

In collaboration with DaSy, ECTA, NCSI, & NTA CT

# Depth of Engagement: Important New Tools for Reference and Self-Reflection





# **SSIP Interactive Institutes**

**Albuquerque, NM; April 29-30, 2015**

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# Engagement: Moving Beyond Telling and Asking

Many leaders feel that they are already engaging stakeholders

yet...

Many stakeholders report a lack of engagement

Depth of engagement may be the answer!

# Self Reflection: Where Does Your SSIP Fall on Measures of Depth *(as defined by stakeholders)*?

- Dissemination
- Networking
- Collaboration
- Transformation

# Rubrics to Increase Depth of Interaction in Phases 2 and 3 of the SSIP

- Two forms:
  - Summary Rubric
  - Coaching Version
- Informed by stakeholders working together
- Developed specifically for support of the SSIP
- Addresses what appears to be a need, based on Phase 1 experience

# Coalescing around an Evidence-Based Practice

Operational Decisions (Key actions and behaviors that you will pay attention to)	Informing Level (Sharing/Disseminating- One-way communication)	Networking Level (Exchanging- Two-way communication)	Collaborating Level (Engaging- Working together on the issue over time)	Transforming Level (Committing to approach this and other issues through engagement and consensus building)
<b>Communicate the issue and why it is important</b>	Convener/state lead agency describes the issue, why current practices are not producing desired outcomes, what data supports adopting a different practice, why this is relevant to multiple stakeholders.	Core group of stakeholders from diverse roles share ideas about potential root cause, current practices to address issue, barriers that may affect ability to address the problem and personal relevance to the issue.	Extended group of stakeholders begins a process of working together to address the issue by co-creating a problem statement that articulates a potential root cause.	Broad stakeholder engagement is the foundation for deeper understanding of the issue, identifying the potential root cause and building consensus for change in practice.
<b>Identify and select an evidence-based practice that will make a difference</b>	Convener/state lead agency provides information on evidence-based and promising practices and how they will address identified issue.	Core group of stakeholders from diverse roles share their knowledge of effective practices, including levels of evidence, the context for implementation, and potential barriers.	Extended group of stakeholders collectively analyzes practices based on the problem statement, available data, contextual variables and structural challenges. They identify a new practice to address need.	Broad stakeholder engagement leads to consensus on adoption and implementation of identified evidence-based practice.
<b>Build capacity to implement the practice with fidelity</b>	Convener/state lead agency provides clear descriptions and examples of how practice addresses need and anticipated outcomes of implementing practice.	Core group of stakeholders discusses potential barriers to implementation as well as supports, processes, policies, procedures, and resources needed to implement and sustain practice.	Extended group of stakeholders co-creates an implementation plan (and manual) that includes mapping of resources, policies, practices; addresses concerns, barriers, communications strategies; and evaluating the success of implementation.	Broad stakeholder networks understand and commit to implementation, continuous improvement, and sustainability.
<b>Identify and address the issues that challenge fidelity</b>	Convener/state lead agency's communications describe the importance of full implementation with fidelity and the potential challenges that context brings to implementation.	Core group of stakeholders has opportunities to exchange ideas, ask questions, clarify expectations, and express concerns about implementation of the practice.	Extended group of stakeholders develops an implementation plan (and manual), commits to the implementation with fidelity, and continues to work together through staff/ leadership and funding changes.	Broad stakeholder networks expect that policies, processes, and protocols will address staff/leadership and funding changes. They have a role in assessing fidelity and progress of implementation.

# Building Support Through Data

Operational Decisions & Processes (Key actions and behaviors that you will pay attention to)	Informing Level (Sharing/Disseminating- One-way communication)	Networking Level (Exchanging- Two-way communication)	Collaborating Level (Engaging- Working together on the issue over time)	Transforming Level (Committing to approach this and other issues through engagement and consensus building)
<b>Increase the number and types of stakeholders who are “data literate”</b>	The convener/state lead agency explains to stakeholders: the available data, the purpose of those data, how they were collected, and how they were analyzed (e.g., at a stakeholder meeting, in a newsletter, posted on a website, memo to districts or early childhood/early intervention providers, etc.).	A core group of interested stakeholders meets with the convener/state lead agency to discuss available data; what the data mean for the issue under consideration (e.g., causes of low performance, improvement strategies, etc.).	A diverse group of stakeholders representing state, regional, and local agencies and organizations discusses who else cares about the issue and how to engage and involve others who care about the issue, in sharing, understanding, analyzing, and using data for systems improvement .	Stakeholders from different roles understand, customize, use, and share information on data with others from their stakeholder groups.  The convener/state lead agency, together with the stakeholders - build a strategy for increasing data literacy across roles and levels of the system.
<b>Identify the relevant data collection practices and conditions related to the outcome goals we are trying to achieve</b>	Share data collection practices and findings with stakeholders.	Identified stakeholders define their valued outcomes and the ways they use data collected to inform and strengthen their work.	The group works together to review existing systems and implement improved strategies and innovations within their network.	From the beginning of the data discussion, an inclusive group of stakeholders implements a process to identify, discuss, and use data in meaningful ways.
<b>Reach agreement on relevant data</b>	The convener/state lead agency explains to stakeholders the data that it considers to be relevant and why.	A core group of interested stakeholders meets with the convener/state lead agency to discuss available data, their relevance to the issue, and data gaps.	A broad range of diverse stakeholders discuss available data and generate ideas on what data are most useful to measure intended outcomes.	Stakeholders commit their resources to identify, develop, and use relevant data to bridge data gaps and to inform improvement activities.
<b>Identify a strategy (or strategies) and procedures to monitor data changes.</b>	Establish an ongoing process for updating and sharing the data between the convener/ state lead to the various stakeholder groups.	The convener/state lead will meet with the core group of interested stakeholders to define the process for ongoing data reviews and sharing of data.	Stakeholders and convener/state lead jointly review the data and make decisions on action plans.	Ongoing review and revisions of improvement activities - and their impact - by the larger group of stakeholders is an integral part of the data use process.



