



# From Reactive to Proactive: Implementing Collaborative Governance in Changing Times

Co-sponsored by

University of North Carolina Chapel Hill's School of Government  
North Carolina State University's Natural Resources Leadership Institute

## AGENDA

### Sunday evening, February 28 – Siena Hotel

4:30pm – 6:00pm Steering Committee Business Meeting

6:00pm – 8:30pm Opening Reception, Dinner, and Exchange Session

7:00 – 7:30 - Update on UNCG Initiatives - Bob Jones (UNCG Steering Committee), Greg Wolf (PCI)

7:30 – 8:30 – Exchange Session

Strategies for Coping with Tough Economic Times – John Stephens (UNCG Steering Committee) and Table Hosts - Paul Biderman (UNM, Collaborative Governance Consortium), Susan Jekhlian (UMASS Boston MODR), Susan Schultz (UT Austin CPPDR)

*At tables, small group discussions on specific strategies / techniques programs have used successfully to maintain or expand performance of their mission in tough economic times, followed by questions, consulting with each other, and brainstorming about new ideas for coping.*

### Monday, March 1 – UNC Chapel Hill School of Government

7:00am – 8:00am Breakfast (Siena Hotel)

8:00am – 8:30am Travel to School of Government from Hotel (van transport provided)

8:30am – 8:45am Welcome – Co-hosts, John Stephens (UNC) and Mary Lou Addor (NC State Univ)  
Dean Mike Smith, University of North Carolina Chapel Hill, School of Government  
Dr. Ed Jones, Associate Director and State Program Leader; Agriculture, Natural Resources, and Community and Rural Development, North Carolina State University Cooperative Extension

8:45am – 10:15am Plenary 1

Accountability Standards and Collaborative Governance Principles for University Centers – Chris Carlson (PCI), Elaine Hallmark (PSU, Oregon Consensus), Jill Purdy (WSU)

*Collaborative processes are adjuncts to traditional democratic processes. As such, they have to measure up to principles of good democratic practice. And centers that provide forums and facilitation need to be accountable for how they carry out these practices. We have reviewed six sets of principles related to collaborative governance. Following upon this past fall's web / teleconference discussion of the principles and standards, we will continue to work toward establishing a set of principles and standards for UNCG members to ensure the sound practice of collaborative governance.*

10:15am – 10:30am BREAK

10:30am – 11:45am Concurrent Session 1

- Exchange Session: Strategies for Developing New and Established Centers – Michael Elliot (Georgia Institute of Technology, Georgia Consortium on Negotiation and Conflict Resolution), Rob McDaniel (WSU, Ruckelshaus Center), Steve Greenwood (PSU, Oregon Solutions)

*Michael Elliot will facilitate an informal roundtable where participants share their experiences, thoughts and challenges in developing new or already established centers. The roundtable discussion will begin with Rob McDaniel and Steve Greenwood sharing their stories of how their centers started up or experienced major growth. Their stories will serve as a starting point for a discussion on topics such as start up phases, outreach, community education, strategy building, and more.*

- Building Support without Building Consensus - Leigh Askew Elkins (UGA, Fanning Institute), Richard Whisnant (UNC School of Government)

*The objective of the public input process of Georgia's Statewide Water Management Plan was not to build consensus around the content of the plan but to build support for the future implementation of a state water plan. How do you bring competing sectors, from industry representatives to environmental activists to farmers to local government officials, to the same table, and eventually develop a plan that was adopted by the state legislature? What did this process look like? How did it work? And, where do things stand now? How do stakeholder processes add or subtract value from state environmental policy reform efforts?*

- The Care and Feeding of Public Institutions as Actors and Agents – Sue Senecah (SUNY ESF / NY Office of Coastal, Local Gov & Community Sustainability)

*Public institutions play powerful roles in making or breaking the effectiveness of collaborative processes or implementation of outcomes. In addition to often being the conveners and/or funders of collaborative processes, public institutions are also unique creatures with particular needs and feeding habits. Through her “pracademic” lens, Sue will deconstruct those needs and share processes and structures that have met them based on her many years of experience from inside diverse communities, state and federal agencies, and a state legislature on a range of complex environmental and natural resource management issues. Time will allow discussion and contribution of your insights as well.*

