



Developing Leadership Competencies: Methodology and Data Summary

The purpose of this project is to develop a set of leadership knowledge and skills that Part C/619 coordinators should have at the managerial level, program level, and early childhood system level.

1. Data Collection: ECPC Think Tank with Part C/619 Coordinators (November 4-6, 2018)

Think Tank attendees focused on leadership knowledge, competencies, and skills. Participants broke into groups to discuss knowledge and skills that leaders need to have/do at different levels (i.e. as a manager, as a leader in their program, and as a leader in the early childhood system). Eighty percent of the attendees were Part C coordinators, and the knowledge and skills discussed mainly reflected the Part C system/job requirements. Therefore, the ECPC staff determined that an additional Think Tank was necessary to incorporate input from individuals in the Part B/619 system.

2. Data Collection: ECPC Think Tank with Part C/619 Coordinators (February 19-21, 2019)

Think Tank attendees were given an overview of the ECPC state leadership initiative and the think tank process. Before breaking into small group discussion, participants discussed their ideas of good leaders and competing priorities within their specific job roles. Then participants broke into groups to discuss Level 1 knowledge and skills (what do you need to DO/KNOW as a manager of Part C/619). The groups then reconvened and compared, contrasted, and reduced their data into themes. This process was replicated to discuss Level 2 (what do you need to DO/KNOW as a leader in your Part C/619 program) and Level 3 (what do you need to DO/KNOW as a state or national early childhood leader).

3. Data Analysis: ECPC Data Reduction Meeting (March 11-12, 2019)

The ECPC staff spent two days reviewing the data that was collected during the Think Tank to operationalize themes that were discussed at each level of leadership. The first step in this process was to examine every statement made at each level during the Think Tank (see Table 1 for the number of statements provided for each level's suggested knowledge and skills).

ECPC staff then grouped statements together by similarity at each level. The statements in each level were put into up to eight different groups (categories), which were left unnamed until all statements for that level were organized. ECPC staff then worked together to create names for these categories (see Tables 2-4).

ECPC staff then reviewed the statements in each category a second time, ensuring that each statement belonged in the newly named group (i.e. if a statement seemed to fit better in a different category, it was moved). The data was examined for duplicate statements within each category. Categories were then analyzed to determine if there were different types of knowledge and skills seen across different Levels. It was during this process that the ECPC staff determined that some categories only fit within certain levels, while other categories crossed multiple levels. A final list of categories was created based on these refined groups of statements (see Figure 1 and Tables 1-5 for visual of entire data reduction process).

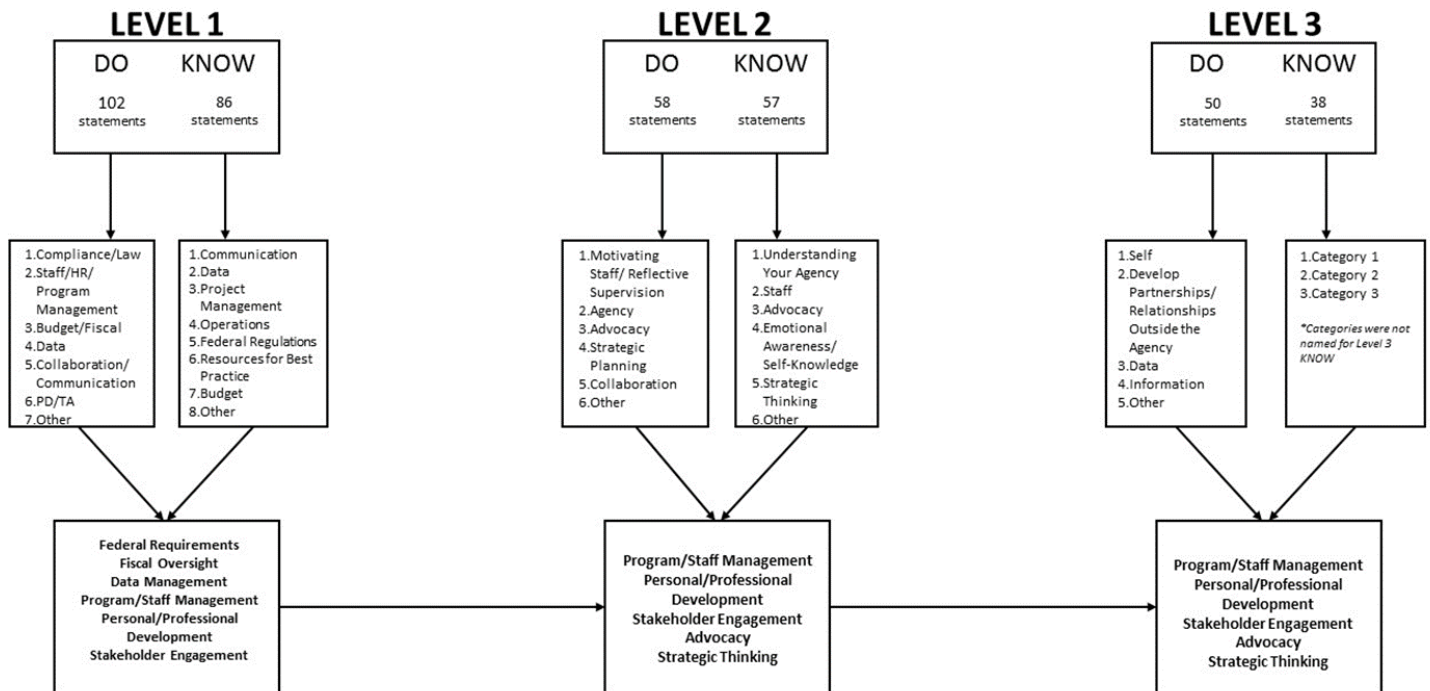


Figure 1. Think Tank Data Reduction Process

Table 1. *Number of Think Tank Statements by Level*

	Number of Statements	
	DO	KNOW
Level 1	102	86
Level 2	58	57
Level 3	50	38

Table 2. *Level 1 Initial Categories*

LEVEL 1		
	Category	Number of Statements
DO	Compliance/Law	26
	Staff/HR/Program Management	14
	Budget/Fiscal	8
	Data	6
	Collaboration/Communication	28
	PD/TA	7
	Other	13
KNOW	Communication	9
	Data	8
	Project Management	17
	Operations	23
	Federal Regulations	12
	Resources for Best Practice	8
	Budget	7
	Other	2

Table 3. *Level 2 Initial Categories*

LEVEL 2		
	Category	Number of Statements
DO	Motivating Staff/Reflective Supervision	9
	Agency	24
	Advocacy	3
	Strategic Planning	7
	Collaboration	10
	Other	4
KNOW	Understanding Your Agency	8
	Staff	9
	Advocacy	6
	Emotional Awareness/Self-Knowledge	11
	Strategic Thinking	17
	Other	6

