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James Local
4518 Summit Point Road
Archdale, North Carolina 28456
336-455-3322 (H)
336-444-5633 (C)
jlocal@earthling.com

OBJECTIVE Seeking a manager intern position of Smiley's Daycare

EDUCATION Senior at Groom High School, Archdale, NC
Graduation May 2009
Business Administration concentration

GPA 3.6

EXPERIENCE **Harris Grocery Store**, Archdale, NC
Cashier, May 2007 to present
Manage cash register and assist customers as needed.

Self Employed
Babysitter, 2005 to present
Care for neighborhood children, all ages on an as needed basis.

Self Employed
Nanny, June 2006 – August 2006
Employed as daytime nanny by two families. Provided care and supervision for four children aged 6 months to 7 years. Responsible for driving children to and from summer activities, light house keeping, and daily art projects.

REFERENCES Steve and Mary Ward, 4534 Alston Court, Archdale, NC
28456, 336-558-8845

Mary Woodlawn, 4545 Jamestown Place, Archdale, NC
28456, 336-454-3345

Alice Creech, 4555 Knox Road, Archdale, NC 28456, 336-
556-3331

John Luke

johnlukes

3874 Dapper Lane, Charlotte, NC 28260
(H) 704-555-6497 (W) 704-455-3423 (C) 704-459-9990
@earthcom.net

OBJECTIVE

Chief Financial Officer for Dunn Pharmaceuticals

EDUCATION

1996-2000

BSBA, Accounting, Duke University, Durham, NC

2000-2002

MBA, Duke University, Durham, NC

CERTIFICATIONS

May 2000

CPA License, North Carolina, #22312

EXPERIENCE

2001-Present

CFO, Hospital Management Corporation, Lenoir, North Carolina

- Improved controls for internal operations to align with current technology and software
- Delivered fiscal reports to all stakeholders
- Prepared prospectus for 2001
- Prepared yearly tax filings and automated general ledger accounting

2000-2001

Lead Accountant, Marks & Miles Advertising, Asheville, NC

- Managed audits for five major client accounts over a two year period.
- Coordinated and managed internal inventory accounts.
- Worked parallel with tax attorney to develop and implement corporate scholarship fund.

1997-2000

Accountant Apprentice, Duke University Office of Financial Aid

- Prepared income summary and budget analysis on accrual basis for each fiscal year
- Analyzed debt ratio and funded government accounts

AFFILIATIONS

- American Institute of Certified Public Accountants
- North Carolina Association of Public Accountants



PUBLIC SCHOOLS OF NORTH CAROLINA

STATE BOARD OF EDUCATION Howard N. Lee, *Chairman*

DEPARTMENT OF PUBLIC INSTRUCTION June St. Clair Atkinson, Ed.D., *State Superintendent*

WWW.NCPUBLICSCHOOLS.ORG

May 2, 2007

East Burke High School
Attn: Leslie Flemmons
3695 East Burke Boulevard
Connelly Springs, NC 28612

Dear Ms. Flemmons:

Thank you for your assistance and encouragement of students in entering the NC Literacy Public Awareness Campaign and congratulations on teaching the winning student, Bryan Berry. On behalf of Governor Easley and the Department of Public Instruction (DPI), I would like to invite you to have lunch with a representative from the Governor's office and me in Raleigh on May 22, 2007, 12:00 noon - 2:00 pm. The luncheon will be held in the Superintendent's Conference Room located on the second floor of the Education Building in Raleigh North Carolina. Please bring a picture id to show to the security officer in the lobby. There is a parking lot across from the Revenue Building for your use.

Please respond to this invitation by Tuesday, May 15 by telephone at 919-807-3430 or email to pweben@dpi.state.nc.us. I look forward to meeting you.

