

Systems Change: Leaders Shaping Policy for the Future

**“The law never *is*.
The law is always *about to be*.”**

- *Benjamin Cardozo*
U.S. Supreme Court Justice

Agenda

1. Making Sense of Policy Processes
2. Public Policy Engagement

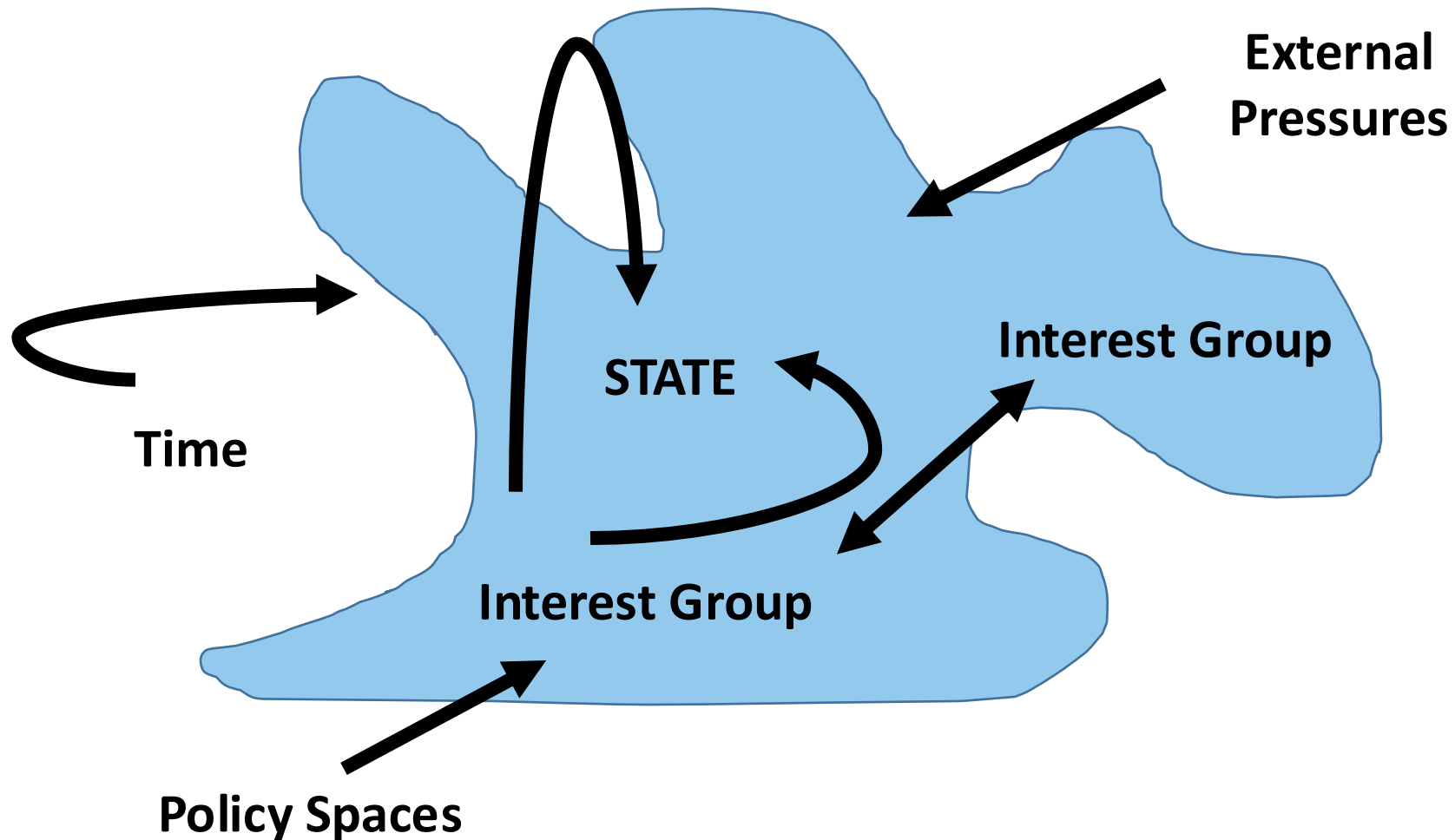
Public Policy Working Definition

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

Reality of Policy Processes

In practice *policy processes are complex*

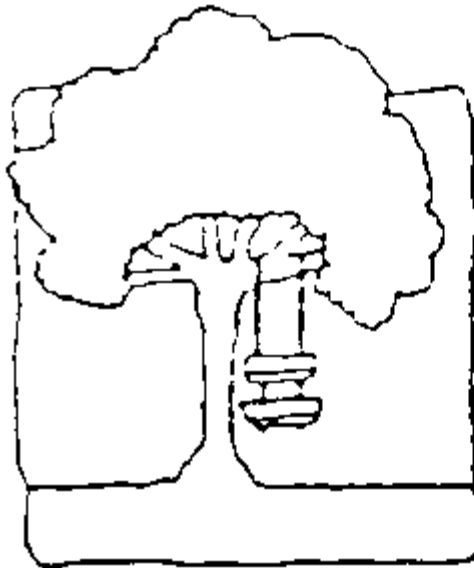
Policy Processes Often Look Like an Amoeba!



