September 1, 2019

To: Mike Craw, PhD
         TESC MPA Director

From: Eric S Trevan, PhD
         Member of the Faculty

Subject: Summary of the 4th Annual MPA Institute

Overview

Please let this communication serve as a summary of the 4th Annual MPA Institute. The event provides a touch point with the practitioner community on how we can better prepare our students for MPA careers. We focused the institute on new challenges and opportunities within the public and nonprofit sectors and how organizations support innovative outcomes and entrepreneurial cultures. I volunteered to coordinate this institute during our MPA meeting Fall 2018 understanding that all of our MPA Faculty and Staff were unable to attend. Additionally, this was coordinated with the schedule of the new MPA Director and the final date was based on his schedule as well as a schedule convenient to the corresponding class, which was part of the institute. An email was sent May 23, 2019 describing the proposed focus of the event and how to register and if there was any suggestions or questions.

<u>Participants</u>

The total attendance was slightly lower from last year. We had feedback that it was later in the summer and families had planned their vacations usually later during the summer break. We were able to have a diverse amount of participants from students, graduates and leaders in the community.
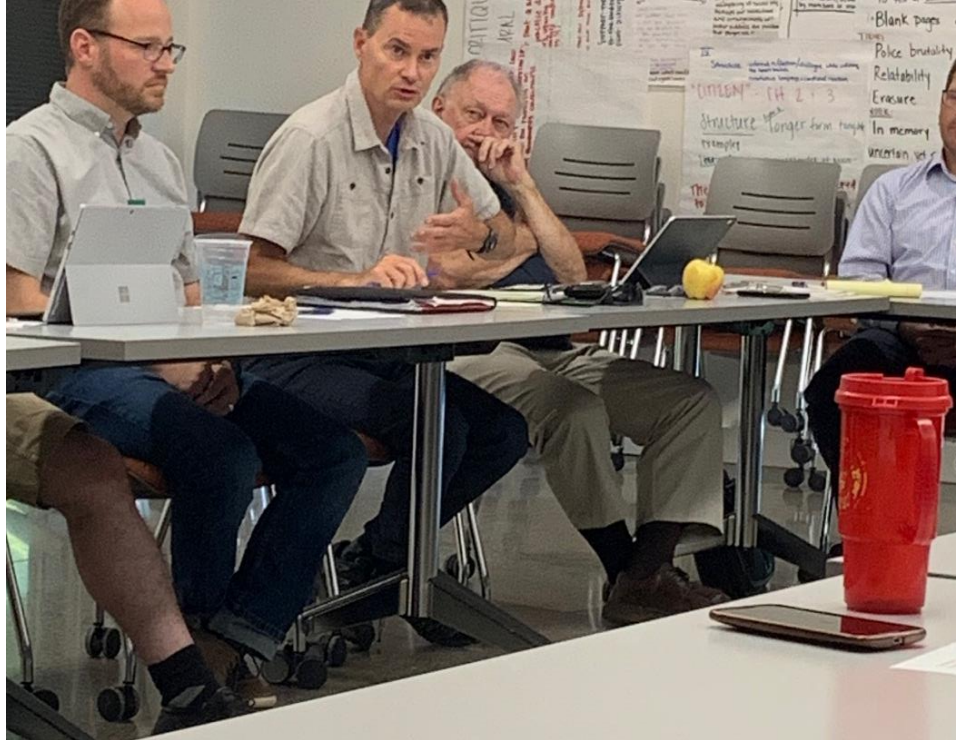
The conversation was truly engaging and provided an incredible insight what knowledge, skills and abilities there needed in the public sector. Creativity, entrepreneurial thinking and innovative culture was incredibly important to a majority of participants and the ability to take a trans-disciplinary approach across many disciplines.

Total Attendees   *28*

- MPA Evergreen   6
- Practitioners   14
- MPA Students   8

The institute contained some amazing conversation about our focus as a MPA program. We began the conversation around introductions and general discussion focused on the following question "What new innovations will drive public service in the future." We also had a brief presentation from the MPA director on the vision of the future of the program.

I provided some general summaries to each of the questions posed to the attendees while providing the raw data from each group.

How do we adapt to innovation?

