



Making the Moments Count

When Shirley was promoted to full professor in August 1973, she gave up her administrative duties in the Center for Urban Studies and focused her efforts full time on her position in the Department of City and Regional Planning.¹ Having spent most of her academic career having to find grant funding to support her teaching and research positions, Shirley was happy to be able to devote herself to her full-time professor position.²

Her timing couldn't have been better. Though 1972 had been a good year for the New York Stock Exchange, in January 1973, the market had begun sliding downward. Other rumbles were also appearing in the national economy, which until then had been steadily booming since the end of World War II. The Vietnam War was turning out to be more expensive than for the United States than predicted, and newly industrialized countries were increasing competition in the metal industry, triggering a steel crisis in the United States and abroad.³ The country's secure economy was beginning to feel shaky indeed.

Relieved that Shirley's new position gave them increased financial security, the Weisses continued their teaching and research duties. Shirley continued working on the New Towns research, preparing it for publication. Charles continued teaching in addition to his temporary position as acting department head, and he continued his research on North Carolina impoundments such as Falls Lake and Belews Lake. Charles had just finished up his first term as chairman

Shirley was promoted to full professor in August 1973.



"It was fun to work with Shirley, because she was open to new ideas and was a fabulous collaborator. The thing I learned from Shirley was how to manage projects and put together a team with diverse skills, because she would always put together large teams of people and build a sense of comradery." —Ray Burby⁵

of the Chapel Hill Planning Board, and he continued serving as a member.

Then, in October 1973, members of the Organization of Arab Petroleum Exporting Countries proclaimed an oil embargo on the United States. With much of the nation's economy relying on oil imports, the economy slowed to a crawl. By November, the United States was in a full-fledged recession.⁴

Despite the recession, Shirley and Burby continued working on the New Communities project, which was funded through 1975. In the spring of 1974, Shirley, Ray Burby, and their colleague Robert Zehner traveled to Washington, D.C., and presented preliminary findings of their study to a seminar at the National Science Foundation.⁶ The Urban Land Institute (a

national nonprofit research and education organization dedicated to responsible use of land and creation and sustainment of thriving communities) also asked Shirley to present the study's early findings in Dallas at one of its biannual meetings and was quite impressed by the study.⁷

As the recession deepened in 1974, Charles, too, stayed busy with work. When the new department chair, Russell Christman, arrived in January 1974, Charles stepped aside from the acting chair position but continued as deputy chair for another year just as he had with Dan Okun for the previous eight years.⁸

"Charles was important glue for the department," said his colleague Donald Lauria, explaining how Charles' active involvement in the department and willingness to take on administrative duties made him a valued colleague.⁹

In addition to his normal teaching load, Charles also continued his impoundment research for Duke Power Company. In 1970 he and his students had begun an assessment of Belews Lake, a Duke Power cooling pond two hours northwest of Chapel Hill; the assessment would take seven years altogether.¹⁰ He also published two book chapters in 1974: one on "Estuarine Ecosystems that Receive Sewage Wastes," for *Coastal Ecological Systems*

Charles and students sampling a feeder stream of Jordan Lake, 1974



of the United States and another on "The Effect of Thermal Discharges on the Rate of Accumulation of Organic Substances on Glass Surfaces Immersed in Lake Norman," in *Environmental Responses to Thermal Discharges from Marshall Steam Station, Lake Norman, North Carolina*.¹¹

By March 1975, the United States was pulling out of the recession—but the economic boom of the post-World War II years was over for good, and the nation's faith in the economy was shaken.¹²

And though Shirley and Charles were themselves financially secure, the tumbling



The New Communities USA research team with their published work

economy held bad news for Shirley's research. The Urban Growth and New Community Development Act of 1970 had promised federal funds to New Communities, but in January 1975, the U.S. government announced that no additional New Communities would be approved for assistance.¹³

"Just as we were coming out with our findings, the United States' economy went into a real tailspin," explained Ray Burby. "Many of these New Towns went bankrupt, and the federal program supporting many of them went totally kaput."¹⁴

Even worse, because the government's announcement came so close to the end of Shirley's study, many in the planning world assumed that these developments were due to a conclusion reached by the UNC study team. On the contrary, Shirley, Burby, and the rest of the team had called for *more* federal assistance to New Communities, not less.¹⁵

Dismayed at the government's decision, Shirley and Ray Burby were nonetheless determined to finish the study. They finished writing up their results in 1975, releasing an executive summary of their results that September. Finally, in 1976, the completed book was published by Lexington Books, followed in 1977 by seven extended monographs for readers wanting to explore particular topics in depth.¹⁶



Shirley was a key member of the planning faculty at UNC. She is pictured above with (left to right) Ed Kaiser, David Moreau, Ray Burby, and David Godschalk.

