

Vaughn Mamlin Upshaw

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Public Health Leadership Program,
Gillings School of Global Public Health,
UNC-Chapel Hill
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EDUCATION

University of North Carolina at Chapel Hill, Doctor of Public Health, Health Policy and Administration (1999)

North Carolina State University, Doctor of Education, Adult and Higher Education (1997)

University of North Carolina at Chapel Hill, Masters of Public Health, Health Education (1985)

Ohio Wesleyan University Bachelor of Arts, Sociology and Anthropology *magna cum laude* (1982)

PROFESSIONAL CERTIFICATIONS

Delta Leadership Coaching Certification, 2023

Leadership Challenge Facilitator Certification, 2012

Bar-On EQi Certification, 2011

Golden Personality Assessment Certification 2011

Voices Certification, 360 Feedback, 2006

MBTI Master Class Certification, 2005

PROFESSIONAL EXPERIENCE

Chair, Department of Public Health Leadership and Practice, Gillings School of Global Public Health, University of North Carolina at Chapel Hill (February, 2024-Present)
Responsible for leading and managing academic department including faculty hiring, supervision and contract negotiations; managing department financial commitments and developing funding pipelines to support student scholarships, research and applied practice activities to support the Gillings strategic plan for practice; oversee and coordinate department-wide research, teaching, strategy and innovation.

Professor of the Practice, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill (March 2017–Present). Primary responsibilities are to develop courses, teach, advise and mentor masters students in public health. Additional responsibilities include grant writing, designing, implementing and evaluating continuing education programs for local, state and federal public health professionals, partnering with practice-based organizations.

Lead, MPH Leadership in Practice Concentration, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill (March 2018–Present). Direct one of the MPH degrees offered residually and online. Includes oversight of curriculum, admissions, accreditation activities and faculty recruitment for concentration, coordination with other concentrations across the School of Public Health, and related responsibilities for the graduate school at the University of North Carolina at Chapel Hill.

Director, Certificate in Public Health Leadership, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill (March 2018–Present). Direct online graduate certificate in Public Health Leadership for non-degree seeking students. Oversee certificate program admissions, curriculum and faculty recruitment.

Principal Investigator, Building Veteran Healthy Communities (BVHC), Durham VA Medical Center, Durham North Carolina (October 2021–Present). Primary responsibilities are to design and implement an evidence-based community-driven program to identify and address upstream risk and protective factors associated with mental health crisis and suicidality for veterans living in 27 counties of North Carolina. Includes systematic literature reviews, facilitated community-engagement events, and educational resources designed to help communities identify and prioritize strategies to promote well-being and mental health for veterans and their families.

Principal Investigator, North Carolina Public Health Leadership Institute (NCPHLI), North Carolina Institute for Public Health at the Gillings School of Global Public Health (March 2017–Present). Primary responsibilities are to design and deliver year-long leadership development program for state and local public health professionals in North Carolina. Includes in-person and online instruction, peer coaching and web-based learning activities emphasizing personal leadership skills around issues relevant to public health professionals.

Director, Academic Career Leadership Academy in Medicine (ACCLAIM), at University of North Carolina at Chapel Hill, School of Medicine, Office of Faculty Affairs and Leadership Development and Gillings School of Global Public Health (July 2021-2023)

Oversee and co-design a collaborative, cross-disciplinary leadership program for women and under-represented minority faculty at School of Medicine.

Adjunct Faculty, Department of Health Policy and Management, Richard M. Fairbanks School of Public Health, Indiana University, IUPUI Indianapolis, Indiana (May 2018–December 2022). Prepare and teach online graduate seminar for executives completing DrPH program at Indiana University. Coordinate guest speakers, facilitate large and small group discussions, assess written and oral products, offer students periodic mentoring and coaching.

Co-PI, Strategic Planning for North Carolina Triple P (January 2018–June 2020). Co-lead comprehensive planning effort using integrated systems framework to create a strategic plan for North Carolina’s Department of Health and Human Services, Divisions of Public Health, Social Services and Mental Health; Department of Public Safety, Division of Juvenile Justice; local public health providers, nonprofit collaborators and foundation partners.

Lecturer, Governance and Public Administration, School of Government, University of North Carolina at Chapel Hill. (August 2004–February 2017). Responsible for program development, instruction and oversight of continuing education programs for North Carolina’s local elected officials and professional managers. Duties include designing new programs, developing curriculum, working collaboratively with faculty from the School of Government and external groups, teaching, consulting, writing and research related to local government leadership and governance in North Carolina.

Director, Public Health Leadership Doctoral Program, School of Public Health University of North Carolina at Chapel Hill. (January 2001–July 2004) Responsible for directing doctoral (DrPH) in leadership for mid-career public health and health care professionals. Duties include initiating new doctoral and continuing education programs in health and community leadership, developing curriculum in leadership and health administration, recruiting multidisciplinary faculty, admitting students, teaching courses, advising students, and planning annual leadership conferences.

Coordinator, Public Health Leadership Doctoral Program, School of Public Health, University of North Carolina at Chapel Hill. (July 1998–January 2001) Organized and taught leadership courses, advised and monitored the matriculation of doctoral students, planned annual conferences for public health leaders.

Clinical Assistant Professor, Department of Health Policy and Administration, University of North Carolina at Chapel Hill. (July 1997–July 2004) Developed, taught and managed residential, executive and distance-learning courses for undergraduate, masters, and doctoral students. Advised undergraduate, masters and doctoral students. Served on undergraduate honors, master’s thesis, and doctoral dissertation committees. Participated

in and initiated research, developed service opportunities, wrote and published on issues related to public health practice, organizations, management, governance and leadership.

Adjunct Professor, Department of Leadership Studies, Bowling Green State University, Bowling Green, Ohio. (May 2007 – 2009.) Served as dissertation advisory committee member for Ms. Marie Fallon, executive director of the National Association of Local Boards of Health.

Fellow, Public Health Leadership Doctoral Program, School of Public Health, University of North Carolina at Chapel Hill. (June 1995–December 1999) Doctoral program designed for a select group of public health professionals working on special problems in public health policy and administration.

Graduate Instructor, Department of Health Policy and Administration, School of Public Health, University of North Carolina at Chapel Hill. (January-May 1996.) Develop and teach human resources, health systems and health career courses for undergraduate students majoring in health policy and administration. Includes lecturing, developing class activities, and assigning and evaluating student work and projects.

Teaching Assistant, Department of Health Policy and Administration, School of Public Health, University of North Carolina at Chapel Hill. (August-December 1995). Responsibilities included reviewing course syllabus and objectives, collecting and organizing course material. Additional activities included lecturing on selected topics, advising students, and evaluating student work.

Teaching Assistant, Department of Adult and Community College Education. Teaching Assistantship with George A. Baker III, J. D. Moore Distinguished Professor. (September 1993 - May 1995) Responsibilities included preparing course syllabus, objectives, collecting and organizing course material. Additional activities included preparation of research abstracts for the National Initiative for Leadership and Institutional Effectiveness (NILIE) and developing other works for publication.

Executive Director, Association of North Carolina Boards of Health. (1987-1993) Coordinated the development of state board of health association. Raised over \$500,000 from private and public sources to support board of health leadership development through education, training, and technical assistance. Had an instrumental role in establishing National Association of Local Boards of Health.

Program Coordinator, Office of Continuing Education, School of Public Health, University of North Carolina at Chapel Hill. (October 1985- November 1986) Worked with faculty, state and local health professionals to coordinate organize and conduct continuing education workshops and conferences for public health professionals.

Volunteer in Service to America (VISTA), Council on Aging, Chatham County, North Carolina. (August 1984- July 1985) Coordinated energy assistance and weatherization workshops. Constructed and installed solar water and room heaters in the homes of low-income elderly.

HONORS

Teaching Excellence and Innovation Award, Public Health Leadership Program, Gillings School of Global Public Health, University of North Carolina at Chapel Hill, April 2018.

Innovation Pitch Competition Award, for “Budgetopolis: A Budget Simulation”, Conference of University Public Service Organizations, April 2016.

Margaret Taylor Writing Prize, for “Getting the Right Fit: The Governing Board’s Role in Hiring a Manager” School of Government June 2012.

Fulbright Specialist Award, Council for International Exchange of Scholars, Washington, DC December 2011.

Association of NC Boards of Health Vaughn Upshaw Scholarship in Public Health Leadership, UNC School of Public Health (Annual scholarship given to outstanding student in public health leadership) April 2009.

Hageman Award for Leadership. Presented at the National Association of Local Boards of Health Annual Meeting, New Orleans, LA July 2002.

Exemplary Service Award, Public Health Practice Program Office, Centers for Disease Control and Prevention, Atlanta, GA June 2002.

Faculty Appreciation Award, Department of Health Policy and Administration, School of Public Health, University of North Carolina at Chapel Hill March 2000.

President’s Award, From the National Association of Local Boards of Health, Bowling Green, OH July 1998.

South East Region Award, From the National Association of Local Boards of Health, Bowling Green, OH July 1996.

Recognition for outstanding service, by the Association of North Carolina Boards of Health, Board of Directors, Pittsboro, NC January 1994.

President’s Award, From the National Association of Local Boards of Health, Bowling Green, OH July 1993.