An overall approach to equity and how innovation may create opportunities and challenges for equitable public service, democracy and representation. Furthermore, stakeholders and their involvement with the process (as individuals and organizations) will be critical to successful implementation of new innovations. Finally, organizational culture will greatly influence the adaption of new processes, policies and entrepreneurial thinking in the public sector.

1. "How do we adapt to innovation?"-20 minutes

Tech changes - rural areas
eg 50% of homes don't
have cell/internet
service.

Challenge for tribes.
eg driving to Blk to steal wifi to do internet

communities left behind after tech increases
- Changing laws + policies.
possibilities as tech becomes more affordable.
② - communicating w/ a personal touch.
- subtle tech adapting (google docs)

~~easy peasy~~

Nature of politics
G Plan in the moment
instead of strategic
planning

Listening to the customer
↳ what does the customer need
- most user friendly
- client needs

equity - urban v. rule
↓
tech centers, how does that transfer to rural?

30/39 countres classified as rural.
lifestyle is different, innovation needs
to adapt that.

Will communities become more self-sufficient?
① environmentally driven vs. economically driven
e.g. having homeless. Really big problems.

1. "How do we adapt to innovation?"-20 minutes

How do we adapt with an equity lens?
Persistent challenges — urban-rural inequities
   tribal inequities
Mindset of expecting innovation

Innovation — individual level

1. "How do we adapt to innovation?"-20 minutes

~~participatory leadership~~

- let go of control (i.e. tele-working)
- Build a sense of trust
    - = transparency
    - = honesty
- Set up a culture
- ~~not~~ need to set up structures
- agree to the words that are used
- a trust substitute
- need to connect
- Start w education - teach critical thinking.
- ½ find healthy innovations
- try to understand story w/out bias
- role of building communities (leadership vs. community)
- isolation of technology
- need to remove isolation → need interact
    - need to see value on each side
    - need to disagree
- community is built with unplanned encounters
- Hope!

What challenges do we as a society need to overcome to provide optimal public services to the public?

In general, it appears the greatest challenges to overcome included concerns about the overall approach, culture and transition to accept new improved processes and policies addressing concerns with public service delivery. Individual self-interest versus adaptation of innovative ideas seems to be concerning and how important a supportive culture of entrepreneurship and innovation drive improved outcomes for constituents. Finally, concerns over who benefits from innovations and how solutions can be equitable for all and how resources/funding can connect with new innovative solutions.

2. "What challenges do we as a society need to overcome to provide optimal public services to the public?" 20 minutes

@

*Benefits vs. Inequalities that emerge from innovation
— Gerrymandering
Self-interest — interest/rent-seeking that
× drives innovation — credit-taking, Who funds
Who oversees +drives innovation?
McLeary Act

Drawing boundaries
When government vs owns businesses
Risk-taking + safety net

How to get people involved? make it democratic?
Include all stakeholders?
Balancing that with getting things
done

- Systems of oppression in government
- ~~and~~ discrimination

2. "What challenges do we as a society need to overcome to provide optimal public services to the public?" 20 minutes

- information access / equity / targeting / oppression / control
- isolation & polarization
- need human contact
- data integrity
- don't outsource rational thinking to technology
- out of touch agglomerin
- interpretation of digital communication (i.e. interpreting an email)
- lack of trust
- self awareness / ~~can~~ do we believe ourselves
- funding for local government (tax - consumption based)
- need improvements in efficiencies
- balance between consumption and service
- revenue streams - taxation ~~that~~ system not ordered in a way our innovation is taking us
- changing consumption - aligning taxes to use

How can we better prepare our students for careers in governments and nonprofits?