To the team's joy, *New Communities USA* was a hit in the urban planning world.

"Shirley's books on New Towns were very well received—and not just in academia, but also in the professional realm of city planning," recalled her colleague Bill Rohe, who read *New Communities USA* himself while in graduate school.¹⁷

The book's thorough, exhaustive research soon came to be known as the definitive study of New Communities.¹⁸ Though political and economic trends were shifting away from planned communities, academics and urban planners recognized the study as the most comprehensive investigation into New Communities yet undertaken.¹⁹ "*New Communities USA* will be for a long time a key reference on this subject," concluded one reviewer.²⁰

The study and its accolades brought new recognition to Shirley and her colleagues. But though she was now recognized as a stellar researcher by the broader academic community, Shirley didn't stop to bask in the glory for long. Later that same year, she and Ray Burby published yet another book on a related research interest of Shirley's: central city revitalization. *City Centers in Transition* was published through the Center for Urban and Regional Studies and was the basis for their invitation to organize a conference on the subject the following year at the National Science Foundation in Washington, D.C.

Shirley's reputation as a researcher grew and grew. She was soon recognized as a leading authority on central city revitalization, and she began being asked to serve on various advisory committees: She served on the Advisory Committee on Housing for the 1980 U.S. Census from 1976-1981, and from 1977-1980 on the review panel for the Experimental Housing Allowance Program for the U.S. Department of Housing and Urban Development. In 1977, the Urban Institute in Washington, D.C., contacted Shirley and asked her to serve as a consultant for several projects.²¹

Charles' research reputation had grown as well over the past decade. Scientists at the fledgling Environmental Protection Agency had made note of Charles' research skills when they adopted his method of determining levels of pesticide in water as their standard testing method in the early '70s. In 1975, William Miller of the Corvallis, Oregon, EPA laboratory contacted Charles, asking if he would help to evaluate a new algal assay procedure. Charles agreed, and "Evaluation of the Algal Assay Procedure" was published in June 1976.²² One month later, he published an impressive catalog of North Carolina lakes with fellow

researcher Edward Kuenzler, funded through the UNC Water Resources Research Institute. Titled, “The Trophic State of North Carolina Lakes,” the work, more than 200 pages long, cataloged the quantities of nitrogen, phosphorus, and other biologically useful nutrients in North Carolina’s lakes. The work established important baselines for lakes in the state.²³

In addition to their already full work schedules, in 1976 Charles and Shirley began a joint research project addressing a topic near and dear to their hearts: gender equity. That year, Shirley was elected president of UNC’s chapter of the American Association of University Professors (AAUP). As head of the body responsible for advancing academic freedom and shared governance, defining fundamental professional values and standards for higher education, and ensuring higher education’s contribution to the common good,²⁴ Shirley decided to prioritize working for greater gender equity at UNC.

Shirley had for years battled to be admitted into nearly all-male “clubs,” first in the professional planning field and then in academia. She knew firsthand how difficult it could be to join such organizations as a woman. When more women began entering the academic workforce in the 1960s and 1970s, Shirley saw that many were not paid the same as men doing the same work. Recalled Charles, “The rules for tenure and salary were, in too many cases, biased in favor of males.”²⁵

By the time Shirley took over as the UNC AAUP president, the national AAUP had developed a statistical model that individual schools could use to determine whether male professors were earning more money for the same work as female professors. So in 1976, Shirley appointed a committee to study the issue at UNC. Shirley, along with Charles,



The faculty of the UNC Department of City and Regional Planning, Shirley in center. Shirley was instrumental in bringing Linda Lacey (right) to the department as the second female faculty member in the early '80s.

Pushing Gender Boundaries

Shirley and Charles began paving the way for acceptance of women at UNC early in their careers at UNC. The faculty lunches had been primarily all-male affairs, as the University did not generally hire women faculty at that time, but Charles began bringing Shirley to the faculty lunches soon after she was hired as a way of furthering the space in which women were accepted.

