in Public Administration, Mississippi State University, December 1995  
“*The Tax Incidence of Casino Gaming in Mississippi*”

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Administration, Auburn University at Montgomery, March 1993

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Science in Business Administration, Auburn University, March 1989, Business Management

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Public Budgeting and Financial Management  
University of North Carolina at Chapel Hill  
Spring 2000 – Spring 2008

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

Articles

- Rivenbark, William C. and Eric J. Peterson. 2009 A Balanced Approach to Implementing the Balanced Scorecard. *Popular Government*.
- Kelly, Janet M. and William C. Rivenbark. 2007 Budget Theory in Local Government: The Process-Outcome Conundrum. *Journal of Public Budgeting, Accounting & Financial Management*.
- Ammons, David N. and William C. Rivenbark. Factors Influencing the Use of Performance Data to Improve Municipal Services: Evidence from the North Carolina Benchmarking Project. *Public Administration Review*, 68(2): 304–318.
- Rivenbark, William C. 2007. Financial Forecasting for North Carolina Local Governments. *Popular Government*, 73(1): 6–13.
- Rivenbark, William C. 2007. Using Cases to Teach Financial Management Skills in MPA Programs. *Journal of Public Affairs Education*, 13(2): 451–459.
- Rivenbark, William C., David N. Ammons, and Dale J. Roenigk. 2007. Benefiting from Comparative Performance Statistics in Local Government. *Popular Government*, 72(3): 34–42.
- Rivenbark, William C. and Janet M. Kelly. 2006. Performance Budgeting in Municipal Government. *Public Performance & Management Review*, 30(1): 35–46.

- Rivenbark, William C. 2006. Evolutionary Theory of Routine: Its Role in Results-Based Management. *Journal of Public Budgeting, Accounting, and Financial Management*, 18(2): 223–240.
- Ammons, David N. and William C. Rivenbark. 2006. Gainsharing in Local Government. *Popular Government*, 71(3): 31–37.
- Rivenbark, William C. and Paul W. Menter. 2006. Building Results-Based Management Capacity in Nonprofit Organizations: The Role of Local Government. *Public Performance & Management Review*, 29(3): 255– 266.
- Rivenbark, William C. and Dale J. Roenigk. 2006. The MAP Approach to Performance Management in Local Government. *Government Finance Review*, 22(3): 28–34.
- Rivenbark, William C. 2005. A Historical Overview of Cost Accounting in Local Government. *State and Local Government Review*, 37(3): 217–227.
- Rivenbark, William C. and David N. Ammons. 2005. Rewarding Greater Accountability with Increased Managerial Flexibility in Davidson County. *Popular Government*, 70(2): 12–19.

#### Book Chapters

- Rivenbark, William C. 2008. Performance Budgeting in Local Government. In *Performance Management and Budgeting*, edited by F. Stevens Redburn, Robert J. Shea, and Terry F. Buss, 135–148. Armonk, NY: M.E. Sharpe.
- Rivenbark, William C. 2007. A Manager’s Toolbox. In *Managing Local Government Services*, edited by Carl W. Stenberg and Susan Lipman Austin, 391–411. Washington, DC: ICMA.
- Vogt, A. John and William C. Rivenbark. 2006. Budget Preparation and Enactment. In *County and Municipal Government in North Carolina*, edited by David M. Lawrence, 15.1–15.43. Chapel Hill, NC: School of Government.

#### Applied Research

- Millonzi, Kara A. and William C. Rivenbark. Phased Implementation of the 2007 and 2008 Medicaid Funding Reform Legislation in North Carolina. *Local Finance Bulletin*. University of North Carolina at Chapel Hill, Number 38, September 2008, 19 pages.
- Millonzi, Kara A. and William C. Rivenbark. Analyzing the Financial Impact of the 2007 Medicaid Funding Reform Legislation on North Carolina Counties. *Local Finance Bulletin*. University of North Carolina at Chapel Hill, Number 37, November 2008, 18 pages.
- Rivenbark, William C., Shea R. Denning, and Kara A. Millonzi. 2007 Legislation Expands Scope of Project Development Financing in North Carolina. *Local Finance Bulletin*. University of North Carolina at Chapel Hill, Number 36, November 2007, 15 pages.
- Rivenbark, William C. and Shea R. Denning. Project Development Financing: Combating Blight and Promoting Economic Development through Tax Increment Funding. *Local Finance Bulletin*. University of North Carolina at Chapel Hill, Number 35, October 2006, 14 pages.
- Rivenbark, William C., David N. Ammons, and Dale J. Roenigk. *Benchmarking for Results*. University of North Carolina at Chapel Hill: School of Government, December 2005, 25 pages.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Working with Jack Vogt and Justin Marlowe (University of Kansas) on the 2nd edition of *Capital Budgeting and Finance: A Guide for Local Governments*. Washington, DC: ICMA.
- Working with the Local Government Commission, along with Dale Roenigk and Greg Allison, on how to analyze the financial condition of counties and municipalities in North Carolina using a dashboard approach.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Fiscal Administrator, December 1998 – June 1999, City of Greenville, South Carolina
- Interim Finance Director, January 1998 – November 1998 , City of Greenville, South Carolina
- Financial Analyst, April 1996 – December 1997, City of Greenville, South Carolina
- Research Analyst/Research Assistant, August 1993 – March 1996, Institute of Government, Mississippi State University
- Branch Manager/Loan Officer, July 1989 – December 1992, AmSouth Bank, Montgomery, Alabama

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

American Society for Public Administration  
Government Finance Officers Association  
North Carolina Local Government Budget Association

**8. Selected involvement in public service activities.**

- Serve on the editorial board of the *Journal of Public Budgeting, Accounting & Financial Management* (January 2008 – Present).
- Serve on the editorial board of *Public Administration Quarterly* (January 2001 – Present).
- Serve as an advisor on the Government Finance Officers Association's Standing Committee on Budgeting and Fiscal Policy (May 1, 2006 – Present).
- Serve as a budget reviewer for the Government Finance Officers Association—Distinguished Budget Presentation Awards Program (July 1999 – Present).
- Serve on the editorial board of *State and Local Government Review* (January 2009 – present).

**9. Selected consulting activities with nature of assignment and dates.**

- Work with local governments on an ongoing basis in their efforts to implement performance management and budgeting systems.

**1. Name, academic rank and title, date of appointment.**

Dale Roenigk  
Lecturer  
Benchmarking Director  
Sept 1, 2007

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., City and Regional Planning, UNC-Chapel Hill, May 1997  
*"What Difference Does a Plan Make? Examining the Role of Local Land Use Plans and Planners in the Adoption of Nonstructural Flood Mitigation."*

**b. Name of master's degree, institution, date, major field of study.**

**c. Name of bachelors degree, institution, date, major field of study.**

B.A., Public Policy Studies, Duke University, May 1982

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Lab Instructor and Teaching Assistant for Development Impact Assessment – UNC Dept of City and Regional Planning 1994 and 1995

Advanced Program Evaluation – UNC School of Government 2006 and 2007

Decision Modeling – UNC School of Government 2008

Decision Analysis – UNC School of Government 2009

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- "Communicating Financial Condition to Elected Officials in Local Government", forthcoming in Popular Government with Greg Allison and William Rivenbark.
- "Conceptualizing Financial Condition in Local Government" forthcoming with Greg Allison and William Rivenbark
- Final Report on City Services for Fiscal Year 2006-2007, UNC School of Government, February 2008.
- "Benefiting from Comparative Performance Statistics in Local Government" Popular Government, with David Ammons and William Rivenbark, Summer 2007, pp. 34-42.
- Final Report on City Services for Fiscal Year 2005-2006, UNC School of Government, February 2007.
- Final Report on City Services for Fiscal Year 2004-2005, with William Rivenbark, UNC School of Government, February 2006.
- "A MAP Approach to Performance Measurement in Local Government", Government Finance Review, with William Rivenbark, June 2006, pp. 28-34
- Benchmarking for Results, with William Rivenbark, UNC School of Government, December 2005.

- "Client Profile Statistical Report", N.C. Department of Health and Human Services, Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, 2002. 38 separate reports with one for each mental health area program in the state.
- "Report to the Governor and the General Assembly on the Willie M. Program", N.C. Department of Health and Human Services, Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, 1998, 1999, and 2000.
- "Willie M. Services Statistical Report on Client Outcomes and System Characteristics," North Carolina Department of Health and Human Services, Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, 1998 and 1999, 39 separate reports with one for each mental health area program in the state.
- "Willie M. Services Statistical Report on Finances and Services," North Carolina Department of Health and Human Services, Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, 1998 and 1999, 39 separate reports with one for each mental health area program in the state.
- "Enhancing Plan Quality: Evaluating the Role of State Planning Mandates for Natural Hazard Mitigation," Journal of Environmental Planning and Management, Vol. 39, No. 1, 1996, pp. 76-96 (with Philip Berke, Edward Kaiser, and Raymond Burby).
- "Federal Disaster Relief and Local Government Financial Condition" International Journal of Mass Emergencies and Disasters, August 1993, Vol. 11, No. 2, pp. 207-225.
- Evaluation of Urban Stormwater Maintenance in North Carolina, Water Resources Research Institute of The University of North Carolina, June 1992 (with Robert Paterson, Maureen Heraty, Edward Kaiser, and Ray Burby).
- *Sharing Environmental Risks*, Westview Press: Boulder, CO, 1991 (with Raymond Burby, Beverly Cigler, Steven French, Edward Kaiser, Jack Kartez, Dana Weist, and Dale Whittington).

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- North Carolina Local Government Performance Measurement Project. 2005 to present. Ongoing project funded by local municipalities to collect and report on performance measures for municipal services. Annually produces a performance benchmarking report and conducts two best practices sessions of varying municipal services.
- Financial Condition Assessment in Local Government. An unfunded project to develop a conceptual model for measuring financial condition in local governments and to implement the model for measuring financial condition for all local governments in NC.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- N.C. Division of Mental Health, Developmental Disabilities and Substance Abuse Services. 1997 to 2005. Planner/Evaluator.
  - Willie M. Program 1997-1999
  - Program Evaluation 1999-2003
  - Branch Head for Program Evaluation 2001-03
  - Quality Improvement Team 2003-2005
- Lewin and Associates, 1982-1987. Research Associate. Washington, D.C. Consulting firm doing policy analysis research for public and private clients. Research associate responsible for assorted analytical duties. Projects including strategic planning for

teaching hospitals, indigent care financing, evaluation of private sector health care initiatives, and dissemination of health care policy research.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- North Carolina Local Government Budget Association  
Served on Planning Committee from 2005 to present  
Presented at Budget Association Conferences in Dec 2006, July 2007, and Dec 2007
- SECOPA, Conference Session on Benchmarking Projects Sept 2007

**8. Selected involvement in public service activities.**

- Presentation to the NC Community Transportation Conference, “Getting Ready for Performance Management”, Sept 2007

**9. Selected consulting activities with nature of assignment and dates.**

- Advising the Michigan League of Municipalities on Setting Up a Benchmarking Project, March 2008
- Advising a Consortium of Local Governments from New England on Setting Up a Benchmarking Project, January 2007



**1. Name, academic rank and title, date of appointment.**

Karl Smith,  
Assistant Professor  
July 1, 2007

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D. ,Economics, North Carolina State University, December 5, 2007  
*"Economics, The Prior Trap"*

**b. Name of master's degree, institution, date, major field of study.**

**c. Name of bachelors degree, institution, date, major field of study.**

BS, Economics, North Carolina State University, 2000

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Economics, Public Finance, UNC-Chapel Hill, January 3, 2008 - Present

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

none

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

The Prior Trap, 2005 – 2007  
Losses From Trade, 2008

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

None

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- The Prior Trap 2007, George Mason University, Public Choice Series

**8. Selected involvement in public service activities.**

Presentations on revenue and incidence effects of alternative modifications of the North Carolina state tax structure to numerous public audiences.

**9. Selected consulting activities with nature of assignment and dates.**

- Fiscal Modernization Committee, Analysis of Sales Tax Bas Expansion, 2006 - 2007
- Corporate Tax Reform Panel, Analysis of Corporate Tax Incentives, 2008
- Creating a Computerized System for Projecting County Revenues through a GUI, 2006 - 2008

**1. Name, academic rank and title, date of appointment.**

Carl W. Stenberg  
Professor of Public Administration and Government  
Director, Master of Public Administration Program  
Appointed September 2003

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., Political Science, State University of New York at Albany, 1970  
*"Tripartite Federalism"*

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Administration, State University of New York at Albany, 1966

**c. Name of bachelors degree, institution, date, major field of study.**

BA, Political Science, Allegheny College, 1965

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

University of Virginia, 1989-1995  
State and Local Government

University of Baltimore, 1996-2003  
Intergovernmental Administration  
Bureaucracy and the Political Process  
Innovations in Public Management  
Problem-Solving in Public Administration (MPA Capstone Course)

University of North Carolina at Chapel Hill, 2003-Present  
Managing Public Policy (MPA Capstone Course)  
Managing Local Government Services  
City and County Management

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

Edited Books:

- *Managing Local Government Services: A Practical Guide* (Washington, DC: International City/County Management Association, 2007), with Susan Lipman Austin

Articles and Book Chapters:

- "Voter-Owned" Elections in North Carolina: The Evolution of Public Financing of Campaigns," with Philip Rogers and Sarah Waterman. *Popular Government* (Winter 2009)

- “Governmental Fragmentation and Metropolitan Governance: Does Less mean More? The Case of Governing the Baltimore Region,” with Donald F. Norris and Tonya Zimmerman. *Who Will Govern Metropolitan Regions in the 2<sup>1st</sup> Century?*, Don Phares, ed., New York: M.E. Sharpe, 2009
- “Fragmented Structures and Blurred Boundaries: Strategies for Regional Governance,” , Iwan Morgan and Philip Davies, eds., *The Federal Nation: Perspectives on American Federalism* (New York: Palgrave MacMillan, 2008)
- “Block Grants and Devolution: A Future Tool? In Timothy J. Conlan and Paul L. Posner, eds., *Intergovernmental Management for the Twenty-First Century* (Washington, DC: Brookings Institution Press, 2008)
- “The Community Development Balancing Act: Reconciling Expectations for a Hybrid Block Grant,” *Journal of Public Budgeting, Accounting & Financial Management*, Vol. 20, No. 1 (Spring 2008)
- “From Local Managers to Community Change Agents: Lessons from an Executive Leadership Program Experience,” in Ricardo S. Morse and Terry F. Buss, eds., *Innovations in Public Leadership Development* (Armonk, NY: M.E. Sharpe, 2008)
- “Managing the Challenge of Change,” in Carl W. Stenberg and Susan Lipman Austin, eds., *Managing Local Government Services: A Practical Guide* (Washington, DC: International City/County Management Association, 2007)
- “Federalism, Intergovernmental Relations, and Intergovernmental Management: The Origins, Emergence, and Maturity of Three Concepts Across Two Centuries of Organizing Power by Area and Function,” in Jack Rabin, W. Bartley Hildreth, and Gerald J. Miller, eds., *Handbook of Public Administration* (New York: Marcel Dekker, Inc. 3<sup>rd</sup> edition, 2007), with Deil S. Wright.
- “Leading and Governing in Council-Manager Counties and Cities,” in David Lawrence, ed., *County and Municipal Government in North Carolina* (Chapel Hill, NC: UNC School of Government, 2007)
- “Running Clean in the American States: Experience with Public Funding of Elections,” in Philip Davies and Bruce Newman, eds., *Winning Elections with Political Marketing* (Oxford: The Haworth Press, 2006)
- “Reflections on Intergovernmental Re-balancing: Back to the Future,” in Keon S. Chi, ed., *The Book of the States* (Lexington, KY: The Council of State Governments, 2005)

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

Manuscripts Accepted for Publication

- “Continuity and Change: A Ranking of Key Issues Affecting U.S. Intergovernmental Relations The 1995-2005 Period,” with Carol S. Weissert and Richard Cole (Accepted by *Publius: The Journal of Federalism*)
- “American Federalism, Intergovernmental Relations, and Intergovernmental Management: Decades of Administrative Relevance Preceding Governance, Collaboration, and Networking,” with Deil S. Wright and Chung-Lae Cho (Accepted for the *Public Administration Review* Foundation Series)

- “The Changing Landscape of Intergovernmental Relations and Multi-Level Governance in the United States,” in Edoardo Ongaro, Andrew Massey, Marc Holzer, and Ellen Wayenberg, eds., *Governance and Intergovernmental Relations in the European Union and the United States: Theoretical Perspectives* (UK: Edward Elgar), with Deil S. Wright and Chung-Lae Cho

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

Executive Director, The Council of State Governments, Lexington, KY, 1983-1989  
Assistant Director for Policy Implementation, U.S. Advisory Commission on Intergovernmental Relations, Washington, DC, 1977-1983

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

National Academy of Public Administration

Elected Fellow, 1984-Present

Member, Board of Directors, 2000-2005

Chair, Board of Directors, 2002-2004

Chair, National Public Service Awards Selection Committee, 2006-2008

American Society for Public Administration

President, 1990-1991

At-Large Member, National Council, 1984-1987

President, National Capital Area Chapter, 1982-1983

**8. Selected involvement in public service activities.**

- Chair, Study Commission on Public Funding of Campaigns in Maryland, 2002-2004
- Co-founder and Advisory Board Member, Virginia Institute of Political Leadership, 1993-1996
- Staff Director, Governor’s Commission on Campaign Finance Reform, Government Accountability and Ethics (Virginia), 1992
- President, Virginia Alliance for the Public Service, 1991-1992

**9. Selected consulting activities with nature of assignment and dates.**

School of Government faculty liaison for professional development to North Carolina City/County Management Association, 2003-

**1. Name, academic rank and title, date of appointment.**

John B. Stephens

Associate Professor of Public Administration and Government

Date of appointment: July 1, 2003

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., Conflict Analysis and Resolution, George Mason University, 1997.

