



**NATIONAL ATTORNEYS GENERAL  
TRAINING & RESEARCH INSTITUTE**  
THE TRAINING & RESEARCH ARM OF THE NATIONAL ASSOCIATION OF ATTORNEYS GENERAL

2020-2025 Strategic Plan

# Advancing and Evolving



From left to right: Montana Attorney General Tim Fox in conversation with Idaho Attorney General Lawrence Wasden, Iowa Attorney General Tom Miller and Delaware Attorney General Kathy Jennings at the inaugural NAGTRI Academy

# Introduction

This Strategic Plan (“Plan”) of the National Attorneys General Training and Research Institute (NAGTRI) builds upon its successful 2017 Strategic Plan and reflects NAGTRI’s anticipated future growth over the next five years, from 2020 to 2025.<sup>1</sup> It confirms NAGTRI’s mission, core values, and vision, and outlines priorities and a blueprint for operational activities in support of them. The Plan focuses on priorities and initiatives that continue to be pivotal to the future of the organization. The Plan also sets forth the strategies and activities that will most efficiently and expeditiously move NAGTRI forward in realizing its vision.

As an organization defined by and dependent upon its members, this Plan reflects the collective input of the NAGTRI Training Committee, National Advisory Board, Strategic Planning Committee, and NAGTRI staff. It was developed through a series of meetings, a follow-up strategic planning workshop, and subsequent review process designed to best guide NAGTRI’s future direction.

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<sup>1</sup> As of the publication of this Strategic Plan, the novel coronavirus pandemic and the subsequent national response has resulted in an immediate impact on all NAGTRI activities. During this period, NAGTRI and its Training Committee have taken appropriate measures as developments warrant. Beginning in March 2020, in accordance with national, state, and local government guidance and directives, the NAGTRI Training Committee authorized a pause of in-person trainings and NAGTRI began transitioning all trainings online and providing significant technical assistance. NAGTRI, its Training Committee, and Advisory Board will continually assess the pandemic’s impact on the Strategic Plan’s long-term priorities over the next five years and recalibrate the strategies and initiatives for achieving those priorities where necessary and when appropriate.

# Vision

NAGTRI’s vision is to be recognized as the premier organization for training and research throughout the government legal, law enforcement, and prosecutorial arenas.

# Core Values

The Plan adopts the Core Values as expressed in the Strategic Plan of the National Association of Attorneys General (NAAG) and is focused on:

- Ensuring excellent support and responsiveness to attorneys general and their staffs in a non-partisan manner;
- Adhering to the highest levels of personal and professional ethics in all Association endeavors;
- Committing to collaboration and cooperation by reaching out to attorneys general and their staffs to elicit views and perspectives;
- Ensuring engagement and inclusiveness with every attorney general;
- Encouraging and facilitating the exercise of thoughtful, virtuous, courageous, and committed leadership; and
- Promoting innovation and seeking continuous improvement.

# Mission

NAGTRI's mission is to provide high-quality, non-partisan, and innovative training, research, and other developmental resources to support state and territory attorney general offices.

# Strengths, Challenges and Opportunities

NAGTRI's core strength comes from the strong brand presence it has developed as the preeminent training entity for the attorney general community. NAGTRI's anticipated further growth is dependent on the continued backing and encouragement of the attorney general community.

NAGTRI's success story is remarkable, having grown exponentially from offering just a handful of courses to a few hundred participants in 2007 to now conducting more than 130 trainings annually, reaching more than 12,000 participants per year. NAGTRI's reach has grown not only in size but also in scope in the types of offerings (now offering mobile, national, regional, and online courses) and the substance (offering courses on a wide array of subject matters). NAGTRI has been able to shine in this manner through a dedicated, enthusiastic faculty comprised largely of attorney general office staff members who contribute their time and expertise at no cost to NAGTRI. NAGTRI also benefits from the active involvement of the attorneys general who comprise the NAGTRI Training Committee, and the National Advisory Board and training coordinators representing each member who provide guidance and support on NAGTRI initiatives.

NAGTRI's funding structure is unique and contributes significantly to its growth to date and its growth potential, as well as the value that NAGTRI can provide to member offices and the individual attorney general office staff members it serves. Through multistate agreements, the members of NAAG have created the NAGTRI Endowment Fund (NEF), a sustainable fund intended to grow to allow for continued training in support of the attorney general community. These additional funds 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. The NEF, coupled with generous funding from the NAAG Mission Foundation, grants, and non-state allocated funds, have allowed NAAG to offer programs to attorney general office staff on a scholarship basis.