BIBLIOGRAPHY

Books and chapters

1. Fernandez, C. S. P., Steffen D P., & **Upshaw, VM**, (2020) Chapter 12, Leadership for Public Health, In Benjamin, G. *Public health administration: principles for population-based management*. Jones & Bartlett Learning.
2. **Upshaw, VM**, Rice, D., Cipriani, K. & Fernandez, C. S. P. (2020), Addressing Equity, Diversity and Inclusion in Public Health Practice. In Benjamin, G. (2020). *Public health administration: principles for population-based management*. Jones & Bartlett Learning.
3. Altman, L. Henderson M. F. & **Upshaw, V. M.** (2017). *Strategic Planning for Elected Officials*. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 52
4. **Upshaw, V. M.** (2014). County and City Governing Boards, Chapter 3, in County and Municipal Government in North Carolina, Frayda Bluestein, Ed. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 30
5. **Upshaw, V. M.** (2014) How are We Doing? Manager and Board Evaluation. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 64
6. **Upshaw, V.M.** (2011) Getting the Right Fit: The Governing Board’s Role in Hiring. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 64.
7. **Upshaw, V.M.**, Steffen, D., McLaughlin, C. (2011). Chapter 10: CQI Transformation and the “Learning” Organization. In B. Sollecito & J. Johnson, Eds., *Continuous Quality Improvement in Health Care*, 4th ed. Gaithersburg, MD: Aspen. Pages: 277-310
8. **Upshaw, V.M.** (2010). *Establishing County and Municipal Advisory Boards*. School of Government Press: University of North Carolina, Chapel Hill, NC. Pages:58
9. **Upshaw, V.M.** (2009) *Leading Your County or Municipal Governing Board*. School of Government Press: University of North Carolina, Chapel Hill, NC. Pages: 32
10. **Upshaw, V.M.** (2008) A Commitment to Engagement: Chapel Hill, North Carolina. In James Svara, Ed. *Mayors and Board Chairpersons: Reexamining the Contributions of Facilitative Leadership*. Jossey-Bass Publishers: San Francisco, CA, Pages: 21.
11. Stenberg, C., **Upshaw V.M.** & Warner, D. (2008) From local managers to community change agents: Lessons from an executive leadership program experience, in *Innovations in Public Leadership Development*, ed. Ricardo Morse and Terry Buss, National Academy of Public Administration, Pages: 49.
12. **Upshaw, V.M.**, Kaluzny, A., McLaughlin, C. (2005). CQI Transformation and the “Learning” Organization. In C. McLaughlin & A. Kaluzny, *Continuous Quality Improvement in Health Care*, 3rd ed. Gaithersburg, MD: Aspen. Pages: 191-210
13. **Upshaw, V. M.** (September, 2004). The Health Director’s Role In Board Development. In *Essentials of Public Health Management*, Flemming Fallon, Ed. Jones & Bartlett: Sudbury, MA. Pages: 12

14. **Upshaw, V.M.**, Sollecito, B., Kaluzny, A. (2001) *Leadership in Public Health: Converting Challenges to Opportunities*. In L. Novick, G. Mays and G. Benjamin (eds.) *Public Health Administration*. Gaithersburg, MD: Aspen. Pages: 567-584
15. Baker, G.A. & **Upshaw, V.M.** (1995). *A Team Approach to Institutional Quality: Toward a Model*. In G. A. Baker and Associates, *Team Building for Quality: Transitions in the American Community College*. Washington, DC: Community College Press. Pages: 26.

Books Series Editor

Creator and editor for the *Board Builder* book series published by the School of Government Press for local government officials.

1. Reese, E. M. & Berner, M. M. (2014) *Wicked Problems: What Can Local Governments Do?* School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 47.
2. Lawrence, D. M. (2013) *Handbook for North Carolina Mayors and Council Members*. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 66.
3. Brenman, J. & Allison, G. (2013). *Local Government Budgeting: A Guide for North Carolina Elected Officials*. School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 47.
4. McLaughlin, C. (2012). *The Property Tax in North Carolina*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 51.
5. Millonzi, K. (2011). *Local Government Revenue Sources in North Carolina*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 39.
6. Bell, F., (2010) *A Model Code of Ethics for North Carolina Local Elected Officials with Guidelines and Appendixes*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 68.
7. Stephens, J., Morse, R., & O'Brien, K.. (2011). *Public Outreach and Participation*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 47.
8. Altman, L., Henderson, M. F, Youens, E., Julian, S., & Whitaker, G. (2010) *Working with Nonprofit Organizations*, 2010, 33 pages School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 33.
9. Ferrell, J., (2002). *Suggested Rules of Procedure for the Board of County Commissioners*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 24.
10. Bell, F., (1998) *Suggested Rules of Procedure for Small Local Government Boards*, School of Government Press, University of North Carolina, Chapel Hill, NC. Pages: 38.

Refereed papers/articles

**Published with students*

1. *Taheri C, *Nette PA, **Upshaw V.** (2023). Building Veteran Healthy Communities Project: Serving Those Who Have Served Us. *North Carolina Medical Journal*.;84(6). doi:10.18043/001c.89218
2. **Upshaw, V. M.** (2017). *Eight Expectations for Effective Council-Manager Relations*, Public Management Bulletin, No. 11: School of Government Press. University of North Carolina, Chapel Hill, NC, 1-12.
3. **Upshaw, V. M.** (2013). *County and City Governing Boards*. in County and Municipal Government in North Carolina. School of Government Press. University of North Carolina, Chapel Hill, NC, 27-51
4. **Upshaw, V M.** (2006). Essential Responsibilities of Local Governing Boards, *Popular Government Magazine*, 71, (2); 14-25.
5. *Lesneski, C. D., **Upshaw, V.M.**, P*ullen, N.C. & Terrell, A. L. (2005). The MAPP Training Program Evaluation. *Journal of Public Health Management and Practice*, 11(5), 448-452.
6. *Pullen, N.C., **Upshaw, V.M.**, *Lesneski, C. D., & Terrell, A. L. (2005). Lessons from the MAPP Demonstration Sites. *Journal of Public Health Management and Practice*, 11(5), 453-459.
7. Hannon, P. A., Umble, K. E., Alexander, L., Francisco, D., Steckler, A., Tudor, G., & **Upshaw, V.M.** (2002, October). Gagne and Laurillard's models of instruction applied to distance education: A theoretically driven evaluation of an online curriculum in public health. *International Review of Research in Open and Distance Learning*, 3. <http://www.irrodl.org/index.php/irrodl/article/view/105/558>. 1-16.
8. **Upshaw, V.M.** & Deal, K. M. (2002) Chapter 4: The United States of America in BJ Fried and L Gaydos (Eds.) *World Health Systems: Challenges and Perspectives* Chicago, IL: Health Administration Press, 67-81.
9. **Upshaw, V.M.** & Okun, M.F. (2002). A Model Approach for Developing Effective Local Public Health Policies: A North Carolina County Responds to Large-scale Hog Production. *Journal of Public Health Management and Practice* 8(5), 44-54.
10. Porter, J., Johnson, J. **Upshaw, V. M.**, Orton, S., Deal, K.M., & Umble, K. (2002). The Management Academy for Public Health: A New Paradigm for Public Health Management Development. *Journal of Public Health Management and Practice* 8 (2) 66-78.
11. **Upshaw, V.M.** (September 2000) How Performance Standards Strengthen Governing Boards. *Journal of Public Health Management and Practice*, 6 (5), 88-92.
12. **Upshaw, V.M.** (March 2000) The Changing Face of Local Public Health: A Case Example. *Journal of Public Health Management and Practice* 6(2), 39-45.

13. **Upshaw, V.M.**, Kaluzny, A., McLaughlin, C. (1999). CQI Transformation and the “Learning” Organization. In C. McLaughlin & A. Kaluzny, *Continuous Quality Improvement in Health Care*, 2nd ed. Gaithersburg, MD: Aspen, 171-191.
14. **Upshaw, V.M.** (1994, Summer). Educational Programs for North Carolina's Local Boards of Health: A Model of Community Development. *Forum*. North Carolina Public Health Association.
15. **Upshaw, V.M.** (1992, Fall). The Public's Voice for Public Health. *Forum*. North Carolina Public Health Association. Vol. 1, p. 9-12.

Other non-referred works

1. **Upshaw, V. M.** (2021). Chatham Organizing for Racial Equity, Strategic Planning and Governance Report. 31 pages.
2. **Upshaw, V. M.**, Ramaswamy, R., Weinberger, A, & Turner, M. (2018). Strategic Planning Report, January 2018-June 2018. University of North Carolina at Chapel Hill, Gillings School of Global Public Health. 38 pages.
3. **Upshaw, V. M.** (2016) *What? Me Biased?* Public Leadership Blog. School of Government, University of North Carolina, Chapel Hill, NC.
<http://leadership.sog.unc.edu/what-me-biased/>
4. **Upshaw, V. M.** (2016) *Dreaming Works*. Public Leadership Blog. School of Government, University of North Carolina, Chapel Hill, NC.
<http://leadership.sog.unc.edu/dreaming-works/>
5. **Upshaw, V. M.** (2015) *Starting Off on the Right Foot*. Public Leadership Blog. School of Government, University of North Carolina, Chapel Hill, NC.
<http://leadership.sog.unc.edu/starting-off-on-the-right-foot/>
6. **Upshaw, V. M.** (2015) *We Have to Stop Meeting Like This!* Public Leadership Blog. School of Government, University of North Carolina, Chapel Hill, NC.
<http://leadership.sog.unc.edu/we-have-to-stop-meeting-like-this/>
7. **Upshaw, V. M.** (2015) *Creating a Culture of Civility*. Public Leadership Blog. School of Government, University of North Carolina, Chapel Hill, NC.
<http://leadership.sog.unc.edu/creating-a-culture-of-civility/>
8. **Upshaw, V. M.** (2013) *Do You Hear What New Elected Officials are Saying about Economic Development?* Community and Economic Development Blog, School of Government, University of North Carolina, Chapel Hill, NC.
<http://ced.sog.unc.edu/?p=4425>
9. **Upshaw, V. M.**, Phillips, J., Stevens, M.S., DeValle, J. (2013). Town of Chapel Hill Standing Advisory Board Review Data Report. Town of Chapel Hill. 39 pages.

