

**A STUDY OF THE DEVELOPMENT OF SCHOOL-LINKED SERVICES IN  
SELECTED PROJECT SUCCESS PILOT SITES IN ILLINOIS**

**by**

**JoAnn E. Walters**

Dissertation submitted to the Faculty of  
Virginia Polytechnic Institute and State University  
in partial fulfillment of the requirements for the degree of

**DOCTOR OF EDUCATION**

Educational Administration

APPROVED:

---

Dr. Joan Curcio, Chair

---

Dr. Marilyn Lichtman

---

Dr. Diana McCauley

---

Dr. Steve Parson

---

Dr. Harold McGrady

December, 1997

Blacksburg, Virginia

Keywords: School-linked Services, Pilot Projects, Integrated Services, Coordinated Services,  
Collaboration

A STUDY OF THE DEVELOPMENT OF SCHOOL LINKED SERVICES IN SELECTED  
PROJECT SUCCESS PILOT SITES  
IN ILLINOIS

by

JoAnn Ellis Walters

Committee Chair: Dr. Joan L. Curcio

Educational Administration

ABSTRACT

The purpose of this study was to provide an in-depth explanation of the development of coordinated services during the last four years at a selected number of Project Success pilot sites, and to identify critical factors that emerged which are associated in the literature with effective school-linked strategies. The research questions guiding this study were: (1) What common elements developed that crossed all selected sites, and what individual differences emerged among the sites? (2) What organizational structure emerged among the multi-agencies at the selected sites?

(3) What collaborative processes emerged across selected sites that facilitated the project? (4) In what ways did parents become involved in the implementation of the project? (5) What barriers or support were encountered in establishing and operating the sites?

The data collection for this study occurred in three parts: individual interviews with the Project Coordinators, focus group interviews with appropriate representatives of the pilot site projects, and notes from meetings of the Local Governing Board. A questionnaire that consisted of seven questions was used to collect data for this study.

Materials gathered during in-depth interviews were transcribed and analyzed after the interviews were completed. First, the researcher read the transcribed interviews and hand coded the consistencies and emerging themes on a large chart. Second, a matrix was made of the hand coded data using a word processor. Third, the researcher used the Ethnograph Computer Software Program to organize and code the data. From this data, the researcher identified themes, common patterns, and important stories shared by the participants regarding their experiences with developing coordinated services to meet the needs of children and families during the last four years. A narrative summary was written for each selected pilot site. Recommendations for further research are provided at the conclusion of chapter five.

## Dedication

For my husband, **Lue A. Walters**, who is a wonderful spouse and a constant inspiration to my life. I love you very much.

For my sons **Donald & Ronald Walters**, who are my pride and joy. I thank God for the two of you. You would be an inspiration to any mother.

For my grandparents, **Clem (deceased) & JoAnna Hedrick**, who raised me as well as five of my siblings. I thank God they were there for us.

For my sister, **Shirley Ellis**, who is always supportive and helping out when needed. In many ways, she was my mother as we were growing up.

For my in-laws, **Frank & Annie Walters (deceased)**, who were great parents to me, even with eleven children of their own.

This dissertation serves as a special dedication to two individuals: **Mrs. JoAnna Hedrick (Mama Jo)**, for her love and dedication to the six grandchildren she took the time to raise. Finally, to the memory of **Mrs. Annie Guyton Walters (Mama)**, who was such a God sent to my existence. My heart will always be filled with beautiful memories of the way she guided my life. If we can truly be “Touched By Angels,” I know I’ve had that experience through knowing Mama Jo and Mama.

## ACKNOWLEDGMENTS

I want to take this opportunity to thank God for making this entire process possible. I also want to thank Him for the blessings he has added to my life, especially my husband, Lue A. Walters. I owe much to Lue for his patience, love, understanding, and support throughout this process. A special thanks to my grandparents; Mr. Clem Hedrick (deceased) and Mrs. Joanna B. Hedrick, for taking the time to raise me as well as five of my siblings (Earl, Maxine, Shirley, Cornelius, and Willie Roy). God has blessed me with the preceding siblings in addition to (Sandra, Charles, and Betty Lipscomb).

