



UNCG MEMBER STRATEGIC DIRECTIONS PLAN

Adopted Unanimously at the June 2018 Annual UNCG Meeting, Portland State University

In 2018 we are celebrating UNCG's 10th year. In Spring 2017, the Steering Committee committed to undertaking a year-long strategic directions process to reflect on where we have come, gather our wits together and set a course for the future of UNCG for the coming decade. In June 2017, at UNCG's Annual meeting at the University of Utah in Salt Lake City, a strategic directions session was conducted and resulted in agreement to establish a Planning Team¹ to lead the process in convening sub-teams to develop goals, objectives and strategic actions for each of the following four areas:

- UNCG Organizational Sustainability
- Collaborative Governance (CG) Practice/Engagement
- Collaborative Governance (CG) Scholarship/Research
- Collaborative Governance (CG) Teaching/Training

Between August 2017 and May 2018, the Planning Team developed a draft UNCG vision, mission, and definitions with input from the Steering Committee. The four Sub-teams met to draft goals and objectives in their respective areas. 28 UNCG members representing centers (22 Centers) and individual members (6) responded. Respondents indicated that their centers are primarily involved with collaborative governance in terms of: practice/engagement (24); teaching/training (19); and scholarship/research (17). In terms of the areas each respondent was primarily interested in: practice/engagement (20); scholarship/research (20); and teaching/training (18).

Survey respondents were asked to offer an overall assessment of importance of each the four areas for UNCG's future over the coming 10 years. The average ratings for each included: UNCG Organizational Sustainability (4.6 of 5); UNCG Scholarship/Research (4.0 of 5); UNCG Teaching/Training (3.8 of 5); UNCG Practice/Engagement (3.8 of 5). At its June 2018 UNCG meeting at Portland State University, following a presentation and discussion of the plan, the UNCG members adopted the plan in the Business Meeting and met in small groups to discuss implementation of the new strategic area goals and short term priorities for scholarship/research, teaching/training, and practice/engagement. The Steering Committee will be focusing on implementing the Organizational Sustainability section of the Plan and appointing and charging the new committees.

¹ Marci DuPraw CA Co-Chair (scholarship/research lead, teaching/research Sub-team) Bob Jones FL Co-Chair, (practice/engagement & organizational sub-teams, Mary Lou Addor, NC (teaching/training lead), Terry Amsler IN (organizational/network lead); and Steve Smutko WY (practice/engagement lead)

UNCG STRATEGIC DIRECTIONS STATEMENTS

These statements were drafted and reviewed by the Steering Committee and rated and commented on by the 28 survey respondents. Subsequently the Planning Team reviewed and revised the statements in light of the survey input to incorporate into the draft strategic plan. The survey acceptability ratings for each statement on a 4-point scale ranged from 3.9 to 3.6.

A. UNCG DRAFT VISION STATEMENT:

The University Network for Collaborative Governance (UNCG) envisions a future where collaboration fosters our collective ability to understand and address the challenges of our times, and in the process, to reimagine and sustain our democracy. In that envisioned future, collaborative governance -- informed by practice, scholarship, and teaching, -- fosters a vibrant, equitable and resilient society and advances the common good in all 50 states, the District of Columbia, territories of the US, and other countries.

B. UNCG DRAFT MISSION STATEMENT:

The University Network for Collaborative Governance champions collaborative governance by supporting and strengthening a network of faculty members and professionals from college and university centers, institutes, and programs that engage in collaborative governance practice, scholarship, and teaching.

C. UNCG DRAFT NETWORK DESCRIPTION:

The University Network for Collaborative Governance is made up of college and university centers, institutes and programs that engage in service, scholarship and teaching to build the capacity for collaborative governance.

D. UNCG COLLABORATIVE GOVERNANCE DRAFT DEFINITION²:

Collaborative governance refers to community and public policy decision making processes and structures that enable participants to work together to enhance their communities and shape sustainable public policy decisions. Collaborative governance does this by engaging participants collectively and constructively across the boundaries of the public, private, and civic sectors to leverage the unique attributes and resources of each for the greatest impact. The collaborative approach to governance can encompass any method, model, or process that is deliberative and consensual including civic engagement and service, public engagement, collaborative network management, public consultation, multi-stakeholder collaboration, collaborative public management, dispute resolution, and negotiation.

² 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).]