Table 4. *Level 3 Initial Categories*

LEVEL 3		
	Category	Number of Statements
DO	Self	9
	Develop Partnerships/Relationships Outside the Agency	30
	Data	3
	Information	5
	Other	3
KNOW	Category 1*	33
	Category 2	3
	Category 3	2

* Note: Level 3 KNOW statements were grouped into categories, but these categories were not named in the initial analysis

Table 5. *Final Categories*

Final Categories
<i>Federal Program Requirements</i>
<i>State Program Management</i>
<i>Fiscal Management</i>
<i>Stakeholder Engagement</i>
<i>Strategic Thinking</i>
<i>Professionalism</i>

ECPC Leadership Curriculum Validation Survey: Round One

An online survey utilizing Survey Monkey was created to share the competencies based on the Think Tank data with the original Think Tank C/619 participants. For each competency, participants were asked: 1) whether each item accurately describes something they do for their job, and 2) to rate the top two most important competencies for each category in each level. The tables below show the data for the number of participants who agreed with each competency (i.e. said yes, this competency accurately describes something they do for their job), and the ratings for the top two most important competencies in that category/level.

Level 1 (N=17)

Table 6. *Level 1: Agreement with Competencies*

Federal Program Management	%
Implements and complies with federal laws, regulations, policies, and requirements for the IDEA Part C or 619 program	100%
Applies current and emerging federal policies, practices, and resources to the Part C or 619 state program	100%

Implements any corrective actions required by OSEP monitoring process	88%
Develops and submits the state SPP/APR	82%
Submits a complete state program application to OSEP	76%
Develops, manages, and analyzes a state data system for federal reporting purposes	76%
Develops, monitors, and revises (if needed) SSIP prior to submission to OSEP	76%

State Program Management	%
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Implements and complies with state laws, regulations, policies, and requirements for the IDEA Part C and 619 programs	100%
Applies current and emerging state policies, practices, and resources to the Part C or 619 state program	100%
Develops, implements, and monitors state and local program implementation of the service delivery system for the Part C or 619 program	94%
Develops, implements and monitors state policies and procedures for all aspects of the Part C or 619 program	88%
Develops, manages, and analyzes a state and local data systems for the Part C or 619 program	82%
Implements a system of quality assurance for state and local service delivery programs	76%
Implements state standards for the credentialing and a statewide system of ongoing training for the state Part C or 619 workforce	71%
Hires, orients, and supervises state program staff for the Part C or 619 program	65%

Fiscal Management	%
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Prepares, manages, revises (when needed) and completes reports on the federal budget allocation for the Part C or 619 program	76%
Develops, implements and monitors state contracts and MOUs for payments for Part C or 619 services	76%
Prepares, manages, revises (when needed) and completes reports on the state's budget for the Part C or 619 program	59%
Develops a state system of payment for all IDEA services for the Part C or the 619 program	59%

Stakeholder Engagement	%
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Communicates effectively through listening, talking and writing for a variety of audiences	100%
Communicates and disseminates the Part C or 619 state plan to all relevant stakeholders	100%
Represents the Part C or 619 program on federal, state or local boards or committees	100%

Establishes ongoing communication and collaboration with either the Part C or 619 program staff	100%
Develops strategies and communication mechanisms to receive feedback about the implementation of the Part C or the 619 program	94%
Establishes communication mechanisms for families in the Part C or 619 program	76%
Establishes and manages advisory board(s) to provide assistance for the implementation and evaluation of the Part C or the 619 program	71%
Strategic Thinking	%
Develops goals, objectives, activities, timelines and measurable benchmarks to manage priorities of the Part C or 619 state program	94%
Assesses the implementation of the Part C or 619 program using the ECTA self-assessment	76%
Professionalism	%
Prioritizes professional commitments	100%
Communicates evidenced based practice and pedagogy to administrators and staff who deliver intervention in the Part C and 619 program	100%
Provides information and training to state and local program staff about current and emerging research and practice for the Part C and 619 program	100%
Differentiates between personal needs and professional responsibilities	94%

Table 7. *Level 1: Most Important Competencies*

Federal Program Management	%
Implements and complies with federal laws, regulations, policies, and requirements for the IDEA Part C or 619 program	82%
Applies current and emerging federal policies, practices, and resources to the Part C or 619 state program	65%
Submits a complete state program application to OSEP	24%
Develops and submits the state SPP/APR	12%
Develops, manages, and analyzes a state data system for federal reporting purposes	6%
Develops, monitors, and revises (if needed) SSIP prior to submission to OSEP	6%
Implements any corrective actions required by OSEP monitoring process	6%
State Program Management	%
Implements and complies with state laws, regulations, policies, and requirements for the IDEA Part C and 619 programs	59%

Develops, implements and monitors state policies and procedures for all aspects of the Part C or 619 program	53%
Develops, implements, and monitors state and local program implementation of the service delivery system for the Part C or 619 program	28%
Applies current and emerging state policies, practices, and resources to the Part C or 619 state program	29%
Implements a system of quality assurance for state and local service delivery programs	12%
Hires, orients, and supervises state program staff for the Part C or 619 program	12%
Develops, manages, and analyzes a state and local data systems for the Part C or 619 program	6%
Implements state standards for the credentialing and a statewide system of ongoing training for the state Part C or 619 workforce	6%
Fiscal Management	%
Prepares, manages, revises (when needed) and completes reports on the federal budget allocation for the Part C or 619 program	65%
Develops, implements and monitors state contracts and MOUs for payments for Part C or 619 services	65%
Prepares, manages, revises (when needed) and completes reports on the state's budget for the Part C or 619 program	18%
Develops a state system of payment for all IDEA services for the Part C or the 619 program	18%
Stakeholder Engagement	%
Communicates effectively through listening, talking and writing for a variety of audiences	65%
Represents the Part C or 619 program on federal, state or local boards or committees	53%
Communicates and disseminates the Part C or 619 state plan to all relevant stakeholders	24%
Develops strategies and communication mechanisms to receive feedback about the implementation of the Part C or the 619 program	24%
Establishes and manages advisory board(s) to provide assistance for the implementation and evaluation of the Part C or the 619 program	18%
Establishes ongoing communication and collaboration with either the Part C or 619 program staff	12%
Establishes communication mechanisms for families in the Part C or 619 program	6%
Professionalism	%

Communicates evidenced based practice and pedagogy to administrators and staff who deliver intervention in the Part C and 619 program	71%
Provides information and training to state and local program staff about current and emerging research and practice for the Part C and 619 program	65%
Prioritizes professional commitments	59%
Differentiates between personal needs and professional responsibilities	6%

Note: Strategic Thinking competencies were not rated by importance (only two competencies in this category at this level)

Level 2 (N=17)