Sincerely,

June St. Clair Atkinson

JSA/BC/mw

OFFICE OF THE STATE SUPERINTENDENT

June St. Clair Atkinson, Ed.D., *State Superintendent* | jatkinson@dpi.state.nc.us
6301 Mail Service Center, Raleigh, North Carolina 27699-6301 | (919)807-3430 | Fax (919)807-3445
AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER



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May 2, 2007

East Rowan High School
Attn: Cindy Adkins
175 St Luke's Church Road
Salisbury, NC 28146

Dear Ms. Adkins

Thank you for your assistance and encouragement of students in entering the NC Literacy Public Awareness Campaign and congratulations on teaching the winning student, Brittany Newman. On behalf of Governor Easley and the Department of Public Instruction (DPI), I would like to invite you to have lunch with a representative from the Governor's office and me in Raleigh on May 22, 2007, 12:00 noon - 2:00 pm. The luncheon will be held in the Superintendent's Conference Room located on the second floor of the Education Building in Raleigh North Carolina. Please bring a picture id to show to the security officer in the lobby. There is a parking lot across from the Revenue Building for your use.

Please respond to this invitation by Tuesday, May 15 by telephone at 919-807-3430 or email to pweber@dpi.state.nc.us. I look forward to meeting you.

Sincerely

June St. Clair Atkinson

JSA/BC/mw

OFFICE OF THE STATE SUPERINTENDENT

June St. Clair Atkinson, Ed.D., *State Superintendent* | jatkinson@dpi.state.nc.us
6301 Mail Service Center, Raleigh, North Carolina 27699-6301 | (919) 807-3430 | Fax (919) 807-3445
AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

Student's street address
Student's city, state, zip
Current date

Mr. Dwight Marks
300 East 57th Street
New York, NY 10022

Dear Mr. Marks:

Thank you for your recent inquiry regarding purchase of our curriculum materials for Computer Applications I. As you pointed out, the curriculum guide and blueprint are easily accessible from the Internet, but the item bank is not. I regret to inform you that test items are not for sale or use outside of North Carolina and that they are the legal property of the North Carolina Department of Public Instruction.

Please contact me if you have any other questions. I've enclosed an order form from our local printing company should you desire hard copies of our products.

Sincerely,

Student Name

Enclosure



STATE OF NORTH CAROLINA
OFFICE OF STATE BUDGET AND MANAGEMENT

MICHAEL F. EASLEY
GOVERNOR

DAVID T. MCCOY
STATE BUDGET DIRECTOR

December 11, 2006

MEMORANDUM

TO: Department Heads and Chief Fiscal Officers
FROM: David McCoy *David McCoy*
SUBJECT: Change in IRS Mileage Rate

Effective January 1, 2007 the Internal Revenue Service (IRS) has increased the business standard mileage rate from 44.5 cents per mile to 48.5 cents per mile. Pursuant to G.S. 138-6(a)(1), the Office of State Budget and Management will change the allowable rate of reimbursement for travel on official business by the officers and employees that operate from funds deposited with the State Treasurer. The Travel Policies and Regulations section of the Budget Manual will be updated to reflect the new IRS business standard mileage rate of 48.5 cents per mile early next year.

Consistent with the Department of Administration, Division of Motor Fleet Management, departments and agencies should continue to use the 25 cents per mile rate for employees who choose to use personal vehicles when a state-owned vehicle is available.

If you have any specific questions regarding the new IRS mileage rate, please contact your budget analyst at (919)807-4700.

Mailing address:
20320 Mail Service Center
Raleigh, NC 27699-0320

www.osbm.state.nc.us
919-807-4700 ** FAX: 919-753-0640
An EEO/AA Employer

Office location:
5200 Administration Building
116 West Jones Street



PUBLIC SCHOOLS OF NORTH CAROLINA

STATE BOARD OF EDUCATION Howard N. Lee, *Chairman*

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WWW.NCPUBLICSCHOOLS.ORG

January, 2006

To: CTE Administrators

From: Ted Summey, Section Chief
CTE Support Services

Re: Spring Directors Conference

Please make your plans to attend the 2007 Spring CTE Administrators' Conference "**Future Focused Leadership**". The conference will be held at the Koury Convention Center in Greensboro March 5 and 6, 2007. This year the Spring CTE Administrators' Conference is combined with the College Tech Prep Conference. Our hope is that many of you will find it convenient to attend both Conferences. There is overlap on Tuesday morning with CTE Administrators joining the College Tech Prep Conference for a combined luncheon. After that you will have the option of attending the rest of the College Tech Prep Conference through the morning of Wednesday, March 7. Please note that the College Tech Prep Conference will require an additional registration.

