UNCG Strategic Directions Draft Plan February 2018

This 1st draft plan will be the subject of a UNCG member survey to receive input on acceptability, suggestions for improvements and priorities in February –March 2018. Based on that input the Strategic Directions Planning Team and the

PART ONE- STRATEGIC DIRECTIONS DRAFT STATEMENTS

1. **UNCG DRAFT VISION STATEMENT** *(December 2017)*

    The University Network for Collaborative Governance (UNCG) envisions a future that places the effective practice of collaboration center stage for understanding, reimagining and sustaining our democracy. In that future, collaborative governance -- informed by scholarship, service and practice -- fosters a vibrant, equitable and resilient society and advances the common good.

2. **UNCG DRAFT MISSION STATEMENT**

    The University Network for Collaborative Governance champions effective collaborative governance by supporting and strengthening a network of university-based centers that engage in collaborative governance teaching, scholarship and practice."

3. **UNCG DRAFT NETWORK DESCRIPTION**

    "The UNCG Network is made up of university centers and individuals that engage in service, teaching and scholarship to build the capacity for collaborative governance in communities and society. They offer a spectrum of collaborative governance services ranging from public deliberation and civic engagement to collaborative problem solving and multi-party conflict resolution."

4. **COLLABORATIVE GOVERNANCE DRAFT DEFINITION**[1]

    Collaborative governance refers to those processes and structures of public policy decision making and management that engage people constructively across the boundaries of the public, private, and civic sectors leveraging the unique attributes and resources of each and enabling stakeholders and members of the public at large to exercise voice and work together in shaping public policy decisions

    The collaborative approach to governance encompasses any method, model, or process that is deliberative and consensual as distinguished from adversarial or adjudicative, including but not limited to: public involvement, civic engagement, public deliberation,

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[1] *[This proposed UNCG definition draws from three earlier definitions. See Emerson, Nabatchi, and Balogh (2012); Blomgren Amsler (2016); and UNCG Collaborative Capacities Working Group (2012).]*

collaborative network management, public consultation, multi-stakeholder collaboration, collaborative public management, dispute resolution, and negotiation.

PART TWO- UNCG STRATEGIC DIRECTIONS DRAFT GOALS AND OBJECTIVES

I.   UNCG ORGANIZATIONAL SUSTAINABILITY

GOAL: BY 2028, THE UNCG WILL SEEK TO SECURE THE FINANCIAL AND PARTNERSHIP RESOURCES NEEDED TO PROVIDE VALUE TO ITS MEMBERS, SUSTAIN OUR MISSION AND ADVANCE TOWARDS OUR VISION OF COLLABORATIVE GOVERNANCE BEING PRACTICED AND REFINED IN THE 50 STATES AND THE DISTRICT OF COLUMBIA.

A. Organizational Objective

1. **The Steering Committee should establish UNCG committees on collaborative governance (CG) scholarship, teaching and practice to oversee the implementation of the 2028 Strategic Directions Plan.**
    Strategic Actions
    a.   The Steering Committee should solicit a lead UNCG Center, on a rotating basis, to serve as the facilitator for each of the 3 new committees.
    b.   The Steering Committee should charge each Committee to propose an annual workplan consistent with the 2028 Strategic Directions Plan and report on progress made.

B. Membership Objective:

1. **By 2028 the UNCG will increase its membership to 50 university centers, 50 individuals and 50 students advancing towards its vision of UNCG members in each of the 50 states and the District of Columbia**
    Strategic Actions
    a)   Clarify the expectation and directly engage UNCG members in identifying and recruiting new centers to enhance the work of the Membership Committee.
    b)   Consider establishing as an incentive, a discount to the UNCG membership fee for members who recruit XX new centers or XX new individuals into the UNCG.
    c)   The Membership Committee should survey existing individual members to determine the value they see in membership and use that as guidance for recruiting new individual members.
    d)   Create a UNCG "student membership" and work with existing members to recruit student members on their campuses.
    e)   To enhance the value of membership and recruit new members, consider the creation of a UNCG award and recognition program for exemplary center and student projects that address collaborative governance scholarship, teaching and practice. Utilize the new scholarship, teaching and practice committees to curate and recommend selection of awards in their CG areas.

