

**H. UNC Center for Civil Rights, Review Report on
Mission, Accomplishments, Barriers, and
Vision, Submitted to Carol Tresolini,
Vice Provost for Academic Initiatives,
December 30, 2015**

UNC CENTER FOR CIVIL RIGHTS

REVIEW REPORT ON MISSION, ACCOMPLISHMENTS, BARRIERS, AND VISION

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Background

The UNC Center for Civil Rights (“the Center”) was initially proposed in 2001 as an internal project of the School of Law of the University of North Carolina at Chapel Hill (“the School”). That proposal was expressly approved by vote of the faculty of the School and accepted by the then-Dean, Gene R. Nichol.

The Center’s founding director was the late Julius L. Chambers — one of the School’s most respected graduates, one of the nation’s greatest civil rights advocates and leaders, and a former Chancellor of North Carolina Central University. For nearly fifteen years since, the Center has carried out a successful, multi-disciplinary mission of research, professional training, and public service. At present, it is led by Theodore M. Shaw, the Julius L. Chambers Distinguished Professor of Law at the School, who in 2014 came to UNC from Columbia University Law School after a distinguished twenty-six year career in public and non-profit law practice, including four years as director-counsel of the nation’s leading civil rights law firm, the NAACP Legal Defense & Educational Fund, Inc. (“LDF”). At the NAACP LDF, Professor Shaw succeeded his mentor, Julius Chambers, as director-counsel. In addition to Columbia Law

School, Professor Shaw also taught at the University of Michigan Law School, and has held rotating chairs at CUNY and Temple Law Schools. The School and the Center are extremely fortunate to have secured the commitment of Professor Shaw to carry on the ideals of the Center's founding director.

The School's Academic Affairs Committee, with the assistance of former Dean Jack Boger and feedback from various stakeholders, has submitted this report to the Dean of the School, Martin Brinkley, and ultimately to The Centers and Institutes Review Committee appointed by the Executive Vice Chancellor and Provost, in compliance with the five-year review provision (Section VII) instituted under the "Policies and Procedures Governing Centers and Institutes" (approved July 14, 2014, as revised). The Policies document requests information on ten separate issues. This report addresses each of the ten issues in order.

1. Mission, goals, and objectives and their relationship to those of the University

In its initial statement of purpose put forward in the late spring of 2002, the Center proposed to "provide opportunities for a wide range of scholarly work, teaching, and direct engagement by students and faculty in the ongoing struggle for civil rights and social justice," making "significant efforts . . . to involve scholars from empirical and social science disciplines beyond the Law School in the consideration of core issues of civil rights and social justice." (June 1, 2002 Proposal for the Initial Phases of a Center for Civil Rights, hereinafter referred to as the "2002 Proposal").

The 2002 Proposal continues to guide the Center's work at the mid-point of its second decade of existence. The Center's three-fold mission involves: (1) the creation and sponsorship of cutting-edge research and scholarship on contemporary issues of civil rights; (2) the education and training of law students who aspire to become a new generation of civil rights attorneys,

advocates, and scholars; and (3) the provision of outreach and direct assistance to racially disadvantaged and lower-income individuals and communities, principally within the State of North Carolina and the Southeast, not only as a public service to these communities — to build their capacity to remove unjust racial and economic barriers — but also as a clinical training ground for aspiring civil rights lawyers and as a prism through which to examine and develop, in the field, effective new and sustainable programs to reduce racial and economic inequality.

