

UNC SCHOOL OF GOVERNMENT

• the CAMPAIGN for CAROLINA •



“We challenge our students not just to learn what is already known but to create what is not yet known as they stand shoulder to shoulder with thinkers and researchers whose discoveries are changing our world.”

— *Chancellor Carol L. Folt*

Everything we do is driven by a motivation that’s profoundly human. Carolina’s deep roots in public service have grown into a University-wide effort to make more than just a difference, but a better future. We act because we must. Humanity needs us, and we will show the world the strength in humanity. The UNC School of Government will be central to that vision.

For all that’s now, for all that’s new, for all that’s next, we will continue to forge forward, imbued with compassion and compelled by circumstance. With your help, we will maximize our impact, ensuring it is felt across North Carolina and throughout the world.

Dear Friends of Carolina,

I’m so proud of the work the UNC School of Government has done over the past 80 years. Our faculty have dedicated their expertise to improving North Carolina by making local and state government more effective and resilient. The school has been integral to North Carolina’s development and will continue to play a critical role in ensuring its strong future.

With this historic campaign, we are poised to significantly increase our impact. The gifts we receive will enable us to serve more communities with greater resources. This is truly a transformative opportunity, the kind that comes along only once in a great while. And the timing is perfect.

The demand for public services is greater than ever, the issues facing governments are more complex and the need for innovative solutions to community challenges is considerable. With your support, we will help North Carolina public officials find ways to not only respond to this new environment, but also to strengthen their communities and our state going forward.

Sincerely,

Michael R. Smith
Dean, UNC School of Government



Our Purpose

The UNC School of Government was created to better serve North Carolinians and their communities

by supporting the public officials who lead the work of local government. As the nation's largest university-based local government training, advisory and research organization, we train more than 12,000 public officials and graduate more than 200 public administration students — future public service leaders — each year, adding inestimable value to the University and the state as a whole. Putting Carolina's public mission into practice, UNC School of Government faculty and staff provide nonpartisan, policy-neutral expertise to help elected and appointed officials at both the local and state level govern in the best interest of their communities.

Our Promise

The public is always in need of skillful, competent leadership.

At the UNC School of Government, we don't just foster leadership; we provide leaders with the knowledge and resources they need to become more effective. As a result, our work strengthens communities and informs the judicial system to improve the lives of North Carolinians. Our work helps create more effective government institutions, more viable communities and more prosperous economies. That is our most important charge, our duty to society and the state.

Our Priorities

The UNC School of Government is a vital resource for North Carolina, today's public servants and the next generation of service-minded leaders. As public budgets tighten, counties and municipalities face changing demands, and as public needs everywhere grow larger and more complex, we must be

able to expand our ability to serve and improve our state. By focusing on the following priorities, we will deliver more value to our students, clients and residents of the state. We will solidify our position as a national model for aiding government officials to fulfill their responsibility to those they serve.

North Carolina Judicial College

The North Carolina Judicial College, one of the most valuable services we provide our state, is unique in being university-based and faculty-run. In partnership with the North Carolina Administrative Office of the Courts, the Judicial College educates and trains judicial officials at all levels, and we see great potential to do more. Funding for the Judicial College will allow for the development of a more robust curriculum and structure that will better serve all judicial officials, from magistrates and clerks to North Carolina Supreme Court justices.

Center for Public Leadership and Governance

Because public leadership demands a complex set of skills, we are funding the creation of a Center for Public Leadership and Governance to house all leadership and management programs within the school. Certainly, there are other organizations that offer leadership training; the school's unique strength is our understanding of the particular leadership challenges of public institutions. This center will offer comprehensive resources for research and instruction, as well as provide services to public officials at every level of government and within the judiciary.

ncIMPACT

In response to the ever-evolving challenges and critical policy questions facing our state, the school has developed an applied public policy initiative called ncIMPACT. This nonpartisan research, data and analysis tool helps address such vital concerns as health, education, economic development, criminal justice, public finance and the environment. Supporting ncIMPACT with necessary funding will ensure that the highest quality information is made widely available to state and local decision-makers as they tackle complex public issues.