C. Partnership Objectives

1. **The UNCG will strengthen its current partnership with the ACR/EPP to share, shape and connect collaborative governance practice and knowledge through joint activities.**
   Strategic Actions
   a. Strengthen the Partnership consistent with the "Practice" goals, objectives and strategies in the UNCG Strategic Directions 2028 Plan.
   b. Build on the joint work strategies developed at the June 2017 UNCG/ACR EPP Section meeting, including joint policy statements (e.g. Addressing the Increase in Violence in Public Spaces in the U.S.), joint publications and joint activities such as collaborating on conferences.
2. **The UNCG will increase its outreach to collaborative governance partnership organizations who can contribute to strengthening collaborative governance scholarship, teaching/training and practice and inform and expand UNCG membership.**
   Strategic Actions
   a. Develop UNCG partnership criteria and establish target partnerships (for shorter or longer terms as appropriate) for each of the collaborative governance strategic areas: scholarship, teaching and practice.
   b. Explore establishing reciprocal joint membership reduced fees for partner organizations.

D. Communication Objectives

1. **Increase and improve UNCG's efforts to regularly communicate to its members and potential members as part of its organizational sustainability goal**
   Strategic Actions
   a. Establish a Communication Chair as an Officer on the Steering Committee[2] and establish a Communications Committee.
   b. The Communications Committee should undertake a practical assessment of UNCG's capacity and recommend priorities for the content and mechanisms for delivery of information on scholarship, teaching and practice to members.
   c. The Steering Committee should consider enlisting a UNCG member center to serve as the lead on a term-limited, rotating basis for UNCG's online communication efforts (e.g. website, social media, newsletter update, etc.)
2. *Draw on UNCG members to enhance UNCG's capacity to communicate externally on collaborative governance scholarship, teaching and practice.*
   Strategic Actions
   a) The Communications Committee, in coordination with the Steering Committee, should identify, assess and recommend priority target external audiences biannually for scholarship, teaching and practice (e.g. UNCG partners, university hosts, scholars, funding organizations, leaders and consumers of collaborative governance services.)
   b) The Communications committee should review the early efforts to establish the UNCG Webinar Series and recommend whether and how to enhance it.

E. Fundraising and Development Objective

1. **Secure the financial resources needed to support the UNCG's core budget through membership fees, program sponsorships, project management revenue and philanthropic funding**
   Strategic Actions

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[2] Will probably require a UNCG Charter Amendment to Article V, Section 5, Officers and Duties.

a. The Steering Committee should charge the Treasurer in consultation with the Kitchen Table Democracy staff, and the Steering Committee, to develop and recommend a long range and short term fundraising and development plan over the coming decade that should address membership fees, program sponsorships, project management revenue and philanthropic funding

b. Each of the 3 new strategic direction committees (scholarship, teaching and practice) should review and report to the Treasurer ideas, opportunities and sources for funding joint Center projects under the umbrella of the UNCG as well as potential sponsors for recognition awards.

II.   CG SCHOLARSHIP AND RESEARCH

Collaborative governance scholarship involves fields such as public administration, planning, conflict resolution, and environmental management among others and involves knowledge several applications and settings, such as collaborative public management, multi-partner governance, joined-up or network government, hybrid sectoral arrangements, co-management regimes, participatory governance, and civic engagement, all of which share common characteristics with collaborative governance writ large." Collaborative governance frameworks include: cross-sector collaboration, collaborative planning, collaboration processes, network management, collaborative public management, environmental governance and conflict resolution, and collaborative governance.[3]

A. SCHOLARSHIP GOAL: SERVE AS A RESOURCE FOR OURSELVES AND OTHERS IN ADVANCING COLLABORATIVE GOVERNANCE SCHOLARSHIP

OBJECTIVES:
 1. **Create a UNCG Scholarship Committee to oversee actions implementing the objectives and promoting partnerships with members and other collaborative governance organizations.**
    Strategic Action
    a. Develop Scholarship programming and input to UNCG conference planning committees for Annual meetings designed to implement these goals and objectives.

B. SCHOLARSHIP GOAL: PRO-ACTIVELY IDENTIFY OPPORTUNITIES FOR UNCG MEMBERS TO PARTNER ON COLLABORATIVE GOVERNANCE SCHOLARSHIP.