The Center's mission tracks the mission of the University of North Carolina in significant ways. The University's mission, as approved by the Board of Governors, is:

[T]o serve as a center for research, scholarship, and creativity and to teach a diverse community of undergraduate, graduate, and professional students to become the next generation of leaders. Through the efforts of our exceptional faculty and staff, and with generous support from North Carolina's citizens, we invest our knowledge and resources to enhance access to learning and to foster the success and prosperity of each rising generation. We also extend knowledge-based services and other resources of the University to the citizens of North Carolina and their institutions to enhance the quality of life for all people in the State.¹

Within its sphere of civil rights, the Center, like the University as a whole, serves as “a center for research, scholarship and creativity,” not only through the sponsorship of national scholarly and policy conferences (to be described below); the publication of reports; and the fostering of special law review issues and scholarly books, but also through ongoing scholarship regularly undertaken by its law faculty participants. The Center also embraces the task of “foster[ing] the success and prosperity of each rising generation,” especially (but not exclusively) law students who hope to receive hands-on training in civil rights litigation, client advocacy, and community service — much like the clinical training afforded future prosecutors and public defenders by the School's juvenile justice clinic or the clinical training extended to future physicians, pharmacists,

¹ Mission Statement approved by UNC Board of Governors, Nov. 2009 and Feb. 2014 (<http://www.unc.edu/about/mission/>).

nurses, social workers and teachers by the “field placements” arranged through other professional schools at UNC-Chapel Hill. Finally, the Center participates in a deservedly-celebrated University that has long set Chapel Hill as “the University of the people,” apart from many of its public and private peers: “extend[ing] knowledge-based services and other resources . . . to enhance the quality of life for all people in the State.” In so doing, the Center has warmly cooperated throughout its existence with other academic departments and programs throughout the University. Teaching, scholarship, and training lie at the heart of its mission.

2. Extent to Which the Mission, Goals, and Activities Are Unique or Duplicated Elsewhere on Campus or Within the UNC System

Despite its cooperation with other schools and departments, the Center’s coordinated efforts to achieve and promote its mission and related objectives are unique within the UNC System. While other programs and departments consider various issues related to equity and justice in North Carolina and beyond, and in so doing share some of the Center’s work (in academic research, student training, direct community advocacy), no others focus on how best in the 21st century to fulfill the nation’s long-declared, but only partially implemented, *legal* commitment to affording civil rights to African Americans and other individuals disadvantaged by race, as well as to lower income citizens and communities.

The Center focuses on some of America’s most important and long-standing legal and constitutional goals. These goals are reflected in nearly 150 years of unfolding constitutional provisions and statutes — the Thirteenth, Fourteenth, and Fifteenth Amendments to the federal Constitution; various civil rights laws enacted by Congress in the years 1867, 1870, 1871, 1875, 1957, 1964, and 1989; as well as the Voting Rights Act of 1965 and its amendments, the Fair Housing Act of 1968, related federal executive agency regulations, and cognate state and local civil rights acts — all of them framed to afford to residents certain basic civil rights.

Not only is this web of constitutional, statutory, and regulatory requirements and prohibitions complex, but — as is widely acknowledged — implementation of these national legal steps has proven difficult and contentious even for the nation’s finest scholars, policy makers, and social justice advocates. Not only are the legal issues profound, but they arise in circumstances that demand sophisticated empirical and social scientific understanding. Indeed, the Supreme Court of the United States is presently considering grave, data-intensive arguments in one important case testing the meaning of the Equal Protection Clause of the Fourteenth Amendment as it bears upon college and university admissions policies and practices nationwide. Another case before the High Court examines the meaning of the Fourteenth and Fifteenth Amendments and the Voting Rights Act as they bear on voting issues. At every level of national life, civil rights issues are alive and are objects of intense consideration and controversy for courts, governments and private entities, and for the American people themselves.

While other entities within the University create and explore empirical evidence on civil rights-related issues or ponder questions of value and/or public policy on civil rights themes, none do so with the simultaneous aim of parsing the special constitutional and legal dimensions of civil rights issues, or of training a core of young legal professionals who will participate directly as actors in structured legal fora — federal and state courts, administrative agencies, and/or legislative assemblies — as they consider these issues in the future. Moreover, none of the non-profit and private legal entities that presently offer civil rights legal training to recent law graduates can offer the deep advantage that comes from a home deeply situated within the law school of a major research university.

As a result of the Center’s unique strengths, it has found itself in frequent partnership with scholars from other academic departments and disciplines — the Kenan-Flagler School of

Business; the School of Education; the School of Government; the Gillings School of Global Public Health and the School of Social Work; along with academic disciplines such as city and regional planning, economics, geography, history, political science, and sociology — all on issues of joint concern, particularly those in which law plays a major role.