Master of Public Administration

The UNC School of Government's Master of Public Administration program is ranked fifth nationally in the specialty area of city management and in the top 25 overall by *U.S. News & World Report*. The program educates promising students and leaders who bring an invaluable commitment to public service to communities and organizations within North Carolina, across the country and around the world. We plan to expand scholarships and support our expert faculty as we continue to prepare effective, responsive leaders for an increasingly complex and challenging public arena.

A
STATE
OF

Action

Edward Kidder Graham, the University's 10th president, once said that the boundaries of the University mirror the boundaries of our state. Few entities epitomize that idea more than the UNC School of Government.

The school maintains a strong presence in all of North Carolina's 100 counties and 552 municipalities as we help local officials find solutions to challenging issues and facilitate public efforts that improve the lives of North Carolinians. From the smallest local governments to the General Assembly, the breadth and depth of our work is essential to public officials' ability to do their jobs effectively and efficiently.

We began this public commitment in 1931 as the Institute of Government and as part of the University in 1942. Steadfast in our values of neutrality and nonpartisanship, we remain true to our founding principles and have established a legacy of trust among public servants, regardless of political affiliation or ideology. Local government leaders and the North Carolina judiciary rely daily on our expertise.

As we work to expand and amplify our offerings, we continually strive to do more. We've developed innovative ways of giving smaller communities affordable access to our resources. We've added and restructured programs to reach broader audiences and those at various levels of leadership. We've reached deeper into distressed and redeveloping communities through programs that foster public-private partnerships. With roots entrenched in the public mission of the University, and driven by the needs of our local communities, our research, scholarship and service lead to pragmatic results, informed decision-making and reliable leaders — in every pocket of North Carolina and beyond.

Our commitment and unique ability to serve North Carolina distinguishes the UNC School of Government from other schools. And just as the impact of our work is felt from the smallest communities to a global scale, every bit of your support can have an exponential impact.

THE VALUE OF *EXPERTISE*

Eddie Caldwell needed a reliable source — fast — and on a Saturday. An uncontrollable forest fire raged in western North Carolina, and local officials needed to understand state evacuation procedures. Caldwell, executive vice president and general counsel for the North Carolina Sheriffs' Association, went to the UNC School of Government website, where he found a blog post on emergency management law by faculty member Norma Houston. Acting on Houston's expertise, Caldwell delivered the information his sheriffs needed to enforce the evacuation orders.

The school continues to demonstrate the value our experts bring to the state. With faculty who are recognized leaders in more than 250 topical areas

of North Carolina local government law and practice, we are the single trusted resource for the most up-to-date and reliable research findings, conference presentations, blogs, books, programs and training.

And now we are taking that value another step forward with ncIMPACT. Led by Director Anita Brown-Graham, this public policy initiative, built on decades of experience providing real-time information to officials throughout the state, is our response to the rapidly growing challenges they face. By working closely with policymakers and other leaders, ncIMPACT supplies evidence-based options and creative policy insights that inform responses to the most important questions and issues. Currently in its infancy, this unique data and analysis tool has incredible potential but will depend on private funding from donors like you to be successful.

A STRATEGY FOR UNDERSTANDING

As the acknowledged leader in local government information and training, the UNC School of Government is able to offer resources not found anywhere else. For example, school faculty have created two engaging simulation tools applicable to cities and counties — *Budgetopolis* and *Bottom Line!* Through collaborative, board game-style play, public officials learn how to make strategic, long-term budgeting choices before having to undertake this important effort in real life. Both tools are a distinctively fun way to educate decision-makers on the complexities and potential consequences of the local budgeting processes, so much so that the creators of *Budgetopolis* were awarded the Public Service Innovation Award by the Consortium of University Public Service Organizations (CUPSO). High school students and citizen groups who have played the games also report having a better understanding of their communities' complex budget processes and a greater appreciation of the tough financial and service choices their local officials must make.



X Anita Brown-Graham

PREPARING Public Service Leaders

While our faculty expertise and innovative data tools exemplify our commitment to serving communities, our dedication is even more evident in our classrooms and training sessions. Whether facing a group of graduate students, government officials, or public and private clients, our faculty proudly impart practical, hands-on knowledge from a nonpartisan perspective. Our courses, workshops and leadership programs all prepare public servants for successful careers.