# Creating Active Engagement

<b>Operational Decisions</b> (Key actions and behaviors that you will pay attention to)	<b>Informing Level</b> (Sharing/Disseminating- One-way communication)	<b>Networking Level</b> (Exchanging- Two-way communication)	<b>Collaborating Level</b> (Engaging- Working together on the issue over time)	<b>Transforming Level</b> (Committing to approach this and other issues through engagement and consensus building)
<b>Coalesce the stakeholders around the issue</b>	Convener/lead agency identifies the issue and disseminates information in ways that encourage participation.	A forum is used to bring a core group of stakeholders together with the intent of gathering feedback to inform decisions on the issue.	The core group expands to include a wide array of stakeholders who unite and take joint action on the issue.	There is a unified and unwavering focus on the issue. Trust and respect are evident, even when there are differences of opinion. The group processes align toward a shared goal.
<b>Ensure relevant participation</b>	Convener/lead agency identifies stakeholder representatives and informs them of opportunities to participate.	A core group of stakeholders works with the convener to identify/create an infrastructure for meaningful participation and shared learning.	The expanded group of stakeholders recognizes and values the work of others needed to achieve meaningful outcomes.	Broad stakeholder networks share ownership and influence in achieving the outcome.
<b>Translate work into ways that others participate</b>	Convener/lead agency asks stakeholder representatives to disseminate information on the issue.	A core group of stakeholders uses the infrastructure to exchange information in understandable and mutually respectful ways.	The expanded group of stakeholders involves their networks in bridging knowledge and practice.	Broad stakeholder networks support their constituents throughout the practice change.
<b>Communicate what is changing by actively doing work with the stakeholders</b>	Convener/lead agency asks the stakeholder representatives to convey the benefit in making changes throughout their networks.	A core group of stakeholders use the infrastructure to exchange information about the changes that are occurring.	The expanded group of stakeholders shares the stories of changes achieved because the networks are more engaged in bridging knowledge and practice.	Broad stakeholder networks exchange stories of practice change and outcomes. They communicate the changes in ways the advance acceptance, and the changes are enthusiastically embraced.
<b>Demonstrate what is changing by actively doing the work</b>	Stakeholder representatives invite others to participate in discussions on the changes being experienced.	A core group of stakeholders intentionally share stories, exchange information and suggest ideas for action.	The expanded group of stakeholders embraces shared leadership and participates in joint work across the networks.	Within broad stakeholder networks, excellent examples of practice change are routinely observable.

# Engagement and Value Creation in Evaluation

Operational Decisions (Key actions and behaviors that you will pay attention to)	Informing Level (Sharing/Disseminating- One-way communication)	Networking Level (Exchanging- Two-way communication)	Collaborating Level (Engaging- Working together on the issue over time)	Transforming Level (Committing to approach this and other issues through engagement and consensus building)
<p><b>Stakeholder participation as an underlying value in evaluation</b></p>	<p>Convener/state lead agency outlines the evaluation goal and process. They commission an external evaluation and inform the stakeholders that an evaluation is underway.</p> <p><i>*** This content represents the first of a number of agreements by an array of stakeholders around evaluation. They continue to work together.</i></p>	<p>The convener/state lead agency invites a core group to review and give input on the evaluation design, focus, and process. They have a dialogue around the evaluation.</p>	<p>Expanded group of stakeholders builds understanding of the goals and use of evaluation. Participants recognize the value of broader stakeholder participation in evaluation. Stakeholders reach agreement on evaluation measures.</p> <p>There is an expectation that evaluation is part of the work. It's intentional, embedded, and natural.</p>	<p>People who are most invested in the evaluation results are most engaged in the evaluation process. Those with the most to lose or gain are involved shaping and acting on evaluation information to improve the system.</p> <p>Evaluation is a natural part of the work. It's automatic, embedded, and natural.</p>

# For More Information

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This presentation was supported by a grant from the U.S. Department of Education, #H373Y130002. However, the contents do not necessarily represent the policy of the Department of Education, and you should not assume endorsement by the Federal Government.

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