10. **Upshaw, V. M.** (2011). *Clarifying Expectations for Members of an Economic Development Advisory Group*, Community and Economic Development Blog, School of Government, University of North Carolina, Chapel Hill, NC.
<http://ced.sog.unc.edu/?p=4047>
11. **Upshaw, V. M.** (2011). Seven Strategies for Creating Successful Economic Development Advisory Boards, Community and Economic Development Blog, School of Government, University of North Carolina, Chapel Hill, NC.
<http://ced.sog.unc.edu/?p=3691>
12. **Upshaw, V. M.**, Lesneski, C., Pullen, N., Terrell, A. (2003). Mobilizing for Action through Planning and Partnership. Evaluation report for the National Association of City and County Health Officials; Washington, DC.
13. **Upshaw, V.M.** (2001). Train-the-Trainer Manual: Board of Health Training Institute (BOHTI) Education. Developed for the National Association of Local Boards of Health: Bowling Green, OH.
14. **Upshaw, V.M.** (1999). Designing an Evaluation for a Public health Authority in Cabarrus County, North Carolina. Unpublished doctoral dissertation. University of North Carolina at Chapel Hill.
15. **Upshaw, V.M.** (1997). Innovations in public health: Establishing a public health authority in Cabarrus County, North Carolina. Unpublished doctoral dissertation. North Carolina State University.

TEACHING

Academic Courses:

Graduate Courses Taught

- Culminating Experience: Integrated Learning Experience (ILE): PUBH 992.* Masters' in Public Health Leadership Program, University of North Carolina at Chapel Hill, NC. Online May 2020, Residential and online, January 2020.
- Community Engagement and Leadership in Public Health, PUBH 781.* Masters' in Public Health, Public Health Leadership Program, University of North Carolina at Chapel Hill, NC. Spring 2022
- Fundamentals of Public Health Leadership, PUBH 790.* Masters' in Public Health, Public Health Leadership Program, University of North Carolina at Chapel Hill, NC. Spring 2023, Summer 2020, Spring 2019, Summer 1&2 2018, Spring 2018, Summer 1&2 2017, Spring 2017,.
- Core Principles in Public Health Leadership, PUBH 791.* Residential Masters' in Public Health, Public Health Leadership Program, University of North Carolina at Chapel Hill, NC. Fall 2021, 2020, 2019, 2018, 2017.

- Core Principles in Public Health Leadership, PUBH 791.* Residential, Online MPH@UNC, and Certificate versions. University of North Carolina at Chapel Hill, NC. Faculty lead, 2019-present.
- Community Engagement for Governance, PUBH 785.* Residential Masters' in Public Health, Public Health Leadership Program, University of North Carolina at Chapel Hill, NC. Fall 2021-2023.
- Core Principles in Public Health Leadership, PUBH 791.* Co-instructor for Masters' in Public Health, Public Health Leadership Program, Asheville, NC. Fall 2018.
- Organizational Leadership Theory and Practice, H755.* Online DrPH, Richard M. Fairbanks School of Public Health, Fall 2018
- Leadership Pathways Workshop.* Masters' in Public Health Leadership: PHLP 790. School of Public Health, Chapel Hill, NC. Fall 2005-2012. Enrollment–25-30.
- Dissertation Seminar, PUBH 395,* Public Health Leadership Program, University of North Carolina School of Public Health, Chapel Hill, NC. 2000-2004. Enrollment–5-10.
- Public Health Assurance: PUBH 308,* Public Health Leadership Program, School of Public Health, University of North Carolina at Chapel Hill Spring 2000. Enrollment–20.
- Leadership Seminar IV: PUBH 303,* Public Health Leadership Program, School of Public Health, Chapel Hill, NC. Summer I 1999-2002. Enrollment–15-30.
- Leadership Seminar III: PUBH 302,* Public Health Leadership Program, School of Public Health, Chapel Hill, NC. Spring 1999-2004. Enrollment–5-10.
- Leadership Seminar II: PUBH 301,* Public Health Leadership Program, School of Public Health, Chapel Hill, NC. Fall 1998-2003. Enrollment–5-10.
- Leadership Seminar I: PUBH 300,* Public Health Leadership Program, School of Public Health, Chapel Hill, NC. Summer II 1998-2003. Enrollment–5-10.
- Governance In Health And Human Services: PUBH 140,* Public Health Leadership Program, School of Public Health, Chapel Hill, NC. Summer I 1998-1999. Enrollment–5-10.
- Organization Of Health Services In The US: HPAA 220.* Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. Fall 1997-2000, 1999, 1998. Enrollment–90-100.
- Overview Of The US Health System: HPAA 119,* On-line Course. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC., 1999-2004. Enrollment–90-100.
- Principles and Practices of Public Health: HPAA 170,* Department of Health Policy and Administration, University of North Carolina at Chapel Hill 1997-2003. Enrollment–25-30.

Community Health Assessment: PUBH 307, Public Health Leadership Program, School of Public Health, University of North Carolina at Chapel Hill Fall 1999. Enrollment–15-20.

Tools for Better Decision Making, for Masters in Public Administration Program at UNC School of Government, PUBA 740 Decision Analysis, Chapel Hill, NC April 2009-2015. Enrollment–25-30.

Better Understanding Your Personal Leadership for Masters in Public Administration Program at UNC School of Government, PUBA 711 Organizational Leadership Chapel Hill, NC January 2006-2012. Enrollment–25-30.

Levels of Decision Making for Masters in Public Administration Program at UNC School of Government, PUBA 711 Organizational Leadership Chapel Hill, NC. November 2016. Enrollment–25-30.

Enhancing the Governing Body's Effectiveness for Masters in Public Administration Program at UNC School of Government, PUBA 751, Chapel Hill, NC September 2008-2009. Enrollment–25-30.

Undergraduate Courses Taught

Organization Of Health Services In The US: HPAA 70. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. Fall 1998, 1997. Enrollment–25-30.

Introduction To Health Service Organizations: HPAA 71 Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. Fall, 1998, 1997. Enrollment–25-30.

Human Resources Management: HPAA 83. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. Spring 1996. Enrollment–25-30.

Academic Advising:

Masters Capstone First Reader for MPH Leadership in Practice Concentration

PUBH 992.973A, September 2021, 30 Students; May 2021, 24 Students; May 2020, 12 Students

PUBH 992. 973A, July 2020, 12 Students

PUBH 992, 973B, January 2023, 12 Students

Masters Capstone Second Reader for MPH Nutrition Concentration

PUBH 992. 973A, July 2020, 2 Students

Master's Paper Advisor: MPH Leadership in Practice Concentration

Meghan Bradshaw, MPH, 2024

Maria Zoco Ostiz, MD, 2023

Carrie Alspaugh, MD, 2023

Jean M. Salisbury, MBA 2023

S. Elliot Krause, 2022

Mead Palmer, MD, 2021

Jeffery Ramos, 2020

Jennifer Fleisher, 2019

Flora Barrow, 2019

Caitlyn Dooley, 2019

Lydia Swartz, 2019

Tran Hoang, ScD, 2019

Master's Paper 2nd Reader: MPH Leadership in Practice Concentration

Victoria Pless, 2019

Capstone Committee Chair for Masters in Public Administration (MPA)

John Rible, 2012

Andrea Cain, 2008

Capstone Committee Member for Masters in Public Administration (MPA)

Lana Hygh, 2012

Bo Gattis, 2010

Terry Warterfield, 2010

Heather Strickland, 2008

Joyce Gordon, 2007

Christina Riordan, 2006

Dissertation Committees, Doctor of Philosophy (PhD) and Doctorate in Public Health Leadership, (DrPH)

Henry, Ellison. (2021-present). Minor Advisor and Committee Member.

Lesneski, C. D. (2005). *Developing a performance measurement system for local public health agencies in the Florida department of health using the balanced scorecard framework* (Order No. 3190279). Available from ProQuest Dissertations & Theses Global. (305422581).

Rohweder, C. L. (2004). *A process evaluation of Oregon smoke-free mothers and babies* (Order No. 3129803). Available from ProQuest Dissertations & Theses Global. (305168972).

