2017 Strategic Plan

Three Years of Improvement and Growth
Introduction

In August 2016, the National Attorneys General Training and Research Institutes’s (NAGTRI) National Advisory Board met to begin drafting a strategic plan that would guide the future development and growth of NAGTRI for the next three years. At that meeting, facilitated by NAGTRI Consultant Nikki Calvano, the Advisory Board agreed to continue the discussion and, in October 2016, a sub-group of Advisory Board members came together at the National Association of Attorneys General (NAAG) Washington, D.C., headquarters to finalize that plan.

This National Advisory Board sub-group developed a plan that reflects a thorough review of NAGTRI’s growth and successes and provides a framework by which NAGTRI can continue to expand its course offerings, respond quickly to meet the needs and requirements for research and training for attorneys general offices (AGOs), and adapt new technologies and methodologies to improve and enhance both faculty staffing and the content of courses and research.

Vision

The NAGTRI vision is to be recognized as the premier national organization for training and research throughout the government legal, law enforcement, and prosecutorial arenas.
Core Values
The NAGTRI Strategic Plan adopts the Core Values as expressed in the 2014 NAAG Strategic Plan of providing optimum support and responsiveness to attorneys general and their staffs in a non-partisan manner; adherence to the highest ethical standards and collegiality; a commitment to collaboration and cooperation by reaching out to attorneys general and their staffs through the NAGTRI Training Committee and National Advisory Board to elicit views and perspectives; and to ensure engagement and inclusiveness with every attorney general. Additionally, NAGTRI adopts the core value of promoting innovation and seeking continuous improvement.

Mission Statement
NAGTRI’s mission is to provide high-quality, non-partisan, and innovative training, research and other developmental resources to support state and territorial AGOs.

Strengths, Challenges & Opportunities
NAGTRI’s strength comes from the active support and guidance of attorneys general and their staffs. As the training and research arm of NAAG, its success is dependent on the continued backing and encouragement of the attorney general community.

Since 2007, NAGTRI has grown from offering a handful of courses on a small scale and limited topics to now offering over 100 courses a year, both national and mobile, with over 80 different courses offered in the current course catalog. Since its inception, these programs are offered to AGO staffs on a scholarship basis, funded initially through the NAAG Mission Foundation, but now through a combination of the Mission Foundation, grants, and non-state allocated funds.

These additional monies have been received through the efforts of attorneys general who have noted the benefit that NAGTRI has brought to their staffs through the NAGTRI training and research programs.

NAGTRI challenges include seeking the continued support of attorneys general as membership changes; maintaining an active list of trained and committed NAGTRI and attorney general staff who serve as faculty for the trainings; keeping a steady stream of funding and exploring new funding sources; improving the interactive nature of NAGTRI courses; competently evaluating the effectiveness of courses both immediately
and long term; ensuring that feedback from attendees, faculty, and AGOs is incorporated into future planning; the availability of remote learning technologies, and providing a good balance of courses to ensure that the diverse needs of the attorney general community are being met.

As NAGTRI has grown, other state and local government attorneys have sought training through NAGTRI. Providing this training enhances the quality of a jurisdiction’s criminal and civil practices, which in turn supports the efforts of that jurisdiction’s attorney general’s office. NAGTRI has, when possible, accommodated these requests by allowing state and local government attorneys to attend on a non-scholarship basis. NAGTRI staff foresees the number of these requests increasing over the next few years, which will provide both a challenge for staff in ensuring that the primary focus remains the attorney general community and an opportunity for additional funding to NAGTRI to provide more trainings.

Priority One:
Governance

Fundamental to the continued robustness of NAGTRI is the continuation and enhancement of responsible governance that is consistent with NAAG’s dedication to its core values, independence, and nonpartisanship.

Strategy:
Emphasize attorney general oversight, transparency in NAGTRI operations, and attorney general staff participation in key functions; continue wise investment management practices, and improve internal NAGTRI communications.

