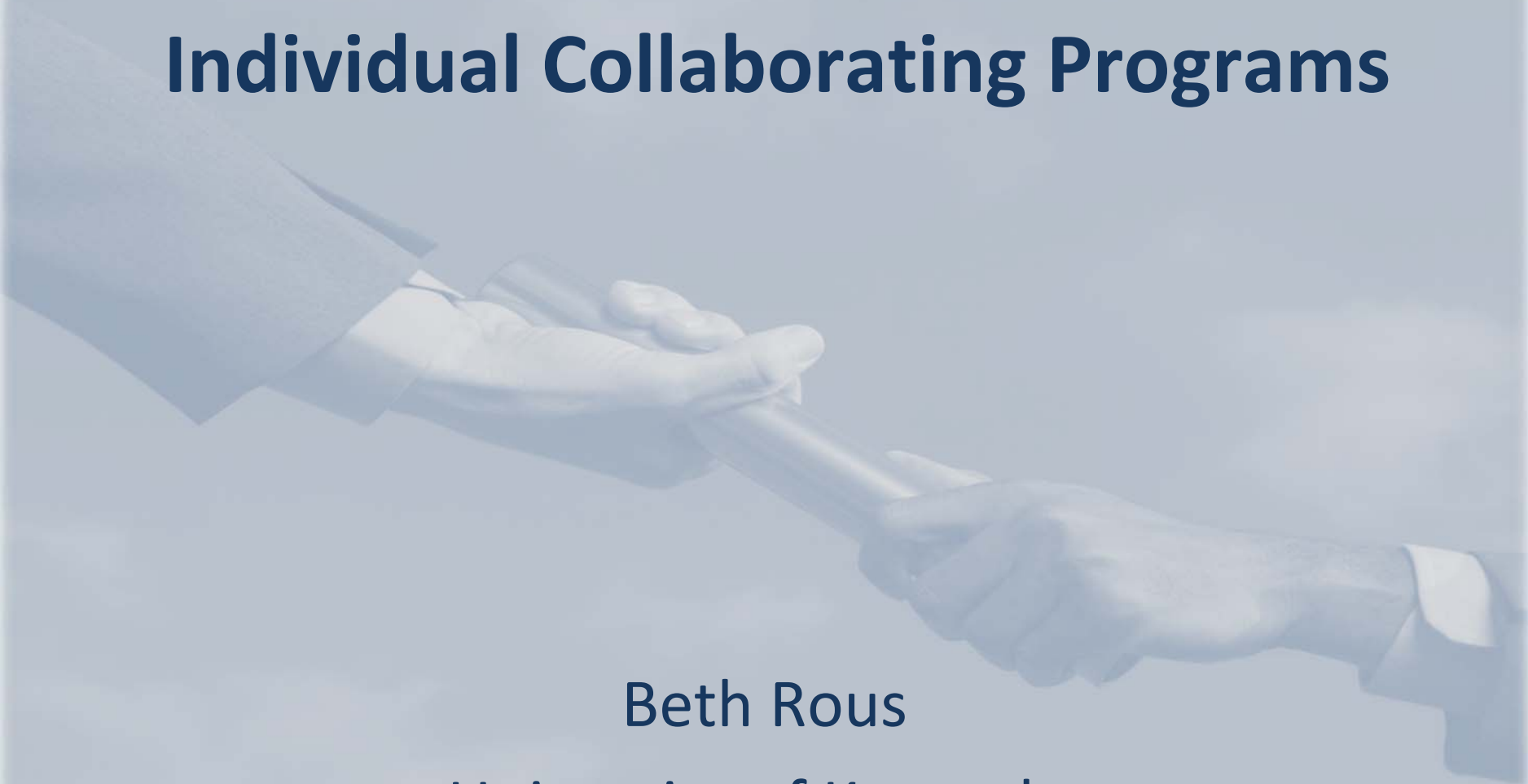


State-Level Collaborations and the Individual Collaborating Programs



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Presentation Approach



Example of Policy Analysis Approach in Collaboration Research

- Contextual characteristics including agency and location, size of state, general resource level
- Service delivery model of agencies
- Attitudes/values of policy makers & ability to develop a shared vision
- Clarity, specificity, and content of policies and relevance to interagency climate and linkages

Underlying Premise

- States' policies, structures, processes, and mechanisms *provide the foundation and direction* for the implementation of collaborative practices at the local level.
 - Early Intervention research indicated the more closely state policies, structures, linkages, and agreements are to those included in recommended practice, the *greater the likelihood* of exemplary positive and successful outcomes for children and families (Dunst et al., 1991; Harbin et al., 2000).

