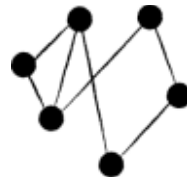


UNCG 2019 Annual Conference

EXCELLENCE AND INNOVATION IN THE THEORY, PRACTICE AND TEACHING OF COLLABORATIVE GOVERNANCE

*hosted by Indiana University O'Neill School of Public and Environmental Affairs
Bloomington, Indiana
October 3-5, 2019*



UNCG
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COLLABORATIVE
GOVERNANCE



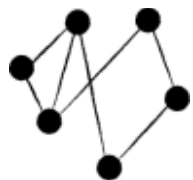
THURSDAY OCT 3

INDIANA MEMORIAL UNION
BIDDLE HOTEL

4:00 - 5:30 **University
Network for
Collaborative
Governance
Steering Committee
Meeting** (Charter Room)

5:30 - DINNER AND
NETWORKING
RECEPTION

**Opening Panel: The Role
of University Centers,
Institutes, and Programs
in Advancing
Collaborative
Governance**
(Federal Room &
Balcony)



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FRIDAY OCT 4

O'NEILL SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS - A335

8:00 - 9:00 - BREAKFAST (Common Area outside
Room A335)

9:00 - 9:30 - WELCOME - Associate Dean Philip S.
Stevens

9:30 - 10:30 - PANEL: **Don't Look Away: Living and
Working in Broken Times**

10:30-10:45 - BREAK

10:45 - 11:45 - CONCURRENT SESSIONS

A. **Health System Transformation**

B. **Supporting a Resilient Group Cognition for
Complex and Contentious Environmental Decision
Making**

12:00 - 1:30- LUNCH & PANEL: **Collaborative
Governance and Community Justice in Bloomington,
Indiana**

1:30 - 1:45 - BREAK

1:45 - 3:00 - TEN MINUTE TALKS

3:00 - 3:10 BREAK

STRATEGIC AREA WORKSHOPS

3:15 - 4:00 **Research & Scholarship Workshop**

4:00 - 4:45 **Practice & Engagement Workshop**

4:45 - 5:00 REFLECTIONS & DINNER TOPIC GROUPS

6:00 - DINNER - On Own or Discussion Groups

SATURDAY OCT 5

O'NEILL SCHOOL OF PUBLIC AND
ENVIRONMENTAL AFFAIRS - A335

7:30 - 8:30 - BREAKFAST
(Common Area outside
Room A335)

8:30 - 9:00 - UNCG
BUSINESS MEETING

9:00 - 10:00 - STRATEGIC
AREA PANEL: **Teaching and
Training**

10:00 - 10:15 - BREAK

10:15 - 11:15 - PANEL:
**Developmental Trajectories
for Collaborative
Governance**

11:15 - 12:45 - LUNCH &
CLOSING PANEL:
**Collaborative Governance
Institutionalization - Two
State Profiles**



PANELS

Thursday Dinner Opening Panel
The Role of University Centers, Institutes, and Programs in Advancing Collaborative Governance

Michael Kern (WSU / UW)
Steve Smutko (UWY)

Friday 9:30am Panel

Don't Look Away: Living and Working in Broken Times

Tanya Denckla Cobb (UVA), Frank Dukes (UVA), Susan Jeghehlian (UMASS Boston), Wendy Willis (PSU)

Friday Lunch Panel

Collaborative Governance and Community Justice in Bloomington, Indiana

Lisa Marie Napoli (IU), Lisa Amsler (IU), Liz Grenat (Community Justice & Mediation Center)

Saturday 9:00am Panel

UNCG Education and Teaching Strategic Priorities - Michael Kern (WSU / UW), Frank Dukes (UVA), Laurel Singer (PSU), Kristen Wright (PSU)

PANELS

Saturday 10:15am Panel

Developmental Trajectories for Collaborative Governance - Kirk Emerson (Univ of AZ), Mark Imperial (UNC), Ed Weber (OSU)

Saturday 11:00am Panel

Collaborative Governance Institutionalization: 2 State Profiles

Katherine Himes (UIdaho), Laurel Singer (PSU)

CONCURRENT SESSIONS

Friday 10:45am Concurrent Sessions

A. Using a collaborative governance approach to health system transformation - Stephanie Bultema (UCDenver)

B. Supporting a Resilient Group Cognition for Complex and Contentious Environmental Decision Making - Michal Russo (UMichigan)