The most prominent example of our educational value is our nationally ranked Master of Public Administration program. Our M.P.A. program, offered both on campus and online, prepares effective leaders for careers in every level of government and in non-profit or other organizations that support the public interest. Through pragmatic training and interaction with faculty experts in their fields, our graduates emerge incredibly well equipped to serve their communities.



✕ **Richard Stevens, M.P.A. '74**

A model public servant, Richard Stevens has dedicated his life to improving North Carolina. He served as a senator in the North Carolina General Assembly from 2003 to 2012 and was ranked its third most effective member by the nonpartisan North Carolina Center for Public Policy Research. During his tenure as Wake County manager, Stevens was key in supporting the county as the population doubled and the annual budget grew from \$81 million to more than \$500 million. In 2000, the American Society for Public Administration and the National Academy of Public Administration honored Stevens with the National Public Service Award.

✕ **Sharon Rothwell, M.P.A. '78 and Doug Rothwell, M.P.A. '78**

Sharon and Doug Rothwell credit their career success in both the public and private sectors to their experience in the M.P.A. program. Prior to retirement, Sharon Rothwell served as chief operating officer for Michigan Governor John Engler and as vice president, corporate affairs, for Masco Corp. Doug Rothwell is president and chief executive officer of Business Leaders for Michigan and chair of the Michigan Economic Development Corporation, an organization he founded. Previously, he was Delaware Governor Michael Castle's chief of staff. Both Sharon and Doug Rothwell credit the M.P.A. program for enabling them to work across sectors in navigating policy, taking part in politics and conducting business.



WITHIN OUR Walls BEYOND OUR Borders

✕ Willow Jacobson

The extent of our faculty's research and expertise in state and local government is incomparable. From classroom teaching to consulting in local communities and government agencies, our faculty and students apply their specialties to directly impact lives both near and far.

LEADING LOCALLY

The world is constantly changing the way public officials operate, and that's what keeps Professor Willow Jacobson excited about her work. As a published researcher in local government leadership, Jacobson applies her work to the Local Government Federal Credit Union (LGFCU) Fellows program, developing and administering training for emerging leaders in local government. The program ensures that public officials have the skills they need to respond to the increasing complexity of their work at a time of high turnover in local government management.

SPANNING GLOBALLY

After Ebola struck West Africa in 2014–2015, public officials from Liberia turned to the UNC School of Government to find better ways of controlling epidemics and preventing them from happening in the future. Francis Kateh, chief medical officer for the Liberia Ministry of Health, contacted Professor Aimee Wall to develop training for officials and new employees as well as to help draft new health legislation. Because of the leadership relationship that Kateh and Wall have fostered, the Liberian government is better prepared to plan and act and perhaps prevent the next outbreak.



✕ Aimee Wall

Our best chance is their

opportunity

Objective

ON ALL

Subjects

X John Rubin

Our neutrality and nonpartisan values make us the state's most trusted source of legal information.

From administrators and attorneys to law enforcement and corrections officers, North Carolina's public officials look to the UNC School of Government for objectivity. In fact, one of our books, *North Carolina Crimes: A Guidebook on the Elements of Crime*, is considered the essential reference guide to criminal law and is used by all judges, prosecutors and defense attorneys in the state.

John Rubin, an expert in criminal law and indigent defense education, is one of the school's most compelling examples of service to the criminal justice field. Collaborating with Daryl Atkinson, senior staff attorney at the Southern Coalition for Social Justice, Rubin developed the Collateral Consequences

Assessment Tool that helps others determine the long-term effects of a criminal record. Efforts like these help ensure that protectors and defenders of the law are able to make considered and informed decisions.

North Carolina's local and state government finance officials often need immediate answers to questions that have been addressed by their peers. NC Finance Connect, developed by faculty member Kara Millonzi, supports lifelong, informal learning by offering a sophisticated social networking platform for finance officials to use to connect with each other — in real time — to ask and answer questions, conduct surveys and store documents. All discussions connect back to UNC School of Government resources that are automatically associated with the topic at hand.

X Kara Millonzi

THE BENCHMARK FOR JUDICIAL EDUCATION

The always changing judicial landscape presents a critical challenge for the UNC School of Government. With increasingly complex legal issues to address and social shifts to be aware of, it's imperative that our state's judges, magistrates and clerks of court are educated in both the broad duties of their positions and emerging topics. The school's Judicial College is making sure of just that.

