

Conference Summary

2017 University Network for Collaborative Governance (UNCG) Annual Meeting

ACTION ITEMS & POTENTIAL NEXT STEPS

UNCG Strategic Planning:

- Bob Jones and Marci DuPraw will co-chair the Strategic Plan Update process. They will create a representative team to undertake this process over the next 6 – 8 months. The committee will meet 4 – 6 times. Ideas for Strategic Plan Update Committee members were suggested during the conference, as were advisors for the process.
- An advisory group of TBD members will support the planning team.
- The Strategic Plan Update Committee will solicit additional input on strategic directions for practice, scholarship, and training from UNCG members, as needed.
- Ideas for the strategic plan are captured in the below notes from the small group discussions on this topic.

Webinar:

- Frank Dukes will host a monthly (or every other month) webinar to support peer-to-peer sharing
 - Webinars, if recorded, can be shared via the UNCG and member websites.

Potential Next Steps:

- Consider acting on the ideas identified through the Strategic Planning small group discussions (see notes below). Perhaps an individual member or member organization could take the lead on priority ideas?
- Consider identifying a UNCG Steering Committee member to take the lead on each of the following areas of our work: practice, scholarship, and training.

Introduction

The Environmental Dispute Resolution Program hosted the 2017 University Network for Collaborative Governance (UNCG) and Association for Conflict Resolution Environmental and Public Policy section (ACR EPP) Annual Meetings at the University of Utah S.J. Quinney College of Law on June 11-14, 2017. June 11 and June 12 were UNCG-specific conference days, which brought together members of UNCG and the Kitchen Table Democracy Board of Directors. June 13 was a joint conference day that brought UNCG and ACR EPP together for a conversation with each other about key challenges and opportunities in the field of collaborative governance and conflict resolution. June 14 was an ACR EPP-specific conference day focused on Civility and Identity in Environmental Public Policy. The conference agendas are in Appendix A.

This summary shares the key ideas and action items that emerged from the UNCG conference-specific days on June 11-12. See the UNCG & ACR EPP 2017 Joint Conference Summary for key ideas and action items from the June 13 joint session. See the ACR EPP 2017 “Civility and Identity in Environmental Public Policy” Conference Summary for key ideas and action items from the June 14 ACR EPP-specific conference day.

UNCG Strategic Planning Discussion

UNCG is beginning the process of updating the network’s strategic plan. During the conference, Co-Chair Bob Jones gave a presentation on Strategic Directions for the network (see slides in Appendix B). Conference participants were then asked to discuss the following prompt in small groups:

If resources were unlimited, what would you love to see UNCG do to foster collaborative governance in:

1. *Practice—Engagement, Outreach*
2. *Scholarship—Research, Evaluation*
3. *Teaching / Training*

Participants broke out into three small groups: the first focused on practice; the second focused on scholarship; and the third focused on teaching. Notes from each of these small group discussions are provided below:

Practice Small Group

- Share and store knowledge
 - Create best practice collections
 - Need central place to showcase collaborative models to establish new partnerships
 - More opportunities to collaborate on producing best practices, such as during sessions at conferences
 - Organize the ADR tools and approaches developed over the last few decades in one single, easy to use place
 - Produce focused reports that address certain challenges (e.g. climate, landscape, water)
 - Build next generation of practitioners by sharing information about how to get started in the field
 - Clarify relationships/establish a clearinghouse among collaborative governance and civic engagement NGOs about who is doing what and where
 - Publicize the value of our work
 - Map and share insights, best practices, ideas, and updates more regularly (such as on a monthly basis)
 - Tell and share our stories
- Need awareness of funding opportunities

- How can UNCG obtain resources to support these new directions?
- Need to be creative about obtaining new sources of funding and increasing membership (who will bring additional resources?)
- Other
 - Connect with legislative offices
 - Strengthen use of online/social media tools to increase awareness
 - Figure out how this network can strengthen democracy/civic engagement
 - E.g. Pull in Tuft's Civic Engagement Center and other similar centers to broaden the UNCG network
 - Have people been left out because we haven't engaged with this area?
 - Need to understand global efforts on democratic practices
 - What can be learned from designers about improving processes design
 - Formal means of support around rising issues (e.g. equity)—maybe a “strike team” to handle these topics?
 - Do universities play a role in producing practitioners? What's this network's role?

Scholarship Small Group

- Develop a shared research agenda UNCG members can work on together
 - Theoretical framework(s)
 - Methodological framework(s)
 - Shared database
 - Identify priority questions and data needs
- Develop and share guidance around research methods
- Start joint research and evaluation initiatives to address key topics and area of interest
- Poll members to get insight into topics for research and to gather information about what methods people are using
- Do a better job of sharing publications among group members to help share knowledge and keep one another abreast of new developments
- Explore co-authorship opportunities
 - Maybe host writing workshops: list of journals, list of topics, identify who is taking the lead on which topic/article
- Identify someone on the Steering Committee to take the lead in hosting webinars (such as monthly or quarterly)
- Identify someone on the Steering Committee to take the lead on scholarship/evaluation initiatives
- Establish a new academic journal that focuses on collaborative governance?
- Create cross over and partnerships between UNCG and other related groups, networks, and collaborative to spearhead stronger collaborative engagements
 - We should consider working with the International [Association for Conflict management \(IACM\)](#) to advance our scholarship and evaluation—they tend to be very scholarship oriented
 - Maybe invite IACM to present at a UNCG conference?