Based on the discussion and summaries, engagement, trust building activities and working across differences and multiple experiences is critical in preparing students for public service careers. Additionally, understanding different systems (internal and external) is important for successful policy development-moving beyond silos. Finally, the use of analysis and data to drive public policy decisions is important for future graduates as organizations use analytics to develop innovative solutions to challenges in our society.
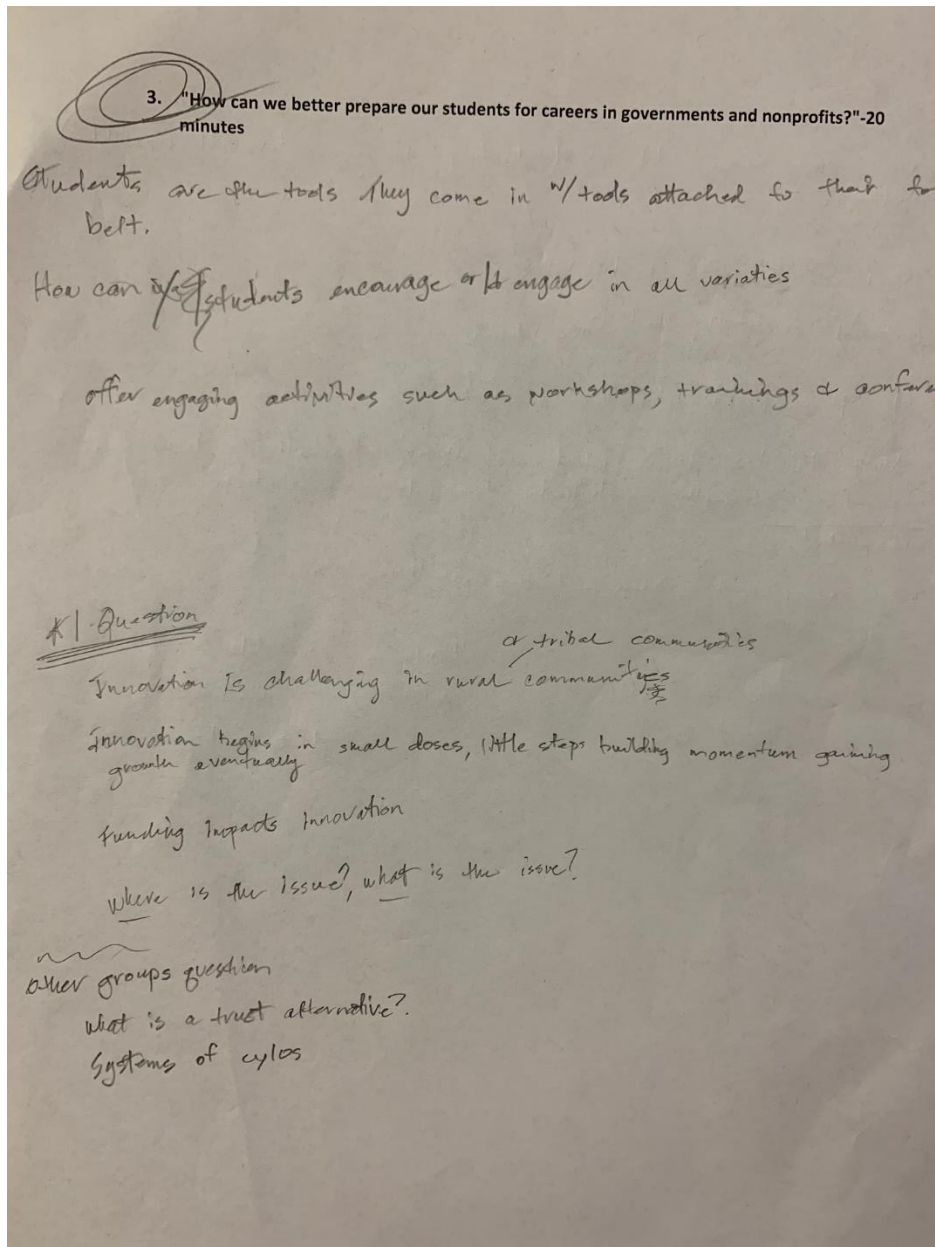
3. **"How can we better prepare our students for careers in governments and nonprofits?"-20 minutes**

More information about nonprofits — Nonprofit management

Skill building in Collaborative governance

Preparing people on how to lead change. Anticipate consequences of innovation and change.

How to evaluate equity — anticipating how change affects the equity of outcomes

IT Proficiency

Preparing students to discuss role of government.