*Conflicts over Homosexuality in the United Methodist Church: Testing Theories of Conflict Analysis and Resolution*

**b. Name of master's degree, institution, date, major field of study.**

Master of Philosophy, The City University, London, England, 1984

Department of Systems Science - International Relations Concentration

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, Political Science and Philosophy, Earlham College, 1982

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Primary Teaching areas:

Public Dispute Resolution

Citizen Participation

Teaching experience at graduate level:

1995-1999, Antioch University, MacGregor School, M.A. in Conflict Resolution Program

1999-present, School of Government, University of North Carolina at Chapel Hill

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- Stephens, 2008. Citizen Outreach by North Carolina Judicial Branch Officials: Comparison of Three Projects, Other Info: Public Management Bulletin #3.
- Stephens. 2007. Consensus Building and Leadership. In *Transforming Public Leadership for the 21<sup>st</sup> Century*, Ricardo S. Morse, Terry F. Buss, and C. Morgan Kinghorn, (eds.), Armonk, N.Y.: M.E. Sharpe. 22 pages.
- Stephens and Maureen Berner. 2006. Citizens' Involvement. County and Municipal Government in NC (Article 9). Chapel Hill: School of Government. 15 pages. 50% contribution.
- Stephens, 2007. "Do it Yourself Citizen Participation?" *PA Times* 30:2 (February). 1 page.

- Stephens, John B. (ed.). 2007. Hands on the Pulse, Eyes on the Future. *Popular Government*, Vol. 72, No. 3. School of Government, University of North Carolina at Chapel Hill: Summer. 8 pages.
- Stephens, 2007. Consensus Building and Leadership: The Contributions of Public Conflict Resolution Practitioners. *ACR Environment and Public Policy Section Quarterly* (Summer). 7 pages.
- Stephens, [reprint] 2007. Do it Yourself Citizen Participation. *ACR Environment and Public Policy Section Quarterly* (Summer). 2 pages.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Consensus Building and Leadership – unfunded. Book Chapter, 2007-present.
- Evaluation of 2005 Asheville-Buncombe Water Mediation – sponsored by Environmental Finance Center, UNC-CH. Report by Dr. Steven Smutko (NC State University) and Lynn Maguire (Environmental Finance Center) – IRB designed by Stephens, but since Stephens was the mediator (and thus a variable), I could not be the primary investigator. Report in final edits, October 2008.
- Collaboration and Ethics – unfunded; 2 conference presentations, 2007-present.
- Citizen Participation and deliberative democracy – unfunded. 2006-present.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Ohio Commission on Dispute Resolution and Conflict Management (state government agency), 1991-96, Research Director, Trainer and Newsletter editor
- Legislative Correspondent, U.S. Representative Phil Sharp, Washington, D.C., 1985

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- October 4, 2008 – University and College Centers as Platforms for Deliberative Democracy, at Conference of the National Coalition on Dialogue and Democracy, With Dr. Martin Carcasson (Colorado State University) and Dr. Windy Lawrence (University of Houston – Downtown).
- Annual Conference Program Chair, January-May, 2008 Environment and Public Policy Section, Association for Conflict Resolution. Conference: May 19 - Tucson.
- March 16, 2008 – U.S. Presidential Election System and 2008 Campaign - University of Electric Sciences and Technology of Chengdu, China, (approximately 500 students)
- March 20, 2008 – U.S. Presidential Election System and 2008 Campaign - Xiamen University, China (guest lecturer in regular course, approximately 25 students)
- March 21, 2008 - How the United States uses mediators and facilitators in environmental disputes, Xiamen University, China (Campus-wide Lecture approximately 40 students and faculty)

- Association for Conflict Resolution, Environment and Public Policy Section – Leadership Council, 2004-07 (Co-Chair, 2005-07)
- Association for Conflict Resolution - 2007 Annual Conference Planning Committee - member. February-October, 2007.
- Board of Advisors, Dispute Resolution Institute, School of Law, North Carolina Central University, 2007-present.

**8. Selected involvement in public service activities.**

- Marshall Scholarship Committee, UNC-Chapel Hill, (2002-present)
- Social Action Committee, Judea Reform Congregation, Durham, North Carolina (2005-present)

**9. Selected consulting activities with nature of assignment and dates.**

- Negative effects of hog industry on community health. Advising on planning community forums and negotiations with hog industry leaders. Consulted with the nonprofit Duplin Environmental Health Awareness Program. 09/28/2007 to 02/26/2008.
- Standards or rules for citizens appointed to municipal boards. Consultant to Michael Brandt, Summerfield Town administrator. 04/22/2008 to 05/15/2008.
- School-County budget disputes. Information Clearinghouse and advisor to North Carolina county attorneys, school board attorneys, Resident Superior Court Judges, and others. Date: 06/01/2008 to 06/30/2008. (Recurring, June-August 2004-present).
- Durham Community Forum - Bail and Public Safety. Planning Committee member and event facilitator – request from Durham County Judicial Branch officials: 10/02/2006 to 06/15/2007. Forum held on the evening of April – panel of 8 experts and about 90 citizens in audience who asked questions and responded to exercises.



**1. Name, academic rank and title, date of appointment.**

Charles Szypszak  
Professor of Public Law and Government  
July 15, 2005

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

J.D., University of Virginia School of Law, 1986

**b. Name of master's degree, institution, date, major field of study.**

M.A., History, San Diego State University, 1982

**c. Name of bachelors degree, institution, date, major field of study.**

B.A., History, University of Southern California, 1979

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Law for Public Administration, School of Government, U.N.C-Chapel Hill, Since 2006

Real Estate Transactions, Franklin Pierce Law Center, 2000-2004

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- *Legal Aspects of Public Administration*, Jones and Bartlett Publishers, forthcoming
- Eminent Domain for North Carolina Local Governments, Law And Practice, School of Government, University of North Carolina at Chapel Hill (2008)
- North Carolina Guidebook for Registers Of Deeds, School of Government, University of North Carolina at Chapel Hill (2007)
- Notary Public Guidebook for North Carolina, School of Government, University of North Carolina at Chapel Hill (2006)
- Real Estate (N.H. Practice Series) (2003 and annual supplements)
- Real Estate Records, the Captive Public, and Opportunities for the Public Good, 43 Gonzaga Law Review (2008)
- North Carolina's Real Estate Recording Laws: The Ghost of 1885, 28 N.C. Central Law Journal (2006)
- Property Acquisition, Sale, and Disposition and Register of Deeds , in County And Municipal Government in North Carolina, School of Government, University of North Carolina at Chapel Hill (2007) (with D. Lawrence)

- Registers of Deeds, Land Records, and Notaries, in North Carolina Legislation 2007, School of Government, University of North Carolina at Chapel Hill (2007)
- Registers of Deeds, Land Records, and Notaries, in North Carolina Legislation 2006, School of Government, University of North Carolina at Chapel Hill (2006)
- Registers of Deeds, Land Records, and Notaries, in North Carolina Legislation 2005, School of Government, University of North Carolina at Chapel Hill (2005)
- When is Plat Review Certification Required?, Land Records Bulletin No. 32, School of Government, University of North Carolina at Chapel Hill (October 2006)
- Land Records Metamorphosis, Popular Government, School of Government, University of North Carolina at Chapel Hill, Winter 2005, at 4
- Session Law 2005-123, Land Records Bulletin No. 31, School of Government, University of North Carolina at Chapel Hill (September 2005)
- Beyond the Rule of Law, N.H. Bar Journal 46 (Winter 2005)

Other selected significant publications in earlier years.

- Public Registries and Private Solutions: An Evolving American Real Estate Conveyance Regime, 24 Whittier Law Review 663 (2003)
- Jural Entities, Real Parties in Controversy, and Representative Litigants: A Unified Approach to the Diversity Jurisdiction Requirements for Business Organizations, 44 Maine Law Review 1 (1992)
- Statutes of Limitations Under the F.T.C.A.: A Synthesis and a Proposal, 28 Harvard Journal on Legislation 1 (1991) (equal contribution with K. Sinclair)
- The Protection, Salvage, and Preservation of Underwater Cultural Resources in the Chesapeake Bay, 4 Va. J. Natural Resources Law 373 (1985)

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Applied research into the laws of other states and countries to craft legislation in North Carolina at the request of the Register of Deeds Association to reform problematic laws governing public real estate record indexing and recording, and to enable electronic recording of real estate instruments. Bills enacted with the support of banking and bar association legislative committees and state agencies. (Since 2005)
- Current legislative reform research includes laws governing security instrument satisfaction records and indexing standards. (Since 2007)
- National and state-wide survey and analysis of comparative real estate recording laws and practices. (2007-08)
- Ongoing research for Law for Public Administration textbook (Since 2007)

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Director and Shareholder, Orr and Reno, P.A., Concord, New Hampshire (1987-2005). Attorney with general practice firm with about thirty-five attorneys. Counsel and advocacy in real estate and commercial matters. Tried cases in state and federal courts and argued cases before the New Hampshire Supreme Court, U.S. Court of Appeals, and other tribunals.
- Law Clerk to Circuit Judge Hugh H. Bownes, U.S. Court of Appeals for the First Circuit (1986-87). Research and opinion drafting for criminal and civil appeals.
- Law Intern to Judge Herbert J. Stern, U.S. District Court, Newark, New Jersey (1984). Research and opinion drafting for federal trial court.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- “Real Estate Recording Practices,” Alaska Recorders Conference (Anchorage, Alaska 2008)
- North Carolina Association of Registers of Deeds Conferences: “Rerecording” and “Indexing Challenges” (Raleigh, N.C. 2008); “Changes in Register Law” (Pinehurst, N.C. 2005); “Difficult Register Issues” and “Changes in Notary Laws Affecting Registers” (Raleigh, N.C. 2006); “Changes in Register Laws” (Fayetteville, N.C. 2006); “Register’s Function in Verification,” “Rerecording Issues” and “Bar Issues Concerning Registers” (Raleigh, N.C. 2007)
- “Approaching and Implementing Changes in the Law Affecting Registers,” International Association of Clerks, Recorders, Election Officials, and Treasurers (San Francisco, 2006)
- “Building the Rule of Law: Lessons from Russian-American Exchange,” John Sloan Dickey Center for International Understanding, with Fulbright Association (Dartmouth College, 2004)
- “Real Property in Russia,” Russian American Rule of Law Consortium (Boston, 2004)
- New Hampshire-Vologda Rule of Law Partnership in Vologda, Russia: “Philosophy of Government as Expressed in U.S. Declaration of Independence,” at Russian Academy of Government Service, “Private Property Ownership,” at Vologda State Pedagogical University, “Alternative Dispute Resolution” and “Use of Expert Witnesses in Adversary Proceedings, at Oblast Arbitrage Court, and “Trade Secrets and Intellectual Property,” at Vologda Region Chamber of Commerce (2004); “Legal Problems in American Real Property Tax Appraisal,” at Vologda State Pedagogical University, and “Resolution of Abatement Disputes,” at Oblast Arbitrage Court (2002); “Law of Mortgages,” at Oblast Regional Judicial Conference, and Vologda City Hall (2001); “Title Registration,” at Oblast Land Records Department (2000), “Enforcement of Civil Judgments,” at Oblast Regional Judicial Conference (1999)
- Basic School for Registers of Deeds. Register’s role in property transactions; registration requirements; satisfaction and security instruments; registering plats; marriage licenses; register of deeds office; and common difficult issues.

- Advanced Program for Registers of Deeds . Making decisions in the absence of clear legal direction; liability and risk management; public records; introduction to real property law for non-lawyers; advanced topics; and ethics and values.
- Notary Instructors' School, North Carolina Department of Secretary of State. Acknowledgment certificates and notary role in transactions.
- North Carolina Mappers' School . Basic real estate law and law of listing for property taxation.
- Numerous workshops on various real-property related topics (approx. 50 students in each of 6-8 sessions annually).

**8. Selected involvement in public service activities.**

- International Association of Clerks, Recorders, Election Officials, and Treasurers (since 2006). Speaking and consultation on emerging land registration issues.
- United Nations Economic Commission for Europe, Working Party on Land Administration (since 2008). Speaking and consultation on security of real property interest issues.
- New Hampshire-Vologda Rule of Law Project (1999-2005). Volunteer member of delegation of judges and administrators in U.S.A.I.D. exchange program; collaboration with Russian justice department and other agencies in Vologda, Russia; chaired program for reform of real property and mortgage laws with regional land administrators and commercial court judges; organized and presented programs in Russia and the U.S. on real property, intellectual property, enforcement of judgments, and other subjects.
- Officer, U.S. Marine Corps (1979-83). Intelligence officer and platoon commander. Attained the grade of captain. Served in various locations in the U.S. and Pacific. Officer's Candidate School Leadership Award (1st in class); Basic School Honor Graduate; Navy Achievement Medal; Snedeker Leadership Award.

**9. Selected consulting activities with nature of assignment and dates.**

- Respond to frequent daily inquiries from registers of deeds and their deputies and assistants, state judges, other state and local government public officials, attorneys, lending institutions, and the public on issues regarding real estate instrument recording, register of deeds operations, notaries public, eminent domain, and general real property issues. Provide advice in connection with problems in registration of real estate transactions throughout the state. Work with register of deeds committees, county tax committees, state agencies, and other groups on education programs and legislative proposals, including drafting of bills that have been enacted into law. Visit register of deeds offices throughout the state for consultations. (Since 2005).

**1. Name, academic rank and title, date of appointment.**

Shannon Howle Tufts  
Lecturer and Director of the Center for Public Technology  
2004

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., North Carolina State University, 2004, Public Administration / Information Systems  
*"Managing the Human Side of IT: A Public-Private Comparison--Examining Critical Success Factors Through the Eyes of the CIO"*

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Administration, UNC-Charlotte, 2000, Public Administration

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Arts, UNC-Chapel Hill, 1997, International Studies

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

University of North Carolina at Chapel Hill (2004 – present): "Strategic Information Management"; "Project Management"; "Policy Analysis"; "Program Evaluation"; and "Introduction to Policy Evaluation Methods"

North Carolina State University (Fall 2004): "State and Local Government (with Service Learning Enhancement)"

University of North Carolina at Charlotte (Summer 2004): "Information Systems for Public Administration"

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

"Alexander County Strategic IT Plan," UNC School of Government, 2008.

"City of Burlington Strategic IT Plan," UNC School of Government, 2008.

"North Carolina Department of Environmental and Natural Resources Full Cost Accounting Study" 2008.

"Haywood County Strategic IT Plan," UNC School of Government, 2008.

"American local governments: confronting the e-government challenge." Co-author with Maureen Brown. in *Local Electronic Government: A Comparative Study*, Helmut Druke (ed.), Routledge, 2005.

*Humanizing IT: Advice from the Experts*. Co-author with G. David Garson. Hershey PA: Idea Group Press, 2004.

"A Primer on E-Government," *Encyclopedia of Information Science and Technology, Volume I-III*, Hershey, PA: Idea Group Press, 2004.

“Facilitating E-Government Through Training,” *Encyclopedia of Information Science and Technology, Volume I-III*, Hershey, PA: Idea Group Press, 2004.

“E-Government: Privacy and Security Concerns in the 21<sup>st</sup> Century,” *The Handbook of Information Security*, Hossein Bidgoli (ed.), John Wiley & Sons, Inc., 2003

“E-Government: An Overview,” *Public Information Technology: Policy and Management Issues*, G. David Garson (ed.), Hershey, PA: Idea Group Press, January 2003.

“Training for Digital Government,” *Digital Government*, G. David Garson (ed.), Hershey, PA: Idea Group Press, October 2003.

“E-Government.” Co-authored with G. David Garson in *The Internet Encyclopedia*, Hossein Bidgoli (ed.), John Wiley & Sons, Inc., 2003.

“Residual Sum of Squares,” *Encyclopedia of Social Science Research Methods*. Michael Lewis-Beck, Alan Bryman, and Tim Futing Liao (eds.). Thousand Oaks, California: Sage, 2003

“Analyzing Information Technology Investments in State Government.” Co-authored with William Rivenbark and Kevin FitzGerald. in *Social Science Computer Review*, Volume 21, No. 4, Winter 2003.

“Assessing the Technological Capacity of Local Governments in North Carolina,” *Popular Government*, UNC School of Government, Fall 2002

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

Burlington IT Strategic Plan, City of Burlington, NC; 07/01/2007 to 12/15/2007; Funded by City.

Alexander IT County Strategic Plan, Alexander County, NC; 07/01/2007 to 12/30/2007; Funded by County.

Haywood County IT Strategic Plan, Haywood County, NC; 07/15/2007 to 02/15/2008; Funded by County.

Greenville Public Safety Software Selection, City of Greenville, NC; 08/20/2007 to 03/01/2008; Unfunded.

Pender County IT Strategic Plan, Pender County, NC; 04/01/2008 to 06/30/2008; Funded by County.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

United Way of South Carolina, Director of Special Projects, 1998-2000

- Developed documentation, procedures, and policies for SCAN: 21, an interactive data warehousing project, which involved multiple government, nonprofit, and private sector groups.
- Performed extensive research, provided technical writing, and performed public presentation on the “hard copy” version of SCAN:21, in the form of South Carolina county reports.
- Significant participation in the development, compilation, and dissemination of grant proposals and contract applications.
- Worked on collaborative ventures to increase communication and information dissemination between public, private, and nonprofit sectors, as well as individuals.
- Managed all United Way of South Carolina Board of Director relations, including interaction with assorted state government agency leaders and private sector executives.

- Designed, produced and published a quarterly newspaper to provide timely information to state agencies, private corporations, and United Way constituents about the issues and events at the United Way of South Carolina.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

Creation and Instruction of the nation's first Certified Government Chief Information Officer Program:

- North Carolina local government offering: 2005-present (year-long program)
- North Carolina state government offering: 2006-present (year-long program)
- South Carolina local government offering: 2008-present (year-long program)
- National offering in conjunction with GMIS: 2007-present (year-long program)

ITIM Association

Hewlett Packard Higher Education Advisory Council

North Carolina Local Government Information Systems Association

Southeastern Association of Telecommunications Officers and Administrators

CIO Forum Advisory Board

Digital Government Summit Advisory Board

**8. Selected involvement in public service activities.**

North Carolina Local Government Information Systems Association Conferences

Southeastern Association of Telecommunications Officers and Administrators Conferences

CIO Forum Conferences

Digital Government Summit Conferences

NC Finance and Reimbursement Officers Conferences

**Name, academic rank and title, date of appointment.**

Richard Whisnant  
Professor of Public Law and Government  
February 1998

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Juris Doctor, Harvard University, 1986

**b. Name of master's degree, institution, date, major field of study.**

Master of Public Policy, Harvard University, 1986, Public Finance

**c. Name of bachelors degree, institution, date, major field of study.**

BA, Philosophy, UNC-Chapel Hill, 1981

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

UNC-CH: public policy analysis, environmental law and policy 1998-present

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

Books and Chapters

- Whisnant, Environmental decisions of the U.S. Supreme Court, 2006-07 Term, in "Recent Supreme Court Cases Affecting Local Government," THE MUNICIPAL YEAR BOOK 2008 (Washington, D.C.: International City/County Management Association) .
- Whisnant, "Environment and Natural Resources," in NORTH CAROLINA LEGISLATION 2007: A SUMMARY OF LEGISLATION IN THE 2007 GENERAL ASSEMBLY OF INTEREST TO NORTH CAROLINA PUBLIC OFFICIALS (2007), 11 msp.
- Whisnant, RULE MAKING IN NORTH CAROLINA (Chapel Hill: School of Government, 2006), 75 pp.
- Whisnant, Environmental decisions of the U.S. Supreme Court, 2005-06 Term, in "Recent Supreme Court Cases Affecting Local Government," THE MUNICIPAL YEAR BOOK 2007 (Washington, D.C.: International City/County Management Association). 2 pp.
- Whisnant, "Environment and Natural Resources," in NORTH CAROLINA LEGISLATION 2006: A SUMMARY OF LEGISLATION IN THE 2006 GENERAL ASSEMBLY OF INTEREST TO NORTH CAROLINA PUBLIC OFFICIALS (2006), 5 pp.
- Whisnant, Environmental decisions of the U.S. Supreme Court, 2004-05 Term, in "Recent Supreme Court Cases Affecting Local Government," THE MUNICIPAL YEAR BOOK 2006 (Washington, D.C.: International City/County Management Association). 3 pp.