Though Shirley sometimes felt unaccepted at the faculty

lunches—and even at faculty meetings—because of her gender, she never failed to attend, often with Charles by her side.

To cope with the feelings of being less valued than men, she recalled that she used to imagine herself being as accepted as any male at the University. Charles’ support and her own courage helped Shirley push through such difficulties and strive for equal treatment of women in academia.



On their last big ship voyage on the S.S. Vistafjord, they found it was very cold in early August 1978 as they visited Spitsbergen, an island bordering the Arctic Ocean.

Professor Gillian Cell of the Department of History, and Professor Roy Kuebler of the Department of Biostatistics, applied the AAUP statistical model to every department at UNC.

Their findings, though not surprising to Shirley or Charles, made University department heads sit up and take notice. Female professors were in fact earning less money than male professors with equivalent academic responsibilities, the committee found. After presenting their findings to the University, Shirley and Charles were pleased to see the vice chancellor for health affairs—their former neighbor Chris Fordham—use their findings as leverage to begin bringing females' salaries up to scale within the medical school and UNC hospitals, where the bias against women had been particularly severe.²⁶

Both Charles and Shirley had grown up during the Great Depression watching their parents save money while still helping family members in need. Good money management skills became ingrained in both of them. Later, so did generosity, as they learned about giving by watching Shirley's ever-generous godmother, Gary.

"Gary had an enthusiasm that was infectious," remembered Shirley. "By watching her, we learned that giving is good for the soul."²⁷

By the late 1970s, with no children to provide for and only their simple two-bedroom apartment to maintain, Charles and Shirley found that they had saved enough money to comfortably take care of their own needs in the present and well into the future. With money to spare, they both agreed that they wanted to start giving back to the organizations that had sustained them through the years.

The Weisses had always attended the many musical and theater performances available to them in the area at UNC, Duke University, and North Carolina State University. "Since we showed up so many times, and in so many places, they got to know us quite well,"

Charles remembered. “In fact, the musicians in the North Carolina Symphony would always give us a wave when we sat down in the front row.”²⁸

Now, Shirley and Charles began buying season tickets to groups around the Triangle region and contributing money beyond the ticket prices to support local musical and performance series. In 1977, they began giving annual gifts to nine different music groups.

Then in March of that year, the Weisses took what was to be a defining trip in their lives together. That month, the North Carolina Symphony was scheduled to play its debut performance at Carnegie Hall in New York City. Wanting to “pack the house” with a friendly audience, the symphony organized a tour group to fly up and support them. The Weisses flew to New York with the tour group, and while there also took in a performance of *The Marriage of Figaro* at the Metropolitan Opera House. The trip—and the performance—soon kicked off a vast expansion of their domestic and international opera travel life.

Both Charles and Shirley had loved opera since their early years, when they had both listened to the weekly Saturday radio broadcasts of the Metropolitan Opera. A native New Yorker, Shirley was already tuned into the opera world at a young age, even helping to put on a high school production of *Carmen* at Walton High. Charles had also become enamored with opera early on, and for years he faithfully recorded the Saturday Metropolitan Opera broadcasts on reel-to-reel tapes. Especially after their first trip to the Paris Opera House in 1951, they made a point of listening to live opera whenever possible.

But flying to New York with the symphony tour opened their eyes to the abundance of opera performances available to them, just short plane rides away.

“Once we realized that it was so easy to hop a plane, we asked ourselves, ‘Why don’t we do it?’” Charles recalled. “So we started to go more frequently.”

Charles and Shirley embarked on their first European opera tour the next summer, seeing *The Marriage of Figaro* a second time—this time in Munich—along with many other



Ocean crossings by boat always provided the opportunity to polish their dancing proficiency. The ship’s photographer was always available.

delightful performances. That same summer they traveled with another tour group to Santa Fe for the Santa Fe Opera Festival, a trip that soon became part of their normal summer schedule.

As travel became routine for Charles and Shirley, tour groups were soon abandoned.

“We said, ‘We could do this ourselves. We don’t have to pay for all the extras included in a group tour,’” Charles recalled. “And before you knew it, we were helping to support the operas.”²⁹

The Metropolitan Opera soon received a thank-you from the Weisses for jump-starting their opera touring life: They received a donation from Charles and Shirley the following year, as the Weisses added the Metropolitan Opera to their list of annual contributions.³⁰ By 1980, the Weisses had a subscription to the Met. Traveling to New York on Thursdays, they would enjoy a full weekend with at least one or two operas and one or two stage shows, then come home on Sundays.