The Judicial College is a rare entity. Its training for new officials, continuing education seminars and online programs provide guidance and real-world information on a multitude of court-centered issues. Additional value is derived from the network of professionals we nurture. Each cohort brings its own distinct experiences and perspectives to our courses, adding to the already expansive instruction. This forum of great minds is invaluable for the highly esteemed judges we prepare for courts. As we expand our curriculum and offerings in the Judicial College, we can foster more successful and effective judicial careers.

RAISING THE AGE. AND THE BAR.

In 2015, W. R. Kenan Jr. Distinguished Professor Jessica Smith was the appointed reporter for the Criminal Investigation and Adjudication Committee of Chief Justice Mark Martin's North Carolina Commission on the Administration of Law and Justice. Her role was to support the independent, multidisciplinary commission's evaluation of the North Carolina judicial system and to make recommendations for improvement. Smith's research and analysis was critically important to legislative enactment of the "Raise the Age" bill, which raised the age of criminal responsibility to 18, thereby assuring that teenagers under age 18 can no longer proceed to adult criminal court without parental involvement. Because of her tireless work, Smith received the Amicus Curiae Award from North Carolina Chief Justice Mark Martin. The award, bestowing her with the title of "Friend of the Court," recognizes Smith for her outstanding service to the Judicial Branch of North Carolina.

X Jessica Smith





RESTORATION INNOVATION

Kannapolis, North Carolina, was once a booming mill town in the state's Piedmont region. Cannon Mills, one of the world's largest producers of sheets and towels, propelled that boom.

But when the textile industry started to plummet, so too did the town's economy. Kannapolis suffered the biggest permanent layoff in North Carolina history when Pillowtex Corp., a successor to Cannon Mills, declared bankruptcy. Overnight, more than 7,600 people lost their jobs, and the city has since struggled to rebuild its downtown. Nearly half of the area remained vacant, and many historic structures languished in various states of disrepair. Fortunately, the UNC School of Government Development Finance Initiative (DFI) has brought new hope.

The initiative, which provides legal, financial and development expertise to help struggling communities thrive, will help restore downtown Kannapolis to a vibrant, urban center with economic and cultural activity and nearly 300 new residential units. Discussions about additional public commitments that will attract private investment are under way.

Working on more than 100 projects in more than 70 communities throughout the state, DFI has attracted an expected \$1 billion in private investment over the next 10 years. DFI teams are reinvigorating local economies to help them function and flourish in the future. So many communities like Kannapolis need DFI's help, and greater resources will enable the initiative to extend its reach even further.

SUSTAINABLE

Service

The UNC Environmental Finance Center (EFC) is bringing expertise to the world and enhancing the ability of governments and other organizations to provide critical infrastructure and services in fair, effective and financially sustainable ways.

EFC works with decision-makers in regional and state governments to assess the effectiveness of their environmental economic policies. Together, they work to find ways to improve these policies through intervention programs addressing such essential issues as water loss or asset management.

These programs and services span North Carolina and the nation. For example, EFC Director Jeff Hughes's research addresses price increases in water and wastewater services — specifically, how they affect low-income individuals and families. EFC was able to review laws in all 50 states so that they could work toward creating a customer-assistance fund for water customers similar to existing funds for gas and electric. The research may lead to a national program that keeps water services accessible for low-income customers.

EFC's initiatives provide proof that the UNC School of Government's focused expertise and forward-thinking actions are having a resounding impact on communities throughout North Carolina and beyond. Continuing to develop programs and initiatives to address specific issues, like EFC, is essential to the future of the school as well as the University.

✕ Jeff Hughes





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OF
MIND

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FOR ALL

FOR ALL



The University of North Carolina at Chapel Hill is a place like no other.

It's a place built from a public mission, propelled by a shared desire
and unafraid to fight for a better future. We come together to
make the world a better place for all.

The UNC School of Government epitomizes that mission.
With you, we will have what humankind needs. The world
is listening. What will you say next?

For all that's now, for all that's new, for all that's next. For everyone
today and in the future, join us in the next step for all kind.

To learn more about how you can support the
UNC School of Government and the Campaign for Carolina,
visit sog.unc.edu or campaign.unc.edu.





THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

FOR
ALL
KIND

the
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