Funding environment — how we mobilize and organize for addressing problems

How to advocate effectively — how to participate in policymaking

Recruiting — Who is in the classroom. Diverse classroom. Military

Silving of PNAPP and Tribal governance. Saturday courses — Symposium

Internships + volunteer opportunities

•Data Use — Weaving data use throughout the curriculum

Integrating equity lens throughout the curriculum Sovereignty of tribes and tribal policy Issues (eg, dis-enrollment)

- recognition from individualism to collectivism
  I → We

3. "How can we better prepare our students for careers in governments and nonprofits?"-20 minutes

~~list~~ - listen
- inclusion & exposure
- systems
- how do groups form
- internships / applied learning
  actor
- ~~actor~~ network theory - research
- gov't structures
- organizational development and
  its application to the community
- teamwork!
- help see the world through other lenses
- need to ~~to~~ listen - move beyond
  ~~so~~ empathy
- performance of innovation
  - public engagement processes
  - lean systems
  - data interpretation
- connect w stakeholders   of society
- polarization   Pendulum   "me" vs. "we"
                              paradigms

Seeing
entire
community
as the
organization
not just the
government
entity

~~use~~

Summary

A greater focus on providing a trans-discipline approach across subject areas, personal skills and cultural differences was an overarching theme across the different areas of conversation. Additionally, in order to promote innovative solutions to public service, funding and resource allocation needed to align with proper incentives (i.e. electric cars provide no tax revenue to road infrastructure-so governments still encourage use of gas cars). Finally, organizational approaches and team dynamics of trust were critical in the adoption of innovative solutions and entrepreneurial approaches.
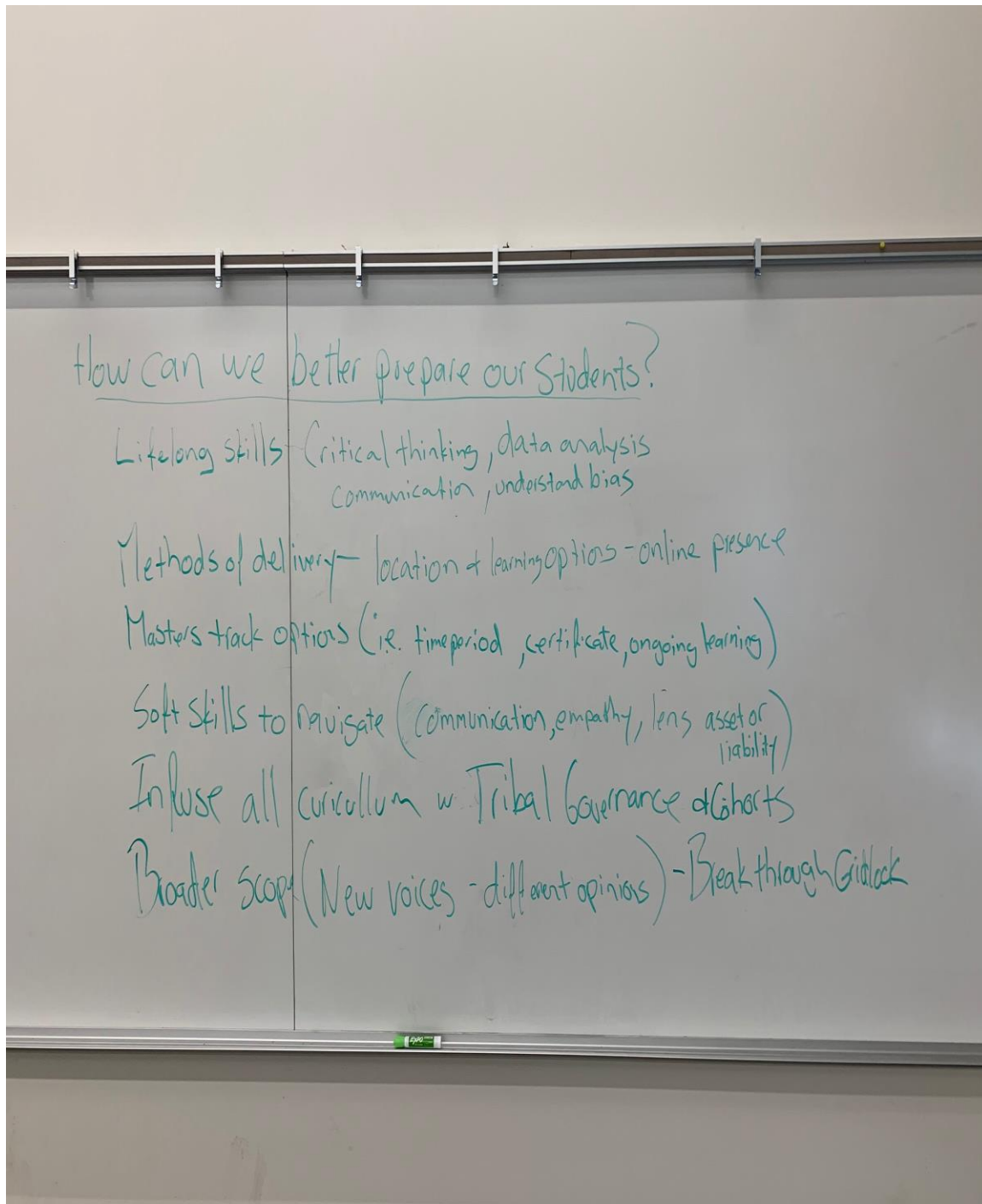
What challenges do we need to overcome?