TEN MINUTE TALKS

Friday 1:45pm

The Resilience Adaptation Feasibility Tool: An adaptive ground-up engagement approach with local governments to increase coastal resilience - Tanya Denckla Cobb (UVA)

A New Approach to Building Civic Leadership Capacity - Kristen Wright (PSU)

Substance Use Disorder Policy Space Analysis - Patrick Hibbard (IU)

Strategic Planning in a Day? A Model That Works - Stephen Wolter (IU)

WORKSHOPS

Friday 3:15pm

Research & Scholarship - Committee Chair, Steve Smutko

Friday 4:00pm

Practice & Engagement - Committee Chair, Chris Page

SESSION DESCRIPTIONS

Thursday Dinner Opening Panel

The Role of University Centers, Institutes, and Programs in Advancing Collaborative Governance

Michael Kern (WSU / UW)

Steve Smutko (UWY)

Over the last decade, the term “collaborative governance” has received more specific definition as it applies to multiparty, consensus-based processes intended to resolve public policy challenges. For almost four decades, universities have played a significant role in the development of this field in the United States, including the establishment of centers, institutes and programs (hereto referred to collectively as centers) that contribute to teaching/training, research/scholarship, and practice. In this session, the presenters will discuss findings from a research paper we authored on the origins, adaptations, and future outlook of university centers engaged in collaborative governance. In this session we will describe the history of such centers; summarize results and key findings from a recent survey of those centers; and discuss how these centers have each adapted to fit the geography, economy, culture, politics, and needs of the states/regions in which they operate.

Friday 9:00am Welcome

Philip S. Stevens, O'Neill School of Public and Environmental Affairs Associate Dean for Faculty Affairs

Friday 9:30am Panel

Don't Look Away: Living and Working in Broken Times

Tanya Denckla Cobb (UVA), Frank Dukes (UVA), Susan Jeghlian (UMASS Boston), Wendy Willis (PSU)

This session will explore the nexus of truth-seeking, restorative practices, and equity in collaborative governance. How are we accountable to the communities we inhabit and the histories we inherit?

CONCURRENT SESSIONS

Friday 10:45am

A. Using a collaborative governance approach to health system transformation - Stephanie Bultema (UCDenver)

In 2010 major policy change in the form of the Patient Protection and Affordable Care Act mandated the transformation of the United States health system. The Accountable Communities for Health (ACH) model is one solution that has been adopted by four US states in response to this mandate. The ACH model uses a collective impact approach to harnessing the power of cross-sector organizations to achieve broad-based, community-driven change for population health improvement. By intentionally engaging diverse organizations that help shape the social determinants of health within communities, ACHs are taking an upstream approach to transforming health systems. Although the collective impact literature is nascent at best, the collaborative governance scholarship is robust and in many ways better suited for guiding a tenacious endeavor like health system transformation. The integrative framework for collaborative governance, developed by Emerson, Nabatchi, and Balogh in 2011, builds off decades of collaborative governance literature. This framework situates the system context, collaboration drivers, and collaboration dynamics within a framework that is clearly linked to collective actions and population-level outcomes. The framework is useful for guiding collaborative work that is focused on achieving public goals, such as that undertaken by Accountable Communities for Health. This presentation will provide an overview of Accountable Communities for Health and describe how the integrative framework for collaborative governance can be used to guide health system transformation in this context.

B. Supporting a Resilient Group Cognition for Complex and Contentious Environmental Decision Making - Michal Russo (UMichigan)

Change and uncertainty is ubiquitous in environmental resource management. To be effective, decision makers must not only master knowledge about current and past conditions, they must have the capacity to quickly and effectively adapt their understanding to changing conditions. However, large and complex environmental decisions are not made by individuals, but rather diverse and often contentious groups. The capacity to adapt is influenced by the group's cognition – i.e. their shared understanding of the problem and solution space. While past research has explored the role of group cognition in the context of stable and directed goals, little empirical work has focused on dynamic and ambiguous problem-sheds characteristic of wicked problems. This research asks - does the process of working towards an agreement make advisory groups better or worse at detecting and responding to novel and surprising change? I propose that understanding the relationship between decision making processes, group cognition, and adaptive capacity is essential to enhancing the facilitation of long term resource management and ultimately the resilience of socio-ecological systems. As an initial step, I suggest that scholars and practitioners need a robust and flexible instrument for assessing changes in group cognition, and relating those measures to decision making outcome metrics. In my research, I propose a mixed methods investigation that advances the concept of a resilient group cognition.