- The Ruckelshaus Center has developed an evaluation approach they are willing to share with the network, this might merit a webinar

Teaching and Training Small Group

- Need to clarify: What is collaboration?
 - Collaboration has become a buzzword. Everyone is “doing collaboration”—this is diluting the meaning of collaboration and giving it a bad name
 - Clarify what collaboration is—train people in what it is/isn’t—maybe focus on four key concepts
 - Priority—“how to identify a collaborative/not collaborative process”
 - Bring rigor and discipline to collaboration practice
- Need to raise our web profile—make UNCG the place people go for training and teaching and resources on collaboration
 - Strengthen web profile, perhaps through utilizing YouTube to share short collaboration videos and things of that sort
 - Focus on sharing consistent messages about what collaboration is/isn’t, such as via online and other “megaphones” (PBS, for example)
 - UNCG collaborative leadership governance program—build a cohort of Collaborative Fellows over time
 - Do more online training and create hybrid face-to-face/online training programs
 - Marketing yourself/group as a thought leader—market concept/skill, not organization
- Share games, role play exercises, case studies, and other teaching tools and techniques, such as through UNCG meetings and other platforms
- Let’s be clear: training and teaching are different. Training is for more professional/public audiences, teaching is in more traditional academic settings
- Focus on training inward as well as outward—for example, coaching and mentoring for each other, sharing tools and resources internally, helping build each other’s skills
- Detailed video cases would be helpful—e.g., videos of process and interviews with stakeholders. These should be short (20-25 minutes). UNCG can curate and share these. Showcase both successful collaborative efforts and ones with “rougher edges”
- A key concept we need to emphasize: collaboration can still be successful even if agreement isn’t reached; recognize that it is hard and help people to have realistic expectations
- Post videos on UNCG website about types of collaborative efforts
- Khan academy model: create a “Collaboration Academy”—make it visually stimulating, entertaining, add humor
 - Use for teaching/training/self-training
- Identify where the need is: Who needs and/or is interested in receiving training and teaching? Market to target audiences
- Use the UNCG listserv to let each other know about trainings we’re doing and/or to get ideas from others for our trainings

Strategic Planning Full Group Discussion

- Q: Which ideas do you think are most compelling?
 - The idea that there is a growth of ‘mock’ collaboration efforts that are increasing popularized but lack substantive expertise
 - UNCG needs to create parameters for what successful collaboration entails
 - A UNCG marketing strategy is important: how to capture what we’re doing and share our value added over every day “collaboration” efforts
 - We need to research what makes collaboration training successful
 - Bring in people to study case efforts; we don’t need to conduct the studies ourselves
 - There is funding available that could be used to bring in outside expertise to help study our efforts
 - Use applied collaborative efforts as an avenue for training and visa versa. Learn from successes (and failures)
 - We need more frequent networking opportunities (such as through a monthly webinar)
 - Share case challenges, tools, etc.
 - Webinars could start with topics on what defines the field and then take this output to populate the website
 - If webinars are recorded, they can be shared via the UNCG website and network member websites
 - Perhaps we should identify exciting ideas as a network, then individual organizations can be entrepreneurial about how to take action on these ideas
 - Put UNCG name on the work if it advances our united efforts/vision
 - Is there a process through which network members can advance UNCG-branded ideas?
 - Contact Sarah Giles if you have questions about this
 - Use the UNCG listserv
 - Offer train-the-trainer programs
 - Create a platform and approach through which to store and share UNCG information, cases, best practices, connections
 - Build up the “tools and resources” section off the existing website to share information externally
 - Create shared Dropbox (allow for external/internal separation), managed by a grad student, to share information internally
 - Prioritize evaluation of trainings
 - Partner with those studying economics of conflict to quantify the costs of conflict
 - This would provide metrics to articulate our value
- Two main goals identified: (1) Support each other and communicate our work; and (2) Improve and push the boundaries of our work
 - How can we work between these goals?
- Q: Are practice, scholarship, and training useful “buckets” for us to focus on?
 - Yes. These are also the three elements of universities’ missions

- Have a UNCG member/member organization take ownership of one of these topic areas every year?
- Some people think we need more members to catalyze and expand our work
 - The current 22 centers and 8 individual members are not enough
- Next steps:
 - Create representative team to develop a plan over the next 6 – 8 months, meeting 4 – 6 times
 - Chairs: Bob Jones and Marci DuPraw
 - Team: TBD
 - Advisory group will support the team
 - Advisors: TBD
 - Provide further input to chairs on these three topics
 - Frank Dukes offered to host a monthly webinar to support peer-to-peer sharing

UNCG Open Space

During the afternoon on June 12, UNCG conference participants participated in an Open Space session. Notes were not taken during these sessions. However, the slides presented by John Stephens on “Strategic Doing” (Appendix C) and Frank Dukes on “The Memorial to Enslaved Laborers” (Appendix D) are attached.

Appendix A: UNCG and ACR EPP 2017 Conference Agendas

UNCG CONFERENCE

Sunday, June 11, 2017

5:30—7:30pm Dinner and Welcome

Monday, June 12, 2017

9:00—9:30am Welcome
9:30—11:00am Strategic Planning
11:00—11:30am Poster Session / Break
11:30—12:30pm Revisiting and Building on Conversations about Diversity, Social Equity, and Justice
12:30—1:30pm LUNCH and Speaker: Gavin Noyes on the Bears Ears National Monument
1:30—3:30pm Open Space
3:30—3:45pm Poster Session / Break
3:45—4:45pm UNCG Business Meeting
4:45—5:15pm Wrap Up / Segue to Joint Day with ACR EPP

UNCG & ACR EPP JOINT CONFERENCE

Tuesday, June 13, 2017

8:30—9:00am Welcome and Conference Overview
9:00—9:30am Opening Fireside Chat
9:30—10:30am Small Circle Exercise
10:30—11:00am Networking Break
11:00—12:00pm Breakout Group Discussion: Challenges, Opportunities, and Needs
12:00—12:30pm LUNCH
12:30—2:30pm Examples of Successful University and Practitioner Collaborations
2:30—2:45pm Break
2:45—4:30pm Ideas into Action
4:30—5:00pm Closing

ACR EPP CONFERENCE

Wednesday, June 14, 2017

7:30—8:30am EPA-CPRC / CSRA, USIECR, DOI-CADR / K+W Roster Breakfast
8:45—9:00am Welcome and Opening Remarks about the Day
9:00—10:15am Framing Session on Equity, Identity and Civility
10:15—10:30am Break
10:30—12:00pm Open Space Session 1: The Role of Civil, Collaborative Dialogue
12:00—1:00pm Networking / Mentoring Lunch
1:00—2:30pm Open Space Session 2: The Role of Equity and Identity in our Field
2:30—2:45pm Break
2:45—4:30pm Plenary Session
4:30—5:00pm Closing Remarks and Adjourn



Appendix B: UNCG Strategic Directions Slides

STRATEGIC DIRECTIONS SESSION



**“GREAT
EXPECTATIONS”**



STRATEGIC DIRECTIONS SESSION

Wits End or Beginning?

*“The world is full of magical things patiently
waiting for our wits to grow sharper.”*

—Bertrand Russell

“Scattered wits take a long time in picking up.”

