

Figure 1.3



Citizen Deliberation



Education/Awareness



Policy Design



Political Action



Implementation




Meeting Type/Description	Meeting Objectives	Principal Audience	Participants	Products	Format	Examples
 <p>Study Circles or Citizen Juries</p>	To engage citizens in debate and dialogue about important issues of public concern. The goal is to encourage and promote the notion of “deliberative democracy.”	General public (active citizens)	A representative group of 10-20 citizens from a community. Participation is voluntary and typically open to all interested parties.	None (note: citizen juries sometimes produce recommendations for government officials)	Participants are given background material and then are led in facilitator-directed conversation. They meet over a period of weeks or months.	<p>The Arkansas School Boards Association organizes study circles to encourage citizen debate about education reform.</p> <p>Eighteen citizens from Baltimore, Maryland met during five consecutive days to hear expert witness presentations on a range of issues and perspectives related to global climate change. The Citizens Jury focused on what potential impacts of climate change are of most concern, and what, if anything, the United States should do to address climate change. Jurors deliberated together as they developed recommendations for policy makers and the public to consider.</p>
 <p>Issue Forum or Panel</p>	Present multiple perspectives on a salient issue. General education and learning.	General public Scholars Program Administrators	Issue experts (scholars and policy makers). Open to public and all interested parties.	None	Stand alone event, 1-3 hours, featuring a panel of experts followed by audience question and answer. Keynote address. Panel that is embedded in a larger conference or annual meeting of an association.	<p>Center for Arts and Culture hosts the "Calling the Question" series focusing on technology, globalization, and cultural diplomacy.</p> <p>Rand hosts a 2-hour seminar on “Adapting Policy to Respond to Global Climate Change.”</p>
 <p>Public Symposia or Conference</p>	Present multiple perspectives on a salient issue. General education and learning.	General public Scholars Program Administrators	Issue experts (scholars and policy makers). Open to public and all interested parties.	None	Panels, keynotes, roundtables, open forums over the course of 1-3 days.	<p>Chicago Center for Cultural Policy hosts a conference on video games and cultural policy.</p> <p>Ohio State University hosts a conference on cultural diplomacy.</p>

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Summit 	Raise awareness for an issue among the general public and help move a problem or set of policy objectives higher on the agendas of decision makers.	General public Media	A mix of experts outside of the government, high ranking officials, stakeholders in the private and nonprofit sectors, and a sample of citizens, students and others who care about a set of policies or issues (size: from 50 to several hundred).	Transcription of speeches (often made available to the press and the Congressional Record and Federal News Service). Sometimes an edited report will be produced following the summit.	The primary focus of this one-day event is a set of keynote addresses or speeches with some breakout sessions and discussion groups.	The mayor of San Francisco holds a Summit on AIDS and HIV to examine the city's programs, services and policies for persons with HIV, including housing, access to new treatment, testing and reporting, and workplace re-entry. The U.S. Department of Health and Human Services holds a summit to draw national attention to the existence of health disparities based on race, ethnicity, and income.
Academic working meeting 	Explore what is known and what research is needed to address a particular policy topic. Share methodologies, critique existing work, and develop ideas for future research agenda.	Scholars	Invitation only, 15-25 people. Issue experts (primarily scholars, but also policy makers). Sometimes experts from other disciplines or policy areas.	Meeting report, circulated to participants.	Paper presentations and open dialogue over several days.	Princeton University hosts a meeting on research on artists to explore and share methodologies for sampling and studying artist populations. Chicago Center for Culture Policy hosts a meeting on using "contingent valuation" to measure the value of cultural amenities to a city or community.