UNCG STRATEGIC DIRECTIONS DRAFT GOALS, OBJECTIVES & PRIORITIES

In March 2018 UNCG survey respondents reviewed and rated the acceptability of the following goals, objectives and actions in four strategic direction areas identified in the UNCG 2017 Survey and at the UNCG 2017 Salt Lake City session: organizational sustainability; scholarship/research; teaching/training; and practice/engagement. Comments and suggestions were offered to address reservations.

Based on the Survey and Steering Committee input, the Planning Team and Subgroups reviewed, refined and the overall plan and prioritized the activities for the first two years of the plan in March-April 2018 (*see below for an overview table*). The areas are listed in order based on the survey respondents' overall assessment of importance for UNCG's future over the coming 10 years. The sequencing of the implementation of the various strategic actions over the next decade will depend on member commitment and passion and the securing and investment of available UNCG and external resources.

OVERALL STRATEGIC PLAN IMPLEMENTATION FOCUS AND ROLES

This plan represents a milestone and a pivot for UNCG. It suggests a more active role for the Steering Committee, Membership Committee and the three strategic area committees. UNCG should take an adaptive management approach to the plan's implementation. To enhance focus, the plan sets out eight strategic actions to be undertaken during the first two years. We anticipate that there will be a learning curve and some need for course corrections to insure this is a living plan as the Steering Committee oversees the implementation steps.

EXPANDING UNCG MEMBERSHIP. The next decade for UNCG should be organized around expanding membership to create a sustainable network by appealing to university scholars, teachers and practitioners to join UNCG as a quality network that is organized to deliver value to its members and advances towards UNCG's vision. The formation and charging of a Membership Committee underscores the importance of expanding UNCG membership to create a more sustainable network.

STEERING COMMITTEE. Over the course of the next 10 years, implementing the priority organizational objectives and strategic actions and supporting the areas of scholarship, teaching and practice, will require new roles and call on the Steering Committee to organize their work and step up to meet challenges of creating a more sustainable UNCG. This will require a reflective and adaptive approach to test and review the effectiveness of the plan's strategies in the 3rd, 6th and 9th year of the 10-year plan.

STRATEGIC AREA COMMITTEES. Each of the three strategic area committees (scholarship/research, teaching/training and practice/engagement) will, at a minimum, focus efforts on programming input to UNCG conference planning committees that advance plan goals and objectives, showcase UNCG initiatives, and addressing both challenges and opportunities at annual meetings to encourage new members. Committees will have flexibility in how they approach their area and priorities in advancing towards the 10 year vision of UNCG success.

UNCG RECOMMENDED 2018-2020 STRATEGIC PRIORITIES OVERVIEW

Each Sub-Team was asked to identify the top two actions for the next two years. Additional important actions over the next decade are included in each section of the plan. If opportunities arise and capacity allows UNCG to move beyond or prioritize other actions in addition these 10 priority actions, there should be flexibility for moving a compelling recommendation up for more immediate action by UNCG.

IMPLEMENTING UNCG'S ORGANIZATIONAL EFFORTS: 2018-2020- TOP PRIORITIES

1. Increasing membership will provide the life blood of UNCG, stabilizing it in the coming years. Its organizational objectives and actions are structured to expand efforts to enlist new members and partners in Collaborative Governance (CG) scholarship, teaching, and practice. With increased membership will come additional resources that can be then invested in improving communication and strengthening UNCG fundraising and development efforts.
2. Communication & Fundraising. The importance of communications and fundraising is underscored by establishing over the next two years a UNCG Communications officer and enhancing the role of UNCG Treasurer.

IMPLEMENTING UNCG'S SCHOLARSHIP & RESEARCH EFFORTS: 2018-2020- TOP PRIORITIES

1. Create and curate a database of UNCG members' current and completed collaborative governance scholarship (enabling UNCG members to understand one another's research and connect with one another to explore collaborative research and writing projects).
2. Create an annotated collaborative governance bibliography for UNCG's website (which may include some scholarship of UNCG members and some of non-members).

IMPLEMENTING UNCG'S COLLABORATIVE GOVERNANCE TEACHING EFFORTS: 2018-2020- TOP PRIORITIES

1. Create a UNCG Teaching/Training strategic area Committee to oversee actions promoting the sharing and improvement of collaborative governance teaching/training methods and content through its conferences and other peer-to-peer forums.
2. Create a space for students to participate and contribute in UNCG conferences as an introduction to collaborative governance in order to nurture the growth and leadership capacity of the next generation of practitioners, trainers, and researchers in collaborative governance.