The Center's active engagement with real-world *client communities* around the State of North Carolina has also prompted other UNC system departments and programs regularly to reach out to the Center for collaboration, support, and coordination in areas where they have field interests and the Center has well-developed knowledge of the community and/or its residents. In this way as well, the Center's knowledge, experience, and expertise — together with its multifaceted model of traditional academic research and publishing, public education, civic engagement, and direct advocacy — have contributed to the advancement of the broader public service mission of the University.

3. Degree of Success in Achieving the Mission and Reaching Desired Outcomes, and Quality and Quantity of Scholarly, Instructional, and Public Service and Engagement Activity

(a) Scholarly Endeavors

In the scholarly realm, the Center has sponsored at least twelve major academic conferences in its fifteen years of engagement. These conferences have brought leading scholars and researchers to Chapel Hill from national universities such as the California Institute of Technology, Columbia, Cornell, DePaul, Duke, Florida State, Georgetown, George Washington, Harvard, Indiana, Miami, New York University, Ohio State, St. Louis University, Stanford, Temple, Vanderbilt, the University of California at Berkeley, UCLA, UC-Santa Barbara, the University of Pennsylvania, the University of Southern California, the University of Tennessee, Washington University in St. Louis, the University of Wisconsin, and Williams. From within the

State of North Carolina, the Center has drawn on scholars from East Carolina University, North Carolina State, North Carolina Central University, and the University of North Carolina at Charlotte.

Additionally, the Civil Rights Project at Harvard University, the UCLA Civil Rights Project, the National Coalition on School Diversity, and other distinguished partners have actively sought the Center's collaboration as a scholarly partner on special projects. In 2013, the NAACP LDF co-hosted a conference in Chapel Hill with the Center following a series of three crucial Supreme Court decisions. The conference was designed to enable the nation's leading civil rights scholars and advocates to reflect on the legal and scholarly significance of the Court's decisions. As noted above, within the University of North Carolina at Chapel Hill, the Center has worked closely with scholars at the Schools of Business, Education, Government, Public Health and Social Work, as well the departments of City & Regional Planning, Economics, Public Policy, and Sociology within the College of Arts & Sciences.

The Center's conferences have resulted in two scholarly books, published by the University of North Carolina in 2005 and 2009 respectively, as well as four special issues of the *North Carolina Law Review*, each devoted to scholarly articles on issues that sprang from the Center's conferences, along with a dozen additional empirical reports and other research findings. The Center has also filed *amicus curiae* ("friend of the court") legal briefs in nationally important civil rights cases. Indeed, several Center lawyers formally served as co-counsel with the University at Chapel Hill's own legal counsel in the preparation and submission of the University's *amicus curiae* brief filed in 2013 in *Fisher v. University of Texas* case, defending race-conscious affirmative action in undergraduate admissions. Lawyers from across the country

continue to consult with the Center's lawyers concerning ongoing litigation about diversity and affirmative action, as do legal and education writers.

The Center's extensive empirical and analytical work on problems associated with the accelerating re-segregation of public schools, especially in the South, has focused national scholarly and policy attention on that important issue. Indeed, the Center's sustained work has prompted some school districts to adjust their student assignment methods to minimize racial segregation, and has increased the attention of policymakers at the United States Department of Education on those issues. The Center's work on "municipal underbounding" — the drawing of town lines in a fashion that excludes minority neighborhoods from the city limits of smaller towns (thereby denying minority communities municipal services such as water, sewer, utilities, or police and fire protection, while excluding them from town political processes) — has also brought national attention to that previously overlooked problem.