Friday Lunch Panel

Collaborative Governance and Community Justice in Bloomington, Indiana

Lisa Marie Napoli (IU), Lisa Amsler (IU), Liz Grenat (Community Justice & Mediation Center)

Growing concerns about incarceration, drug use, mental health, and social justice continue to come to the societal forefront in various cities across the globe. In the United States, in particular, there is a strong need to identify and address various aspects of these concerns, including health, safety, and justice issues. In Bloomington, Indiana, a team of people, including university scholars, government representatives, nonprofit leaders, and other community members, instituted public participation practices as a form of collaborative governance to implement inclusive, broad scale civic engagement to better address some of these community justice issues. Different public engagement processes were designed in a multi-stage manner to address multi-issue, multi-stakeholder, and multi-policy considerations within the broader context of community justice issues. The collaborative governance process implemented includes several steps including, but not limited to, the following: 1) assess the community need and intention for the project; 2) ensure inclusivity of participants at different levels of the process; 3) design and implement public engagement practices that support collaborative governance; 4) follow through with data collection and feedback to key decision makers; and 5) as much as possible, but to a lesser extent, gauge and evaluate policy implementation based on the information gathered. In this session, presenters will discuss the theory, practice, and educational opportunities that emerged through this work. Based on experience and reflection, there were many lessons learned.

TEN MINUTE TALKS

Friday 1:45pm

The Resilience Adaptation Feasibility Tool: An adaptive ground-up engagement approach with local governments to increase coastal resilience - Tanya Denckla Cobb (UVA)

The Resilience Adaptation Feasibility Tool (RAFT) is a collaborative tool developed to help Virginia's coastal localities improve resilience to flooding and other coastal storm hazards while remaining economically and socially viable. The motivation for developing The RAFT was a specific need expressed by representatives of local governments that climate change and sea level rise models and studies were not helping local governments make real change on the ground; some other form of motivation was needed to help local governments make concrete changes to increase resilience. In response, The RAFT was developed by an academic interdisciplinary collaborative, the Institute for Engagement & Negotiation at the University of Virginia, the Virginia Coastal Policy Center at William & Mary Law School, and the Old Dominion University/Virginia Sea Grant Climate Adaptation and Resilience Program. The RAFT features three key components: (1) a Scorecard, a comprehensive assessment of the locality's resilience; (2) a workshop to create a one-year Resilience Action Checklist, and (3) Implementation support. The RAFT scorecard was developed in conjunction with an expert advisory committee and was reviewed by a series of focus groups, including locality users and experts in social equity. The RAFT was piloted in 2017 in three communities of different jurisdiction types and in different coastal regions of the state: a city, a town and a county. In the last academic year, the process was used at a regional level to work simultaneously with seven localities on Virginia's Eastern Shore. year, the process will be used to work with seven localities in Virginia Northern Neck. I will share key points about The RAFT process, preferably in a solo presentation (or any other format), along with numerous lessons that have been learned along the way about how to work with low-resource communities, how to adapt a process to different needs and circumstances so that meaningful actions could still be taken, and how issues of equity are viewed in the context of climate change.

A New Approach to Building Civic Leadership Capacity - Kristen Wright (PSU)

Located on the western edge of Portland, Hillsboro is one of the fastest growing and most racially diverse cities in Oregon. Yet despite its diversity and growth, the City has not seen commensurate diversity represented on its boards, commissions, or City Council. Working with the National Policy Consensus Center, Hillsboro set out to address this lack of diversity by engaging community members in a civic leadership training designed to cultivate future leaders from different segments of the community. The approach of this new Civic Leadership Academy is innovative. While most city academies focus on city governance, the Hillsboro Academy, emphasizes collaborative skills needed to lead across difference, in addition to learning how the city works. An important part of participants' learning is applying these new skills by working together on a real issue the city is facing, and culminating in a presentation of their work to City Council. Follow up for the three Academy sessions show significant impact. One quarter of the participants from the first two cohorts are now serving on city boards and commissions, and there has been a significant increase in the number of applicants volunteering for these offices (from 10 to 45 applicants). One participant has even gone on to serve on City Council. This new civic capacity extends beyond the City bureaucracy, as alumni have gone on to serve roles with local nonprofits and political campaigns, and the local Chamber of Commerce has partnered to implement a new entrepreneurial incubator, a recommendation from the most recent Academy. This session will share more about this innovative training approach to cultivating diverse civic capacity.

