

Early Childhood Personnel Center  
Cross-Cohort Leadership Institute  
Avon, CT  
September 17-20, 2017

# Systems Change: Leaders Shaping Policy for the Future



Deborah A. Ziegler  
Director, Policy and Advocacy  
Council for Exceptional Children

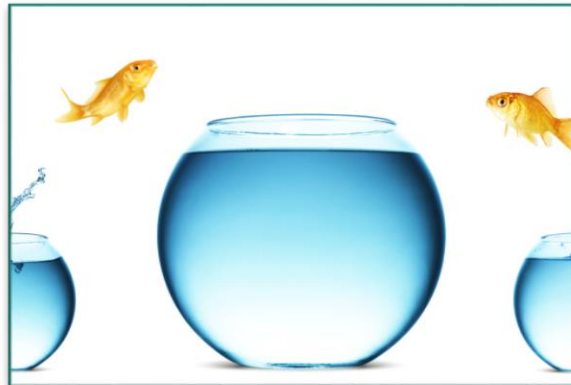
# Agenda

1

Making Sense of Policy Processes

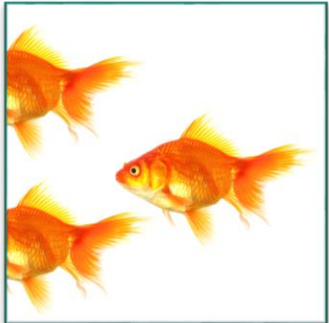
2

Public Policy Engagement



# Public Policy Working Definition

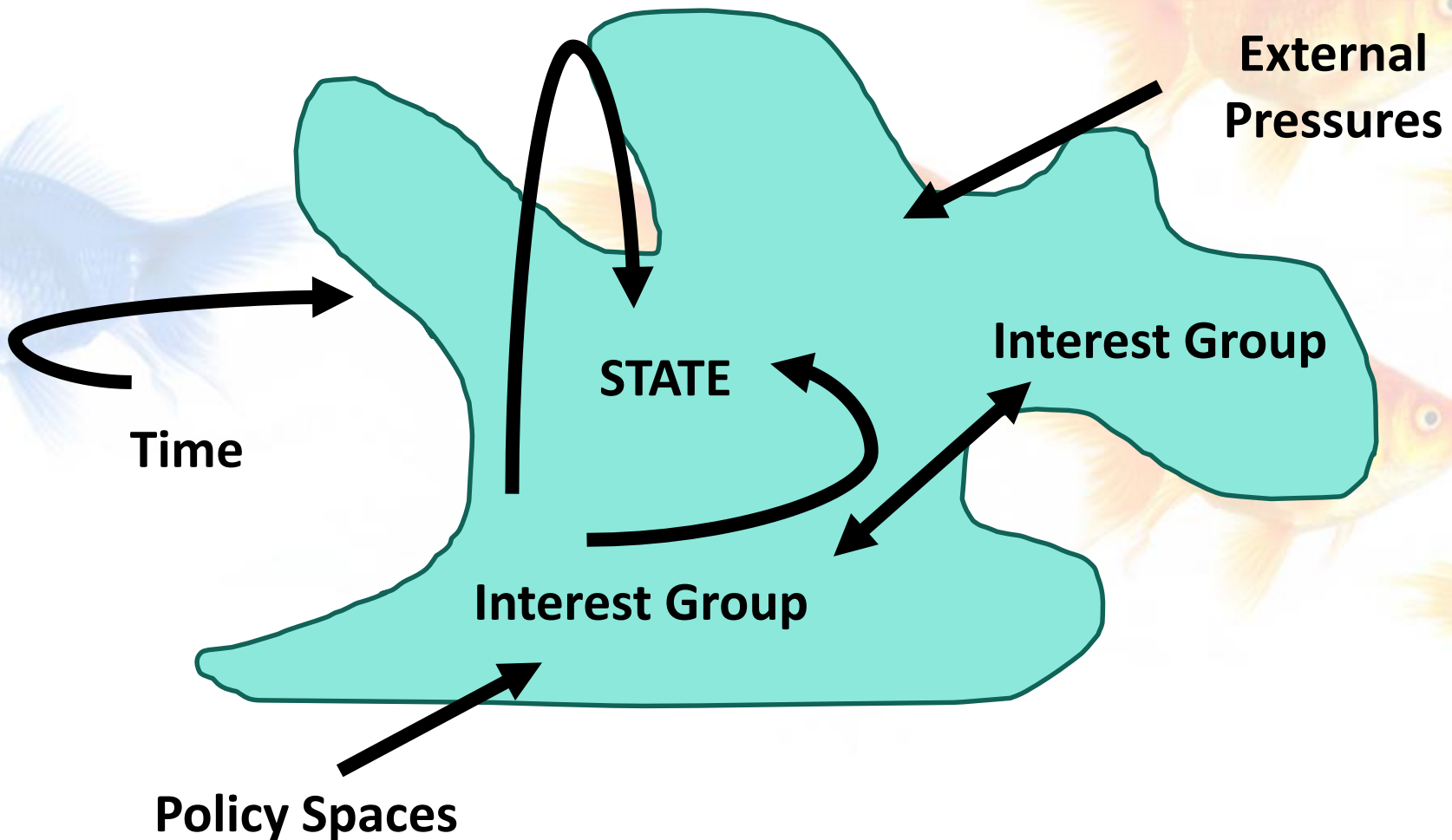
The way policy reforms are planned, designed, implemented and evaluated.