OBJECTIVES:
 1. **Develop a practice-focused research agenda** *(e.g., ask CG practitioners what they want to know)*
    Strategic Action
    a. The Scholarship Committee should work with the UNCG Practice/Engagement committee and partner organizations such as the Consortium on Collaborative Governance to develop the practice focused research agenda.
 2. **Make available case data for UNCG scholars.**
    Strategic Actions
    a. Building on the annotated CG scholarship and curated database of member CG scholarship, catalogue the case data opportunities both within and beyond the UNCG.

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[3] See, An Integrative Framework for Collaborative Governance" Kirk Emerson Tina Nabatchi Stephen Balogh*Journal of Public Administration Research and Theory*, Volume 22, Issue 1, 1 January 2012, Pages 1–29, https://doi.org/10.1093/jopart/mur011.

III. CG PRACTICE/ENGAGEMENT

We can better serve the mission of our colleges and universities by aligning our work with what is traditionally viewed as mission central outreach, engagement and service learning. Indeed, this is a two-way conversation between UNCG members and their universities. We must also raise awareness among our university peers that collaborative governance is an effective means of outreach, engagement and service learning.

A. GOAL: ENHANCE THE CAPACITY OF UNCG MEMBERS TO "DO THE WORK" OF COLLABORATIVE GOVERNANCE

OBJECTIVE:
1. **Create a UNCG Practice/Engagement Committee to oversee actions implementing the objectives and promoting partnerships with members and other collaborative governance organizations.**
   Strategic Actions
   a. Develop Practice/Engagement programming for Annual meetings that is designed to implement these goals and objectives and enhance the capacity of UNCG members to do their CG work designed
   b. Assess and document network members' current service/ outreach/ engagement efforts
   c. Strengthen UNCG's partnership with the ACR/EPP, consistent with the Practice goals and objectives, to share, shape and connect collaborative governance practice and knowledge through joint activities.
   d. Target external partnerships that can advance CG practice/engagement over the shorter and longer terms as appropriate.

B. GOAL: ENHANCE THE CAPACITY OF EACH NETWORK MEMBER TO ALIGN AND BROADEN OUR COLLABORATIVE GOVERNANCE WORK TO INFORM OUR UNIVERSITIES' MISSION OF ENGAGEMENT/SERVICE LEARNING/OUTREACH.

OBJECTIVE:
1. **Broaden the UNCG membership base by raising the profile of each network member as a collaborative governance resource for community engagement within our universities and communities**
   Strategic Actions
   a. The Practice Committee should develop a UNCG statement that members can share with their institutions and communities on how collaborative governance supports university mission central service learning and community engagement.

C. GOAL: IDENTIFY AND FACILITATE MULTI-STATE PROJECTS INVOLVING MULTIPLE UNCG CENTERS.

OBJECTIVES:
1. **UNCG Practice/Engagement Committee should review the past UNCG and PCI examples of multi-state proposals and projects and identify any lessons learned.**
2. **Based on a review of the past efforts the Committee should identify, in consultation with the Scholarship and Teaching/Training committees potential multi-state proposals.**

3.   **By 2028 UNCG should have launched at least one UNCT multi-state project.**

IV.   TEACHING/TRAINING

Statement of Need: Since its inception in 2008, the mission of the UNCG has been to champion teaching, scholarship, and practice through the work of its university-based centers, institutes, and programs that create and share critical resources for the understanding and application of collaborative governance. A critical source, it is through peer to peer learning and the communication of our practice, that the next decade will push the boundaries of our work by advancing our practice in how we define, teach, train, mentor, and evaluate the impacts of our practice in collaborative governance. UNCG, as a result of its membership base, will become the future vehicle for advancing teaching, learning, and evaluation in collaborative governance, while mentoring and building the capacity of its emerging leaders and practitioners and thus growing our profession, and communicating this role to our broader audience based on our respective communities and states.