— Charles Dickens, Great Expectations



STRATEGIC DIRECTIONS SESSION

Session Objective: Engage our imaginations and gather our wits regarding what we'd ideally like UNCG to do and help inform the launch of the strategic planning initiative in 2017-2018.



STRATEGIC DIRECTIONS SESSION

Proposed Agenda

- Overview of Process, History and UNCG Survey Results
- Small Group Vision Chats- Practice, Scholarship, Teaching
- Plenary
- Closing





STRATEGIC DIRECTIONS SESSION

Why now? Why not?

- 10 year UNCG anniversary in 2018-
opportunity for reflection and shared
expectations for setting the course for
the next decade



STRATEGIC DIRECTIONS PROCESS

April-June 2017

UNCG Member
Survey
SC Approval of
Process and
Planning Team
SD Launch
Session- SLC June
12, 2017

June
2017

July-Dec. 2017

Identifying focus
areas and key
strategies and
actions

Jan-April 2018

Seeking
Member input
through surveys
on focus areas
and strategies

May-June 2018

Reviewing,
refining and
adopting the
Strategic
Directions Plan
and the
Implementation
Action Plan
approach.

JUNE 2018
UNCG STRATEGIC
DIRECTIONS AND
IMPLEMENTATION
ACTION PLAN





STRATEGIC DIRECTIONS SESSION

UNCG Pre-History

- 1980's-1990's- NIDR State Offices of Mediation and Hewlett University Theory Centers
- 1997 Policy Consensus Initiative-Hewlett
- 2005 PCI Palm Springs Exploratory Gathering
- 2007 Ruckelshaus Center UW/WSA Seattle & FCRC/FSU Jupiter Florida Network Sessions



STRATEGIC DIRECTIONS SESSION

UNCG Conference History

- 2008 UNCG Atlanta GA & Austin TX
- 2010 UNC Chapel Hill, NC
- 2011 Portland State Univ. OR
- 2012 Syracuse Univ. NY
- 2013 Pepperdine, Malibu CA
- 2014 UVA Charlottesville, VA
- 2015 Regis Univ., Denver CO
- 2016 Portland State Univ. OR
- 2017 Univ. of Utah, SLC UT



STRATEGIC DIRECTIONS SESSION

History – Conference Themes

- *2010: From Reactive to Proactive: Implementing Collaborative Governance in Changing Times*
- *2011: The New Normal: Emerging Opportunities for University Centers*
- *2012: Embedding Collaborative Governance in Universities, Communities, and Government*
- *2013 Thinking in New Ways: Collaborative Decision Making with Both Stakeholders and the Public*



STRATEGIC DIRECTIONS SESSION

History- Conference Themes

- *2014: Promoting the Field of Collaborative Governance: The Role of Equity/Diversity and Leveraging our Connections (Learning from an Exploration of Watershed Collaboration)*
- *2015: Promoting the Field of Collaborative Governance: The Role of Equity/Diversity and Leveraging our Connections (Learning from an Exploration of Watershed Collaboration)*
- *2016: Working through Privilege, Brave Spaces, and Evaluation*



STRATEGIC DIRECTIONS SESSION



STRATEGIC DIRECTIONS SESSION

2008 Top Four Network Expectations

1. Exchange of Experiences, Ideas and Scholarship in Collaborative Governance (11)
2. Advocate and Develop a Strong and Credible Voice for University Based Collaborative Governance Centers (8)
3. Development of Knowledge and Best Practices in Collaborative Governance (8)
4. Facilitate Partnerships and Collaboration among Network Members (5)



STRATEGIC DIRECTIONS SESSION

Strategic Directions Survey Spring 2017

22 Responses



STRATEGIC DIRECTIONS SESSION

UNCG OBJECTIVES (6) IMPORTANCE AND SUCCESS

1. **Advance teaching, research and outreach** in public deliberation, collaborative problem solving and multi-party conflict resolution. (*Importance 4.86; Success 3.0*)
2. **Share knowledge**, information and best practices among members. (*Importance 4.76; Success 3.67*)
3. **Acquaint university leaders, policymakers, and the public** with the role universities can play in carrying out collaborative governance practices. (*Importance 4.38; Success 2.65*)



STRATEGIC DIRECTIONS SESSION

UNCG OBJECTIVES (6) IMPORTANCE AND SUCCESS

4. **Provide linkages between university centers and leaders** interested in using collaborative governance practices. (*Importance 4.29; Success 3.05*)
5. **Assist universities** in shaping and adapting their research, teaching, and community engagement to enhance their effectiveness. (*Importance 4.24; Success 2.5*)
6. **Promote policies** that support the use of best practices and systems for collaborative governance. (*Importance 3.88; Success 2.45*)



STRATEGIC DIRECTIONS SESSION

Strategic Directions Survey Spring 2017- 22 responses

PLEASANT SURPRISES- GOOD

CHALLENGES. OTHER SURPRISES

UNCG IS BEST AT...

UNCG MEMBERS ARE MOST PASSIONATE ABOUT...

WHAT SHOULD UNCG ACCOMPLISH GOING FORWARD?

WHAT SHOULD WE FOCUS ON TO ACHIEVE UNCG OBJECTIVES?

WHAT SHOULD WE STRENGTHEN TO BETTER SERVE MEMBERS?



STRATEGIC DIRECTIONS SESSION

CURRENT NETWORK DIRECTORY SEARCH

Planning/Problem Solving (19)

Policy Implementation (2)

Technical Assistance (15)

Research (5)

Evaluation (5)

Teaching (grad/undergrad) (14)

Training (17)



STRATEGIC DIRECTIONS SESSION

**IF RESOURCES WERE UNLIMITED, WHAT
WOULD YOU LOVE TO SEE UNCG DO TO
FOSTER COLLABORATIVE GOVERNANCE IN:**

1. **Practice-** Engagement, Outreach
2. **Scholarship-** Research/Evaluation
3. **Teaching / Training**



STRATEGIC DIRECTIONS SESSION

**Vote with your Feet
Chose One or Float**

Contribute to the Small Vision Chats on:

- 1. Practice-** Engagement, Outreach
- 2. Scholarship-** Research/Evaluation
- 3. Teaching /** Training



STRATEGIC DIRECTIONS SESSION

Debriefing the Vision Chats

- Additional suggestions for each area?
- “Cross-fertilization” ideas?
- Which ideas do you believe are most compelling?
Why?
- Which of these ideas could UNCG uniquely do?
- Which of these ideas have potential for funding?