# Reality of Policy Processes

In practice *policy processes are complex and messy*

# Policy Processes Often Look Like an Amoeba!



# Why are Policy Processes Complex & Messy?

1

Involve different types of actors.

2

Are influenced by practice/experimentation, events, learning from mistakes, actor's networks, etc.

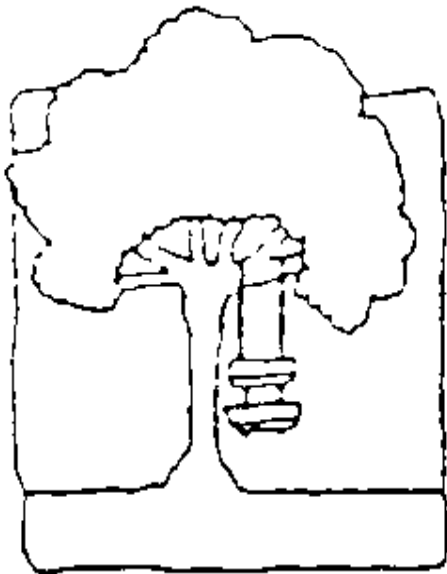
3

Are shaped by discourses and narratives.

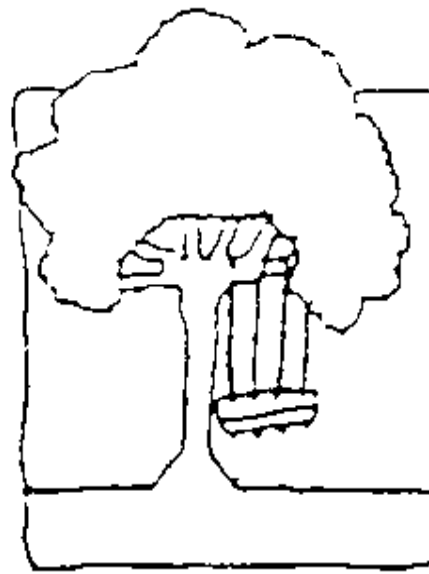
4

Have a highly political character.