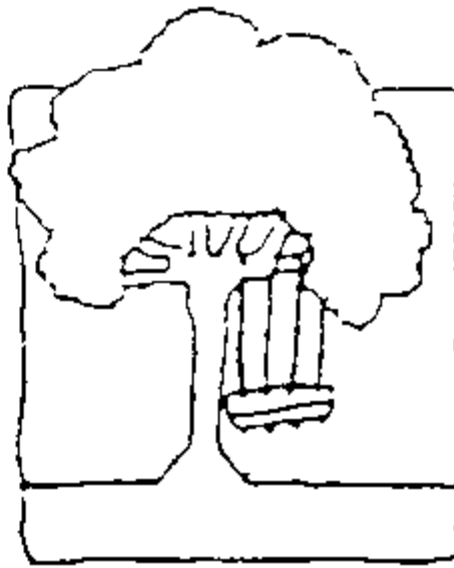
Why are Policy Processes Complex & Messy?

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

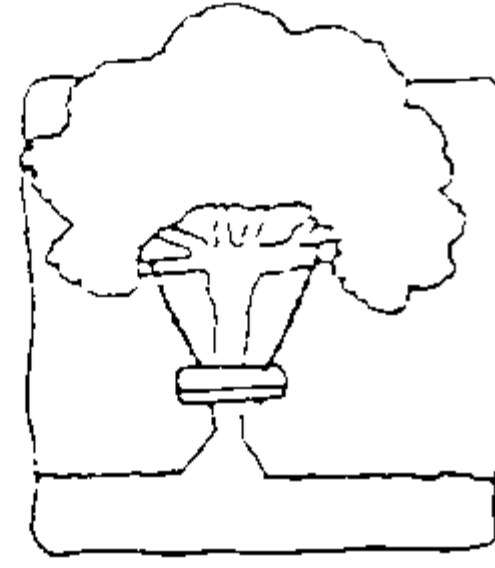
How a Bill Becomes Law



AS INTRODUCED

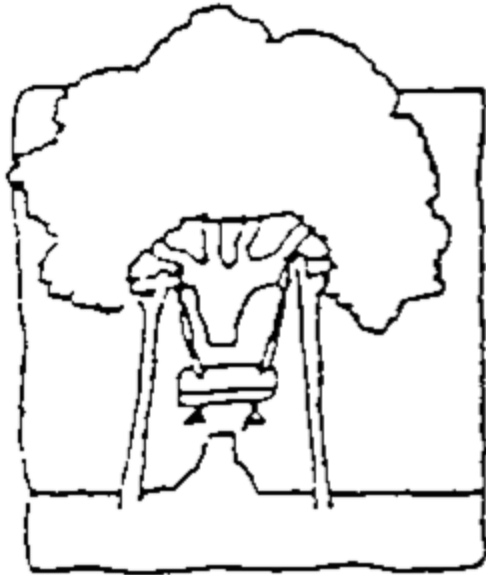


AS AMENDED IN
COMMITTEE

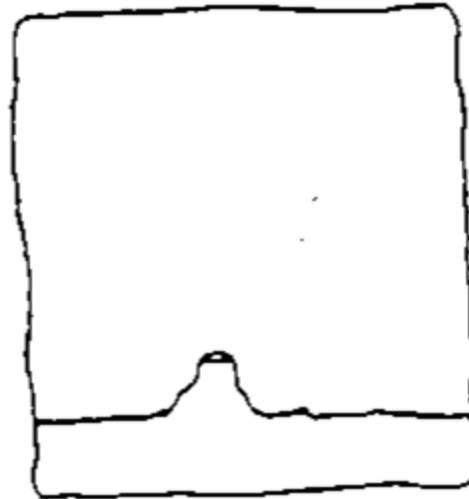


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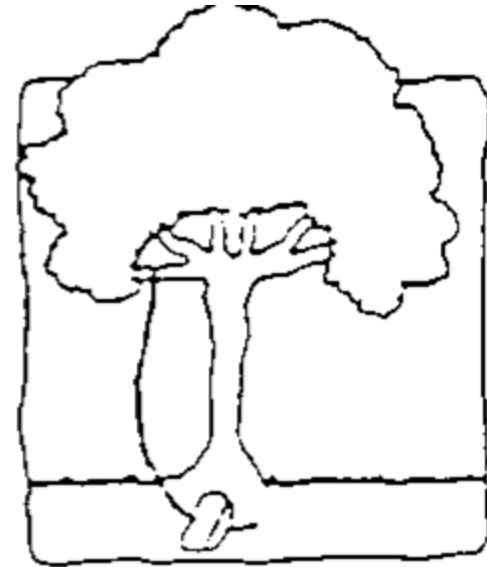
How a Bill Becomes Law



AS ENACTED

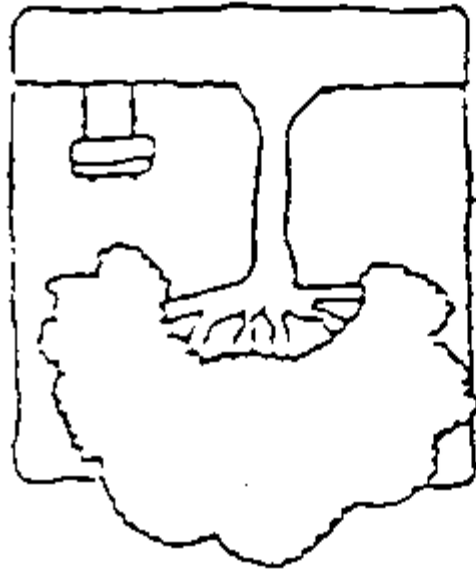


