

**CALL FOR EXTENDED ABSTRACTS AND FULL PAPERS**  
**6<sup>th</sup> International Symposium on Cross-Sector Social Interactions**

## **Collaborative Societal Governance: Orchestrating Cross-Sector Social Partnerships for Social Welfare**

**Copenhagen Business School, Copenhagen, June 11-12, 2018**

Almost 20 years ago Austin (2000: 88) framed the importance of social partnerships by asking: ‘How society is better off because of their [*partners*] joining resources and efforts’ denoting the significance of the social character of partnerships. However, the expectation of partnerships to deliver a ‘win-win’ relationship prioritising the benefits for the partners involved directly in the relationship, rather than society as a ‘silent’ stakeholder, marked a shift towards an instrumental approach of partnering in practice and in theory (Selsky and Parker, 2005; Glasbergen, 2007). This shift saw an increase in the value of the relationship for the organisations involved downplaying the social character of partnerships (Seitanidi, 2010) and hence missing to address key questions that would demonstrate rather than assume societal betterment as a result of CSSPs (Austin and Seitanidi, 2012a). A similar drift was marked by Walsh et al (2013) demonstrating the lack of attention of management research to social welfare issues as a result of prioritising the study of economic objectives. Consequences of these parallel shifts mark the limiting range of intellectual enquiry in theory and potential contribution to societal welfare in practice (van Tulder et al. 2016), the persistent nature of social problems that remain at large without solutions (Jones et al, 2016), and importantly the lack of systematic evidence regarding the positive partnership outcomes (Bryson, 2017) that could lead to scepticism in CSSPs (Marques, 2017).

Returning to the prioritisation of social welfare as a key defining outcome of the associational domain of CSSPs across all constellations (public-private or PPP; public-nonprofit; nonprofit-business; and public-nonprofit-business or tri-partite and multi-party collaborations) requires paying attention to the way that CSSPs are governed when contributing to the social good. As Crane remarked research in CSSPs has thus far paid more attention to the governance of partnerships (Zadek, 2006; Vurro et al., 2010; Pinkse and Kolk, 2009; Rivera-Santos, 2010; Cornelious and Wallace, 2010; Moratis, 2016; Rasche et al. 2016; Shilbury et al., 2016) rather than their contribution to the societal governance or how “how societal goals are set, what mechanisms are put in place to achieve them, and how these are monitored and enforced” (Crane, 2010: 17). This call for papers aims to stimulate research that connects partnership governance with partnership social welfare outcomes. Jones et al (2016: 12) define social welfare “in terms of well-being of a society as a whole, encompassing economic, social, physical and spiritual health”. In CSSPs, social welfare aligns with the partnership’s external value creation in Austin and Seitanidi (2012b; Austin and Seitanidi, 2014) across all nested levels of analysis (macro-individuals, macro-organisational, macro-societal and macro-system) likely to be produced by integrative and transformational partnerships. In the

review of Selsky and Parker (2005) it corresponds with the social issues and societal sector platforms across all partnership arenas and in Gray and Stites review (2013) with the categories of 'community and environment'.

One of the new forms of governance that emerged due to the state's transformation (Rhodes, 1997) and the worldwide changing patterns of governance (Giddens, 2000) to address the public sector's capacity and resource deficits (Sullivan and Skelcher, 2002) is collaborative governance. According to Ansell and Gash (2007) attention to roles, responsibilities, structures, power imbalances, leadership, institutional design and collaborative process constitute collaborative governance. The public administration literature reserves 'collaborative governance' for interactions public agency-initiated, formal, consensus-oriented, focusing on collective decision making as a form of public policy management for public goods (Lynn et al, 2001; Imperial, 2005; Stoker, 2004; Ansell and Gash, 2007). There have been efforts in this literature to incorporate the private sectors (nonprofit organisations and business) (Stoker, 2004), a wide range of stakeholders including citizens as individuals and organised groups (Ansell and Gash, 2007) and reframing public participation by incorporating dialogue and interaction (Innes and Booher, 2005). However, the term 'collaborative governance' and its current use retains an explicit hierarchical orientation prioritising the role of public agencies as the ultimate initiator and authority in collaborative governance (Innes and Booher, 2005; Ansell and Gash, 2007). This orientation excludes an important type of 'governance without government' (Rosenau and Czempiel, 1992) 'soft' and 'voluntary' regulation, initiated by non-state actors at the domestic and transnational levels referred to as the 'socio-cybernetic approach' (Rhodes, 1996: 658), 'network' and 'post-political' governance (Garsten and Jacobsson, 2007) that stem from societally-based legitimacy (Garsten and Jacobsson, 2007) and addresses social welfare needs by employing consensus-based collaborative efforts. We term this type of extended collaborative governance 'Collaborative Societal Governance' to incorporate a wide range of cross-sector social interactions that aim explicitly to contribute to the social welfare without being initiated or require the de-facto involvement of public sector organisations. More specifically, CSSPs as governance mechanisms can function either '*above*' the state, functioning as forms of international standard setters (Abbott and Snidal, 2008) usually associated with the development of *tripartite co-regulation* (involving all three sectors), or '*below*' the state, contributing to *public co-regulation* (interactions between private and public agencies) through the development of certification schemes, negotiated agreements and PPPs or delivering *co-management* (interactions between public and nonprofit agencies) in the case of common pool resources and *private co-regulation* (interactions between nonprofit and private agencies) that includes certification schemes and nonprofit-business partnerships (Streurer, 2013). These types we mark bold on Figure 1 and we group as 'collaborative societal governance'. Other forms of governance that do not involve cross-sector interactions such as business self-regulation (private sector), civil regulation (nonprofit sector) or hard/soft government regulation (public sector) are excluded from the focus of the special issue.

