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# Governance for Colorado's Early Childhood System

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P-3 Sub-Committee of  
Governor Ritter's P-20 Council

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## Recent Timeline of CO's Early Childhood Governance Work

- *2003-2005*: Colorado's Policy Matters project and Smart Start Colorado's Organizational Structure Task Force
  - *December 2005*: Presentation to the Early Childhood and School Readiness Commission
  - *February 2006*: ECSR convenes a Governance Task Force
  - *January 2007*: Ritter/O'Brien administration takes office
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# What is Governance?

- The means by which actors use purposeful efforts to guide, steer, control, or manage sectors or facets of society (Kooiman, 1993).
  - The process whereby a collective group makes important decisions (many regarding resources), determines whom to involve in decision-making processes, and establishes how it will account for its efforts (Institute on Governance, 2005).
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# Two Key Characteristics of Governance

**1. Authority**

**2. Accountability**

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## Authority to...

- Develop and enforce regulations;
  - Budget, allocate, and manage fiscal resources;
  - Collect, interpret, and release data.
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# Accountability for...

- Fiscal responsibility;
  - Workforce capacity and quality;
  - Program capacity and quality; and
  - Child and family outcomes.
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# Early Childhood System

## Programs and Services

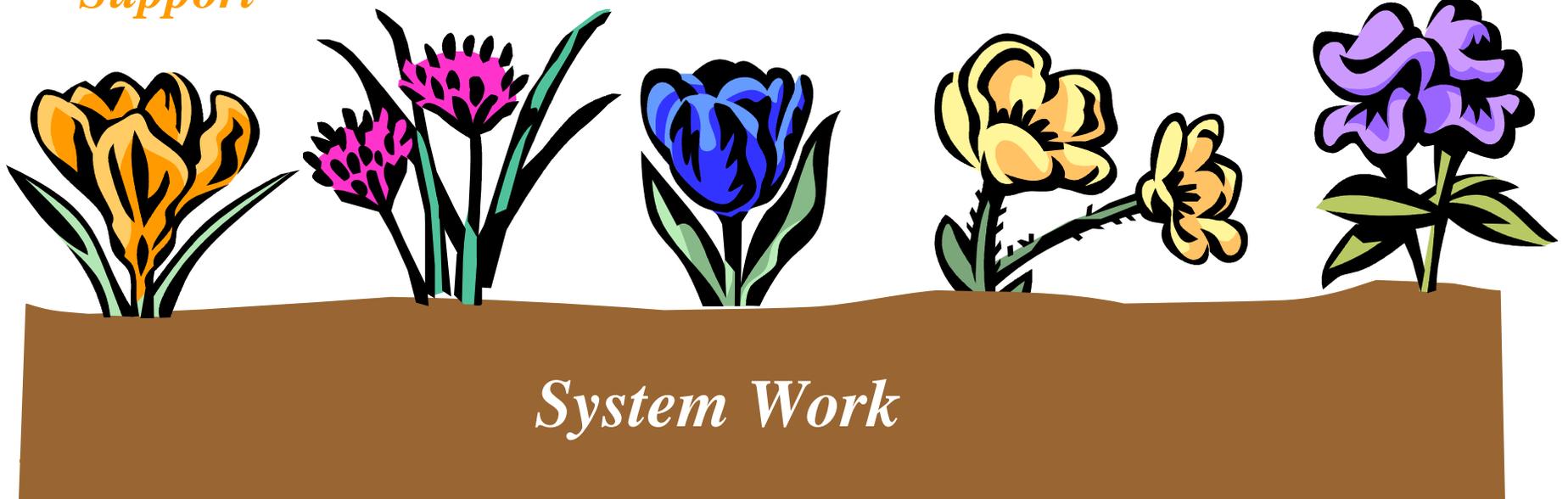
*Family  
Support*

*Head  
Start*

*ECE*

*Health*

*Mental  
Health*



*Adapted From: Kagan, S. L., & Cohen, N. E. (1997). Not by chance: Creating an early care and education system. New Haven, CT: Yale University Bush Center in Child Development and Social Policy.*

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# Why Governance?

- Proliferation of programs across multiple state agencies and non-governmental organizations
  - Poorly coordinated service delivery systems
    - Gaps and duplications in access for children and families
    - Few common standards, outcomes, accountability measures (and, therefore, widely variable quality and costs)
    - Insufficient comparative information for parents and policymakers
  - Inadequate, episodic, and patchwork funding
  - Insufficient attention by policymakers
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# Why Governance? (cont.)