The tentative agenda is attached. You should note that new curriculum updates will be on Monday morning. Gary Marx is our confirmed keynote speaker for lunch on Monday. His topic will be Future Focused Leadership. On Tuesday during the College Tech Prep Conference his topic for the luncheon will be 16 Trends for the Future. Both of these topics will be appropriate for CTE Administrators as we embark upon planning for implementation of Perkins IV.

Hotel accommodations should be arranged directly with the Sheraton, Greensboro by calling 336-292-9161. The room rate for the conference is \$115.00. Please complete the enclosed registration form and submit it with your check for \$85.00 made out to NCDPI Cash Collections at the address indicated. Please note that participation in the College Tech Prep Conference requires separate registration for that conference.

CAREER AND TECHNICAL EDUCATION SUPPORT SERVICES

Ted W. Summey, Section Chief | tsummey@dpi.state.nc.us

6339 Mail Service Center, Raleigh, North Carolina 27699-6359 | (919) 807-3870 | Fax (919) 807-3656

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

**North Carolina State Board of Education
Ad Hoc Committee on Academic Rigor, Relevance, and Relationships
August 2, 2005
SBE Board Lounge
2:00 – 4:00 PM**

**Work Session
Agenda**

2:00 PM	Welcome and Opening Comments	Kathy Taft
2:10 PM	Algebra I Requirements	Wandra Polk
2:40 PM	Personal Financial Literacy Curriculum	Wandra Polk Esther Dunnegan Bladen Crockett
3:10 PM	Graduation Compact on High School Graduation Rates	Lou Fabrizio
3:30 PM	Discussion of Next Steps for Committee and Remaining Issues -Achievement Summit vs. Closing the Gap Summit -11 th Grade Diagnostic Measure -Alignment with American Diploma Project Standards -Alignment of High School Standards with University Placement Expectations -High Standards for Professional Development	Committee
4:00 PM	Adjourn	



Conference Call Agenda

Date: Wednesday, November 29, 2006; 10:00 am EST

Call-in Information: 1-888-606-0019, passcode: 8633#

Participants:

Valerie Brown, VP of Business Development, Topics Education
Ron Campana, Govt Markets Communications, CitiStreet
Jennifer Cohen, Deputy Chief of Staff, NC Department of State Treasurer
Bladen Crockett, Business & IT Education Consultant, NC Department of Public Instruction
Trena Delgado, Community Relations Manager, CitiFinancial
Dan Hebert, Regional Director New England States, JumpStart
Jenna Johnson, Project Manager, Topics Education
Bryan Lewis, Deputy Director, Citigroup Office of Financial Education
Josh McCutchen, Director of Public Programs, NC Department of State Treasurer
Bruce Nofsinger, Principal, Topics Education
Scott Paton, Public Funds Division, State Street
Billy Stephens, Manager of Creative Strategy, Topics Education
Randy Taylor, Sales, CitiStreet

- I. Introductions and expectations for survey (NC Department of State Treasurer; Funders - Citigroup, CitiStreet, State Street; NC Department of Public Instruction; Topics Education)
- II. Roles and responsibilities of team (Bruce)
- III. Project schedule/timeline, including confirmation of survey dates (Jenna)
- IV. Expectations for the final report (Jennifer, rest of group)
- V. Q & A (group)
- VI. Next steps, including:
 - * Name for survey
 - * Date and time for December call

NC FBLA BOARD MEETING
Brownstone Hotel, 1707 Hillsborough Street, Raleigh NC 27605
September 21st – 22nd, 2007

AGENDA

FRIDAY, SEPTEMBER 21ST

- 6:00 Call to Order and Welcome Thomas Marshburn
NC FBLA State President
- 6:10 Minutes of July Meeting Kim Hodshon
NC FBLA Board of Directors Secretary
- 6:15 NC FBLA State Officer Reports
- Thomas Marshburn President
- Steffenie Lee Central Region
- Cameron Waters Eastern Region
- Daila Patrick Southeast Region
- Janae Moore..... Southwest Region
- Kevin Walker Triad Region
- Whitney Dunlap Parliamentarian
- 6:45 Correspondence Kim Hodshon