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 <p>Study Groups</p>	<p>Conduct an in-depth investigation of a policy area or issue; typically focusing on 1) defining the scope of a problem (what is the nature of the problem?); 2) report on the current state of knowledge about a topic or issue (what do we know? what do we need to know?); or 3) evaluate an existing policy (does it work?).</p>	<p>Elected officials Senior bureaucrats Program administrators</p>	<p>10-20 scholars, experts, public officials.</p>	<p>Report to public officials, legislators, and other policy makers.</p>	<p>The study group typically commissions papers, hears testimony, and reviews existing reports. Duration: 6 months to several years; regular meetings to review input and findings.</p>	<p>The National Research Council (NRC) supports a study group to report on genetically altered plants.</p> <p>The American Academy of Arts and Sciences sponsors the Committee on International Security Studies (CISS), which plans and sponsors research on current and emerging challenges to global peace and security.</p> <p>The Twentieth Century Foundation organizes a working group on campaign finance legislation.</p>
 <p>Government Policy Task Forces</p>	<p>Designed to serve in an advisory capacity to government decision makers. TF members review existing research, policy models, and proposals and recommend a specific set of policy alternatives. Policy taskforces are typically created in response to a policy window - an opportunity for policy development or political/legislative action.</p> <p>TFs are typically more focused and direct (less open ended) than study groups (see above).</p>	<p>Elected officials Senior Bureaucrats Program administrators</p>	<p>10-20 academics, politicians, and policy makers with noted expertise.</p>	<p>Report to public officials, legislators, and other policy makers with specific policy recommendations.</p>	<p>The task force typically commissions papers, hears testimony, and reviews existing reports. Duration: 6 months to several years; regular meetings to review input and findings.</p>	<p>The Secretary of Health and Human Services establishes a task force on Safer Childhood Vaccines to examine vaccine safety and make recommendations for improving the way in which vaccines are licensed, manufactured, distributed, stored, and so forth.</p> <p>The Mayor of Indianapolis creates a task force to recommend policies to preserve historic buildings owned by the city.</p> <p>California Secretary of State convenes a task force to make recommendations for internet voting.</p>

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<p>National Service Association Task Force</p> 	<p>Advise associational leadership on particular association-based policies - e.g., criteria for program accreditation, policies regarding financial reporting of member institutions, etc. ; or to recommend policies and best practices for the field.</p>	<p>Associational leadership Program administrators</p>	<p>10-20 board members, advisory committee members, representatives from the field (leaders of key organizations).</p>	<p>Report to executive leadership and associational members.</p>	<p>Task force meets, reviews existing policies and procedures, invites testimony from experts, solicits feedback from select representatives in the field, and examines cognate policy models (other countries or other disciplines). Duration: 6 months to several years; regular meetings to review input and findings.</p>	<p>The American Association of Museums creates a task force to recommend policies.</p> <p>A group of national arts service organizations creates a joint task force to make recommendations regarding securing and processing visas for visiting foreign artists.</p>
<p>Blue Ribbon Commissions</p> 	<p>Similar to a government policy taskforce, but the mandate for a blue ribbon commission is typically broader, and the resulting policy report is less technical and more focused on vision and long-term strategies. Also, blue ribbon commissions are more likely to be initiated by nonprofits and foundations, in addition to government officials.</p>	<p>Elected officials Media General public</p>	<p>20-40 high ranking public officials and well-known business leaders and heads of large nonprofits.</p>	<p>General report for broad dissemination.</p>	<p>Commissioners meet, review existing policies, invite testimony from experts, solicit feedback from selective representatives in field, and examine cognate policy models.</p> <p>Note: Blue Ribbon Commissions typically have a pre-defined duration - with the end date or a deadline for a "final report" expressed in the charter or mandate of the commission.</p>	<p>The Governor of Michigan creates a commission to examine the relationship between the state's universities and industry in order to recommend strategies for closer collaboration toward economic development goals.</p> <p>Congress creates the Advisory Commission on Electronic Commerce to examine federal, state, local and international taxation and tariffs on transactions using the Internet. The Commission included 3 governors, heads of several major information technology firms, representatives of the U.S. Department of Commerce and other high profile government and industry leaders.</p> <p>The Governor of Alaska creates a blue ribbon commission to solicit ideas and make recommendations regarding combating intolerance and prejudice in the state.</p>

