



North Carolina Network of Grantmakers

## Forging Opportunities & Overcoming Challenges

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### **2010 North Carolina Network of Grantmakers Annual Meeting**

February 25-26, 2010

O. Henry Hotel, 624 Green Valley Road, Greensboro, NC 27408

**Please thank our generous 2010 Annual Meeting Sponsors!**

**Mary Reynolds Babcock Foundation**

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[www.ncgrantmakers.org](http://www.ncgrantmakers.org)

## Day One, February 25, 2010

**8:00 AM Registration Opens**

**9:00 AM Pre-Conference Session**

**Hawkins Brown Room**

### **Race to the Top – The Opportunity to Make North Carolina a Leader in Education**

The pre-conference session this year is devoted to an analysis of North Carolina's bid for funds from the US Department of Education's competitive grant initiative, Race to the Top. States awarded funds are guaranteed a minimum of \$400 million over three years. We are pleased to announce that two of the lead directors of this initiative for the state of North Carolina will be our speakers for this session. Dr. Glenn Kleiman, Executive Director of the Friday Institute for Educational Innovation, Myra Best, Special Advisor to Governor Bev Perdue on Education and Education Innovation, and Dr. Bill Harrison, Chairman, State Board of Education, will walk us through how North Carolina will use the funds if awarded, the long and short term implications, and the role that grantmakers can play in the process. They will also educate attendees about the implications for the state if North Carolina does not receive the funds.

The Race to the Top Fund provides competitive grants to encourage and reward States that are creating the conditions for education innovation and reform; implementing ambitious plans in the four education reform areas described in the American Recovery and Reinvestment Act of 2009 (ARRA); and achieving significant improvement in student outcomes, including making substantial gains in student achievement, closing achievement gaps, improving high school graduation rates, and ensuring that students are prepared for success in college and careers. *From the U.S. Department of Education website.* **Generously sponsored by The Education Funders' Initiative.**

**12:00 PM Conference Opens with Lunch**

**Caldwell Ballroom**

**12:45 PM Welcoming Remarks**

**Caldwell Ballroom**

Bobbi Hapgood, NC Network of Grantmakers

Philip Blumenthal, Blumenthal Foundation & Chair, NC Network of Grantmakers

Tina Markanda & Susan Russo, Co-Chairs NCNG 2010 Annual Meeting

**1:00 PM Opening Plenary**

**Caldwell Ballroom**

### **Keynote Speaker: Mark Kramer, FSG Social Impact Advisors**

FSG Social Impact Advisors President Mark Kramer works diligently to help funders improve the world through advice, ideas and action. Kramer has spoken and published extensively on topics in philanthropy and corporate social responsibility, including strategy, evaluation, leadership, social entrepreneurship, community foundations, venture philanthropy, cross-sector collaboration, and social investment. From CF Insights' "Making Informed Decisions in Uncertain Times" to FSG's "Catalytic Philanthropy" to "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", his work has led the corporate, private and community foundation field in framing best practices and new approaches. As our opening keynote speaker, Mark will discuss how North Carolina funders can have an impact, both through grantmaking and through other powers such as advocacy, convening, and evaluation. Join this inspiring leader of foundation impact as we launch our conference! **Generously sponsored by The Duke Endowment.**

**2:00 PM Networking Session: Current Strategies of Success**

**Caldwell Ballroom**

Grantmakers with ambitious ideas for transformation recognize that in order to impact public policies and public behavior, one must first change the landscape of ideas. This type of approach often requires dynamic leadership within foundations to achieve successful grantmaking strategies in the ever evolving field of philanthropy. The session will provide an opportunity for session participants to engage in dialogue with colleagues around successful grantmaking strategies that can be implemented for best practice. This roundtable networking session will be beneficial to participants at any level—emerging, mid-career, or senior leaders.

Facilitator: Karen McNeil-Miller, The Kate B. Reynolds Charitable Trust

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**2:45 PM**      **Break**

**3:00 PM**      **Breakout Sessions**

**Online Engagement: Everything You Wanted To Know But Were Afraid To Ask**      **Hawkins Brown CD**

Social media is a great way to connect with your community – whether you're working with nonprofits or donors, online engagement helps you improve your work and better connect with those critical to your grantmaking success. Join us to learn how foundations can create online communities, hear from experts on the characteristics that make online communities successful, gain an understanding of how to determine which tools or social network opportunities are best for your foundation, and leave with information on how to turn your online engagement goals into reality. Harish Rao, Director of Information Technology for the Howard Dean for President campaign and the creative force behind the online communities at the William J. Clinton Foundation, Seventh Generation and Do Something, will help grantmakers take concrete steps to utilize Twitter, Facebook, & social media tools to engage your community online.

Moderator: Jeri Krentz, The Duke Endowment

Presenters: Harish Rao, Information Technology for the Howard Dean for President

**Outlook on Foundation Economic Recovery**      **Hawkins Brown AB**

Market forces have significantly impacted asset bases for foundations, affecting the ability of foundations to distribute funds. This session will provide an overview of changes in the economic environment and discuss how foundations are responding by utilizing “planning scenarios” to guide their grantmaking activities to assist organizations during this time.

Moderator: Sandra Mikush, Mary Babcock Reynolds Foundation

Presenters: Dr. Barry Boardman, Fiscal Research Division, NC General Assembly & Stephen Campisi, Bank of America

**Making An Impact: How To Give Money, Follow Up, Measure Impact & Share**      **Caldwell AB**

Foundations are generally comfortable with valuing their return on financial investments in the market, but what about their investments in nonprofits? If it's the foundations job to address social issues, then how you give money, follow up, and measure impact is key to understanding your return on grantmaking. Join our keynote speaker, Mark Kramer, as he takes participants through emerging evaluation approaches that increase the effectiveness of both foundations and their grantees. Interactive exercises will provide a focus on pragmatic evaluation approaches that enable foundations, whether small or large, to achieve greater social impact.

Moderator: Lori Fuller, Kate B. Reynolds Charitable Trust

Presenter: Mark Kramer, FSG Social Impact Advisors

**North Carolina's Prevention Action Plan**      **Pavilion**

Supported by the Blue Cross and Blue Shield of North Carolina Foundation, The Duke Endowment, the Kate B. Reynolds Charitable Trust, and the North Carolina Health and Wellness Trust, the North Carolina Institute of Medicine convened in the spring of 2008 a task force on prevention. The Prevention Action Plan generated by this task force was released at a summit in October 2009. This session will focus on identifying how funders can make investments across segments in support of recommendations from this action plan, moving North Carolinians to improved health status.