UNFINISHED BUSINESS

- 6:55 Directory updates (Please verify)..... Lorraine Stephens
Calendar of Activities
- 7:00 James L. White Scholarship report..... Lorraine Stephens
- 7:10 National Fall Leadership Thomas Marshburn
- 7:15 SAP Committee Status..... Lorraine Stephens
Western Region candidate received
- 7:20 Online Registration for SLC 2007 Mike McKay
Professional Division Board Adviser
- 7:25 RCE & RFLC Schedule Thomas Marshburn
- 7:30 Budget Lorraine Stephens
- 7:45 Dinner
- 8:30 SLC Schedule Overview..... Amy McKay
- 8:40 On line testing for 2007-2008 OverviewJohn Thompson
Southwestern Region Board of Directors
- 8:50 Spirit Committee Report Marion Jordan

NEW BUSINESS

- 8:55 Professional Division Scholarship & PD /FBLA assistanceMike McKay
- 9:05 New Chapters..... Lorraine Stephens
COP requests
Board Communications
- 9:10 Chapter Management Handbook..... Lorraine Stephens

NC FBLA BOARD MEETING
Brownstone Hotel, 1707 Hillsborough Street, Raleigh NC 27605
September 21st – 22nd, 2007

- 9:15 Committee Meetings
- SLC Schedule Committee – Amy McKay
 - Online Testing Committee – John Thompson
 - Homesite testing committee -
 - Online Registration - Mike McKay
- 10:15 RCE Plaques and Certificates Thomas Marshburn
- 10:30 Adjourn

SATURDAY, SEPTEMBER 22ND

- 7:00 Breakfast in restaurantRemember to get tickets

NEW BUSINESS (Continued)

- 8:00 Committee Meetings
- 9:05 Regional Forum on Website Thomas Marshburn
- 9:15 Standard Course of Study / FBLA Membership Deborah Seehorn
- 9:35 SLC – Judging concerns Lorraine Stephens
- 9:40 Competitive Events Update Lorraine Stephens
- Desktop Application Programming
 - Internet Application Programming
 - We will need judges for each of these prejudged events
- 9:45 Break
- 10:00 SLC Schedule Committee Report..... Amy McKay
- 10:30 Homesite testing Committee ReportChair
- Need paper graders
- 11:00 Online Testing Committee ReportJohn Thompson
- Testing schedule - April 10th – 17th
- 11:30 Online Registration Committee ReportMike McKay
- 12:00 Announcements..... Thomas Marshburn
- Winter meeting NC FBLE Board of Directors, January 6-7, 2008
 - Middle School representatives needed at January Meeting to assist in planning
 - SAP nominations needed
- 12:30 **ADJOURNMENT**

Financial Literacy in North Carolina
November 2, 2006
Agenda

Attendees: CitiStreet, State Street, North Carolina Department of State
Treasurer, North Carolina Department of Public Instruction, Topics for Education

- I. Welcome and Introductions
- II. Financial Literacy Survey
 - a. Survey details (subject matter, timing, use, media/publicity, reporting of results)
 - b. Contract with Topics for Education
- III. Strategic Discussion on Financial Literacy Efforts in North Carolina
 - a. Budget
 - b. Media/Publicity
 - c. CitiGroup Efforts in Other States
 - d. Other North Carolina Participants
 - i. DPI
 - ii. NCCEE
 - iii. A&T University
 - e. Statewide Conference
 - f. Curriculum
 - i. Federal Reserve
 - ii. Muriel Siebert
 - iii. NCCEE
 - g. Teacher Training/Professional Development
- IV. Next Steps
 - a. Timeline for Implementation of Projects
 - b. Assignment of Tasks
 - c. Contact Information



Conference Call Notes

Date: Thursday, February 15, 2007; 10:00 - 10:40 am

Participants:

Valerie Brown, VP of Business Development, Topics Education
Bladen Crockett, Business & IT Education Consultant, NC Department of Public Instruction
Jenna Johnson, Project Manager, Topics Education
Bryan Lewis, Deputy Director, Citigroup Office of Financial Education
Josh McCutchen, Director of Public Programs, NC Department of State Treasurer
Billy Stephens, Manager of Creative Strategy, Topics Education
Kelli Thomas, High School Social Studies Consultant, NC Department of Public Instruction

Notes:

- The web development for the Skill Set survey is being wrapped up this week. All web files will be turned over to the Treasurer's IT team on Tuesday, 2/20. From there, the IT team will post the files to a testing server. Skill Set team members will receive a web link around 2/21 where they can go to test out the survey. Testing will wrap up by Monday, 2/26, at the latest.
- After the principals' conference call last month, the CitiFinancial outreach coordinators began meeting with their respective schools to discuss the survey and develop plans for implementing the survey the week of 3/5-3/9. Jennifer and Josh have also been following up with principals, and Josh reports that the principals are excited to be involved with this project. One school (Cane River Middle in Yancey County) thought that this program should be part of the standard course of study, and that all schools across the state should take the survey.
- The Treasurer's office and Topics Education have agreed to offer gift card incentives to both students and teachers. The student gift cards would be distributed via drawing(s) by the CitiFinancial coordinators on the week of the survey; one gift card per 20 students. The teacher gift cards would be distributed after the week of the survey, along with a thank-you letter from the Treasurer's office and possibly DPI, and small gift items from CitiFinancial (eg, keychains, pens). The outreach coordinators would record the names of the participating teachers the week of the survey and then submit their lists to Topics Education for fulfillment of the gift cards. Every teacher who participates will receive a gift card.
- We discussed gift card merchants: either iTunes or Best Buy gift cards for the students, and Barnes & Noble or Borders gift cards for the teachers. However, many of the participating schools do not have Best

NC FBLA

Meeting Minutes

April 6, 2007

I. Call to order

Ms. Claudia Skinner, NC FBLA State Chairperson called to order the regular meeting of the **NC FBLA** at **6:00 p.m.** on **April 6, 2007** in **Raleigh, NC**.

II. Roll call

The following persons were present:

Board Members Present:

Claudia Skinner, NC FBLA State Chairperson, Lorraine Stephens, NC FBLA State Advisor, Cheryl Barton, Western Region, Kim Harrison, Triangle East Region, Heather Jones, Southwest Region. Kim Miller, Northwest Region, Judy McRoy, Eastern Region, Shirley Grissett, Southeast Region, Rhonda Evans, Triad Region

State Officers Present:

Brooke Barton, FBLA State President, Paul Cash, Triad Region VP Kim Dixon, Central Region VP Nicole Honeycutt, Western Region VP Chase Hoyle, Southwest Region VP Ryan Keys, Eastern Region VP Britney Montgomery, Triangle East VP Laura Reynolds, Parliamentarian

III. Approval of minutes from last meeting

Shirley J. B. Grissett read the minutes from the last meeting. The minutes were approved as read.

IV. Open issues

- a) All state officers made a report of their Regional Competitive Events. All stated that their competitive events were a success. In the president's report, Brooke Barton stated that she assisted with the Western and Norwest Regions. She thanked everyone for this year's work on the State Annual Business Report for Nation.
- b) Ms. Skinner stated that Mr. Roy Allen, chairperson of judges, asked that judges be recognized for service of ten years or more. The motion was properly moved, seconded and carried.

V. New business

- c) Ms. Skinner announced the names of new board members.
- d) Ms. Lorraine Stephens discussed increasing the membership of High and Middle School FBLA chapters.
- e) Mr. Tim Paschall was recommended as Businessperson of the Year. A motion was made, properly seconded and carried.

New business (continued)

- f) Information in reference to the James L. White Scholarship was passed to the board members. There was a discussion in reference to the amount and the number of scholarships to grant for this year. Ten students applied for the scholarship.

VI. Announcements

- a) All Courtesy Corp. changes are to be submitted to Mrs. Cheryl Barton.
- b) Ms. Skinner thanked the officers for their hard work and dedication.

VII. Adjournment

Ms. Skinner adjourned the meeting at **9:30 p.m.**

Minutes submitted by: Shirley J. B. Grissett

Minutes approved by: NC FBLA Board of Directors

Garcia 1

Double-spacing used throughout.