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 <p>Inter Agency Commissions</p>	Bring together different government departments and agencies around common policy areas. In so doing identify common needs; coordinate efforts and activities; streamline overlapping jurisdictions; and develop joint ventures and programs.	Senior bureaucrats	5-10 senior officials from participating units.	None or a report to agency and department heads outlining strategies for coordination.	Regularly scheduled roundtable discussions of agency and department personnel. Duration: variable – several months to indefinite.	<p>The state of California sets up an interagency consortium representing the Environmental Protection Agency, the Department of Education and the California Resource Agency to work together on education strategies to protect the environment.</p> <p>The Federal Government establishes the Interagency Working Group on Brown Fields - involving the Departments of Agriculture, Commerce, Defense, Education, Energy, Housing, Health, Justice, Transportation, Treasury, Veterans Affairs, to name a few - to help develop coordinated strategies for sustainable redevelopment.</p>
 <p>Intra Agency Commissions</p>	Similar to the interagency commission above, but the coordination takes place between units within a single agency or department.	Senior bureaucrats	5-10 senior officials from participating sub units.	Internal notes and memorandum.	Regularly scheduled roundtable discussions of agency and department personnel. Duration: variable – several months to indefinite	The General Service Administration organizes constituent departments (fine arts, art-in-architecture, design and construction, and courthouses) to discuss policies and procedures relating to community involvement in design and art selection decisions.
 <p>Policy Design Stakeholders Meeting</p>	Bring together different stakeholders around a policy alternative that is high on the agenda of public officials and where future action (legislation, executive order, new regulation, or new program) is imminent. The meeting serves to vet ideas and to get feedback on different possible designs for an agreed upon policy alternative.	Elected officials Senior bureaucrats	Typically 20 of the major stakeholders from government, industry and the nonprofit sectors.	Proposal for new legislation; regulatory policy; departmental procedures; etc.	Several specific policy alternatives are presented and discussed in detail. Participants share concerns, make recommendations, and discuss areas of disagreement and shared interest. Duration: variable, from one day to several months.	<p>California's Department of Health and Human Services organizes a meeting with officials at Medi-Cal, Prescription Benefit Management firms, representatives of the Pharmaceutical Manufacturers Association, representatives from the AARP, and a few key legislators and Congressman to design a new state-based prescription drug policy.</p> <p>The SEC convenes the Financial Accounting Standards Board, the Association of Certified Accounting Firms, representatives of several large corporate accounting firms and their clients, and key Congressional staff to discuss new accounting standards and the possibility of a new oversight board.</p>

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<p>Research/Policy Workshops and Forums</p> 	<p>Bring together scholars, professionals and policy makers to discuss recent research, as well as actual practices related to a particular policy concern. The goals are to facilitate knowledge transfer and uptake and the use of research and knowledge by decision makers.</p> <p>Policy forums can also serve as a “safe harbor”, where a policy neutral organization hosts officials and stakeholders for balanced, nonpartisan, policy briefings and off-the-record discussion.</p>	<p>Elected officials Senior bureaucrats Program administrators</p>	<p>Public officials, non-governmental policy actors, and those scholars whose work is being reviewed.</p>	<p>Presentations by scholars, question-and-answer sessions and general discussion.</p>	<p>Informal knowledge transfer and uptake. Duration: 1-2 days.</p>	<p>The Center for Health Economics and Policy Analysis at McMaster University holds a on-day workshop to discuss recent studies and reports on primary care including issues of payment, productivity of physicians, and quality of service. The workshop includes the authors of the reports under review along with health care officials in the Ontario provincial government, representatives of medical and physician associations, and medical school deans.</p> <p>The Center for Arts and Culture convenes social scientists with decision makers from the cultural sector to discuss recent research on the “creative economy.”</p> <p>The New Jersey Policy Forums, supported by the Robert Wood Johnson Foundation, convenes more than 30 sessions, attracting some 2500 stakeholders, including many state legislators, to discuss issues related to public health and terrorism; nutrition and fitness in schools; and prescription drug coverage.</p> <p>The George Washington University launches the Health Staff Seminar Program, a series of forums and site visits designed to help professional staff in the executive and legislative branches of the federal government gain a more realistic understanding of actual health practices and problems. The seminars operate by: 1) identifying current topics that are either being debated or are on the congressional agenda; 2) researching and writing issue briefs that provide background information and raise key policy questions; and 3) inviting experts to present and discuss their views with congressional and administrative staff.</p>

