

## UNIVERSITY PARTNERS – GOVERNANCE DISCUSSION

Joe R. Williams East Conference Room

April 1, 2005

1:30 p.m.

### Attendees

Alberta Dooley, Boise State University Child Welfare; Mary Curran, Northwest Nazarene University; Alan Lamb, North Idaho College; Jim Gentry, College of Southern Idaho; Mike Scholl, Casey Family Programs; Bill Clouser, Lewis – Clark State College; Michael Aiello – DHW Mgt. Services; Frances Lunney – CFS-Region 6; Rob Gregory, CFS-Region 1; Kurt Lyles, CFS-Region 4; Wes Engel, FACS; Mickey Harmer, CFS –Foster Care; Fred C. Kim, CFS-Reg. 7; Chuck Halligan – CMH; Donna Francis – CFS-Region 2; Jeremy Player – CFS- Region 3; Frank Sesek-FACS Admin; Mardell Nelson-FACS Training; Shelton Woods-Boise State University; Brent Porges, FACS Admin; Patty Gregory –, Idaho Child Welfare Research and Training Center; Mike Frumkin - Eastern Washington University; Shirley Alexander-CFS Manager; Jan Hurst-FACS support.

### Goal of the meeting

Frank Sesek, Deputy Administrator for the Division of Family and Community Services (FACS), opened the meeting by reviewing the purpose of the Agency/University Child Welfare Partnership: to improve outcomes for children through improved child welfare education, training, evaluation and practice. The purpose of today's meeting is to convene the university partners and the Children and Family Services Program Committee to establish a formal advisory structure to support the increasingly complex shared activities of the partnership. Additionally, Frank identified the need to create a central point of contact and organization of the Partnership. Thus, Mardell Nelson, as its chief organizer and Contract Manager is the logical person to be designated as the Partnership Director.

Mardell Nelson, FACS Manager of Planning, Evaluation and Training, welcomed the group and facilitated introductions, including a clarification from each attendee their personal involvement with the partnership to date.

### Background

Mardell provided the group with a little background to convening this meeting:

- Approximately six months prior to this meeting, the Children and Family Services (CFS) Program Managers requested formation of an advisory group structure to better manage the collaborative work between CFS and the University Partners.
- In February 2005, this advisory structure was proposed to university partners at their annual meeting. The Deans and Directors of the various universities and colleges concurred that a more formal administrative structure with better representation be established. They requested a joint meeting with CFS Program Managers to discuss the proposal and they expressed a desire to have all constituents at the table.

### Partnership Background

Mardell began the discussion by providing some background current national trends regarding formation of agency/university child welfare partnerships.

- The Administration of Children and Families (ACF) originally financed these partnerships with Title IV-E funds, as a workforce strategy to improve retention and recruitment in public child welfare agencies.

- With their recent implementation of the nationwide Children and Family Services Review process, ACF has been providing states with technical assistance to improve practice, and they have encouraged the continued formation of agency/university partnerships for the purposes of service evaluation and practice improvement.
- One such venture has been sponsored by the PEW Charitable Trust, which has financed large consortium of research universities to evaluate how to improve child welfare practice through research and evaluation. This group is addressing the barriers and opportunities of this movement. Idaho has participated in several conference calls sponsored by this consortium.
- As part of Idaho's Program Improvement Plan (PIP), we received technical assistance from an ACF sponsored National Resource Center on Organizational Improvement to strengthen the governance structure of our already flourishing partnership. The resource center matched Idaho with the University of Kentucky for a consultation which was attended by the lead schools in the Idaho partnership—Boise State and Eastern Washington University.

### **History of Idaho's Partnership**

Patty Gregory, Director of Eastern Washington University (EWU), Idaho Child Welfare Research and Training Center provided an historical perspective regarding Idaho's growing partnership.