- Fernandez, C. S. P. (2003). *How do chief medical officers exercise leadership?* (Order No. 3112004). Available from ProQuest Dissertations & Theses Global. (305312172).
- Devier, J. R. (2001). *Measurement of immunization coverage levels among young children for assessment and assurance of health objectives: An analysis of current data at the state level and recommendations for future development* (Order No. 3022328). Available from ProQuest Dissertations & Theses Global. (251477691).
- Davis, D. A. (2000). *Health policy grants: Lessons in capacity building at the state and local level* (Order No. 9968578). Available from ProQuest Dissertations & Theses Global. (304609196).
- Steffen, D. P. (2000). *Community constituencies' perceptions of local health department functional performance and willingness as collaborative partner* (Order No. 9968679). Available from ProQuest Dissertations & Theses Global. (304608988).
- Dissertation Committees, Doctorate in Education, (EdD)
- Fallon, M. M. (2009). *A quantitative study of the appointment process of local board of health members in Ohio and the relationship to board effectiveness* (Order No. 3370996). Available from ProQuest Dissertations & Theses Global. (304848311).
- Dissertation Committees, Doctorate in Philosophy, (PhD)

Academic Lectures

Graduate Course Guest Lectures

- Leadership preferences and bias.* In Fundamentals of Public Health Leadership, PUBH 790. Masters' in Public Health, Public Health Leadership Program, Asheville, NC. Summer I, 2019.
- Creativity, Conflict and Communication,* Doctoral Program in Biostatistics: Bios 844. School of Public Health, Chapel Hill, NC. October 2011. Enrollment–10-15.
- Getting on Local Government's Radar Screen.* Graduate Seminar in Nutrition Policy. School of Public Health, University of North Carolina, Chapel Hill, NC. August 2016, August 2015, September 2009. Enrollment–25-30.
- Health Care Ethics:* HPAA 185. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. March 2001. Enrollment–25-30.
- Health Policy Perspectives.* Health Behavior Health Education: HBHE 172, School of Public Health, Chapel Hill, NC. March 2001. Enrollment–25-30.
- Health Care Ethics:* HPAA 185. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. March 2000. Enrollment–25-30.

The US Health System, Comparative Health Systems: HPAA 110. Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. October 2000. Enrollment–25-30.

The Board's Role in Strategic Planning. Strategic Planning in Health Services: HPAA 240 Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. September 2000. Enrollment–25-30.

History of the US Health System. Introduction to Health Services: HPAA 70, Department of Health Policy and Administration, School of Public Health, Chapel Hill, NC. September 2000. Enrollment–25-30.

Leadership Assessment Workshop. Leadership Assessment, PUBH 790, Public Health Leadership Program, School of Public Health, Chapel Hill, NC. April 2014. Enrollment–25-30.

Undergraduate Course Guest Lectures

Leadership in the Public Sector. PUBA 401, Public Administration Program, School of Government, Chapel Hill, NC. November 2016, November 2015. Enrollment–20–25.

Budgetopolis: A Local Government Budget Simulation. POLI 472. Political Science, College of Arts and Sciences, University of North Carolina at Chapel Hill. February 2016. Enrollment–20–25.

Gillings School of Global Public Health Programs Organized and Administered:

Principle Investigator, North Carolina Public Health Leadership Institute, Cohort IV, June 2020-May 2021, Cohort III, August 2019-June 2020; Cohort II August 2018-June 2019; Cohort I March 2017-June 2018

Principle Investigator, North Carolina Institute for Public Health, Leading for Equity, September 2022-May 2023, July 2021- June 2022

Gillings School of Global Public Health Presentations and Sessions Taught:

Gillings Alumni Association, Gillings School of Global Public Health, University of North Carolina at Chapel Hill. Practice at Gillings; April 2024

Region 7, Foresight for Public Health Leaders, Raleigh, NC February 2024

Association of State and Territorial Health Directors (ASTHO) New State Health Officers Orientation. Chapel Hill, NC July 2023

New Health Directors Orientation. NC Local Health Directors Association, Raleigh, NC July 2023.

University of North Carolina School of Medicine; Clinical Leadership Program; Crucial Conversations workshop; March 2021

NC Dental Public Health Leadership Institute, The Leadership Challenge Practice: Challenging the Process; February 2022, March 2021

University of North Carolina at Chapel Hill, Gillings School of Global Public Health, North Carolina Institute for Public Health, New Health Directors Orientation, January 2022

Better Group Decision-Making; Environmental Health Supervisors Regional Meeting, November 2021.

Collaborating for High Quality Decision-Making. Faculty to Faculty (F2F) Training, Center for Faculty Excellence, The University of North Carolina at Chapel Hill. October 30, 2020.

Bias and Diversity in Public Leadership. Masters in Public Administration Fall Immersion Workshop, The University of North Carolina at Chapel Hill. Virtual Session, October 23, 2020.

How to Design the Future You've Imagined. NC Public Health Association Conference (NCPHA). Virtual Session, October 8, 2020.

Leading in Uncertainty. NC Public Health Association Conference (NCPHA). Virtual Session, October 7, 2020.

A Public Health Model for Veteran Mental Health. Durham VA Medical Center, Mental Health Summit. Durham, NC. September 12, 2019.

From PH 1.0 to PH 3.0. NC Public Health Nursing Association Conference (NCPHNA), Greensboro, NC, September 24, 2019.

PH 3.0 Leadership Cases from NC. NC Public Health Association Conference (NCPHA), Greensboro, NC, September 26, 2019.

From PH 1.0 to PH 3.0. Michigan Public Health Nursing Association Conference (NCPHNA), Lansing, MI, October 17, 2019.

Equity in Community Engagement, Race 4 Equity Annual Conference, Morrisville, NC. March 11, 2020.

From PH 1.0 to PH 3.0. Young Professionals in Public Health Conference (NCPHA), Raleigh, NC, May 2022; 2019

From PH 1.0 to PH 3.0. Salt Lake City Health Department Annual Staff Retreat, Keynote Address, Salt Lake City, UT, March 28, 2019.

Putting PH 3.0 Into Action. Salt Lake City Health Department Annual Staff Retreat, Keynote Address, Salt Lake City, UT, March 28, 2019.

From PH 1.0 to PH 3.0. National Association for Local Boards of Health, National Webinar Speaker, February 28, 2019.

From PH 1.0 to PH 3.0. Chatham County Health Department Annual Staff Retreat, Keynote Address, Pittsboro, NC, February 12, 2019.

Public health leadership at all levels. Session # 5137.0, American Public Health Association Annual Conference, San Diego, CA November 14, 2018.

Leading Change for PH 3.0, Pre-conference workshop, National Association for Local Boards of Health 25th Annual Conference, Cleveland OH, August 2017.

Governing Your Governing Board, Emerging Leaders in Public Health, Chapel Hill, September 2017.

University of North Carolina at Chapel Hill, Gillings School of Global Public Health, North Carolina Institute for Public Health, Management and Supervision, Your Leadership Challenge, April 2022, 2021, 2020, 2019, 2018

Peer Coaching, ACCLAIM, UNC School of Medicine, April 2019

Conflict Management, ACCLAIM, UNC School of Medicine, November 2018, January, 2018

Personal and Organizational Learning, ACCLAIM, UNC School of Medicine, January 2019; February, 2018

GRANTS AND CONTRACTS

Active:

Building Veteran Healthy Communities 9/1/2021-9/30/2024

VA Health Care System, \$1,259,000.00 Total

Implementation of a public health model for community support of veterans with mental illness. Direct design of implementation strategy, coordinate multiple teams, oversee graduate assistants and student practicums with practice partners, facilitation of network connections among key national, state and community stakeholders engaged in providing support for veterans and their families.

Role: PI 20% FTE

Intergovernmental Personnel Act (IPA) Agreement 5/1/2021-5/31/2023

VA Health Care System, \$20,085 Total

Consult on public health model for family support of veterans with mental illness. Combination of meetings, coordination of student practicum with practice setting, facilitation of network connections among key stakeholders supporting veterans and their families.

Role: Co-I 5% FTE

Intergovernmental Personnel Act (IPA) Agreement 6/1/2020-12/31/2020

VA Health Care System, \$3,000 Total
Consult on public health model for family support of veterans with mental illness.
Combination of meetings, coordination of student practicum with practice setting,
facilitation of network connections among key stakeholders supporting veterans and their
families.

Contract # 35489 6/1/17 – 5/30-18 5%

NC DHHS \$25,000 total
“North Carolina Public Health Leadership Institute”
Training and leadership development for cohort of local and state public health
professionals. Combination of face-to-face and distance learning educational sessions
focusing on leadership skill in public health settings.
Role: Co-I

Completed:

Contract #00036619 07/01/18—6/30/19 15%

NC DHHS \$149,392.91
Utilizing County Evaluation Findings to Build Implementation Capacity and Infrastructure to
Support the Triple P System of Interventions in North Carolina DSS
Role: Co-I

Contract #00036619 01/01/18—6/30/18 20%

NC DHHS \$95,762.78
Utilizing County Evaluation Findings to Build Implementation Capacity and Infrastructure to
Support the Triple P System of Interventions in North Carolina DSS
Role: Co-I

At the School of Government, I was in a 100% state funded position and expected to teach, write and advise local government elected and appointed officials. I generated additional revenues for the School and its clients in two ways: (1) contracting with state and local governments to carry out applied studies and in-depth leadership and governance consulting; and (2) securing corporate funding to support educational programming for city and county elected leaders.

No Number. (School of Government) 2/1/2016-3/1/2017 15%

Dean’s Innovation Award \$25,000 total
“Online Tracking for Budget Simulation”
This project created an online administrative tracking system for county and municipal budget simulation delivered regularly to local government elected and appointed officials and students at UNC. This effort increased administrative efficiencies and provided rapid feedback to decision-making groups, enabling more active interaction and participation in the simulation. Web based platform created infrastructure for long-term data collection

and analysis.