- Whisnant, "Environment and Natural Resources," in NORTH CAROLINA LEGISLATION 2005: A SUMMARY OF LEGISLATION IN THE 2005 GENERAL ASSEMBLY OF INTEREST TO NORTH CAROLINA PUBLIC OFFICIALS (2005), 6 pp.
- Whisnant, "Administrative Law," in NORTH CAROLINA LEGISLATION 2005: A SUMMARY OF LEGISLATION IN THE 2005 GENERAL ASSEMBLY OF INTEREST TO NORTH CAROLINA PUBLIC OFFICIALS (2005), 1 p.

Other Articles, Reports and Ordinances

- Whisnant, The North Carolina Universal Stormwater Model Ordinance (February 2007), 52 pp.
- Whisnant, The North Carolina Phase II Stormwater Model Ordinance (January 1, 2007 version; update of 2005 version written by Whisnant and Kane), 53 pp.
- Whisnant, Final Report of the Economics Subcommittee, Development of Environmentally Superior Technologies for Swine Waste Management per Agreements Between the Attorney General of North Carolina, Smithfield Foods, Premium Standard Farms, and Frontline Farmers (January 2006) 42 pp.
- J. Hughes, Whisnant, L. Weller, S. Eskaf, M. Richardson, S. Morrissey and B. Altz-Stamm, "Drinking Water and Wastewater Infrastructure in Appalachia: An Analysis of Capital Funding and Funding Gaps," (July 2005) , 457 pp.

Other selected significant publications in earlier years.

- Whisnant, CLEANUP LAW OF NORTH CAROLINA (Chapel Hill: Institute of Government, 2003). 226 pp.
- Whisnant, ed., LOCAL GOVERNMENT FOR ENVIRONMENTAL POLICYMAKERS (editor) (Chapel Hill: Institute of Government, 2002). 430 pp
- R. Whisnant and D. Cherry, "Economic Analysis of Rules: Devolution, Evolution and Realism," 31 Wake Forest L. Rev. 693-743 (Fall 1996)
- "Regulation of Interstate Banking: Northeast Bancorp v. Board of Governors of the Federal Reserve System," in The Supreme Court: 1984 Term, 99 Harv. L. Rev. (Nov. 1985) 283-292.
- Note, "Consumer Protection and Payment Systems: Regulatory Policy for the Technological Era," 98 Harv. L. Rev. 1870-1889 (June 1985).

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- Principal investigator, NC Water Allocation Study, Environmental Review Commission of the N.C. General Assembly (\$100,000), report in progress, 2008.
- Principal investigator, UNC Environmental Finance Center. Funding from its inception in 1998 to the present has totaled around \$2 million and continues to grow. Core funding at the \$220,000 annual level is provided by the U.S. Environmental Protection Agency and has been increasing or level since the original 1998 planning grant of \$62,000. The Environmental Finance Center, now under the direction of Jeff Hughes, provides research opportunities and assistance for 3 to 8 students each year drawn primarily from the MPA program, the Department of Environmental Science and Engineering in the School of Public Health, and the Department of City and Regional Planning.

- Team member, Targeted Watershed Capacity Building Grant (\$605,000). Two year USEPA grant to strengthen capacity of southeastern communities to protect and restore their watersheds. Project team includes 3 universities (UNC, NC State, and Auburn) and several non-profit service providers. October 2007 to September 2009
- Principal investigator, Stormwater Implementation Group. Funding from the N.C. Department of Environment and Natural Resources from 2005 through 2006 (\$38,000) allowed the School of Government to convene officials responsible for stormwater from all across North Carolina, along with their state regulators and interested legislative staff, consultants, and experts from other states, to raise issues and help shape the implementation of the Phase II stormwater program in North Carolina, one of the biggest environmental public administration challenges since the 1970s.
- Principal investigator, Appalachian Regional Water and Wastewater study (\$187,000). The Appalachian Regional Commission funded Whisnant and Hughes to prepare a comprehensive study of the funding needs and gaps for water and wastewater in the thirteen-state ARC region. January 2004-December 2006.
- Principal investigator, North Carolina Land Conservation Gap Analysis (\$2,000). The North Carolina Department of Environment and Natural Resources funded Whisnant and a graduate student at Duke University to update the 2001 Million Acres Report by looking at funding shortfalls for land conservation.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- General Counsel, N.C. Dept. of Environment, Health & Natural Resources-Raleigh, N.C. (1993-98). Responsible for legal and policy advice to senior management and all twenty-two divisions; oversight of cases and relationship with the Attorney General's office Environmental Protection Division (fifty attorneys); leadership on selected policy initiatives including permit reform, rulemaking improvements, regulatory impact analysis, enforcement policy, natural resource damage recovery, several inter-divisional working groups, and complex or politically sensitive litigation such as interstate disputes with the States of Tennessee (hydro relicensing on the Pigeon River); Virginia (water withdrawals from the Roanoke River), and the Southeastern Compact for Low-level Radioactive Waste.
- Attorney, Robinson, Bradshaw & Hinson, P.A.-Charlotte, N.C. (1987-1993). Head of environmental practice group (responsible for dispute, compliance and transactional counseling in all environmental media).
- Law clerk, Hon. Sam J. Ervin, III, U.S. Court of Appeals for the Fourth Circuit. (1986-87)

**8. Selected involvement in public service activities.**

Service to discipline:

- Trustee, Board President and Corporate Secretary, The Conservation Trust for North Carolina (2001- ).
- State Water Infrastructure Commission member (2006- ).
- Technical Advisory Committee, Water 2030 (2003-06).

- Advisory Panel and Chair of the Economics Subcommittee, Development of Environmentally Superior Technologies for Swine Waste Management per Agreements Between the Attorney General of North Carolina, Smithfield Foods, Premium Standard Farms, and Frontline Farmers (2002-06).
- Co-chair, Orange County Environmental Protection Commission (2002- 04).
- Founding director, The Environmental Education Fund, Inc. (1998-2003).
- Director, UNC Environmental Resource Program (1998-2003).
- Founding director, Pigeon River Fund (1995-1998).
- North Carolina Bar Association: Environmental Law Section Council, 1993-1996; Administrative Law Council, 1996-2000; Editor, The Administrative Lawyer (1997-98).
- Vice-chairman, Mecklenburg Environmental Protection Commission (1991-1993).
- Secretary, Charlotte Trolley, Inc. (1990-92)
- Secretary, Harvard Law Alumni Association of North Carolina (1990-1994).
- Director, Third Ward Neighborhood Association (1990-93).
- Founding director, Community Housing Development Corporation (1989-91)

Service to UNC-Chapel Hill:

- Chairman, Faculty Hearings Committee (2007- )
- Faculty Council (2006- )
- Faculty advisor, Chi Psi Fraternity (2005- )
- Dean's Committee to Revise the SOG Policy on Appointments, Promotions and Tenure (2004-05)
- Proposal review committee, IBM curriculum enhancement grant awards (2001)
- Proposal review committee, KnowledgeWorks grant awards (2001)
- UNC-Chapel Hill Faculty Information Technology Advisory Committee (1999-2002)
- Editorial Board, Popular Government (1998- )
- Director, Alpha Sigma of Chi Psi, Inc. (1991-98)

**1. Name, academic rank and title, date of appointment.**

Gordon P. Whitaker  
Professor of Public Administration and Government  
Initial appointment at UNC-CH, 1973

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Ph.D., Political Science, Indiana University, 1972  
*"Urban Police Forces: The Effect of Scale on Neighborhood Services"*

**b. Name of master's degree, institution, date, major field of study.**

M.A., Indiana University, 1970, Political Science

**c. Name of bachelors degree, institution, date, major field of study.**

A.B., Cornell College, 1965, Political Science

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

University of North Carolina at Chapel Hill, since 1973  
Organization Theory  
Public Management and Leadership  
Management of Nonprofit Organizations  
Public Administration and Policy Making  
Program Evaluation and Quantitative Analysis

Brooklyn College – City University of New York, 1971-1973  
Organization Theory  
Policy Analysis

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- *Local Government in North Carolina*, Third Edition, UNC School of Government, on line at <http://www.sog.unc.edu/programs/civiced/ncccma/educators/textbook.html> , 2009
- "Sexual Assault and Domestic Violence: The Community's Role in Weaving the Safety Net" *Popular Government*, Vol. 73, No. 2 (Winter 2008), pp. 4-19 with Margaret Henderson and Lydian Altman.
- "Service Delivery Alternatives," in Carl W. Stenberg and Susan Lipman Austin, eds., *Managing Local Government Services: A Practical Guide*. Washington: ICMA, 2007, pp. 369-388.

- "Local Government and Nonprofit Organizations," in David Lawrence, ed., *Municipal and County Government in North Carolina*. Chapel Hill: School of Government, 2006, with Jim Drennan
- *Public Intersection Toolkit*. Chapel Hill: School of Government, 2006, with Margaret Henderson and Lydian Altman-Sauer.
- "Building Community Capacity to Meet Public Needs," *Popular Government*, Vol. 70, No.2, pp. 28-36 (Winter 2005) with Lydian Altman-Sauer and Margaret Henderson.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

- *Organization of Sexual Assault Services*, North Carolina Governor's Crime Commission funding, 2005-2006, "Organization of Sexual Assault Programs: A Report to the Governor's Crime Commission," 2006
- *The Public Intersection*, Jessie Ball duPont Fund funding, 2003-2005, *Public Intersection Toolkit*, 2006.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

None.

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- "Educating for the New Public Service: What Have We Learned?" NASPAA, October, 2008

**8. Selected involvement in public service activities.**

- North Carolina City and County Management Association, Civic Education Committee, 1992-present

**9. Selected consulting activities with nature of assignment and dates.**

- Board Development, Osher Institute for Life Long Learning at Duke University, 2008
- Review of Raleigh's Citizen Advisory Councils, City of Raleigh, 2008
- Strategic Planning for 2009-2014, Raleigh Police Department, 2008-2009
- Strategic Planning for 2010-2015, Employment Security Commission of North Carolina, 2009-2010
- Responding to telephone and email requests from public officials on a variety of issues: citizen participation and engagement, nonprofit-government relations, alternative service delivery arrangements, strategic planning, management practices. On-going.

**1. Name, academic rank and title, date of appointment.**

Mathieu R. Despard  
Clinical Assistant Professor  
School of Social Work  
Appointment Date: July 1, 2006

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

None

**b. Name of master's degree, institution, date, major field of study.**

Master of Social Work (MSW), University of North Carolina at Chapel Hill, May 1994, Human Services Administration

**c. Name of bachelors degree, institution, date, major field of study.**

Bachelor of Science, In Honors, Virginia Tech, May 1990, Psychology

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

School of Social Work, University of North Carolina at Chapel Hill  
SOWO 530: Foundations of Social Welfare and Social Work (Fall 2006, 2007 & 2008)  
SOWO 570: Social Work Practice w/Organizations & Communities (Fall 2006, 2007 & 2008)  
SOWO 820: Social Work Practicum III  
SOWO 821: Social Work Practicum IV  
SOWO 874: Management and Community Practice (Fall 2005)  
SOWO 882: Citizen Participation & Voluntary Involvement (Spring 2007, 2008)  
SOWO 884: Executive Leadership in Nonprofit Organizations (Spring 2007, 2008; Summer 2007, 2008)  
PUBA 757 / SOWO 885: Financial Management for Nonprofit Organizations (Spring 2007, 2008)

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- Lombard, F., DeSanctis, N., Whetten, K. & Despard, M. (2005). Utilizing the clinical social work model to foster collaboration among HIV providers in North Carolina, *Journal of HIV/AIDS and Social Services*, 4(1): 39-56.
- Grinstein-Weiss, M., Greeson, J.K.P., Yeo, Y.H., Birdsong, S.S., Despard, M.R. & Quercia, R.G. (2008). *The impact of low- and moderate-wealth homeownership on parental attitudes and behavior: Evidence from the Community Advantage Panel* (Homeownership and Parental Practices Working Paper). Chapel Hill, NC: University of North Carolina at Chapel Hill, Center for Community Capital.

- Grinstein-Weiss, M., Yeo, Y.H., Despard, M., & Zhan, M. (2008). Does banking experience matter? Differences of the banked and unbanked in Individual Development Accounts (CSD Working Paper 08-08). St. Louis: Washington University, Center for Social Development.
- Grinstein-Weiss, M., Greeson, J.K.P., Yeo, Y.H., Birdsong, S.S., Despard, M.R. & Quercia, R.G. (in press). The impact of low- and moderate-wealth homeownership on parental attitudes and behavior: Evidence from the Community Advantage Panel. *Children & Youth Services Review*.
- Grinstein-Weiss, M., Yeo, Y., Greeson, J., Despard, M. & Quercia, R. (Under review). Are low- and moderate-income homeownership and neighborhood context associated with social capital? A multilevel analysis. *Housing Policy Debate*.

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

Consultant:

- Piedmont HIV Integrated Community Access System: Integrated HIV/Hepatitis C care system intervention project and evaluation in a 6-county region of north central North Carolina. Funder: Health Resources and Services Administration, Bureau of Primary Health Care

Project Coordinator:

- HIV Integration and Health Outcomes Project Evaluation: Intervention project and evaluation focused on integrating HIV medical care and social services using information technology in various North Carolina communities. Funder: Health Resources and Services Administration, HIV/AIDS Bureau - Special Project of National Significance (SPNS)

Consultation, project management assistance and writing (focused on policy and practice implications) provided on the following projects at the School of Social Work:

- Testing Long-Term Impacts of Individual Development Account and Asset Building on Social and Economic Well-Being: Wave 4 (long-term follow-up) of American Dream Demonstration (ADD) subjects concerning IDA impact on credit scores and behavior. Principal Investigator: Michal Grinstein-Weiss Funders: Charles Stewart Mott Foundation, Annie E. Casey Foundation
- Differences in Saving Outcomes and Program Participation in Individual Development Accounts by Bank Account Ownership: This study compares the saving performance and the drop-out risk between banked and unbanked participants in an IDA program, and identifies the variables that reduce the savings and participation gap between banked and unbanked participants. Data comes from the American Dream Demonstration (ADD) program. Principal Investigator: Michal Grinstein-Weiss, Funder: John D. and Catherine T. MacArthur Foundation
- Parental Involvement and Expectations Among Lower-Income Homeowners vs. Renters: The purpose of this project is to examine the relationship between homeownership/renting and parental involvement and parental expectations among low-

income households. Principal Investigator: Michal Grinstein-Weiss, Funder: Ford Foundation via Center for Community Capitalism

- Child Savings Accounts for Families with Children with Disabilities: This project will be a demonstration in North Carolina that studies whether low to moderate income families with children with disabilities are able to save on behalf of their children for future purposes that promote their children's independence as adults.

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Project Coordinator, Center for Health Policy - Health Inequalities Program, Duke University, Durham, NC 8/04 to 7/06  
Coordinated research and intervention activities of a project evaluating the impact of information technology on HIV care;  
Provided organizational development consulting to research partners and planning support for projects addressing access to care among the medically underserved;  
Advised undergraduate and graduate independent studies and supervise undergraduate research assistants.
- Chief Operating Officer, Bradley Free Clinic, Roanoke, VA 4/03 to 8/04  
Supervised 11 employees, recruited and managed health care volunteers;  
Coordinated program output and outcome data collection and analysis for internal review and funding proposals;  
Developed an oral health care partnership with Virginia Commonwealth University School of Dentistry and a partnership with Roanoke Valley Academy of Medicine to launch a pro bono physician referral network;  
Managed community partnerships, and developed policies and procedures.
- Associate Director – Research & Development, Head Start, Total Action Against Poverty, Roanoke, VA 4/01 to 4/03  
Collected and analyzed child and family outcome data, guided strategic and program planning processes, managed community partnerships, created and managed an Individual Development Account (IDA) Project and free tax assistance clinic and wrote public and private funding proposals.
- Interim President, United Way of Roanoke Valley, Roanoke, VA 6/00 to 1/01  
Supervised 13 employees, supported 45-member Board of Directors, Executive Committee and several Board committees, monitored budget of \$6.5 million and managed Partner Agency and public relations.
- Vice President, Community Building, United Way of Roanoke Valley, Roanoke, VA 12/98 to 4/01  
Coordinated community needs assessment processes, re-organized community investment strategies, coordinated grant proposal reviews, managed an outcome measurement technical assistance project, venture grant program and early childhood development initiative and managed ongoing relations with 31 Partner Agencies.



**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

- National Association of Social Workers (NASW) - "Money Matters" presentation at NASW-North Carolina chapter Conference in Asheville in November 2007 focusing on economic empowerment strategies with lower-income clients.
- Despard, M. R., & Lombard, F. M. (2006, November 4-8). *Specialty care access for uninsured adults: Community dialogue to craft local solutions* [Poster session]. Presented at the annual meeting of the American Public Health Association, Boston.
- Belden, C.A., Despard, M. R., Proescholdbell, R. J., & Lombard, F. M. (2006, November 4-8). *Interconnecting HIV providers and informing clinical practice: Who to connect? What to exchange?* Panel presentation at the annual meeting of the American Public Health Association, Boston.