Table 8. *Level 2: Agreement with Competencies*

Federal Program Management	%
Implements and complies with federal laws, regulations, policies, and requirements for programs in the state agency in which the Part C or 619 program resides	100%
Communicates to supervisors any emerging federal initiatives for the Part C or 619 program	100%
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	94%
State Program Management	%
Implements and complies with state laws, regulations, policies, and requirements for programs in the state agency in which the Part C or 619 program resides	100%
Communicates to supervisors about emerging state initiatives for the Part C or 619 program	100%
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	94%
Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	94%
Leverages state and agency resources for the Part C or 619 program	88%
Develops an infrastructure to support a comprehensive system of personnel development for the Part C or 619 program	88%
Implements quality improvement system for the Part C or 619 program within the larger state agency	88%
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership roles in the Part C or 619 program	76%
Develops state agency sponsored legislative proposals for the Part C or 619 program	71%
Coordinates the Part C or 619 program data system with the state agency data system	71%

Fiscal Management	%
Coordinates the federal budget allocation for the Part C or 619 program with the state agency budget	82%
Stakeholder Engagement	%
Represents the Part C or 619 program in all state agency meetings	100%
Represents the Part C or 619 program at all relevant federal, state and local meetings/conferences	100%
Collaborates with relevant state agency staff or programs on initiatives relevant to Part C or 619	94%
Communicates current and emerging state agency laws, regulations and policies, practices, and resources to Part C or 619 stakeholders	88%
Develops a vision and strategic plan with stakeholders to implement program subcomponents of the Part C or 619 program	88%
Motivates and mobilize stakeholders to advocate for Part C or 619 program resources	76%
Strategic Thinking	%
Uses a team approach for problem solving and program management of the Part C or 619 program	100%
Develops action plans and timelines for achievement of objectives in prioritized areas of improvement for the Part C or 619 program	94%
Facilitates cross program and interagency meetings	88%
Uses data from a variety of sources (e.g. the EC system framework, state needs assessments) to set priorities for the Part C or 619 program	88%
Implements evaluation strategies for all Part C and 619 programs activities	88%
Develops a logic model to evaluate Part C and 619 programs activities	76%
Professionalism	%
Communicates the vision and plan for the Part C or 619 program in federal, state and local venues	100%
Identifies professional development opportunities to learn and practice leadership skills	100%
Provides information and training to state and local program staff about current and emerging research and practice for the Part C and 619 program	88%
Uses an evidenced based framework to develop implementation plans for scaling up effective program practices	88%
Provides information and training to state and local program staff about opportunities to demonstrate leadership for the Part C and 619 program	76%

Table 9. *Level 2: Most Important Competencies*

Federal Program Management	%
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	82%
Implements and complies with federal laws, regulations, policies, and requirements for programs in the state agency in which the Part C or 619 program resides	71%
Communicates to supervisors any emerging federal initiatives for the Part C or 619 program	47%
State Program Management	%
Implements and complies with state laws, regulations, policies, and requirements for programs in the state agency in which the Part C or 619 program resides	35%
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	35%
Leverages state and agency resources for the Part C or 619 program	29%
Develops an infrastructure to support a comprehensive system of personnel development for the Part C or 619 program	29%
Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	24%
Communicates to supervisors about emerging state initiatives for the Part C or 619 program	18%
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership roles in the Part C or 619 program	18%
Implements quality improvement system for the Part C or 619 program within the larger state agency	12%
Develops state agency sponsored legislative proposals for the Part C or 619 program	0%
Coordinates the Part C or 619 program data system with the state agency data system	0%
Stakeholder Engagement	%
Collaborates with relevant state agency staff or programs on initiatives relevant to Part C or 619	59%
Develops a vision and strategic plan with stakeholders to implement program subcomponents of the Part C or 619 program	41%
Communicates current and emerging state agency laws, regulations and policies, practices, and resources to Part C or 619 stakeholders	41%
Represents the Part C or 619 program at all relevant federal, state and local meetings/conferences	35%
Represents the Part C or 619 program in all state agency meetings	18%

Motivates and mobilize stakeholders to advocate for Part C or 619 program resources	12%
Strategic Thinking	%
Uses a team approach for problem solving and program management of the Part C or 619 program	71%
Uses data from a variety of sources (e.g. the EC system framework, state needs assessments) to set priorities for the Part C or 619 program	59%
Develops action plans and timelines for achievement of objectives in prioritized areas of improvement for the Part C or 619 program	47%
Facilitates cross program and interagency meetings	18%
Implements evaluation strategies for all Part C and 619 programs activities	6%
Develops a logic model to evaluate Part C and 619 programs activities	0%
Professionalism	%
Communicates the vision and plan for the Part C or 619 program in federal, state and local venues	82%
Uses an evidenced based framework to develop implementation plans for scaling up effective program practices	59%
Provides information and training to state and local program staff about current and emerging research and practice for the Part C and 619 program	29%
Identifies professional development opportunities to learn and practice leadership skills	24%
Provides information and training to state and local program staff about opportunities to demonstrate leadership for the Part C and 619 program	6%

Note: Fiscal Management competencies were not rated by importance (only one competency in this category at this level)

Level 3 (N=16)

Table 10. *Level 3: Agreement with Competencies*

Federal Program Management	%
Communicates to supervisors any emerging federal initiatives in early childhood	100%
Participates in the development and implementation of federal grants in early childhood	94%
Implements and complies with federal laws, regulations, policies, and requirements for early childhood programs	88%
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements in early childhood to relevant state agency staff	88%
Maximizes sources of federal funds for an integrated early childhood system	69%

Develops, implements, and monitors an integrated early childhood state data system	63%
State Program Management	%
Communicates to supervisors about emerging state initiatives in early childhood	100%
Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	100%
Initiates/participates in state EC leadership team	94%
Implements and complies with state laws, regulations, policies, and requirements for statewide early childhood programs	88%
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for state early childhood programs to relevant state agency staff	88%
Leverages state and agency resources for state early childhood programs	81%
Develops and interagency infrastructure to support a cross sector system of personnel development for the early childhood workforce	81%
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership roles in the early childhood system	81%
Develops/coordinates the Part C or 619 program data system with the early childhood data system	63%
Develops/coordinates an interagency quality improvement system for the state early childhood system	63%
Develops early childhood legislative proposals	44%
Fiscal Management	%
Coordinates the federal budget allocation for the Part C or 619 program with state early childhood funding streams	81%
Develops/coordinates and interagency fiscal plan for early childhood	44%
Stakeholder Engagement	%
Communicates current and emerging state agency laws, regulations and policies, practices, and resources to early childhood stakeholders	100%
Represents the Part C or 619 program in all interagency early childhood state meetings	100%
Represents the Part C or 619 program at all relevant federal, state and local early childhood meetings/conferences	100%
Collaborates with relevant state agencies and staff on early childhood initiatives	100%
Develops a vision and strategic plan with stakeholders for a statewide early childhood system for all infants and young children	81%
Motivates and mobilizes stakeholders to advocate for early childhood resources	75%
Strategic Thinking	%