NAGTRI's challenges include seeking the continued support of attorneys general as membership changes; finding ways to meet an increasing demand for NAGTRI trainings where demand greatly exceeds supply despite the influx of additional funding; keeping a steady stream of funding and exploring new funding sources; ensuring that the training and research offered strikes an appropriate balance among competing, important priorities; continuing to recruit and develop faculty and maintaining the high standards for which NAGTRI is known; and ensuring that the mode and content of courses are responsive to the evolving needs of attorney general offices, while recognizing that members have unique needs that may not be readily addressed as NAGTRI continues to scale its services to meet increasing demand.

Through NAGTRI's continued growth, new opportunities have presented themselves which have allowed NAGTRI to expand its presence both internationally and domestically beyond attorney general offices. These circumstances have also helped broaden NAGTRI's engagement and expertise on critical issues. NAGTRI foresees additional growth in these areas, including through appropriate strategic partnerships and funding opportunities.

## Priority 1: Ensure Financial Soundness

*Maintaining fiscal soundness of the Institute is critical. NAGTRI will continue to ensure its long-term financial stability and viability through maintaining and increasing current funding structures, as well as identifying and procuring additional funding and grant opportunities.*

### Strategy

Continue to expand the NAGTRI Endowment Fund and foster broad attorney general commitment to the Fund

#### Initiatives

- Provide logistical and strategic support to NEF Working Group to identify funding sources that will continue to grow the NEF
- Work closely with the Training Committee to develop ways to educate attorneys general on the NEF, including through presentations at attorney general meetings and individual attorney general outreach

### Strategy

Identify and endeavor to obtain other sources of funding to supplement the NEF that do not contravene NAAG's mission and values

#### Initiatives

- Where appropriate and consistent with NAAG policies of non-dependence on grants and independence of action, pursue broad-based funding strategy from appropriate external entities
- Where appropriate and consistent with NAGTRI's mission, offer revenue-generating and fee-based training programs, learning and research materials, and other education projects, and implement necessary procedures to support these efforts

### Strategy

Sustain operational funding through prudent financial oversight

#### Initiatives

- Employ targeted and appropriate cost-saving measures with respect to training logistics that will not impact the quality, efficacy, integrity, or brand presence of those programs
- Solicit, compile, and analyze feedback and ideas from NAGTRI staff and attorney general community on cost-savings opportunities

## Priority Two: Increase Training Opportunities While Sustaining and Improving Quality

*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 benefit of the attorney general offices. NAGTRI will continue to provide high quality cost-effective core and specialized programs responsive to the current needs of attorney general offices through in-person and online trainings. NAGTRI will also continue to cultivate, recruit, and train a diverse group of skilled faculty to deliver these programs.*

### Strategy

Ensure that the quality of trainings meets expectations to achieve NAGTRI's mission by establishing qualitative standards

#### Initiatives

- Provide the Center for Legal Advocacy & Faculty Development (CLAFFD) appropriate resources to ensure curricular quality across NAGTRI and to establish criteria for qualitative standards and measurements for curricula and faculty
- Train NAGTRI counsel in formulating learning objectives and incorporate objective-based learning into course design and evaluations
- Develop and implement NAGTRI-wide standards and policies about faculty recruitment, training, onboarding, recognition, coaching, and evaluation

- Ensure that all training materials are legally and regulatorily compliant as required by NAAG's status as an instrumentality of the states, including creating and implementing appropriate guidelines
- Expand the composition of faculty to include private practitioners, law faculty, judges, and professional staff in other fields, when such engagement does not contravene confidentiality issues and is consistent with NAAG policies and guidelines

### Strategy

Expand the reach of NAGTRI trainings

#### Initiatives

- Recruit, cultivate, and train lead faculty from attorney general offices to increase the number of trainings that can occur simultaneously in offices
- Update, circulate, and review the NAGTRI Course Catalog to ensure attorney general offices understand the training resources available to them through NAGTRI
- Facilitate office trainings through attorney general offices in-house use of NAGTRI training curricula and other available resources
- Develop a library of NAGTRI training materials for use by attorney general offices, and create a mechanism for attorney general offices to share attorney general office-developed training materials within the attorney general community
- Provide additional opportunities for attorney general offices to pay for registrations for additional attendees at national trainings



New Hampshire Attorney General Gordon MacDonald welcomed state attorneys from New Hampshire and nearby states participating in trial skills training for child protection cases.