John Garcia
Professor Hacker
English 101
7 April 1999

Title is centered.

The Mountain Lion:

Once Endangered, Now a Danger

On April 23, 1994, as Barbara Schoener was jogging in the Sierra foothills of California, she was pounced on from behind by a mountain lion. After an apparent struggle with her attacker, Schoener was killed by bites to her neck and head (Rychnovsky 39). In 1996, because of Schoener's death and other highly publicized attacks, California politicians presented voters with Proposition 197, which contained provisions repealing much of a 1990 law enacted to protect the lions. The 1990 law outlawed sport hunting of mountain lions and even prevented the Department of Fish and Game from thinning the lion population.

Summary: citation with author's name and page number in parentheses.

Thesis asserts writer's main point.

Proposition 197 was rejected by a large margin, probably because the debate turned into a struggle between hunting and antihunting factions. When California politicians revisit the mountain lion question, they should frame the issue in a new way. A future proposition should retain the ban on sport hunting but allow the Department of Fish and Game to control the population. Wildlife management would reduce the number of lion attacks on humans and in the long run would also protect the lions.

Headings help readers follow the organization.

The once-endangered mountain lion

To early Native Americans, mountain lions--also known as cougars, pumas, and panthers--were objects of reverence. The European colonists, however, did not share the Native American view. They conducted what Ted

Williams calls an “all-out war on the species” (29). The lions were eliminated from the eastern United States except for a small population that remains in the Florida Everglades.

Quotation: author named in signal phrase; page number in parentheses.

The lions lingered on in the West, but in smaller and smaller numbers. At least 66,665 lions were killed between 1907 and 1978 in Canada and the United States (Hansen 58). As late as 1969, the country’s leading authority on the big cat, Maurice Hornocker, estimated the United States population as fewer than 6,500 and probably dropping (Williams 30).

Statistics documented with citations.

Hornocker introduced as an expert.

Resurgence of the mountain lion

In western states today, the mountain lion is no longer in danger of extinction. In fact, over the past thirty years, the population has rebounded dramatically. In California, fish and game officials estimate that since 1972 lion numbers have increased from 2,400 to at least 6,000 (“Lion” A21).

Short title given in parentheses because the work has no author.

Similar increases are occurring outside of California. For instance, for nearly fifty years mountain lions had virtually disappeared from Yellowstone National Park, but today lion sightings are increasingly common. In 1992, Hornocker estimated that at least eighteen adults were living in the park (59). In the United States as a whole, some biologists estimate that there are as many as 50,000 mountain lions, a dramatic increase over the 1969 estimate of 6,500 (Williams 30). For the millions of Americans interested in the preservation of animal species, this is good news, but unfortunately the increase has led to a number of violent encounters between human and lion.

A clear transition prepares readers for the next section.

Increasing attacks on humans

There is no doubt that more and more humans are being attacked. A glance at figure 1, a graph of statistics compiled by mountain lion researcher Paul Beier, confirms just how dramatically the attacks have increased since the beginning of the century.

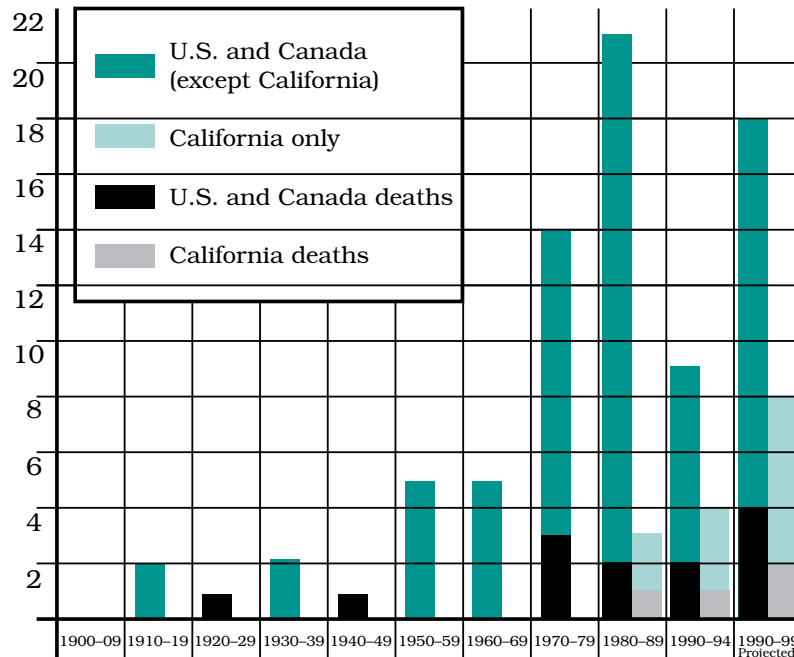
The writer explains what the graph shows.