Uses a team approach for problem solving and program management of the state early childhood system	100%
Uses data from a variety of sources (e.g. state needs assessments) to set priorities for a statewide early childhood system	81%
Develops action plans and timelines for achievement of objectives in prioritized areas of early childhood service delivery	75%
Facilitates statewide meetings in the early childhood system.	69%
Implements evaluation strategies for all early childhood system activities	56%
Develops a logic model to evaluate the state early childhood system	50%
Professionalism	%
Communicates evidenced based practice and pedagogy to administrators and staff across sectors in the early childhood system	94%
Provides information and training to state and local early childhood staff about current and emerging research and practice for infants and toddlers with disabilities	94%
Communicates the vision and plan for the state early childhood system in federal, state and local venues	88%
Identifies professional development opportunities to learn and practice leadership skills	88%
Uses an evidenced based framework to develop implementation plans for scaling up effective early childhood program practices	75%
Provides information and training to state and local program staff about opportunities to demonstrate leadership in early childhood	63%

Table 11. *Level 3: Most Important Competencies*

Federal Program Management	%
Communicates to supervisors any emerging federal initiatives in early childhood	63%
Implements and complies with federal laws, regulations, policies, and requirements for early childhood programs	44%
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements in early childhood to relevant state agency staff	38%
Maximizes sources of federal funds for an integrated early childhood system	38%
Participates in the development and implementation of federal grants in early childhood	13%
Develops, implements, and monitors an integrated early childhood state data system	6%
State Program Management	%

Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	44%
Implements and complies with state laws, regulations, policies, and requirements for statewide early childhood programs	31%
Develops and interagency infrastructure to support a cross sector system of personnel development for the early childhood workforce	31%
Initiates/participates in state EC leadership team	25%
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for state early childhood programs to relevant state agency staff	25%
Communicates to supervisors about emerging state initiatives in early childhood	13%
Leverages state and agency resources for state early childhood programs	13%
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership roles in the early childhood system	13%
Develops/coordinates the Part C or 619 program data system with the early childhood data system	6%
Develops early childhood legislative proposals	0%
Develops/coordinates an interagency quality improvement system for the state early childhood system	0%

Stakeholder Engagement	%
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Communicates current and emerging state agency laws, regulations and policies, practices, and resources to early childhood stakeholders	50%
Collaborates with relevant state agencies and staff on early childhood initiatives	50%
Represents the Part C or 619 program in all interagency early childhood state meetings	38%
Develops a vision and strategic plan with stakeholders for a statewide early childhood system for all infants and young children	38%
Represents the Part C or 619 program at all relevant federal, state and local early childhood meetings/conferences	31%
Motivates and mobilizes stakeholders to advocate for early childhood resources	0%

Strategic Thinking	%
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Uses a team approach for problem solving and program management of the state early childhood system	69%
Uses data from a variety of sources (e.g. state needs assessments) to set priorities for a statewide early childhood system	50%
Develops action plans and timelines for achievement of objectives in prioritized areas of early childhood service delivery	38%

Facilitates statewide meetings in the early childhood system.	13%
Implements evaluation strategies for all early childhood system activities	13%
Develops a logic model to evaluate the state early childhood system	6%
Professionalism	%
Communicates the vision and plan for the state early childhood system in federal, state and local venues	56%
Uses an evidenced based framework to develop implementation plans for scaling up effective early childhood program practices	50%
Provides information and training to state and local early childhood staff about current and emerging research and practice for infants and toddlers with disabilities	38%
Communicates evidenced based practice and pedagogy to administrators and staff across sectors in the early childhood system	31%
Identifies professional development opportunities to learn and practice leadership skills	25%
Provides information and training to state and local program staff about opportunities to demonstrate leadership in early childhood	13%

Note: Fiscal Management competencies were not rated by importance (only two competencies in this category at this level)

ECPC Leadership Curriculum Validation Survey: Round Two

The online survey was revised to adjust wording of competencies for each level and reformatted for additional data collection. The second round of the survey was sent to Part C and Part B/619 coordinators nationally, who were asked to rank order the competencies from most important to least important. The following tables display the initial data collected in this survey.

Level 1 Leadership Competency Rankings

Part C: N=34

Part B/619: N=26

Table 12. *Federal Program Requirements*

	Rank Order					
	1	2	3	4	5	Missing
Implements and complies with federal laws, regulations, policies, and requirements for the IDEA Part C or 619 program	83%	10%	5%	0%	2%	--
<i>Part C</i>	79%	15%	6%	0%	0%	--
<i>Part B/619</i>	89%	4%	4%	0%	4%	--
Applies current and emerging federal policies, practices, and resources to the Part C or 619 state program	3%	43%	17%	17%	20%	--
<i>Part C</i>	3%	41%	12%	15%	29%	--
<i>Part B/619</i>	4%	46%	23%	19%	8%	--
Develops, manages, and analyzes a data system for federal reporting purposes	3%	18%	40%	15%	22%	2%
<i>Part C</i>	0%	15%	41%	18%	24%	3%
<i>Part B/619</i>	8%	23%	39%	12%	19%	--
Implements any corrective actions required by OSEP monitoring process	2%	12%	13%	35%	38%	--
<i>Part C</i>	3%	15%	12%	29%	41%	--
<i>Part B/619</i>	0%	8%	15%	42%	35%	--
Submits a complete state program application to meet federal reporting requirements	8%	17%	23%	33%	18%	--
<i>Part C</i>	15%	15%	27%	38%	6%	--
<i>Part B/619</i>	0%	19%	19%	27%	35%	--

Table 13. *State Program Management*

	Rank Order								Missing
	1	2	3	4	5	6	7	8	
Implements and complies with state laws, regulations, policies, and requirements for the IDEA Part C and 619 programs	70%	13%	7%	3%	2%	2%	3%	0%	--
<i>Part C</i>	71%	12%	6%	3%	3%	3%	3%	0%	--
<i>Part B/619</i>	69%	15%	8%	4%	0%	0%	4%	0%	--
Develops, implements and monitors state policies and procedures for all aspects of the Part C or 619 program	10%	53%	18%	5%	8%	3%	0%	2%	--
<i>Part C</i>	12%	53%	21%	6%	6%	0%	0%	3%	--
<i>Part B/619</i>	8%	54%	15%	4%	12%	8%	0%	0%	--
Develops, implements, and monitors state and local program implementation of the service delivery system for the Part C or 619 program	10%	5%	42%	22%	8%	7%	7%	0%	--
<i>Part C</i>	6%	6%	38%	21%	12%	6%	12%	0%	--
<i>Part B/619</i>	15%	4%	46%	23%	4%	8%	0%	0%	--
Implements a system of quality assurance for state and local service delivery programs	2%	3%	5%	18%	30%	22%	13%	7%	--
<i>Part C</i>	3%	3%	9%	18%	29%	21%	15%	3%	--