AS FUNDED BY JOINT
BUDGET COMMITTEE

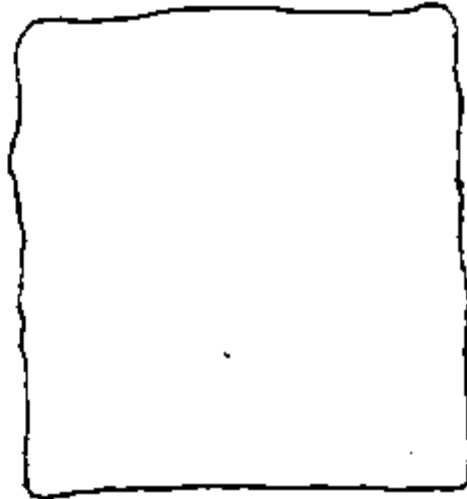


AS IMPLEMENTED BY
THE STATE AGENCY

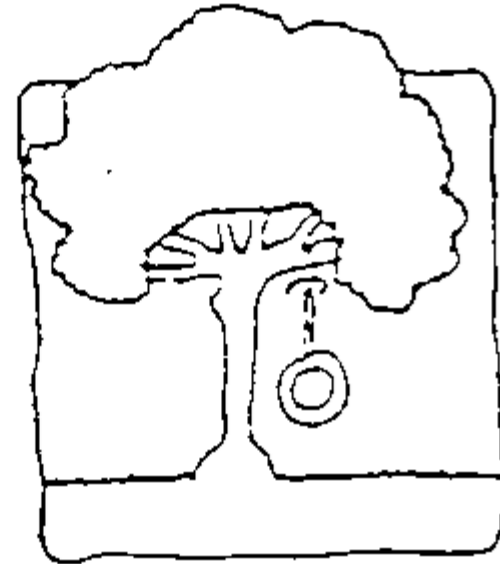
How a Bill Becomes Law



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?
- 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



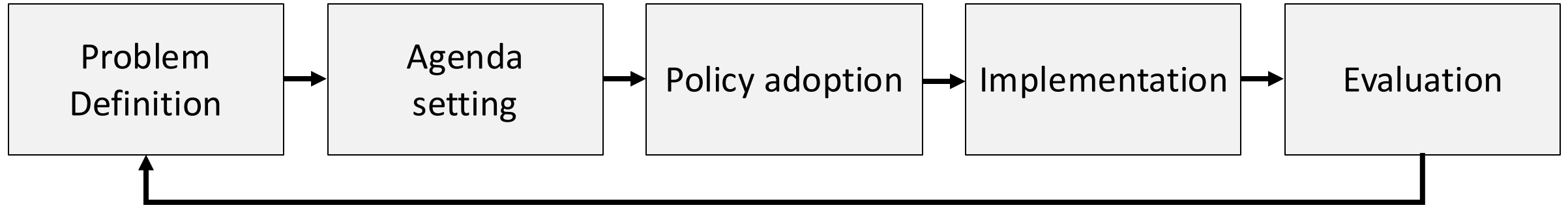
Public Policy Engagement

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

A decision of action of government that addresses 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