IMPLEMENTING UNCG'S PRACTICE/ENGAGEMENT EFFORTS: 2018-2020- TOP PRIORITIES

1. Highlight how collaborative governance supports university mission-central community engagement and service learning as a membership recruitment strategy.
2. Identify multi-state, multi-center opportunity areas to facilitate funding proposals that blend collaborative governance practice, scholarship and/or teaching.

UNCG ORGANIZATIONAL SUSTAINABILITY³

ORGANIZATIONAL GOAL: By 2028, UNCG will secure the financial and partnership resources, as well as the needed internal organizational capacities, to provide consistent value to members, sustain its mission, and advance towards the vision of collaborative governance being studied, taught and practiced in all 50 states, the District of Columbia, territories of the US, and other countries.

IMPLEMENTING UNCGS ORGANIZATIONAL EFFORTS: 2018-2020

Suggested organizational priorities for the next two years (2018-2020) are as follows:

1. **Increasing membership** will provide the life blood of UNCG, stabilizing it in the coming years. Its organizational objectives and actions are structured to expand efforts to enlist new members and partners in Collaborative Governance (CG) scholarship, teaching, and practice. With increased membership will come additional resources that can be then invested in improving communication and strengthening UNCG fundraising and development efforts.
2. **The importance of communications and fundraising** is underscored by establishing over the next two years a UNCG Communications officer and enhancing the role of UNCG Treasurer.

Further details about the above priorities can be found below, in the context of the full 10-year slate of suggested goals, objectives, and strategic actions. The sequencing of the implementation of the various strategic actions over the next decade will depend on member commitment and passion and the investment of available UNCG and external resources.

OBJECTIVES:

- A. ORGANIZATIONAL:** The Steering Committee should establish UNCG strategic area committees on CG scholarship, teaching, and practice and oversee implementation of the 2028 Strategic Directions Plan.
- Strategic Actions*
1. The Steering Committee should solicit a lead UNCG Center, on a rotating basis, to facilitate each new committee and help to recruit membership for each strategic area committee.
 2. The Steering Committee should charge each strategic area committee to propose a work plan consistent with UNCG's Strategic Directions Plan, and report annually on progress made implementing the work plan.
- B. MEMBERSHIP:** By 2028 UNCG will increase its membership to at least 50 university centers, 25 individual members, and 25 student members to advance our vision of establishing UNCG members in each of the 50 states, the District of Columbia, the U.S. Territories, and other countries.
- Strategic Actions*

³ The Organizational Sub-Team was chaired by Terry Amsler Indiana University, and included Sarah Giles KTD/ Portland State University, Bob Jones, Florida State University, Chris Page, University of Washington/Washington State University & Laurel Singer Portland State University.

1. UNCG should state clearly the expectation and directly engage all UNCG members in identifying and recruiting new centers to enhance the work of a Membership Committee to be appointed by the Steering Committee
2. UNCG may set annual membership goals within the full plan period to provide guidance for actionable planning and increase the likelihood of meeting the overall 2028 goal.
3. The Steering Committee should establish, as an incentive, a modest % discount to UNCG membership fee for members who recruit 3 or more new centers or 5 or more new individuals during a membership year as members of UNCG.
4. The Membership Committee should survey every two years existing individual members and Centers joining in the previous two years to better understand the value they see in membership and use that as guidance for recruiting new centers and individuals as members.
5. The Membership Committee should work with existing UNCG members to recruit student members on their campuses to become UNCG student members.
6. To enhance the value of membership and help recruit new members, the Steering Committee will create by 2020 a UNCG recognition program for exemplary centers and for student projects that address collaborative governance scholarship, teaching, and practice. The Steering Committee should ask the new strategic area scholarship, teaching, and practice committees to curate and recommend annual awards in their CG areas.

C. PARTNERSHIP: UNCG will increase its outreach to, and partnerships with, other collaborative governance-organizations that can contribute to strengthening collaborative governance scholarship, teaching/training, and practice to inform and expand UNCG membership.

Strategic Actions

1. The Steering Committee should develop UNCG partnership criteria and establish target partnerships (for shorter or longer terms as appropriate) for each CG strategic area: scholarship, teaching, and practice.
2. The Steering Committee should explore establishing reciprocal joint membership reduced fees for partner university-based organizations.

D. UNCG COMMUNICATION: Increase and improve UNCG’s capacity to regularly communicate with existing and potential members and partners, as well as externally with others, as part of its organizational sustainability goal.