Charles soon stopped his long habit of recording the Met’s Saturday broadcast. He explained, “It was so much better being in the front row for the live performances!”

In the late ’70s, with more financial resources at their disposal, Charles and Shirley began traveling more. They had always enjoyed travel, but job responsibilities and the logistics of traveling by car and ship had limited the number of trips they took. Once they began traveling by plane, trips to near and far became much easier.

The Urban Land Institute (ULI) soon provided yet another reason for frequent travel: In 1978, the ULI elected Shirley as a lifetime Urban Land Fellow. Impressed by Shirley’s presentation to them in 1974 on the early stages of the *New Communities USA* study, the ULI had been even more impressed by the breadth and depth of the completed research. When Shirley was elected an Urban Land Fellow, she became one of only half a dozen such fellows in the organization. An expert on central city revitalization and New Communities, Shirley served on the ULI’s standing committee on New Communities and was available as a resource whenever cities or towns contacted the ULI with questions about those subjects.

At the public meeting of Friends of Old Carrboro, North Carolina, in April 1982, Shirley’s class made its final presentation on the historic preservation of old Carrboro.





Planning Students Honored

Nine students in the department of city and regional planning at UNC have been awarded certificates of appreciation by the Fayetteville Metropolitan Housing Authority.

The commendations cite the students for "devoted and invaluable services rendered to the Fayetteville Metropolitan Housing Authority."

The students, members of a class in planning problems taught by Shirley F. Weiss, professor of planning, spent the semester studying problems and possible improvements in the quality of residential life in two FMHA communities, Grove View Terrace and Campbell Terrace.

Harry L. Jones Sr., FMHA executive director, said the students "put their hearts into the assignment."

The students honored are James H. Belk, Chapel Hill; L. Diane Bennett, Charlotte; Julia Anne Caudle, Greensboro; Caroline K. Cromartie, Asheville; Steven C. Dopp, Ontario, Calif.; Donzia Von Mumford, Savannah, Ga.; Joanne M. Sauve, Houston, Texas; Diane E. Waters, Princeton, N.J.; and Richard P. Weaver

UNC PLANNING STUDENTS received certificates of appreciation from the Fayetteville Metropolitan Housing Authority for their study of two housing authority projects this spring. Seated (L-R) are Richard P. Weaver, Needham, Mass.; Julian Anne Caudle, Greensboro; and Donzia Von

Mumford, Savannah, Ga. Standing (L-R) are Joanne M. Sauve, Houston, Texas; Steven C. Dopp, Ontario, Calif.; Dr. David R. Godschalk, chairman of the department of city and regional planning; James H. Belk, Chapel Hill; and Dr. Shirley F. Weiss, professor of city and regional planning.

Mentored by Shirley, these students spent the spring of 1979 studying possible improvements to housing in two Fayetteville, North Carolina, communities. Here, they receive certificates of appreciation from the Fayetteville Metropolitan Housing Authority.

With the honor and responsibilities of being a fellow also came some perks: The ULI provided the Urban Land Fellows and their spouses with all-expenses-paid trips to every ULI conference, held twice each year in a different major city. Shirley and Charles soon found themselves traveling to cities around the United States much more frequently than they had before, learning not only about urban planning issues at the conferences, but also discovering firsthand new cultural and planning aspects of the cities they visited.³¹

Giving back to their communities had always been high priorities for Charles and Shirley. Both of them had already been serving both inside and outside the University—Charles through his administrative duties in the department and as member and chairman of the Chapel Hill Planning Board, and Shirley as president of the UNC AAUP, member of a national Census advisory committee, and member of a review panel for the U.S. Department of Housing and Urban Development. Both had also participated in numerous UNC committees and on committees and boards of numerous academic and professional organizations, including a three-year term for Shirley on the Advisory Committee to the Chancellor of UNC (a committee she chaired in 1979 and 1980).

Now that Charles and Shirley were both full professors, they began giving back to their communities even more. In 1978, Shirley was elected president of the North Carolina state conference of AAUP and was elected to the national council of the AAUP. She served as the North Carolina president for one term, and she served three years on the national board in addition to serving on local UNC AAUP committees. A profound believer in both

The Douglass Society

Shirley began the next decade with an important letter from her alma mater. In early 1980, Douglass College (formerly the New Jersey College for Women) wrote to inform her that because of her significant contributions to the field of urban studies and to society, Shirley had been elected to the Douglass Society for Distinguished Achievement. Created by the Associate Alumnae of Douglass College, the Douglass Society annually honors alumnae for distinguished achievement in career or community.