	Rank Order								Missing
	1	2	3	4	5	6	7	8	
<i>Part B/619</i>	0%	4%	0%	19%	31%	23%	12%	12%	--
Develops, manages, and analyzes a state and local data systems for the Part C or 619 program implementation	2%	7%	12%	17%	22%	22%	8%	12%	--
<i>Part C</i>	0%	9%	6%	12%	27%	29%	3%	15%	--
<i>Part B/619</i>	4%	4%	19%	23%	15%	12%	15%	8%	--
Implements state personnel standards for the credentialing of the Part C or 619 workforce	0%	0%	0%	2%	13%	15%	42%	28%	--
<i>Part C</i>	0%	0%	0%	3%	15%	15%	38%	29%	--
<i>Part B/619</i>	0%	0%	0%	0%	12%	15%	46%	27%	--
Hires, orients, and supervises new state program staff for the Part C or 619 program	5%	5%	5%	15%	3%	13%	12%	42%	--
<i>Part C</i>	6%	9%	6%	24%	0%	9%	9%	38%	--
<i>Part B/619</i>	4%	0%	4%	4%	8%	19%	15%	46%	--
Applies current and emerging state policies, practices, and resources to the Part C or 619 state program	2%	13%	12%	18%	13%	17%	15%	10%	--
<i>Part C</i>	3%	9%	15%	15%	9%	18%	21%	12%	--
<i>Part B/619</i>	0%	19%	8%	23%	19%	15%	8%	8%	--

Table 14. *Fiscal Management*

	Rank Order				
	1	2	3	4	Missing
Prepares, manages, revises (when needed) and reconciles the federal budget allocation for the Part C or 619 program	43%	22%	13%	20%	2%
<i>Part C</i>	44%	18%	18%	21%	--
<i>Part B/619</i>	42%	27%	8%	19%	4%
Prepares, manages, revises (when needed) and reconciles the state's budget for the Part C or 619 program	25%	35%	18%	18%	3%
<i>Part C</i>	21%	38%	21%	21%	--
<i>Part B/619</i>	31%	31%	15%	15%	8%
Develops, implements and monitors state contracts and MOUs for payments for early intervention/special education services	17%	20%	33%	27%	3%
<i>Part C</i>	18%	21%	35%	27%	--
<i>Part B/619</i>	15%	19%	31%	27%	8%
Develops a state system of payment for all IDEA early intervention/special education services	12%	20%	32%	33%	3%
<i>Part C</i>	18%	24%	27%	32%	--
<i>Part B/619</i>	4%	15%	39%	35%	8%

Table 15. *Stakeholder Engagement*

	Rank Order							Missing
	1	2	3	4	5	6	7	
Communicates effectively through listening, talking and writing for a variety of audiences	45%	15%	15%	10%	10%	2%	3%	--
<i>Part C</i>	47%	18%	12%	9%	9%	0%	6%	--

	Rank Order							
	1	2	3	4	5	6	7	Missing
<i>Part B/619</i>	42%	12%	19%	12%	12%	4%	0%	--
Establishes and manages advisory board(s) (e.g., ICC, 619 advisory board) to provide assistance for the implementation and evaluation of the Part C or the 619 program	8%	18%	8%	13%	15%	17%	20%	--
<i>Part C</i>	12%	24%	12%	18%	15%	15%	6%	--
<i>Part B/619</i>	4%	12%	4%	8%	15%	19%	39%	--
Represents the Part C or 619 program on federal, state or local boards or committees as requested	8%	18%	17%	10%	17%	17%	13%	--
<i>Part C</i>	0%	12%	15%	12%	24%	24%	15%	--
<i>Part B/619</i>	19%	27%	19%	8%	8%	8%	12%	--
Communicates and disseminates the Part C or 619 state plan and policy letters to all relevant stakeholders	10%	8%	23%	20%	13%	17%	8%	--
<i>Part C</i>	12%	12%	18%	21%	6%	18%	15%	--
<i>Part B/619</i>	8%	4%	31%	19%	23%	15%	0%	--
Establishes communication systems for families in the Part C or 619 program	2%	13%	17%	20%	18%	17%	13%	--
<i>Part C</i>	3%	12%	21%	27%	24%	12%	3%	--
<i>Part B/619</i>	0%	15%	12%	12%	12%	23%	27%	--
Develops a plan to receive state and local feedback from stakeholders about the implementation of the Part C or the 619 program	12%	15%	18%	13%	17%	18%	7%	--

	Rank Order							Missing
	1	2	3	4	5	6	7	
<i>Part C</i>	18%	21%	21%	12%	15%	12%	3%	--
<i>Part B/619</i>	4%	8%	15%	15%	19%	27%	12%	--
Establishes ongoing communication and collaboration with other IDEA programs in your state	15%	12%	2%	13%	10%	13%	35%	--
<i>Part C</i>	9%	3%	3%	3%	9%	21%	53%	--
<i>Part B/619</i>	23%	23%	0%	27%	12%	4%	12%	--

Table 16. *Strategic Thinking*

	Rank Order		
	1	2	Missing
Develops goals, objectives, activities, timelines and measurable benchmarks to prioritize Part C or 619 state activities	67%	30%	3%
<i>Part C</i>	65%	35%	--
<i>Part B/619</i>	69%	23%	8%
Assesses the implementation of the Part C or 619 program using self-assessments	30%	67%	3%
<i>Part C</i>	35%	65%	--
<i>Part B/619</i>	23%	69%	8%

Table 17. *Professionalism*

	Rank Order				Missing
	1	2	3	4	
Prioritizes competing professional responsibilities	40%	8%	37%	15%	--
<i>Part C</i>	44%	15%	32%	9%	--
<i>Part B/619</i>	35%	0%	42%	23%	--

	Rank Order				
	1	2	3	4	Missing
Disseminates evidenced based intervention practices to local program administrators and practitioners who deliver intervention in the Part C and 619 program	35%	38%	15%	12%	--
<i>Part C</i>	38%	38%	12%	12%	--
<i>Part B/619</i>	31%	39%	19%	12%	--
Disseminates information and training to local program administrators and practitioners about current and emerging research and practice for the Part C and 619 program	17%	33%	37%	13%	--
<i>Part C</i>	6%	29%	50%	15%	--
<i>Part B/619</i>	31%	39%	19%	12%	--
Differentiates between professional responsibilities and personal responsibilities/needs	8%	20%	12%	60%	--
<i>Part C</i>	12%	18%	6%	65%	--
<i>Part B/619</i>	4%	23%	19%	54%	--

Level 2 Leadership Competency Rankings

Part C: N=31

Part B/619: N=23

Table 18. *Federal Program Requirements*

	Rank Order			
	1	2	3	Missing
Implements and complies with federal laws, regulations, policies, and requirements for programs in the state agency in which the Part C or 619 program resides	80%	7%	7%	6%
<i>Part C</i>	87%	7%	7%	--
<i>Part B/619</i>	70%	9%	9%	13%
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	7%	59%	26%	7%
<i>Part C</i>	7%	71%	23%	--
<i>Part B/619</i>	9%	44%	30%	17%
Communicates and disseminates any emerging federal initiatives for the Part C or 619 program to your agency supervisor	7%	26%	59%	7%
<i>Part C</i>	7%	23%	71%	--
<i>Part B/619</i>	9%	30%	44%	17%