Moderator: Meka Sales, The Duke Endowment

Presenters: Pam Silberman & Jennifer Hastings, North Carolina Institute of Medicine, & Michelle Hughes, Prevent Child Abuse North Carolina

**5:30 PM**      **Reception**      **Hawkins Brown**  
**Generously sponsored by The Warner Foundation & The Blumenthal Foundation.**

**7:00 PM      Dinners****Community Foundation Dinner****Pavilion**

Community foundation colleagues come together for an evening of socializing, sharing stories and making connections with peers in the field.

**Dinner and Movie Session****Caldwell CF**

Join your colleagues for dinner and a screening of “Boys of Baraka” a documentary that chronicles the transition of four adolescent boys living in Baltimore. One of the country’s most poverty-stricken cities for inner-city residents, African-American boys growing up in Baltimore have a very high chance of being incarcerated or killed before they reach adulthood. The boys are offered an opportunity in the form of the Baraka school, a project founded to break the cycle of violence through an innovative education program that literally removes young boys from low-performing public schools and unstable home environments. They travel with their classmates to rural Kenya in East Africa, where a teacher-student ratio of one to five, a strict disciplinary program and a comprehensive curriculum form the core of their new educational program. The Boys of Baraka follows along with their journey, and examines each boy’s transformation.

Moderator: James Gore, Z. Smith Reynolds Foundation

**Health Funders’ CEO/Director Dinner****Caldwell DE**

Executive Directors, CEO, and Directors of health focused foundations will be meeting for dinner to discuss issues that health foundations are trying to address in NC.

**Corporate Funders’ Dinner**

Corporate funders will meet up for a casual pay your own dinner at the Green Valley Grill.

**9:00 PM      Meet Up at the Hotel Bar – unwind with colleagues at the O. Henry’s Bar.****Day Two, February 26, 2010****7:30 AM      Breakfast****Green Valley Grill****8:45 AM      Concurrent Sessions****State of Mental Health****Hawkins Brown CD**

The discourse on the mental health care delivery system in North Carolina is fraught with uncertainty and frustration. Knowing the root of the problem is equally complex to finding the right solutions. The NC Center for Public Policy Research completed a three-part study in 2009 on mental health: the history of mental health reform in our state, the current status of mental health services, and future directions for creating a better mental health care delivery system. This session will focus on opportunities and challenges facing NC funders of mental health services.

Moderator: Edgar Villanueva, Kate B. Reynolds Charitable Trust

Presenter: Ran Coble & Mebane Rash, NC Center for Public Policy Research

**State of Education: How We Are Doing****Hawkins Brown AB**

Suzanne Immerman, US Department of Education, and John Dornan, NC Public School Forum, will join us for a look at the state of education. They will discuss the federal government’s policies to promote better educational outcomes, the top ten education issues in North Carolina schools, and opportunities for improved student achievement, including the role that philanthropy can play.

Moderator: Carr Thompson, Burroughs Wellcome Fund

Presenters: Suzanne Immerman, US Department of Education, & John Dornan, NC Public School Forum

**Community Engagement and Leadership -- Moving Forward Together****Pavilion**

In 2007, community foundations of the NC Network of Grantmakers embarked on a joint effort to institutionalize and expand community foundations’ engagement with communities of color, women, & youth to examine how their organizations can reach deeper into the lives and places they serve. Through conference calls,

webinars, and mini-grants that led to the creation of giving circles, professional development and more, this group has made noteworthy advancements in their engagement efforts across the state. Join us as we take a look back and a look forward in this important work. Through facilitated discussions led by Gita Gulati-Partee of OpenSource Leadership Strategies, we will explore the lessons learned, the practical reasons behind successful elements of the initiative, and what work was left undone.

Moderator: Gita Gulati-Partee, OpenSource Leadership Strategies

### **Social Entrepreneurship in Action**

**Caldwell AB**

The Emerging Leaders Working Group welcome a conversation with Mark Constantine, Senior Fellow of the Jessie Ball duPont Fund and author of *Wit and Wisdom: Unleashing the Philanthropic Imagination*, and UNC-Chapel Hill alumnus Micah C. Gilmer, who returned to UNC-Chapel Hill in as the university's new social entrepreneur-in-residence in a group on social entrepreneurship and what it means to emerging leaders. They will explore the definition of social entrepreneurship and how it relates to 21<sup>st</sup> century philanthropy, with examples from North Carolina and inspiring practices in our own backyard.

Moderators: Andrea Falden, The Winston-Salem Foundation & Leah Hambright, The Duke Endowment

Presenters: Mark Constantine, Jessie Ball duPont Fund, & Micah Gilmer, Frontline Solutions & UNC

**10:15 AM Break**

**10:30 AM Concurrent Sessions**

### **Teaching Children in a New World – Technology in the Schools**

**Hawkins Brown AB**

This session will take participants on an interactive journey from the Industrial Age to the 21st Century Digital Age where educators strive to “sync up” with the iKid. Successful approaches that prepare and equip teachers to engage students in the digital world and lead to greater proficiency by changing the culture and raising expectations will be discussed. The challenges, successes and lessons learned when implementing a 1:1 digital reform strategy will be explored. Participants will be provided a “how to” flowchart and readiness roadmap outlining successful implementation plans.

Moderator: Kevin Gray, Weaver Foundation

Presenters: John Eldridge, Guilford County Schools, & Ann Davis, Leadership for 21st Century Education

### **Energizing and Sustaining Donors during troubled times**

**Pavilion**

During difficult economic times, keeping your donors engaged is more important than ever. By sharing your greatest donor triumphs and challenges with your peers, we can create a list of best practices to help us all excel in working with donors. Please bring materials you're using to energize your donors, whether it's a worksheet, social media, communications tools or other resources. We'll engage in a facilitated discussion to learn from and advise one another on sustaining our donors through hard times.