Role: PI

No Number. (Local Elected Leaders Academy) 1/1/2013-12/30/2016 50%

Prudential Financial Contribution \$400,000 total

“Education and leadership development for NC city councils and county commissioners”

This effort expanded access for low-wealth city and county elected leaders and incentivized full-board attendance at newly elected official orientation programs across NC. It also provided underwriting for the development and implementation of innovative leadership and financial education programs for local elected leaders.

Role: PI

No Number (Contracted Research) 7/1/2013-6/30/2015 5%

Town of Chapel Hill \$13,500 total

“Advisory Board Assessment and Evaluation”

Research project designed to assess function and effectiveness of public advisory boards and commissions in the Town of Chapel Hill. Assessment data informed reorganization and restructuring of advisory boards and commissions involved in development and land use. Post-intervention follow up evaluation of advisory board and commission function and effectiveness in land use decisions.

Role: PI

No Number. (Direct Services) 7/1/2009-6/30/2015 5%

County and Municipal Governing Boards \$34,331 total

“Governing effectively as a board”

Customized retreat facilitation for more than a dozen Municipal and County’s boards of commissioners and senior management teams. Conducted and analyzed in-depth interviews, designed and led strategic planning and team building retreats. Retreats enabled governing boards and senior leaders to build relationships and set specific goals for county government.

Role: PI

No Number. (Direct Services) 9/1/2010-6/30/2014 5%

Small Business Technology and Development Center, NCSU \$31,000 total

LEAD Program Design and Implementation

Developed and implemented cohort leadership development program for small business assistance programs across NC community colleges and extension offices. Created train-the-trainer model, enabling extension agents to deliver leadership programming in own jurisdictions.

Role: PI

No Number. (Direct Services) 7/1/2012-6/30/2013 5%

County Governments \$8,248 total

“Managing and team building”

Customized design and retreat facilitation with municipal and county government's senior management teams. Conduct in-depth interviews, design and lead strategic planning and team building retreats. Retreats enabled managers and employees to build relationships and set specific goals for county government.

Role: PI

No Number. (Direct Services) 7/1/2009-11/30/2014 5%

Public managers \$14,550 total

“Performance review facilitation”

Design and facilitate performance review processes for city and county managers in NC. Includes interviewing and analyzing feedback from elected officials and other stakeholders, preparing summary reports and facilitating performance review conversations between elected and appointed officials.

Role: PI

No Number. (Direct Services) 3/1/2012-3/31/2012 25%

City of Winston Salem Forsyth County \$25,033 total

“Leadership and Change in the Public Sector”

Designed and delivered custom on-site leadership development and workforce training for mid-level managers in municipal and county governments. Integrated new programming into local governments' emerging leaders' succession planning efforts.

Role: PI

No Number. (Community Visioning) 4/1/2008-6/30/2010 5%

Town of Chapel Hill \$18,306 total

“Community Visioning Process for Town of Chapel Hill”

This project involved convening and conducting community forums, and interviewing elected and appointed officials in the Town of Chapel Hill to produce key themes for Chapel Hill 2020 visioning process.

Role: PI

No Number (Direct Service) 1/1/2009-12/30/2009 5%

State and regionals contracts \$4,445 total

“Short course on Governance”

Developed and delivered instructional programming on effective governance for state and regional governing boards and commissions.

Role: PI

No Number (Maternal and Child Health) 7/1/2004-6/30/2005 25%

Health Resources and Services Administration Training grant \$25,200 total

“Leadership Pathways Workshop”

Designed and delivered leadership development for fellows and faculty from multidisciplinary child health programs. Funded through Leadership Education in

Neurodevelopmental and Related Disabilities (LEND) Fellowship Program

Role: Lead Trainer

No Number. (City and County Health Officials) 1/1/2004-10/31/2004 50%

National Association of City and County Health Officials \$50,000 total

“Mobilizing for Action through Planning and Partnership”

Formative Evaluation of public health community assessment model developed by National Association of City and County Health Officials, Washington, DC.

Role: PI

No Number (Maternal and Child Health) 7/1/2003-6/30/2004 25%

Health Resources and Services Administration Training grant \$18,800 total

“Leadership Pathways Workshop”

Designed and delivered leadership development for fellows and faculty from multidisciplinary child health programs. Funded through Leadership Education in Neurodevelopmental and Related Disabilities (LEND) Fellowship Program

Role: Lead Trainer

No Number. (City and County Health Officials) 8/1/2002-5/31/2003 50%

National Association of City and County Health Officials \$50,095 total

“Mobilizing for Action through Planning and Partnership”

Formative Evaluation of public health community assessment model developed by National Association of City and County Health Officials, Washington, DC.

Role: PI

No Number (Maternal and Child Health) 7/1/2002-6/30/2003 25%

Health Resources and Services Administration Training grant \$31,900 total

“Leadership Pathways Workshop”

Designed and delivered leadership development for fellows and faculty from multidisciplinary child health programs. Funded through Leadership Education in Neurodevelopmental and Related Disabilities (LEND) Fellowship Program

Role: Lead Trainer

No Number (Maternal and Child Health) 7/1/2001-6/30/2002 25%

Health Resources and Services Administration Training grant \$23,750 total

“Leadership Pathways Workshop”

Designed and delivered leadership development for fellows and faculty from multidisciplinary child health programs. Funded through Leadership Education in Neurodevelopmental and Related Disabilities (LEND) Fellowship Program

Role: Lead Trainer

- No Number. (National Association of Local Boards of Health) 3/1/2001-5/31/2001 5%**
National Association of Local Boards of Health \$3,000 total
“Train the trainer”
Developed and pilot tested a train the trainer program Funded by the National Association of Local Boards of Health.
Role: PI
- No Number. (Person County) 3/1/1999-6/30/1999 10%**
Person County Health Department \$9,250
“Strategic planning”
Led strategic planning design, facilitated retreat and provided summary report for Person County Health Department.
Role: PI
- No Number. (Cabarrus County, NC) 7/1/1998-12/30/1998 10%**
Cabarrus Health Alliance \$8,000 total
“Final Evaluation Report”
Funded final report and presentation of evaluation of organizational change undertaken for Cabarrus Health Alliance.
Role: PI
- No Number. (Cabarrus County, NC) 8/1/1996-6/30/1998 40%**
Cabarrus Health Alliance \$24,500 total
“Evaluation of Organizational Change”
Funded mixed method evaluation of organizational change undertaken for Cabarrus County NC to transition from a county health department to a public health alliance.
Role: PI
- No Number. (NC Association of Boards of Health) 5/1/1993-6/30/1994 100%**
NC Department of Environment, Health and Natural Resources \$100,000 total
Train and Educate Local Boards of Health
State contract awarded to Association of North Carolina Boards of Health to develop and deliver orientation and statewide training for local health boards in NC.
Role: PI
- No Number. (Heath Resources and Services Administration) 9/1/1991-11/30/1991 5%**
US Dept. of Health and Human Services \$5,000 total
“First Annual Meeting of National Association Local Boards of Health”
Award provided funding to support first national meeting and organizational start up for National Association of Local Boards of Health.
Role: PI
- No Number. (Association of North Carolina Boards of Health) 10/1/1989-9/30/1993 100%**
W. K. Kellogg Foundation \$400,000 total
“Orientation and Leadership Development for Boards of Health in NC”

Supported creation of board of health training materials and dissemination of training programs for local boards of health across NC.

Role: PI

PROFESSIONAL SERVICE

Service to the Gillings School of Global Public Health

Chair's Committee, Gillings School of Global Public Health February 2024-Present

Dean's Council, Gillings School of Global Public Health February 2024-Present

Real-World Impact Project Participant, Jan 2024-Present

Gillings' Appointment, Promotion and Tenure Committee member; September 2021 – Feb 2024

PHLP Faculty Search Committee, Chair, February 2021 – Nov 2023 (8 successful searches)

MPH Steering Committee, Member. September 2018 – Feb 2024

MPH@UNC Online Concentration Leads, Member, June 2020—Feb 2024

PHLP Mentoring Pilot, Lead, February 2021—July 2023

Admissions Committee for Leadership in Practice, Chair. September 2017–August 2021

Interprofessional Education and Practice, School of Public Health, Summer Read facilitator.

Equity Training Participation

Critical Race Theory (CRT) Summer School, 40 hours, August 10-13, 2021

University of North Carolina at Chapel Hill, Green Zone Training, 3 hours, September 2021

Chatham Organizing for Racial Equity, White Ally Toolkit Workshop, 8 hours, Spring 2022

UNC Gillings School of Global Public Health, NCPHLI Leading for Equity Webinar Series, approx. 16 hours, July 2021-June 2022

UNC Gillings School of Global Public Health, National Health Equity Webcast and Continued Conversations, 3 hours, September 2021

UNC Gillings School of Global Public Health, Summer Symposium in Inclusive Excellence, 9 hours, June 2022

University of North Carolina at Chapel Hill, Inclusive Teaching Certification, Spring 2021

University of North Carolina at Chapel Hill, Inclusive Hiring Practices, 1 Hour, Spring 2021

Health Improvement Partners, 8 Hours, Spring 2021

Chatham Organizing for Racial Equity, Community Workshops 8 Hours, Spring 2021

University of North Carolina at Chapel Hill, Relational Leadership Equity Booster, 2 Hours, Spring 2021

Professional Development

University of North Carolina School of Medicine, Translational and Clinical Sciences Institute, Research Leadership Academy, August – October, 2021

University of North Carolina Human Resources, BEST: Foundations of Supervision, November 2021