**8. Selected involvement in public service activities.**

- North Carolina Asset Building Task Force
- Health Care Action Team, Durham CAN (Congregations, Associations and Neighborhoods)
- Planning Committee, Durham Health Summit, Fall 2007.
- Contributing Editor, Partnership for a Healthy Durham - Op-Ed series in the Durham Herald-Sun on health issues.
- Treasurer, Southwest Elementary PTA, 2007-08.
- Informal consultation, various area nonprofit organizations.

**9. Selected consulting activities with nature of assignment and dates.**

- Consultant, Western North Carolina HIV/AIDS Consortium, spring 2006: Completed an HIV needs assessment analyzing primary and secondary data and producing a final report.

**1. Name, academic rank and title, date of appointment.**

John L. Saxon

Professor of Public Law and Government (March 1, 2000)

(Associate Professor of Public Law and Government, March 1, 1992 – Feb. 28, 2000)

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

Juris Doctor (J.D.), Antioch School of Law, Washington, DC, May 22, 1977

**b. Name of master's degree, institution, date, major field of study.**

**c. Name of bachelors degree, institution, date, major field of study.**

B.A. (with high honor), political science, Auburn University, Dec. 8, 1972

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Family policy, School of Government, The University of North Carolina at Chapel Hill, 2003-

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- John L. Saxon, *Social Services in North Carolina* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2008).
- John L. Saxon, *North Carolina Guardianship Manual* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2008).
- John L. Saxon, "Who Are the Parties in IV-D Child Support Proceedings? And What Difference Does It Make?" *Family Law Bulletin #22* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2007).
- John L. Saxon, "Senior Citizens," in *County and Municipal Government in North Carolina* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2007).
- John L. Saxon, "Medicaid 'Liens' on Personal Injury Judgments and Settlements: The *Ahlborn* and *Ezell* Decisions," *Social Services Law Bulletin # 41* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2006).
- John L. Saxon, "The Role and Responsibilities of Court-Appointed Lawyers in Guardianship Proceedings," *Administration of Justice Bulletin #2005/06* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2005).
- John L. Saxon, *North Carolina Child Support Statutes* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2005).
- John L. Saxon, "Impact of the New Bankruptcy Reform Act on Family Law in North Carolina," *Family Law Bulletin #20* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2005).

Other selected significant publications in earlier years.

- John L. Saxon, "Faith-Based Social Services: What Are They, Do They Work? Are They Legal? What's Happening in North Carolina," in *Popular Government* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 70(1):1 (Fall, 2004)).
- John L. Saxon, *Using Contempt to Enforce Child Support Orders* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2004).
- John L. Saxon, "Freezing and Seizing" Joint Bank Accounts to Collect Past-Due Child Support: Due Process and Legal Rights of Nonliable Depositors," *Family Law Bulletin #19* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2004).
- John L. Saxon, "Who's Your Daddy? Comparing North Carolina's Paternity Law and the Uniform Parentage Act," *Family Law Bulletin #18* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 2004).
- John L. Saxon, "The Fiscal Impact of Medicaid on North Carolina's Counties," in *Popular Government* (Chapel Hill: School of Government, The University of North Carolina at Chapel Hill, 67(4):14 (Summer, 2002)).
- John L. Saxon, "Welfare Reform: What Will It Mean for North Carolina?" *Popular Government* (Chapel Hill: Institute of Government, The University of North Carolina at Chapel Hill, 62(4):15 (Summer, 1997)).
- John L. Saxon, "Recovering Medicaid Payments from the Estates of Elderly or Disabled Persons," *Elder Law Bulletin # 5* (Chapel Hill: Institute of Government, The University of North Carolina at Chapel Hill, 1997).
- John L. Saxon, "Prosecuting the Abuse, Neglect, and Exploitation of Elderly and Disabled Adults in North Carolina," *Elder Law Bulletin # 3* (Chapel Hill: Institute of Government, The University of North Carolina at Chapel Hill, 1996).
- Michael J. McCann and John L. Saxon (eds.), *Law and the Elderly in North Carolina* (Chapel Hill: Institute of Government, The University of North Carolina at Chapel Hill, 1996).
- John L. Saxon, "Mandates, Money, and Welfare: Financing Social Services Programs" *Popular Government* (Chapel Hill: Institute of Government, The University of North Carolina at Chapel Hill, 60(1):2 (Summer, 1994)).

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

None

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

None

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

None

**8. Selected involvement in public service activities.**

- All or virtually all of my work at the School of Government involves public service through research, writing, advising, and teaching state and local government officials.

**9. Selected consulting activities with nature of assignment and dates.**

- Drafted proposed guardianship reform legislation for the North Carolina House of Representatives Select Committee on Guardianship Laws (2006).
- Assisted the North Carolina Division of Aging and Adult Services in drafting a proposed revision of the State's adult protective services statute (2006).
- Assisted the North Carolina Division of Medical Assistance in redrafting the State's Medicaid transfer of assets rule (G.S. 108A-58.1) (2006).
- Advised N.C. Conference of Chief District Court Judges on revision of North Carolina's child support guidelines (2006).
- Reviewed proposed North Carolina legislation (H 1466) regarding financial exploitation of elderly or disabled adults (2005).
- Briefed the N.C. Association of County Commissioners with respect to legal and fiscal issues regarding counties' responsibility for Medicaid and other social services programs (2001 – 2002).
- Advised staff of the Governor's Advocacy Council for Persons with Disabilities and other public officials with respect to proposed North Carolina legislation (S 776) regarding the authority of guardians of incapacitated adults to refuse or remove life-sustaining treatment (2001).
- Served as facilitator and staff (under a contract between U.S. Department of Health and Human Services' Office of Child Support Enforcement and Tier Technologies, Inc.) for OCSE and an OCSE work group (consisting of federal and state child support enforcement officials and advocates for children) that developed recommendations regarding to the development of a performance measure for the establishment and enforcement of medical support as required by the Child Support Performance Incentive Act of 1998 (2000 – 2001).
- Served as staff to N.C. Department of Health and Human Services and N.C. Administrative Office of the Courts for legislatively-mandated study regarding the advantages, disadvantages, problems, and barriers with respect to establishing a unified child support collection and enforcement system (2000 – 2001).
- Advised the N.C. Department of Health and Human Services with respect to proposed policies regarding the Governor's "fatherhood initiative" and issues involving visitation and parental rights of noncustodial parents (fathers) who are required to pay child support (1999).

**1. Name, academic rank and title, date of appointment.**

Lynn Setzer  
Adjunct Lecturer  
2007

**2. Academic Degrees:**

**a. Name of doctoral degree, institution, date, major field of study, and dissertation title.**

None

**b. Name of master's degree, institution, date, major field of study.**

MA, Writing Pedagogy, Virginia Tech, 1980, Writing and Rhetoric

**c. Name of bachelors degree, institution, date, major field of study.**

BS English, Appalachian State University, 1977  
BA, Psychology, Appalachian State University, 1977

**3. Primary teaching areas and teaching experience at graduate level (include institutions and dates).**

Professional Communications  
UNC – Chapel Hill  
(daytime MBA program, Evening MBA Program, Weekend MBA program, Executive Education program, MBA Leadership Initiative, MPA Program)

**4. Publications: Articles, books, monographs, manuals, reports or other published material published 2008-2009 and three preceding years.**

- Currently writing 40 Best Historic Walks in North Carolina for UNC Press, due late 2009/early 2010
- Great Walks, 12 appearances in Our State magazine 2007, 4 appearances 2008, 13 appearances scheduled for 2009
- North Carolina Weekends, 2003
- 60 Hikes in 60 Miles, 2000
- Great Adventures in North Carolina 1998
- A Season on the Appalachian Trail: An American Odyssey, 1996
- Travel writer for Raleigh News and Observer, 1998-2002

**5. Research: Research projects undertaken in 2008-2009 and three preceding years: In addition to project title, note sponsors, funded or unfunded, research product(s) and dates.**

None

**6. Significant practitioner experience, with organizations, titles, dates, and duties.**

- Certified Myers-Briggs counselor
- 2005 – 2007 The Regis Group, consultant
- 1994 - 1997 North Carolina Office of the State Controller, Information Resource Management Services, Raleigh, NC
- September 1994 - September 1997: Manager of Training, SIPS
- 1997-1998 Manager, Education and Training, IRM.
- 1998 Communication Liaison, Y2K Project.
- 1984 - 1994 Global Software, 3200 Atlantic Avenue Raleigh, NC
- Marketing Manager for Healthcare Services Group
- Publications Manager
- Technical Writer

**7. Involvement in academic and professional associations, including selected program and workshop appearances.**

None

**8. Selected involvement in public service activities.**

None

**9. Selected consulting activities with nature of assignment and dates.**

- Team dynamics consultant: Medi-Click, Inc 2008, IBM, 2008, NCPMI, 2008

**1. Course number, title, and credits.**

PUBA 710, Organization Theories, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Gordon Whitaker

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Human resources
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior
- Diversity

**5. Course description.**

This course helps students develop the capacity for intelligent organization analysis and design. By the end of the course, each student should have a working knowledge of structural, human resource, political, and cultural theories of organization, providing a variety of perspectives on how and why organizations work as they do and an understanding of government, nonprofit, and business sector differences and similarities. Students will also have gained experience in applying theories to a government or nonprofit organization. Each will have completed four analyses of a public service organization. Thus, they will be better prepared to understand the organizations in which they work and to think critically and creatively about organizational and operational alternatives. This course also provides much of the theoretical grounding for next semester's course in public management and leadership (PUBA 711).

**6. Major topics covered.**

Organization Theories and Public Administration  
Division of Labor and Bureaucratic Structure  
Structural Variations  
Systems Models  
Structure and People  
Post-bureaucratic Models  
People in Organizations  
Group Dynamics  
Leadership  
Participation in Management  
Organization Development  
Learning Organizations  
Conflict in Organizations  
Using Power in Organizations  
Organizational Politics  
Language and Action  
Organization Culture  
Consequences of Organizational Culture  
Changing Organization Culture

Public Service Leadership in Diverse Workplaces and Communities  
Applying Alternative Frames as a Public Leader

**7. Typical textbooks and readings.**

Texts:

Lee G. Bolman and Terrence E. Deal, Reframing Organizations, third edition (2003)

Anne M. Khademian, Working with Culture (2002)

Articles:

Wilson, Woodrow, "The Study of Administration" (1887)

Mintzberg, Henry, "Managing Government" (1996)

Smith, Adam, excerpt from *The Wealth of Nations* (1776)

Taylor, Frederick W. pp. 13-22 of "Chapter 2" in *Principles of Scientific Management* (1916)

Weber, Max, "Bureaucracy," *From Max Weber: Essay in Sociology*, edited and translated by H.H. Gerth and C. Wright Mills (1946, originally published in German in 1922)

Gulick, Luther, pp. 3-13 in Luther Gulick and Lyndall Urwick, eds. *Papers on the Science of Administration*. (1937)

Simon, Herbert, "The Proverbs of Administration," *Public Administration Review* (1946)

Mintzberg, Henry, pp. 18-34 in *The Structure of Organizations* (1979)

Kushner, Roland J. and Peter P. Poole, "Exploring Structure" *Nonprofit Management and Leadership* (1996)

Katz, Daniel and Robert L. Kahn, pp. 14-29 in *The Social Psychology of Organizations*. (1966)

Thompson, James D., pp. 3-24 in *Organizations in Action*. (1967)

Merton, Robert K., excerpt from *Social Theory and Social Structure* (1957)

Kerr, Steven, "On the Folly of Rewarding A, While Hoping for B," *Academy of Management Journal* (1975)

Heikkila, Tanya and Kimberley Roussin Isett, "Modeling Operational Decision Making in Public Organizations," *American Review of Public Administration* (2004)

Powell, Walter B., "Neither Market Nor Hierarchy: Network Forms of Organization," *Research in Organizational Behavior*, Vol. 12, JAI Press (1990)

Herranz, Joaquin, Jr. "The Multisectoral Trilemma of Network Management," *Journal of Public Administration Research and Theory* (2008)

Marvel, Mary K. and Howard P. Marvel, "Outsourcing Oversight: A Comparison of Monitoring for In-House and Contracted Services," *Public Administration Review*, Vol. 67, pp. 521-530 (2007)

Alford, John and Owen Hughes, "Public Value Pragmatism as the Next Phase of Public Management," *American Review of Public Administration* (2008)

Maslow, Abraham H., "A Theory of Human Motivation," *Psychological Review* (1943)

McGregor, Douglas Murray, "The Human Side of Enterprise," *Management Review* (1957)

Vinzant, Janet, "Where Values Collide," *American Review of Public Administration* (1998)

Alexander, Jennifer and Samuel A. Richmond, "Administrative Discretion: Can We Move Beyond Cider House Rules?" *American Review of Public Administration* (2007)

Follett, Mary Parker, "The Giving of Orders," in Henry C. Mitchell, ed., *Scientific Foundations of Business Administration* (1926)

Hersey, Paul and Kenneth Blanchard, "Great Ideas Revisited / Life Cycle Theory of Leadership," *Training and Development* (1996)

Mintzberg, Henry, "Covert Leadership," *Harvard Business Review* (1998)

Bowen, David E. and Edward E. Lawler III, "The Empowerment of Service Workers," *Sloan Management Review* (1992)

Harris, Margaret, "Doing It Their Way: Organizational Challenges for Voluntary Associations," *Nonprofit and Voluntary Sector Quarterly* (1998)



Course Abstract: Required Graduate Courses

- Victor, Bart and Carroll Stephens, "The Dark Side of the New Organizational Forms," *Organization Sciences* (1994)
- Argyris, Chris, "Intervention Theory and Methods" (1980)
- Argyris, Chris, "Good Communication That Blocks Learning," *Harvard Business Review* (1994)
- Cyert, Richard M. and James G. March, "A Behavioral Theory of Organizational Objectives," in Mason Haire, ed., *Modern Organization Theory* (1959)
- Waterman, Richard W. and Kenneth J. Meier, "Principal Agent Models," *Journal of Public Administration Theory and Practice* (1998)
- Kaufman, Herbert (2008), "Ruminations on the Study of American Public Bureaucracies," *American Review of Public Administration* (2008)
- Bruins, Jan, "Social Power and Influence Tactics," *Journal of Social Issues* (1999)
- Jensen, Jason L., "Getting One's Way in Debates: Influence Tactics Used in Group Decision-Making Settings," *Public Administration Review* (2007)
- Kanter, Rosabeth Moss, "Power Failure in Management Circuits," *Harvard Business Review* (1979)
- Pfeffer, Jeffrey, from *Power in Organizations* (1981)
- Bourdeaux, Carolyn, "Politics versus Professionalism," *Journal of Public Administration Research and Theory* (2008)
- Connell Raewyn, "Glass Ceilings or Gendered Institutions? Mapping the Gender Regimes of Public Sector Workplaces," *Public Administration Review* (2006)
- deHaven-Smith, Lance and Kenneth C. Jenne II, "Management by Inquiry," *Public Administration Review* (2006)
- Feldman, Martha S., Anne M. Khademian, Helen Ingram, and Anne S. Schneider, "Ways of Knowing and Inclusive Management Practices," *Public Administration Review* (2006)
- Louis, Meryl Reis, "Surprise and Sense Making: What Newcomers Experience in Entering Unfamiliar Organizational Settings," *Administrative Science Quarterly* (1980)
- Nutt, Paul D. "Comparing Public and Private Sector Decision-Making Practices," *Journal of Public Administration Research and Theory* (2006)
- Perry, James L. "Democracy and the New Public Service," *American Review of Public Administration*, Vol. 37, pp. 3-16 (2007)

**1. Course number, title, and credits.**

PUBA 711, Public Management and Leadership, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Gordon Whitaker

**3. Prerequisites for the course.**

PUBA 710

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Human resources
- Organization and management concepts and behavior
- Diversity

**5. Course description.**

This course is designed to help you develop knowledge, understanding, and skills to work more effectively in organizations and to be a more effective leader. Managing and leading are group processes that depend on personal insights and skills. Improving your effectiveness as a manager and leader involves understanding yourself and how you interact with others and developing skills for working with others.

In this course, you will learn by doing and by reflecting on what your actions mean. This is very much a "hands on" course, designed so you can gain practice in understanding yourself, setting and achieving professional development goals, and managing your project team.

These project teams of three to five people will plan and conduct a project for a public service agency. Each team will have full responsibility for its project, from initial negotiations with the client agency to final reporting to the agency on the results of the project. Each team determines how to design its project, manage project operations, and manage the team itself. Thus, the team will provide you opportunities to practice management and leadership skills. You will also be using these same team projects in PUBA 720 with Maureen Berner.

To help you integrate your learning from the course, I ask that you develop and use a plan for personal learning, keep a journal of your experiences implementing your plan, and write a series of learning statements to evaluate your professional development as a manager and leader over the course of this semester.

**6. Major topics covered.**

- MPA Assessment Center and MBTI
- Personal Styles and Leadership
  - Personal Planning Conferences
  - Organizing an Effective Team
  - Effective Team Processes
  - Project Planning, Delegation, Control
  - Creative Team Processes
  - Strategies for Mutual Learning
- Managing Conflict
  - Negotiating
  - Video-taped Role Plays

## Course Abstract: Required Graduate Courses

- Diversity and Public Leadership
  - Leading Change
  - Engaging Others in Change
  - Public Service Leadership
  - Entering a New Organization/Preparation for Summer Professional Work Experience
- Team Project Presentations

### 7. Typical textbooks and readings.

- Covey, Stephen R. *The 7 Habits of Highly Effective People*, 1989
- Heifetz, Ronald A. and Marty Linsky. *Leadership on the Line*, 2002
- Ury, William. *Getting Past No*, 1991
- Carlson, Margaret, “Group Effectiveness” at <http://ncinfo.iog.unc.edu/pubs/electronicversions/pg/carlson2.htm>
- Schwarz, Roger, “Ground Rules for Effective Groups,” 2002
- *EffectiveMeetings.Com* at <http://www.effectivemeetings.com/>
- Teams (especially How to Be an Effective Team Member, Using Group Process Techniques to Improve Meeting Effectiveness, How to Be an Effective Team Leader, Quick Tips for Leading Your Next Meeting, Brainstorming Techniques That Work)
- Meeting Basics (especially Meetings 101, Meeting Expectations, Making Meetings Work)
- Meeting Planning (especially How to Create an Agenda, 1+ Tips for Starting and Finishing Your Meeting on Time)
- *Basic Guide to Conducting Effective Meetings* at <http://www.managementhelp.org/misc/mtgmgmnt.htm>
- *Project Management* at <http://www.businessballs.com/project.htm>
- *Project Planning and Management Tools* at [http://www.mindtools.com/pages/main/newMN\\_PPM.htm](http://www.mindtools.com/pages/main/newMN_PPM.htm)
- Estimating Time Accurately
- Scheduling Simple Projects
- Gantt Charts
- Critical Path Analysis and PERT
- University of New Hampshire, “Community Building: Engaging the Citizens in the Community -- Best Practices” at <http://extension.unh.edu/Pubs/CDPubs/ECCBP.pdf>
- University of New Hampshire, “Public Participation in Local Decision-Making” at <http://extension.unh.edu/News/publpart.htm>

**1. Course number, title, and credits.**

PUBA 719. Introductory Policy Evaluation Methods, 3 credits.