11:45 am – 1:00pm – **LUNCH and KEYNOTE DANIEL KEMMIS** –

“Multi-Party Collaboration as an Emergent Form of Democracy” – Daniel Kemmis

*Dan Kemmis is the former Mayor of Missoula, Montana, and a former Speaker and Minority Leader of the Montana House of Representatives. He currently serves on the boards of the Northwest Area Foundation and Philanthropy Northwest. He is the author of Community and the Politics of Place, The Good City and the Good Life, and This Sovereign Land: A New Vision for Governing the West. This speech will explore some of the democratic implications of collaboration. How does it fit with traditional democratic theory and practice? What does it add? What are its democratic shortcomings?*

1:00pm – 1:15pm - BREAK

1:15pm – 2:30pm Plenary 2

Collaborative governance competencies - Steve Smutko (Univ of Wyoming, Ruckelshaus Institute)

*UNCG has developed a set of 12 competencies including leadership, dispute resolution, management, and public engagement skills that public managers and planners need for the practice of collaborative governance. Steve Smutko from the University of Wyoming will lead a discussion on these competencies, how to teach and learn them, when they are needed in which professional roles, and where such training is available.*

2:30pm – 2:45pm – BREAK

2:45pm – 4:00pm – Concurrent Sessions 2

- Theory and Teaching civic organizing and civic engagement – Palma Strand (Creighton Univ, Public Issues Collaboration), Mat Despard (UNC, School of Social Work)
  - *Two scholar/practitioners from separate centers and different disciplines--law and social work--describe their work in research, teaching, and practice to further the field of civic engagement and citizen participation. They focus on how to teach both theory and skills. Brief separate presentations will be followed by a structured discussion between the presenters with a whole-group discussion rounding out the session.*
- DEBATE: Developing “standardized courses” among UNCG members: Pros and Cons – John Stephens (UNC School of Government), Frank Dukes (UVA, Institute for Environmental Negotiation)
  - *Follow-up to Plenary #2 - debate begins with Frank and John, and then others can join in. As UNCG approaches federal agencies for collaborative governance training, how will they know what they get from each UNCG member? Should a sequence of courses be developed with similar objectives, but different teaching approaches? OR should a standard set of courses be branded as “UNCG courses” so as to appeal to the need for ease of understanding and comparable content?*

4:00pm – 4:15pm – BREAK

4:15pm – 5:30pm – Concurrent Sessions 3

- Collaborative Governance + Public Engagement Process - Developing Vision for Future of MA Forests – Susan Jeghelian, Bill Logue, Loraine Della Porta (UMass Boston, MA Office of Dispute Resolution)
  - *The Massachusetts Office of Dispute Resolution (MODR) is working on a statewide collaborative governance process with a public engagement process on developing a vision for MA Forests which balances often competing interests including wilderness protection, ecosystem health, recreation, commercial uses. Focus: What are we learning about connecting collaborative processes and public engagement processes in a high-conflict setting? How do we support public officials and citizens in a robust public processes? What lessons can be learned about organizational competence, trust, the influence of technology, and values laden decisions? How do these compare with other processes?*
- Distance education experiences – reach, impact, money, and learning – Rob McDaniel (WSU, Ruckelshaus Center), John Stephens (UNC, School of Government), Carolyn Penny (UC Davis, Common Ground)
  - *Distance education may be critical in serving audiences limited by travel and cost considerations. What kind of material has been taught that contributes to understanding and skills of collaborative governance? Is this an area where separate online pieces can be developed, but shared or packaged among UNCG members?*

5:30pm – **Depart for Hotel**

**Dinner** - Arrange for dinner in groups to local restaurants

7:00pm - *Greg Wolf will lead a group in providing feedback to keynote speaker Daniel Kemmis on his work on “Multi-Party Collaboration as an Emergent Form of Democracy”*