Moderator: C. Barton (Bart) Landess, Foundation for the Carolinas

Presenters: Jonathan Halsey, The Winston-Salem Foundation & Lori O'Keefe, Triangle Community Foundation

### **People, Profits, Planet: Green Jobs & New Economies for Healthier Communities**

**Hawkins Brown CD**

The economic downturn, while devastating, has provided an opportunity to rebuild our economy on a sound foundation - one that puts all people back to work, contributes to long-term prosperity, rebuilds our communities, and protects our environment. Multi-faceted partnerships including government, nonprofit, business and philanthropic interests are proving that environmental challenges such as oil dependency, climate change, sea level rise, and poor air and water quality can be the catalysts for new economies rooted in the “triple bottom line” of sustainable economic development, social justice and environmental stewardship. Learn what public and private interests are doing to help NC realize this new future, and the potential for funder engagement and investment in rebuilding the state's economy.

Moderator: Bob Wagner, Community Foundation of Western North Carolina

Presenters: Mikki Sager, Conservation Fund, Anita Brown-Graham, Institute for Emerging Issues, & Ivan Urlaub, NC Sustainable Energy Association

**12:00 PM Lunch****Caldwell Ballroom****Keynote Speaker: Kathleen P. Enright, Grantmakers for Effective Organizations**

The scale and complexity of the problems we face require new approaches and bold leadership to tap the creativity and expertise of multiple perspectives. Kathleen Enright, president of Grantmakers for Effective Organizations, will speak to cutting edge practices that are being tested nationally to address the economic, social, and political environment in which nonprofits and foundations operate. **Generously sponsored by Mary Reynolds Babcock Foundation & Z. Smith Reynolds Foundation.**

**1:45 PM Breakout Sessions****On the Money: Key Financial Challenges Facing Nonprofits Today & How Grantmakers Can Help****Caldwell AB**

The for-profit sector has a set of sophisticated financial instruments that have proven outcomes -- not so in the nonprofit sector. While the nonprofit sector has grown increasingly sophisticated in many dimensions of organizational effectiveness, the financial tools for managing operations, sustainability and growth have lagged behind. This is beginning to change. Grantmakers now seek answers to basic questions: What is the right type of money to provide grantees in specific situations? How can operating support help achieve funder goals? Should foundations fund fewer nonprofits with larger grants, or more groups with small awards? How can funders support the long-term sustainability of their grantees? This session, based on Grantmakers for Effective Organizations' (GEO) recently released *On the Money* publication, offers an opportunity for grantmakers to reflect with colleagues about how to best support nonprofit success. Session content will focus on key financial challenges nonprofits face, promising financial tools grantmakers are using, and changes grantmakers can make to better support grantees.

Moderator: Gayle Williams, Mary Reynolds Babcock Foundation

Presenters: Kathleen P. Enright, Grantmakers for Effective Organizations

**Community Foundation's Connections with your Colleagues****Pavilion**

It's why we come together – time to share experiences and learn from one another. Calling all community foundation staff & board! Join your colleagues for table discussions around hot topics, issues, and opportunities in your sector.

Moderator: Amanda Miller, North Carolina Network of Grantmakers

**Creating Effective Learning Environments Beyond the School Day****Hawkins Brown AB**

Nearly 70 percent of North Carolina's students have parents who work full time and are not available to provide supervision and enriching activity in the out of school hours. There are approximately 20 to 25 hours per week that children are out of school while most parents are at work, creating an "afterschool gap." These sobering facts are a harsh reality that grantmakers can address through strategic funding. During this session, we will walk through the essential components of successful out of school time programs. We will look at a snapshot of best practices and benefits to a well-run out of school time program. Jamie Knowles, Director of the NC Center for Afterschool Programs, and the Chair of their Funders group, will share details about state funding and standards.

Moderator: Leslie Winner, Z. Smith Reynolds Foundation

Presenters: Jamie Knowles, North Carolina Center for Afterschool Programs & Dr. Sarah Heinemeier, Compass Consulting Group

**Health Matters in Schools****Hawkins Brown CD**

The false dichotomy of education and health is not easily overcome. Much progress has been made in bringing effective health programs to schools. But the disconnect between education and health outcomes changes the way health is prioritized in the school setting, particularly in a time when education leaders face sharp budget cuts. In this session, participants will have the opportunity to (1) reflect and share lessons learned in school-based health funding, and (2) brainstorm strategies for creating better linkages between education and health.

Moderator: Kate Shirah, The John Rex Endowment

Facilitators: David Gardner, NC Department of Public Instruction & Shauvon Simmons-Wright, Alliance for Healthful Living

**3:20 PM 2010 Annual Meeting Closes**

**Myra Best**, serves as Special Advisor to Governor Bev Perdue on Education and Education Innovation. Best is currently director of the Business Education Technology Alliance and of the E-Learning Commission. She has 14 years of teaching and counseling experience in public schools.

**Philip Blumenthal** has served as chairman and director of the Blumenthal Foundation since 1975. The Blumenthal Foundation is a private foundation that was established in 1953 to give the family an organized avenue for their philanthropic interests. In addition to running the foundation, Blumenthal is also president and director of the Wildacres Retreat, a conference center offering its facilities to non-profit groups which conduct educational or cultural programs and seminars. Blumenthal lives in Charlotte, NC with his wife Amy, and two sons, Andrew and Ethan.

**Barry Boardman**, Economist with the Fiscal Research Division of the North Carolina General Assembly. In this role, Dr. Boardman is responsible for assisting in the budget process by producing an annual and biannual forecast of the State's General Fund revenues.

**Anita Brown-Graham** joined the Institute for Emerging Issues (IEI) as director in January 2007. As director, she leads IEI's programs of work around public policy initiatives that include healthcare, economic development, tax and finance modernization, energy and the environment, and higher education. Before joining IEI, Ms. Brown-Graham served as a Professor of Law and Government at the University of North Carolina, Chapel Hill's School of Government where for twelve years she provided significant training for state and local officials, and wrote books and articles focused on developing the economic base of distressed communities. She has authored and contributed to numerous publications including Best Practices in Small Town Economic Development: 50 case studies, Affordable Housing for North Carolina Local Governments and Creating Effective Community Economic Development Partnerships. Ms. Brown-Graham is active on various boards and committees of several organizations including the Z. Smith Reynolds Foundation, the North Carolina Small Towns Action Council, the Self Help Venture Fund, RBC Centura Triangle Region Board of Advisors, and the North Carolina Rural Economic Development Center. She received a B.A. in criminal justice and carried out graduate study in criminal justice at Louisiana State University in Baton Rouge and received a J.D. from the University of North Carolina at Chapel Hill School of Law.