Ray Rychnovsky reports that thirteen people have been killed and another fifty-seven have been mauled by lions since 1890. "What's most startling," writes Rychnovsky, "is that nearly three-quarters of the attacks [. . .] have taken place in the last twenty-five years" (41).

Ellipsis dots in brackets indicate words omitted from the original source.

Particularly frightening are the attacks on children. Kevin Hansen points out that children have been "more vulnerable than adults, making up 64 percent of the victims" (69). This is not surprising, since chil-

Quotation introduced with a signal phrase.



The graph displays evidence of increased attacks.

Fig. 1. Cougar attacks--a history, by Paul Beier, Northern Arizona University; rpt. in Rychnovsky (42).

dren, being small and active, resemble the lion's natural prey. Lion authority John Seidensticker reports that when he worked for the National Zoo in Washington, DC, he regularly observed cats stalking children who passed by the lion cages (120).

Since 1986, four children have been attacked in California ("Mountain" 7). One of these attacks was serious enough to prompt officials to place Caspers Wilderness Park off-limits to children (Tran B8). In July 1997 alone, two attacks on children, one fatal, occurred in different national parks in Colorado (McPhee A1).

In California, the state where the lion is most fully protected, 1994 was a particularly bad year. Los Angeles Times writer Tony Perry reports that two women were killed by lions in 1994 and that the year brought a dramatic increase in mountain lion sightings, "many in suburban and urban areas where the animal had previously not been spotted" (B4). With two killings in one year and an increasing number of sightings, it is not surprising that California politicians responded with Proposition 197, aimed at repealing the ban on hunting the lions.

The 1996 California referendum

The debate over Proposition 197 was inflamed by campaigns of misinformation on both sides of the issue. The pro faction included the National Rifle Association (NRA), the Safari Club, and Gun Owners of California. On the other side were animal rights groups such as the Sierra Club, the Fund for Animals, and the Mountain Lion Foundation.

The proposition itself, introduced by Republican Tim Leslie, is laced with legalese and deceptive phras

Summary introduced with a signal phrase.

Clear topic sentences, like this one, used throughout the paper.

Quotation set off from text is clearly introduced.

ing. For example, in a provision aimed at amending section 4801 of the Fish and Game Code, the word hunters does not appear, though the legalistic term designee clearly includes hunters:

Quotation longer than four lines is indented 1" (or ten spaces); quotation marks are omitted; no period is used after citation.

The department may remove or take, or authorize its designee, including, but not limited to, an appropriate governmental agency with public safety responsibility, an appropriate governmental agency with wildlife management responsibility, or an owner of land, to remove or take, one or more mountain lions that are perceived to be an imminent threat to public health or safety or livestock anywhere in the state except within the state park system. ("Proposition" sec. 5)

Short title given in parentheses because the work has no author.

The proposition's euphemistic language, such as remove or take, was echoed by the hunting factions, who spoke much about "controlling" the lion population, avoiding such words as hunt and shoot.

No parenthetical citation necessary for unpaginated Internet source when author is named in signal phrase.

Supporters of Proposition 197 were not above exaggerating the dangers posed by mountain lions, preferring lurid accounts of maulings and killings to solid statistics. For example, writing on the Internet in an attempt to sway voters, Terrence M. Eagan, Wayne Long, and Steven Arroyo appeal to human fears of being eaten: "Two small children woke up one morning without a mother because a lion ate her." To underscore the point, they describe a grisly discovery: "A lion preying upon neighborhood pets was found with parts of five different puppies in its stomach."