**2. Course instructors during 2008-2009 and 2009-2010**

Maureen Berner, Ph.D.

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Technology Applications

**5. Course description.**

To be successful, public administrators need to be able to analyze and evaluate policies and to understand analysis and evaluations done by others. This course is the first in a series designed to provide MPA students with the tools necessary to design analysis and evaluations, gather, analyze and interpret information, present results, and make recommendations. In this class, we focus on quantitative rather than qualitative tools. It is a course in basic applied statistics and research design. While we will work with data extensively, the emphasis of the class is to demonstrate how statistics can help public managers do their jobs better, rather than mastery of statistical theory. At the same time, a minimal understanding and appreciation of statistical theory is necessary to use data correctly. The overall goal of the course is to make students educated consumers of statistical information.

**6. Major topics covered.**

At the end of the course, the students should be able to understand and be able to describe general approaches to and problems with social science research and data measurement; conduct basic statistical analyses of raw data; evaluate statistical research performed by others; and present information effectively through written briefing memos and presentations.

To achieve these objectives, the course is roughly divided into four sections. The first section introduces the logic of research methodology and prepares students to undertake and critique research evaluating management decisions. The second section covers basic empirical analysis. In this part of the course, you will learn how to analyze data using descriptive statistics. The students also learn the importance of getting a feel for the data in order to assess their usefulness. The third section teaches students how to use data to make inferences and test hypotheses. The fourth section introduces the principles of regression analysis, the most common of the more sophisticated social science research tools.

**7. Typical textbooks and readings.**

- Meier and Brudney. Applied Statistics for Public Administration 6th Ed.
- Michael Lewis-Beck. Applied Regression: An Introduction
- U.S. General Accounting Office. Using Statistical Sampling. PEMD-10.1.6
- U.S. General Accounting Office. Quantitative Data Analysis: An Introduction. PEMD-10.1.11
- Current newspaper articles using statistics

**1. Course number, title, and credits.**

PUBA 720, Methods for Policy Analysis and Evaluation 3 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Maureen Berner, Ph.D.

**3. Prerequisites for the course.**

PUBA 719 or its equivalent, or permission of the instructor

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Technology Applications

**5. Course description.**

Program evaluation is not an easy thing to classify. It can involve everything from simple inventories to complicated quantitative analyses to multi-site longitudinal studies. The common feature of any program evaluation is that it is meant to evaluate something--to render judgment or answer some question.

Modern evaluation has its origins in the field of education, where government officials wanted some sense the impact of federal dollars in education intervention programs. The question involved was whether the dollars employed actually improved educational outcomes. Did federal dollars matter?

Evaluation is now used in a wide variety of contexts and arenas. This course will provide a general introduction to evaluation, from different ways to approach evaluation to some specific methods used. Framework and method are only part of the process, however. Good results that cannot be effectively communicated are of no value. Therefore, we will also briefly discuss how to communicate results, deal with ethical and political issues, and evaluate the evaluation.

**6. Major topics covered.**

At the end of the course, students should be able to understand and be able to describe the history of and general approaches to program evaluation; use a variety of program evaluation tools including surveys, focus groups, process mapping and regression analysis; evaluate evaluations performed by themselves and others; and present evaluation results effectively through group papers and presentations.

**7. Typical textbooks and readings.**

- Evaluation Methodology Basics by E. Jane Davidson
- Level Best by Festen and Philbin
- Research Methods for Community Change by Stoecker.
- Various current articles and readings posted on-line

**1. Course number, title, and credits.**

PUBA 721, Professional Communication, 3 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Lynn Setzer

**3. Prerequisites for the course.**

Admission to the MPA program

**4. Course objectives in relation to total curriculum:**

PUBA 721 gives students the opportunity to practice their communication skills across all of these areas:

- Ethical Action
- Human resources
- Budgeting and financial processes
- Information management, technology applications, and policy
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior
- Technology applications

**5. Course description.**

This skills-building course acquaints students with professional writing and speaking techniques across a variety of venues.

**6. Major topics covered.**

Document design and structure, editing, the role of artwork, presenting numbers, organizing presentations, slide design, speaking technique.

**7. Typical textbooks and readings.**

Because the course builds skill, students practice basic concepts rather than read about them.

**1. Course number, title, and credits.**

PUBA 723, Human Resources Management, 3 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Willow Jacobson

**3. Prerequisites for the course.**

No prerequisite

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Human resources
- Legal and political institutions and processes
- Organization and management concepts and behavior
- Diversity

**5. Course description.**

Human Resource Management is a rapidly evolving field in the public, private, and not for profit sectors. HRM fulfills a function critical to the success of every organization: the acquisition, development, and effective use of the organization's human talent. For public organizations, these activities are pursued in the context of legal and institutional settings that shape and constrain managerial actions in significant ways. Understanding the political and institutional environment of public management is, therefore, one objective of this course. We will examine the evolution of the United States civil service system, highlighting important, and often competing, values and principles that have emerged and shaped contemporary human resource management. The course will highlight a number of constraints, imposed by laws and regulations, confronting public managers and various approaches and techniques used to address these constraints. Traditional HRM functions such as recruiting and retaining employees, as well as contemporary managerial responsibilities, such as managing and motivating a diverse workforce and fostering ethics and accountability in the workplace will be explored.

**Course Objectives**

- Provide students with an overview of traditional and contemporary issues and trends in human resource management
- Provide students with a grounding in the current challenges facing public managers and human resource departments
- Create an opportunity for experimental learning through role-plays, cases, simulations, and debates
- Help develop students to be better consumer of HR services

**6. Major topics covered.**

- Course Introduction and Competing Values
- Evolution & Prospects of Civil Service Systems
- Introduction to Public Personnel Law and Constitutional Issues
- Diversity
- Job Analysis & Classification
- Recruiting & Hiring the Right People
- Employee Development & Training
- Discipline and Termination
- Motivating Public Sector Employees

## Course Abstract: Required Graduate Courses

- Evaluating & Rewarding Public Sector Employees
- Family Friendly Policies and Workforce Planning
- Sexual Harassment & Other Emerging Issues
- Reforming HRM: Models and Experiences

### 7. Typical textbooks and readings.

Nigro, Nigro, and Kellough, *The New Public Personnel Administration*, sixth edition, (New York: Wadsworth 2007)

#### Readings:

- Allred, Stephen, *Employment Law: A Guide for North Carolina Public Employers*. 1999 (selected chapters)
- Buford, James and James Linder, *Human Resource Management in Local Government*, 2002. (selected chapters)
- Freyss, Siegrun Fox editor. *Human Resource Management: An Essential Guide* (selected chapters)
- Sally Coleman Selden and Frank Selden, (July 2001) "Rethinking diversity in public organizations for the 21st century: moving toward a multicultural model." *Administration & Society*
- Cox, Taylor. 1994. "A Model to Guide Organizational Change." *Cultural Diversity in Organizations: Theory, Research & Practice*, Berrett—Koehler, San Francisco, CA
- Hays, Steven W. and Richard C. Kearney, *Public Personnel Administration: Problems and Prospects*, fourth edition, (New Jersey: Prentice Hall 2003). (selected chapters)
- Roberts, Gary E. "Issues, Challenges, and Changes in Recruitment and Selection." In Hays, Steven W. and Richard C. Kearney, *Public Personnel Administration: Problems and Prospects*, fourth edition, (New Jersey: Prentice Hall 2003).
- Brown, Judith, "Training Needs Assessment: A Must for Development an Effective Training Program," *Public Personnel Management*. Vol. 31, No. 4, Winter 2002. p. 569-578.
- Daley, Dennis M. (2002) *Strategic Human Resource Management: People and Performance Management in the Public Sector*. (selected chapters)
- Wise, Charles R., Brian Clemow, Seranne P. Murray, and Lisa B. Bingham. "When Things Go Wrong." In *Human Resource Management: An Essential Guide*. Chapter 8
- Perry, J. L. and Lois Wise, 1990, "The Motivation Bases of Public Service." *Public Administration Review* vol. 50, pp. 367-373
- Jacobson, Willow. (2007) "Two's Company, Three's a Crowd, and Four's a Lot to Manage: Supervising in Today's Intergenerational Workforce." *Popular Government*. Vol. 73. No. 1
- Oster, Sharon M. 1995. "Human Resource Management." *Strategic Management for Nonprofit Organizations: Theory and Cases*. New York, NY: Oxford University Press. (p. 65-74).
- Pynes, Joan E. 2004. "The Implementation of Workforce and Succession Planning in the Public Sector." *Public Personnel Management*. V 33 n4.
- Helton, Kimberly A. and John A. Soubik. 2004. "Case Study: Pennsylvania's Changing Workforce Planning Today with Tomorrow's Vision." *Public Personnel Management*. V 33 n 4.
- Durst, Samantha L. 1999 "Assess the Effect of Family Friendly Programs on Public Organizations". *Review of Public Personnel Administration*; Summer.
- Lee, Robert D. and Paul S. Greenlaw, 1997. "A Legal Perspective on Sexual Harassment." In *Public Personnel Management: Current Concerns, Future Challenges*



Course Abstract: Required Graduate Courses

- Eberhardt, Bruce J., Steven B. Moser, and David McFadden. 1999. Sexual Harassment in Small Government Units: An Investigation of Policies and Attitudes." *Public Personnel Management*; Fall, 28, 3.
- Ashbsugh, S., and Miranda, Rowan "Technology for Human Resource Management: Seven Questions and Answers." *Public Personnel Management*, 2002, 31(1), 7-20.
- Hays, Steven W. 2004 "Trends and Best Practices in State and Local Human Resource Management." *Review of Public Personnel Administration*. V. 24 n3 p. 256-275.
- Patricia Wallace Ingraham; Sally Coleman Selden; Donald P. Moynihan. 2000 "People and Performance: Challenges for the Future Public Service--the Report from the Wye River Conference." *Public Administration Review*, v60 i1 p54
- Berman, Evan M and Jonathan P. West. "Ethics Management and Training" in Riccucci, Norma M. eds. *Public Personnel Administration: Current Concerns, Future Challenges*, 4th edition. New York: Longman.

**1. Course number, title, and credits.**

PUBA 725, "Collaborative Governance," 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

2007/08 (N/A – new course in 2008/2009)

2008/09 – Rick Morse

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior

**5. Course description.**

Explore contemporary thought on networks and governance and their place in public administration theory and practice. Examine processes and structures of, and develop skills relevant to, collaborative public management.

**6. Major topics covered.**

- Governance and its place in public administration theory
- Networks and public management
- Models of collaboration
- Collaborative problem-solving process
- Forms of interagency collaboration
- Collaboration in specific domains (environment, emergency management, community and economic development, human services)
- Interlocal collaboration and regionalism
- Accountability in network settings
- Contracting
- Engaging stakeholders
- Leadership for collaboration

**7. Typical textbooks and readings.**

*The Transformation of Governance*, Don Kettl (Johns Hopkins Press, 2002)

*Working Across Boundaries*, Russ Linden (Jossey-Bass, 2002)

*A Practical Guide to Collaborative Governance* (Policy Consensus Initiative, 2007)

*A Manager's Guide to Choosing and Using Collaborative Networks*, Brinton Milward and Keith Provan (IBM Business of Government, 2006)

**1. Course number, title, and credits.**

PUBA 730, Governmental and Nonprofit Accounting, 2 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Gregory S. Allison, CPA

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Budgeting and financial processes
- Political and legal institutions and processes
- Technology applications

**5. Course description.**

The primary objective of this course is to introduce public administration students to governmental fund accounting, auditing, and financial reporting. Students gain a working knowledge of the unique terminology and reporting structure employed in fund accounting and the role it plays in the fiscal management of governmental and nonprofit entities. Successful completion of the course prepares the student to use with external financial statements of governmental and nonprofit entities,

**6. Major topics covered.**

- Governmental accounting and financial reporting environment
- Governmental fund structure
- Government-wide financial reporting
- Fund financial reporting
- Analyzing financial statements
- Comprehensive Annual Financial Reports
- Auditing governmental and nonprofit entities
- Budgeting and its relationship to financial reporting

**7. Typical textbooks and readings.**

Students use a course pack for this course that includes homework and exercises, selected readings from a variety of resources (primarily *Governmental and Nonprofit Accounting: Theory and Practice – Ninth Edition*, published by Prentice Hall). Students are not required to purchase a textbook – all required readings are provided via the course pack. Students are also provided a variety of external financial statements of local governmental entities and nonprofit entities for analysis purposes.

**1. Course number, title, and credits.**

PUBA 731, Government Budgeting & Finance, 3 credits

**2. Course instructors during 2008-2009 and 2009-2010**

William C. Rivenbark

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Budgeting and financial processes
- Decision making and problem solving
- Political and legal institutions and processes
- Economic institutions and processes
- Technology applications

**5. Course description.**

The purpose of Government Budgeting and Finance is to serve as a survey course, introducing students to the theories and concepts of financial management and to expose students to the practical application of local government budgeting. The course is divided into three sections. The first section presents the major areas of financial management, including the role of public finance, the theory of budget reform, and the examination of budgeting as management. The second section presents common analytical tools often used by financial and budget analysts, including performance measurement, inflationary adjustments, and forecasting salaries. The third section of the course presents the practical application of local government budgeting, representing the area of financial management that drives public policy. Students examine the revenue structure of local government, the major areas of expenditure, and the requirement of producing a balanced budget. This section is supplemented with a case study, requiring students to balance an operating budget for a local government and to write a budget message.

**6. Major topics covered.**

- Cover the role of public finance and the basic concepts of taxation
- Introduce the basic concepts of financial management
- Present the language of financial management
- Discuss budget theory and types of budget approaches
- Review common analytical tools
- Analyze the process of local government budgeting
- Outline the contents of local budget documents
- Conduct a case study to balance a budget
- Write a budget message

**7. Typical textbooks and readings.**

Robert L. Bland (2007). *A Budgeting Guide for Local Government*, 2<sup>nd</sup> edition. Washington, DC: International City/County Management Association.

**1. Course number, title, and credits.**

PUBA 732, Economics for Public Administrators, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Karl Smith

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Economic institutions and processes

**5. Course description.**

Basic introduction to economic principles and methods, including Supply and Demand analysis, Consumer and Producer Surplus, Deadweight Loss and Incidence of Taxation.

**6. Major topics covered.**

Supply and Demand, Deadweight Loss, Consumer and Producer Surplus

**7. Typical textbooks and readings.**

Lecture Only

**1. Course number, title, and credits.**

PUBA 733, Strategic Information Technology Management, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Shannon Howle Tufts

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Information management, technology applications, and policy

**5. Course description.**

The primary goal of this course is to build students' knowledge in information and technology management (e-government) as a critical area of government operation. After completing this course, students will have a broad understanding of the following areas: the definitions, current status, prospects, and challenges of public sector IT; the methodology, politics, and management of public sector IT projects; information policy and information resources management in government; and, areas of application of information technology to governments, such as GIS and security

Specifically, we address how to deal with technology, how to make good investments in IT, and how to translate the goals and promises of technology into real organizational efforts. As public administrators, each of you will have power and control over technology (in terms of budgeting, acquiring, using) but you will hire the "techies" instead of becoming one. So, the ultimate course goal is to teach you how to talk to those "techies" and vendors, understand what you need from a system, identify when you are being misled, and basically serve as a technology champion for your organization.

To realize the goals of this course, we focus on concepts and tools for managing information technology. The course modules will include a basic introduction to information technology, understanding e-government efforts, the dimensions of technology initiatives, critical success factor identification, strategic management, project management, risk management, and change management. Additional tools and concepts will also be covered throughout the course, with strategic information technology management acting as the overarching framework to unify our discussions.

This course operates in both academic and applied settings through assigned readings, in-class discussions, and group presentations. The emphasis of the class is centered on practical, applied research and readings as they relate to public sector information technology. The class discussions are designed to translate your assigned readings into real-world examples and best practices, in an effort to create a community of practice.

**6. Major topics covered.**

- Technology Primer/ E-Government
- Understanding the Enterprise (application of IT in the public sector)
- Strategic IT Planning and IT Alignment with Government Goals/Objectives
- Project Management
- Risk Management
- Legal and Regulatory Issues related to Public Sector IT
- Change Management
- Leadership
- Web 2.0 and its impact on government

**7. Typical textbooks and readings.**

“IT Doesn’t Matter” Nicholas Carr

“Strategic IS Alignment: The Necessity for a Hybrid Framework Linking Shared Vision, Leadership,

Change Management and Diffusion Theory” LeAnn Hilgers, Barb Marcolin, Mike Chiasson, and Mansour Javidan

“IS Project Selection: The Role of Strategic Vision and IT Governance” Susan A. Sherer

“Making a Case for Local E-Government” Meghan E. Cook, Mark F. LaVigne, Christina M. Pagano, Sharon S. Dawes, Theresa A. Pardo

Numerous Gartner Publications (8 articles)

**1. Course number, title, and credits.**

PUBA 740, Decision Analysis, 3 credits

**2. Course instructors during 2008-2009**

(Titled 'Policy Analysis' and taught by Morse in 2007-2008)

Dale Roenigk, 2008-2009

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Technology applications

**5. Course description.**

The aim of this class is to provide an introduction to a process for systematically thinking about decisions and to a number of quantitative techniques for analyzing decisions. The focus is on making decisions whether these be among policy alternatives or day to day management choices. By the end of the class, students should be able to construct several types of simple decision models and have a basic foundation on which to build for future use of these techniques or for understanding how others use these models to analyze decisions.