**Steve Campisi** is a Senior Vice President and Portfolio Manager for Bank of America in Hartford, Connecticut with responsibility for over \$1 billion in assets for endowments, foundations and pension plans. He is also a Consulting Strategist for their Institutional Advisory Services Group. He has over twenty five years of experience in investment management, most recently as a bond portfolio manager and strategist within the insurance industry. Steve holds an MBA from the University of Connecticut and an MA in Music from Montclair State University. Steve is a frequent conference speaker and teacher on the topics of investment strategy, risk analysis and performance analysis, and has addressed organizations such as The World Bank, Council on Foundations, MIT Sloan School of Management, Institute for International Research, Institutional Investor's Fixed Income Forum, Financial Research Associates, Columbia University, CFA Institute, Yale Law School and American Law Institute-American Bar Association (ALI-ABA).

**Ran Coble** has been Executive Director of the North Carolina Center for Public Policy Research since 1981, providing the NC public with up-to-date information on policy. The Center is a private, nonprofit, nonpartisan corporation dedicated to the goals of a better-informed public and more effective, accountable, and responsive state government.

**Mark Constantine** serves as Vice President for Strategy and Learning at the Jessie Ball duPont Fund. Before assuming this position, he worked with foundations and nonprofit organizations on issues related to governance, strategy, and evaluation. His clients included CFED, Demos, First Nations Development Institute, Ford Foundation, Foundation for the Mid South, Fund for Theological Education, Lilly Endowment, Louisiana Disaster Recovery Foundation, MDC, Inc., Robert Wood Johnson Foundation, and the Umatilla Tribal Community Foundation. He holds a Master of Business Administration degree from the Fuqua School of Business at Duke University and a Master of Theological Studies degree from Duke Divinity School. He was a 2006/2007 Fellow of the Emerging Leaders Program directed by the Center for Leadership and Public Values at the University of Cape Town and Duke University. He is the author of two

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books focusing on public leadership, *Travelers on the Journey: Pastors Talk About Their Lives and Commitments* and *Wit and Wisdom: Unleashing the Philanthropic Imagination*.

**Dr. Ann W. Davis**, Educational Leadership Consultant and Support Coach, received a Bachelor of Science degree from Wingate College, a Master of School Administration from UNC-Charlotte as a North Carolina Principal Fellow (Class 2), an Educational Specialist degree from UNC-Greensboro and a Doctorate in Education from UNC-Greensboro. Ann currently works for the NCSU Friday Institute as a LEA Support Coach in the NC Learning Technology Readiness Initiative (NCLTRI) funded by the Golden LEAF Foundation and is a consultant on the NC 1:1 Learning Technology Feasibility Study. She is an adjunct professor at UNCG where she serves as the University Supervisor for future school executives and is also a Principal Support Coach for beginning principals. She is a Process Analysis and Alignment Consultant for PEARSON Education Inc. In 2006, Ann was named *North Carolina's High School Principal of the Year* by the National Association of Secondary School Principals (NASSP).

**John Dornan** has been the Executive Director of the North Carolina-based public school forum since 1986. The forum's work in the public policy arena laid the foundation for major legislative initiatives including the establishment of the nation's largest prospective teacher scholarship program, North Carolina's omnibus school improvement bill of 1989, supplemental funding for low-wealth and small schools, and, more recently, the establishment of a statewide school technology fund. Mr. Dornan has served as a consultant to foundations, state educational agencies, and school/business partnerships. He is an appointed member of North Carolina's school improvement panel and workforce preparedness commission.

**John Eldridge** is the Executive Director for the Enrichment Region. Eldridge previously served the district as an instructional improvement officer, overseeing seven high schools. Prior to working for Guilford County Schools, Eldridge was the principal of Chatham Central High School in Bear Creek, N.C. Under Eldridge's leadership in 2004, Chatham Central was recognized as one of the most Promising High Schools in North Carolina and a Model School by the International Center for Leadership in Education. Also in 2004, Eldridge was recognized as the Wachovia Principal of the Year for Chatham County and the Central/Piedmont Triad Regional Principal of the Year. Eldridge has a bachelor's degree in elementary education from the University of Pittsburgh at Bradford, and earned his Masters of School Administration from the University of North Carolina at Greensboro. He is now in his final year of earning a doctorate in educational administration from the University of North Carolina at Greensboro.

**Kathleen P. Enright** is president and CEO of Grantmakers for Effective Organizations, a Washington, D.C.-based nonprofit that promotes strategies and practices that contribute to grantee success. Along with the GEO board of directors, Kathleen has developed a compelling vision and cohesive strategy for the organization, led GEO through a merger, supervised the development of a host of products and services and forged high-profile partnerships. Kathleen speaks and writes regularly on issues of nonprofit and grantmaker effectiveness, addressing both regional and national audiences of executives and trustees. She holds a bachelor's degree in English from the University of Illinois at Urbana-Champaign and a master's degree in public administration from George Washington University.

**Andrea Falden** is a program officer with The Winston-Salem Foundation. Her work includes attending meetings and events throughout the community, meeting with prospective grantees, and assisting nonprofit organizations in their interactions with the Foundation. She also serves as the advisor for the Foundation's youth philanthropy initiative. Previously, Andrea worked as a program manager in Woodbridge, Virginia for Today's Students, Tomorrow's Teachers, a national career development program working with minority high school students interested in becoming teachers. Andrea has a bachelor's degree from Salem College in Mathematics and Religion and a master's degree from the University of Virginia in Religious Studies. Andrea volunteers with the YMCA Literacy Initiative as an English as a Second Language tutor, serves on the Crosby Scholars Community Partnership board, and currently serves as a co-chair of the North Carolina Network of Grantmakers Emerging Leaders Working Group.

**Robyn Schryer Fehrman** is the Community Program Officer at Triangle Community Foundation and manages a variety of programs that connect the foundation with Triangle nonprofit organizations. She

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coordinates the Community Grantmaking Program, Triangle Gives Back initiative, and various social media projects. Robyn currently serves on the APPLS Service-Learning Program Advisory Board, Durham Partnership for Children's Allocations Committee, North Carolina Conservation Network's Advisory Council, and United Way of the Greater Triangle's Regional Initiative Task Force . Robyn received a Bachelor of Arts in English and a Master's of Public Administration from the University of North Carolina at Chapel Hill. In 2009, she received one of Triangle Business Journal's 40 Under 40 Leadership Awards and graduated from Leadership Triangle as a Goodmon Fellow. She is an avid runner and lives in Durham with her husband and young daughter.

