

# Memorable Memo

Excerpts from a document on gubernatorial transition.

SUGGESTIONS FOR BUILDING HUNT'S RECORD (CONTINUED)

18

## OBSERVATIONS & SUGGESTIONS

ON

FINISHING UP A GOVERNOR'S ADMINISTRATION

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21

## SUGGESTIONS FOR REDUCING POLITICAL VULNERABILITIES

### Dealing with Outside Concerns

#### Generally

- ignore potshots
- don't duck issues to protect yourself from the attacks of other politicians
- avoid charges of manipulating people & programs, by avoiding (not doing) it
- move to defend the ground you want to defend rather than the ground circumstances give you
- avoid major mistakes (e.g., a prison riot in September)
- welcome a good disaster
- "lay low," in the sense of not trying to make waves & cause an uproar in the final months of the term
- protect against departmental foul-ups
- keep folks from screwing up & embarrassments from occurring; keep things under control

#### Re: your own campaign

- take time to learn about Washington; key in someone who knows the city & the political climate surrounding the Senate
- get on the defensive (the other side will exploit mistakes & negative issues, create hypothetical issues, & generally attack state government to taint your image)
- be proactive in setting the tone of a campaign (a major "blindsider")
- don't allow your opponent to set the agenda of the debate; in leading the state, you must constantly & quickly work back to your own agenda

#### Re: other campaigns

- keep your nose out of the gubernatorial race
- stay above the battle; don't involve yourself in the state political fray
- don't endorse anyone
- get on the defensive (attacks may be expected from gubernatorial candidates looking for angles in their campaigns, to show individuality from Jim Hunt -- "we attacked state government when we ran")
- expect controversy to be created by Council of State members (relationships are now at a 7-year low); expect a bad audit in 1984 (to attack the Governor for Renfrow's own political gain)
- talk to Rufus about stepping down from office after the primary

#### Re: the General Assembly

- be nice to the General Assembly; remind them what you still can do; keep an eye on them
- cement relationships & understandings with legislators; work out accommodations (otherwise, this can screw up the governorship & divert time needed for governing)
- beware of ploys re: separation of powers; hold strong & fast

### Telling "The Story" of Truly Historic Accomplishments

- Highlight a half dozen significances over the 8 years
- Get someone who knows the Governor & his programs well enough to arrange a topical index of the issues he feels to be important & have him pick the ones to write about (e.g., education, microelectronics, math/science high school, race relations)
- Prepare a monograph series on the "stories" of the important/lasting contributions: how & why they were developed & what made it happen (e.g., revitalization of elementary schools, microelectronics center, task force on education for economic growth, NC 2000, expanding the public service role of the university, partnerships, the consent decree, symphony funding, etc.)
- Prepare a compilation of major accomplishments in the general categories of governmental operations (e.g., public schools, local government, taxation, etc.)
- Pick about a dozen central themes or major programs initiated & write about these (e.g., microelectronics center, math/science high school, community development)
- Give a set to UNC (in addition to Archives & History)

### Assembling & Disposing of Public & Private Papers

- Get Hunt's papers organized during the last part of the term; don't wait too long
- Carefully screen the Governor's papers (speeches, letters, etc.) -- deserves 2 volumes as first 2-term governor
- Summarize the Governor's most important documents as a packet for journalists
- Have Archives & History staff brief the Governor & Cabinet on distinguishing personal & public papers & the treatment of each
- Decide what you want to do with your private papers
- Give your private papers to the Southern Collection at UNC; to Archives & History
- Leave paper trails (a major pitfall of prior administrations in not leaving enough)
- Clean up your files & personal things

### Dealing With Inside Concerns

- Send out a memo setting out the groundrules for what are acceptable campaign procedures re: state employees who are endorsing candidates (i.e., what they ought & ought not be doing re political activities)
- Watch out for out-of-session appointments (those needing Senate confirmation)
- Avoid rank political appointments
- Try not to appoint political friends to important staff positions
- Beware of upper-level thievery/favors
- Avoid Bert Lances
- The public quickly forgets your management problems; the way you get in trouble is when someone has a hand in the cookie jar
- Have staff well-coordinated & in control of things, to avoid & deal with departmental foul-ups

*More an eclectic catalog of advice than a memo, the document excerpted here gained considerable public attention. Gubernatorial transition is indeed a serious topic, one which the N. C. Center is planning to study.*

*The memorable memos tucked away in your files are gratefully accepted at North Carolina Insight. As always, anonymity guaranteed.*

29