So on April 9, 1980, Charles and Shirley traveled north to

New Brunswick, New Jersey. The induction ceremony was held at Woodlawn, the historic New Brunswick mansion on the Douglass College campus where they had been married nearly 38 years before.

“That was a very nice experience, because I had not been going back to Douglass for alumnae reunions,” said Shirley. “We were very privileged and sat at a table with the president of Rutgers and the dean of Douglass. They made us feel very, very welcomed.”

Charles and Shirley smiling aboard the Royal Viking Sea, August 1975. The lifeboat drill was a requirement for all passengers as soon as the outbound ship reached the open seas.



mentoring and in crossing disciplinary lines, she encouraged both students and colleagues to involve themselves with their larger communities as well.

“Shirley got me involved with the American Association of University Professors chapter here on campus,” recalled her colleague Bill Rohe. “I went on to be the president of the local chapter, and that’s all because of Shirley’s tutelage and encouragement.”

“She really emphasized the importance of getting beyond the confines of the department and becoming immersed in the larger University and in issues the larger University was facing.”³²

Charles, likewise, saw the importance of serving the University; in 1980, he, too, was elected president of the UNC chapter of AAUP. Then in 1982 he followed in Shirley’s footsteps a second time, serving as president of the North Carolina conference of AAUP. A decade later, in 1992, they were jointly awarded the AAUP’s Tacey Award for outstanding service to their conference over a number of years.³³

Taking on these extra duties, Shirley began spending less time conducting research projects. Though she still oversaw research (which increasingly was related to central city revitalization), her focus began shifting back to her original career goal: teaching and mentoring students.³⁴ Particularly sensitive to the struggles of women and minority students, in 1978 she began serving as a faculty advisor to Women in Planning, a group formed to foster female planning students at UNC.³⁵

Shirley was well-liked by her students. Her classes were exciting and illustrative, in part because Shirley brought in

photographs from her and Charles' travels to illustrate her lectures. More importantly, she encouraged her students to think beyond the University and their own disciplines.

"Shirley was always a very popular teacher," recalled Bill Rohe. "She was hands-on; she had her students go beyond the University confines and do studies of ongoing downtown revitalization efforts. She was very well-received as a teacher."³⁶

Charles' research during the late 1970s and early 1980s continued exploring North Carolina lakes, rivers, and drainage basins. In 1978, he finished collecting data for his seven-year study of Belews Lake; in October 1978, he submitted a preliminary summary of his findings, followed by a paper in November on "Environmental Effects of Power Plant Operation" and "Further Environmental Effects of Power Plant Operation" a year later in January 1980.

Charles had also begun working on a way to monitor streams for heavy metals. With his student Richard Maas, Charles received funding from the Water Resources Research Institute at UNC to test aquatic insect larvae as a means of detecting heavy metals in streams. Their paper was published in early 1981. Following close on its heels was Charles' analysis of water quality in the Yadkin River drainage basin and High Rock Lake in central North Carolina, published in February 1981.

Then, in December 1981, Charles began follow-up studies of the water quality in Jordan Lake, which had recently been completed. He and colleague Donald Francisco secured a contract with the U.S. Army Corps of Engineers to monitor the lake's water quality during its first four years, checking for excessive algae growth and other indicators of water quality.

"The study's goal was to establish a baseline of water quality for the lake, so that future researchers could monitor the water quality and see if it improved or declined," explained Charles. They began sampling that winter, as usual involving graduate students in all phases of the work.



Charles made sure to involve students in his research projects, mentoring the next generation of limnologists. Above, Charles' graduate students take a sample from the gradually filling Jordan Lake.

On Mentoring

"Charlie could have never said hello if he didn't want to, but he was very welcoming and very helpful to junior faculty members in terms of teaching and research. Charlie not only was a mentor to students, he was a mentor to other junior faculty members in the department as well. I'm greatly appreciative of that, for his role in my own career."