Strategic Actions

1. The Steering Committee should establish a Communication Chair as an Officer on the Steering Committee⁴ and consider whether to establish a Communication Committee, perhaps as a Subcommittee of the Steering Committee, and should ask a representative from each of the strategic area committees to serve.
2. The Communications Chair and Committee should undertake a practical assessment of UNCG’s capacity, consult with the strategic area committees, and recommend priorities for content and delivery mechanisms on scholarship, teaching, and practice information to members.
3. During the first two years, the Steering Committee should consider whether to enlist a UNCG member center to serve, in coordination with the Kitchen Table Democracy staff, as UNCG Communication Lead on a term-limited, rotating basis for UNCG’s online communication efforts (e.g. website, social media, newsletter update, etc.).

⁴ This may require a UNCG [Charter](#) Amendment to Article V, Section 5, Officers and Duties.

4. The Steering Committee should draw on and enlist UNCG members to help enhance UNCG's capacity to communicate externally on collaborative governance scholarship, teaching, and practice.
5. The Communications Chair and Committee, in coordination with the Steering Committee and informed by the strategic area committees, should identify, assess, and recommend priority target external audiences bi-annually for scholarship, teaching, and practice (e.g. UNCG partners, university hosts, scholars, funding/philanthropic organizations, and both sponsors and consumers of collaborative governance services).
6. The Communications Chair and Committee should review the early efforts to establish UNCG's Webinar Series and recommend whether and how to enhance it, including asking the Scholarship, Teaching and Practice committees to propose and organize one webinar each year.

E. FUNDRAISING AND DEVELOPMENT: Develop and secure the financial resources needed to support annual budgets through membership fees, annual conference sponsorships, project funding, and philanthropic support.

Strategic Actions

1. 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 (10 year) fundraising and development plan to grow UNCG that will address membership fees, annual conference and award sponsorships, project funding, and philanthropic support.
2. Each of the three new strategic area committees (scholarship, teaching, and practice) should review UNCG fundraising and development plan and share through the Treasurer with the Steering Committee, ideas, opportunities, and sources of funding that can support UNCG and UNCG member projects.

COLLABORATIVE SCHOLARSHIP & RESEARCH⁵

The 10-Year UNCG Scholarship and Research Plan section is set forth below. The sequencing of the implementation of the various strategic actions over the next decade will depend on member commitment and passion and the investment of available UNCG and external resources.

IMPLEMENTING UNCG SCHOLARSHIP & RESEARCH EFFORTS: 2018-2020

In addition to providing programming input to UNCG conference planning committees that advance plan goals and objectives, suggested priorities for the next two years (2018-2020) are as follows, in order of priority:

1. Create and curate a database of UNCG members' current and completed collaborative governance scholarship (enabling UNCG members to understand one another's research and connect with one another to explore collaborative research and writing projects).
2. Create an annotated collaborative governance bibliography for UNCG's website (which may include some scholarship of UNCG members and some of non-members).

⁵ The Scholarship/Research Sub-Team was chaired by Marci DuPraw, California State University-Sacramento, and included Kirk Emerson, University of Arizona, Michael Kern, University of Washington/Washington State University, Tina Nabatchi, Syracuse University, Danya Rumore University of Utah, and Palma Strand, Creighton University

3. Create and post on UNCG’s website an inventory of academic CG programs.
4. Develop a research agenda.

Further details about the above priorities can be found below, in the context of the full 10-year slate of suggested goals, objectives, and strategic actions.

GOAL#1: **Serve as a resource for ourselves and others in advancing collaborative governance scholarship.**

OBJECTIVE:

- A. Create a UNCG Scholarship/Research Committee to oversee actions implementing the objectives and promoting partnerships with members and other collaborative governance organizations.

Strategic Actions

1. Develop programming input to UNCG conference planning committees that advances these goals and objectives and UNCG members’ collaborative governance scholarship interests. This might include, for example, opportunities to:
 - a. Share our scholarly ideas, get feedback, and develop collaborative projects;
 - b. Offer and receive mentorship with respect to scholarship; and
 - c. Network about grant-writing and proposals.
2. Create an annotated collaborative governance bibliography for UNCG’s website, spotlighting what we collectively consider “essential collaborative governance scholarship” and describing what each document is, and why it matters.⁶ This bibliography would include some scholarship produced by UNCG members as well as CG scholarship produced by non-members.
3. Create and curate a database of UNCG members’ current and completed collaborative governance scholarship (enabling UNCG members to connect with one another to understand one another’s research and explore collaborative research and writing projects). This product, internal to UNCG, could potentially include both peer reviewed and gray literature).
4. Explore long- and short-term external partnerships that might help UNCG advance CG scholarship. (This might include, for example, exploring reciprocal reduced membership fees for partner CG scholarship organizations.)
5. Create and post on UNCG’s website an inventory of academic CG programs (including degree-granting, certificate, and credit-granting programs) in the US and elsewhere.