(b) Student Training / Quality of Student Experience and Success in Career Placement

The Center has earned a national reputation over the past decade for the quality of the Law School graduates it has helped train and for the importance of their research work. Law students work during the academic year and during summers as externs, interns, and/or volunteers, and the Center's staff attorneys offer courses within the Law School on civil rights topics. More than 120 law students have participated in the Center's work through externships, internships, and pro bono projects and have developed important law practice skills as a result. The students have conducted field research, drafted legal complaints, conducted pre-trial discovery, interviewed clients, and engaged in community outreach efforts. Students trained at the Center have gone on to practice civil rights law throughout the State and nation. Former Center students now hold full-time legal positions at the NAACP LDF in New York, the Center

for Responsible Lending in Durham, the North Carolina Chapter of the American Civil Liberties Union, the Southern Coalition for Social Justice, the Charlotte-Mecklenburg Housing Authority, and Legal Aid of North Carolina. Other former interns and fellows now work in North Carolina and national private law firms. Many report that their ongoing commitment to providing pro bono legal representation to persons of modest means was developed and honed through their work at the Center.

Law students working at the Center have received not only experiential training and practical skills instruction, but also deep exposure to issues of legal ethics and professionalism, to say nothing of the career guidance and the reputational benefit and broad professional network the Center and its staff have afforded them. The Center is a sought-after host site for the Law School's for-credit externship program and collaborates with individual students and student organizations on pro bono projects.

(e) Community Service

Beyond its impact on law students and the scholarly world, the Center has invested tens of thousands of hours working with individuals, families, and communities throughout the State of North Carolina and the Southeast. This work comes in many forms including education, outreach, consultation, and litigation. As part of the Center's legal advocacy efforts (which make up only a limited proportion of its activities), the Center from time to time represents plaintiffs in civil rights cases in North Carolina state and federal courts, as well as appropriate administrative agencies. These efforts have led local officials in the North Carolina Sandhills-area towns of Pinchurst, Southern Pines, and Aberdeen to rezone non-white neighborhoods previously excluded from their city limits (and therefore, to offer them basic municipal services like public water and sewer); have assisted a community in Halifax County, N.C. to address an illegal

property tax increase and to secure a refund of illegally collected taxes; have assisted another Halifax community that had repeatedly hosted municipal end-use facilities from becoming the site of a county waste-transfer station; and have prevented the siting of a new waste dump in a Brunswick County, N.C. African-American community that had already borne more than its fair share of municipal disposal burdens. Through the Center's efforts, the Brunswick County site will now host an elementary school. The Center has also contended for fairer public school assignment policies in Pitt County, winning a successful appeal in the federal United States Court of Appeals for the Fourth Circuit. However, the case also taught students that not all legal victories lead to relief because the same court undercut its earlier decision in a subsequent appeal. Nevertheless, the Center's ongoing work has led to increased attention to unfair conditions in economically depressed parts of Eastern North Carolina, as evidenced by its continuing work in Halifax County.

Beginning in 2009, the Center developed and helped lead the "UNC Wills Project." Working in collaboration with the UNC Law School's Pro Bono Program and Legal Aid of North Carolina, the project has provided intensive practical skills training for law students. It has taken them into under-resourced communities across the State to help prepare wills, powers of attorney, and living wills for low-wealth and elderly residents. The project provides direct outreach, information, and legal assistance to community members; engages students in practical advocacy and live client interaction; and provides legal services to clients who would otherwise be unable to secure this critical assistance. Since its inception, the Wills Project has trained over 150 law students and prepared several hundred documents on behalf of clients across North Carolina. This model has since been replicated at other North Carolina law schools that now also engage in offering wills clinics. The genesis of this project came from the communities

themselves, where as a result of intestacy and “heirs property,” many low-income families and communities had experienced loss of family land, inability to realize the value of property owned, and/or potential dilapidation of homes and neighborhoods.

The Center became engaged early on in the State’s program, led by the General Assembly, to compensate victims of North Carolina’s 40+ year forced sterilization “eugenics” movement, which was in place from 1929 to 1973. The Center has provided education and outreach about the compensation program in communities across the State, many of them non-white and lower-income. It has also directly assisted several dozen victims in filing claims. Many of those victims, who have now received compensation, would not have been able to do so without the Center’s assistance. The Center has helped to coordinate a cadre of pro bono lawyers across the State to provide additional assistance to victims of the eugenics policy. Currently, the Center represents heirs of just a few of the thousands of victims of North Carolina’s eugenics policy in three appeals challenging the Eugenics Compensation Program’s exclusion of victims who died before June 30, 2013.