Key Initiatives:

- The NAGTRI Training Committee, consisting of attorneys general, will serve as NAGTRI’s board of directors and fulfill board member responsibilities, including financial oversight.
- In-person NAGTRI Training Committee meetings will be convened annually and regularly scheduled conferences calls held throughout the year.
- Advisory committees will be formed and used to assist NAGTRI in developing and updating curriculum in specific areas, identifying new areas of interest, and preparing instructional and research materials.
- Quarterly meetings of NAGTRI staff will be convened to review progress made in implementing the NAGTRI Strategic Plan and to determine suggested or necessary modifications.
Priority Two: Ensure Financial Soundness

Maintaining fiscal soundness of the Institute is critical. NAGTRI will continue to ensure its long-term financial stability and viability.

Strategy:
Identify and obtain permanent, secure, and dedicated sources of funding to enable NAGTRI to adapt to the needs and interests of the attorney general community.

Key Initiatives:
- Endow a fund from non-state allocated funds and other sources to supplement the support of the NAAG Mission Foundation and establish necessary processes to operate the fund.
- Apply for grants that do not contravene NAAG policy or its independence.
- Establish criteria for offering revenue-generating and fee-based training programs, learning and research materials, and other educational projects where appropriate and consistent with NAGTRI’s mission, and implement necessary procedures.

Priority Three: Training

NAGTRI is committed to continuing to meet the attorney general community’s increasing demand for high-quality, practical training, and to encourage the long-term application of knowledge and skills to the work of the AGOs. NAGTRI will provide cost-effective core and specialized programs, many of which are not otherwise available to the attorney general staff, and will continuously develop a diverse group of skilled instructors to deliver these programs.

Strategy:
Develop an action plan with and for AGOs to enhance their in-house professional development programs.

Key Initiatives:
- Continue to provide AGOs with NAGTRI training syllabi, substantive content, and instructional materials for in-house training as appropriate.
- Encourage training coordinators to share best practices for in-house professional development through on-line resources.

Strategy:
Continuously recruit a diverse group of skilled instructors who will develop and deliver programs that address core competencies, specialized topics, and emerging issues.
Key Initiatives:
- Ask NAGTRI National Advisory Board members to annually identify potential new faculty members as a method of increasing the number and diversity of NAGTRI instructors.
- Enhance recruitment of AGO staff with the particular knowledge and experience to deliver on-line presentations, such as webinars and podcasts, with the assistance of NAGTRI staff.
- Generate and distribute a roster of NAGTRI instructors to chief deputies, National Advisory Board members, and training coordinators.

Strategy:
Identify and develop specialized courses that respond to emerging trends and practice skills while maintaining and updating core competency programs.

Key Initiative:
- Solicit course recommendations from key staff in AGOs well in advance of finalizing the next year's training schedule.

Strategy:
Develop and deliver training in innovative ways that will maximize application of and access to practical knowledge and skills critical to the work of the attorney general community.

Key Initiatives:
- Increase the accessibility of mobile trainings by conducting more regional trainings where appropriate.
- Complement in-person training by increasing the use of learning technologies, such as webinars, podcasts, computer-based learning opportunities, and modular training kits.

Strategy:
Measure the effectiveness of training to refine programs and find areas of continuous improvement in course delivery and content.

Key Initiative:
- Develop post-course evaluations to measure effectiveness of training at designated future intervals.
Priority Four: Research

NAGTRI will expand the depth and range of its research to offer to the attorney general community.

Strategy:
Allocate resources and mechanisms to further support research activities.

Key Initiatives:
- Create dedicated research staff positions at NAGTRI.
- With input from the AGOs, identify persons with particular training and experience in areas of research and utilize them for specific research projects.

Strategy:
Develop the NAGTRI Journal into the premier law publication in service of government attorneys through enhanced AGO participation at all levels.

Key Initiatives:
- Create a mechanism for peer review to edit and approve articles submitted for publication in the NAGTRI Journal.
- Expand recruitment of authors for the NAGTRI Journal from the attorney general community and allied organizations.

Strategy:
Develop and promote PAGE, the NAGTRI wiki for use as a central repository of substantive information for exclusive use by the attorney general community. PAGE stands for “Promoting Attorneys General Expertise.”