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 <p>Fieldwide Convention -- American Assembly</p>	<p>Bring together experts and leaders in a field to set an agenda, chart a course of policy development, action and research; raise important questions and highlight the various dimensions of a problem and its possible solutions. A field-wide convention is similar to a blue ribbon commission, but there is a larger and broader participant base; discussion takes place over a shorter time period, and the final report does not necessarily represent a consensus of opinion.</p>	<p>Program administrators Associational leadership Nonprofit managers Foundation officers Scholars</p>	<p>50 to 75 scholars; organizational and industry leaders; government officials; and foundation officers.</p>	<p>A final report that reviews the major issues and makes a set of broad recommendations for further study and action.</p>	<p>Commissioned papers, panels, speeches, break out groups, in-progress or real time meeting reports and findings. Duration: 2-3 days.</p>	<p>The American Assembly convenes leaders in the cultural sector for a 3-day retreat to discuss the public purpose of the arts. The meeting results in a policy report that identifies a number of measures that, if implemented, would enable artists and artistic enterprises to meet public purposes better and to flourish.</p> <p>Representatives of inter-faith organizations across the nation gather for a convention to come up with a shared set of priorities and policy goals for the next 3 decades.</p>
 <p>Thrust or Retreat - Coalition Building</p>	<p>Bring together a small group of leaders in different but related fields in an effort to find common ground and possibly build bridges for future cooperation.</p>	<p>Nonprofit managers Program administrators Senior bureaucrats Foundation officers</p>	<p>15-20 top officials from the participating organizations and government departments.</p>	<p>New contacts and emerging relationships.</p>	<p>1-2 days of short presentations, field reports, and open conversation.</p>	<p>Representatives of nonprofits and government agencies concerned with environmental conservation, historic preservation, land use and planning, and folk life participate in a small meeting designed to identify common areas of interest and to open lines of communication between disparate parts of the "conservation/preservation" community.</p> <p>Directors, curators, and collection managers from museums, libraries, and archives gather to discuss common objectives and concerns regarding digital collections.</p>

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 <p>Thrust or Retreat - Policy Commons</p>	Bring together a small group of leaders in the same field around a shared concern in order to explore a wide range of policy opportunities and strategies. The goal of the meeting is to generate new ideas and explore the richness of an issue so that by the meeting's conclusion, participants leave with specific ideas to enhance their own work and the goals of their organization.	Nonprofit managers Program administrators Senior bureaucrats Foundation officers	15-20 top officials from the participating organizations and government departments.	Internal notes and minutes.	1-2 days of short presentations; focused and moderated discussion around discreet themes or topics	<p>A representative group of leaders, funders and scholars in the cultural sector gather to discuss issues regarding access to the arts in rural areas. Participants leave the meeting with ideas and strategies for better directing their own organizational resources and policies toward supporting cultural development in non-metropolitan regions.</p> <p>A group of preservation leaders, scholars and government officials gather to discuss ways to better use data and information to serve the needs of the preservation community.</p>
 <p>Thrust or Retreat- strategic policy session</p>	Bring together a small group of relevant organizations and government departments in order to design a specific set of strategies that will be implemented by one or more of the meeting participants.	Nonprofit managers Program administrators Senior bureaucrats Foundation officers	15-20 top officials from the participating organizations and government departments.	Internal notes and minutes.	1-2 days of short presentations, and focused and moderated discussion around discreet themes or topics.	<p>Representatives of relevant municipal agencies, local environmental groups, and educators come together to design a coordinated strategy to improve and strengthen recycling efforts in Camelton, New Jersey.</p> <p>The National Park Service brings together a group of distinguished biologists, environmental groups, experts in the tourism industry, and local business leaders to discuss a strategy for converting certain park areas into sites for eco-tourism.</p>
 <p>Policy Focus Group</p>	Solicit feedback for a proposed policy from major stakeholders and those involved in carrying out or administering the policy.	Senior bureaucrats Congressional staff Program administrators	Fieldworkers, program directors, project managers and others involved with the implementation of a policy (size: a few dozen people).	Internal notes and minutes.	Presentation and description of a policy alternative, followed by Q-and-A and open discussion. Duration: 2-3 hours.	<p>The governor of North Carolina brings together a group of education leaders in the state to get feedback on a proposed set of standards for teacher education in the state.</p> <p>A New York City councilman invites several fire chiefs to a meeting to review a proposed monument to honor fireman killed in the line of duty.</p>