The Center believes that all eligible citizens, regardless of race, gender, national origin, religion, partisan affiliation, economic status, or any other characteristic, should have the right to political participation unimpeded by discrimination, and should be informed about the legal requirements applicable to the exercise of ballot. Since 2004, the Center has also hosted a North Carolina Election Day call center as part of the national, non-partisan “Election Protection” voter advocacy and information program. Election Protection is the nation’s most ambitious program for preventing voter disenfranchisement. This coalition of state and national allies seeks to ensure that every eligible voter is able to cast a ballot that is counted. Center staffers have trained

law students on North Carolina election law and then used those students to staff hotlines on election days, directly engaging with voters to provide the information they need.

Additionally, the Center has begun training law students to lead nonpartisan community voter education presentations across the state, providing voters with information regarding registration, absentee ballots, early voting, and changes in voting procedures under the State's new voting law. Dozens of students have participated in leading these presentations, meeting with hundreds of residents in Lenoir, Duplin, Pitt, Halifax, Durham, and Wayne counties in recent years.

The Center also continually participates in other community legal education and information presentations and meetings, and provides research, counsel, and non-litigation advocacy support to assist communities in engaging with local officials. Over the past few years, the Center has provided assistance to communities in Halifax, Northampton, Edgecombe, Nash, Randolph, Moore, Chatham, Orange, Pitt, Harnett, Johnston, Mecklenburg, Lenoir, Jones, Hoke, Beaufort, and Brunswick counties.

Other examples of the Center's continuing work can be cited. It should be noted that, as part of its multi-layered, cross-disciplinary mission, law and graduate students have been directly involved in all of these community research, support, and advocacy tasks. Nearly all those students report that their experience had proved among the most important and meaningful aspects of their legal education and training. Anecdotal reports indicate that the presence of the Center within the School is a leading reason for some prospective law students to choose UNC Law School. While there are civil rights centers at other universities, most are purely academic; they lack the student engagement and training component that makes this Center so unique. It

should also be noted that the Center's advocacy always occurs in collaboration with members of the private bar or other nonprofit organizations.

The Center has received a number of internal University awards for its work. In 2010, the Wills Project received the Office of the Provost's Engaged Scholarship Award. In April 2010, Managing Attorney Mark Dorosin was named as Pro Bono Faculty Member of the Year by law students at the School of Law. In November of 2015, the Center received the 2015 "Defender of Justice" Award in Litigation from the North Carolina Justice Center, an award citing the UNC Center's "impact litigation and local advocacy work focused on civil rights — including education, housing and community development, economic justice, voting rights, and for giving a voice to underrepresented communities of color in North Carolina." In November 2015, Center Director Ted Shaw received from the Harvard Club of the Triangle the sixth annual Roland Giduz Award for outstanding public service — an award previously bestowed on President William Friday and other leading state citizens for their public service work.

4. & 5. How and to What Extent the Center Promotes Interdisciplinary Work, and Quality and Quantity of Scholarly, Instructional, and Public Service and Engagement Activity

As the previous sections have suggested, the Center's work is inherently interdisciplinary. Most of the issues it addresses involve the application of constitutional, statutory, or regulatory analysis to intensely empirical problems. Therefore, the Center's students, staff and faculty regularly draw upon the scholarship and active empirical work of scholars across the University at Chapel Hill and beyond. The Center regularly works with departments and individuals within the Kenan-Flagler School of Business, the School of Government, the School of Education, the Gillings School of Global Public Health, the Center for the Study of the American South, the Center for Public Service, and the Eastern North

Carolina Working Group. The Center has engaged in various work with other UNC departments. Its faculty and legal staff have served on committees, presented to classes, conducted research projects, held trainings, and consulted on cases. Center staffers have also collaborated with colleagues and on programs at other UNC system schools, including N.C. Central University, N.C. State University, UNC-Asheville, and UNC-Charlotte.