GOAL#2: **Proactively identify opportunities for UNCG members to partner on collaborative governance scholarship.**

OBJECTIVES:

- A. Develop a research agenda (e.g., ask CG practitioners, sponsoring organizations, and involved parties what they want to know)

Strategic Actions

⁶ Note that there was a prior UNCG project that generated a resource list of key works members draw upon; they planned to put it on the website. Note also that Kirk Emerson has relevant resources on her website (<https://collaborativegovernance.arizona.edu>) i.e., introductory readings; resources; and partner links.

1. The Scholarship/Research Committee should work with the Practice/Engagement committee, partner organizations such as the Consortium on Collaborative Governance, project sponsors, and involved parties to develop the research agenda.

B. Identify opportunities to make available case data for UNCG scholars.

Strategic Actions

1. Building on the annotated CG scholarship and curated database of member CG scholarship, catalogue the case data opportunities both within and beyond UNCG.

COLLABORATIVE GOVERNANCE TEACHING/TRAINING⁷

The 10-Year UNCG Teaching/Training Plan section is set forth below. The sequencing of the implementation of the various strategic actions over the next decade will depend on member commitment and passion and the investment of available UNCG and external resources.

IMPLEMENTING UNCG'S COLLABORATIVE GOVERNANCE TEACHING EFFORTS: 2018-2020

In addition to providing programming input to UNCG conference planning committees that advance plan goals and objectives, suggested priorities for the next two years (2018-2020) are as follows:

1. Create a UNCG Teaching/Training Committee to oversee actions promoting the sharing and improvement of collaborative governance teaching/training methods and content through its conferences and other peer-to-peer forums.
2. Create a space for students to participate and contribute in UNCG conferences as an introduction to collaborative governance in order to nurture the growth and leadership capacity of the next generation of practitioners, trainers, and researchers in collaborative governance.

Further details about the above priorities can be found below, in the context of the full 10-year slate of suggested goals, objectives, and strategic actions.

GOAL #1: 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

A. Create a UNCG Teaching/Training Committee to oversee actions implementing the objectives and promoting partnerships with members and other collaborative governance organizations.

Strategic Actions

1. Develop UNCG partnership criteria and establish target external partnerships to advance CG teaching and training for shorter or longer terms as appropriate

⁷The Teaching/Training Sub-Team was chaired by Mary Lou Addor, North Carolina State University, and included Marci DuPraw California State University-Sacramento, Steve Greenwood Portland State University & Tamra Pearson D'Estree, University of Denver.

2. Explore establishing reciprocal joint membership and/or reduced fees for partner organizations.
 3. Develop teaching and training programming and input to UNCG conference planning committees for Annual meetings designed to implement these goals and objectives.
 4. Provide guidance to the Steering Committee on exceptional UNCG Center and individual work in CG teaching and training for possible UNCG recognition.
- B. Provide a platform for academic program development including implementation, and evaluation.
- Strategic Actions*
1. Share course syllabi and learning outcomes, particularly on similar course topics,
 2. Hold conference sessions on pedagogy and instructional strategies and methods,
 3. Share instructions on implementation methods and evaluation strategies and templates; and
 4. Demonstrate or provide knowledge about practical application methods to engage and mentor working professionals and students.
- C. Provide UNCG members with online access to quality collaborative governance teaching materials, curriculum, syllabi, case studies, simulations, exercises, and videos by 2020
- Strategic Actions*
1. Where appropriate, consider charging UNCG members a nominal fee for production costs.
 2. Develop and offer an online fee-based clearinghouse of collaborative governance teaching materials for non-member access.

GOAL #2: In addition to growing the collaborative governance field, we will build the next generation of practitioners, trainers, and researchers in collaborative governance by nurturing and facilitating their growth and capacity as emerging leaders.

