

Collaborative Leadership Institute Benchmarks The Experience of the First Three Years

Background

The Collaborative Leadership Institute was established in 2005 in Washington State, as a result of nearly a decade of discussion and planning among leaders in state agencies and early learning organizations. The objective of the CLI is to provide a statewide leadership development program geared specifically for early learning leaders in Washington that would enable participants to enhance their leadership skills while developing relationships with others in their field from different disciplines. Participants attend three 3-day in-person meetings over a 10-month period. They are expected to complete a variety of activities during the 10 months, including completion of a major project. As part of their curriculum, students explore leadership research and literature, increase self awareness of personal leadership style, enhance their understanding of early learning as a system, create change and make an impact in the field of early learning, and cultivate a broad range of strategies to achieve goals.

Outcomes

Outcomes are based on the self-reporting of participants. Results are included for cohort from 2005, 2006 and 2007 and are based on the final session evaluation which occurs in November each year.

1) Percentage completion

Cohort Year	Percentage
2005 (N=34)	82%
2006 (N=24)	96%
2007 (N=21)	95%

2) I have demonstrated an increased capacity to lead, engage others and continue their own leadership development.

Cohort Year	Percentage
2005 (N=34)	83%
2006 (N=24)	81%
2007 (N=21)	71%*

*See responses to #3 and #4 below.

3) Increased role in community affairs

Cohort Year	Percentage
2005 (N=34)	54%
2006 (N=24)	57%
2007 (N=21)	71%

4) Increased involvement in statewide child and family initiatives

Cohort Year	Percentage
2005 (N=34)	Not available
2006 (N=24)	Not available
2007 (N=21)	33%

5) Increased job responsibilities or have been promoted

Cohort Year	Percentage
2005 (N=34)	Not available
2006 (N=24)	38%
2007 (N=21)	46%

Sample project descriptions 2005:

- 1) **Child Care and libraries:** CLI Outreach Librarian participant advocated for early literacy training throughout state of Washington (16-18 sites) for childcare community put on by the State Library.
- 2) **Health Department and ECEAP/Head Start:** Three CLI participants developed a "Reach for Health Fair" open to the community in coordination with Cowlitz Health Dept. The Fair specifically focused on Hispanic families, with materials in Spanish and also interpreters present.
- 3) **ECEAP, CCR, School District, Child Care and Cooperative Preschools:** One CLI participant organized the first Linkages meeting to be held in Fife in May, 2005. This new network developed a phone tree and held a September open house with all providers present.
- 4) **School District, Head Start, REWA:** Three CLI participants developed a relationship with Seattle School District to answer their project question regarding school readiness. They are working with school district staff to develop common language and indicators around child assessment.
- 5) **ECEAP and local newspaper:** One CLI participant, an ECEAP lead teacher, developed a partnership with the local newspaper, to publish articles as a way to increase community awareness and involvement in efforts to improve school readiness. She had 25 articles with photos published during this past year.
- 6) **R&R, the community college and another private organization:** Two Head Start staff in Sequim initiated and fostered working with the local R&R, the community college and another private organization to look at off-hours child care. The project is in the "survey" stage and not complete, but the conversation continues.

Sample project descriptions 2008:

- 7) **Develop BMAEYC Organizational Capacity**
One CLI participant is working with colleagues and experts at both the state and local level to strengthen the Blue Mountain Association for the Education of Young Children (BMAEYC) Board in four ways:
 - Define and clarify our values, mission and vision.
 - Clearly define each Board and Committee position.
 - Recruit leaders from within existing membership to fill each vacancy.
 - Increase membership by at least 10%.

- 8) **Kittitas County Early Childhood Collaborative**
One CLI participant is using a grassroots organizing approach, create an early learning childhood collaborative to serve Kittitas County.
- 9) **Collaborative Interagency Staffing for the Residential Parenting Program at the Washington Corrections Center for Women**
Two CLI participants, with the Department of Corrections (DOC), are developing a collaborative staffing system to focus on supporting the mother and child dyad served at the Washington Corrections Center for Women (WCCW) in the Residential Parenting Program (RPP) that includes Early Head Start (EHS). With a fully implemented system, key partners (DOC, EHS, Health, Education, DOC Employers, moms, etc) will develop individualized support plans for the mother, and the mother and child relationship, and will strengthen the Residential Parenting Program.
- 10) **Grassroots Advocacy System**
One CLI participant is initiating development of a grassroots advocacy system within the Washington State Child Care Resource & Referral Network that draws out new early learning advocates at all levels (local, state, federal) and is coordinated in a manner that brings public will and investments to the early learning field.
- 11) **Leadership Development & Quality Improvement in Early Learning**
Three CLI participants are developing leadership and improve quality on multiple levels within the early learning profession. The project will involve assessing staff participation in leadership and quality improvement in their respective programs and then assisting them in identifying or learning leadership skills which will lead to an improvement in program quality. The project pilot site will be St. Anne's Children and Family Center (SACFC), with the intention of engaging other early childhood programs, which may include partnering with the United Way National Association for the Education of Young Children (NAEYC) Accreditation Project.
- 12) **Transition Services for Immigrant Families**
One CLI participant is helping families in their transition to life in a new place, inform them of available resources and networks of support, and facilitate the development of a sense of community in their new home environment. The project will have four main outcomes:
- Aid immigrants and refugees in the acclimatization to a new home and culture through connecting them to networks of support.
 - Assist in strengthening individuals' level of connection with community members and facilitate dialogue in which all participants feel valued, heard, and able to share personal perspectives.
 - Help familiarize individuals with community resources and systems.
 - Promote wellness and a reduction in family stress.