General Research Approach

- Level of similarities in organizational characteristics, such as philosophy, goals, communication, and working relationship
- Scope of agencies/service options
- Level and types of barriers and facilitators to interagency collaboration

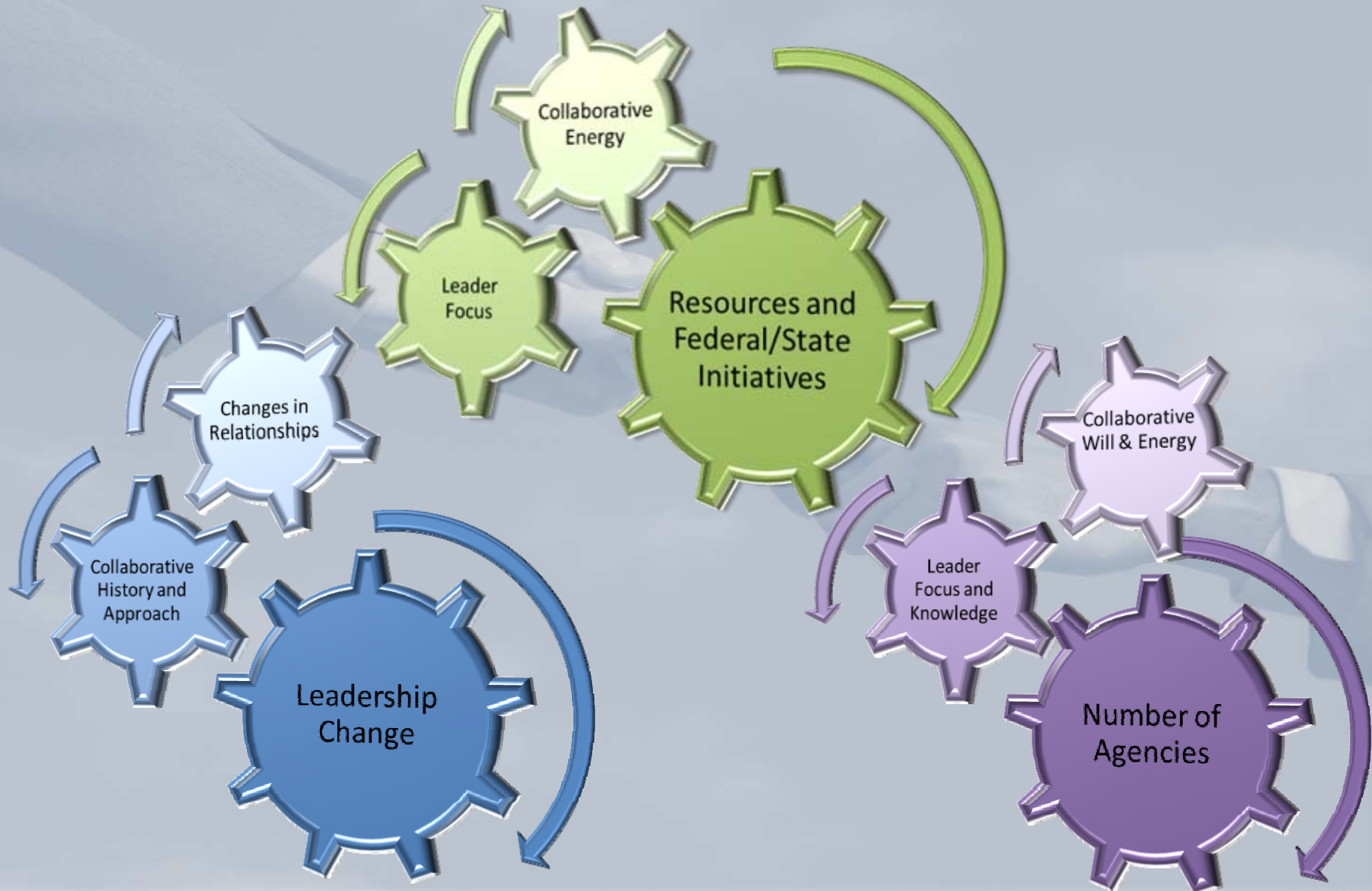
Explicit and Implicit Evidence

- Elements of the interagency infrastructure
- Policy and organizational infrastructure
- Nature of the relationships among agencies
 - Example of Question Organization from Transition Study: foundation for transition, approach to transition, policies, structures to support transition, funding, training, monitoring and evaluation, and barriers to transition.