- Identify additional opportunities for regional trainings among geographically proximate states and offer trainings on subject matters of joint interest to maximize the number of attorney general office staff who can participate
- Explore the potential of reconfiguring faculty-to-student ratio at training to increase the number of trainings that each attorney general office can receive annually
- Develop processes to gather input on the evolving needs of all attorney general office staff and to identify commonalities to create a more comprehensive and responsive course catalog
- Improve communications mechanisms to ensure the distribution of training announcements and materials to appropriate recipients in the attorney general offices

## Strategy

Leverage online training to reach more attorney general office staff

### *Initiatives*

- Launch the learning management system with on-demand trainings
- Assist attorney general office Information Technology staff as needed in troubleshooting attorney general offices' technological access to NAGTRI's learning management system
- Develop structures to allow for provision of on-demand CLE through the learning management system
- Provide mechanisms to help attorney general offices develop their staff as in-office facilitators to complement online trainings
- Develop and implement an online learning marketing and revenue generation plan for appropriate, non-confidential NAGTRI online trainings to non-attorney general office members at market rates

## Priority 3: Maximize Research Function to Meet Attorney General Office Needs

*NAGTRI will promote the development and sharing of research on areas of common interest among the attorney general community.*

### Strategy

Identify areas of common interest and develop or adapt research and materials to address those topics/ areas

#### Initiatives

- Create mechanism that attorney general offices can use to submit unmet research needs and utilize established research-based planning committees and centers to review requests, identify and prioritize evolving issues, and develop materials that are responsive to those needs.

### Strategy

Continually evaluate and allocate resources and mechanisms to support research activities and explore new ways to develop and present research materials

#### Initiatives

- Assess the utility and reach of all NAGTRI publications to determine their impact
- Refine and enhance website, social media, research-based platforms, and other online tools to respond to technological innovation and expressed needs of attorney general offices
- Foster multi-disciplinary collaboration among centers to enhance the research and publication process by encouraging joint research and publications
- Identify forward-looking research by leveraging existing internal and external partnerships and developing new strategic partnerships with law schools and universities, allied organizations, and government entities



Attendees at NAGTRI Trial Advocacy Training



## Priority 4: Promote Additional Involvement in the Governance of NAGTRI

*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 non-partisanship.*

### Strategy

Advance the role and further engage members of the NAGTRI Advisory Board, Training Committee, and the attorney general community generally in NAGTRI activities

#### Initiatives

- Enhance communication platforms as technology evolves to solicit and share information among Advisory Board, Training Committee members, and attorney general community on ongoing and emerging needs of attorney general offices to help NAGTRI create or tailor appropriate trainings and develop research
- Educate new attorneys general during orientation about the full range of NAGTRI activities and encourage their commitment to support these activities, including faculty development, and training and research efforts
- Invite Advisory Board members to make a one-year commitment to serve on a NAGTRI Planning Committee

### Strategy

Ensure that NAGTRI internal staffing and structure allows for appropriate growth, scaling, and professionalism to meet the goals of the strategic plan

#### Initiatives

- Ensure appropriate/necessary staffing levels are maintained to meet the evolving administrative and substantive training needs due to NAGTRI's anticipated growth by recruiting, developing, and retaining knowledgeable, skilled, and diverse staff
- Continually improve NAGTRI processes to respond to the number of trainings and people being trained and provide effective internal training and onboarding for implementation of new processes and policies
- Foster an environment of collaboration and positivity, including through continuing quarterly team meetings of NAGTRI staff to share information, evaluate successes and challenges, and assess and refine strategies
- Review the Plan regularly with NAGTRI staff and set benchmarks and goals to monitor and ensure progress towards completion and to determine suggested or necessary modifications
- Encourage and offer a range of professional development opportunities to NAGTRI staff