Rethink Funding:

(Innovation is not aligned w/ funding (funded by Consumption)

Lost Social Capital (not connected)

Innovation decisions democratic & realistic

Compensation / Incentive alignment Pride

Education KSA's & Institutions

How do we adapt to innovation?

Evaluate Equity Consequence

Expand to rural areas

Create a climate/culture of adaptation

Funding Streams / Systems / Collaboration

Trust ; and/or "alternatives" to trust
viabile & resilency

Reclaiming Government

<u>Students</u>

We designed a summer class on Applied Innovation to participate and learn from the practitioners. The class focused on using entrepreneurial approaches and creating innovative solutions to address public policy challenges. One of the assignments was collectively develop debriefing of the MPA Institute and their observations.

<u>Student Recommendations</u> centered on three areas:

Curriculum

- Train students in funding - budgeting, finance, grant sourcing, revenue streams'

- Provide students with exposure to the real-world through internships, opportunities for community engagement, and training organizational development.

- Provide MPA training in a variety of formats - certificate, online training - to make content and training more accessible

- Actively provide grounding in a systems approach to innovation and adoption (Systems Thinking for Social Change, e.g.)

- Specific missing pieces, needing standardization: law, statistics, budget analysis

Recruitment and Class Management

- Recruit strategically from underserved communities and marginalized populations

- Seek out people who have experienced things differently - broader scope, different opinions - society needs them all present and contributing to the conversation

- Choosing or teaming-up people based on diversity (of thought, geography, race, class, skills, training, culture, language).

Lifelong Skills

- Teach students that it's ok to fail: "failure is acceptable and necessary as you're working through innovation"

- Communication, writing, statistics and data analysis, critical thinking, empathy

- Self-awareness how to identify and combat bias (including their own); how to agree and disagree constructively

Recommendations

The MPA Institute has longevity in the community and regular participants representing local organizations. This could serve as a catalyst for other community events, connections between the public and non-profit sector and the MPA program and provide additional relevancy for the program. There is definitely an intersection with entrepreneurial thinking, innovation and public service delivery – we should explore future classes and instruction when approaching curriculum choices. I would suggest that we collectively receive feedback by all MPA Faculty and Staff and then decide how we can continue this event as a critical annual extension of the program.

4th Annual MPA Institute

The Evergreen State College

Friday August 2, 2019

1:30pm-4:00pm

1:30pm   Opening Remarks   Eric S Trevan, PhD

1:40pm   MPA Director Vision   Mike Craw, PhD

1:50pm   MPA Institute Overview   Eric S Trevan, PhD

2:00pm   Introductions of Participants/General Discussion-"What new innovations will drive public service in the future"

2:30pm   Breakout Groups (1 note-taker per group)

Breakout Group Questions

1. "How do we adapt to innovation?"-20 minutes
2. "What challenges do we as a society need to overcome to provide optimal public services to the public?" 20 minutes
3. "How can we better prepare our students for careers in governments and nonprofits?"-20 minutes