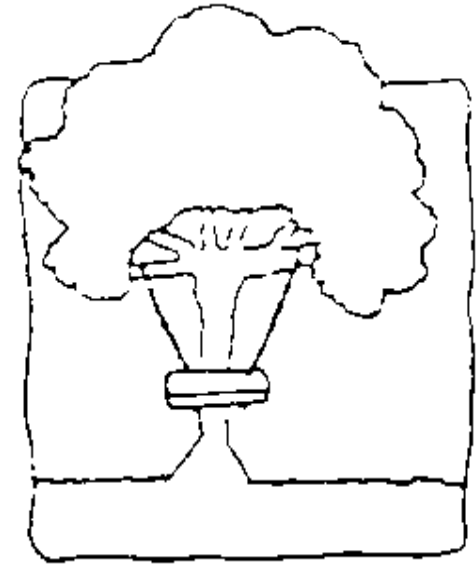
# How a Bill Becomes Law



AS INTRODUCED



AS AMENDED IN  
COMMITTEE

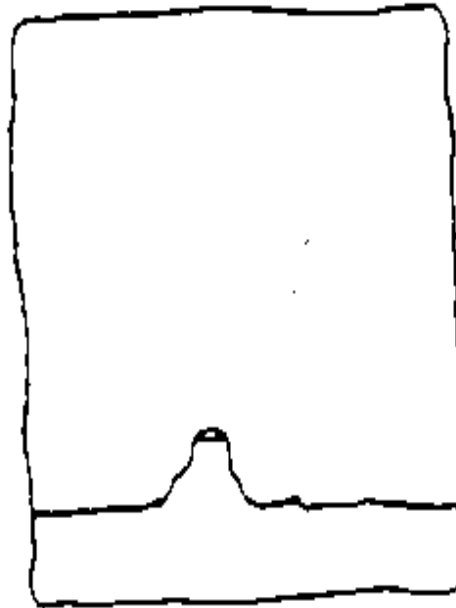


AS AMENDED ON  
SECOND READING

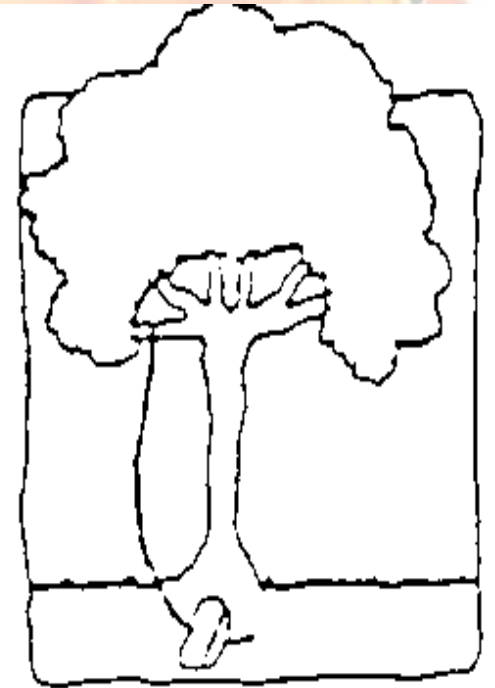
# How a Bill Becomes Law



AS ENACTED



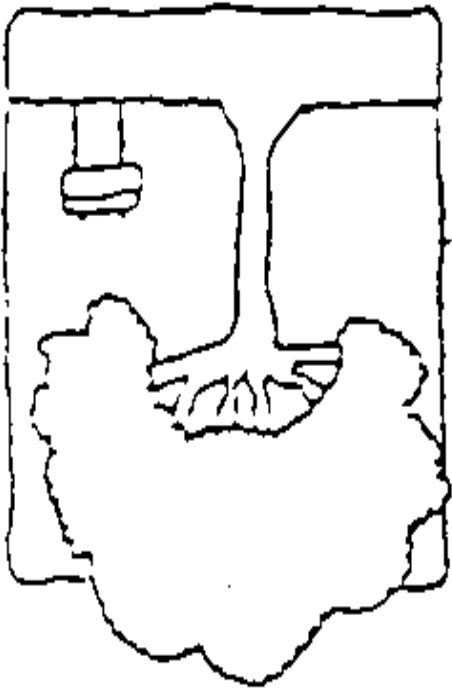
AS FUNDED BY JOINT  
BUDGET COMMITTEE



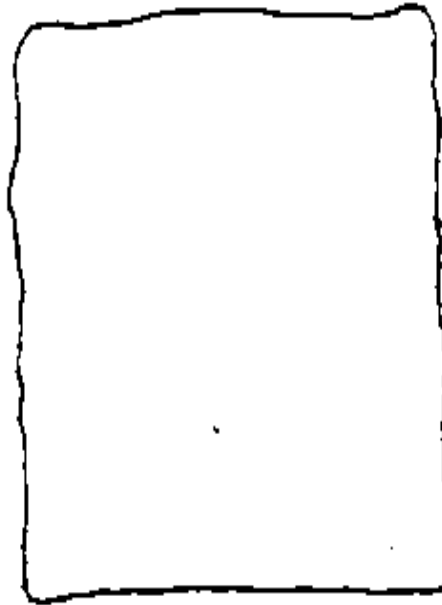
AS IMPLEMENTED BY  
THE STATE AGENCY



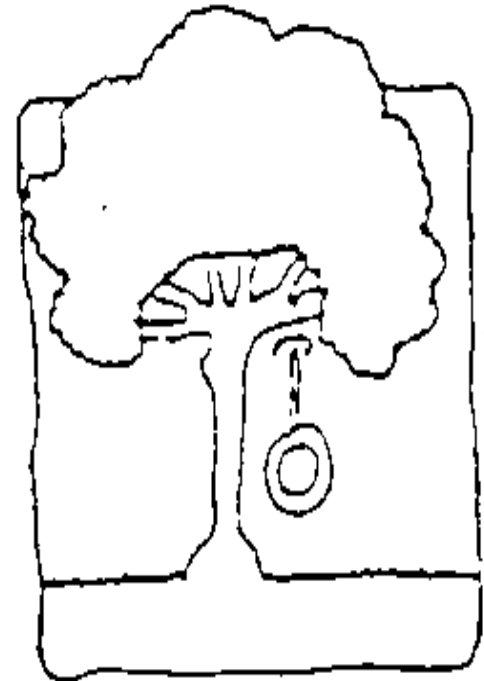
# How a Bill Becomes Law



AS REPORTED BY THE  
MEDIA



AS UNDERSTOOD BY  
THE PUBLIC



WHAT WAS ACTUALLY  
NEEDED

# Actors Who Lead: What is Leadership?

1

“The act or an instance of leading a group, organization, nation, etc.” – Merriam-Webster

2

“Leadership is the art of getting someone else to do something you want done because he wants to do it.” – Dwight D. Eisenhower

3

“Leaders are people who do the right thing; managers are people who do things right.” – Warren G. Bennis

# Leadership Images

1

A political leader, pursuing a passionate, personal cause.

2

An explorer, cutting a path through the jungle for the rest of his group to follow.