**6. Major topics covered.**

- Structuring Decision Analysis
- Decision Trees
- Linear Optimization
- Forecasting
- Cost-Benefit Analysis
- Simulation

**7. Typical textbooks and readings.**

Winning Decisions : Getting it Right the First Time, 2002 by/ J. Edward Russo and Paul Schoemaker

Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, 3rd edition 2008, by Frederick Hillier and Mark S. Hillier



**1. Course number, title, and credits.**

PUBA 740, Public Policy Analysis, 3 credits

**2. Course instructors during 2007-2008**

Ricardo Morse, 2007-2008 (Course changed in 2008-2009 to “Decision Analysis” and taught by Roenigk)

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Policy and program formulation, implementation and evaluation
- Decision-making and problem-solving
- Technology applications

**5. Course description.**

The course is designed to develop understanding of fundamental concepts underlying the practice of policy analysis. The goal is to become a more sophisticated consumer of policy research and a more sophisticated producer of policy research/analysis by: 1) Gaining experience applying various analytic “tools” to research policy problems; 2) Developing or enhancing critical thinking skills in relation to analyzing public problems; and 3) Practicing communicating policy analysis in written and oral form.

**6. Major topics covered.**

- Policy frameworks (market, community)
- Goals of public policy
- Problem framing
- Decision analysis
- Secondary sources research
- Best practices research
- Public policy “tools”
- Spreadsheet modeling
- Forecasting
- Benefit-cost analysis
- Values and policy analysis

**7. Typical textbooks and readings.**

Bardach, Eugene. 2005. *A Practical Guide for Policy Analysis*. Washington, D.C.: CQ Press.

Gupta, Dipak K. 2001. *Analyzing Public Policy: Concepts, Tools, and Techniques*. Washington, D.C.: CQ Press.

Stone, Deborah. 2002. *Policy Paradox: The Art of Political Decision Making*. Revised Ed. New York: W.W. Norton & Co.

**1. Course number, title, and credits.**

PUBA 742, Values and Ethical Perspectives in Public Policy, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

John Stephens, 2007-2008

Course eliminated in 2008-2009

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical action
- Human resources
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior

**5. Course description.**

Examination of the moral values of public service focusing on personal, professional and organizational dimensions. The course is organized around students' creation of a rigorous, practical plan for their continuing ethics education and professional development. The course is designed for students to reflect on their public administration formal education and experience, probe the ethical challenges therein, and prepare for ethical behavior in the workplace and professional settings.

Course Objectives:

- Comprehend moral concepts, reasoning and major systems of ethics
- Examine cases to identify moral issues and assess ethically responsible actions
- Critically examine ethics in public settings through three dimensions: personal, professional and organizational
- Create a rigorous, practical plan for continuing ethics education and professional development

**6. Major topics covered.**

- Personal and professional values, ranking of values
- Organizational culture, values and ethics
- Codes of Ethics
- Psychological development and ethics
- Analysis of ethical dilemmas
- Systems of ethics: virtue/intuition, deontology, utilitarianism

**7. Typical textbooks and readings.**

James H. Svara. 2007. *The Ethics Primer for Public Administrators in Government and Nonprofit Organizations*. Boston: Jones and Bartlett Publishers.

Selections from: *Cooper, Terry L.* 2006. *The responsible administrator: an approach to ethics for the administrative role* (5th ed.). San Francisco: Jossey-Bass.

Jacques A.M. van Blijswijk, Richard C.J. van Breukelen, Aimee L. Franklin, Jos C.N. Raadschelders, Pier Slump. Beyond Ethical Codes: The Management of Integrity in the Netherlands Tax and Customs Administration. *Public Administration Review* 64:6 (Nov/Dec 2004). 718-726

Course Abstract: Required Graduate Courses

- Tae Hwa Jung, John M. Strate, and James Leidlein. 2007. "What About a Ten Commandments Plaque in City Hall?" *Public Integrity*. Vol. 9 Issue 4, 349-361.
- Thomas H. Jevons (1994). *Ethics in Nonprofit Management: Creating a Culture of Integrity*, pages 184-207. (Chapter 9 in *The Jossey-Bass Handbook on Nonprofit Leadership and Management*).

Course Abstract: Required Graduate Courses

**1. Course number, title, and credits.**

PUBA 745, MPA Professional Development Seminar, 1 credit

**2. Course instructors during 2007-2008 and 2008-2009**

Carl Stenberg

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior

**5. Course description.**

- Integration of learnings from MPA students' courses and professional field experience (internship) through site visits, conferences and seminars.

**6. Major topics covered.**

- Public administration and governance

**7. Typical textbooks and readings.**

None

**1. Course number, title, and credits.**

PUBA 746 MPA Professional Development Seminar II, 1 credit

**2. Course instructors during 2007-2008 and 2008-2009**

Carl Stenberg

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

- Ethical Action
- Political and legal institutions and processes
- Economic and social institutions and processes
- Organization and management concepts and behavior

**5. Course description.**

- Integration of learnings from MPA students' courses and professional field experience ('internship') through site visits, conferences and seminars.

**6. Major topics covered.**

- Public administration and governance

**7. Typical textbooks and readings.**

None

**1. Course number, title, and credits.**

PUBA 749, Managing Public Policy; 3 credits, 2007-2008

PUBA 749-002, Ethical and Effective Public Administration, 1.5 credits, 2008-2009

(PUBA 749-001 became a separate 1.5 credit elective course, focusing on capstone project planning. That content, formerly part of PUBA 749, is described in the elective course section of this report.)

**2. Course instructors during 2007-2008 and 2008-2009**

2007-2008: Carl Stenberg and Willow Jacobson

2008-2009: Willow Jacobson

**3. Prerequisites for the course.**

Completion of first-year core courses and fall semester second-year core courses

**4. Course objectives in relation to total curriculum.**

Integration of each student's MPA education with particular emphasis on

- Ethical Action
- Diversity

**5. Course description.**

This is the "Capstone" course for the MPA program, which provides a context in which to: (a) integrate and synthesize material from previous courses, internships, and research; (b) connect theory with practice; and (c) broaden and deepen your value perspectives as you prepare to leave the program.

**6. Major topics covered.**

- Key points of tension in contemporary public administration and their evolution over time
- Differences and similarities between the concepts and practical applications of The Old Public Administration, The New Public Management, and The New Public Service
- Strategies for navigation of critical quadrants or "Compass Points" in public organizations
- Student's own philosophy of public service

**7. Typical textbooks and readings.**

Janet V. Denhardt and Robert B. Denhardt, *The New Public Service: Serving, Not Steering – Expanded Edition* (Armonk, NY: M.E. Sharpe, 2007)

Richard N. Haass, *The Bureaucratic Entrepreneur: How to Be Effective in Any Unruly Organization* (Washington, DC: Brookings Institution press, 1999)

**1. Course number, title, and credits.**

PUBA 722-01, Politics of Administrative Process, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Michele Hoyman

**3. Prerequisites for the course.**

Graduate Standing.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The goal of the course is to provide students with a good theoretical background in the policy process with an emphasis on how bureaucracies work based on the academic literature. In addition, we will endeavor to apply these theories to practical situations in public administration. In order that all the theoretical material not be simply hollow theory, we will do a simulation of a legislative hearing regarding what went wrong in terms of public administration following hurricane Katrina disaster. This should illustrate such processes as bargaining, coalition-building, role of interest groups (including the role of nonprofits), logrolling, pork barrel, and cue-taking among legislative processes within the current political context.

**6. Major topics covered.**

Models (elitism, rationalism, incrementalism, pluralism), government agenda-setting, non-profit agenda-setting, theories of institutions (iron triangle, constituency, capture, porous bureaucracy, closed system), interest groups, collective action and free riders, Congress as an institution, America's attitude to bureaucracy, collaborative governance.

**7. Typical textbooks and readings.**

Dye, Thomas, 1995, *Understanding Public Policy*, Englewood Cliffs, N.J: Simon and Schuster, 8<sup>th</sup> edition, 1995.

Lindblom, Charles, "The Science of Muddling Through", *Public Administration Review* (Spring, 1959, 79-88; reprinted in Shafritz and Hyde, *Classics of Public Administration*.

Kingdon, *Agendas, Alternatives and Public Policies*

Cohen, Steven "A Strategic Framework for Developing Responsibility and Functions from Government to the Private Sector Public Administration

Downs, George, and Larkey, Patrick, *Search for Government Efficiency*

Salamon, Lester, "The Nonprofit Sector at a Cross Roads: Case of America"

Ferris, James M. "The Role of Nonprofit Sector in a Self-Governing Society: A View from the U S", *Voluntas* v.9, no.2:137-151.

Heimovics, Herman & Jurkiewicz, "Executive Leadership & Resce.

Dependence in Nonprofit Organizations: A Frame Analysis", *PAR*, Sept/Oct.1993,V.53, No.5 419-427.

Frumkin, Peter, (2002) *On Being a Nonprofit: Conceptual and Policy Primer* (Cambridge, Mass: Harvard University).

Lowery and Brasher, Ch. 6 *Organized Interests and the Executive Branch* pp. 189-225

Denhardt and Denhardt *The New Public Service: Serving, not Steering*, ch.2 "Roots of the New Public Service", pp. 25-43

**1. Course number, title, and credits.**

PUBA 749-001, Ethical and Effective Public Administration , 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Carl Stenberg and colleagues, 2008-2009 (course offered as an elective only 2008-2009)

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course helps students plan their individual capstone research projects.

**6. Major topics covered.**

- Using your faculty committee effectively
- Identifying a practical research question
- Designing an appropriate research strategy
- Selecting appropriate data collection methods
- Mapping your research plan

**7. Typical textbooks and readings.**

None



**1. Course number, title, and credits.**

PUBA 751, City and County Management, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

2007-2008: Cal Horton

2008-2009: Carl Stenberg and Julie Brenman

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course introduces students to the work of local government managers in the United States. Although it focuses primarily on the council-manager form of government and the roles of city and county managers, the course also examines other forms of local government and the roles of executive mayors and chief administrative officers. The course addresses challenges facing local government managers and practices for establishing and maintaining successful relationships with elected officials, assistant managers, department heads, other employees, citizens, and representatives of news media, other governments, and other organizations, while pursuing community goals. In addition to challenges, we also will consider the rewards of public service careers in discussions with local government managers and an elected official who will visit the class.

**6. Major topics covered.**

- Principal forms of local government in the United States
- Roles of presiding mayor, executive mayor, county commission chair, county executive, manager, chief administrative officer, assistant manager, and department head
- Interactions among local government elected and appointed officials, citizens, and news media representatives
- Intergovernmental relations
- Policymaking in local government
- Managerial ethics, conduct, and professionalism
- Planning and decision-making
- Human resource management
- Service financing, delivery, and evaluation
- Facilitative leadership
- Career paths in local government management

**7. Typical textbooks and readings.**

David R. Morgan, Robert E. England, and John P. Pelissero, *Managing Urban America* (Washington, DC: CQ Press, 6<sup>th</sup> ed., 2007)

Douglas J. Watson and Rollin J. Watson, *Spending a Lifetime: The Careers of City Managers* (Athens, GA: Carl Vinson Institute of Government, 2006)

Scott Lazenby, *Playing with Fire* (Lincoln, NE: Writers Club Press, 2001)

**1. Course number, title, and credits.**

PUBA 756, Nonprofit Management, 3 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Margaret Henderson

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This class is best suited for graduate students who have had work or volunteer experience in nonprofits or other community organizations and who are seriously considering becoming an executive director of a small nonprofit organization. Although the topics discussed will have relevance for large or state/national nonprofits and for any kind of mission or issue, the emphasis will be on managing a small, community-based human service nonprofit.

Class work is applied more than theoretical, emphasizing development of personal skills, managerial tools, and professional practices that will provide a basis for effective leadership in the public sector. The work and practices of this class are going to mimic life as a nonprofit director. For example, students have to piece resources together for class assignments rather than finding one resource that meets all your needs. Students also have to prepare for participation in today's class while also doing groundwork for assignments due in the future.

**6. Major topics covered.**

Organizational Issues, Director/Board Relationships, Director/Volunteer Relationships, Human Resources

**7. Typical textbooks and readings.**

What We Learned (the hard way) About Supervising Volunteers

Jarene Frances Lee, with Julia M Catagnus, ISBN 0-940576-20-1, published by Energize, Inc.,  
<http://www.energizeinc.com/store/1-175-E-1>.

Executive Directors Guide: The Guide for Successful Nonprofit Management , Deborah Linnell, Radosevich, & Spack; Third Sector New England, published by United Way of Massachusetts Bay. <http://www.fieldstonealliance.org/productdetails.cfm?PC=16>

**Other Readings:**

"Departing? Arriving? Surviving and Thriving: Lessons for Seasoned and New Executives," by Tom Adams, The Nonprofit Quarterly, Volume 9, Issue 4, Winter 2002.

<http://www.nonprofitquarterly.org/section/367.html>

Problem Boards or Board Problems?" from The Nonprofit Quarterly

<http://www.tsne.org/print/428.html>

"Current Practice, The Board's Evolving Role: From Management to Governance," from Boardwalk Consulting, LLC.

<http://www.boardwalkconsulting.com/Docs/Templates/2005-04-18%20Board%20Responsibilities%20Template.pdf>

“Nonprofit Governance in the United States: Findings on Performance and Accountability from the First National Representative Study, by Francie Ostrower, published by The Urban Institute, 2008. Read online at

[http://www.urban.org/UploadedPDF/411479\\_Nonprofit\\_Governance.pdf](http://www.urban.org/UploadedPDF/411479_Nonprofit_Governance.pdf)

Developing A Board Recruitment Plan, by Frank Marinelli & Susan Biro, Create The Future. (provides links to other useful tools and articles)

<http://www.createthefuture.com/developing.htm>

[www.communitysharestn.org/documents/2008NominatingFormweb.doc](http://www.communitysharestn.org/documents/2008NominatingFormweb.doc) Community Shares Board Member Job Description and nomination form

<http://www.npcny.org/info/epe9.htm> **CPAs on Boards: Guidelines for Nonprofits Seeking New Board Members, Nonprofit Coordinating Committee of New York, Inc.**

<http://www.wisconsinrivers.org/documents/Board%20of%20Directors.pdf> Building An Effective Board of Directors, website of the River Alliance of Wisconsin.

“Boards Behaving Badly: Observations from the field,” by Owen Heiserman,

<http://www.nonprofitquarterly.org/section/727.html>

“How to Hire a Director for a Nonprofit Agency,” at [www.publicintersection.unc.edu](http://www.publicintersection.unc.edu) Publications page.

Review the website at [www.mapnp.org](http://www.mapnp.org); follow links to Human Resources Management, Retaining Employees.

“I’ve Got a Tiger by the Tail and I Can’t Let Go!, Edward Powers, The Difference Vol. 1, Issue 2, May 2001. [www.e-thedifference.com/Issue\\_2/epowers\\_tigertail.html](http://www.e-thedifference.com/Issue_2/epowers_tigertail.html)

**1. Course number, title, and credits.**

PUBA 757 / SOWO 885, Financial Management for Nonprofit Organizations, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Matt Despard, Clinical Assistant Professor, School of Social Work

**3. Prerequisites for the course.**

None.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course will help prepare students to provide financial leadership to nonprofit health, human service and community development organizations. The focus is on understanding and helping to produce key financial documents, ensuring that organizations follow sound financial management practices, facilitating financial planning and decision-making and communicating about financial matters with staff, board members, volunteers and other stakeholders. Prior bookkeeping and/or accounting knowledge and skills are not required nor will the course required more than basic math skills.

**6. Major topics covered.**

- Nonprofit Sector Overview: size, scope, subsectors; key trends; importance of financial management for nonprofits.
- Financial Leadership in Nonprofits: Respective roles of CEO, CFO, Treasurer, Finance Committee and Board of Directors; conflict of interest
- Financial Management Systems: Major nonprofit accounting standards; legal obligations of 501c3 tax-exempt status; cash vs. accrual based accounting; accounting system elements; financial management policies and procedures, including internal control processes; audit processes; Sarbanes Oxley Act applications.
- Assessing Financial Health: statements of financial position, activities, functional expenses, and cash flows; key measures of nonprofit financial performance
- Financial Planning: organization and program annual operating budgets; full cost recovery principles and practices; capital budgets; managing the budgeting process within nonprofit organizations; managing cash flow and operating reserves; developing investment policies and strategies;
- Resource Development Strategies: relationship between resource development and financial planning; opportunities and risks associated with social enterprise and other alternative revenue generation strategies; government contracts; endowments and other forms of capital investment.
- Communicating Financial Data: Understanding Form 990; communicating financial data through annual reports, web sites and other media.

**7. Typical textbooks and readings.**

Course Text:

Peters, Jeanne Bell, & Schaffer, Elizabeth. *Financial Leadership for Nonprofit Executives*. Amherst H. Wilder Foundation: Saint Paul, MN, 2005.

Additional Readings:

Internal Revenue Service (2006). Instructions for Form 1023 (read Appendix A - Sample Conflict of Interest Policy, pp. 25-26), found at: <http://www.irs.gov/pub/irs-pdf/i1023.pdf>

- Thomas, M.S. (2006). Managing the finances of nonprofit organizations, Chapter 12. in R.L. Edwards & J.A. Yankey (Eds.), *Effectively managing nonprofit organizations*
- Anthony, R.N. & Young, D.W. (2005). Financial accounting and financial management (Chapter 19). In R.D. Herman & Associates (Eds.) (2005). *The Jossey-Bass handbook of nonprofit leadership and management (2<sup>nd</sup> edition)*. San Francisco: Jossey-Bass.
- Young, D.W. (2005). Management accounting (Chapter 20). In R.D. Herman & Associates (Eds.) (2005). *The Jossey-Bass handbook of nonprofit leadership and management (2<sup>nd</sup> edition)*. San Francisco: Jossey-Bass.
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- Thomas, M.S. (2006). Managing the finances of nonprofit organizations, Chapter 12. in R.L. Edwards & J.A. Yankey (Eds.), *Effectively managing nonprofit organizations*.
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Retrieved on January 10, 2008 from: <http://www.compasspoint.org/askgenie/details.php?id=60>
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- Rotondi, A. (1997). Create a budget that works for you. *Nonprofit World*, 15(4): 46-51.
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[http://www.blackbaud.com/files/resources/whitepapers/WP\\_FinancialManagementForNPO.pdf](http://www.blackbaud.com/files/resources/whitepapers/WP_FinancialManagementForNPO.pdf)
- CompassPoint Nonprofit Services (2006). How should we invest our short-term cash balances?  
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- Miller, C. (2004). Gift horse or Trojan horse? A thorough physical is critical. *Reprinted from the Nonprofit Quarterly, Summer 2004*: 20-26.
- Overholser, G. (2007). Patient capital: The next step forward? NFF Capital Partners. Retrieved January 13, 2008 from:  
<http://www.nonprofitfinancefund.org/docs/Patient%20Capital%20Final.pdf>
- Smith, S.R. (2005). Managing the challenges of government contracts (Chapter 15). In R.D. Herman & Associates (Eds.) (2005). *The Jossey-Bass handbook of nonprofit leadership and management (2<sup>nd</sup> edition)*. San Francisco: Jossey-Bass.
- Cohen, T. (2005). Financial disclosure takes root, although some still balk. *The Nonprofit Times* (July 1, 2005). Retrieved from: <http://www.nptimes.com/Jul05/npt3.html>
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[http://www.independentsector.org/programs/gr/Draft\\_Form\\_990.htm](http://www.independentsector.org/programs/gr/Draft_Form_990.htm)
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[http://www.npcny.org/Form\\_990/990.htm#no2](http://www.npcny.org/Form_990/990.htm#no2)

**1. Course number, title, and credits.**

PUBA 760, Law for Public Administration, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Charles Szypszak

**3. Prerequisites for the course.**

None.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

Comprehensive introduction to the legal aspects of public administration including basic legal principles, analysis of excerpts from instructive cases, legal research for self-education, and practical concerns for management of legal issues and disputes.

