

2015 Joint Federal Programs Summit
Oklahoma State Department of Education

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Collaboration Continuum: Making it Real



Our Shared Work

Mission Critical

- Protecting Underserved Children & Youth
- Removing Barriers
- Raising Expectations
- Closing Opportunity Gaps
- Improving Student Outcomes

Why is Collaboration Important?

- Common focus on ensuring that all students have access to high quality instruction aligned with college-and career-ready standards.
- Support teachers with improving student outcomes.
- Support states, districts and schools in their work to raise performance and close achievement gaps.
- Use funds effectively and leverage resources to meet student needs.

Fast Facts About Our Students: One State

- 63% of students with disabilities are also Title I eligible
- 31% of students with disabilities are also English learners
- 27% are in all three categories
- 90% are in at least one of these categories

Benefits

- Enhanced staff development
- More sharing of resources and expertise
- Evident changes in practice
- Policies that point to inclusion

Challenges

- Organizational changes
- Outlook and Assumptions
- Statutes and Regulations
- Policies, Procedures, Practices
- Time, Resources

Let's Chat About It!

Who cares about this issue?

Why do they care about this issue?

“The more challenging the problem, the more the people who bear the consequences of the solution must be involved in taking the responsibility for working on it”

(Heifetz)

Value Chain

As envisioned...

- Federal program investments share a common interest in better results for all students
- Federal programs work together in states
- State implementation of federal programs support connections across programs in local districts and at individual school sites
- Working across federal programs is a multi-scale initiative and has a multi-scale strategy.

In practice...

- Shared goals are recognized but often overtaken by individual program goals
- Working relationships often exist at the personal, rather, than system level
- Too often individual program area are unaware of all the initiatives that must come together at the local level
- Working across federal programs is a multi-scale initiative but too often lacks a multi-scale strategy.

Collaboration Catalysts

- Vision
- Mandate
- Incentives
- Change Agent
- Mooring/home base
- Resources
- Flexibility
- External Catalysts
- Trust

Let's Chat About It!



Technical Challenges

- Easily identified
- Requires change in few places
- Solutions can be implemented quickly
- Often solved by one expert

Adaptive Challenges

- Difficult to identify
- Requires change in beliefs, roles, relationships
- Solutions require new discoveries
- Solutions require routine collaboration



Supporting Districts

- What we are hearing from States

Deepest Driver

Clear, consistent and pervasive communication throughout the system to promote priorities

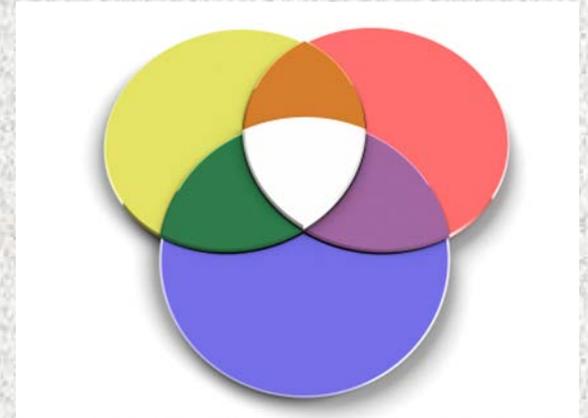
Deepest Barrier

Resistance within the SEA to coordinate, collaborate and align systems.

Let's Chat About It!

Overlapping Plan Elements

- Multiple rounds of stakeholder input
- Data analyses
- Root cause analyses
- Statewide goals and objectives
- Identification and implementation of strategies and activities to improve achievement
- Monitoring by objective data measures
- Periodic evaluation of progress and adjustments to plans



Aligning Our Work

What will it take?

- Routinely working across programs areas
 - *Ask yourself, how many times you have said to your colleagues “I can’t get _____ to pay attention to this issue and I know they are doing work in this area.*
- Routinely working with the administrators, practitioners and families
 - *What do they know about the issues in practice? What influence do they have within their networks? What might they do in support, if asked?*

Multiple Plans

Advantages

- More specialized and may more effectively target specific student group needs
- May prompt deeper thought regarding specialized interventions for specific student groups

Disadvantages

- Potential for duplicative services
- Potential leverage points across offices may be overlooked
- More paperwork



Single Plan

Advantages

- Supports collaboration and efficiency across multiple offices
- Encourages leveraging of resources across offices
- Less paperwork

Disadvantages

- Less specialized and may overlook certain student groups
- May result in less specific interventions for student groups
- Required collaboration could be time consuming



What We are Doing

- Focus on data-quality and use
- Cross-program technical assistance
- Cross program workgroups
- Joint presentations with shared vision
- Cross program fiscal flexibility initiatives
- Coordinated and integrated decision-making
- Setting an example: collaboration continuum, monitoring/TA visits to States
- Assessment peer review
- State Strategy Committee
- Review of renewal requests

Aligning Our Work

What are States doing?

- Broad and continuous stakeholder involvement to receive input on multiple plans
- Utilizing data from focus schools' formative assessments to track progress on the IDEA State Identified Measurable Result (SIMR)
- Sharing resources from multiple divisions to improve outcomes for students with disabilities, English Learners, low-achieving students and economically disadvantaged students
- Educator Equity strategic goals operate as specific improvement activities to support progress on the SIMR

Let's Chat About It!

What work is already underway separately?
What shared work could unite us?

- Productive inquiries
- Joint events
- Mapping resources
- Developing shared messages
- Defining a shared problem
- Information exchanges

THE COLLABORATION CONTINUUM

Collaboration refers to a process in which two or more groups work together toward a common goal by sharing expertise, information and resources. The continuum represents a range in the level of possible collaboration and defines where respective collaborative activities have occurred along this process. Points along the continuum mark shifts in the collaborative process as activities become more complex until convergence is attained.



Let's Chat About It!

Where do you fall on the collaboration continuum? How do you know? What can be done to move you along the continuum?



The Work Ahead

“Change is like working in a pressure cooker. We have to keep people in the work until they have time to make the change. Relationships are the vessel that keep the people in the work!”

(Heifetz)