3

An executive, developing her company's strategy to beat the competition.

4

An early childhood professional, ensuring every child with a disability and their family has access to highly effective professionals, guaranteeing high quality outcomes! 😊

# Effective Leaders

1

Create an inspiring vision of the future.

2

Motivate and inspire people to engage with that vision.

3

Manage delivery of the vision.

4

Coach and build a team.

# Leadership Myths?

True or False?

1

Leadership is innate?

2

Leadership is possessing power over others?

3

Leaders are positively influential?

4

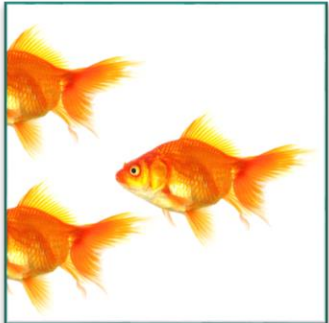
All groups have a designated leader?

5

Group members resist leaders?

# Leadership Myths

Although largely talked about, leadership has been described as one of the least understood concepts across all cultures and civilizations. (Gardner, 1965)



# Leadership Characteristics

## Pair/Share Activity

1

List 3 of your most positive leadership characteristics.

2

Share with your neighbor.

3

As a pair pick 1 characteristic that is the most positive. Write one word on a fishy note.