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 Advisory Group	Provide ongoing counsel and advice to an existing policy making body or entity (a congressional committee; an agency or department; or senior management of an organization or association).	Elected officials Senior bureaucrats Associational leadership	10 to 20 experts and scholars.	Internal document and notes.	Structured discussion, and presentations from experts followed by question and answers. Duration: regular meetings over an indefinite term.	The NGO Working Group on the UN Security Council is a group of about 30 NGO representatives whose organizations have an interest in Council matters. The Group organizes weekly off-the-record briefings to educate delegates on such human rights issues as the efficacy of sanctions, strengthening peace-building initiatives, improving early warning capacity, and protecting humanitarian workers. The Colorado Springs City Council creates the Telecommunications Policy Advisory Committee a group of citizen volunteers to advise the city on forms of telecommunications between city government and the citizens of Colorado Springs, including the Cable Television Franchise, Satellite, Wireless, Data Services, Internet, and High Speed Data access.
 Protocol and Standards	Develop a common set of standards or procedures for implementing a program; gathering information; reporting or evaluating outcomes; etc.	Scholars Program administrators Nonprofit managers Senior bureaucrats	10 to 30 fieldworkers, scholars, technical experts, program managers.	Report that outlines recommended practices, protocols and standards.	Presentations followed by focused and moderated discussion around suggested protocol and standards. Duration: 1-2 days.	The Health Information Technology Institute brings together health-care providers, medical librarians, and Website developers to create and refine a set of criteria for assessing the quality of health information on the Internet.
 Industry Forum	Coordinate stakeholders from a common sector, subsector or industry in an attempt to pool resources and talent and forge partnerships around long-term growth and development. Solicit ideas for public and private strategies to better meet the needs of a particular industry.	Senior bureaucrats Program administrators Industry leaders		Internal document; or sometimes a report or white paper for broader circulation.	Moderated discussion around a few central issues or problems. These discussions take place in several brief meetings (1-2 hours) over a variable time frame (a few weeks to several months).	The New England Council hosts a forum for businesses and creative workers involved in the design industry to discuss public and private policies to support the growth and development of the industry throughout the region. The City of Albuquerque hosts a forum for businesses and nonprofit institutions involved in travel and tourism to discuss city-wide strategies to promote the city's image, improve visitor services, and increase the amount of tourism related spending.

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 <p>Policy Working Group</p>	<p>A forum for policy makers and scholars to come together on a regular basis to share information and discuss developments in a particular policy domain (there is no set agenda for a working group; rather, the topics change from meeting to meeting depending on the interests and concerns of the participants).</p>	<p>Nonprofit managers Program administrators Senior bureaucrats Foundation officers</p>	<p>Scholars and 15-20 top officials from the participating organizations and government departments</p>	<p>Internal notes and minutes.</p>	<p>Field reports and open discussion. Such groups might meet weekly or have less frequent meetings (monthly, quarterly, etc.).</p>	<p>The Latin America Working Group is a coalition of over sixty religious, human rights, policy, grassroots and development organizations that convenes regularly to analyze and discuss developments concerning U.S. policy towards Latin America.</p> <p>The Arts Education Roundtable is a group of artists, teachers, and community members around Central New York who gather monthly to learn about each other and to set standards for arts education issues.</p> <p>The Preservation Working Group is established to convene representatives of national associations and federal agencies most concerned with preservation of federal properties, historic sites and other nationally significant collections.</p>
 <p>Receptions</p>	<p>A social event designed to highlight an important development or policy, to recognize and honor elected officials or other leaders and activists, and to create an environment where informal networking and one-on-one lobbying can take place.</p>	<p>Elected officials Foundation officers Senior bureaucrats</p>	<p>30 to 200 people</p>	<p>None</p>	<p>Welcoming remarks, award presentations, short speeches, informal mingling and conversation. Duration: 1-2 hours.</p>	<p>The Arts Institute of Chicago holds a reception for political officials, business executives and cultural leaders in an effort to recognize the contributions that the arts make to the quality of life in Chicago.</p> <p>The Sierra Club holds a reception in Washington to recognize congressional leaders who have made an outstanding contribution to protecting the environment.</p> <p>The Pharmaceutical Manufacturers Association holds a reception with lobbyists, congressman, scientists and university officials to celebrate a decade of innovation and progress in the pharmaceutical industry.</p>