A.   **GOAL: THROUGH ITS CONFERENCES AND OTHER PEER-TO-PEER FORUMS, UNCG WILL PROMOTE THE SHARING AND IMPROVEMENT OF TEACHING AND TRAINING METHODS, AND CONTENT FOR PRACTITIONERS IN COLLABORATIVE GOVERNANCE.**

OBJECTIVES:
1.   **Create a UNCG Teaching/Training Committee to oversee actions implementing the objectives and promoting partnerships with members and other collaborative governance organizations.**
2.   **Provide a platform for academic program development including implementation, and evaluation (share course syllabi and learning outcomes, particularly on similar course topics, hold conference sessions on pedagogy and instructional strategies and methods, share instructions on implementation methods and evaluation strategies and templates, and demonstrate or provide knowledge about practical application methods to engage and mentor working professionals and students).**
3.   **UNCG members have online access to quality collaborative governance teaching materials, curriculum, syllabi, case studies, simulations, exercises, and videos by the end of 2019 (or where appropriate, pay a nominal fee for production costs).**
4.   **Offer an online fee-based clearinghouse of collaborative governance materials for non-member access**

B.   **GOAL 2: IN ADDITION TO GROWING THE COLLABORATIVE GOVERNANCE FIELD, WE BUILD THE NEXT GENERATION OF PRACTITIONERS, TRAINERS, AND RESEARCHERS IN COLLABORATIVE GOVERNANCE; BY NURTURING AND FACILITATING THEIR GROWTH AND CAPACITY AS EMERGING LEADERS.**

OBJECTIVES:
1.   **Sharpen our respective institutions ability to teach, mentor, and grow the next generation of emerging leaders more purposefully.**

2. Intentionally expand the diversity of students being mentored through outreach and networking (consider connecting with other organizations that are focused on diversity expansion with the profession like ACR -EPP).
3. Creating a space for students to participate and contribute in the UNCG conferences as an introduction to collaborative governance.
4. Create new pipelines for supporting and building the next generation by working with community colleges to establish train the trainer models and capacity building courses in collaborative governance.
5. Provide accessible and affordable education in collaborative governance to limit barriers to participation and learning about collaborative governance.

C. **GOAL 3: ATTRACT NEW PARTNERS TO HELP UNCG GROW ITS MISSION AND MEMBERSHIP, INCLUDING THE DEVELOPMENT OF TRAINING AND OUTREACH IN COLLABORATIVE GOVERNANCE TO A WIDER MEMBERSHIP.**

OBJECTIVES:
1. Encourage programs, centers, and institutes to inventory their own states regarding who is providing collaborative governance services and training within their state. One way to conduct this inventory is hold a forum with the respective institutions and organizations about what is being done/taught/researched with respect to collaborative governance.

2. Explore the value of connecting with the Consortium of University Public Service (CUPSO) by paying the 2-year fee to join.
   Strategic Action:
   a. Create a partnerships with CUPSO that will enroll other academic and practice organizations interested in the teaching and service to communities aspects of collaborative governance. Collaborating with CUPSO will:
      ▪ catalyze and expand our practice beyond the current centers and individual members.
      ▪ improve policy making by assisting in providing credible research and evaluation information.
      ▪ improve management practices through research, training and technical assistance by expanding our understanding of collaborative governance.

D. **GOAL 4: BY THE CLOSE OF 2019, UNCG WILL ASSEMBLE A CLEARINGHOUSE OF TRAIN THE TRAINER MODEL PROGRAMS AND NICHE TRAINING COURSES TO HELP PREPARE THE NEXT GENERATION OF PRACTITIONERS AND PRACADEMICS THROUGH TEACHING, MENTORING, COACHING, AND HANDS-ON PRACTICUM EXPERIENCES IN COLLABORATIVE GOVERNANCE, RANGING FROM PUBLIC DELIBERATION AND CIVIC ENGAGEMENT TO COLLABORATIVE PROBLEM SOLVING AND MULTI-PARTY CONFLICT RESOLUTION, THAT ASSIST COMMUNITIES AND STATES.**

OBJECTIVES:
1. Market online to federal, state, and local community colleges, capacity building programs or niche trainings using 2-page narratives with a point of contact for consultation and development by the end of 2019. Examples include: Colorado's Center

for **Public Deliberation Training Program** and **Conflict Resolution Institute's Center for Research and Practice, North Carolina's** Natural Resources Leadership Institute, and its Facilitation Program.

2. Provide evaluation and accountability reports of the training and services being conducted as a result of the train-the -trainer or niche-based models, particularly sharing lessons learned.

3. Provide students and working professional's opportunities to actively learn and participate in addressing community and public policy challenges