3:30pm   Group Report and Discussion

3:50pm   Closing   Mike Craw, PhD

4:00pm   End of MPA Institute

MPA Institute Guests

Puanani Nihoa	Assistant Director MPA
Anna Rhoads	Assistant Director MPA
Mike Craw	MPA Director
Meghan Doughty	MPA Faculty
Eric S Trevan	MPA Faculty
Cheryl Simrell King	MPA Faculty
Melissa Naeimi	Senior Policy Analyst, Washington State Health Care Authority
Kelly Croman	Attorney, Marine Ventures, Puyallup Tribe
Keith Stahley	Director of Planning and Development, City of Olympia
John Doan	City Manager, City of Tumwater
Larry Seaquist	Retired WA House of Representatives
Ulysses Martin	Health Promotion Coordinator, Tacoma Pierce County Health Department
Melissa Beard	President, Tumwater School Board
Jeremy Mohn	Director of Government Affairs, The Evergreen State College
Kara Wright	Administrative Director of Tribal Services, Port Gamble S'Klallam Tribe
Melvinjohn Ashue	Vice Chairman, Hoh Indian Tribe, CEO Chalaat Development
Jeremy Satre State of Washington	Learning and Development Manager- Department of Social and Health Services,
John McNamara	Northwest Cooperative Development Center (NWCDC)
Rafael Lozano	Veterans Services Program Manager, The Evergreen State College
Michael Pegarsch	Tribal Planner, Skokomish Indian Tribe

Student Debriefing of the 4th Annual MPA Institute

Class: Applied Innovation in the Public Sector

The Evergreen State College

8-3-2019

On August 2, 2019, representatives of municipalities, sovereign tribes, and the Evergreen's Masters in Public Administration program gathered for the fourth annual MPA Institute to discuss questions, challenges, and opportunities related to innovation, public service, and student preparation. During a series of introductions, participants provided guiding comments about innovation in their different levels of government (city, state, and tribal). The mood in the room was calm, energized, and respectful, with participants leaning into small-group and large-format discussions with their own perspectives and challenges. The goal of the event was to provide relevant and timely input toward the evolution of the MPA program at The Evergreen State College in its mission to educate students for innovative, influential, successful, and service-oriented careers in government and nonprofits.

Participants indicated shared values in the following areas, providing a consistent sense of purpose:

1. Government exists to serve the public; it is important to reclaim government in service of the people.

2. We should foster trust, democracy, equity, resilience, excellence, rapport, diversity, and collaboration.

3. Innovation can be disruptive: we must Adapt, Overcome, and Prepare

Conversation continued along the following themes:

How do we adapt to innovation?

- Creating a climate/culture of agility and adaptation; foster collaboration

- Evolve funding streams and systems

- Rebuild trust - and develop alternatives to trust (such as transparency) that are viable and build resilience

How do we work together across differences toward our common goals?

- Dignity for all people, respect for differences and autonomy

- Climate resilience

- Excellence in service provision

How do we communicate the need to invest in important innovations for the long term?

- Reaching all stakeholders

- Improving outcomes and saving money

- Taking calculated risks that open new opportunities

Challenges that participants are facing in applying innovation in the public sector were identified as follows:

1. Current *funding streams* for public services are not aligned with innovation or where we want to go (reliant on taxes on vice and consumption).

2. *Political issues*, including polarization, voter roll manipulation, and gerrymandering, create roadblocks.

3. *Social capital* has been depleted through technological isolation and a failure of trust; investing in innovations that support open dialogue, collaboration, and goodwill is essential.

Recommendations centered on three areas:

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- Provide students with exposure to the real-world through internships, opportunities for community engagement, and training organizational development.

- Provide MPA training in a variety of formats - certificate, online training - to make content and training more accessible

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- Self-awareness how to identify and combat bias (including their own); how to agree and disagree constructively

   We, as a class, found this experience to be illuminating as to what challenges we, as a society, expect to face. The future is vital and rapidly changing, and we have to develop the skills and tools sufficient to match these challenges. Embracing innovation, though risky, is a core capability that we must bring to our (future) organizations. We take this on as a serious responsibility, and will develop our skills accordingly, in concert with the MPA program at The Evergreen State College.