

Coates CONNECTION

News from the School of Government



Local Government Federal Credit Union (LGFCU) President Maurice Smith joined Drexel Town Manager Sherri Bradshaw, School of Government Dean Mike Smith, and faculty member Willow Jacobson, director of the LGFCU Fellows program, for a breakfast with LGFCU Fellows alumni and LGFCU board members at the School of Government on August 26, 2016.

STRONG PUBLIC LEADERSHIP

IT'S *not* MAGIC

Leaders are often described as people with vision who can address the complex needs and challenges of their organizations. They can motivate others to want to work toward shared goals. Effective leadership is important to the success of any organization.

In public organizations such as city and county governments and within the state court system, leadership can determine the quality, livability, and health of the communities where we live and work, raise our children, and pursue our own goals.

Local government leaders help to create and manage services that we depend on every day, such as clean water and working traffic lights. Beyond the basics, when a new industry creates jobs or another school is built to accommodate a growing population, many public officials will have collaborated to move

our communities forward. In the courts, judges determine issues of statewide importance that affect government, business, and individuals' lives.

Public leaders manage the public's business

For most public officials and members of the court, professional ambition is intricately tied to a desire to serve. Brodi Fontenot, assistant secretary for management and acting chief financial officer at the US Department of the Treasury and a graduate of the School's Master of Public Administration program, talked about the most essential quality needed by public leaders.

"Effective leaders in the public arena," he said, "must first understand they are stewards of the public interest and firmly believe that their role is to make their city, state, or country a better place through their actions."

Commitment to service is not enough on its own, however; leadership demands a complex set of skills to address infrastructure, social, legal, and economic challenges. Local government officials manage complex projects and personnel, collaborate with diverse partners, and balance budgets while considering competing public values and public needs. Judges, who were trained as lawyers, not managers, naturally play a leadership role in the court, one that requires a different set of skills from those needed on the bench.

North Carolina Chief District Court Judge William Hamby Jr. said that attending the School's *Judicial District Executive Seminar* with other key leaders in his field resulted in "leadership endeavors that have improved the effectiveness of our district."

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Coates Connection is published twice a year by the School of Government Foundation. The newsletter is also available at sog.unc.edu/giving/development-news.

To learn more about supporting the projects highlighted in *Coates Connection* or other work of the School of Government, contact Jen Willis, assistant dean for development, at jenwillis@sog.unc.edu or 919.966.4347.

*Anita R. Brown-Graham rejoined the School of Government as a faculty member in September 2016 and left the Board.

NOTES FROM THE DEAN

The School has just been through a year-long process of identifying priorities that will prepare us to be as successful as possible in the future.

Our mission of improving the lives of North Carolinians by working to improve their government does not need to change. It continues to be as powerful as when we started as the Institute of Government in 1931. What has changed over time, and what will continue to change, is the work of our faculty and staff in carrying out our mission.

One of the School's hallmarks has been responsiveness in meeting the needs of public officials. Our faculty and staff are focused on how we can continuously improve our ability to help you. Several years ago, faculty members launched specialized, free blogs, such as *North Carolina Criminal Law* and *Coates' Canons: North Carolina Local Government Law*, to provide timely and accessible updates. Thanks to your positive feedback, we've created even more free, online content.

Over the years we have added important new programs that advance our core mission of serving North Carolina public officials. The Center for Public Technology is an example, and so is the Development Finance Initiative. One priority that emerged from our recent planning process is the need to expand the availability of our public leadership programs. We host an impressive set of programs that form the core of a curriculum—*Effective Supervisory Management*, *LGFCU Fellows program*, *Advanced Leadership Corps*, and *Public Executive Leadership Academy*. We plan to create a Center for Public Leadership that will expand our capacity to offer more programs at every level of government, including for judicial officials. Another priority is to expand the curriculum of the School's Judicial College to offer a series of courses for court officials that more closely resembles a traditional tiered curriculum with introductory, intermediate, and advanced classes.

This recent planning process and our forthcoming initiatives will continue to improve how we carry out the School's mission. Please let us know if there are other ways that we can support your important work for North Carolina.