Table 19. *State Program Management*

	Rank Order										
	1	2	3	4	5	6	7	8	9	10	Missing
Implements and complies with state laws, regulations, policies, and requirements for	72%	4%	4%	7%	2%	2%	6%	0%	2%	2%	--

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	Missing	
programs in the state agency in which the Part C or 619 program resides												
<i>Part C</i>	68%	7%	3%	9%	3%	0%	3%	0%	3%	3%	--	
<i>Part B/619</i>	78%	0%	4%	4%	0%	4%	9%	0%	0%	0%	--	
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for the IDEA Part C or 619 programs to relevant state agency staff	4%	44%	15%	11%	7%	9%	2%	6%	2%	0%	--	
<i>Part C</i>	3%	45%	13%	7%	10%	7%	3%	10%	3%	0%	--	
<i>Part B/619</i>	4%	44%	17%	17%	4%	13%	0%	0%	0%	0%	--	
Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	7%	9%	22%	24%	7%	11%	6%	7%	0%	6%	--	
<i>Part C</i>	13%	7%	16%	29%	7%	7%	7%	7%	0%	10%	--	
<i>Part B/619</i>	0%	13%	30%	17%	9%	17%	4%	9%	0%	0%	--	
Leverages state and agency resources for	2%	15%	13%	17%	28%	7%	2%	6%	9%	2%	--	

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	Missing	
the Part C or 619 program												
<i>Part C</i>	3%	19%	16%	16%	23%	7%	3%	7%	7%	0%	--	
<i>Part B/619</i>	0%	9%	9%	17%	35%	9%	0%	4%	13%	4%	--	
Coordinates the Part C or 619 program data system with the state agency data system	0%	6%	9%	7%	9%	17%	13%	20%	9%	9%	--	
<i>Part C</i>	0%	3%	10%	7%	13%	23%	13%	10%	10%	13%	--	
<i>Part B/619</i>	0%	9%	9%	9%	4%	9%	13%	35%	9%	4%	--	
Implements quality improvement system for the Part C or 619 program within the larger state agency in which it resides	4%	2%	4%	6%	9%	13%	22%	13%	15%	11%	2%	
<i>Part C</i>	3%	3%	7%	7%	10%	13%	16%	16%	19%	7%	--	
<i>Part B/619</i>	4%	0%	0%	4%	9%	13%	30%	9%	9%	17%	4%	
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership	2%	6%	6%	2%	6%	7%	11%	15%	22%	22%	2%	

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	Missing	
roles in the Part C or 619 program												
<i>Part C</i>	3%	7%	7%	0%	3%	3%	16%	16%	23%	23%	--	
<i>Part B/619</i>	0%	4%	4%	4%	9%	13%	4%	13%	22%	22%	4%	
Develops state agency sponsored legislative proposals for the Part C or 619 program	2%	0%	2%	4%	4%	9%	15%	4%	20%	41%	--	
<i>Part C</i>	0%	0%	3%	3%	3%	16%	19%	3%	16%	36%	--	
<i>Part B/619</i>	4%	0%	0%	4%	4%	0%	9%	4%	26%	48%	--	
Develops an infrastructure to support a state comprehensive system of personnel development for the Part C or 619 program	4%	2%	6%	9%	17%	15%	17%	17%	9%	6%	--	
<i>Part C</i>	0%	0%	10%	16%	23%	36%	16%	10%	7%	7%	--	
<i>Part B/619</i>	9%	4%	0%	0%	9%	17%	17%	26%	13%	4%	--	
Communicates to your agency supervisor about emerging state initiatives for the	4%	13%	20%	13%	11%	7%	6%	13%	11%	2%	--	

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	Missing	
Part C or 619 program												
<i>Part C</i>	7%	10%	16%	7%	7%	13%	3%	23%	13%	3%	--	
<i>Part B/619</i>	0%	17%	26%	22%	17%	0%	9%	0%	9%	0%	--	

Table 20. *Fiscal Management*

	Rank Order	
	1	Missing
Integrates the federal budget allocation for the Part C or 619 program with the state agency budget	67%	--
<i>Part C</i>	84%	--
<i>Part B/619</i>	44%	--

Table 21. *Stakeholder Engagement*

	Rank Order					Missing
	1	2	3	4	5	
Communicates current and emerging state IDEA program agency laws, regulations and policies, practices, and resources to Part C or 619 stakeholders	30%	17%	22%	15%	15%	2%
<i>Part C</i>	32%	23%	23%	10%	13%	--
<i>Part B/619</i>	26%	9%	22%	22%	17%	4%
Develops a vision and strategic plan with stakeholders to implement the Part C or 619 program	30%	11%	15%	15%	28%	2%
<i>Part C</i>	36%	16%	23%	13%	13%	--
<i>Part B/619</i>	22%	4%	4%	17%	48%	4%

	Rank Order					
	1	2	3	4	5	Missing
Represents the Part C or 619 program at all relevant federal, state and local meetings/conferences as requested	7%	26%	17%	15%	33%	2%
<i>Part C</i>	7%	23%	7%	16%	28%	--
<i>Part B/619</i>	9%	30%	30%	13%	13%	4%
Collaborates with relevant state agency staff or programs on initiatives relevant to Part C or 619	6%	22%	35%	30%	6%	2%
<i>Part C</i>	10%	13%	39%	29%	10%	--
<i>Part B/619</i>	0%	35%	30%	30%	0%	4%
Represents the Part C or 619 program in all state agency meetings	26%	22%	9%	24%	17%	2%
<i>Part C</i>	16%	26%	10%	32%	16%	--
<i>Part B/619</i>	39%	17%	9%	13%	17%	4%

Table 22. *Strategic Thinking*

	Rank Order					
	1	2	3	4	5	Missing
Uses a team approach for problem solving and program management of the Part C or 619 program	54%	19%	17%	6%	2%	4%
<i>Part C</i>	55%	23%	19%	3%	0%	--
<i>Part B/619</i>	52%	13%	13%	9%	4%	9%
Uses data from a variety of sources (e.g. the EC system framework, state needs assessments) to set priorities for the Part C or 619 program	19%	35%	33%	4%	6%	4%
<i>Part C</i>	13%	42%	39%	3%	3%	--
<i>Part B/619</i>	26%	26%	26%	4%	9%	9%