Service to School of Government

Teaching Development Committee, Member. July 2016–February 2017

Diversity Committee, Member. January 2016 – February 2017

Managers' Initiative, Committee Member, September 2014 – August 2015

Leading for Results: LGFCU Fellows Program. Curriculum Committee Member 2011 – February 2017

On-Line Modules Pilot Project, Committee Member April 2009 – 2010

Beating Hearts: Stories of Domestic Abuse, Narrator March 2009

Municipal and County Administration--Public Leadership Curriculum Design. 2009-2010

Local Elected Leaders Academy, Advisory Committee Member March 2007 – February 2017

New Faculty Brown Bag Luncheons, Coordinator April 2007 –2009

Public Leadership Workgroup, member October 2006 – February 2017

Albert and Gladys Coates Video Recording, Narrator August 2007

School of Government Celebration, Alumni Center, Chapel Hill, NC, Narrator June 2007

Local Government in NC, Time Warner Video Project, presenter and narrator April –October 2007

RefWorks Training, coordinated for School of Government Students, Faculty and Staff, Chapel Hill, NC September – October 2006

General Government Workgroup, Member. August 2005 – June 2006

Public Executive Leadership Academy, Curriculum Committee Member. August 2005 – February 2017

Service to UNC

Member, *University of North Carolina Faculty Council*. July 2021 – Present; July 2015 – June 2020

Member, *University of North Carolina Faculty Council*. Nominating Committee, 2019

Member, *University of North Carolina Faculty Council*. Agenda Committee 2019-2020

Member, *University of North Carolina Center for Faculty Excellence*. Advisory Committee 2018-Present

Discussion Leader, Interprofessional Experience In Practice (IPEP) Summer Reading Program 2021, 2020, 2019

Discussion Leader, Carolina Summer Reading Program 2017, 2016, 2015, 2014, 2013, 2011, 2010, 2009, 2008 2007, 2006

Bell Leadership Summit, participant 2017

Presenter, Center for Faculty Excellence 5th Annual Faculty Showcase for Teaching at Carolina. November 2015

Humphrey Fellows Program, Mentor, Department of Political Science, UNC-Chapel Hill, NC August 2003-2008

Womentoring Program, Mentor, UNC-Chapel Hill Undergraduate Program August 2006–May 2007 August 2005–May 2006

Service to the State

Election Judge, Chatham County Board of Elections, 2021 – present

Member, Chatham County Health Alliance, Resilience Subcommittee, February 2021- Present

Member, Chatham County Economic Development Corporation, Pittsboro, NC. May 2017– December 2020

Chair, Governance Committee, Chatham County Economic Development Corporation, Pittsboro, NC. June 2017–November 2020

Facilitator, FVRC Re-Organizational meeting, Pittsboro, NC, July 2017

Member and Chair, Chatham County Together! Communities in Schools of Chatham County Siler City, NC August 2012 –September 2015

Member and Vice Chair, Chatham County Together! Chatham County Big-Brother, Big-Sister Program, Siler City, NC February 2011 – August 2012

Facilitator, Chatham County Artists Guild Annual Retreat September 2010

Facilitator, Chatham County Arts' Council Annual Retreat August 2010

Member, Emeritus Committee, National Association of Local Boards of Health July 2009 – Present

Expert Panelist, Chatham County Leadership Program, Pittsboro, NC January 2005

Member, Rape Crisis Family Violence Board of Directors, Pittsboro, NC May 2002 – May 2003

Big Sister, Chatham Together, a Governor's One-On-One Program October 1999 – May 2002

Liaison, Association of North Carolina Boards of Health, Board of Directors January 1998 – June 2001

Chairperson, Chatham County Board of Health June 1995 – June, 1998

Member, Chatham County Board of Health July 1992 – June 1999

Member, Community Health District Advisory Committee, Governor's North Carolina Health Planning Commission. May– December 1994

Chairperson, Public Health Management Section, North Carolina Public Health Association. September 1992 – 1994

Guardian ad litem, Chatham County, North Carolina 1990 – 1993

Chairperson, Scholarship Committee, North Carolina Public Health Association. 1990 – 1992

National Service

Reviewer, Public Health Reports, 2024

Member, Advisory Committee for the National Public Health Leadership Institute, University of North Carolina at Chapel Hill, Institute for Public Health October 2001 – July 2003

Chair, Finance Principles Subcommittee, Public Health Law Collaborative, through Turning Point Program, Robert Wood Johnson Foundation July 2001 – May 2003

Past-president, National Association of Local Boards of Health, Chair, Nominating Committee January 2001 – Dec. 2001

Member, Public Health Law Collaborative, through Turning Point Program, Robert Wood Johnson Foundation January 2001 – May 2003

Member Public Health Credentialing Task Force, Evaluation and Research Subcommittee, Centers for Disease Control and Prevention October 2000 – July January – December 2001

President, National Association of Local Boards of Health January – December 2000

Member, Administrators Work Group for the CDC Initiative to develop genetic competencies for health administrators, officials and policy-makers September 2000

Vice Chair, Public Health Foundation Board of Directors January 1999 – August 2003

Member, Public Health Foundation Board of Directors January 1999 – 2004

Workgroup Member, and Evaluation Subgroup Member, Mobilizing Action through Planning and Partnerships (MAPP), National Association of City and County Health Officials July 1998 – July 2004

Workgroup Member, Local Public Health Governance Standards, National Public Health Performance Standards Program, Centers for Disease Control and Prevention January 1999 – June 2002

President Elect, National Association of Local Boards of Health July 1998 – December 1998

Trustee, National Association of Local Boards of Health January 1996 – Dec. 2001

PRACTICE ACTIVITIES

Practice at Gillings School of Global Public Health (2018-Present):

Building Veteran-Healthy Communities (2021-Present)

Implemented community engagement and strategic-action pilots in Alamance, Edgecombe, Nash Counties

Chatham Health Alliance (2018-Present)

Serve on interdisciplinary with representatives from Chatham Hospital, UNC Family Medicine, Chatham County Health Department and Chatham Health Alliance. Successfully engage community members and facilitated small group decision making, successfully kept Maternity Care Center operating (and growing) at Chatham Hospital in Siler City, NC

Governance in Public Health (2023-Present)

Led creation, design and implementation of a graduate level applied public health governance course (PUBH 785). Student teams conducted interviews and developed: model bylaws and governing agendas (International Graduate Student Association); recommended training modules (NC Local Boards of Health and Human Services); and suggested community engaged governance approaches (CORE).

Practice at the School of Government (2004-2017):

Advanced Leadership Corps

Personal Leadership in the Public Sector, Chapel Hill, NC. September 2016, September 2015, September 2014, September 2013

Clerks' Institute

Tips and Techniques for Managing Conflict, in Clerk's Institute Session III, Chapel Hill, NC. October 2016, October 2012, October 2011, October 2010, October 2009, October 2008, June 2007

Understanding Your Personal Management Style, in Clerk's Institute Session III, Chapel Hill, NC. September 2013, September 2012, October 2011, October 2008, June 2007

Community Development Academy

Developing Management and Leadership Skills, in Community Development Academy, School of Government, Chapel Hill, NC. November 2004

Group Decision Making, in Community Development Academy, School of Government, Chapel Hill, NC. April 2016, April 2015, April 2014, April 2013, April 2012, April 2011, March 2006, March 2005

Essentials of County Government

The Role of Elected Officials in a Democratic Society, in Essentials of County Government, Multiple locations, NC. January – February 2015, January – February 2013, Dec 2010 – February 2011, December 2008-March 2009, Dec 2006 – March 2007

Roles and Responsibilities for County Governing Boards, in Essentials of County Government, Multiple locations, NC. January – February 2015, January – February 2013, Dec 2010 – February 2011, December 2008-March 2009, Dec 2006 – March 2007

Working Together: Roles, Responsibilities, and Relationships in Essentials of County Government, Multiple locations, NC. January – February 2015, January – February 2013, Dec 2010 – February 2011, December 2008-March 2009, Dec 2006 – March 2007

The Bottom Line: Local Government Budget Simulation in Essentials of County Government, Multiple locations, NC. January – February 2015, January – February 2013

Essentials of Municipal Government

Clarifying Roles and Responsibilities for Municipal Governing Boards, in Essentials of Municipal Government. Multiple locations, NC. January – March 2016, January – February 2014, January – February 2012, Dec 2009–March 2010, February – March 2008

The Role of Elected Officials in a Democratic Society, in Essentials of Municipal Government. Multiple locations, NC. January – March 2016, January – February 2014, January – February 2012, Dec 2009–March 2010, February – March 2008

Working Together in Council- Manager Municipalities: Roles, Responsibilities, and Relationships, in Essentials of Municipal Government. Multiple locations, NC. January – March 2016, January – February 2014, January – February 2012, Dec 2009–March 2010, February – March 2008

Budgetopolis: A Budget Simulation, in Essentials of Municipal Government. Multiple locations, NC. January – March 2016, January – March 2016, January – February 2014, January – February 2012

Conducting the Council's Business: Effective Public Meetings and Hearings, Essentials of Municipal Government, Asheville, NC February 2006

Judicial Districts Executive Seminar

Team Building Workshop, in Judicial District Executive Seminar, School of Government, Chapel Hill, NC. March 2016

Leading for Results: LGFCU Fellows' Program

Working with Elected Officials, in Leading for Results, School of Government, Chapel Hill, NC. September, November 2015, August, October, December 2014, September, October, November 2013

Managing Change, in Leading for Results, School of Government, Chapel Hill, NC. August, October, December 2014, September, October, November 2013