The Center also works directly with communities across North Carolina — in areas including educational policy, health policy, housing and community development policy, economics, geography, political science, and sociology. The Center's success in bringing together leading national scholars for its many conferences, often as a prelude either to publication of a special multidisciplinary issue of the *North Carolina Law Review* or to the collections of a volume of social scientific and legal essays in UNC Press volumes, further illustrates the interdisciplinary nature of the Center's work.

6. Effectiveness of Leadership, Organizational Structure, and Administrative Resources

The inaugural leadership of the Center was vested in one of North Carolina's most distinguished and effective public lawyers of the past century — Julius L. Chambers. Former NCCU Chancellor Chambers and his staff turned the Center into a major force for civil rights scholarship, training, and service both within the State and across nation. After his retirement in 2010, over three years ensued during which the daily, ongoing work of the Center continued unabated, while the larger work of framing and implementing a vision of the future awaited new leadership.

That leadership arrived in July 2014 with the recruitment to Chapel Hill of Professor Ted Shaw, one of the nation's preeminent civil rights lawyers and scholars. Professor Shaw, who was then a professor at Columbia University Law School, had previously taught at the University of

Michigan. He began his professional life as an attorney with the United States Department of Justice's Civil Rights Division. He worked as an attorney at the NAACP LDF for twenty-three years, directing its education docket and litigating many other kinds of civil rights cases, establishing its Western Regional Office, serving as the Deputy Director for eleven years, and then, from 2004 to 2008, as the Director-Counsel and President, the most prestigious non-profit civil rights post in the nation. Professor Shaw has arrived in Chapel Hill to become the inaugural Julius L. Chambers Distinguished Professor of Law, the beneficiary of an endowed professorship sponsored by the Z. Smith Reynolds Foundation with a recent matching contribution from State of North Carolina.

Professor Shaw, as noted above, regularly teaches law students within the School of Law, with a one-course-year reduction allowed for his work as the Center's director. He oversees a staff of four — a managing attorney; senior attorney; director of research, community service and student programs; and recent graduate of the School as a legal fellow. The Center also draws upon the services of dozens of law students within the school year and during summers, along with occasional graduate and professional student volunteers from other schools within the University. The Center has oversight from a distinguished Board of Advisors, listed in Appendix B below.

7. Adequacy of Funding and Facilities; Fiscal Oversight

Although formally housed within the School of Law, the Center supports its work without any State funds. From its outset, the Center has successfully attracted national and regional support for its work — from foundations such as The Ford Foundation; the John S. and James L. Knight Foundation; the Norflet Fund; the Jesse Ball duPont Fund; the Dream Fund; the A. J. Fletcher Foundation; the Z. Smith Reynolds Foundation; the Mary Reynolds Babcock

Foundation; and corporate foundations including the Glaxo Smith/Kline Foundation, the AT&T Foundation, and others.

Financial support for the Center's has come exclusively from private dollars since 2009. For example, the Julius L. Chambers Distinguished Professorship, a chair presently held by Center Director Ted Shaw, was endowed by a private donor. While Professor Shaw's regular duties in teaching and scholarship are paid, like those of every other School faculty member, from State funds, his work as the Center's Director, including his one-course-per-year relief from the School's customary three-course teaching load, is funded entirely through private funds. The Center employs two full-time legal staffers and one administrative assistant, as well as one or two recent law graduates as fellows. All of their salaries, as well as summer funds provided to summer law students who serve as interns, are paid by private funds. Likewise, all programmatic expenses come from grants, foundations, or private donations.

The Center, in sum, fully divested itself from any state support in 2009 and has been self-supporting since that time. The Center's leased office space is off-campus, in a private building within the Meadowmont Village development in Chapel Hill. Its rental expenses are paid exclusively from private sources.