- EWU, which has a regional mission of serving states that did not have social work MSW programs, entered a Memorandum of Agreement with FACS nearly 10 years ago.
- The Memorandum of Agreement set the vision, defined the work and also defined the financial contributions both parties invested into the collaborative effort.
- Activities of the partnership began with the stipend program. They have grown to include joint submission of grants, service evaluation, training coordination, implementation of the Community Resources for Families Program and implementation of Pride and Kinship Care Training Initiatives.
- Within the past three years, EWU has moved into a lead school role by subcontracting with the other colleges and universities to expand the partnership statewide. NNU, ISU, LCSC, NIC and CSI are all subcontracting and providing PRIDE training. NNU, ISU, LCSC and Walla Walla College contract for the Stipend Program.

Alberta Dooley, Director of the Boise State Child Welfare Center (BSU) added to the historical perspective by sharing the following:

- BSU was an early partner in building the Idaho Partnership. In the 1990's BSU entered and later discontinued its Memorandum of Agreement with FACS for a stipend program.
- In the last two years, BSU has rejoined the partnership and is serving as the second lead school.
- BSU has a stipend program and is involved in the PRIDE initiative
- This year BSU has assumed a major role in assisting FACS in revising the Child Welfare Academy as part of Idaho's Program Improvement Plan.

Mike Scholl, Director of the Idaho Casey Family Program, rounded out the historical picture by describing that Casey is a national private foster care program that has a rich history of partnering with public child welfare agencies.

- Casey has been in Idaho for almost 32 years. The first 15 years focused on foster care. In 1989 the focus shifted to improving the public child welfare.
- In Idaho, Casey has had a partnership agreement with FACS for ten years.
- In 2004, Casey and FACS initiated joint strategic planning and formalized the existing partnership with a State Strategy Agreement that defines many areas of collaborative work including innovative placement and case managements services, technical assistance and system's improvement initiatives.
- Mike distributed a handout that further described the agreement. Part of the agreement calls for establishing a governance structure to manage the partnership.

## **Governance Discussion**

Mardell informed the group of the charge she had been given by Ken Deibert, FACS Administrator, to merge the Casey and University Partnerships, since the vision and goals of both were so similar. Mardell distributed and reviewed folders of material with the group. Included are the existing agreements between FACS and Casey and FACS and the Universities. Also included was an organization chart and description of the proposed governance structure. The group reviewed in detail the proposed structure documents and draft charters for each of the advisory boards being proposed. The organizational structure is proposed as follows:

### **1. UNIVERSITY/PARTNERSHIP ADMINISTRATIVE BOARD**

- **Membership:** BSU Social Work Director, FACS Administrator, FACS Deputy Program Operations (Budget), EWU Dean, CASEY Director, Partnership Director (Staff), (Center Directors?)
- **Duties:** Convenes quarterly; staffed by Partnership Director. Duties include: strategic planning; overseeing work plans; reviewing outcomes reports (i.e. TAP outcomes, student outcomes); dispute resolution; partnership development (Participation Agreements and University MOA), addressing funding and budget issues, chartering advisory groups (self-directed teams); receiving CASEY Technical Assistance regarding relevant statewide issues (Service Integration; FGDM; IV-E re-financing), developing a Partnership communication plan.

### **2. PARTNERSHIP DIRECTOR**

- **Membership:** FACS Planning, Evaluation and Training Program Manager
- **Duties:** Reports to Partnership Sponsor, serves as staff to the Administrative Board, serves as liaison to CFS Program Committee, participates on CASEY Advisory, Convener of Operations Board [Job Description -To Be Defined]

### **3. OPERATIONS/ OUTCOMES BOARD**

- **Membership:** Partnership Director (Convener); BSU Center Director; ICWRTC Director; CASEY Director or Designee
- **Duties:** Serves as staff to the Administrative Board, reports to Partnership Sponsor, oversees the operations of the partnership. Responsibilities include negotiating contracts, working with the DHW Budget Analyst on federal claiming issues, providing direction to center staff, developing and maintaining partnership communications, developing social marketing strategies, maintaining connections to national IV-E workforce groups and partnership and evaluation initiatives (CSWE IV-E Meetings, National Consortium on IV-E Research and Evaluation, West Coast Child Welfare Trainers Association).