—Prof. Don Fox

"The first time I ever met Shirley was when I came to interview, and I had a one-on-one meeting with her in her office. I was just struck by how I felt like I wasn't being evaluated. Everybody else was asking me probing questions, trying to prod and test me. Shirley was just very supportive from the very beginning. I felt like I had an ally on the faculty the first time I met her."

—Prof. Bill Rohe

Spoletto Festival USA

In 1977, one of Shirley's students pulled her aside after class. A Charleston, South Carolina native, she knew that Charleston was launching a new music and arts festival that Shirley and Charles would probably enjoy. On her recommendation, Shirley and Charles drove down to Charleston in late May, planning to stay for just one day of the festival.

While there, they unexpectedly ran into Allan Bone, a friend of theirs and head of the music department at Duke University. Bone knew the Weisses' tastes, and he knew the quality of

musicians that Spoleto had recruited: "You *must* see the chamber music!" he told them. Making them promise to show up for the show, Bone then stood in line for tickets for Charles and Shirley.

Bone was right: Charles and Shirley loved the chamber music at Spoleto. They soon began attending Spoleto every year, taking in world-class music, opera, and theater performances for 18 days each May and June. For every year but one, they attended the festival until 2004, when extended stays became too onerous.³⁸

"All of our research grants always had a line or two for student support, and money also for research assistants," Charles said. "And after they graduated, some of those students went on to get good positions with the national and state governments."³⁷

*Shirley and Charles in Sibelius Park,
Helsinki, Finland, August 9, 1975*



Charles also continued juggling research, teaching, and administrative duties, just as Shirley did. In 1982 he was elected president of the North Carolina chapter of the AAUP; that same year, he was also asked to sit on a state committee to review North Carolina's water quality standards. Under the Clean Water Act, states are required to review their water quality standards and classifications every three years and make any modifications necessary to meet EPA guidance or protect its waters. Charles served on the committee until 1983, helping to revise the state's standards for clean water.³⁹

By the 1980s, the Weisses were quite practiced at balancing their careers with their music and travel schedule. After discovering frequent flier miles in the late 1970s, they began keeping an annual summer festival schedule that would last for the next 25 years. Each summer their tour started with a trip to Charleston, South Carolina, for the Spoleto Festival USA, involving 18 days of performances by renowned artists and emerging performers in opera, theater, dance, and chamber, symphonic, choral, and jazz music. After Spoleto, Charles and Shirley moved on to St. Louis, Missouri, for five days of opera with the Opera Theater of St. Louis. Finally arriving in Santa Fe, Charles and Shirley spent the last six weeks

of their summer festival tour attending both the Santa Fe Opera and the Santa Fe Chamber Music Festival, often taking in the Santa Fe Desert Chorale as well. While there were countless other frequent destinations throughout the year—such as New York, Washington, Chicago, Seattle, Houston, and San Francisco—the Weisses’ “Summer Series” was always a must-do.

As the decade progressed, the Weisses began traveling more and more frequently, often for academic conferences or other professional meetings. In 1983, they spent 91 nights away from Chapel Hill; by 1988, they spent 179 nights away from home.