4

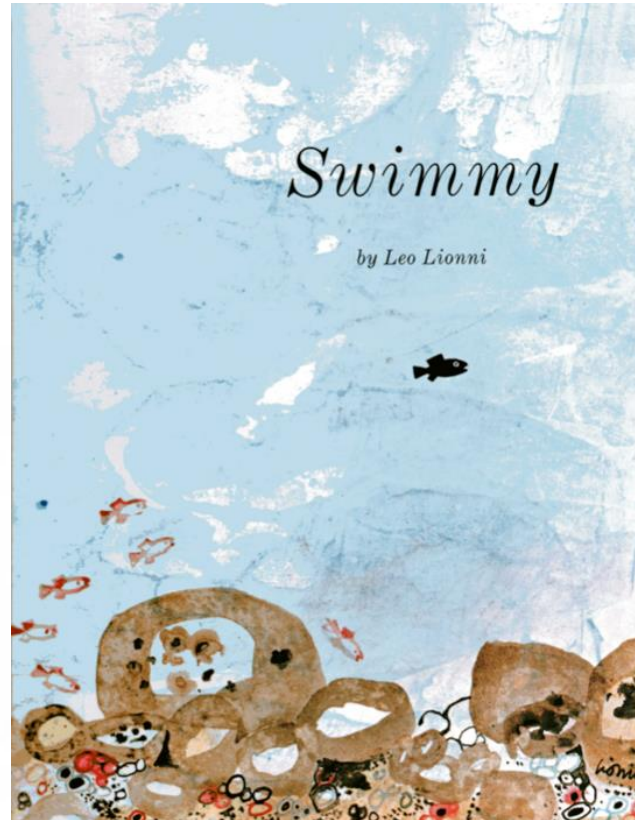
Be ready to share 1 characteristic with the larger group.

# Leadership





# Swimmy's Leadership



Swimmy shows his friends how – with ingenuity and team work – they can overcome any danger