- Current situation is at odds with goals of:
    - ❑ Universal Access
    - ❑ High Quality
    - ❑ Statewide Equity
    - ❑ Administrative Efficiency
    - ❑ Unified Field
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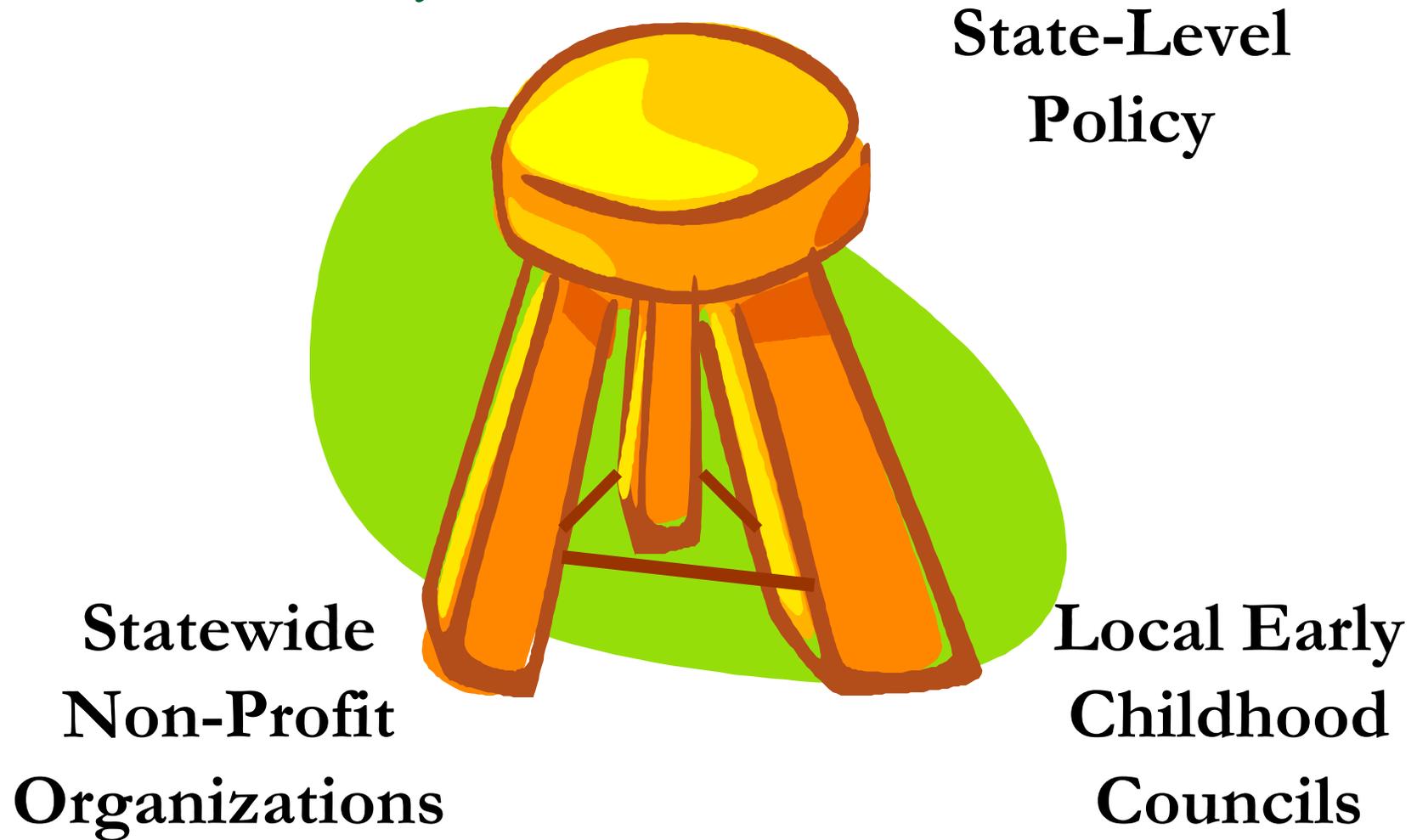
# General Framework for Colorado's Early Childhood System

Roles for, and desire to combine the strengths of:

- State Government
    - Four state agencies that administer programs
  - Non-profit/non-governmental sector
    - Independent organizations that deliver services
  - Local communities
    - Local early childhood councils
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# Three Crucial “Legs” to Colorado’s System



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# Two Governance Issues

1. Governance *within* state government (“Leg 1”)
    - ❑ Integration of policies and procedures?
    - ❑ Consolidation of administration and management?
    - ❑ Other states to watch (GA, MA, WA, MD, PA)
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# Two Governance Issues

2. “Cross-bar”: Governance *among* the three legs (state policy, non-profit organizations, local early childhood councils)
    - ❑ “New Governance” models
    - ❑ Inter-agency
    - ❑ Public and private
    - ❑ State and local
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# Within-Government Governance

## Issues to Consider

- Choices reflect underlying values and principles.
  - What is integration from one perspective is dis-integration from another.
  - Balance between authorities and accountabilities.
  - Durability across political administrations.
  - Funding and public support are crucial.
  - Constraints imposed by Colorado's context.
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