Transition helps readers move from one topic to another.

Whereas the pro-hunting groups used deceptive language and exaggerated the dangers posed by lions, the pro-lion groups invoked inflammatory language and ignored the dangers. A Web page written by a coalition of

wildlife preservationists is typical. Calling Proposition 197 “a special interest trophy hunting measure,” the coalition claims that the Gun Owners of California, the NRA, and the Safari Club “rammed” the proposition onto the ballot while “hiding behind a disingenuous concern for public safety.” Asserting that the mountain lion poses a minimal threat to humans, the coalition accuses the Department of Fish and Game of “creating a climate of fear” so that the public will choose to reinstate lion hunting (California Wildlife Protection Coalition). While it is true that human encounters with mountain lions are rare, some pro-lion publications come close to ridiculing Californians who fear that lion attacks on humans and pets will continue to accelerate unless something is done.

Internet source with no page number.

Population control: A reasonable solution

Without population control, the number of attacks on Californians will almost certainly continue to rise, and the lions may become even bolder. As lion authority John Seidensticker remarks, “The boldness displayed by mountain lions just doesn’t square with the shy, retiring behavior familiar to those of us who have studied these animals” (177). He surmises that the lions have become emboldened because they no longer have to contend with wolves and grizzly bears, which dominated them in the past. The only conceivable predator to re-instill that fear is the human.

Credentials of author mentioned in signal phrase.

Sadly, the only sure way to reduce lion attacks on humans is to thin the population. One basic approach to thinning is sport hunting, which is still legal, though restricted in various ways, in every western state except California. A second approach involves state-

directed wildlife management, usually the hiring of professional hunters to shoot or trap the lions.

Sport hunting is a poor option--and not just because it is unpopular with Californians. First, it is difficult to control sport hunting. For instance, a number of western states have restrictions on killing a female lion with kittens, but sport hunters are rarely knowledgeable enough to tell whether a lion has kittens. Second, because some sport hunters are poor shots, they wound but don't kill the lions, causing needless suffering. Finally, certain hunting practices are anything but sport. There is a growing business in professionally led cougar hunts, as a number of ads on the World Wide Web attest. One practice is to tree a lion with radio-equipped dogs and then place a phone call to the client to come and shoot the lion. In some cases, the lion may be treed for two or more days before the client arrives to bag his trophy. Such practices are so offensive that even the California Park Rangers Association opposed Proposition 197. As a spokesperson explained, "We support managing the lions. But they shouldn't be stuck on the wall in a den" (qtd. in Perry B4).

Citation of indirect source: words quoted in another source.

We should entrust the thinning of the lion population to wildlife specialists guided by science, not to hunters seeking adventure or to safari clubs looking for profits. Unlike hunters, scientific wildlife managers have the long-term interests of the mountain lion at heart. An uncontrolled population leads to an ecological imbalance, with more and more lions competing for territory and a diminishing food supply. The highly territorial lions will fight to the death to defend their hunting grounds; and because the mother lion ultimately ejects her offspring from her own territory,

No citation needed for "common knowledge" available in many sources.

young lions face an uncertain future. Stephani Cruickshank, a spokesperson for California Lion Awareness (CLAW), explains, "The overrun of lions is biologically unsound and unfair to the lions, especially those forced to survive in marginal or clearly unnatural urban settings" (qtd. in Robinson 35).

In conclusion, wildlife management would benefit both Californians and the California lions. Although some have argued that California needs fewer people, not fewer lions, humans do have an obligation to protect themselves and their children, and the fears of people in lion country are real. As for the lions, they need to thrive in a natural habitat with an adequate food supply. "We simply cannot let nature take its course," writes Terry Mansfield of the Department of Fish and Game (qtd. in Perry B4). In fact, not to take action in California is as illogical as reintroducing the lions to Central Park and Boston Common, places they once also roamed.

The writer concludes with his own stand on the controversy.

The paper ends with the writer's own words.

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List is alphabetized by authors' last names.

First line of each entry is at left margin; subsequent lines are indented ½" (or five spaces).

Double-spacing used throughout.

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