The aim of the Call is to link types of collaborative societal governance with social welfare outcomes in order to uncover logics, pathways and patterns of governance mechanisms that lead to outcomes and impacts that can inform theory and practice. Furthermore, it aims to prompt analysis on the implications of collaborative societal governance for policy making, social issue solutions and initiation of new types of governance. As such the Call aims to address the disconnect between expectations of partnerships in theory and outcomes observed in practice by linking governance theory to social issues in management research prompting new theorising of the move away from a single sovereign authority replaced by "interdependence among socio-political-administrative actors; shared goals; blurred boundaries between public, private and voluntary sectors; and multiplying and new forms of action, intervention and control" resulting in an interactive socio-political form of governance (Rhodes, 1996: 658). In this new governance terrain of shared public responsibilities (Moon 2002) addressing the 'orchestration deficit' problem (Abbott and Snidal, 2009) responsible for the fragmentation of evidence, 'a major source of concern' (Biermann et al., 2009), can be tackled by producing robust comparable generalisations that will direct valuable resources to social welfare evidence-based governance. The aim of this Call is to open-up

collaborative societal governance as a new multi-disciplinary area of research by inviting contributions on the nexus of public administration, social policy, management (nonprofit and voluntary, environmental, resources) and sociology.

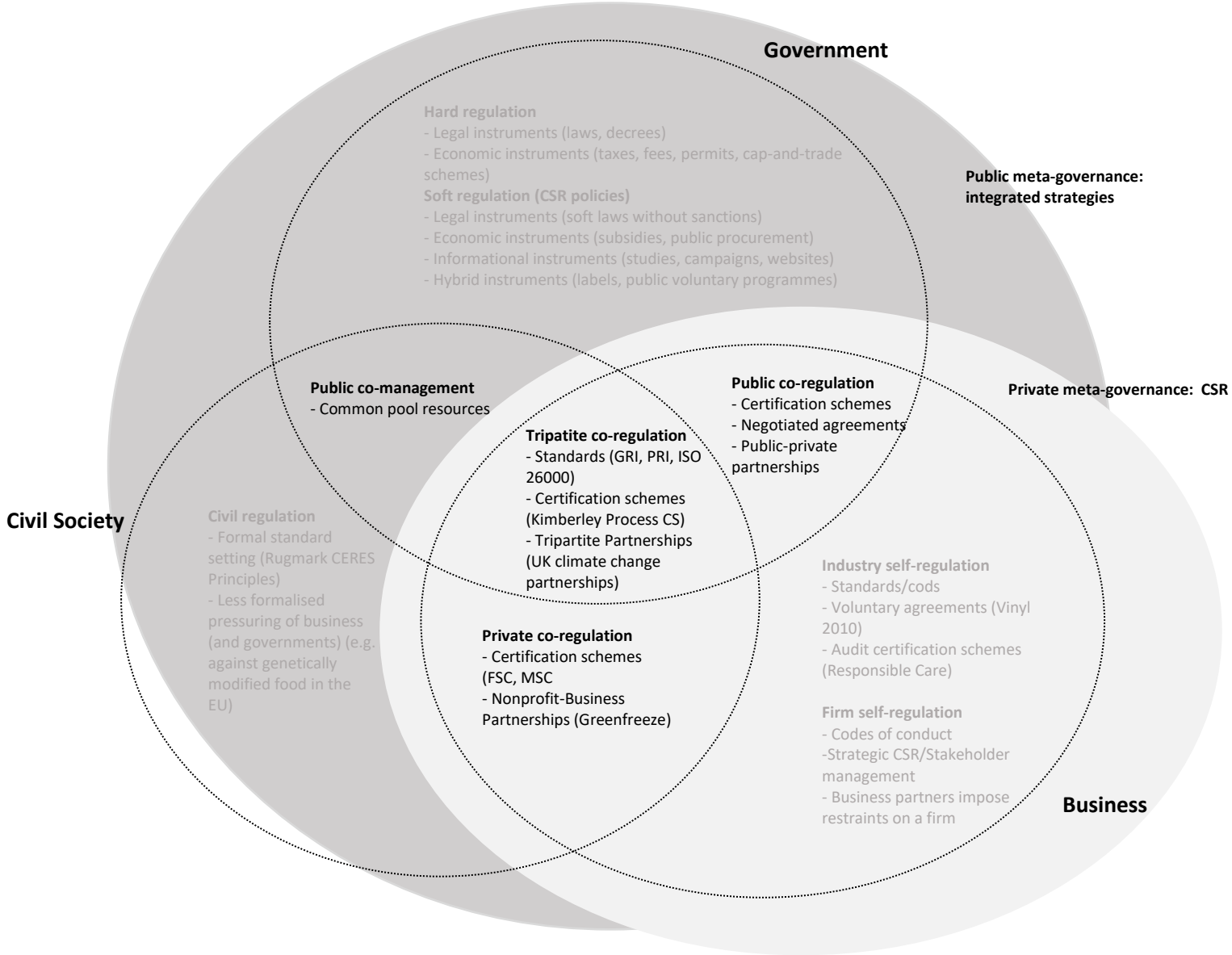


Figure 1: Based on Streurer (2013) Figure 2 and Figure 3 (p.13 and p.15)

Possible topics include (but are not limited to):

- How do collaborative societal governance architectures differ across sectors and contexts?
- How are governance structures in cross-sector partnerships influencing power relationships between the actors when delivering social welfare?
- How do governance structures used to balance conflicting stakeholder interests and transform adversarial relationships into cooperative ones align with social welfare outcomes?

- Do governance arrangements experiencing competing institutional logics deliver less welfare outcomes?
- What is the cost to governance mechanisms mitigate conflicts and tensions in cross-sector partnerships for social welfare outcomes?