Findings and Observations of Potential Interest

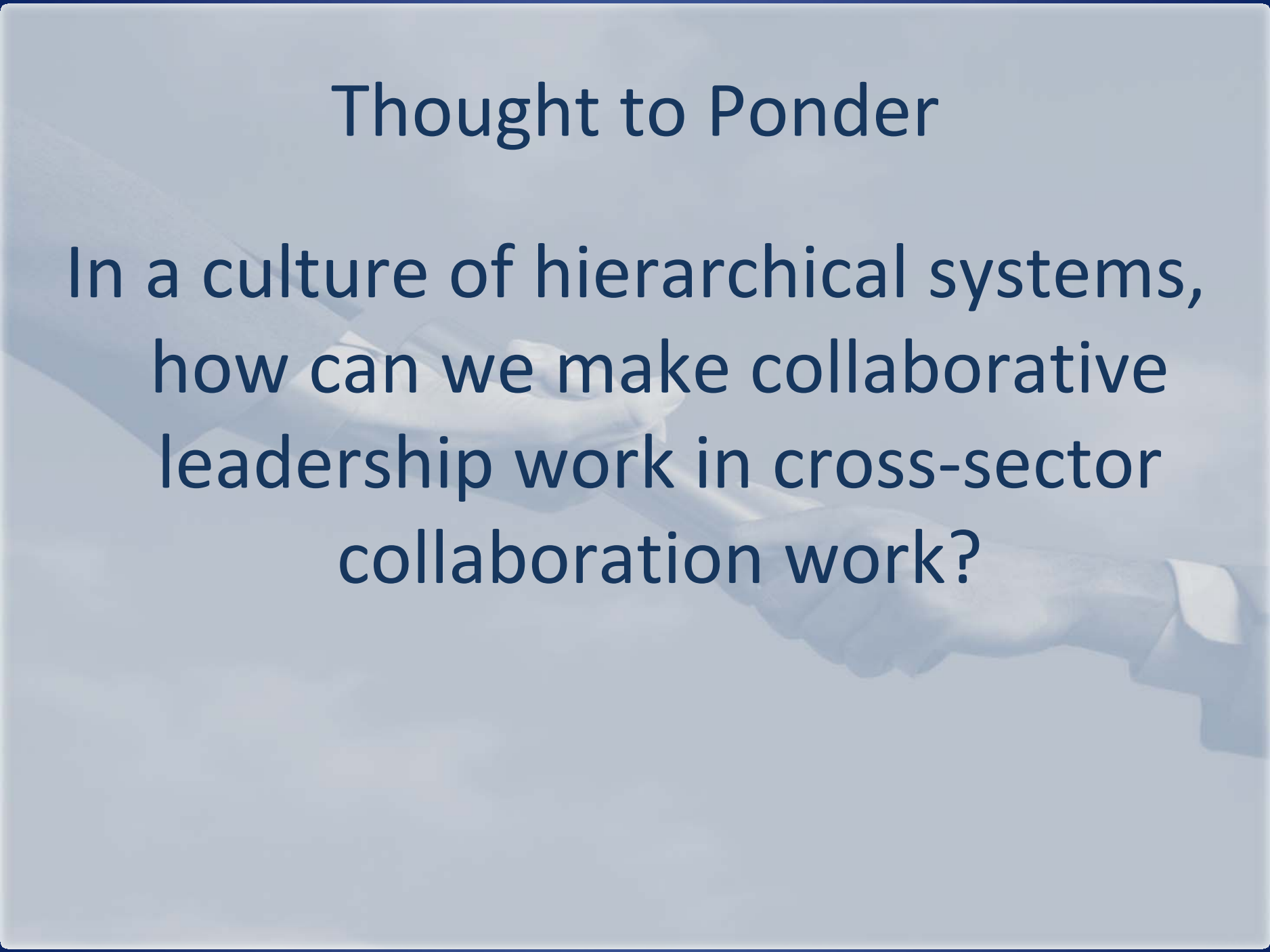
- Presence of a minimalist system of collaborative practice in the field, strongest relationships occur where mandated by law
- Mandated cross sector policy-setting groups are severely under-utilized at the state and local level
- Interagency relationships need formalized structures within which they can develop
- Nomenclature Matters – define it...then discuss it.

On the Ground Experience



Thought to Ponder

In a culture of hierarchical systems,
how can we make collaborative
leadership work in cross-sector
collaboration work?

A faint, light blue background image showing two hands shaking in a firm grip, symbolizing collaboration or agreement. The hands are positioned diagonally across the frame, with the left hand on the left and the right hand on the right. The background is a solid light blue color.

Research Directions & Measurement Needs

- Factors at multiple levels that impact collaborative practices in early childhood
 - Climate and culture of leadership in organizations
 - Leadership change
 - Policy and regulatory changes
 - Structural supports and levers

Final Thoughts

- Strong collaborative relationships can take extensive human and fiscal resources to build and can produce lasting impacts on programs, children and families..... but are extremely easy to destroy by a change in program focus, policy or people.