	Rank Order					
	1	2	3	4	5	Missing
Develops a logic model and evaluate Part C and 619 programs activities	4%	13%	6%	33%	41%	4%
<i>Part C</i>	3%	7%	3%	42%	45%	--
<i>Part B/619</i>	4%	22%	9%	22%	35%	9%
Facilitates interagency meetings	6%	7%	13%	28%	43%	4%
<i>Part C</i>	7%	7%	13%	26%	48%	--
<i>Part B/619</i>	4%	9%	13%	30%	35%	9%
Develops action plans and timelines for achievement of objectives in prioritized areas of improvement for the Part C or 619 program	15%	22%	28%	26%	6%	4%
<i>Part C</i>	23%	23%	26%	26%	3%	--
<i>Part B/619</i>	4%	22%	30%	26%	9%	9%

Table 23. *Professionalism*

	Rank Order					
	1	2	3	4	5	Missing
Communicates the vision of your Part C or 619 program in federal, state and local venues	48%	24%	7%	6%	15%	--
<i>Part C</i>	55%	26%	7%	7%	7%	--
<i>Part B/619</i>	39%	22%	9%	4%	26%	--
Disseminates information and training to state and local program administrators and practitioners about current and emerging research and practice for the Part C and 619 program	15%	28%	30%	13%	15%	--

	Rank Order					
	1	2	3	4	5	Missing
<i>Part C</i>	10%	23%	36%	16%	16%	--
<i>Part B/619</i>	22%	35%	22%	9%	13%	--
Identifies professional development opportunities to learn and practice leadership skills	6%	11%	41%	22%	20%	--
<i>Part C</i>	3%	7%	39%	36%	26%	--
<i>Part B/619</i>	9%	17%	44%	17%	13%	--
Disseminates information and training to local program administrators and practitioners about opportunities to demonstrate leadership in the Part C and 619 program	6%	11%	11%	43%	30%	--
<i>Part C</i>	7%	13%	7%	45%	29%	--
<i>Part B/619</i>	4%	9%	17%	39%	30%	--
Uses an evidenced based framework to develop implementation plans for scaling up effective intervention program practices	26%	26%	11%	17%	20%	--
<i>Part C</i>	26%	32%	13%	7%	23%	--
<i>Part B/619</i>	26%	17%	9%	30%	17%	--

Level 3 Leadership Competency Rankings

Part C: N=30

Part B/619: N=21

Table 24. *Federal Program Requirements*

	Rank Order						Missing
	1	2	3	4	5	6	
Implements and complies with federal laws, regulations, policies, and requirements for early childhood programs	77%	6%	4%	4%	6%	4%	--
<i>Part C</i>	80%	7%	3%	0%	7%	3%	--
<i>Part B/619</i>	71%	5%	5%	10%	5%	5%	--
Monitors, interprets and communicates proposed federal laws, regulations, policies, and requirements in early childhood to relevant state agency staff	8%	55%	16%	16%	4%	2%	--
<i>Part C</i>	0%	50%	17%	23%	7%	3%	--
<i>Part B/619</i>	19%	62%	14%	5%	0%	0%	--
Communicates to your agency supervisor any emerging federal initiatives in early childhood	6%	12%	37%	16%	16%	16%	--
<i>Part C</i>	10%	10%	27%	10%	20%	23%	--
<i>Part B/619</i>	0%	14%	52%	24%	10%	0%	--
Maximizes sources of federal funds for an integrated early childhood system	0%	18%	10%	29%	35%	8%	--
<i>Part C</i>	0%	20%	17%	33%	27%	3%	--
<i>Part B/619</i>	0%	14%	0%	24%	48%	14%	--
Develops, implements, and monitors an integrated early childhood state data system	2%	4%	16%	18%	22%	39%	--
<i>Part C</i>	3%	7%	13%	20%	20%	37%	--

	Rank Order							Missing
	1	2	3	4	5	6		
<i>Part B/619</i>	0%	0%	19%	14%	24%	43%	--	
Participates in the development and implementation of federal grants in early childhood	8%	6%	18%	18%	18%	33%	--	
<i>Part C</i>	7%	7%	23%	13%	20%	30%	--	
<i>Part B/619</i>	10%	5%	10%	24%	14%	38%	--	

Table 25. *State Program Management*

	Rank Order											Missing
	1	2	3	4	5	6	7	8	9	10	11	
Implements and complies with state laws, regulations, policies, and requirements for statewide EC programs	47%	29%	4%	4%	0%	4%	4%	0%	0%	2%	4%	2%
<i>Part C</i>	53%	20%	3%	7%	0%	7%	3%	0%	0%	0%	3%	3%
<i>Part B/619</i>	38%	43%	5%	0%	0%	0%	5%	0%	0%	5%	5%	--
Monitors, interprets and communicates proposed state laws, regulations, policies, and requirements for state EC programs	4%	28%	35%	6%	12%	4%	6%	2%	0%	2%	0%	2%

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	11	Missing
to relevant state agency staff												
<i>Part C</i>	3%	33%	27%	7%	10%	7%	7%	0%	0%	3%	0%	3%
<i>Part B/619</i>	5%	19%	48%	5%	14%	0%	5%	5%	0%	0%	0%	--
Communicates to your agency supervisor about emerging state initiatives in early childhood	6%	3%	8%	26%	22%	8%	2%	12%	4%	2%	6%	2%
<i>Part C</i>	7%	3%	3%	27%	13%	7%	0%	20%	3%	3%	10%	3%
<i>Part B/619</i>	5%	5%	14%	24%	33%	10%	5%	0%	5%	0%	0%	--
Identifies and coordinates state agency initiatives that affect the Part C or 619 program or staff	10%	12%	10%	18%	24%	8%	4%	6%	4%	2%	2%	2%
<i>Part C</i>	10%	13%	17%	17%	20%	7%	3%	3%	7%	0%	0%	3%
<i>Part B/619</i>	10%	10%	0%	19%	29%	10%	5%	10%	0%	5%	5%	--
Leverages state and agency resources for state early childhood programs	0%	8%	12%	10%	6%	26%	6%	6%	14%	12%	0%	2%
<i>Part C</i>	0%	13%	10%	13%	7%	20%	7%	7%	10%	10%	0%	3%
<i>Part B/619</i>	0%	0%	14%	5%	5%	33%	5%	5%	19%	14%	0%	--

	Rank Order											
	1	2	3	4	5	6	7	8	9	10	11	Missing
Develops/ coordinates an interagency quality improvement system for the state early childhood system	0%	2%	0%	10%	6%	6%	18%	16%	12%	14%	16%	2%
<i>Part C</i>	0%	3%	0%	7%	10%	7%	13%	13%	13%	13%	17%	3%
<i>Part B/619</i>	0%	0%	0%	14%	5%	24%	19%	10%	10%	14%	14%	--
Develops and interagency infrastructure to support a cross sector system of personnel development for the early childhood workforce	4%	2%	8%	6%	4%	6%	18%	14%	22%	14%	2%	2%
<i>Part C</i>	3%	0%	10%	3%	7%	3%	17%	17%	17%	20%	0%	3%
<i>Part B/619</i>	5%	5%	5%	10%	0%	10%	19%	10%	29%	5%	5%	--
Develops/ coordinates the Part C or 619 program data system with the early childhood data system	0%	2%	2%	4%	2%	18%	14%	22%	14%	12%	10%	2%
<i>Part C</i>	0%	0%	3%	3%	3%	17%	13%	20%	20%	3%	13%	3%