# Public Policy Engagement

1

Definition of Public Policy

2

Phases of the Public Policy Life Cycle

3

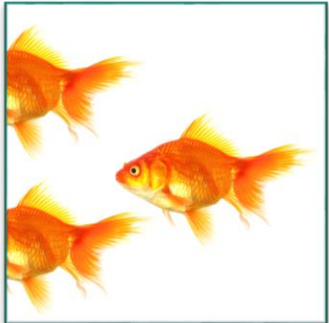
How to Engage in Public Policy

4

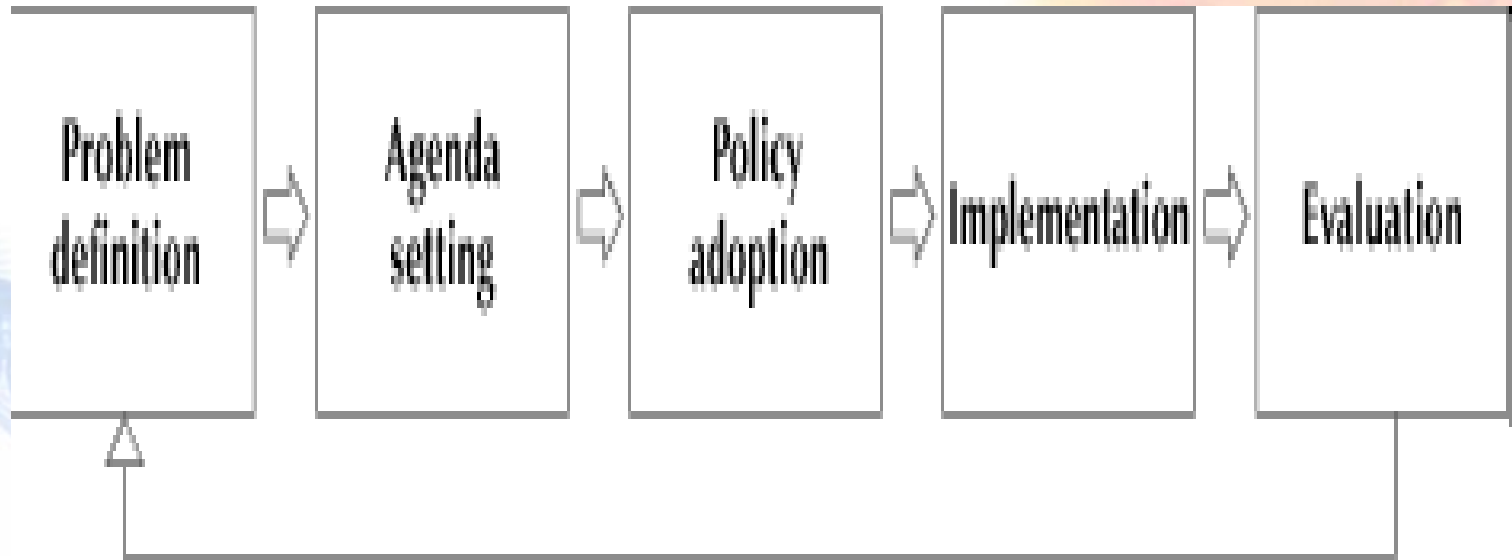
Types of Public Policy

# Definition of Public Policy

**Public Policy:** A decision of action of government that address problems and issues.



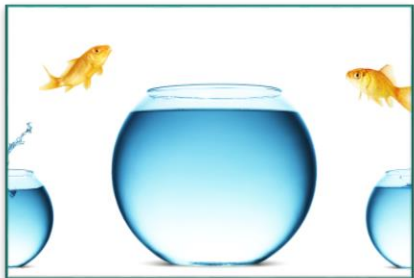
# Phases of the Public Policy Life Cycle



This life cycle is only a framework – not all policy is formed according to this linear model. However, all policy creation is incremental and builds upon prior developments and activities.

# Phases of the Public Policy Life Cycle

**Problem definition:** A problem is identified and examined, and possible solutions are explored through research and analysis.



# Phases of the Public Policy Life Cycle

1

**Agenda setting:** Efforts used to raise the profile of the problem and possible solutions among the public and decision makers.

2

Agenda setting strategies may include:

- Community organizing
- Public education
- Media and communications
- Convening stakeholders
- Building coalitions

# Phases of the Public Policy Life Cycle

1

**Policy adoption:** Discussion of options and possible solutions, which leads to the either new policy or amend existing policy.

2

Common strategies used to impact policy adoption include:

- Issue advocacy
- Regulatory advocacy
- Community organizing
- Public/private partnership creation

# Phases of the Public Policy Life Cycle

1

**Implementation:** Implementation is an essential phase during which critical decisions are made which ultimately determine the policy's effectiveness.

2

Approaches used include:

- Issue advocacy
- Regulatory advocacy
- Litigation
- Public/private partnership creation



# Phases of the Public Policy Life Cycle

**Evaluation:** Policy research and analysis are strategies to evaluate whether the policy meets its original intents and if there are any unintended outcomes. If the policy is not successful on any level, evaluation findings can be used during a new phase of problem definition. The policy life cycle begins again and continues until an effective policy is created and successfully implemented.

# How to Engage in Public Policy

How should one determine which strategy(ies) to use?

1

Which phase of the policy life cycle (problem definition, agenda setting, policy adoption, implementation, evaluation) is the policy currently in? Different strategies are more effective at different stages of the policy formation process.

2

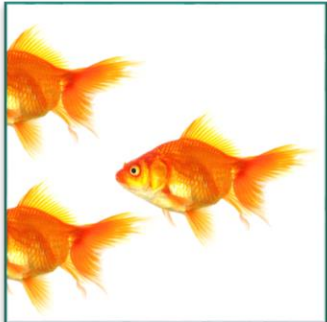
What is the current political climate, including any changes in executive and/or legislative leadership?

3

Which jurisdiction (local, state, national) does the funder wish to impact?

