



HEAD START

Original Source:

Regional T/TA Network

Edited by: Marla Russell for MCSB presentation.

On the Road to Effective GOVERNANCE

For Head Start Leaders

Presenter:

Region IV Training and Technical Assistance



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***Learning Objectives**

In this session participants will:

- Gain a deeper understanding of the history of Head Start
- Review the roles and responsibilities of shared governance
 - Identify the key activities for the three Head Start leadership entities as it relates to their role in strategic planning, program operation, management, and service delivery.
 - Review Office of Head Start and grantee communication model.
- Complete a survey with three questions for self-assessment.



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*What is Head Start?

A program that provides **Comprehensive Early Childhood Services** that are responsive to each child and family's ethnic, cultural, and linguistic heritage





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***Purpose of Head Start**

...to promote the school readiness of low-income children by enhancing their cognitive, social, and emotional development—

(1) in a learning environment that supports children's growth in language, literacy, mathematics, science, social and emotional functioning, creative arts, physical skills, and approaches to learning; and

Head Start Act (Sec 636)



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Purpose of Head Start

(2) through the provision to low-income children and their families of health, educational, nutritional, social, and other services that are determined, **based on family needs assessments, to be necessary.**

Head Start Act (Sec 636)



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Head Start Core Values

1. Supportive Learning Environment
2. Many Cultures
3. Empowerment of Families
4. Comprehensive Vision of Health
5. Individual's Development
6. Treated as an Individual
7. Relationships with Larger Community
8. Continuum of Care



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*History of Head Start

- In **1965**, Head Start began as a program for preschoolers and as part of the **War on Poverty**. It began as an eight-week summer program
- Concept of **shared governance** was revolutionary in **1965**
- Grew into a year-round, comprehensive, multigenerational development program for children and families
- **1970** - the Transmittal Notice 70.2 strengthened the role of **parents and the community with a formal structure**
- **1990** - the Performance Standards were revised with further support for shared decision-making



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History of Head Start

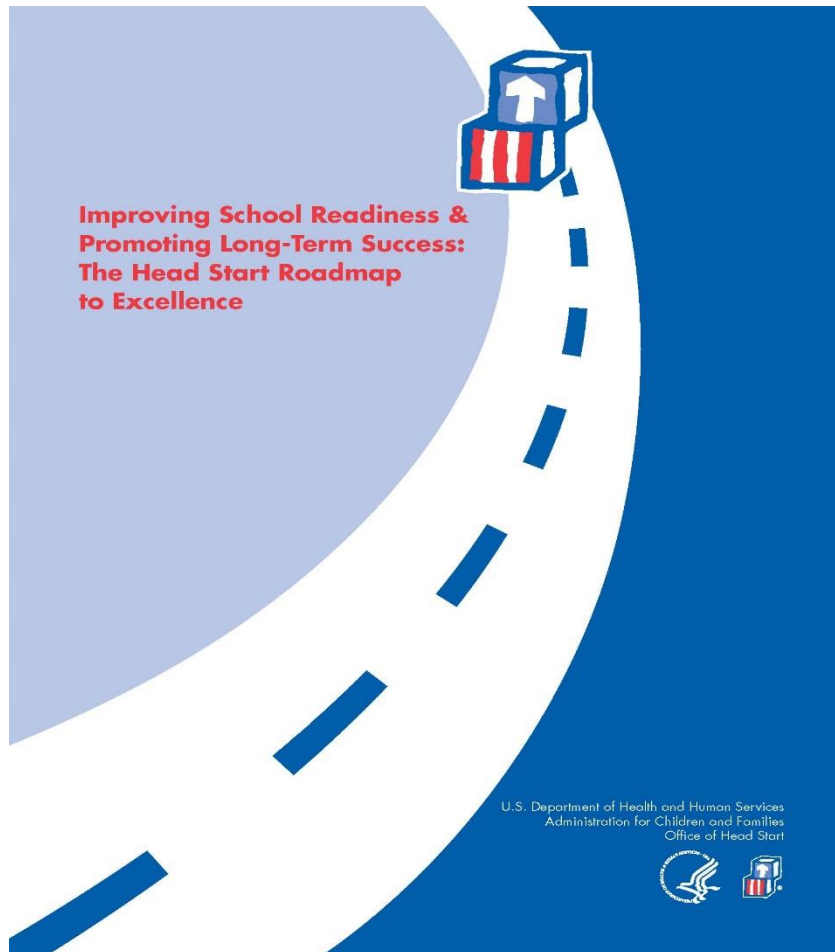
- **1994** - Congress established the Early Head Start program for low-income families with infants and toddlers
- **2007** - Head Start was reauthorized by Congress and the law became known as **“The Improving Head Start for School Readiness Act of 2007”**. This law expanded information on the role of the decision-makers and provided greater focus on the fiscal and oversight responsibilities of the governing body. Also, **Congress** instructed the Office of Head Start to update its performance standards and regulations and to:
“ensure that any revisions in the standards do not result in the elimination of or any reduction in quality, scope, or types of health, educational, parental involvement, nutritional, social or other services.”