Key Initiatives:
- Launch and continue to develop the NAGTRI wiki, inviting AGO staff to contribute content.
- Encourage NAGTRI faculty to share presentations/notes on PAGE.
- Utilize AGO law librarians to assist in populating the PAGE.
Priority Five: Promote NAGTRI Activities

By effectively communicating its mission and available resources, NAGTRI will engage the attorneys general and their staffs and encourage continuous support from the community for NAGTRI activities.

Strategy:
Market and promote NAGTRI as a valuable source of training, research, and information sharing to the attorney general community and allied organizations.

Key Initiatives:
- Present an updated overview of NAGTRI during training programs that highlights available training and research resources.
- Ensure dedicated time to promote NAGTRI at NAAG meetings.
- Develop information materials to brief chief deputies, National Advisory Board members, and training coordinators at new AG orientations, the annual chief deputies/chiefs of staff and National Advisory Board meetings, and via email.
- Provide mentors to support new National Advisory Board members in becoming ambassadors within their offices.
- Prepare and implement a marketing and communication plan, outlining available training and research resources.

Priority Six: Expand and Evolve

NAGTRI is a nimble and dynamic organization, able to be flexible in responding to the evolving needs of AGOs. Recognizing that its interests often overlap with allied domestic and global organizations, NAGTRI will expand its capacity both domestically and globally to further professional development, research, and training opportunities. This approach provides for collaboration on issues of mutual concern or interest and encourages the exchange of knowledge, ideas, expertise, and strategies applicable to the work of AGOs.

Strategy:
Expand to meet the jurisdictional needs of attorneys general as well as their needs as national and international law enforcement leaders.

Key Initiative:
- Develop programs, engage in research, and provide resources to include as many possible areas of practice that encompass the wide variety of state and territorial levels of jurisdiction.

Strategy:
Develop cooperative relationships with and provide assistance to both domestic and international allied organizations that share NAAG’s interests and concerns.
Key Initiatives:

- Identify and respond to any gaps in the development and delivery of critical training and research that relate to issues affecting state and territorial AGOs.
- Pursue opportunities to work with other government agencies (domestic and global) and non-profit organizations when such cooperation inures to the benefit of the attorney general community.
- Pursue funding from non-profit and governmental organizations where appropriate and consistent with NAAG’s policies of non-dependence on grants and independence of action.

Strategy:

Continue to develop centers of expertise and excellence, building on the prototypes of the Center for Leadership Development and the Center for Ethics and Public Integrity, to increase focus and intensity of effort in areas of importance to the attorney general community.

- Continue to recruit, develop, and retain a knowledgeable, skilled, and diverse staff.
- Allocate resources dedicated to growth and development of center activities.
- Identify new areas of interest and opportunities to develop additional centers.
Members of the 2016 NAGTRI Training Committee:

**Peter Kilmartin**, Rhode Island Attorney General, Co-Chair

**Greg Zoeller**, Indiana Attorney General, Co-Chair

**Douglas Chin**, Hawaii Attorney General

**Cesar Miranda-Rodriguez**, Puerto Rico Attorney General

**Lawrence Wasden**, Idaho Attorney General

Members of the NAGTRI National Advisory Board Strategic Plan Working Group:

**Margaret Chapple**, Connecticut Associate Attorney General

**Jerry Coyne**, Rhode Island Deputy Attorney General

**Paige Dietrich**, Washington Senior Assistant Attorney General

**Tamarra Howard**, New Mexico Assistant to the Chief Deputy

**Kimberly Kinirons**, New York Assistant Attorney General

**Laurie Lyte**, Maryland Assistant Attorney General; Director, Professional Development and Planning

**Jeff Milsteen**, Georgia Chief Deputy Attorney General

**Josh Wisch**, Hawaii Special Assistant Attorney General and Public Information Officer

**Nikki Calvano, J.D., MSSL**, Facilitator

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This plan was approved by NAAG leadership on November 30, 2016.