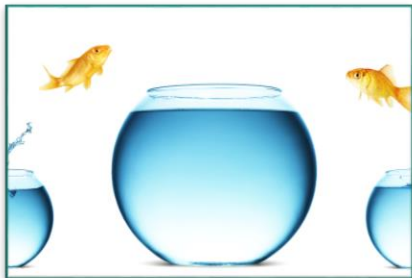
# How to Engage in Public Policy

**Building coalitions:** Coalitions are often key players during the public policy life cycle. Coalitions can foster the development of new ideas and inform and shape public policies. Through coalitions and networks, individuals and organizations can share resources, knowledge, and skills.



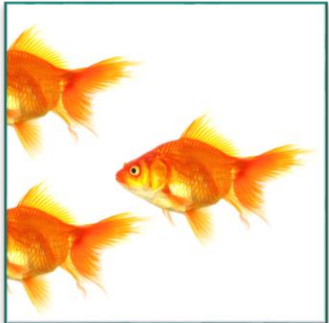
# How to Engage in Public Policy

**Community organizing:** A powerful strategy used to raise the profile of the issue among community members and decision makers. Community organizing can influence the agenda setting, and policy adoption phases.



# How to Engage in Public Policy

**Convening Stakeholders:** Encouraging stakeholders to meet and discuss public policy issues is often an effective strategy during the problem definition, agenda setting, and policy adoption phases.



# How to Engage in Public Policy

## **Funding demonstration projects:**

Successful demonstration projects can be persuasive to policymakers. However, while support for pilot programs is often a good way to demonstrate new innovations, groups need to come to a different understanding of what sustainability entails. Funding demonstration projects is often an effective strategy in the policy adoption, and implementation phases.

# How to Engage in Public Policy

1

**Issue advocacy:** Advocacy can be broken down into two categories: lobbying and non-lobbying activities.

2

Both types of issue advocacy, lobbying and non-lobbying, are often used during the phases of agenda setting, policy adoption, and implementation.

# How to Engage in Public Policy

1

**Lobbying** involves directly communicating with legislators or voters in order to influence legislation; grassroots lobbying means communicating with the public to encourage them to make their voices heard on a particular piece of legislation or issue.

2

Lobbying is not limited to politically driven groups. Except for private foundations, all 501c(3) organizations can lobby, although there are legal limitations on lobbying and its funding. Private foundations are strictly prohibited from lobbying directly; however, they are able to support organizations that lobby.



# How to Engage in Public Policy

**Non-lobbying** advocacy does not focus on a particular legislation or action. There are no legal limitations on general advocacy activities.

- Nonpartisan research
- Technical assistance



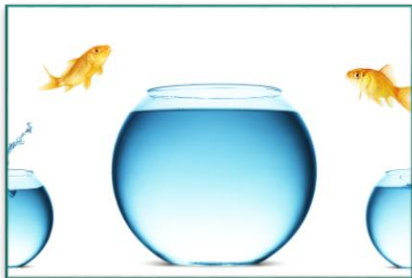
# How to Engage in Public Policy

**Leadership development:** Encouraging individuals to lead public policy efforts can be an effective way to support long-term public policy engagement. Strong leaders are instrumental during the problem definition, agenda setting, and policy adoption phases.



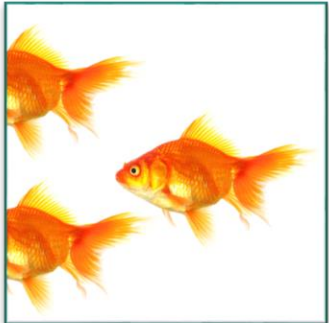
# How to Engage in Public Policy

**Litigation:** Individuals can provide key support for litigation about current law. Litigation is often an effective strategy during the implementation, and evaluation phases.



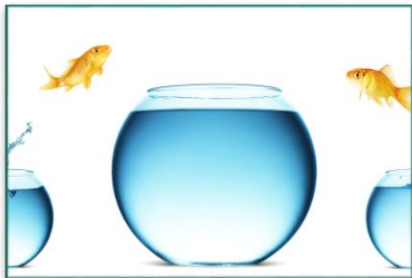
# How to Engage in Public Policy

**Media and communications:** Public policy issues conceptualized through general advocacy using media and communications. These vehicles are often important during the problem definition, agenda setting, and policy adoption phases.