## Priority Five: Advance And Evolve

*NAGTRI remains a nimble and dynamic organization, able to be flexible in responding to the evolving needs of attorney general offices. Recognizing the success of this formula as a crucial component to the organization's dramatic growth and success, NAGTRI will advance its capacity in key areas to ensure that it remains a preeminent training and research institute to its primary constituency, the attorney general offices, while applying it ever more broadly to respond to demand in the international government and non-profit community. This includes sustaining successful initiatives and programs, integrating new technology to fulfill the organization's mission and vision, and establishing strategic partnerships both domestically and globally to further professional development, research, and training opportunities. This approach provides for collaboration on issues of mutual interest and encourages the exchange of knowledge, ideas, expertise, and strategies applicable to the work of attorney general offices.*



Breakout session at the inaugural NAGTRI Academy

## Strategy

Sustain and advance ongoing efforts to meet the jurisdictional needs of attorneys general as well as their needs as national and international law enforcement leaders

### *Initiative*

- Continue to sustain and develop programs, engage in research, and provide resources that address traditional, as well as new and emerging areas of practice that encompass the wide variety of state and territory levels of jurisdiction

## Strategy

Support and enhance established NAGTRI centers and develop other centers of expertise and excellence in areas of interest to the attorney general community

### *Initiatives*

- Take advantage of natural synergies between existing centers by enhancing information exchange, joint programming, trainings, and resource development to respond to broad-based, multifaceted issues and areas of practice
- Identify, acquire, and allocate funding resources dedicated to growth and development of new and established centers

## Strategy

Strengthen and expand cooperative relationships with and provide assistance to both domestic and international allied organizations that share NAAG's interests and concerns

### *Initiatives*

- Foster existing partnerships and pursue new opportunities to work with other government agencies and non-profit organizations when such cooperation inures to the benefit of the attorney general community
- Begin the process of creating enduring partnerships with law schools across the country for the mutual benefit of both the attorney general and law school communities

## Strategy

Sustain current technology and integrate new and emerging technologies to meet the needs of the attorney general offices and to sustain NAGTRI's success

### *Initiatives*

- Assess organization's current suite of platforms and services to ascertain long-term viability of those services
- Continuously improve internal processes, and ensure appropriate training of all staff on current and evolving processes

## Strategy

Market and promote NAGTRI as a valuable source of training, research, and information sharing

### *Initiatives*

- Engage attorneys general from orientation onward regarding NAGTRI activities and how NAGTRI benefits individual attorney general offices to ensure long-term consistent support of NAGTRI activities, including faculty development, and training and research efforts
- Refresh online presence to improve user interface and experience
- Execute communications and marketing plan to further NAGTRI's external name recognition including through online and traditional marketing resources



2019 NAGTRI International Fellows Program

## 2020 NAGTRI Training Committee

Attorney General Keith Ellison (MN), Co-Chair  
Attorney General Gordon MacDonald (NH), Co-Chair  
Attorney General Kevin G. Clarkson (AK)  
Attorney General Karl A. Racine (DC)  
Attorney General Chris Carr (GA)  
Attorney General Leevin T. Camacho (GU)  
Attorney General Lawrence Wasden (ID)  
Attorney General Jason Ravnsborg (SD)  
Attorney General Denise N. George (VI)

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Attorney General Kathy Jennings (DE)  
Attorney General Chris Carr (GA)  
Attorney General Keith Ellison (MN)  
Attorney General Tim Fox (MT)  
Attorney General Gordon MacDonald (NH)  
Attorney General Jason Ravnsborg (SD)



NAGTRI Center for Consumer Protection staff joined by former Indiana Attorney General Greg Zoeller and former Iowa Chief Deputy Attorney General Tam Ormiston for a southern region consumer protection training.

# NAGTRI National Advisory Board Strategic Plan Working Group

**Rebecca MP Copper**, *Guam Chief of Staff and Deputy Attorney General, Administration*

**Antoria Howard**, *Connecticut Associate Attorney General*

**Aileen Huang**, *Washington Deputy Attorney General*

**Brian Kane**, *Idaho Assistant Chief Deputy Attorney General*

**Kevin Kjellerup**, *Florida Education and Training Administrator*

**Gary Kohlman**, *District of Columbia Senior Counsel for Litigation*

**Lacey Mase**, *Texas Deputy Attorney General for Administration*

**Mary Ann Roberts**, *Oklahoma Chief Deputy Attorney General*

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



Training attendees mingle during a networking session



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