**David Gardner** is the Section Chief for Healthy Schools with the NC Department of Public Instruction in Raleigh. Having received his BS and MA in Health and Physical Education from Appalachian State University, Gardner went on to attain a Doctor of Arts in Physical Education with a Minor in Health Education from Middle Tennessee State University. Prior to his position with the NC Department of Public Instruction, Gardner served as the Director of Corporate and Community Health, WakeMed Health and Hospitals. Mr. Gardner serves on numerous professional and community service boards and has been the recipient of several notable professional honors and awards- including Two-time President of the NC Alliance for Athletics, Health, Physical Education, Recreation and Dance from NCAAPERD, National Worksite Health Educator of the Year award recipient from the American Association for the Advancement of Health Education and Health Heroes Award recipient from the Triangle Business Journal.

**Micah C. Gilmer** is a specialist in applied research and social enterprise with a PhD in Cultural Anthropology from Duke University. He earned his undergraduate degree in African American and religious studies from UNC, graduating with honors in 2003. As UNC's inaugural Social Entrepreneur in Residence, Gilmer is currently directing "Project: Innovation" an initiative to examine the courses, programs and services needed to support students interested in social innovation and entrepreneurship and a plan for creating and funding them. His academic work focuses on the intersection of cutting-edge youth development practices with "mainstream" contexts like education and athletics. Gilmer is also a partner at Frontline Solutions, a social-change consulting firm that works primarily with foundations and non-profit institutions. At Frontline, Gilmer provides leadership to applied research teams, directs the creative process for reports and oversees public communication.

**Kevin Gray** is a Program Associate for the Weaver Foundation, a family foundation located in and serving the greater Greensboro area of North Carolina. At the Foundation he assists in all facets of the operation including managing the grant process and identifying community investments. Prior to joining the Foundation full-time Kevin served as the first Director of the Guilford Nonprofit Consortium in a half-time role while serving the Foundation the other half of the day. Kevin lives in Greensboro with his wife Suzanne and their two daughters, Hannah and Peyton.

**Gita Gulati-Partee** founded the national consulting practice OpenSource Leadership Strategies, Inc. to build organizational and leadership capacity for breakthrough change across the globe. Since 2003, she has served as Senior Consultant to the Center for Lobbying in the Public Interest, a national nonprofit dedicated to promoting, supporting, and protecting nonprofit advocacy and lobbying to strengthen participation in our democratic society and advance charitable missions. She was previously the public policy director for NC's statewide association of nonprofits and a program officer at a large community foundation. Currently, Gita works as a consultant for the NC Network of Grantmakers helping the community foundations increase their community engagement. Gita earned an MBA from the Weatherhead School of Management at Case Western Reserve University and her BA from Duke University.

**Jonathan Halsey** is the donor services officer at The Winston-Salem Foundation where he is responsible for maintaining relationships with donor advisors and nonprofit organizations that have agency endowments with the Foundation. Previously, he was a project manager for rural community and economic development projects at New River Community Partners in Sparta, NC. Halsey currently serves on the board of the National Committee for the New River. He is a graduate of UNC-Chapel Hill and will complete his MPA in public management from Appalachian State University in May 2010.

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**Leah Hambright** is a current Fellow at The Duke Endowment. Leah started at the Endowment in 2008 after receiving a master's in social work from the University of South Carolina. She completed her undergraduate work at N.C. State University, where she graduated cum laude with a degree in social work and a minor in Spanish. While at N.C. State, Leah pursued her interest in child welfare and advocacy by interning at Dorothea Dix Hospital, SAFEchild of N.C., Congressman Brad Miller's office and the National Association of Social Workers-N.C. Chapter. She also spent two summers studying social work and Spanish in Guatemala and Peru.

**Dr. William C. Harrison** was appointed to the State Board of Education by Governor Beverly Perdue in March 2009. A native of Pennsylvania, Dr. Harrison has served North Carolina public schools throughout his career. In addition to more than 11 years as Superintendent in Cumberland County, he also has served as Superintendent in Orange County and in Hoke County. He has also served as an Assistant Superintendent in Brunswick County Schools and as a principal and teacher. Dr. Harrison is an adjunct assistant professor at North Carolina State University. Dr. Harrison holds a bachelor's degree in Intermediate Education from Methodist College - Fayetteville, a master's degree in Educational Administration and an Education Specialist degree in Education Administration from East Carolina University, and an Educational doctorate in Education Administration from Vanderbilt University.

**Jennifer Hastings** is a project director at the North Carolina Institute of Medicine (NCIOM). She most recently managed the NCIOM's Task Force on Prevention, which in October, released the state's Prevention Action Plan to improve population health through evidence-based prevention strategies. Currently, she is coordinating a collaborative project to develop the state's 2020 health objectives. Prior to joining the NCIOM, she worked at NC Prevention Partners where she directed communications, managed the NC State Health Plan's tobacco cessation pilot program, and developed tools to help worksites develop policies and environments that support employee health. Hastings earned a master's in nutrition and a master's in public health from Tufts University in 2004. She earned a bachelor's in biology at the University of North Carolina at Wilmington in 1994.

**Sarah Heinemeier** has over eight years experience in designing and conducting evaluations and is the principal evaluator of multiple local partnerships (including Forsyth, Davidson, Sampson, Alamance, Person, and Franklin/Granville/Vance.) Dr. Heinemeier has taught and conducted research in North Carolina schools and has participated/is participating in research and evaluation studies involving the collaboration of Winston-Salem Forsyth County schools, Davie Public Schools, and Davidson County schools (including Thomasville and Lexington school systems). In these studies, Dr. Heinemeier has completed interviews, observations, review of existing data and has worked with school systems to compile data relevant to evaluation and research objectives. Dr. Heinemeier is a regular facilitator and participant in Smart Start of Forsyth County, Smart Start of Davidson County, Alamance Partnership for Children and Sampson County Partnership for Children strategic planning and leadership/management team meetings. Dr. Heinemeier received her M.A. in Biological Anthropology and Anatomy from Duke; Masters Certification in Public Policy Analysis from UNC; and her Ph.D. with a focus on Educational Policy in Social Foundations of Education from UNC-CH. Dr. Heinemeier's dissertation incorporated a national dataset, the Early Childhood Longitudinal Study--Kindergarten Cohort, to address issues of school readiness and the validity of various assessments in determining school readiness. Dr. Heinemeier currently is completing coursework and requirements for a Master of Science in Economics for North Carolina State University.