Group Decision Making, in Leading for Results, School of Government, Chapel Hill, NC. October, December 2016, September, November 2015, August, October, December 2014, September, October, November 2013

Coaching for Results, in Leading for Results, School of Government, Chapel Hill, NC. October 2012

Change: You Can Bet on It! in Leading for Results, School of Government, Chapel Hill, NC. November 2012

Manager Evaluation and Board Assessment

Manager Evaluation, in Manager Evaluation and Board Assessment, Multiple locations, NC. April 2015, April 2014, April 2013, April 2012, April–May 2011, March–April 2010, April 2009, March 2007, April 2006

Board Assessment, in Manager Evaluation and Board Assessment. Multiple locations, NC. April 2013, April 2012, April–May 2011, March–April 2010, April 2009, March 2007, April 2006

Municipal and County Administration

A View from the Other Side: Working with Elected Officials, in Municipal and County Administration, School of Government, Chapel Hill, NC. April 2016, April 2015, April 2015, April 2013, May 2012, April 2011, April 2010, April 2009, February 2008

Managing Change, in Municipal and County Administration. School of Government, Chapel Hill, NC. February 2013 March 2012, March 2011, April 2006

Making Better Decisions, in Municipal and County Administration, School of Government, Chapel Hill, NC. March 2015, March 2012, March 2010

Solving Complex Problems: Municipal and County Case Study, in Municipal and County Administration, School of Government, Chapel Hill, NC. April 2016, April 2015, April 2014, April 2013, April 2012, April 2011, April 2010, April 2009

New County Board Chair Orientation

Understanding your responsibilities as the board chair, in Leading Your County Governing Board: Orientation for New Board Chairs, Multiple locations, NC, January 2013, January 2011, January 2009, January 2007

Building the Board's Agenda, Orientation for New County Board Chairs, New Bern and Chapel Hill, NC. Dec 2004 – Jan 2005

New Mayors' Orientation

The Mayor's Role and New Mayor Transition, in New Mayor Orientation. Multiple locations, NC. November – December 2015, November – December 2013, November – December 2011, November–December 2009, November -- December 2005

Public Executive Leadership Academy

Implicit Bias, in Public Executive Leadership Academy, School of Government, Chapel Hill, NC. July 2016

Change Style, in Public Executive Leadership Academy, School of Government, Chapel Hill, NC. July 2011, July 2010, July 2009, July-August 2008, July – August 2007, March – October 2006, March - October 2005

Community Leadership Competency Assessment Parts 1 and 2, in Public Executive Leadership Academy, School of Government, Chapel Hill, NC. July 2017, July 2016, July 2015, July 2014, July 2013, July 2011, July 2010, July 2009, July, August 2008, July – August 2007, March – October 2006

Community Leadership in Art, in Public Executive Leadership Academy, Ackland Art Museum, Chapel Hill, NC. August 2016, August, 2015, August 2014, August 2013, August 2011, August 2010, August 2009

Learning Team Leader, in Public Executive Leadership Academy, School of Government, Chapel Hill, NC. July 2011, July 2010, July 2009, July-August 2008, July – August 2007, March – October 2006, March - October 2005

It's All About You! 360 Feedback for Managers

Leadership Challenge Workshop. North Carolina City and County Managers Association Summer Conference. Asheville, NC June 2016

Strategic Public Leadership

Vision, Mission and Values and Monitoring and Evaluation, in Strategic Public Leadership: Setting Priorities, Getting Results, Multiple locations, NC. March 2015, March 2014, March 2013, September 2010, January 2009, December 2008, November 2006

School of Government On-Line Modules

Eight Expectations for Effective Council-Manager Relations. Online Module for New Public Managers. School of Government, Chapel Hill, NC. November 2016.

County Government in North Carolina, in On-Line Module, School of Government, Chapel Hill, NC. February 2010

Municipal Government in North Carolina: Structure, Roles and Responsibilities, in On-Line Module, School of Government, Chapel Hill, NC. December 2009

Making Decisions and Setting Directions, in On-Line Module for Local Management Entity Boards, Chapel Hill, NC October 2008

Being Accountable as a Board, in On-Line Module for Local Management Entity Boards, Chapel Hill, NC October 2008

School of Government Courses Organized or Administered:

Advanced Leadership Corps, University of North Carolina at Chapel Hill. September 2016, September 2015, 2014, 2013.

Advanced Leadership Corps, Ambassadors Alumni Event. University of North Carolina at Chapel Hill. June 2016, June 2015, September 2014.

It's All About You! 360 Feedback for Managers, Asheville, NC. June 2016.

Managers' Toolbox, Municipal and County Administration, University of North Carolina at Chapel Hill. March 2016, March 2015

Emerging Leaders: Building Your Capacity to Lead, School of Government, Chapel Hill, NC. May 2011

Essentials of County Government, Multiple locations, NC. January – February 2015, January – February 2013, Dec 2010 – February 2011, December 2008-March 2009, Dec 2006 – March 2007

Essentials of Municipal Government. Multiple locations, NC. January – March 2016, January – March 2014, January – February 2012, Dec 2009–March 2010, February – March 2008

How Are We Doing? Manager Evaluation and Board Self-Assessment. School of Government, Chapel Hill, NC. April 2015, April 2014, April 2013, April 2012, April–May 2011 April

2009, March 2007, April 2006

Leading Your County Governing Board: Orientation for County Board Chairs, Multiple locations, NC. January 2015, January 2013, January 2011, January 2009, January 2007

Leading Your Municipal Governing Board: Orientation for New Mayors, Multiple locations, NC. November – December 2015, November – December 2013, November – December 2011, November–December 2009, November -- December 2005

Strategic Public Leadership: Setting Priorities, Getting Results. Multiple locations, NC. March 2014, March 2013, September 2010, January 2009, December 2008, November 2006

Working for Results as a Board, Multiple locations, NC. March 2007, February 2006

Additional Presentations (Organized by School of Government by Client Group):

Leading for Results Alumni Event

Leadership Styles and Practices. Alumni Event. Leading for Results. School of Government, Chapel Hill, NC. October 2015.

North Carolina Association of County Commissioners

Civility Workshop for Elected Officials. Preconference Workshop. NCACC Annual Conference. August 2015.

You Can Bet On It! Successfully Managing Change. Preconference Workshop. NCACC Annual Conference, Raleigh Convention Center. August 2012.

Bottom Line Budget Simulation, in NCACC Annual Conference, Concord Convention Center, Concord, NC. August 2011

Reconstructing North Carolina: Leadership Lessons from the Past, in NCACC Annual Conference, Concord Convention Center, Concord, NC. August 2011

Putting Plans Into Action. NCACC Annual Conference: County Elected and Appointed Officials. Greenville, NC. August 2010

New Thinking for Public Problems. NCACC Annual Conference. Fayetteville, NC. August 2007.

North Carolina League of Municipalities

Effective Citizen Advisory Boards. NCLM Annual Conference, Charlotte Convention Center, Raleigh, NC. October 2012

Keys to Effective Communication, NCLM Annual Conference, Raleigh Convention Center, Raleigh, NC. October 2011

Effective Council Relations. NCLM Annual Conference, Winston-Salem, NC. October 2010

Effective Council- Manager Relations. NCLM Annual Meeting, Winston-Salem, NC. October 2010

Different Communities, Similar Problems, Different Solutions, NC League of Municipalities Annual Conference, Fayetteville, NC October 2007

Strategic Leadership for Municipal Boards, NCLM Annual Conference, Koury Convention Center, Greensboro, NC. October 2006

North Carolina City and County Managers' Association

360 Feedback for personal and professional development, NCCCMA Summer Conference, City and County Managers June 2011

Orientation of Candidates and Newly Elected Officials. NC City and County Managers' Winter conference. Durham, NC. February 2010.

Successful Retreats, North Carolina City and County Managers' Association, Summer Conference, Sunset Beach, NC June 2006

Effective Board Retreats, Small Group Facilitator, NC City and County Mangers Association, Annual Winter Conference, Sheraton RTP, NC January 2006

Small Business Technology and Development Center

Creativity and Conflict, Small Business Technology Development Center. March 2011

Developing a Leadership Plan, Small Business Technology Development Center January 2011

Coaches Training, Small Business Technology Development Center November 2010

360 Feedback, Small Business Technology Development Center November 2010

Health and Human Service Boards in NC

Essential Responsibilities for Local Government Boards and The Governing Board's Role in Accountability, in Local Management Entity Board Leadership Institute, Clemmons, Pinehurst, Asheville and New Bern, NC November 2007 – June 2008

Tools for Better Decision Making, Local Management Entity Providers, May 2011

Roles and Responsibilities for Department of Social Services Boards, NC Department of Social Services Boards' Annual Conference. Riverfront Convention Center, New Bern, NC. October 2006

NC Rural Water Association

Governing and Leading: Roles and Responsibilities of Effective Boards, NC Rural Water Association, Greensboro, NC May 2010

Governing and Leading: Roles and Responsibilities of Effective Boards, NC Rural Water Association, Greensboro, NC May 2009

MPA Alumni/Public Administration Annual Conferences

Does Emotional Intelligence Really Matter? UNC Public Administration Conference. School of Government, Chapel Hill, NC. October 2012

Change management, MPA Alumni Conference, November 2011.

Group Decision Making, MPA Alumni Conference, November 2011.