Michael Smith

MICHAEL R. SMITH, DEAN

We're changing with you

Dean Mike Smith joined the School of Government faculty in 1978. Since then, the School has grown in response to your changing needs.

	In 1978	In 2016
Experts	32	63
Faculty members	32	48
Teachers and researchers		15
Men	26	31
Women	6	32

STRONG PUBLIC LEADERSHIP, CONTINUED FROM PAGE 1

Public leaders can lead from any position

The good news, according to faculty member Peg Carlson, is that leadership comprises a set of behaviors that can be learned. “Research consistently shows that people who display certain behaviors—for example, those who follow through on commitments they make, who actively listen to other points of view, who praise people for a job well done—are more likely to have a positive influence on others in their organizations and communities,” she said.

Elected county commissioners and city council members, judges, and appointed officials at every level of local government—such as managers, finance directors, police chiefs, planners, and human resource directors—all benefit from leadership training. Their organizations and communities benefit as well.

Since 2015, more than 1,300 North Carolina public officials have attended leadership programs at the School of

Government. Many thousands more—the School reaches 12,000 officials annually with courses, webinars, and other online trainings—have benefited from leadership sessions as part of skill-building courses specific to their job responsibilities.

Public leaders are lifelong learners

Participants in the School’s leadership trainings don’t just leave after their course is completed. They benefit from ongoing professional coaching, alumni workshops, peer communication tools such as listservs and social media networks, and contact with School faculty at any time.

“Leadership can be learned; it is not magical,” said faculty member Vaughn Upshaw. “We can, through reflection and practice, improve how we engage with others, see opportunities instead of barriers, and begin to realize that we have the agency and ability to make a difference. The ripple effect of successful leadership is tangible.”

PARTNERSHIP SUPPORTS LOCAL LEADERSHIP



Prudential
Bring Your Challenges®

Since 2008, Prudential’s investment of \$425,000 in the School of Government’s Local Elected Leaders Academy has made it possible for city council members and county commissioners to learn practical leadership skills and strategies that lead change and innovation in their communities.

The School’s continuing partnership with Prudential is the result of support from the organization’s leadership, including Michael McCann, vice president, key account management.

“I find it rewarding,” McCann said, “to see firsthand how these initiatives benefit North Carolina communities by promoting effective and strategic leadership among local elected officials throughout the state.”

Welcome TO NEW FACULTY MEMBERS



ANITA R. BROWN-GRAHAM has rejoined the School of Government as professor of public law and government. She previously served on the faculty from 1994 to 2006. She was director of North Carolina State University’s Institute for Emerging Issues

from 2007 until 2016. Brown-Graham earned a BA in criminal justice from Louisiana State University and a JD from UNC-Chapel Hill.



PEG CARLSON rejoined the School of Government in September 2015, after serving on the faculty from 1992 to 2000. Prior to her return to the School, she was an executive consultant with Roger Schwarz & Associates and worked to

help organizations build effective leadership teams. Carlson received a BA in psychology from the University of Minnesota and an AM and PhD in organizational psychology from the University of Michigan.

Thank you to Prudential for their most

recent gift of \$110,000 to support the work of the Local Elected Leaders Academy. These funds support scholarships for local elected leaders from every city and county in the state to attend School of Government courses including the *Advanced Leadership Corps*. They also support continuation of the award-winning budget simulations, *Budgetopolis* (for cities) and *Bottom Line!* (for counties).

Since 1978, some areas of expertise have developed into centers or initiatives.

- Center for Public Technology
- Environmental Finance Center
- North Carolina Judicial College
- Development Finance Initiative

New technology means we can serve you more efficiently.

- Website*
- Webinars
- Blogs
- Listservs
- E-publications
- Online registration and course materials
- Mobile apps
- Online MPA format
- Social media

* The first computer was installed in the White House in 1978; the School of Government launched its first website, NCINFO, in 1995.



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LEADERSHIP ACROSS THE STATE

The School of Government’s leadership programs are helping to increase the number of government and court officials and nonprofit leaders who are committed to positively influencing their organizations and communities across the state.