Securing the funds for the Center has required special effort. Many foundations choose not to offer grants in the civil rights area at all, and others give no grants to entities with any university ties. Yet the Center has succeeded in obtaining a steady flow of support because of its outstanding staff and work. Professor Shaw, like his predecessor Julius Chambers, has deep and longstanding personal and professional ties with many major national and regional funders, who regard both him and the Center's many successes with great respect. While securing future support will always be a challenge, the Center's prospects remain bright.

All of the Center's finances are under the direct supervision of the Assistant Dean for Finance within the School of Law, an experienced financial administrator who oversees every incoming and outgoing financial step taken by the Center. The Associate Dean for Advancement within the School of Law also oversees the Center's grant and foundation funding. Both the Associate Dean for Advancement and the Assistant Dean for Finance report not to the Center, but instead directly to the Dean of the School. Thus, regular independent oversight of the Center's financial activity and circumstances have been structurally assured.

8. Adequacy of Facilities, Operational Support and Administrative Resources

The Center's present quarters comprise five small offices totaling 764 square feet, along with access to two shared conference rooms in a larger leased office suite that houses various Law School functions off-campus.² These facilities are sufficient for the Center's present operations. A four-year lease on this space will expire within the next year. After a one-year option to renew, the Center and all other off-campus School entities located in Meadowmont will need to find and secure future space.

9. & 10. Feasibility of Plans for the Future / Barriers to Achievement of Mission or Goals / Recommendations for Improving Academic and Administrative Effectiveness

The future of the Center depends on securing additional financial support. Currently, the Center has funds to support approximately 13 months of future operations. As a result of the successes it has achieved to date, the Center has come to be acknowledged as a national leader in civil rights research, engagement, and advocacy. Scholars, national foundations, and civil rights advocates already number it among the primary civil rights centers in the South. With its success have come requests for collaboration and assistance. Other universities, policymakers and

² Off-campus facilities are used because of lack of space at Van Hecke-Wettach Hall, the main Law School building on campus.

advocates, and communities have turned to the Center for help in modeling, replicating, and building similar efforts. To engage those potential allies at the next level of engagement, the Center must obtain higher levels of financial support. Doing so constitutes its principal challenge at the present time. The prospects are strong. For example, the new President of the Ford Foundation is a long-time friend and collaborator of Professor Shaw, whose national outreach to funders is extraordinary. Yet candidly, funders want assurance that the Center's work – which already draws high praise – and its continuing role within the University are secure.

The Center has recently undergone an internal strategic planning and review process to recalibrate its focus and programs under Professor Shaw's leadership. While its three-fold mission remains the same, the precise balance of its research, training, and advocacy/community service work is undergoing reconsideration. The Center expects, in the future, to place even more emphasis on matters of law and social policy, including the organization and hosting of scholarly conferences, participation in the preparation of *amicus curiae* briefs, and community education. The Center intends to do the following:

- Hold an annual conference, with related research and publications;
- Publish and promote one comprehensive report (along the lines of *The State of Exclusion* or the Halifax Education report) annually;
- Build a more developed *amicus curiae* brief practice, both at the federal and state court levels; and
- Expand the Inclusion Project to increase outreach and education opportunities in the identified counties and communities

The Center believes it is presently an asset to the University of North Carolina system, that it well serves the University, the State, and its people. The Center is non-partisan,³ and it seeks to work with all who believe in a vision of a nondiscriminatory society, one that strives to eradicate the vestiges of racial and economic injustice. It seeks to continue Julius Chamber's work to make North Carolina a more perfect state, and our nation a more perfect Union. It believes that the oldest and finest public university system in the nation has a part in that great effort.

³ The Center is aware of and complies with University and IRS policies limiting university employees' and tax-exempt organizations' political and legislative activities. The Center will take advantage of the Internal Revenue Code Section 501(c)(3) training that, according to the Office of University Counsel, either the UNC general Administration or UNC-Chapel Hill's Office of the Provost will soon establish.