# How to Engage in Public Policy

**Policy research and analysis:** Individuals and groups may provide nonpartisan analysis and research to legislators and other decision makers, and to the public. Policy research and analysis is often useful during the problem definition, agenda setting, and evaluation phases.



# How to Engage in Public Policy

**Public education:** Public education, including framing and messaging, is a key role in the agenda setting phase. Individuals and groups can play an integral role in translating complex policy information. Polling and focus groups can be used to develop effective public education messages.

# How to Engage in Public Policy

**Public/private partnerships:** Public/private partnerships are effective ways to leverage resources, most notably during the policy adoption and implementation phases.



# How to Engage in Public Policy

**Regulatory advocacy:** Regulatory advocacy occurs after the passage of legislation, to ensure fair and proper implementation of public policies. This area of public policy engagement is an often ignored, yet critical strategy.





# How to Engage in Public Policy

**Voter engagement:** Groups and individuals can engage in a number of nonpartisan activities such as registering and educating voters, and getting out the vote. These activities can lead to short-term policy adoption in the case of ballot initiatives, and long-term agenda setting, as policy will likely reflect voters and the issues they care about.

# Types of Public Policy

## Types of Public Policy

<u>Type</u>	<u>Scope</u>	<u>Applicable</u>	<u>Duration</u>	<u>Process Characteristics</u>	<u>Primary Policy Makers</u>
<u>Statutory</u> Constitution / Charter  Laws  Appellate Court Decisions	Societal Norm	Governs Practice Of Individuals & Organizations Throughout Jurisdiction (i.e. State/Nation)	In Force Until Succeeded By <ul style="list-style-type: none"> <li>• Constitutional Amendment</li> <li>• New Law</li> <li>• Appellate Court Decision</li> </ul>	Public Deliberation & Notice	Plenary Body <ul style="list-style-type: none"> <li>• Electorate</li> <li>• Elected Officials</li> <li>• Appellate Judges</li> </ul>
<u>-Fiscal</u> Annual Budget Acts & Resolutions	Policy Implementation.	Resources For Priority Policies	<ul style="list-style-type: none"> <li>• Fiscal Period</li> <li>• Subject To Revision Or Repeal By Plenary Body</li> </ul>	Public Deliberation & Notice	<ul style="list-style-type: none"> <li>• Legislative &amp; Executive Approval</li> <li>• University Trustees</li> </ul>
<u>-Regulatory</u> Administrative Rules	<ul style="list-style-type: none"> <li>• Within Scope Of Primary Policy.</li> <li>• Force Of Law</li> </ul>	Governs Practice Of Individuals & Organizations In A Specific Policy Area	Subject To Revision Or Repeal By Plenary Body	<ul style="list-style-type: none"> <li>• Agency Action.</li> <li>• Public Notice</li> <li>• Legislative Approval.</li> </ul>	Cabinet Officers & Agency Directors
<u>Institutional</u> Policy Manual & Standards. Tenure & Appointment Articulation Agreements	<ul style="list-style-type: none"> <li>• Define Operating Policies</li> <li>• Professional Standards</li> </ul>	Govern Agency/ Institutional Staff & Consumers	Subject To Revision Or Repeal By Plenary Body Or Agency Action	<ul style="list-style-type: none"> <li>• Internal Organizational Process.</li> <li>• Limited Public Notice</li> </ul>	<ul style="list-style-type: none"> <li>• Agency Officials</li> <li>• University Trustees &amp; Administration Faculty</li> </ul>

# Kid President: For the Heros!



# Policy Identification Activity

1

IDEA is “up” for reauthorization.

2

Make a list of statutory changes relative to a well qualified supportive workforce (10 minutes).

3

Turn to your neighbor, share your list and confirm that the recommendations are statutory (10 minutes).

# Questions?



# Contact Information

**Deborah A. Ziegler**  
**Director, Policy and Advocacy**  
**Council for Exceptional Children**  
[debz@cec.sped.org](mailto:debz@cec.sped.org)