OBJECTIVES

- A. Create a space for students to participate and contribute in UNCG conferences as an introduction to collaborative governance.
- B. Encourage UNCG members to share best practices in sharpening their respective institutions' abilities to teach, mentor, and grow the next generation of emerging collaborative governance leaders, scholars, teachers and practitioners more purposefully.
- C. Encourage UNCG members to intentionally expand the diversity of students being mentored through outreach and networking and connect with other related CG organizations that are focused on diversity expansion within the profession like ACR -EPP.
- D. Explore how to connect with and encourage community college centers to join the UNCG to facilitate building the next generation of CG scholars, teachers and practitioners and provide students with training and capacity-building courses in collaborative governance.
- E. UNCG should support accessible and affordable education in collaborative governance to limit barriers to participation and learning about collaborative governance.

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

- A. Encourage UNCG Members to inventory who is providing collaborative governance services and training within colleges and universities in their state and encourage their participation in UNCG.

Strategic Actions

1. UNCG members should consider conducting this inventory by holding a forum to encourage collaboration with the respective institutions and organizations and clarify opportunities for collaboration and what is being practiced/taught/researched with respect to collaborative governance.
- B. By 2020, the UNCG Teaching/Training committee will assemble a clearinghouse of train-the-trainer model programs and niche training courses. These can help prepare the next generation of practitioners and “pracademics” through teaching, mentoring, coaching, and hands-on practicum experiences in collaborative governance. Following the offering of these trainings, the Committee should develop a lessons learned assessment of how these trainings were tailored for use in different locations.
- C. The Teaching/Training Committee should develop two-page narratives of UNCG member work with a point of contact for consultation and development by 2020. Examples include: Colorado State University’s Center for Public Deliberation Training Program and University of Denver’s Conflict Resolution Institute’s Center for Research and Practice, Virginia (UVA), Florida (UF) and North Carolina’s (NC State) Natural Resources Leadership Institute. This could be marketed online to federal, state, and local governments, community colleges, capacity-building programs as a membership recruitment strategy and UNCG revenue strategy.
- D. Provide university-based working professionals and students opportunities to actively learn and participate in collaboratively addressing community and public policy challenges.

COLLABORATIVE GOVERNANCE PRACTICE/ENGAGEMENT⁸

The 10-Year UNCG Practice/Engagement Plan section is set forth below. The sequencing of the implementation of the various strategic actions over the next decade will depend on member commitment and passion and the investment of available UNCG and external resources.

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

IMPLEMENTING THE UNCG PRACTICE/ENGAGEMENT EFFORTS: 2018-2020

In addition to providing programming input to UNCG conference planning committees that advance plan goals and objectives, suggested priorities for the next two years (2018-2020) are as follows:

⁸ The Practice/Engagement Sub-Team was chaired by Steve Smutko, University of Wyoming, Chair and included Peter Harkema, Portland State University, Susan Jeggelian, University of Massachusetts Boston, Bob Jones, Florida State University & John Stephens, University of North Carolina.

1. Highlighting how collaborative governance supports university mission-central community engagement and service learning as a membership recruitment strategy, and
2. Identifying multi-state, multi-center opportunity areas to facilitate funding proposals that blend collaborative governance practice, scholarship and/or teaching.

Further details about the above priorities can be found below, in the context of the full 10-year slate of suggested goals, objectives, and strategic actions.

GOAL #1: Enhance the capacity of UNCG members to “do the work” of collaborative governance within our states, communities and universities.

OBJECTIVES:

- A. Create a UNCG Practice/Engagement Committee to oversee actions implementing the objectives below.

Strategic Action

1. Develop Practice/Engagement programming recommendations for the UNCG Annual Meeting Planning Committee’s consideration that is designed to implement these goals and objectives and enhance the capacity of UNCG members to do their CG work.

- B. 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 colleges adding at least 15 new UNCG members by 2028 as a result.

Strategic Action

1. The Practice/Engagement Committee should develop a UNCG statement that members can share with their institutions and communities on how collaborative governance supports university mission central community engagement and service learning, including a list of examples from UNCG members.

GOAL #2: Facilitate multi-state and multi-center projects, including those that may combine CG Practice, Scholarship and Teaching projects involving multiple centers.

OBJECTIVES:

- A. Based on a review of the past efforts the Practice/Engagement Committee should identify, in consultation with the Scholarship/Research and Teaching/Training strategic area committees, potential areas and sponsors for multi-center, multi-state proposals that may blend practice, scholarship and/or teaching.

Strategic Actions

1. Create a list of collaborative governance focus areas for potential multi-center, multi-state proposals
2. Create a list of target sponsors and funders for potential multi-center, multi-state proposals.

- B. By 2028, facilitate the development of at least 4 multi-center, multi-state proposals by UNCG members.

- C. By 2028 UNCG will have launched at least two UNCG multi-state/multi-center projects with external funding.