Appendix A

Review Committee Members

Professor John C. Boger, former Dean of UNC School of Law and former Deputy Director of Center for Civil Rights

UNC School of Law Academic Affairs Committee Members

Professor Thomas Hazen (Committee Chair)

Assistant Professor David Ardia

Clinical Associate Professor Kimberly Bishop

Professor Patricia Bryan

Graham Dean, Class of 2018, UNC School of Law

Professor Elizabeth Gibson

Clinical Assistant Professor, and Reference and Faculty Research Librarian David Hansen

Troy Heisman, Class of 2016, UNC School of Law

Professor and Associate Dean for Academic Affairs Jeffrey Hirsch

Sa'Metria Jones, Class of 2017, UNC School of Law

Professor and Associate Dean for Faculty Development Joan Krause

Chelsea Masters, Class of 2018, UNC School of Law

Clinical Assistant Professor Beth Posner

Assistant Professor Kathleen Thomas

Professor Judith Welch Wegner, former Dean of UNC School of Law

Appendix A

Review Committee Members

Professor John C. Boger, former Dean of UNC School of Law and former Deputy Director of Center for Civil Rights

UNC School of Law Academic Affairs Committee Members

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Professor Patricia Bryan

Graham Dean, Class of 2018, UNC School of Law

Professor Elizabeth Gibson

Clinical Assistant Professor, and Reference and Faculty Research Librarian David Hansen

Troy Heisman, Class of 2016, UNC School of Law

Professor and Associate Dean for Academic Affairs Jeffrey Hirsch

Sa'Metria Jones, Class of 2017, UNC School of Law

Professor and Associate Dean for Faculty Development Joan Krause

Chelsea Masters, Class of 2018, UNC School of Law

Clinical Assistant Professor Beth Posner

Assistant Professor Kathleen Thomas

Professor Judith Welch Wegner, former Dean of UNC School of Law

Appendix B

Center for Civil Rights Board of Advisors

Last	First	Prefix	Title	Company	City	State
Boger	John Charles	Mr.	Professor	UNC School of Law	Chapel Hill	NC
Shaw	Theodore	Mr.	Director, UNC Center for Civil Rights	UNC School of Law	Chapel Hill	NC
Darity, Jr.	William	Prof.	Professor	Duke Sanford School of Public Policy	Durham	NC
Fakes	Martin	Mr.	President & CEO	Center for Community Self- Help	Durham	NC
Fleishman	Joel	Prof.	Professor	Terry Sanford Institute, Duke University	Durham	NC
Goodmon	James	Mr.	President & CEO	Capital Broadcasting Company	Raleigh	NC
Hunt, Jr.	James	Gov.	Partner Emeritus	Womble, Carlyle, Sandridge, Rice, P.L.L.C	Raleigh	NC
Ingram	Robert	Mr.	Vice-chair of Pharmaceuticals	GlaxoSmithKline	Research Triangle Park	NC
Johnson, Jr.	James H.	Prof.	William Rand Kenan, Jr. Professor	UNC Kenan-Flagler Business School	Chapel Hill	NC
Joyner	Irving	Prof.	Professor of Law	North Carolina Central University School of Law	Durham	NC
Lambeth	Thomas W.	Mr.	Senior Fellow	Z. Smith Reynolds Foundation	Winston- Salem	NC
McCain	Wendell	Mr.	Partner	Onset Capital Partners	Chapel Hill	NC
Peacock	James L.	Prof.	Kenan Professor of Anthropology	UNC Department of Anthropology	Chapel Hill	NC
Pigott	Jane DiRenzo	Ms.	Managing Director	R3 Group LLC	Chicago	IL
Roseborough	Teresa	Ms.	Executive Vice President	The Home Depot	Atlanta	GA
Rosen	Richard	Prof.	Professor	UNC School of Law	Chapel Hill	NC

			Emeritus of Law			
Sanders	Charles A.	Dr.	Chairman & CEO-Retired	Glaxo, Inc.	Chapel Hill	NC
Shuford	Reginald	Mr.	Executive Director	ACLU of Pennsylvania	Philadelphia	PA
Stein	Adam	Mr.	Of Counsel	Tin Fulton Walker & Owen	Chapel Hill	NC
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