

# MAKING AN IMPACT

## STRATEGIC PLANNING AT THE SCHOOL OF GOVERNMENT

### FRAMEWORK

The goal of strategic planning is to increase the impact of the School in carrying out its mission. This document provides the context within which we do our work, and it identifies broad areas of work that we believe have the greatest impact. The people we serve value our current work, but they also want us to focus greater attention on emerging issues, public policy issues, and best practices. The School will not meet the demand for expanded work in these and other areas simply by identifying and measuring our current impact. We must intentionally expand our impact. During this planning process, we should not assume that we will continue or discontinue everything we do now. We need to look at what we do now, and what we might do differently, in order to have the greatest impact.

### MISSION

The School of Government works to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and others understand and improve state and local government.\*

### VALUES

1. Provide accurate, high-quality, practical, and reliable services.
2. Retain an impartial, non-partisan, and non-advocacy approach to policy issues.
3. Ensure that teaching, research, and advising are responsive, timely, and accessible.
4. Encourage inclusive, open, and transparent communication and decision-making.
5. Foster a supportive and friendly work environment that encourages collaboration, innovation, accountability, efficiency, and professional development.
6. Strive for more diversity among faculty, EPA professionals, and staff while integrating an appreciation for diversity into our work.
7. Work in the substantive areas and in ways that have the greatest possible impact.

### METHODS AND STRUCTURES

The School of Government advances its mission through teaching, advising, and research and publication. The work is carried out by faculty (tenure track, lecturers, adjuncts, and visiting) and EPA professionals, and it is supported by a professional staff. It often is carried out in partnership with individuals and organizations from inside and outside the University.

Faculty and EPA professionals work independently or through collaboration with colleagues on issues of mutual interest. The School is not currently organized into formal administrative departments. Structures do exist, however, to manage the School's work in selected areas—centers (e.g., Civic Education, Public Technology, Environmental Finance, and Judicial College), programs (e.g., Community and Economic Development, Benchmarking, Public Leadership, Public Intersection), and the Master of Public Administration program.

The School's work is practical and applied, focusing on skills, knowledge, and resources for public officials, reflecting our externally focused mission. The School's work is also scholarly, focusing on the advancement of knowledge in our fields of expertise and the training of graduate students, reflecting our place as a school within the University of North Carolina at Chapel Hill.

## AREAS OF WORK

The School of Government's focus is on North Carolina state and local government, and the primary audience for the School's work is public officials, including individuals, whether elected or appointed, who work for or serve governmental entities. The School also works with and serves individuals and groups outside of government (such as the media, nonprofit organizations, future leaders, and members of the public at large) in order to improve government's ability to improve the lives of North Carolinians.

The School works in different substantive fields based on the kinds of expertise needed to have the greatest possible impact on improving the lives of North Carolinians. We have that impact in these ways:

1. Educating public officials and others by providing them with accessible information, skills, and tools to carry out their responsibilities.
2. Advancing knowledge in our fields of expertise, and serving as a model of engaged scholarship.
3. Improving the structure, organization, equity, and effectiveness of governmental systems and processes.
4. Facilitating communication and collaboration between and among public officials, organizations, and others.
5. Preparing current and future leaders for public service and for active, responsible citizenship.
6. Helping public officials and others understand and implement best practices.
7. Helping public officials and others understand and address public policy issues.
8. Helping public officials and others identify and address emerging issues.
9. Promoting through our work the values of fairness, integrity, inclusion, and respect for all people.

The School traditionally has done some work in all of the areas listed above. The School must continue its valuable work in those areas that have been our focus, especially the first one, but we must do it in ways that will have an even greater impact. Our work in the last four areas has not been as prevalent, but we intend to do more in those areas because we believe it will increase our impact in carrying out the School's mission.

## GUIDING QUESTIONS FOR INCREASED IMPACT

Within its areas of work, the School will increase its impact by answering the following three questions to develop priorities and strategies:

1. What substantive work should we do to have the greatest possible impact?
2. How should we do our substantive work to have the greatest possible impact?
3. How can we use and promote the qualities of a high-performing organization in support of all of our work?

## FOR MORE INFORMATION

Visit the Strategic Planning website at [www.sog.unc.edu/intranet/planning](http://www.sog.unc.edu/intranet/planning) for background documents and updates on next steps. Also, you are invited to post a comment on the Strategic Planning blog at [sogweb.sog.unc.edu/blogs/dac](http://sogweb.sog.unc.edu/blogs/dac).

*\*This document substitutes the word "others" for "citizens" in the mission statement. The DAC members see this as a technical change that is appropriate given the limited meaning of "citizens" in current usage and our use of "others" throughout the rest of the document. We are not opening up the mission statement for revision.*