### **4. BSU CHILD WELFARE CENTER**

- **Membership:** Center Director; PRIDE Trainers; IV-E Student Coordinator; Academy Trainer, Administrative Staff
- **Duties:** Center Director reports to the Social Work Department Director and is accountable to Partnership Director and the Administrative Board. Convenes Academy and Scholars Advisory Boards and the IV-E Coordinators Team; Academy Coordination; web-based library; develops e-learning curricula; develops supervisor training; plans student institute; coordinates recruitment efforts with DHW HR.

### **5. IDAHO CHILD WELFARE RESEARCH AND TRAINING CENTER**

- **Membership:** Center Director; PRIDE State Coordinator; IV-E Student Coordinator, Substance Abuse/Child Welfare Trainer/Consultant, Research Director, IV-E Librarian
- **Duties:** Director reports to the Dean of Social Work Department and is accountable to Partnership Director and the Administrative Board. Oversees sub-contracts with the other Idaho universities, provides project management for grants, evaluations and special initiatives (i.e. SA/CP grant, CRFF implementation and evaluation, CMH Grant, Kinship Care Initiative, PRIDE implementation); maintains Child Welfare Library and web site, funding development (grant search, grant writing; capitol campaign, IV-E leveraging); convenes PRIDE Trainers Team; convenes Research/Evaluation and Resource Family Training Advisory Boards.

#### 6. FACS RESEARCH/EVALUATION ADVISORY BOARD

- **Membership:** ICWRTC Director (Convener), Partnership Director (Co-Chair), \*FACS Deputy(s), \*CFS CQI Manager, \*FACS Principle Investigators, ICWRTC Research Director, CMH Initiative TA Coordinator, BSU Center Director, \*\*FOCUS Manager,  
\*Liaisons to CFS Program Committee  
\*\* Liaison to DHW CDIU
- **Duties:** [Refer to Charter]; Oversees Outcomes of the Casey Agreement (Youth Permanency, Safety and Well-Being); develops participatory evaluation strategies that include youth, alumni and family stakeholders (per Casey Agreement); IRB review and screening evaluation proposals; CASEY monitoring of DHW compliance of State Strategy Agreement (3.1). Joint evaluations include: FGDM initiative, CMH Project, SA/CP pre-treatment project, student outcomes, Academy evaluation; CQI monitoring of TAP, Ansell-Casey use and other CASEY agreement practices; PRIDE Evaluation.

#### 7. ACADEMY/IN-SERVICE ADVISORY BOARD

- **Membership:** \*Shirley Alexander, \*Mardell Nelson, Alberta Dooley (Convener), \*Rob Gregory, \*Program Manager Designee, CASEY Appointee; Academy Coordinator  
\*Liaisons to CFS Program Committee
- **Duties:** Develops policy recommendations, oversees curriculum (new worker, supervisor and in-service), addresses trainer coordination and capacity issues, develops annual training plan for Combined State IV-E/IV-B Plan, reviews CQI results and makes recommendations regarding training needs, initiates and participates in technical assistance regarding training and workforce development, oversees implementation of Family Centered Practice Model and CFS Practice Manual revision, provides input on university contract revisions;

#### 8. SCHOLARS PROGRAM ADVISORY BOARD

- **Membership:** \*Kurt Lyles, \*Donna Francis, Alberta Dooley (Convener), \*Rob Gregory, CASEY and other university partner appointees  
\*Liaisons to CFS Program Committee
- **Duties:** Develops policy recommendations; develops specialized student units; monitors and develops the recruitment, retention and repayment process; reviews applications for stipend program; makes recommendations regarding pre-service curriculum; monitors the mix of students and stipend allocation; plans student institute; CASEY student placement.