TEN MINUTE TALKS

Friday 1:45pm

Substance Use Disorder Policy Space Analysis - Patrick Hibbard (IU)

As the Opioid Epidemic ravages US communities, complex constellations of institutions and organizations have formed in response. Governance efforts to address substance use disorder (SUD) have manifest a variety of collaborations and networks. Drug courts, for instance, mandate programming such as SUD treatment and twelve-step group participation, but do not provide these directly, necessitating linkages with disparate organizations; formally (e.g. SUD organizations) and informally (e.g. twelve-step fellowships). Little current scholarship, however, evaluates permutations within this space and their effects on outcomes. The current project evaluates the recovery space in a representative sample of metropolitan areas of a Midwest state. Structures extant across the sample were derived via direct engagement with public, private, and nonprofit organizations functioning within this environment. Analysis of these structures includes specific functions of individual organizations, how organizations interact, and specific elements that help or hinder the process (e.g. mismatches between formal and informal institutional structures). Further evaluation will engage service recipients within this policy space, quantifying their service-use patterns over time. These two perspectives will then be compared and synthesized, and emergent arrangements tested against outcomes of interest (e.g. overdose rates, crime rates). This presentation will cover the theoretical underpinnings of the project (primarily governance, neoinstitutionalism, and network/collaborative governance theories), research design and implementation, and preliminary findings.

Strategic Planning in a Day? A Model That Works - Stephen Wolter (IU)

Facilitating citizen engagement with a broad range of individuals from various segments of the community is often difficult as time and attendance can work inversely against meaningful participation. As an alternative, conducting a facilitated day long citizen workshop has been utilized in different public engagement processes in results in development of a vision for the future of an agency, reaffirms potential changes to the mission of an agency, development of guiding principles, broad goals, and potential action strategies for agency implementation. This approach, based on real time strategic planning, is an intensively facilitated workshop of stakeholders who gather together to focus on the role, functions, and priorities of an agency, and its relationship with the community. The workshop is designed to form consensus around choices that are part of long-range planning, and change strategies. Successful implementation of the real time strategic planning approach, dubbed Pathfinders by community leaders in Alaska, has been used in in Anchorage, Boulder, Ripley & Monroe County Indiana; and for the Indiana Department of Natural Resources State Wildlife Action Plan. The presentation reviews the theory, methods, approach as modified from original work approaches, successes, and challenges as it was used in these locations.

STRATEGIC AREA WORKSHOPS

Friday 3:15pm

Research & Scholarship - Committee Chair, Steve Smutko

The UNCG Research and Scholarship Committee will report and get feedback on its efforts over the past year to develop a collaborative governance bibliography, and create a database of UNCG members' collaborative governance scholarship. Using the outcomes of the 2018 UNCG Research & Scholarship Retreat as a starting point, we also will facilitate a roundtable discussion on what a research agenda for UNCG should consist of, identify opportunities for UNCG members to work on joint research projects, and define some actionable next steps to advance UNCG's research agenda.

Friday 4:00pm

Practice & Engagement - Committee Chair, Chris Page

The workshop will focus on the work of the Practice/Engagement strategic subcommittee to advance our strategic plan objectives to generate funding and solicit new members. Committee members will share our thinking of why and how to package and present the work of UNCG to various audiences (university leaders, students, potential member centers/individuals, legislatures & agency leaders, funders, etc.). UNCG members will then collectively revise and refine the materials the committee has put together.

Saturday 9:00am Panel

UNCG Education and Teaching Strategic Priorities - Michael Kern (WSU / UW), Frank Dukes (UVA), Laurel Singer (PSU), Kristen Wright (PSU)

Members of the Education and Teaching Strategic Priorities working group will present on three topics that build on this group's work to gather more foundational information about UNCG members' teaching and training: topics, audiences, curricula, etc.

Michael Kern – Core Components of Collaborative Governance Teaching: A review of syllabi. Michael has assembled and analyzed over 60 syllabi from courses being taught at universities across the United States on collaborative governance and related topics. This workshop will present and build on this work, exploring how collaborative governance is being understood and taught at US universities (and elsewhere). He will identify gaps and opportunities in the current pedagogy.

Frank Dukes: Beyond the Classroom: Applied Learning Modes. Frank will address mentoring, internships, visiting scholars, and Virginia NRLI <https://vnrl.iien.virginia.edu/> participant case/situation application of their learning. He can report on VNRLI alums becoming process designers and facilitators.