**Michelle Hughes** has worked with Prevent Child Abuse North Carolina for the past ten years in a variety of capacities and currently serves as Vice-President of Programs. As Vice-President, Michelle oversees the agency's professional education program, evidence-based program team, community capacity-building services, and policy/systems advocacy efforts. A graduate of Loyola College in Baltimore, Maryland, Michelle holds Master's degrees in English and Social Work from the University of North Carolina at Chapel Hill. She has extensive experience in the area of child welfare and helped organize both the North Carolina Foster Parent Association and SAYSO (Strong Able Youth Speaking Out), an advocacy group of children in foster care who are working to improve the child welfare system for young people. Michelle has previously held positions as Public Action Director of the North Carolina Child Advocacy Institute and Clinical

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Instructor with the UNC-CH School of Social Work. Michelle lives in Durham, North Carolina with her children Ella and Alec.

**Suzanne Immerman** recently joined the US Department of Education as the Director of Philanthropic Engagement and a Special Assistant to Secretary Duncan. In this role, Suzanne leads the Department's efforts to coordinate with the philanthropic sector, encouraging and facilitating alignment between foundations and the Department of Education's reform agenda. She brings to this work over 15 years of experience in the independent sector, having worked for corporate, private and family foundations, as well as running nonprofit programs to support public education in her home state of New York. She previously served as the Director of the Wolfensohn Family Foundation and a Senior Consultant to the Verizon Foundation's k-12 education efforts. As Deputy Director of the September 11<sup>th</sup> Fund, she oversaw the grantmaking of a \$530 million foundation created by the United Way of New York City and the New York Community Trust. Prior to 9/11, Suzanne was the Director of the nonprofit Principal For A Day program in New York City, devoted to private sector support of public education.

**Dr. Glenn Kleiman**, is Executive Director of the Friday Institute for Educational Innovation and Professor of Educational Leadership and Policy Studies at the NC State University College of Education. A cognitive psychologist by background (Ph.D., Stanford, 1977), his work in education has spanned basic and applied research, curriculum development, software development, providing professional development for teachers and administrators, policy analyses, and consulting for school districts and state departments of education. Prior to joining NC State in July 2007, he was, since 1985, Vice President and Senior Research Scientist at Education Development Center, Inc. (EDC) in Newton MA, where he most recently directed the Center for Online Professional Education and was Co-Director of the Northeast and Islands Regional Education Lab. He was also on the faculty of the Harvard Graduate School of Education from 1995-2007 and was educational chair of the Harvard/EDC Leadership and the New Technologies Institutes.

**Jamie Knowles** As a member of the staff of the Public School Forum of North Carolina, Ms. Knowles serves as Director of the NC Center for Afterschool Programs, a statewide organization that acts as catalyst, clearinghouse and convener for afterschool issues. She has been with the Forum for 6 years, prior to which she obtained her Master's in Public Administration from NC State University. Her undergraduate degree is in Political Science from UNC-Chapel Hill. She is an alumna of the Education Policy Fellowship Program (EPFP) and a recipient of the Francis L. Phillips Travel Scholarship, which she used to explore volunteer work of environmental organizations in Western Europe.

**Mark Kramer** is Founder and Managing Director of FSG Social Impact Advisors and works diligently to help funders improve the world through advice, ideas and action. Kramer has spoken and published extensively on topics in philanthropy and corporate social responsibility, including strategy, evaluation, leadership, social entrepreneurship, community foundations, venture philanthropy, cross-sector collaboration, and social investment. From CF Insights' "Making Informed Decisions in Uncertain Times" to FSG's "Catalytic Philanthropy" to "Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility", his work has led the corporate, private and community foundation field in framing best practices and new approaches. Mark received a B.A. *summa cum laude* from Brandeis University, an M.B.A. from The Wharton School, and a J.D. *magna cum laude* from the University of Pennsylvania Law School.

**Jeri Krentz** is associate director of communications at The Duke Endowment in Charlotte. A graduate of Carleton College in Northfield, Minn., she earned a master's degree in journalism at the University of Missouri in Columbia. From 1981 to 2008, she worked as a newspaper reporter, first at the Charlotte News and then at the Charlotte Observer, where she covered everything from crime to philanthropy. During her last two years at the Observer, she edited the book pages and wrote a weekly "Reading Life" column. Jeri joined the Endowment in 2008.

**C. Barton (Bart) Landess** is SVP-Development & Planned Giving at Foundation For The Carolinas, the community foundation for the Charlotte region. He came to FFTC in 2000. Bart regularly works with donors and nonprofits on tax and estate planning and lifetime gifts of non-cash assets. In addition to his

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work with donors, he also assists with management of the institution, including Board governance, investment of the approximately \$700 million of assets FFTC holds for the community, grantmaking, community development and legal matters. Before coming to FFTC, Bart worked for Davidson College for nine years as a fundraiser, General Counsel and the President's Executive Assistant. Prior to that, he practiced law at Smith Helms Mulliss & Moore from 1986-1990 and was on the staff of US Senator Sam Nunn and an analyst at the US Department of Justice prior to attending law school at the University of Virginia. His undergraduate degree is from Davidson College.

**Sandra Mikush** is deputy director of the Mary Reynolds Babcock Foundation, a private family foundation located in Winston-Salem, North Carolina. The Babcock Foundation works across the southeastern United States to help people and places move out of poverty and to achieve greater social and economic justice. The Foundation supports organizations and networks in low-wealth communities that are poised to expand their scale of impact and that are working across race, ethnic, economic and political differences to build just and caring communities. Sandra works with Babcock applicants and grantees in the Appalachian regions of NC, TN, KY and WV. She also directs the Foundation's efforts in mission investing, including program-related investments. A North Carolina native and graduate of Duke University, she held various fundraising and management positions in nonprofit organizations prior to joining the Foundation in 1992.

**Amanda Miller** has worked in the nonprofit and public sector with a focus on arts administration since 1999. She relocated to Chapel Hill from New York City in the fall of 2008. From 2004-2008, she served as a grants program officer for the City of New York Department of Cultural Affairs (DCA), the largest funder of culture in the United States. Her responsibilities at DCA included overseeing all aspects of the grant making process, monitoring the programmatic and fiscal integrity of grantees, and providing consultative services to organizations regarding government and community relations, marketing efforts, and fundraising. Prior to that, she enjoyed roles at the John F. Kennedy Center for the Performing Arts and the Smithsonian Institution in Washington DC. She joined the staff of North Carolina Network of Grantmakers (NCNG) as Program Director in March 2009. In her current position, she facilitates the operation of programmatic initiatives at NCNG. Amanda earned a BA in English and Gender Studies at Indiana University, Bloomington and a Master's degree in Arts Administration from Columbia University in New York City.