STRATEGIC DIRECTIONS SESSION

NEXT STEPS

- The Steering Committee has asked that Bob Jones and Marci DuPraw serve as co-chairs of the Strategic Directions Team.
- On a **sign in sheet**, indicate if you are interested in participating directly on a strategic directions team in 2017-18, serving as an advisor,
- The Team will be formed following the Annual meeting with an eye having a balanced representation of UNCG's The Team will probably meet 4-6 times by conference call between July 2017 and June 2018.



STRATEGIC DIRECTIONS PROCESS

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UNCG STRATEGIC
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Appendix C: Strategic Doing Slides

Open Space: *Strategic Doing* Key Points for UNCG

John Stephens

UNCG Annual Conference, Salt Lake City

June 2017



UNC

www.sog.unc.edu

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PURDUE
UNIVERSITY

AGILE STRATEGY LAB



Strategic Doing™
Do More Together.



UNC
SCHOOL OF GOVERNMENT



Stephens' Overview - *Strategic Doing*

Drawn from

- Ed Morrison and Liz Nilsen (May 15 workshop at UNC-CH School of Government) <http://strategicdoing.net/>
- Janet Holston (SD network and UNC-CH SOG colleague)

AGILE STRATEGY LAB



An Introduction to Strategic Doing

February, 2016



Strategic Doing™
Do More Together.

NJMarketShift™

PURDUE
UNIVERSITY

Strategic Doing involves...

a team of people...
following simple rules
together and consistently

...until they have success.

5

Strategic Doing involves...

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following simple rules
together and consistently

...until they have success.

6

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7

Strategic Doing involves...

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8

Strategic Doing involves...

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together and consistently

...until they have success.

9

Collab Process – Strategic Doing

- Stakeholders in a network or field
- Wicked problem/Unusual opportunity
- Build trusting relationships
- Balance process and product
- Create step-by-step accountability and success (Small wins)



The basics

Who uses Strategic Doing?

Strategic Doing is designed for strategy and open, loosely connected networks.

As a new, open-source discipline
Strategic Doing has applications to a wide range of situations.

Dealing with messy challenges in communities and regions

We are increasingly confronting complex, messy problems in these situations. Multiple organizations, each with a unique set of assets, need a practical approach to designing and guiding collaborations.

Focus on an organization

As organizations become faster and more networked, traditional approaches to strategy no longer work as well. Strategic Doing fits a bill.

University engagement

Academic teaching and research, university engagement represents the Third Mission of higher education. Increasingly, universities are being called upon to improve engagement with their regional economy. Strategic Doing offers a lean and scalable solution to leveraging university assets in new and different ways.

University transformations

An increasing number of universities are turning to Strategic Doing to guide the complex process needed to transform the student experience. Strategic Doing provides a simple discipline to guide these transformations.

Moving a professional association forward

Guiding an association forward can be difficult without a simple process to engage and align members.

Building clusters

Clusters are an important feature of dynamic regional economies, and Strategic Doing is a lean way to build these networks.

Strategic Doing can be applied to any complex situation in which collaboration represents the only practical alternative.

From slow, linear...