	Rank Order											Missing
	1	2	3	4	5	6	7	8	9	10	11	
<i>Part B/619</i>	0%	5%	0%	5%	0%	19%	14%	24%	5%	24%	5%	--
Mentors staff in the Part C or 619 program to develop knowledge and skills for current and future leadership roles in the early childhood system	0%	2%	6%	6%	14%	8%	6%	12%	18%	22%	6%	2%
<i>Part C</i>	0%	0%	3%	10%	13%	7%	10%	7%	13%	27%	7%	3%
<i>Part B/619</i>	0%	5%	10%	0%	14%	10%	0%	19%	24%	14%	5%	--
Develops early childhood legislative proposals that include Part C or 619	2%	0%	2%	0%	2%	6%	14%	8%	12%	14%	39%	2%
<i>Part C</i>	0%	0%	3%	0%	3%	7%	13%	10%	13%	10%	37%	3%
<i>Part B/619</i>	5%	0%	0%	0%	0%	5%	14%	5%	10%	19%	43%	--
Initiates/ participates in state EC leadership team	26%	10%	12%	10%	8%	6%	8%	2%	0%	4%	14%	2%
<i>Part C</i>	20%	10%	17%	3%	10%	10%	10%	0%	0%	7%	10%	3%
<i>Part B/619</i>	33%	10%	5%	19%	5%	0%	5%	5%	0%	0%	19%	--

Table 26. Fiscal Management

	Rank Order		
	1	2	Missing
Integrates the federal budget allocation for the Part C or 619 program with state early childhood funding streams	51%	43%	6%
<i>Part C</i>	43%	50%	7%
<i>Part B/619</i>	62%	33%	5%
Develops/coordinates and interagency fiscal plan for early childhood	43%	51%	6%
<i>Part C</i>	50%	43%	7%
<i>Part B/619</i>	33%	62%	5%

Table 27. Stakeholder Engagement

	Rank Order					Missing
	1	2	3	4	5	
Develops a vision and strategic plan with stakeholders for a statewide early childhood system for all infants and young children	29%	6%	4%	14%	45%	2%
<i>Part C</i>	33%	7%	7%	13%	37%	3%
<i>Part B/619</i>	24%	4%	0%	14%	57%	--
Represents the Part C or 619 program in all interagency early childhood state meetings	26%	28%	18%	18%	10%	2%
<i>Part C</i>	33%	23%	13%	17%	10%	3%
<i>Part B/619</i>	14%	33%	24%	19%	10%	--
Collaborates with relevant state agencies and staff on early childhood initiatives that include Part C or 619	14%	28%	33%	16%	8%	2%
<i>Part C</i>	13%	27%	37%	14%	7%	3%
<i>Part B/619</i>	14%	29%	29%	19%	10%	--

	Rank Order					
	1	2	3	4	5	Missing
Represents the Part C or 619 program at all relevant federal, state and local early childhood meetings/conferences as requested	8%	20%	22%	26%	24%	2%
<i>Part C</i>	3%	20%	17%	23%	33%	3%
<i>Part B/619</i>	14%	19%	29%	29%	10%	--
Communicates current and emerging state agency laws, regulations and policies, practices, and resources to early childhood stakeholders	22%	18%	22%	26%	12%	2%
<i>Part C</i>	13%	20%	23%	30%	10%	3%
<i>Part B/619</i>	33%	14%	19%	19%	14%	--

Table 28. *Strategic Thinking*

	Rank Order					
	1	2	3	4	5	Missing
Uses a team approach for problem solving and program management of the state early childhood system	53%	22%	12%	10%	2%	2%
<i>Part C</i>	57%	17%	10%	13%	0%	3%
<i>Part B/619</i>	48%	29%	14%	5%	5%	--
Uses data from a variety of sources (e.g. state needs assessments) to set priorities for a statewide early childhood system	18%	33%	22%	22%	4%	2%
<i>Part C</i>	20%	37%	20%	20%	0%	3%
<i>Part B/619</i>	14%	29%	24%	24%	10%	--
Develops action plans and timelines for achievement of objectives in prioritized areas of early childhood service delivery	10%	24%	31%	28%	6%	2%

	Rank Order					
	1	2	3	4	5	Missing
<i>Part C</i>	13%	27%	33%	20%	3%	3%
<i>Part B/619</i>	5%	19%	29%	38%	10%	--
Facilitates statewide meetings in the early childhood system.	8%	14%	26%	29%	22%	2%
<i>Part C</i>	0%	10%	23%	33%	30%	3%
<i>Part B/619</i>	19%	19%	29%	24%	10%	--
Develops a logic model and evaluates the state early childhood system	10%	6%	8%	10%	65%	2%
<i>Part C</i>	7%	7%	10%	10%	63%	3%
<i>Part B/619</i>	14%	5%	5%	10%	67%	--

Table 29. *Professionalism*

	Rank Order						
	1	2	3	4	5	6	Missing
Communicates the vision of the state early childhood system in federal, state and local venues	45%	14%	4%	18%	12%	4%	4%
<i>Part C</i>	50%	10%	3%	17%	7%	7%	7%
<i>Part B/619</i>	38%	19%	5%	19%	19%	0%	--
Disseminates evidenced based intervention practices to administrators and practitioners across sectors in the early childhood system	12%	31%	31%	10%	6%	6%	4%
<i>Part C</i>	10%	33%	30%	10%	3%	7%	7%
<i>Part B/619</i>	14%	29%	33%	10%	10%	5%	--

	Rank Order						
	1	2	3	4	5	6	Missing
Disseminates information and training to state and local early childhood administrators and practitioners about current and emerging research and practice for infants and toddlers with disabilities	8%	12%	24%	29%	12%	12%	4%
<i>Part C</i>	10%	7%	27%	30%	13%	7%	7%
<i>Part B/619</i>	5%	19%	19%	29%	10%	19%	--
Provides information and training to state and local program staff about opportunities to demonstrate leadership in early childhood	6%	6%	6%	14%	29%	35%	4%
<i>Part C</i>	0%	0%	10%	10%	37%	37%	7%
<i>Part B/619</i>	14%	14%	0%	19%	19%	33%	--
Identifies professional development opportunities to learn and practice leadership skills	10%	10%	10%	18%	28%	22%	4%
<i>Part C</i>	7%	10%	7%	20%	30%	20%	7%
<i>Part B/619</i>	14%	10%	14%	14%	24%	24%	--
Uses an evidenced based framework to develop implementation plans for scaling up effective early childhood program practices	16%	24%	22%	8%	10%	18%	4%
<i>Part C</i>	17%	33%	17%	7%	3%	17%	7%
<i>Part B/619</i>	14%	10%	29%	10%	19%	19%	--