**Lori O'Keefe**, Triangle Community Foundation's Director of Philanthropic Services, helps cultivate relationships with the Foundation's fundholders to create opportunities for strategic grantmaking within the Triangle nonprofit community. In addition to managing more than 150 donor-advised funds, she also works with members of the Philanthropic Services team on the Foundation's fundholder and community outreach and initiatives. A life-long devotee of the arts, Lori has held positions in the areas of development and events management in various arts venues including Carolina Ballet, the Brooklyn Academy of Music and New York University. Lori received her B.A. in vocal music from SUNY Fredonia and her M.B.A from SUNY Binghamton in arts administration. Lori has participated in the Leadership Triangle and Leadership Raleigh programs, and is currently on the board of directors of Hidden Voices, a Carrboro-based performing arts organization that creates original drama around issues of social justice based on local community members' experiences. Lori lives in Wake Forest with her husband and two young daughters, and likes to spend her free time attending the many cultural arts programs and festivals offered in the Triangle.

**Harish Rao**, 29, is not the typical Web 2.0 entrepreneur. Perhaps it's a combination of old school values as taught by his parents packaged with being the Director of Information Technology for Dean for America, where he was in charge of back-end technologies including communications technology infrastructure and data services for Howard Dean's Presidential campaign at the age of 23. Rao moved to Burlington and started building the online and offline technology infrastructure, which would later become a community movement on a massive scale via groups (meetup<sup>TM</sup>, blogs, coffee gatherings in people's living rooms, etc). Just a couple of months into the campaign they were raising \$15 million per quarter. This fast-paced new lifestyle taught Rao many lessons – ones that would continue to develop with the formation of the EchoDitto corporation following the campaign, which he co-founded and led as CEO. Part humanitarian with a passion for social-responsibility, part capitalist with a desire to make money using ethics and values

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and part computer geek where he feels gravity's pull toward the latest Xbox console. These feelings combined with a strong sense of values would prove to be essential as Rao and the EchoDitto team grew the business into a multi-million dollar corporation, growing between 28 – 34% year after year. EchoDitto focuses on building online communities, and its clients are diverse, with roughly half being globally recognized not-for-profits and the other half businesses. After co-founding EchoDitto five years ago, and serving as its CEO until recently, he sold his interest in the company in March 2009, and is now Principal of The Rao Group, an international online communications and strategy advisory firm with non-profit and corporate clients in the Americas and Europe.

**Mebane Rash** is an attorney and the Editor of the Center's journal, *North Carolina Insight*. She graduated from the University of Virginia in 1990 and the UNC School of Law in 1993. At the UNC School of Law, she was a member of the *North Carolina Law Review*. She has been a member of the North Carolina State Bar since 1993, and she is admitted to practice in both the state and federal court system. After law school, she worked for Carolina Legal Assistance, a mental disability law project, before joining the Center as the policy analyst from 1994-98. From 1995-99, she was an adjunct professor at the UNC School of Law. She was selected in 1997 to be a William C. Friday Fellow for Human Relations, a fellowship for emerging leaders across North Carolina. The Center's report on mental health reform in North Carolina just won a national award for most distinguished research. Currently, the Center is studying aging; mental health; and environmental issues, including state water policy.

**Mikki Sager** is Vice President of The Conservation Fund, a national nonprofit organization dedicated to conserving our nation's land and water resources in balance with economic viability. In her work with the Fund's Resourceful Communities Program, Mikki helps rural communities across North Carolina implement triple bottom line efforts that promote sustainable economic development, social justice and environmental stewardship. The Resourceful Communities Program provides capacity-building (including a small grants program) to help communities implement triple bottom line efforts; helps over 250 partner grassroots groups and 150 resource groups connect with each other across NC; and helps communities implement place-based economic development projects, including community forestry and conservation-based affordable housing, that leverage environmental techniques and resources.

**Meka S. Sales** serves as Program Officer, Health Care at The Duke Endowment. Meka's passion for health and wellness was ignited through a personal experience of witnessing a family member struggle with chronic illness. After earning a Master's of Science in Health Fitness Management from The American University in Washington, D.C., she became a program director for the U.S. Postal Service Headquarters Health Promotion Program and assisted in the development of numerous employee workplace wellness programs. Before joining The Duke Endowment, Meka was the Childhood Obesity Program Officer at the North Carolina Health and Wellness Trust Fund in Raleigh, N.C. At the Endowment, Meka's responsibilities include advancing primary prevention programs and healthcare workforce development programs. Meka completed her undergraduate studies at Syracuse University and earned a Bachelor of Science in Speech Communications. She is a certified health education specialist.

**Kate Shirah** joined the Duke Endowment as Program Director in June 2008. She assists in proposal development while concentrating the Endowment's resources on the best strategies for making change. Kate has a wide range of experience in public health, including direct program development and management, intervention strategy, teaching and research. Prior to joining the Endowment, she worked as an instructor and field training coordinator in the Department of Health Behavior and Health Education at the University of North Carolina at Chapel Hill School of Public Health. Kate earned both her master's in public health in health behavior and health education and her bachelor's degree in health policy and administration from the UNC-Chapel Hill School of Public Health.

**Pam Silberman** is the President and CEO of the North Carolina Institute of Medicine (NC IOM), where she has helped to staff task forces on Health Literacy, Primary Care and Specialty Supply, the Ethical Issues that would Arise in Event of an Influenza Pandemic, Covering the Uninsured, the Health Care Safety Net, Nursing Workforce, Latino Health, NC Health Choice, Long-Term Care, and Dental Care Access. She is

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currently helping to staff a task force to prevent chronic kidney disease, and a statewide effort to improve quality of care. Dr. Silberman is also the Publisher of the North Carolina Medical Journal. She serves as Associate Director for Policy Analysis with the Cecil G. Sheps Center for Health Services Research at the University of North Carolina, Chapel Hill. Her research has focused on evaluating the impact of Medicaid policies and other health policies on rural communities. She is a Clinical Associate Professor in the Department of Health Policy and Administration, UNC School of Public Health, and teaches courses on underserved populations, safety-net programs and market-based changes, and on the health care policy development process. Dr. Silberman served on numerous legislative Commissions, including: NC Legislative Study Commission on Medicaid Reform (2003-2005), Managed Care (2000-01), Access to Health Insurance (1991-1993); and Indigent Care (1985-1989).