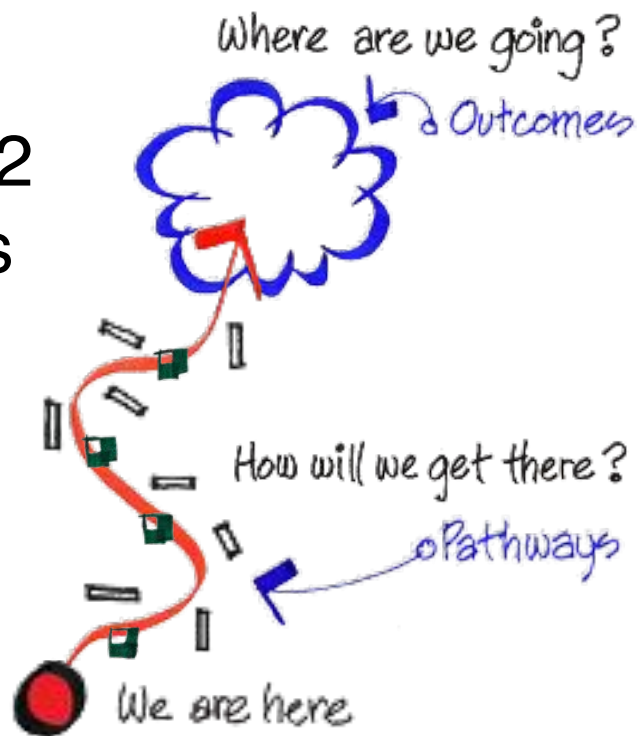
Strategic Planning

Strategic Doing



...to fast, agile

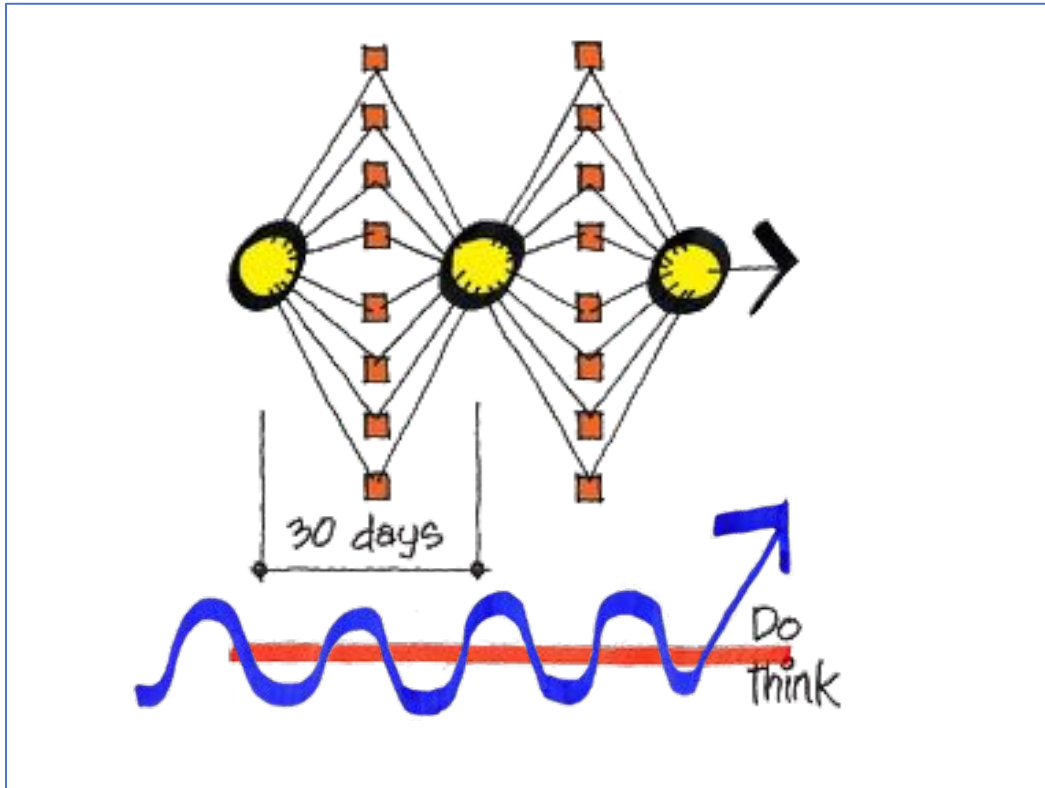
Strategy
answers 2
questions



Strategic Doing: 2 questions become 4



6



Characteristics of successful strategies...

- Build on [existing assets](#)
- Operate with a network organizational structure that [connects](#) those assets
- Use an [iterative](#) planning and implementation process
- [Decentralize](#) implementation responsibilities among multiple organizations
- Move forward with a [progression of shorter-term goals](#)
- Use metrics to [learn](#) what works and [make adjustments](#) along the way
- Demonstrate high levels of [trust](#) and a readiness for change among the those engaged

Stephens reflections

- Collaborative work tracks well with Strategic Doing precepts and framework
- May be useful for UNCG individual members to consider as part of training and consulting offerings
- **May** be applicable to UNCG strategic efforts in 2017-18

Strategic Doing Network

<http://strategicdoing.net/network/>

- | | | |
|--|-------------------------------|----------------------------------|
| – Alabama | – Illinois | – Nebraska |
| – Alaska | – Indiana | – New Jersey |
| – British Columbia | – Kansas | – North Carolina |
| – Delaware | – Louisiana | – Ohio |
| – District of Columbia | – Maryland | – Queensland |
| – Florida | – Michigan | – Wisconsin |
| – Idaho | – Mississippi | |
| | – Missouri | |

Affiliates of *Strategic Doing*

- **Work in progress** (some are “in process” to be affiliates)
- Michigan State University
- Northern Alabama University
- NJ institute of Technology

FMI:



Strategic Doing™
Do More Together.

- **An Introduction to Strategic Doing**

<http://strategicdoing.net/intro/>