**6. Major topics covered.**

The nature of law, constitutional principles, freedom of speech and religion, freedom of information, property, contracts, employment, personal injury, criminal law and procedure, administrative law and procedure, public ethics law, civil litigation and alternative dispute resolution, how to manage the lawyer relationship, and how to educate yourself about the law.

**7. Typical textbooks and readings.**

Jay M. Feinman, Law 101 (2nd ed. 2006)

Case excerpts (e.g., Marbury v. Madison, Griswold v. Connecticut, Mathews v. Eldridge, Grutter v. Bollinger, Texas Johnson, Van Orden v. Perry, New York Times v. United States, Beck v. Shelton, Dolan v. City of Tigard, Grose v. Sauvageau, Thompson v. Voldahl, Lawrence Brunoli, Inc. v. Town of Bradford, Berube v. Fashion Centre, Ltd., Garcetti v. Ceballos, Biakanja v. Irving, Dolan v. U.S. Postal Service, Papachristou v. City of Jacksonville, United States v. Agurs, Bring v. North Carolina, Frankel v. Board of County Commissioners of Teton County, Alyeska Pipeline Service Co. v. Wilderness Society, Dondi Properties Corp. v. Commerce Savings & Loan Ass'n.

**1. Course number, title, and credits.**

PUBA 765, Capital Budgeting and Finance, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Jack Vogt and Jeff Hughes

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The course's purpose is to identify and discuss concepts, issues and practices related to planning, budgeting, and financing major capital projects, primarily in local government. Case studies are used to explore and illustrate techniques for analyzing and making capital budget decisions.

**6. Major topics covered.**

- Rationale and scope of capital budgeting
- Capital budget process
- Identifying capital project and infrastructure needs
- Capital improvement programming, prioritization, and evaluation
- Project planning and evaluation for public enterprise projects
- Pay-as-go sources of capital financing
- Debt financing of capital projects
- Financing public enterprise projects
- Financing economic development
- Capital financing strategy

**7. Typical textbooks and readings.**

Vogt, Jack. *Capital Budgeting and Finance: A Guide for Local Governments*.  
Other relevant articles.

**1. Course number, title, and credits.**

PUBA 768, Public Affairs Dispute Resolution and Consensus-Building, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

John B. Stephens

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The course addresses the theory and practice of dispute resolution and consensus-building on public policy development and program implementation. Federal, state and local case studies and exercises are employed to help students develop skills in multi-party conflict analysis, assessment for dispute resolution intervention, and negotiation and facilitation processes. A major project provides an opportunity for students to apply course concepts to a situation or question drawn from their professional needs and/or personal curiosity.

**6. Major topics covered.**

- public disputes
- deliberative democracy
- negotiation, facilitation, mediation and collaboration
- conflict assessment
- public participation plan
- group dialogue methods

**7. Typical textbooks and readings.**

Carpenter, Susan and Kennedy, W.J.D. (2001). *Managing Public Disputes: A Practical Guide for Government, Business and Citizens' Groups*. 2nd ed. San Francisco: Jossey-Bass.

Gastil, John and Levine, Peter (2005). *The Deliberative Democracy Handbook: **Strategies for Effective Civic Engagement in the Twenty-First Century***. San Francisco: Jossey-Bass.

Stephens, John (2004). *A Guidebook to Public Dispute Resolution in North Carolina*. Chapel Hill, NC: School of Government, UNC-Chapel Hill.



**1. Course number, title, and credits.**

PUBA 770, Community Economic Development: Strategies and Choices, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Michele Hoyman

**3. Prerequisites for the course.**

Graduate standing.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

For any community, there are three sets of issues re. economic development: 1) The first is: What will be the impacts of a particular economic development event (growth) and the community's needs to offset the impacts. The economic impacts-jobs, commerce, and new industry, are just the beginning. There are also housing, education, environmental, transportation, sewage and water, budgetary impact, planning, and the impacts on political culture, political elite and public opinion. 2) The second set of issues is a broad choice of action for the community - retention, attraction of a large industrial siting, or growth from within (entrepreneurial strategy), each having certain advantages and disadvantages. 3) What choice of strategies should the community engage in: tax incentive packages (covered throughout the course), the sports strategy including the sports stadium, convention centers gaming, prison, or tourism? One of the classic tools is the abatement package. We will try to bargain back the in lieu of taxes which were abated in the original package based roughly on one of the packages in Power Steering. (The original packages are normally agreed to by the governor or the state economic development office). There will be a simulation of a bargaining session in which the community bargainers and corporate actors will try to reach an agreement about assessing the costs of the impact of the economic development event (an automobile plant).

**6. Major topics covered.**

Measuring economic development impacts, community criteria for measurement, siting decisions, bargaining, regime theory and solution sets, economic development in a rural environment.

**7. Typical textbooks and readings.**

Danielson, Michael. Home Team: Professional Sports and the American Metropolis. Princeton: Princeton University Press, 1997. (Only if stadium is chosen as a strategy)

DeLeon, Richard Left Coast City (Lawrence, Ks: Univ Press of Ks.)

Dreier, Peter, Mollenkopf, John, and Swanstrom, Todd, Place Matters (Lawrence, Ks: University Press of Kansas, 2001) isbn 0-7006-1135-5

Ferman, Barbara. Challenging the Growth Machine (Kansas, 1996)

Goetz, Edward Clearing the Way: Deconcentrating the Poor (Washington, D.C: Urban Institute isbn 0-87766-12-8

Hoyman, Michele. Power Steering: Global Automakers and the Transformation of Rural Communities (Lawrence, Ks: University Press of Kansas, 1997)

Jones, Bryan and Bachelor, Lyn. The Sustaining Hand (Lawrence, Ks: University Press of Kansas, 1993)

Malizia, Emil. Understanding Local Economic Development (Center for the Urban Research, 1999)

Stone, Clarence. Regime Politics: Governing Atlanta: 1946-1989 (Lawrence, Ks: University Press of Kansas, 1989)

**1. Course number, title, and credits.**

PUBA 771, Managing Economic Development, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Jonathan Q. Morgan

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Electives

**5. Course description.**

The course reviews fundamental economic development concepts, but emphasizes the practical application of theories and strategies. Economic development (ED) is examined in a way that highlights linkages to workforce and community development. The course is highly interactive combining lecture with in-class discussion. Students are expected to demonstrate an understanding of how various economic development tools and strategies can be utilized in addressing the challenges of competitiveness, growth, and community revitalization. Practitioners will be invited to share real-world experiences periodically as time permits.

**6. Major topics covered.**

- The Process of Economic Development
- Strategic Planning and Community Analysis
- Economic Development Tools
- Business Attraction and Retention
- Entrepreneurship and Small Business Development
- Community Development
- The New Economy: Globalization and Technology-based Development
- Workforce Development
- Industry Cluster-Based Strategies
- Creative Economies
- Sustainable Growth and Development
- Evaluating Economic Development Programs

**7. Typical textbooks and readings.**

Blakely, Edward J. and Ted K. Bradshaw. 2002. Planning Local Economic Development: Theory and Practice. Thousand Oaks, CA: Sage Publications, 3<sup>rd</sup> Edition.

Koven, Steven G. and Lyons, Thomas S. 2003. Economic Development: Strategies for State and Local Practice. Washington, DC: ICMA

Additional Required Readings

Atkinson, Robert (2005). "Prospering in an Era of Economic Transformation." *Economic Development Journal*, Summer issue.

Brown-Graham, Anita R. (2003). "The Missing Link: Using Social Capital to Alleviate Poverty." *Popular Government* 68(3): 32-41.

Brown-Graham, Anita R. and Jonathan Q. Morgan (2007). "Community Development and Affordable Housing." In *Managing Local Government Services*, ed. Carl Stenberg and Susan Austin. ICMA Press.

Caudle, Neil. (2004). "When the needles went to China." *Endeavors Magazine*, vol. XXI, no. 1.

- Felbinger, Claire and James Robey (2001). "Globalization's Impact on State and Local Policy: The Rise of Regional Cluster-Based Economic Development Strategies." *Policy Studies Review* 18(3).
- Florida, Richard (2003). "Cities and the Creative Class." *City & Community* 2(1): 1-19.
- Garmise, Shari (2006). "Ch. 2 Mapping the Maze: Charting the Workforce System." *People and the Competitive Advantage of Place: Building a Workforce for the 21st Century*. Armonk, NY: M.E. Sharpe, Inc.
- Hise, Rhonda and Arthur Nelson (1999). "Urban Brownfields: Strategies for Promoting Urban Brownfield Re-use at the State and Local Level." *Economic Development Review* 16(2): 67-72.
- Jepson, Edward and Anna Haines (2003). "Under Sustainability." *Economic Development Journal*, Summer issue.
- Klein, Eva (2007). "Your Regional Knowledge Economy Strategy: Is It Succeeding?" *Economic Development America*, spring issue, pp. 26-29.
- Lichtenstein, Gregg A. and Thomas S. Lyons (2001). "The Entrepreneurial Development System: Transforming Business Talent and Community Economies." *Economic Development Quarterly* 15(1): 3-20.
- Markusen, Ann (2004). "Targeting Occupations in Regional and Community Economic Development." *Journal of the American Planning Association* 70(3): 253-268.
- Mayer, Heike (2005). "Cluster Monitor: A Guide for Analyzing Industry Clusters in Regional Economies." *Economic Development Journal*, 4(4): 40-53.
- McEnroe, Kate (1994). "Incentives as a Public Investment." *Economic Development Review* 12(4): 12-15.
- Mooney, James E. (1994). "Creative Efforts at the Local Level for Providing Business Attraction and Expansion Incentives." *Economic Development Review* 12(4): 52-57.
- Morgan, Jonathan Q. (2004). "Clusters and Competitive Advantage: Finding a Niche in the New Economy." *Popular Government* 69(3): 43-54.
- Morgan, Jonathan Q. and David M. Lawrence (2007). Article 26: *Economic Development. County and Municipal Government in North Carolina*, Chapel Hill: UNC School of Government.
- Oden, Michael and Elizabeth Mueller (1999). "Distinguishing Development Incentives from Developer Give-Aways: A Critical Guide for Development Practitioners and Citizens." *Policy Studies Journal* 27(1): 1-12.
- Peters, Alan and Peter Fisher (2004). "The Failures of Economic Development Incentives." *Journal of the American Planning Association* 70(1): 27-37.
- Phillips, Phillip D. (1991). "Site Selection: Corporate Perspective and Community Response." *Economic Development Review* 9(2): 4-11.
- Phillips, Rhonda and Robert Pittman (2002). "Technology-Based Economic Development." *ICMA IQ Report* 34(5): 1-14.
- Porter, Michael E. 2000. "Location, Competition, and Economic Development: Local Clusters in a Global Economy." *Economic Development Quarterly* 14(1): 15-34.
- Reese, Laura A. and David Fasenfest (1997). "What Works Best?: Values and the Evaluation of Local Economic Development Policy." *Economic Development Quarterly* 11(3): 195-207.
- Rosenfeld, Stuart A. (2004). "Art and Design as Competitive Advantage: A Creative Enterprise Cluster in the Western United States." *European Planning Studies* 12(6): 891-904.
- Rosenfeld, Stuart A. (2004). "Crafting a New Rural Development Strategy." *Economic Development America*, Summer issue.
- Rubin, Herbert J. (1988). "Shoot Anything that Flies; Claim Anything that Falls: Conversations with Economic Development Practitioners." *Economic Development Quarterly* 2(3): 236-251.

Course Abstract: Elective Courses

- Shaffer, Ron; Steve Deller and Dave Marcouiller (2006). "Rethinking Community Economic Development." *Economic Development Quarterly* 20(1): 59-74.
- Shields, Martin. Using Employment Data to Better Understand Your Local Economy.
- Smith, Aaron (2007). "Targeting a Portfolio of Clusters." *Economic Development America*, spring issue, pp. 17-20.
- Sullivan, Daniel (2002). "Local Governments as Risk Takers and Risk Reducers: An Examination of Business Subsidies and Subsidy Controls." *Economic Development Quarterly* 16(2): 115-126.
- Von Barga, Patrick (2003). "The Rise of the Entrepreneurial Society." *Economic Development Quarterly* 17(4): 315-324.
- Waterhouse, Mark D. (1991). "Building Viable Communities – The Essence of Economic Development." *Economic Development Review* 9(3): 14-22.
- Weber, Rachel (2002). "Do Better Contracts Make Better Economic Development Incentives?" *Journal of the American Planning Association* 68(1): 43-55.

**1. Course number, title, and credits.**

PUBA 780-002, Intergovernmental Relations, 1.5 credits

**2. Course instructors during 2008-2009**

Deil S. Wright

**3. Prerequisites for the course.**

Graduate standing

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course focuses on these three interconnected concepts: (a) Federalism, (b) Intergovernmental Relations, and (c) Intergovernmental Management. FED centers attention on historical, constitutional, legal, political, and power issues involving National-State relations--the creation and development of American multilevel system(s) of governance. IGR has evolved over the past seven decades to include several distinctive features, including state-local relations, inter-local relations, regionalism, and strong financial and policy concerns. The third concept, IGM, has gained currency over the past four decades. It emphasizes problem solving strategies in the implementation of intergovernmental programs where prominent if not dominant roles are played by professional program/policy specialists and administrative generalists engaged in complex boundary-spanning activities.

**6. Major topics covered.**

- Intergovernmental Relations: Background
- Diversity, Divisiveness, and Decisionmaking
- IGR: Public Policymaking and Policy Implementation
- Fiscal Federalism
- The American States—Strengths and Weaknesses
- State-Local and Inter-Local Relations
- Federalism

**7. Typical textbooks and readings.**

Stephens, G. Ross and Nelson Wikstrom, *American Intergovernmental Relations: A Fragmented Federal Polity*, Oxford University Press, 2007.

Scheberle, Denise, *Federalism and Environmental Policy: Trust and The Politics of Implementation*, (2nd ed.), Georgetown University Press, 2004. (For those with an environmental policy interest.)

Agranoff, Robert and Michael McGuire, *Collaborative Public Management: New Strategies for Local Governments*, Georgetown University Press, 2003. (For those with a local economic development interest.)

Birkland, Thomas A., *Lessons of Disaster: Policy Change after Catastrophic Events*, Georgetown University Press, 2006. (For those with an interest in emergency management.)

Winston, Pamela, *Welfare Policymaking in the States: The Devil in Devolution*, Georgetown University Press, 2002. (For those interested in welfare and human services.)

Conlan, Timothy J. and Paul L. Posner (eds), *Intergovernmental Management for the 21st Century*, Washington, DC: Brookings Institution Press, 2008.

O'Toole, Laurence J., Jr. (ed.), *American Intergovernmental Relations: Foundations, Perspectives, and Issues* (4th ed.), Washington, DC: CQ Press, 2007.

Course Abstract: Elective Courses

Wootton, David (ed.), *The Essential Federalist and Anti-Federalist Papers*, Hackett Publishing, 2003.

**1. Course number, title, and credits.**

PUBA 780-002, Public Finance Reform, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Karl Smith

**3. Prerequisites for the course.**

PUBA 732 or Microeconomics

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

A topic driven discussion of major issues in Public Finance. Students are encouraged to debate policies and entertain alternative perspectives

**6. Major topics covered.**

Inequality, Economic Growth, Health Care, Taxation, Education, Fiscal Federalism, Social Welfare, Size of Government

**7. Typical textbooks and readings.**

Essays from Economists, Politicians or noted Public Commentators including

- Marty Feldstien
- Greg Mankiw
- Robert Barro
- Paul Krugman
- Jim Webb
- Arnold Kling
- George Will
- Bradford DeLong
- Robert Lucas

**1. Course number, title, and credits.**

PUBA 780-003, Environmental Law and Policy, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Richard Whisnant

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course is designed to help the student build a personal working model of the ways in which environmental laws and public policies attempt to shape behavior. It focuses on state and local law and policy, but by necessity also looks to the federal laws and policies that have significant effects on state and local decisions.

The course is aimed at graduate students who have some particular interest in the environment, but is not limited to particular disciplinary methods or points of view. The small size of the course allows for substantial flexibility in the depth and focus of class time in response to the particular backgrounds and goals of the students in the class.

**6. Major topics covered.**

Core environmental regulatory processes—rulemaking, permitting, enforcement, monitoring—and their oversight, seen through the lens of two particular problems. For 2008, these are a proposed brownfields redevelopment site in Carrboro, NC and proposed changes in the N.C. rules governing reclaimed water.

**7. Typical textbooks and readings.**

“Cleanup Law of North Carolina” (Whisnant, 2003) and the water wiki, <http://water.unc.edu> .



**1. Course number, title, and credits.**

PUBA 780-003, Managing Local Government Services, 3 credits

**2. Course instructors during 2007-2008 and 2008-2009**

2007-2008: Cal Horton and Carl Stenberg

2008-2009: Carl Stenberg

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course addresses current trends affecting the management of service delivery in local governments of all sizes. We will consider effective policies, practices, and procedures for primary local services. Case examples and guest practitioners will offer glimpses into real world challenges and solutions.