Bridging the Gap in Your Personal and Professional Life, MPA Conference, School of Government, Chapel Hill, NC. November 2006

Other School of Government Client Groups

Creating and Maintaining Citizen Advisory Committees, City and County Clerks' Academy Annual Meeting, January 2012.

Tools for Better Decision Making. NC Local Government Budget Officers' Association. Wrightsville Beach, NC. 2009

A View from the Other Side. NC Government Finance Officers' Association Annual Conference. Chapel Hill, NC 2008.

Leading in a Complex Environment, NC Tax Assessor's Annual Conference. Raleigh, NC, 2004

School of Government Brown Bag Seminar

Why Bother With Learning Objectives? Brown Bag Teaching Seminar for School of Government Faculty and Staff, Chapel Hill, NC October 2006

Other Continuing Education Sessions Taught

The Public Health Advantage, North Carolina Institute for Public Health, Public Health Law Project, The University of North Carolina at Chapel Hill, April 2018.

Governing Your Board, Emerging Public Health Leaders Program, North Carolina Institute for Public Health, Kresge Foundation program through The University of North Carolina at Chapel Hill, September, 2017.

The Bottom Line! A Budget Simulation. Buckley Public Service Scholars, Center for Public Service, The University of North Carolina at Chapel Hill, October, 2016

Budgetopolis: A Budget Simulation. Leadership Raleigh, Chamber of Commerce. Raleigh NC, Campbell Law School. April 2016

Leading and Managing. North Carolina Institute of Public Health. Southeast Regional Leadership Academy. Chapel Hill, NC. April 2018, April 2016

- Roles and Responsibilities for ABC Boards.* ABC Annual Conference, Asheville, NC. July 2013
- Team Building and Conflict Resolution Workshop,* University of Arizona LEND, Maternal and Child Health Leadership Fellows Program, August 2013, November 2013
- Local Government Decision Making.* NC State Agricultural Leadership Program. Chapel Hill, NC. December 2012
- Management and Leadership Training Workshop.* Department managers for Academic Model Providing Access To Healthcare (AMPATH), Moi University Medical Center. Eldoret, Kenya. July 2012
- Team Building and Conflict Resolution Workshop,* University of North Carolina LEND, Maternal and Child Health Leadership Fellows Program, November 2012, November 2011, November 2010, November 2009, November 2008, November 2007, November 2006
- Communication skills,* Southeast Public Health Leadership Institute, August 2011
- Board Roles and Responsibilities.* Alcoholic Beverage Commission, Raleigh, NC State Association April 2009
- Working with Elected Officials to Improve Public Health.* Ned E. Baker Lecture, Bowling Green State University for the National Association of: Local Boards of Health, Bowling Green, OH. April 2005
- Leadership versus Management,* for UNC Employee Work Fair, Chapel Hill, NC August, 2004
- Public Entrepreneurship,* Management Academy for Public Health, Rizzo Center, Chapel Hill, NC July 2004
- Local Governance Assessment Instrument,* National Public Health Performance Standards Program, American Public Health Association, Philadelphia, PA November 2002
- Local Public Health Policy.* Presentation to National Council of State Legislators' Summer Institute, Chapel Hill, NC August 1999 – July 2001
- Board of Health Training Institute,* BOHTI Education, Pilot Test, Train the Trainer Workshop, Grand Island, Nebraska April 2001
- Presentation On Public Health Infrastructure,* Orange County Board of Health, Chapel Hill, NC. April 2001
- Performance Standards for Local Boards of Health,* American Public Health Association, Washington, DC November 2000
- Governance Standards for Improving Public Health,* National Association of Local Boards of Health, Raleigh, NC July 2000
- Using On-line Discussion Forums,* Carolina IT Expo, Carolina Union, Chapel Hill March 2000

How Performance Standards Can Strengthen Accountability, National Public Health Performance Standards Partners' Conference, Atlanta, GA June 1999

How To Be A More Effective Board Member. Third annual conference of the National Association of Local Boards of Health. Tucson, AZ. July 1994

Developing Effective Boards of Health. Keynote Address, Illinois Public Health Leadership Institute. School of Public Health, University of Illinois at Chicago. October 1993

Community-Based Health Initiatives and the W. K. Kellogg Foundation. Panelist. Second annual conference of the National Association of Local Boards of Health. Chicago, IL. July 1993

Strengthening Public Health Governing Boards. American Public Health Association Annual Meeting. Atlanta, GA. November 1991

Designing Educational Opportunities for County Boards of Health. National Area Health Education Centers Conference. Charleston, SC. July 1991

LOCAL GOVERNMENT ADVISING BY FISCAL YEAR

School of Government faculty members provide direct services and consultation to local government officials as a core part of their work. Working directly with clients is referred to within the School as "advising."

2015-2016

Organizational Team Building Retreat, NC Association of County Commissioners, December 2016.

2014-2015

Senior Manager Education Session, Durham County Government, July 2014.

Structuring Advisory Boards and Commissions, Transylvania County Government, October 2014.

County Manager Performance Evaluation, Carteret County Government, November 2014.

MPA Faculty Retreat, School of Government, April-June 2015.

Legacy Program Planning, Management Team, Town of Chapel Hill, May, 2015.

2013-2014

Assessment Center Panelist: Hiring a New County Manager, Durham County, NC. October 2013

2012-2013

Leadership Training Program, Small Business Technology Development Center, August 2012-
May 2013

Advisory Board Training. Town of Chapel Hill, September 2012

Buncombe County Board of Commissioners Retreat. Asheville, NC. November 2012

Advisory Board Standing Advisory Board Review. Town of Chapel Hill, September 2012 –
January 2013

Durham County Department Heads Retreat, Durham County. October 2012

2011-2012

Governing Board Roles and Responsibilities Retreat, Orange Water and Sewer Authority,
Orange County Government, November 2012

Leadership Training Program, Small Business Technology Development Center, August 2011-
May 2012

Manager Evaluation Facilitation, Durham County Manager, May 2012

Council dynamics, Senior Management Consultation, City of Locust, April – May 2012

Governing Board Roles and Responsibilities, Durham Wake Mental Health Authority. February
– April 2012

Building Your Leadership Capacity, Winston-Salem City Managers, February – March 2012

Building Your Leadership Capacity, DSS Managers, Forsyth County Government, February –
March 2012

Leadership Challenge Facilitators Workshop, Small Business Technology Development
Center, February – March 2012

Strategic Planning, Orange County Commissioners, Orange County Government, October 2011

Strategic Planning Retreat Design, Town of Benson, NC September – November 2011

Manager Evaluation Consultation, Union County Manager, July 2011

2010-2011

Leadership Development program for Small Business Technology Development Center, NC
State Government August 2011

Orange County Commissioners Retreat, Orange County, NC. February 2011

360 Feedback Assessment for Assistant Manager, Winston-Salem, NC Municipal Government
January 2011

Board Relations/Retreat, for Manager and City Council, Laurinburg, NC Municipal

Government January 2011

2009-2010

Board Retreat for County Commissioners, Orange, NC County Government. December 2010

Strategic Planning for Manager and Commissioners, Benson, NC Municipal Government
September 2010

Retreat for Management Team in Reidsville, NC Municipal Government September 2010

Leadership Development program for Small Business Technology Development Center, NC
State Government August 2010

Harnett County Board of Commissioners Retreat, Dunn, NC November 2009 – May 2010

2008-2009

Orientation for Elected Officials. University of North Florida, Jacksonville, FL. December
2008–May 2009

Council Retreat, Town of Wilkesboro, NC Municipal Government December 2009

Community Visioning Conversations, Town of Chapel Hill, NC Municipal Government April
2009–June 2009

Cape Fear Public Water Authority Board Retreat, Wilmington, NC Municipal Government
August 2009

2007-2008

Are you Managing or Leading? Session for City of Wilmington Managers and Department
Heads, June 2008

Cape Fear Public Water Authority Board Retreat, Wilmington, NC Municipal Government
April-August 2008

Durham Local Management Entity Board Self -Assessment, Durham, NC, County Government
January – August 2008

E-Verify Decision Making Session for NC Registers of Deeds Association, December 2007 –
March 2008

2006-2007

Strategic Planning Basics for Rockingham County Commissioners, Rockingham, NC Municipal
Government November 13, 2007

North Carolina Association of County Commissioners, Member Services Retreat, School of
Government, Chapel Hill, NC November 8-9, 2007

City of Charlotte Manager's Cabinet Retreat, Boone, NC Municipal Government October 18-19, 2007

Consult with Orange Water and Sewer Authority Board Chair on Board Self-Assessment, Chapel Hill, NC, Regional Authority September 2007

Commissioners' Retreat, Wilson County, Wilson, NC Municipal Government March 23, 2007

Compiled Reference Materials on Codes of Conduct, Greensboro City Council, Municipal Government March 2, 2007

Presentation to Gibsonville City Council, Gibsonville, NC Municipal Government February 19, 2007

Board of County Commissioners' Retreat, Lee County, Sanford, NC, County Government February 12-13, 2007.

2005-2006

Council Retreat, Town of Henderson, NC Municipal Government November 29, 2006

Lee County Commissioners Retreat, Sanford, NC, County Government January 30-31, 2006

2004-2005

Lee County Commissioners Retreat, Chapel Hill, NC, County Government January 7-8, 2005

Board Roles and Responsibilities, Chatham County Council on Aging, Chatham County Government, November 2004

Leadership Development Session. Chatham County Government, February 2004

Board Composition, Cabarrus County Water and Sewer Authority, February 2004