AGILE STRATEGY LAB

Strategic Doing in a Nutshell

Our mission is understanding/understanding better. The convergence of public health research with the experience of the Internet in the late 1990s created a "perfect storm" of deep economic change. To thrive in this environment, research is becoming more relevant strategies that encourage open communication, open networks, and collaborative communities that share ideas and resources. Not the old approach to strategy – strategic planning – its one-way way with its focus on forward. The focus is simple. Strategic planning was designed to guide hierarchical organizations in their one-track, in-depth commercial research, where no one could disagree about the plan.

Strategic Doing is an alternative – Strategic Doing builds capacity of people in collaboration in complex projects by following a practice of guided conversations, a loose structure of people who guide practice, a strategic action plan to help their collaboration flourish and to track. Strategic Doing creates meaning that people share and shape together.

What could we do? In moments of opportunity change when the network can make Strategic Doing happen with careful listening, we can identify the issues in our networks that people have to face. We can create a plan and different ways to work with these conversations, not appropriate strategy.



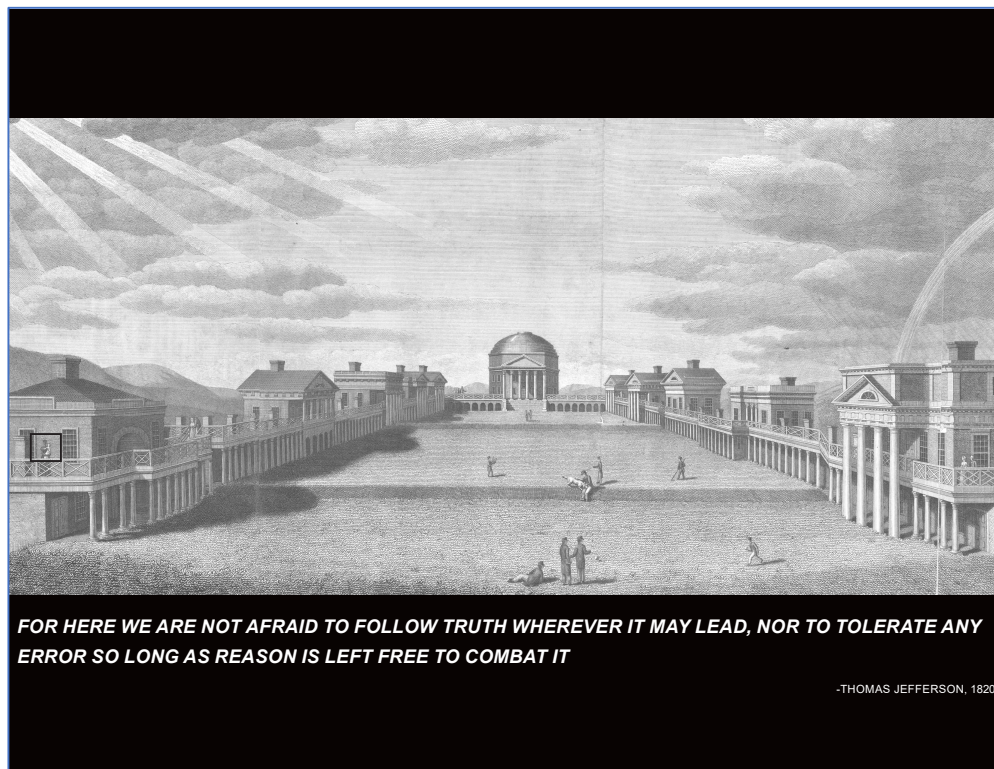
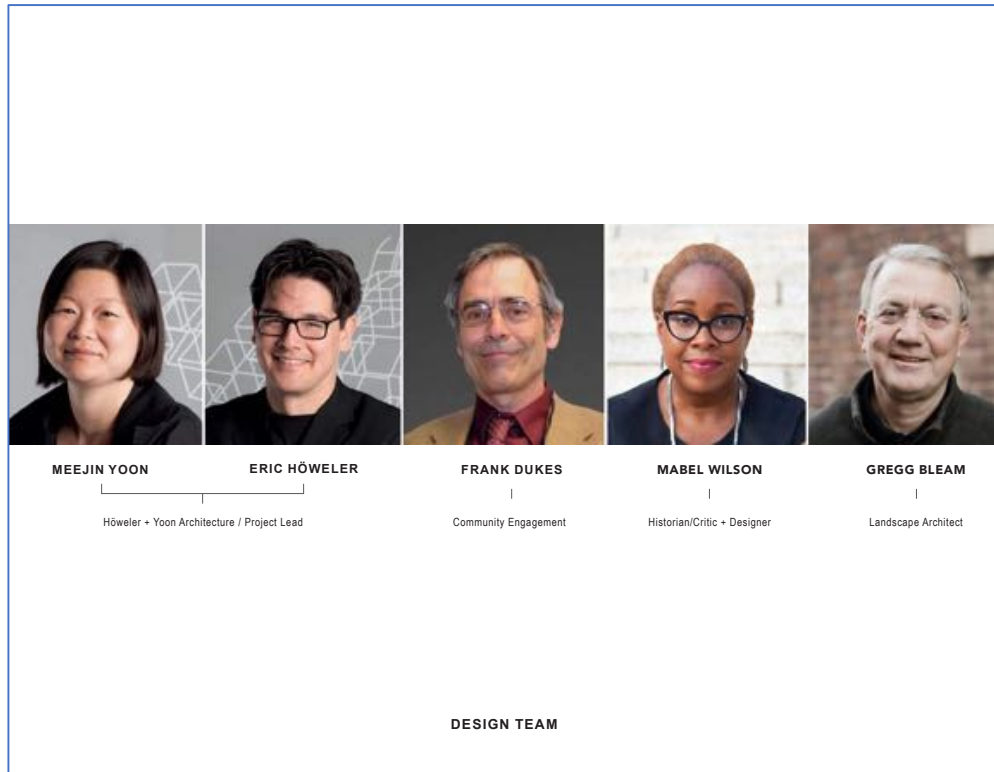
What should we do? – The action plan is a opportunity. The need to move our collaboration by focusing on one. Deciding on what we should do is creating a plan, a plan, a plan, with concrete observations that we can measure in this way we can spend on what actions that the change agreement as they are shared in.