- What are the drivers, mediators and moderators of collaborative societal governance?
- How do organisational actors perceive the fit between the partnership ideals and the governance structures?
- How is collaborative societal governance practiced across different constellations of cross-sector partnerships?
- Is there a relationship between the governance structures of cross-sector partnerships and the societal outcomes?
- Is there a difference between national and international governance mechanisms and to what extent are processes of divergence or convergence influencing cross-sector partnerships?
- To what extent are informal governance arrangements (certification schemes, covenants or compacts) sufficiently to enhance effective partnerships?
- Is it possible to invent governance mechanisms that spur learning rather than control or accountability; do partnerships require different contracts?
- To what extent do the five basic principles: 'People, Planet, Prosperity, Peace and Partnering' of the new global agenda on the Sustainable Development Goals require new forms of governance to make the SDGs a success?

The Call does not favour any special theoretical perspectives or methodological approaches and is open to conceptual as well as empirical contributions.

## Submission Details

Interested contributors should submit an extended abstract to the CSSI 2018 Symposium before **February 28, 2018**. The extended abstracts should be 600-1000 words in length and will be a summary of a specific research project or paper, either completed or work-in-progress. The extended abstract should provide a brief overview of the research, including introduction, literature review, research questions, methodology, findings, conclusions, and selected references. All contributions will be peer reviewed.

Submissions should be in Word, using 12pt font with double line spacing and 1" margins. Please include a title page (not included in word count). All submissions should be made through the CSSI 2018 Symposium website: <http://www.tilmeld.dk/CCSI18/about-the-conference.html>

As in previous years, papers submitted to the Symposium will be eligible for the **Routledge Best Paper Award in Social Partnership**, comprising a certificate to the recipient, a voucher for £100 books published by Taylor & Francis Group, and a one-year subscription to *Academy of Management Annals*. To be eligible for the best paper award, authors will need to submit a full paper based on their abstract by May 30, 2018.

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