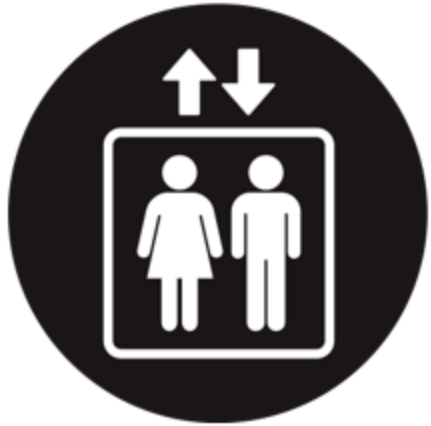
How to Engage in Public Policy

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

ELEVATOR



PITCH

Elevator Pitch Definition and Process of Delivering

- Short summary used to quickly and simply define a process, product, service, organization or event and its value proposition.
- Deliver the summary in the time span of an elevator ride, or approximately thirty seconds to two minutes.
- If the conversation in those few seconds is interesting and value adding, the conversation will either continue via referral to resources or a content expert, exchange of business cards, a scheduled meeting or action on the “ask”.

IDEA Full Funding Act

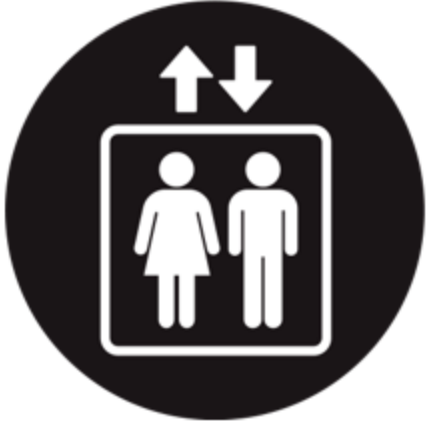
- Representative Jared Huffman (D-CA) introduced in the House (H.R.5984) – has 127 co-sponsors
 - Senator Chris Van Hollen (D-MD) introduced in Senate (S.3213) – has 30 co-sponsors
 - Bills to fully fund special education and related services for children with disabilities; includes a glide path of authorization levels for Part B only. (Similar bill for IDEA Part C and Section 619 Preschool)
 - <https://www.congress.gov/>
-

Elevator Pitch (EP) Report Card



Strategies for a Great Elevator Pitch (EP)	Full Funding of IDEA
Frame EP around view of person	
Plain simple English, No Jargon	
Piqued interest	
Passionate, concise and succinct	
How to obtain policy and additional resources	
Brief summary of policy	
End the EP with Call to ACTION!	

ELEVATOR



PITCH

Interactive Activity

- You are on the elevator, the door opens and President ??? gets on. **You need an elevator pitch!**
- Prepare an elevator pitch to advocate for full funding of IDEA
- Appoint someone from your team to present the elevator pitch.

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

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 neighbors, share your list and confirm that the recommendations are statutory (10 minutes)

Interactive Activity – Comprehensive System of Personnel Development (CSPD)

1. Recruitment and Retention
 - Strategies to hire and maintain a qualified workforce
2. Personnel Standards
 - Discipline specific knowledge, skills and competencies for EC workforce
3. Pre-Service Training
 - Formal programs of study at an IHE to prepare the EC workforce
4. In-Service Training
 - Ongoing learning activities to build and maintain and build the competence of the EC workforce
5. Leadership, Coordination and Sustainability
 - Ongoing support of all personnel development activities

Interactive Activity – New Policy Process Worksheet - CSPD

Policy Process Worksheet
 Developing New Policy
 Comprehensive System of Personnel Development (CSPD)

CSPD Policy Component: _____

(Handout #1 – Choose 1 Component)

CSPD Specific Policy for Analysis: _____

(Handout #1 – Identify a specific policy under component identified above)

Policy for Analysis	Policy Option Source						Policy Option Type Statute, Regulation, guideline, procedure, etc.	Analysis Rating			Strategies	Outcome	Stakeholders		Timelines	
	Level			Branch				Program Impact	Feasibility	Economic & Budgetary			Lead Agency	Team Members Agency	Start	End
	Fed.	State	Local	Jud.	Leg.	Exec.										
Policy 1										1.	1.					
										2.	2.					
										3.	3.					
Policy 2										1.	1.					
										2.	2.					
										3.	3.					
Policy 3										1.	1.					
										2.	2.					
										3.	3.					

Kid
President:
For The
Heroes!



Questions?