What will we do? – Following these conversations involves defining a process with clear intentions to work our path forward in a network, creating a network responsibility, by making our conversations a process, not a network decision-making. The focus quality here we can adjust our actions when we can make decisions.

What is our plan? – Strategic is an ongoing challenge, a set of experiments that can create. It is a continuous process of "learning by doing". Only by listening to this continuous learning and adjustment can we figure out our actions. Strategic means action plan when we grow our network responsibility.

Image by iStockphoto.com/Robert K. O'Connell, courtesy of iStockphoto.com

Appendix D: Memorial to Enslaved Laborers Slides



From the ground to the pavilions to the top of the Rotunda, slaves owned and rented by the university helped build Mr. Jefferson's Academical Village.¹⁷

The spectacular pavilion gardens we now enjoy supplanted – and for a long time silenced – the daily labor of chopping wood and cleaning food that once animated these cones.¹⁸

~5,000 enslaved persons worked on grounds between 1817-1855¹⁹

17. See, for example, "Slave Property on the Grounds of the University of the South," *University of the South*, 1855.
18. "The University of the South," *University of the South*, 1855.
19. "The University of the South," *University of the South*, 1855.





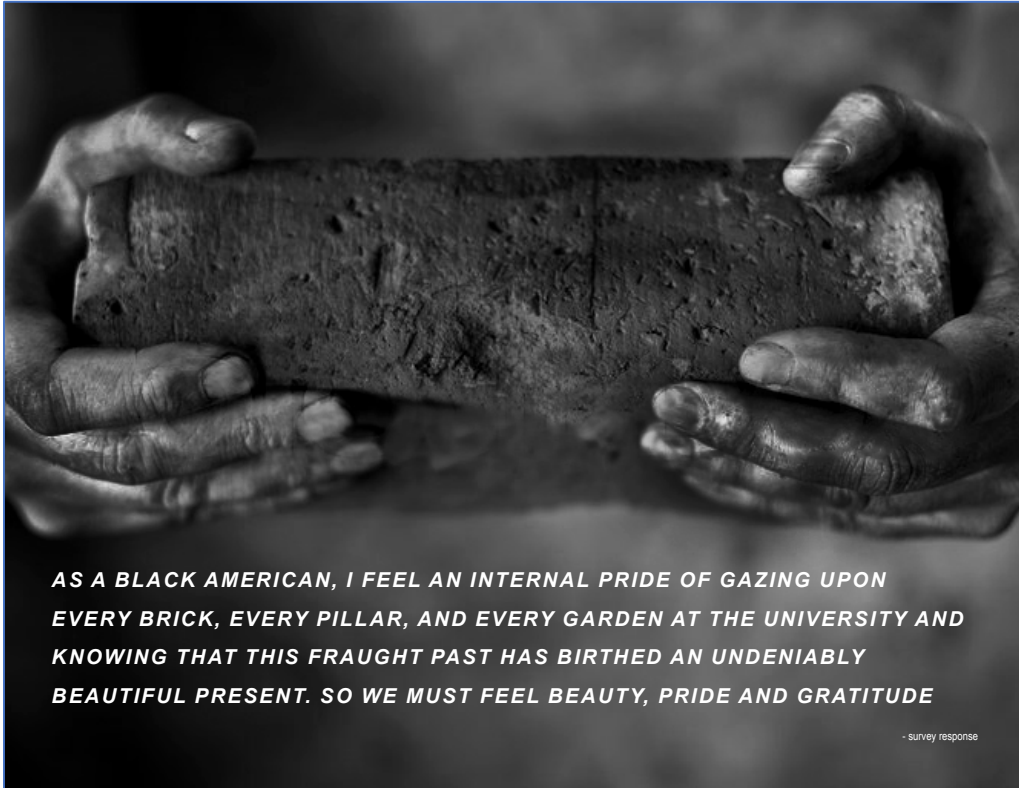


352 ONLINE SURVEY RESPONSES

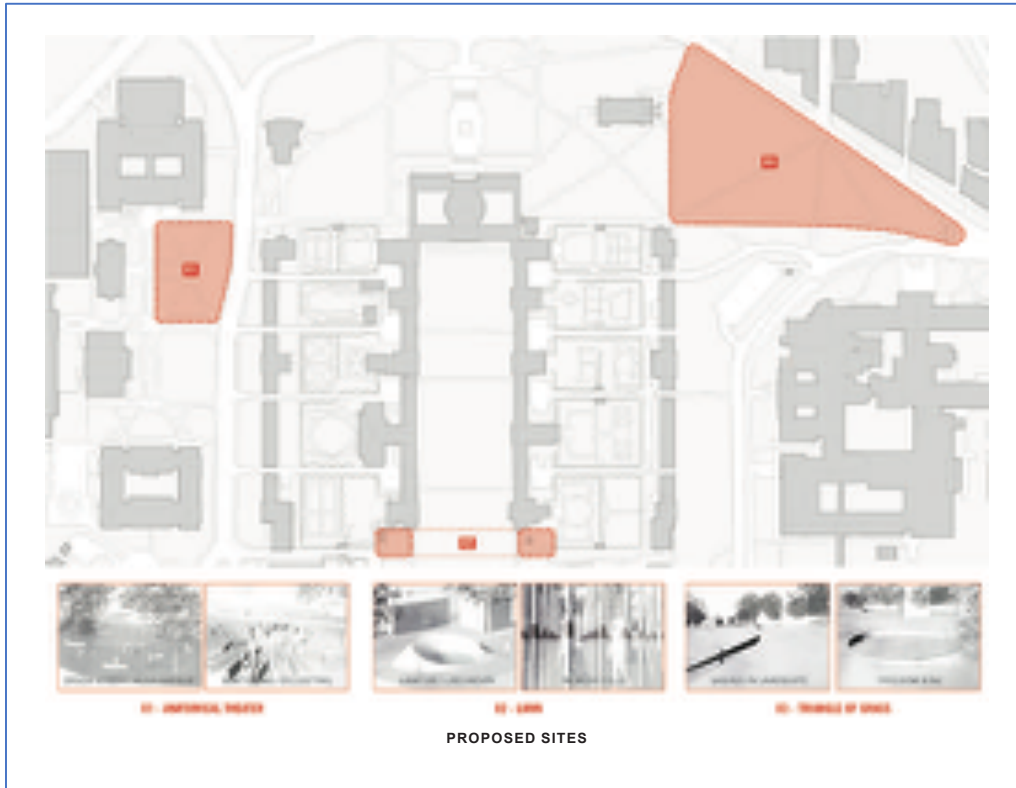
uvaememorial

www.virginia.edu/slaverymemorial

SOCIAL MEDIA + WEBSITE



PROMINENT AND HIGHLY VISIBLE
POWERFUL + EDUCATIONAL EXPERIENCE
EMOTIONAL **EXPERIENCE** THROUGH REPRESENTATION
LIST KNOWN NAMES OF ENSLAVED
FORGE CONNECTION WITH COMMUNITY
ONGOING MEMORIALIZATION PROCESS
DISTRIBUTED OR MULTIPLE LINKED LOCATIONS
EXPRESS **DUALITIES** OF ENSLAVEMENT
INCORPORATE SOUNDS AND SONGS OF ENSLAVEMENT
SHOW PAIN OF BONDAGE + HOPE FOR FUTURE



A GATHERING SPACE



Hush Harbor Drawing



River Baptism, New Bern

A contemplative space honoring the life, labor, and sacrifice of those who suffered in slavery; something that breaks down the metaphoric barriers between the University and community.

-survey response



EXPRESS DUALITIES



Ring Shout, Muntu, Dance Theatre of Chicago



Slave shackles, ca. 1866

The memorial must evoke the human spirit, show pain, love, life, death...

-survey response



GATHERING

Reunited family members

LIBATION / LIBERATION

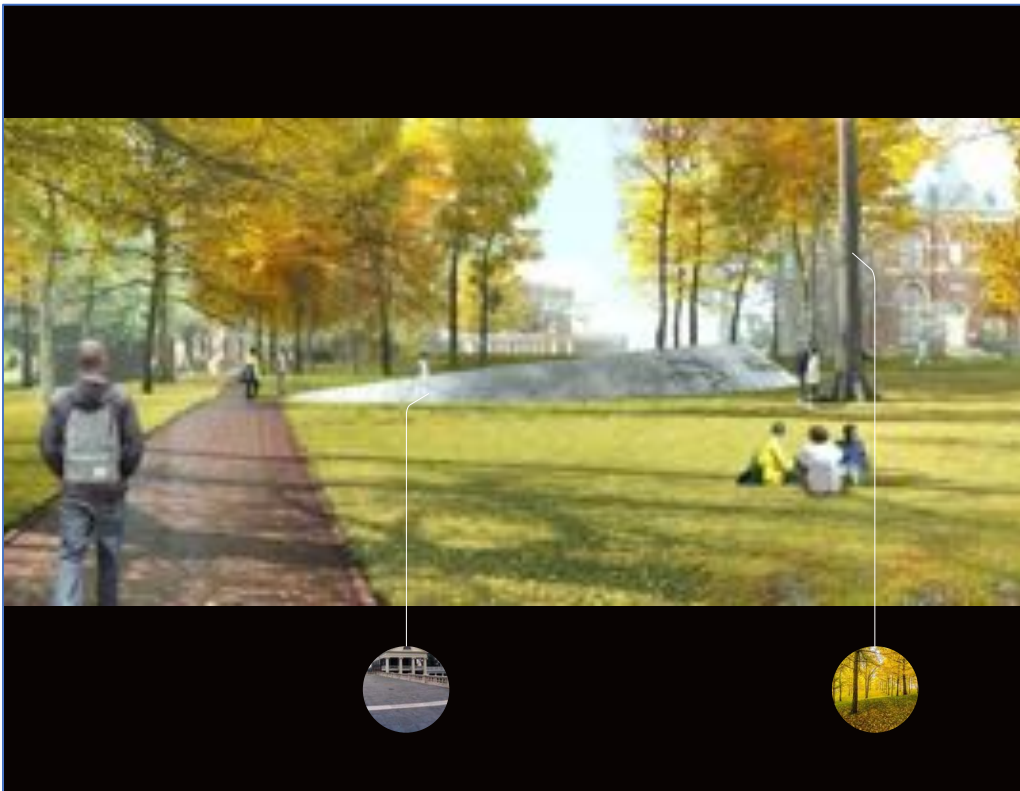
Memorial, Commemorative, Commemorative, Commemorative