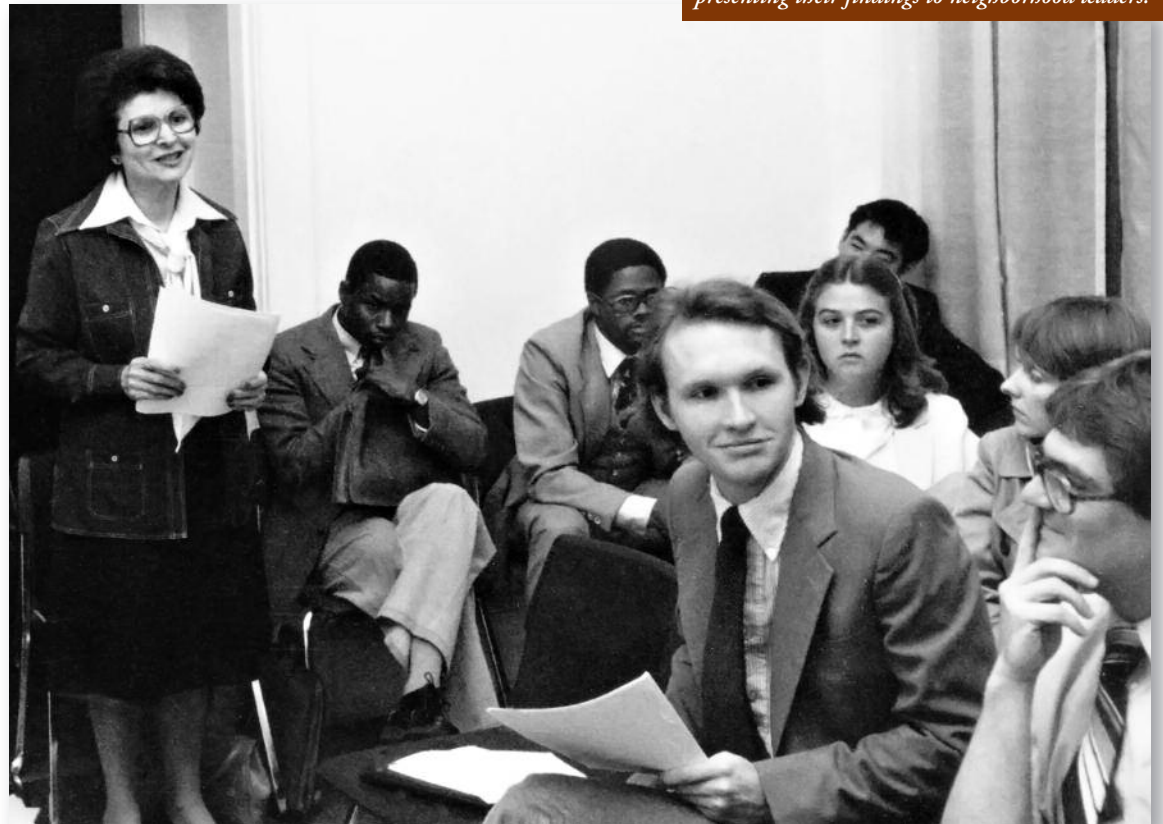
Even when traveling for work, they made sure to take advantage of the artistic venues available in each city. The Weisses loved cities: Each new trip offered exciting possibilities for music and urban discoveries. During a 1982 trip to Chicago for a professional meeting, they tried to hear the Chicago Symphony, but the tickets were sold out. Instead, Charles and Shirley bought tickets to the Chicago Lyric Opera, and soon after they bought a seasonal subscription and began regularly contributing to the Lyric Opera.⁴⁰

Nor did all this travel interrupt their professional lives at UNC. Whenever they left town, Charles and Shirley made detailed itineraries for their departments, complete with hotel phone numbers and arrival times, so that they could be reached at a moment’s notice.

The Weisses spent the 1980s enjoying life: teaching, traveling, and serving. Charles continued his research on Jordan Lake. Shirley served on committees and expert panels—from 1981 to 1983 she served on the National Academy of Sciences’ Advisory Board on the Built Environment; in 1984 she was part of an expert panel for “New Communities: the HUD Experience and Alternatives for the 1980s.” Both Weisses also continued serving on AAUP and University committees.⁴¹

Shirley especially continued advocating for women at the University. Already known as a pioneering woman on campus, in 1985 Dean of the College of Arts and Sciences Gillian Cell asked Shirley to serve as acting director of the Women’s Studies program at UNC. The program was just getting under way, but a full-time candidate for director had not yet been found; instead of waiting another year to begin the program, Cell asked if Shirley would fill in for the program’s beginning

Shirley with a planning class in Raleigh, April 1981. The class had studied one of the downtown residential neighborhoods, and students were presenting their findings to neighborhood leaders.



year. Shirley agreed. Later, she recalled heading the Women's Studies program as "a wonderful experience."⁴² Building on that experience, in that same year, Shirley served as chair of the UNC AAUP ad hoc committee on mentoring.⁴³

Shirley and Charles leading the University Day academic procession



By 1988, Shirley's contributions to UNC were broadly known. Not only had she helped

create a legacy of outstanding independent research at the Center for Urban and Regional Studies and in the Department of City and Regional Planning, but she had also made enormous inroads into a previously all-male environment. She had mentored numerous students and junior faculty and had helped create an atmosphere of cross-disciplinary cooperation within the University.

Chancellor Chris Fordham no doubt had all of these things in mind when he appointed Shirley as Faculty Marshal for the 1988 commencement ceremony. Shirley served as Faculty Marshal for the next three years, leading the academic procession at graduation and all academic ceremonies.

"And I was always joined by my partner, Charles, to help lead the procession!" Shirley said.⁴⁴