**6. Major topics covered.**

- Competencies of 21<sup>st</sup> century local government managers
- Legal foundations of local government/role of the local attorney
- Role of the clerk
- Budgeting and financial management/roles of the budget and finance directors
- Human resource management
- Planning/role of the planning director
- Economic development, community development, and affordable housing
- Public works, general services, utility management, solid waste management
- Parks and recreation
- Health and human services/roles of the health services and human services directors
- Public safety, emergency management, fire, and police services/roles of fire and police chief

**7. Typical textbooks and readings.**

Carl W. Stenberg and Susan Lipman Austin, eds., *Managing Local Government Services: A Practical Guide* (Washington, DC: International City/County Management Association, 2007)

Readings from *Public Management*, published by ICMA

**1. Course number, title, and credits.**

PUBA 780-004, Families and Public Policy, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

John L. Saxon (offered 2008-09 only)

**3. Prerequisites for the course.**

None.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

*Families and Public Policy* is a half-semester seminar (1.5 credit hours) for graduate students in public administration, public policy, public health, social work, and related disciplines. The first part of the course explores the definitions of “family” and “family policy;” discusses the roles and functions of families in the U.S. today; examines current demographic, social, and economic data regarding American families; discusses the role that values play in the development of family policy; explores the role and responsibilities of the federal government, state governments, and local governments with respect to family policy; and examines several frameworks, perspectives, and tools that can be used to describe, analyze, and assess the development, implementation, and impact of family policies. The second part of the course, examines a number of social issues involving families and some of the public policies that have been proposed or adopted to address those issues (for example, public policies regarding marriage, divorce, cohabitation, adolescent pregnancy and parenting, out-of-wedlock births, abortion, domestic violence, child abuse and neglect, welfare reform, and family leave) and uses particular analytical frameworks, perspectives, and tools to assess the impact of these policies on families with respect to family creation, economic support, childrearing, and family caregiving.

**6. Major topics covered.**

*See above.*

**7. Typical textbooks and readings.**

The required readings intentionally include a broad range of perspectives (traditional or conservative, progressive or liberal, communitarian, feminist, etc.) regarding families and family policy.

Readings are drawn from more than three dozen sources, including, but not limited to, the following texts: *All Our Families: New Policies for a New Century* (Oxford University Press 2003); *Changing American Families* (Allyn and Bacon 2002); *Child Development and Social Policy* (McGraw Hill 2000); *Children, Families, and Government* (Cambridge University Press 1996); *Diversity in Families* (Allyn and Bacon 2005); *Families in the U.S.* (Temple University Press 1998); *Family Policy* (Sage Publications 2001); *Family Policy Matters* (Lawrence Erlbaum Associates 2002); *Handbook of Family Diversity* (Oxford University Press 2000); *More Than Kissing Babies?* (Auburn House 1994); *New Family Values* (Rowman and Littlefield Publishers, Inc.2002); *Public and Private Families: A Reader* (McGraw Hill 2005); *Social Policy for Children and Families* (Sage Publications 2006).

**1. Course number, title, and credits.**

PUBA 780-004, Public Sector Labor Relations, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Michele Hoyman

**3. Prerequisites for the course.**

Graduate standing.

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This course is designed to introduce the student to public sector labor relations by an applied perspective. First, we will examine the institutional and historical background of public sector unions. The important questions we will consider are: (1) what explains union density; (2) what are the differences between public and private sector unions; and (3) what are the factors that cause individuals to join or not join public sector union? Second, we look at the comparative legal context in which unions exist. We examine how the 50 states and federal government treat public sector unions, including postal unions and federal sector unions. Next, we learn about collective bargaining as a process and participate in a simulation of collective bargaining. The final part of the course explores arbitration as a process, including: (1) what are the evidentiary rules, (2) how to present open and closing arguments, and (3) how to prepare witnesses, and (4) how to develop the theory of a case.

**6. Major topics covered.**

Why government employee join unions, legal environment of unions, predictors of percent unionization of public sector by state, collective bargaining in the public sector, arbitration.

**7. Typical textbooks and readings.**

Kearney, Richard. Public Sector Labor Relations.

Labor Manuals: Iowa, Alabama, U.S.W Manual

**1. Course number, title, and credits.**

PUBA 780-005, Social Ventures: Business Planning for Public and Nonprofit Organizations, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Kevin FitzGerald 2007-2008

Not taught in 2008-2009

**3. Prerequisites for the course**

Graduate students only

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description**

This short seminar provides a basis to enable the class participants to develop formal, written business-cases capable of supporting the design, approval, funding, implementation and operation of an innovative project intended to deliver a social benefit.

The class consists of sessions that emphasize specific components of a business plan, identifying strategies to assure sustainability, and case examples of projects that involve public, private and not-for-profit revenue support. Lectures have companion labs that involve a class project that culminates in a business plan for a social venture.

The course involves developing skills related to the definition, design, planning, financial modeling and implementation of a social venture. These skills are anchored through teamwork using a common project to focus the concepts and practices developed through the course. The class is integrative and experiential in nature, drawing from a broad range of planning basics from multiple disciplines. Its main focus is in-depth exposure to the process of initiating and scaling a social enterprise from an idea into a venture design and business plan that may be capable of conducting a venture. In our class discussions we examine and explore the social entrepreneurial process, and analyze some of the strategy and business decisions that social entrepreneurs face. Students working in teams have dual roles, serving as social entrepreneurs and advisors. As entrepreneurs, the teams prosecute a social venture plan. As advisors, teams work with stakeholders to evaluate the business case, model and implementation approach to the proposed social venture. Extensive group work outside of class is an essential part of this course.

**6. Major topics covered**

The main objective of the course is to experience the challenges of planning and starting a viable social venture. Key outcomes include:

- Developing a social venture concept;
- Researching and defining the opportunities, risks and assumptions around which the social venture strategy is designed;
- Crafting a promising execution strategy and validate the market potential;
- Formulating a team of employees, partners, and other stakeholders;
- Designing a credible social venture proposal;
- Communicating effectively social venture to partners, allies and stakeholders.

The intention of the class is to expose students to what social entrepreneurship involves, and how integrative, entrepreneurial execution can be successfully applied a variety of career and work scenarios. Students formulate a plan to take an idea into execution, present and articulate elements of this plan in multiple sessions, and defend it against challenge and criticism. There is a special effort to integrate concrete, operational and execution-related information, to define key

areas a social entrepreneur should be aware and provide a framework of “toolkit” resources relevant to startup execution.

### **7. Typical textbooks and readings**

There is not an assigned textbook.

Readings are chosen for each session and focus on articles pertinent to social ventures and the specific requirements of the identified project.

Selected readings include:

- Allen, David, Getting Things Done (selections)
- Dees, Gregory, The Meaning of “Social Entrepreneurship”
- Ellerman, Dale, The Art of Disagreement
- Linblom, Charles, The Science of “Muddling Through”
- Patterson, Grenny, Maxfield, McMillan and Switzer, Influencer (Chapters1-3)
- Rittel and Weber, Dilemmas in a General Theory of Planning
- Straus, David, How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems and Make Decisions (p. 1-33)
- Waldrop, Mitchell, The Trillion Dollar Vision of Dee Hock

**1. Course number, title, and credits.**

780-005, Seeking and Securing Grants, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Marguerite Creel

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

Acquaint students with the grant seeking process for not-for-profit and public sector agencies. The role of the grant consultant (writer) will be examined from the perspective of a facilitator, marketer, and catalyst for change. Through a review of specific writing techniques, students will practice and learn how to produce proposals that are comprehensive, cogent and accountable to the objectives of the grantor agency.

**6. Major topics covered.**

Writing techniques, project definition, marketing, proposal development, best practices.

**7. Typical textbooks and readings.**

Geever, Jane C. The Foundation Center's Guide to Proposal Writing. 4<sup>th</sup> Edition, New York: Foundation Center.

Geever, Jane C. The Foundation Center's Guide to Writing Winning Proposals. 5<sup>th</sup> Edition, New York: Foundation Center.

**1. Course number, title, and credits.**

PUBA 780-005, Social Ventures: Creative Responses to Social Needs, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Professor Charles M. (Mel) Gray (course offered only 2008-2009)

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The overall purpose of this course is to provide students an overview of social entrepreneurship, including definitions, components, characteristics, and role. More specifically, students completing this course will be able to:

- Define social entrepreneurship and describe its significance in creating social value
- Identify and critically evaluate alternative means of achieving social goals
- Create a workable business plan for a social enterprise

**6. Major topics covered.**

- The Nonprofit Sector—size, scope, and structure
- Definitions, purposes, and character of social entrepreneurship
- Social Enterprise: Concept and Business Plans
- Creating and measuring social value
- Revenue Sources
- Funding, marketing, and launching the social enterprise

**7. Typical textbooks and readings.**

Arthur Brooks, *Social Entrepreneurship: A Modern Approach to Social Value Creation*  
Selected cases, business plans, and other readings that will be distributed electronically.

**1. Course number, title, and credits.**

PUBA 780-006, The Creative Community: Theory, Evidence, and Policy Implications, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Professor Charles M. (Mel) Gray (course offered 2008-2009 only)

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The overall purpose of this course is to provide students an overview of the creative community concept, including definitions, components, characteristics, and role. More specifically, students completing this course will be able to:

- Define creative community and describe its significance in creating social value through economic development and other means
- Critically evaluate alternative applications of the creative communities concept
- Measure creative community components
- Additional learning objectives and outlines will be made available at selected class meetings

**6. Major topics covered.**

- Definitions, purposes, & character of creative class, industries, & communities
- Assessment & partnering; example & challenge
- Assets & strategy; evidence & evaluation
- Planning, resourcing, & marketing; industry & sector
- City, region, & state
- Organization & management; Paper presentations & summing up

**7. Typical textbooks and readings.**

Americans for the Arts. 2003. Building Creative Economies, Monograph.

[http://www.americansforthearts.org/NAPD/files/11605/Building%20Creative%20Economies%20\(March%20'03\).pdf](http://www.americansforthearts.org/NAPD/files/11605/Building%20Creative%20Economies%20(March%20'03).pdf)

Borrup, Thomas C. 2006. Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts, and Culture. St. Paul: Fieldstone.

Burgard, Ralph. The creative community: arts and science programs for new and renewing communities. New York: Associated Councils on the Arts.

Florida, Richard. 2002. The rise of the creative class: and how it's transforming work, leisure, community and everyday life. New York: Basic Books.

Gertler, Meric S. 2004. Creative Cities: What are they for, how do they work, and how do we build them? [http://www.cprn.org/documents/31348\\_en.pdf](http://www.cprn.org/documents/31348_en.pdf)

Goldbard, Arlene. 2006. New Creative Community: The Art of Cultural Development. Oakland, CA: New Village Press.

Oakley, Kate. 2006. Include Us Out—Economic Development and Social Policy in the Creative Industries. Cultural Trends, 15, 4: 255-273.

Taylor, Calvin. 2006. Beyond advocacy: Developing an evidence base for regional creative industry strategies. Cultural Trends, 15, 1: 3-18.



Course Abstract: Elective Courses

U.S. Census Bureau, NAICS Codes. [http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart\\_code=71&search=2007%20NAICS%20Search](http://www.census.gov/cgi-bin/sssd/naics/naicsrch?chart_code=71&search=2007%20NAICS%20Search)

**1. Course number, title, and credits.**

PUBA 780-007, Advanced Budgeting & Financial Analysis, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

William C. Rivenbark

**3. Prerequisites for the course.**

PUBA 731 or approval by instructor

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

The purpose of Advanced Budgeting & Financial Analysis is to assist students with further development of their skills, approaches, and philosophies in the functional areas of public budgeting and financial management. The course requires students to analyze case situations commonly found in public organizations, to identify possible solutions in response to the analysis and in response to the student's professional and educational experiences, and to justify final recommendations during classroom discussion and in writing. In other words, the case methodology of teaching is specifically designed to help foster good habits of thinking.

**6. Major topics covered.**

- Communication and conflict
- Financial condition analysis
- Bond ratings
- Balanced scorecard
- Performance and cost data
- Efficiency and economies of scales
- Tax base
- Financial forecasting

**7. Typical textbooks and readings.**

None

**1. Course number, title, and credits.**

PUBA 780-007, Applied Environmental Finance, 1.5 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Jeff Hughes

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

Students will study the difficult “how to pay” questions related to environmental management by examining the strategies, systems, and tools that societies, governments, and communities use to pay for environmental programs and services. The objective of the course is to provide students with an improved understanding of the financial, political, and socio-economic challenges of financing environmental services and management programs. Along the way, students will study the impact applied financing systems have on environmental resource consumption and protection. Course sessions will cover case studies for a range of environmental topics but will focus primarily on clean water services and initiatives. Study topics include water and wastewater infrastructure financing, water quality protection, solid waste and recycling services, and land preservation and protection. Course will look at the application of diverse funding and finance tools including debt financing instruments, usage fees, and taxes. At the completion of the course, students should be able to better participate in the design and evaluation of environmental financing systems.

**6. Major topics covered.**

Environmental Policy and Finance

**7. Typical textbooks and readings.**

The US Environmental Protection Agency’s Environmental Finance Guidebook will serve as the primary “textbook” for this course.

**1. Course number, title, and credits.**

PUBA 780-008, Grantwriting and Evaluation, 1.5 credits

**2. Course instructors during 2007-2008 and 2008-2009**

Kelley O'Brien (course offered only 2008-2009)

**3. Prerequisites for the course.**

None

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

Students will hone their grantwriting skills as they critique grant proposals, draft their own grant proposal, and learn about the role of program evaluation in grantwriting and grant reporting. Students will also discuss how grantwriting will be a part of their careers as public servants, whether in local government or the non-profit sector.

**6. Major topics covered.**

Grantwriting; incorporating outcome-based evaluation into grant proposals; grant reporting, including evaluation.

**7. Typical textbooks and readings.**

Review of grant proposals submitted to the NC Civic Education Consortium's Small Grants program  
Demystifying Grant Seeking: What You REALLY Need to Do to Get Grants, 2nd Edition

Larissa Golden Brown, Martin John Brown

The Foundation Center's Guide to Proposal Writing, 4th Edition, Jane Geever

Getting Funded: The Complete Guide to Writing Grant Proposals (Paperback)

by Mary S. Hall, Susan Howlett

**1. Course number, title, and credits.**

PUBA 780-010: GENDER ISSUES IN LEADERSHIP, 1.5 credits

**2. Course instructors during 2008-2009 and 2009-2010**

Willow Jacobson

**3. Prerequisites for the course.**

No prerequisite

**4. Course objectives in relation to total curriculum.**

Elective

**5. Course description.**

This seminar explores current issues in leadership with a particular emphasis on the contributions and roles of women as leaders in organizational life, including the participation of women as public, nonprofit, and business leaders. We will talk about examples of active, courageous, and inspiring leaders. We will assess leadership style and skills, gain an understanding of the history of women and leadership, the implication of new generations in leadership roles, analyze the impact of historical, economic, political, psychological, and social forces on the role and responsibility of modern leaders, and identify leadership skills, strategies, and techniques required for success in one's professional life.

Course Objectives:

- Assess leadership style and skills.
- Gain a better understanding of leadership, especially the impact and history of gender on leadership.
- Gain an understanding of the impacts of age on leadership
- Analyze the impact of historical, economic, political, psychological, and social forces on the role of leaders, with a specific focus on gender.
- Identify leadership skills, strategies, and techniques required for success in one's professional life.

**6. Major topics covered.**

Introductions and Overview: Historical Context & Role of Women

Defining Leadership: Leadership Strategies What is your Leadership Style? Understanding Leadership

Redefinition of Identity

Organizational Constraints and Impacts

Women and Public Service

Challenges, Strategies, Tools, and Next Steps

**7. Typical textbooks and readings.**

Gerber, Robin. 2002. Leadership: Eleanor Roosevelt Way. New York: Prentice Hall Press, pp. v-41

Zichy, Shoya. 2000. Women and The Leadership Q. New York: McCraw Hill., pp. xi-32

Burke, Sarah and Karen M. Collins. 2000. "Gender Difference in Leadership Styles and Management Skills." Women in Management Review. V16 N5, p 244-256

Eagley, Alice H. and Mary C. Johannesen-Schmidt. 2001, "The Leadership Styles of Women and Men" Journal of Social Issues. V. 57, N. 4

- Miles, Rosalind. 2001. *Who Cooked the Last Supper?* New York: Three Rivers Press. Chapters 1-2.
- Liff, Sonia, and Ivy Cameron. "Changing Equality Cultures to Move Beyond 'Women's Problems.'" *Gender, Work and Organization* January 1997: 35-46.
- Reeves, Martha E. 2000. *Suppressed, Forced Out, and Fired* Westport, Connecticut: Quorum Books. Chapters 2-3
- O'Toole, James. 1999. Leadership from A to Z: A Guide for the Appropriately Ambitious. Cascading Leadership. San Francisco: Jossey-Bass, Inc. pages: 30-45; 236-241,176-180,258-271,208-293
- Mills, Albert J. "Studying the Gendering of Organizational Culture Over Time: Concerns, Issues and Strategies." *Gender, Work and Organization* June 2002: 286-307.
- Webb, Janette. "The Politics of Equal Opportunity." *Gender, Work and Organization* July 1997: 159-169.
- Beck, Susan Abrams. 2001. "Acting as Women: The effects and Limitations of Gender in Local Government". In *The Impact of Women in Public Office*. Susan J. Carroll (Ed). Indiana University Press: Bloomington, IN.
- Naff, Katherine C. 1994. "Through the Glass Ceiling: Prospects for the Advancement of Women in the Federal Civil Service." *Public Administration Review*. V54n6
- Szymborski, Lee 1996. "Why are there so few Women Managers?" *Public Management*. V78 N12.
- Kelleher, Christine A., Cynthia J Bowling, Jennifer Jones, and Deil S. Wright. 2006. "Women in State Government". *The Book of States*.
- Tolleson-Rinehart, Sue. 2001. "Do Women Leaders Make a Difference? Substance, Style, and Perception". In *The Impact of Women in Public Office*. Susan J. Carroll (Ed). Indiana University Press: Bloomington, IN.
- Thomas, Sue and Susan Welch. 2001. "The Impact of Women in State Legislatures: Numerical and Organizational Strength". In *The Impact of Women in Public Office*. Susan J. Carroll (Ed). Indiana University Press: Bloomington, IN.
- Bowling, Cynthia J., Christine A. Kelleher, Jennifer Jones, and Deil S. Wright. 2006. "Cracked Ceilings, Firmer Floors, and Weakening Walls: Trends and Patterns in Gender Representation Among Executive Leading American State Agencies, 1970-2000" *Public Administration Review*