As my life evolved, God granted me the precious gift of twin sons, Donald and Ronald. An additional father and mother, Mr. Frank Walters (deceased), and Mrs. Annie Walters (deceased). I am also blessed to have five additional sisters (Annie Dillard, Dora Vaughn, Bonnie Pritchett, Bobbie Brown, Dr. Bettye Walters) and five additional brothers (Jerry, James Roy, Perry, Earl, and Eddie Walters). I am grateful to God for my biological siblings and those acquired through marriage.

I would like to thank my committee, Dr. Joan Curcio, Chairperson; Dr. Diana McCauley, Dr. Steve Parson, Dr. Marilyn Lichtman, and Dr. Harold McGrady for their help in guiding me through this process.

To Dr. Joan Curcio, my dissertation chair, words cannot express how much I love and appreciate you. Thank you for always being there, not just for the dissertation, but during some difficult times when you assured me that completing the dissertation was possible. Also, the assurance that you would be there for me. May God continue to bless you.

To Dr. Diana McCauley for taking the time to serve on my committee. Thank you for being so “wonderful” throughout this process. I am grateful that you agreed to serve on my committee. May God continue to bless you.

To Dr. Marilyn Lichtman for taking the time to set aside specific days to meet with me and provide feedback regarding the dissertation. I will always remember the day I understood Chapter III.

To the Assistant to the Governor for being so helpful in providing me with vital information to assist in this process. To the Project Coordinators and key stakeholders at each Project Success site for taking the time from your busy schedules to allow me to visit and observe; and for taking the time to be a part of this study.

To Mr. Charles Curcio for being so kind and patient each time I called your home to speak to Dr. Curcio. Also, thank you for ALWAYS giving Dr. Curcio the messages that I had called. In many ways, you have played a pertinent role in my completing this process.

To Dr. Susan Silvey for being the greatest coach/mentor possible. I appreciate the fact that you would phone me, request that I go to the computer and “type,” then hang up. Thank you for editing and telling me when I should add more content to specific areas of the dissertation.

To Ms. Martha Hunter for your great ideas regarding the layout of the dissertation. I appreciate your help and dedication. Finally, I wish to thank the members of the Va. Tech Doctoral Cohort for your friendship and support. Best of luck to each of you as you continue through life.

## Table of Contents

Abstract	
Dedication.....	iii
Acknowledgments.....	iv
CHAPTER I.....	1
INTRODUCTION.....	1
School-Linked Services.....	1
An Illinois School-Linked Service Model.....	2
Statement of the Problem.....	3
Critical Factors.....	4
Purpose of the Study.....	5
Research Questions.....	5
Significance of the Study.....	6
Definition of Terms.....	6
Limitations of the Study.....	6
Summary.....	7
CHAPTER II.....	8
LITERATURE REVIEW.....	8
Introduction.....	8
Educational Reform.....	9
Some Common Elements.....	11
Individual Differences.....	11
Organizational Structure.....	12
Collaboration.....	14
Parent and Family Involvement.....	15
Barriers to the Formation of Integrated Services.....	17
Support for School-Linked Services.....	18
Summary.....	20
CHAPTER III.....	21
METHODOLOGY.....	21
Introduction.....	21
Gaining Access/Permission.....	21
Sample Selection.....	22
Data Collection.....	22
The Interview Process.....	23
Individual Project Coordinator Interviews.....	23
Focus Group Interviews.....	24

Visits to Local Governing Board Meetings.....	25
An Example of the Data Collection Process: The Dextur Site...	26
Method of Analysis.....	26
Credibility.....	27
Ethical Considerations.....	28
Summary.....	28
CHAPTER IV.....	30
FINDINGS.....	30
Introduction.....	30
Site1: Dextur Project Success Model.....	30
Site 2: Jackson Project Success Model.....	40
Site 3: Port Gibson Project Success Model.....	47
Site 4: Walker Project Success Model.....	54
Summary.....	63
CHAPTER V.....	64
RESULTS, CONCLUSIONS, RESEARCHER’S REFLECTIONS AND RECOMMENDATIONS.....	64
Results.....	64
Conclusions.....	69
Researcher’s Reflections.....	70
Recommendations For Practice.....	71
Recommendations For Further Research.....	72
REFERENCES.....	73
APPENDICES.....	80
A.    Interview Protocol.....	80
B.    Informed Consent.....	82
C.    Sample of Dextur Coded Transcript.....	85
D.    Code Names and Abbreviations.....	111
VITA.....	114