Laurel Singer and Kristen Wright - Lessons from the Online World: How Collaborative Governance Teaching Translates Online. Laurel and Kristen will discuss the choices and adaptations they have used to make CG curriculum successful, methods for modifying experiential exercises, insights about when to use self-paced versus synchronous learning approaches, and how they have integrated discussion boards and other tools to deepen learning and engagement.

Saturday 10:15am Panel

Developmental Trajectories for Collaborative Governance - Kirk Emerson (Univ of AZ), Mark Imperial (UNC), Ed Weber (OSU)

This panel will focus on research on how collaborative governance (CG) systems or regimes change over time. There have been few longitudinal studies to guide theory building or practice on how cross-boundary collaborative endeavors evolve, refine, transform, sustain, or conclude their work. This panel draws on in depth case studies, comparative case analysis, and larger n studies to inform researchers and practitioners Panelists include Dr. Mark Imperial (University of North Carolina), Dr. Ed Weber (Oregon State University) and Dr. Kirk Emerson (University of Arizona) presenting on a shared research project and on their individual work. The shared project is an analysis of 21 documented cases selected from an international data base of CG cases. The panelists will report on patterns and trends identified through this work. Imperial will also present a paper entitled: Life-Cycles and Developmental Processes in Watershed Partnerships: Changing the Social Architecture to Sustain the Useful Life of Governance Networks. look at different developmental trajectories, whether they were internally/externally driven, and when externally driven how they influenced the rule structures. Weber will present an updated version of the 2010 Rogers and Weber piece in ARPA, entitled Thinking Harder about Outcomes for Collaborative Governance Arrangements. Examining over 150 articles on CG outcomes, he will focus on governance outcomes/impacts that are unique to collaborative governance arrangements. Emerson will present The Developmental Dynamics of Collaborative Governance Regimes offering a set of research propositions based on theory and case studies concerning the ways in which collaboration dynamics change over time.

Saturday 11:00am Panel

Collaborative Governance Institutionalization: Two State Profiles - Katherine Himes (UIdaho), Laurel Singer (Portland State Univ)

The participants on this panel will discuss two different efforts to institutionalize collaborative governance at the state levels. In recent decades, Oregon has encouraged the use of collaborative governance to inform, design, and/or implement public policy across a number of fields, including health, natural resource management, education, public safety, and economic development. Today, Oregon supports more than 258 standing collaboratives that involve more than 2,500 people, with about 100 participating in two or more different policy areas. Scholars and practitioners at the National Policy Consensus Center (NPCC) at Portland State University and the Program for the Advancement of Research on Conflict and Collaboration (PARCC) at Syracuse University have teamed up to build the Oregon Atlas of Collaboration, which will collect a multitude of data on these 258 standing collaboratives. When complete, the Atlas will be the first large n dataset on collaborative governance. It will include geographic, network, quantitative, and qualitative data that are multi-level (i.e., focused on the individual organizational, collaborative, and/or policy field) and that connect structure, process, output, and outcomes. This panel discussion will review the Oregon Atlas of Collaborative Governance project to date. It will discuss some of the challenges associated with building large n datasets for collaborative governance research, and provide an overview of some initial findings from the project.

The University of Idaho McClure Center for Public Policy Research is leading two new initiatives designed to institutionalize collaborative governance in Idaho and support the theory, practice, and teaching of collaborative governance. This presentation will reveal mechanisms that enabled the launch of collaborative efforts, describe unique opportunities to leverage these initiatives, and outline challenges specific to collaboration in Idaho and relevant to the Intermountain West. The Idaho Science and Technology Policy Fellowship (ISTPF) is a new, nonpartisan program sponsored by the three research universities in Idaho –Boise State University, Idaho State University, and the University of Idaho. The fellowship provides opportunities for outstanding scientists and engineers to learn firsthand about policymaking while using their knowledge and skills to address pressing challenges facing Idaho. Fellows support decision makers in Idaho, serving in yearlong assignments initially with state agencies, with the goal of supporting the Idaho legislature in the future. The Idaho Program on Collaborative Governance, led by the University of Idaho College of Law, The Langdon Group, and McClure Center, is modeled on the Utah Program on Collaboration. Created in partnership with local, state, and federal government agencies, the Program presents a common framework for collaborative problem solving, with the goals of increasing agency-led project success, building and sustaining collaborative capacity among agencies and stakeholders, enhancing public trust, and fostering interagency relationships. Initially, the Program is focused on supporting natural resources agencies and collaborative processes.