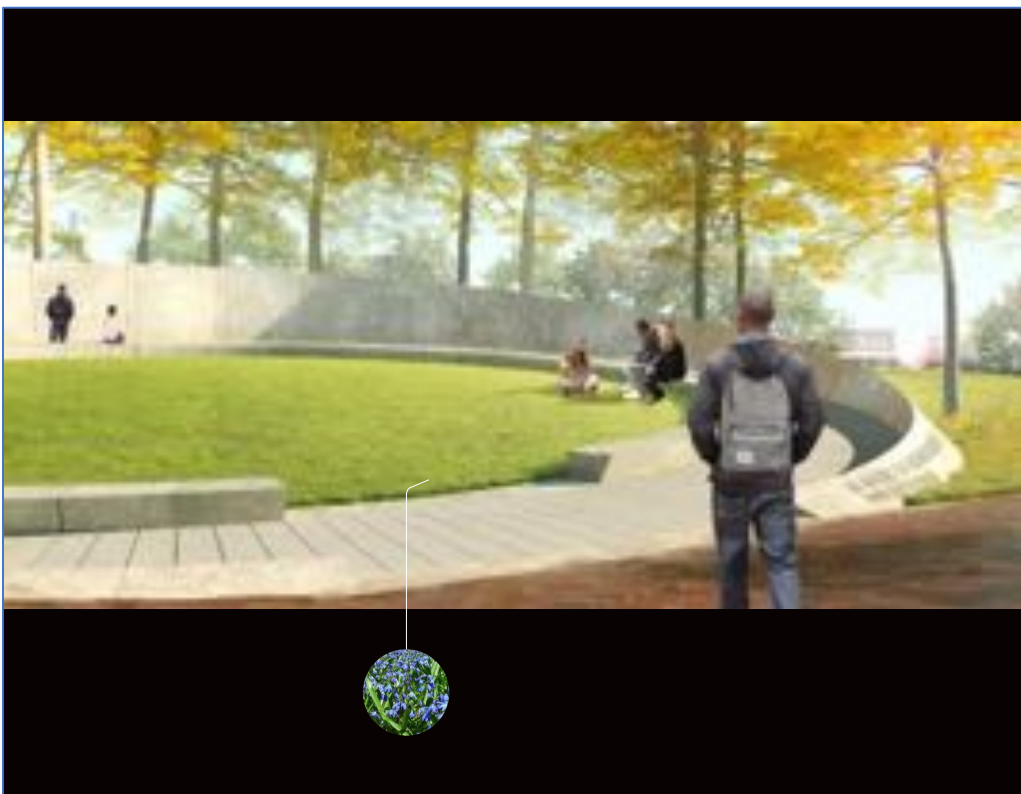
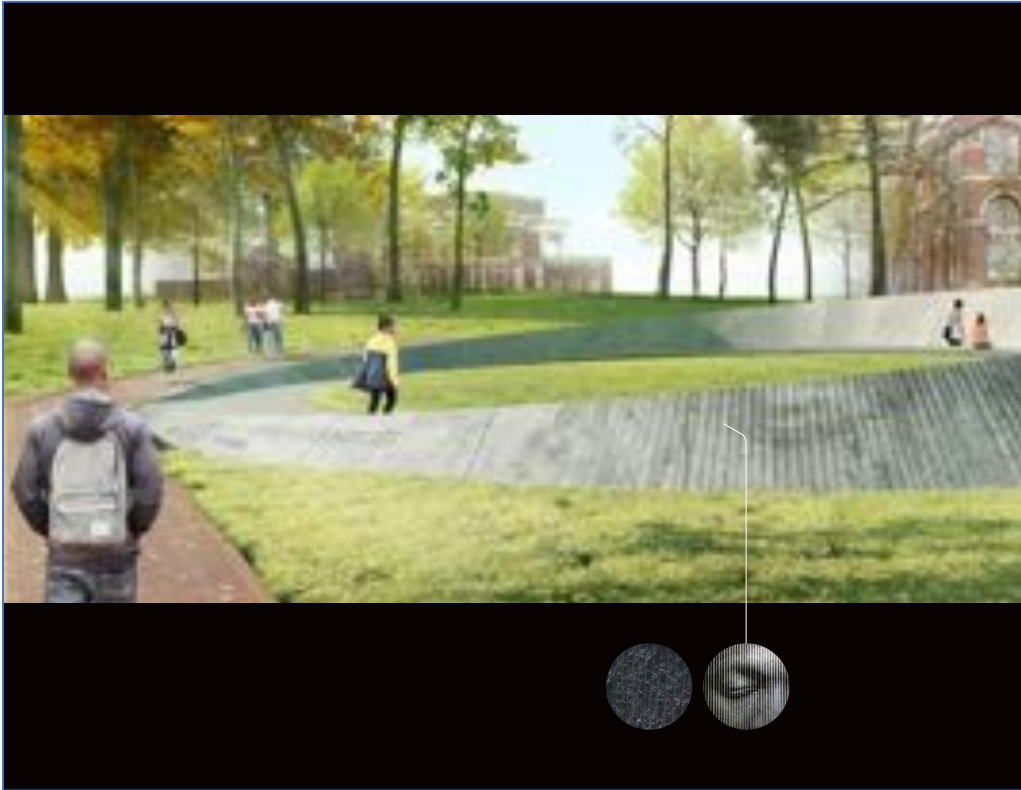
HONORING THE ENSLAVED

Memorial, Commemorative, Commemorative, Commemorative

REMEMBERING THE ENSLAVED

Memorial, Commemorative, Commemorative, Commemorative









NEXT STEPS - *Memorial to Enslaved Laborers*

- SCHEMATIC DESIGN APPROVAL
- REFINE DESIGN DETAILS
- BEGIN FUND-RAISING CAMPAIGN
- RESEARCH AND DEVELOP DRAFT TEXT FOR TIMELINE AND LIST OF NAMES