**Shauvon Simmons-Wright** is the North Carolina Relationship Manager with the Alliance for Healthier Generation. She earned her Bachelor's degree in Health and Physical Education with a minor in Dance from Norfolk State University in Norfolk, VA. Following this achievement Shauvon attended The Ohio State University on a graduate assistant scholarship and completed a degree in Adapted Physical Education. Shauvon then moved to Maryland where she taught Physical Education and Dance in Prince George's County Schools for three years. She then served as assistant Professor in the Health Science Department teaching Health, Physical Education, and Dance course at Montgomery Community College for six years and department chair for two years. Shauvon and her family moved to North Carolina three ago, where she taught 9<sup>th</sup> grade high school Healthful Living courses before joining the Alliance for a Healthier Generation. She has been successfully working as an onsite relationship manager in North Carolina for 2 years working directly with schools to assist them with creating healthier school environments.

**Carr Thompson** is a senior program staff member of the Burroughs Wellcome Fund (BWF). She develops strategies to improve K-12 science, mathematics, and technology education teaching and learning. Thompson manages competitive and noncompetitive award programs to leverage resources and build consensus and partnerships in North Carolina. She chairs the National Science Resources Center advisory board and has served as a panelist for the National Science Foundation. In the area of public policy, Thompson helped build the capacity and the relationships of policymakers through the North Carolina Institute for Education Policymakers. She helped to establish the North Carolina Science, Mathematics, and Technology Education Center, which systemically improves science and mathematics learning and offers a structure for interested scientists to work with teachers and students in K-12 education, and the North Carolina Grassroots Museum Collaborative, the first such collaborative in the U.S. to enhance hands-on science learning offered by more than 25 North Carolina science museums. Thompson serves on several boards including the North Carolina School of Science and Mathematics, Public School Forum of North Carolina, and the North Carolina Network of Grantmakers. Thompson has a B.A. in marketing/management from North Carolina Central University and management certification from the University of North Carolina at Chapel Hill.

**Ivan Urlaub** brings eleven years of state, national and international experience in the energy and water fields to his work as Executive Director of the NC Sustainable Energy Association. He has extensive experience in the public, private and non-profit sectors in policy analysis, governmental affairs, resource economics and integrated resource management, regulatory review, emergency response planning, strategic planning, project management, and organizational/ agency design and change management. Soon after joining NCSEA as Policy Director in February 2005, Urlaub co-led North Carolina's 30-month effort to pass the first state Renewable Energy and Efficiency Portfolio Standard (REPS) law in the Southeastern United States. Regularly quoted in the media, Urlaub has delivered over 160 presentations to local, state, regional and national forums on how to turn NC and Southeast energy challenges into economic opportunities through an integration of public policy, energy information and market development. Urlaub holds a B.A. in Political Science and Environmental Studies with minors in Biology and Philosophy from the George Washington University and a Master of Environmental Management and Master of Public Policy from Duke University, where he focused on energy, economic globalization, and global change sciences.

**Edgar Villanueva** has been a Senior Program Officer in the Health Care Division at the Kate B. Reynolds Charitable Trust based in Winston-Salem, NC since June 2005. He works with public and private

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organizations and universities throughout central and southeastern North Carolina on a variety of programs that address healthcare needs of the underserved. Mr. Villanueva has 10 years of experience working with national non-profits, including seven years of coordinating the social marketing efforts of the American Social Health Association, who operated public health call centers for the Centers for Control and Prevention. Prior to his role at the Trust, he worked in Washington, DC for the Health Program of the American Institutes for Research on a national social marketing campaign around bioterrorism and public health preparedness. Mr. Villanueva is a native to the Tarheel state. He holds a Bachelor of Arts in Theology from Jackson College of Ministries, and a Bachelor of Science in Public Health (BSPH) in health policy and administration as well as a Master of Health Care Administration (MHA) from the University of North Carolina at Chapel Hill. He recently became a Fellow with the American College of Health Care Executives (2009). He is a Hull Fellow with the Southeastern Council of Foundations (2006) and a graduate of Leadership Winston-Salem (2008).

**Bob Wagner** is the Vice President of Programs for the Community Foundation of Western North Carolina. His responsibilities include overseeing grantmaking and scholarships, community initiatives, and donor engagement. He is currently the chairman for WNC Nonprofit Pathways, a funders collaborative focused on nonprofit capacity building, and is the president of the Blue Ridge Toastmasters Club. Previously he worked with Habitat for Humanity International as the Africa Program Director. He is a graduate of WakeForest University and resides in Asheville, NC with his wife and two children.

**Gayle Williams** is the executive director of the Mary Reynolds Babcock Foundation in Winston-Salem, North Carolina. The Foundation supports social and economic justice work in the southeastern United States. Before coming to the Babcock Foundation in 1993, Gayle was a program director for education at the Lilly Endowment in Indianapolis, Indiana. At Lilly, her work focused on educational equity and youth development. Prior to joining the Lilly Endowment in 1987, she worked at the Center for Early Adolescence at the University of North Carolina at Chapel Hill, the School of Social Work at UNC-CH, Wake Technical College in Raleigh and the Methodist Home for Children in Raleigh.

**Leslie J. Winner** is the Executive Director of the Z. Smith Reynolds Foundation located in Winston-Salem, North Carolina. The Foundation is a private philanthropic grant-making organization with assets exceeding 400 million dollars. Prior to January 2008, Leslie served as Vice-President and General Counsel to the University of North Carolina beginning in 2000, where she provided legal advice to UNC's Board of Governors, president, and senior administrators concerning matters of importance to the 17-constituent institutions. She served as general counsel to the Charlotte-Mecklenburg Board of Education from 1998 to 2000. Leslie served in the North Carolina Senate from 1993-98; was an adjunct professor at UNC-CH School of Law in 1994 and 2004-06; was partner in the law practice of Ferguson, Stein, Watt, Wallas, Adkins & Gresham from 1981 to 1992; was staff and managing attorney for Legal Services of Southern Piedmont, Inc. from 1977-1981 and served as law clerk to the Honorable James B. McMillan, Judge of the US District Court for the Western District of N.C. from 1976 to 1977.