#### 9. RESOURCE FAMILY TRAINING ADVISORY BOARD

- **Membership:** Kim Fordham (Convener), CFS Foster Parent Program Specialist, PET Training Specialist, \*Kathy James, \*Fred Kim, Marilyn Tucker-CASEY Appointee, and Dana Kelley, Foster Parent Trainer  
\*Liaisons to CFS Program Committee
- **Duties:** Makes policy and procedural recommendations, coordinates roll-outs of advanced curricula (Kinship, In-Service and Therapeutic Curricula, ICWA Curricula), coordinates with foster parent association regarding Foster Parent Conference, supports the development of the Foster Parent Association, provides input to PRIDE contract amendments, monitors/supports TAP agreement and Foster Care Services, monitors Community Transition Initiative, monitors disproportionality and develops strategies, Resource Family CEU offerings

#### 10. CHILD WELFARE PRACTICE DEVELOPMENT ADVISORY BOARD

- **Membership:** CASEY Designees, Kathy James, Mickey Harmer,
- **Duties:** Capitol Campaign; Break-through Initiative; oversees development of FGDM provider network; initiates strategies regarding advocacy group development, Kinship Care Curricula

#### 11. CHILDREN AND FAMILY SERVICES PROGRAM COMMITTEE

- **Membership:** CFS Managers, CASEY Designee, Partnership Director, Center Directors on an as-needed basis
- **Duties:** Liaisons to the CFS Program, make decisions regarding field implementation of practice recommendations

#### 12. CMH SYSTEMS OF CARE INITIATIVE

- **Membership:** Oscar Morgan (Convener), Decker Sanders (Convener), Rick Phillips, Patty Gregory  
\*Mardell Nelson, CASEY Designees
- **Duties:** CMH workforce development, Telehealth, CMH Library, CMH Evaluation, participatory evaluation, working with adolescents

The Advisory Boards will be put in place over the next couple of months to create a shared vision and support the increasing collaborative work. The Charter has a short list of activities. The advisory group would focus on agency-based training, develop federal training plan, assess organization needs, monitor CQI process, and shape and redirect from feedback.

#### Partnership Activities

The group discussed the current activities and accomplishments of the collaborative partnership among FACS, the universities and Casey. These various activities included the following:

- Joint participation in the Children and Family Services Review and support of the CFS CQI process.
- Support in revising the CFS Academy
- Pooled funding to support improved foster care practice
- Pooled funding to support workforce development
- Joint strategic planning with a shared commitment to develop a Kinship Care Initiative and association with the Kin Coalition
- Joint grant submissions and evaluation of service projects
- Stipend program, including Student Institute and recruitment efforts

- Pride foster parent training initiative and evaluation, support of the foster parent conference and formation of the Foster Parent Association
- Casey Technical Assistance regarding service integration, family group decision making, kinship care and a planned financial consult.
- Integration of Casey evidence-based practices such as TAP assessment, case management and funds, transition and independent living supports, and Ansell-Casey Life Skills Assessment into CFS Standards and practice.

### **Next Steps**

Participants were asked to review the charters and notify Mardell of their interest in serving on particular groups. Program Managers who already committed to a group but wanted to change or join an additional group were also asked to clarify their preferences. Information regarding membership preference on Advisory boards should be sent to Mardell via email at [NelsonM3@idhw.state.id.us](mailto:NelsonM3@idhw.state.id.us). April 15 will be the deadline for member nominations.

- Mardell will convene the Partnership Administrative Board within the next couple of months. This group will address partnership agreements and advisory boards chartering and membership.
- BSU and EWU, as lead schools, will convene the Scholars and Academy/In-service Boards and the Evaluation and Resource Family Boards (respectively) by September. Casey will serve as lead in convening the Child Welfare Practice Development Board.
- University Contracts are in process of negotiation. Funds for convening the Advisory Boards on a quarterly basis.
- Semi-annual Partnership meetings will be schedule for fall and spring.