## Tuesday, March 2 – Siena Hotel

**Breakfast** 7:00am - 8:00am – UNCG Business for all members

8:15am – 9:45am – Concurrent Sessions 4

- Getting things done: Using Collaborative Governance for Policy Implementation – Steve Greenwood (PSU, Oregon Solutions)
  - *Why collaborate for implementation? How does collaboration differ in implementation versus policy? Selection of shared case studies from Oregon.*
- Building Capacity for Cross-Sector Collaboration in Hawaii – Kem Lowry (Univ of Hawaii, Institute for Peace and Conflict Resolution)
  - *Discussion of a foundation-funded effort to extract the wisdom of senior practitioners to create "strategy maps" for organizing and implementing effective cross-sector collaborations.*
- University – Community relations: Incentives for centers to be involved – Bob Jones (FSU, FCRC Consensus Center)
  - *Bob Jones will share the work his Center has done in examining and strengthening the relationships that the Florida State University Systems have – or, in some cases, have not – built with their surrounding communities. The FCRC Consensus Center conducted a series of interviews across the Florida State University System with university presidents on how they view their institution's role in engaging with their communities and then produced a report with a series of recommendations.*

9:45am – 10:00am - BREAK

10:00am – 11:00am – Plenary 3

Collaboration among Centers and between Centers and Other Organizations – Paul Alexander (Regis Univ, Institute on the Common Good), Tim Hicks (Univ of Oregon, Conflict and Dispute Resolution Program)

*Collaboration among UNCG centers and between centers and other organizations in our communities and states can help us fulfill our centers' missions as well as create value, especially in these tough economic times. Tim Hicks and Paul Alexander will facilitate an interactive session aimed at sharing stories, insights and lessons on this topic, as well as kick off initial conversations on collaboration opportunities between UNCG members.*

11:00am – 11:15am – BREAK

11:15am – 12:30pm – Plenary 4

Democracy and the Politics of University-Community Partnerships – John Dedrick, (Kettering Foundation), Nancy Thomas (The Democracy Imperative)

*In this session, we'll consider what happens when communities and universities work well together, and how such partnerships can lead to a stronger democracy. How do universities and their community partners understand the assets each brings to the table? How can they acknowledge and respect the range of assets that each contributes to any partnership? What does it really mean for university centers/representatives to be "attentive" to the dynamics of partnerships with communities? How do we move from exemplary practices of any particular partnership to broader shifts in democratic culture?*

12:30pm – 1:30pm – **Lunch**

Opportunity to provide feedback to Daniel Kemmis on “Multi-party Collaboration as an Emergent Form of Democracy” (led by Wendy Willis, PCI)

1:30pm – 1:45pm – BREAK

1:45pm – 3:00pm – Concurrent Sessions 5

- And Justice for All: Straight talk about democracy building and social justice – Nancy Thomas (The Democracy Imperative), Wendy Willis (PCI)
  - *In this session, we'll take stock of some of the forces that are driving democracy-building work: efforts to engage individuals in public life, to promote deliberative, citizen-oriented politics, and to increase social, political, and economic equity and justice. Is this a happy alliance, or are there underlying tensions? How do we describe and resolve these tensions? In this session, we'll name it, talk about it, and work to overcome divisions that could weaken democracy-building efforts.*
- Leadership Training and Collaborative Governance Skills – Mary Lou Addor (NC State, Natural Resources Leadership Institute), Dr. Rick Morse (UNC, Public Executive Leadership Academy), Cyndee Patterson (American Leadership Forum, Lee Institute)
  - *Three established leadership institutes compare their missions, goals, successes, and challenges in preparing various clientele from the public, private, and non-profit sectors for a world in collaborative governance: The Natural Resources Leadership Institute, NC State University Cooperative Extension; The American Leadership Forum, Metro Charlotte, NC – The Lee Institute; The Public Executive Leadership Academy – School of Government, UNC-Chapel Hill*

3:00pm – 3:30pm – Closing

- Next Steps - Bob Jones (UNCG Steering Committee Chair), John Stephens (UNCG Steering Committee Vice Chair), Greg Wolf (PCI)
- Conference Evaluation – Sarah Giles (PCI)

3:30pm Adjourn