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Inter Organizational Convention 	Bring leaders of major constituent organizations and associations together to issue a joint statement about some policy issue or concern.	Elected officials General public Associational Leadership Media	5-10 representatives of participating organizations and associations.	Signed proclamation or joint statement issued to the media.	Organizational leaders meet to discuss a prepared policy statement or report. Collectively, after several separate meetings or during a single meeting, they produce a final consensus report, statement or proclamation that is circulated to the media, elected officials and other opinion leaders.	The National Research Council, the American Association for the Advancement of Science, and the National Science Teachers Association issue a joint statement disassociating themselves from the Kansas Science Education Standards because of the State Board of Education's stance on the teaching of evolution in public schools. The American Federation of Musicians, the Recording Industry Association, the Future of Music Coalition and several other music associations issue a joint statement asking the government to protect independent radio and non-commercial space as well as limit the power and influence of media conglomerates.
Political Caucus 	Organize elected officials around special interest areas and raise awareness and educate their fellow congressman, councilman or assemblyman about a certain issue.	Legislators	20 to 50 elected officials and issue experts.	Occasional press release, proposed resolution or draft of legislation, and general knowledge transfer and uptake.	Short presentations, reports from the field, and open discussion. Groups might meet weekly or have less frequent meetings (monthly, quarterly, etc.)	Members of Congress create a bipartisan caucus in the House of Representatives to raise awareness and to educate their fellow Congressman about sustainable development issues and best practices at the local level. The U.S. Senate forms the Lewis and Clark Expedition Caucus comprised of 15 senators and 10 government agencies to ensure cooperation and coordination of the Lewis and Clark bicentennial celebration. Representatives Slaughter and Horn head a bipartisan caucus to support the arts through federal initiatives.
Political Action Meetings 	Bring together activists around a specific short-term strategy to mobilize constituents to oppose or support a particular piece of legislation.	Political Activists	5 to 20 executive directors, legislative directors and other political activists.	Political alerts, petitions, and internal political strategy.	Focused and deliberate conversation about the next steps for political action and mobilization. Such conversations might span several meetings over a few weeks or months.	The New Jersey chapter of the National Organization of Women, along with several public health nonprofits, meet to organize a strategy to fight a pending "parental notification" law that requires teenage girls to get written permission from their parents before obtaining an abortion. Members of Smokers for an Equitable Tax hold a meeting with concerned citizens and cigarette retailers to design a strategy to oppose a proposed

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						increase on the sale of cigarettes.
Public Field-wide Meeting 	Gather information from the field (identify problems, solicit feedback on existing or proposed policies and programs). Provide information about a policy, program or law. Give interested parties an opportunity to make their opinions known.	General public Fieldworkers Program administrators	Open to the public and all interested parties. Typically attended by those who have a direct interest in the policies under discussion.	Mainly internal notes to inform policy making or, a handout for participants explaining an existing or proposed policy or law.	Open, one-day discussion with experts/policy leaders. Short issue-based presentations.	NINCH organizes dozens of Copyright Town Hall meetings to help libraries and cultural institutions learn more about copyright and intellectual property law. The city of Round Rock, Texas hosts a public forum on smoking in restaurants. The Oklahoma Department of Health holds a public forum on the emergency response procedure for bio-terrorism.
Policy Implementation Workshop 	Provide information about a law or policy to "fieldworkers" who are responsible for implementing the policy or who will be affected by it in some way. Such workshops typically review application procedures, new regulations, reporting and accounting guidelines, timetables for implementation, selection criteria, and other aspects related to the implementation of a program or policy.	Program administrators Nonprofit managers	Fieldworkers, program directors, project managers and others involved with the implementation of a policy (size: a few dozen to a few hundred participants).	None	Experts from sponsoring department, agency or organization present a new policy, discuss its objectives, explain procedures and field questions. Duration: 1-3 hours.	The National Endowment for the Arts holds a series of workshops around the country to explain the Challenge America program, a new grant program to support arts education programming and community arts development in less urban areas of the country. A state transportation department holds a workshop to explain the Federal Government's Transportation Enhancement program, including the categories of available funding and the application process. The American Library Association holds a series of workshops around the country for librarians to learn about how to comply with a new law requiring internet filters on public library computers.