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*The Head Start Roadmap to Excellence (2010)



School Readiness:
Children are ready
for school and
sustain learning
goals through 3rd
grade.



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*PFCE Framework (2011)

PARENT, FAMILY AND COMMUNITY ENGAGEMENT FRAMEWORK



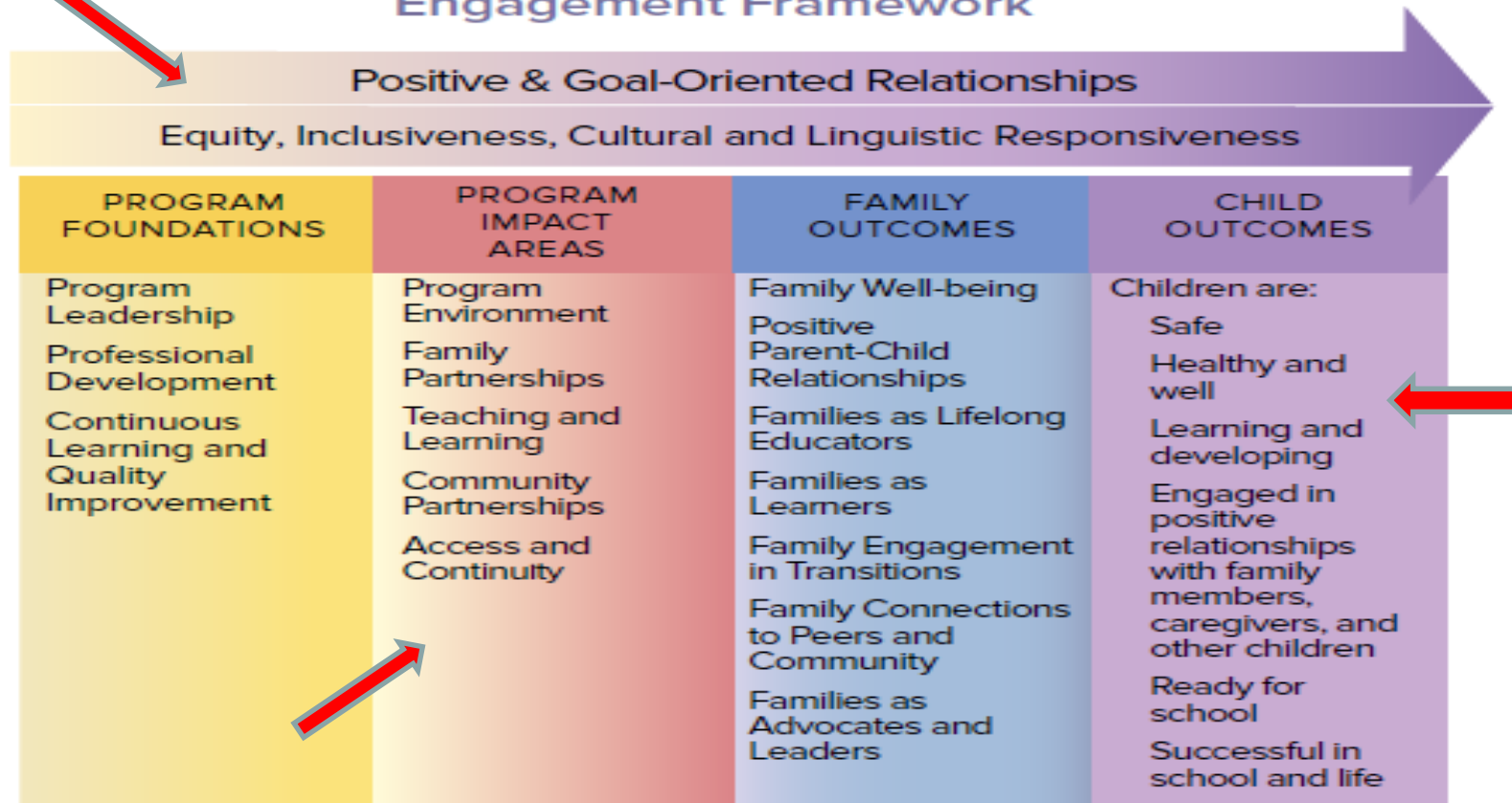


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NEW Framework 2018

Head Start Parent, Family, and Community Engagement Framework





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History of Head Start

- 2011 - 45 CFR 1307 **Policies and Procedures for Designation**
Renewal for Head Start and Early Head Start Grantees (previously 45 CFR 1307 and now Subpart B 1304.10-1304.16)
- ACF IM-HS-13-02 Revised: **Five Year Head Start Project Periods**
OHS moving from indefinite project periods to five year project periods. “It is incumbent on the governing body to assure ...that health and safety of children are never compromised.”
- ACF-IM-HS-14-02 Federal Oversight of Five Year Head Start Grants
“Effective Governance and leadership are key elements of program quality and risk mitigation.”



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*Head Start Early Learning Outcomes Framework



HSELOF

Birth to Five Approach

2015



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Head Start Early Learning Outcomes Framework (HSELOF)

- The Framework is designed to:
- foster a deeper understanding of the timing and sequence of child development and learning from birth to 5
- guide implementation of effective learning experiences that promote strong outcomes for all children
 - The Framework is organized into the following elements:
Domains, Sub-Domains, Goals, Developmental Progressions, and Indicators



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HSELOF

- **Domains**

- The **Domains** are broad areas of early learning and development from birth to 5 years that are essential for school and long-term success (see Figure 2). The central domains are:

- **Approaches to Learning**
 - **Social and Emotional Development**
 - **Language and Literacy**
 - **Cognition**
 - **Perceptual, Motor, and Physical Development**



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*New Head Start Performance Standards

- **First comprehensive revision of the Head Start Program Performance Standards** since the original release in 1975
- Builds upon 50 years of leadership in comprehensive early childhood services and will further raise the quality of Head Start programs
- Streamlined, simplified, and reorganized to improve clarity and transparency to support high-quality program delivery and minimize administrative burden
- Reinforces Head Start's position as a leader in the field of comprehensive early education, reflects best practices for teaching and learning, allows local flexibility, and **reduces the number of federal requirements by approximately one-third**

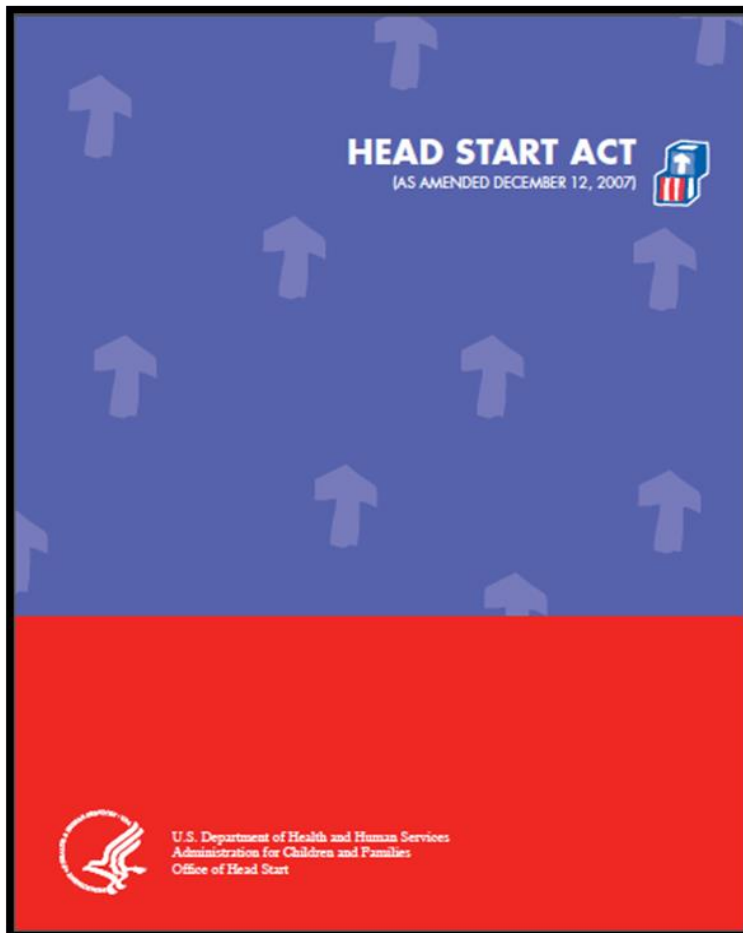
Effective November 7, 2016



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The Act and the HSPPS





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***Leadership and Governance is the overarching theme of the management systems**

Core ingredient for any successful Head Start program

Impacts strategic direction for five-year project period





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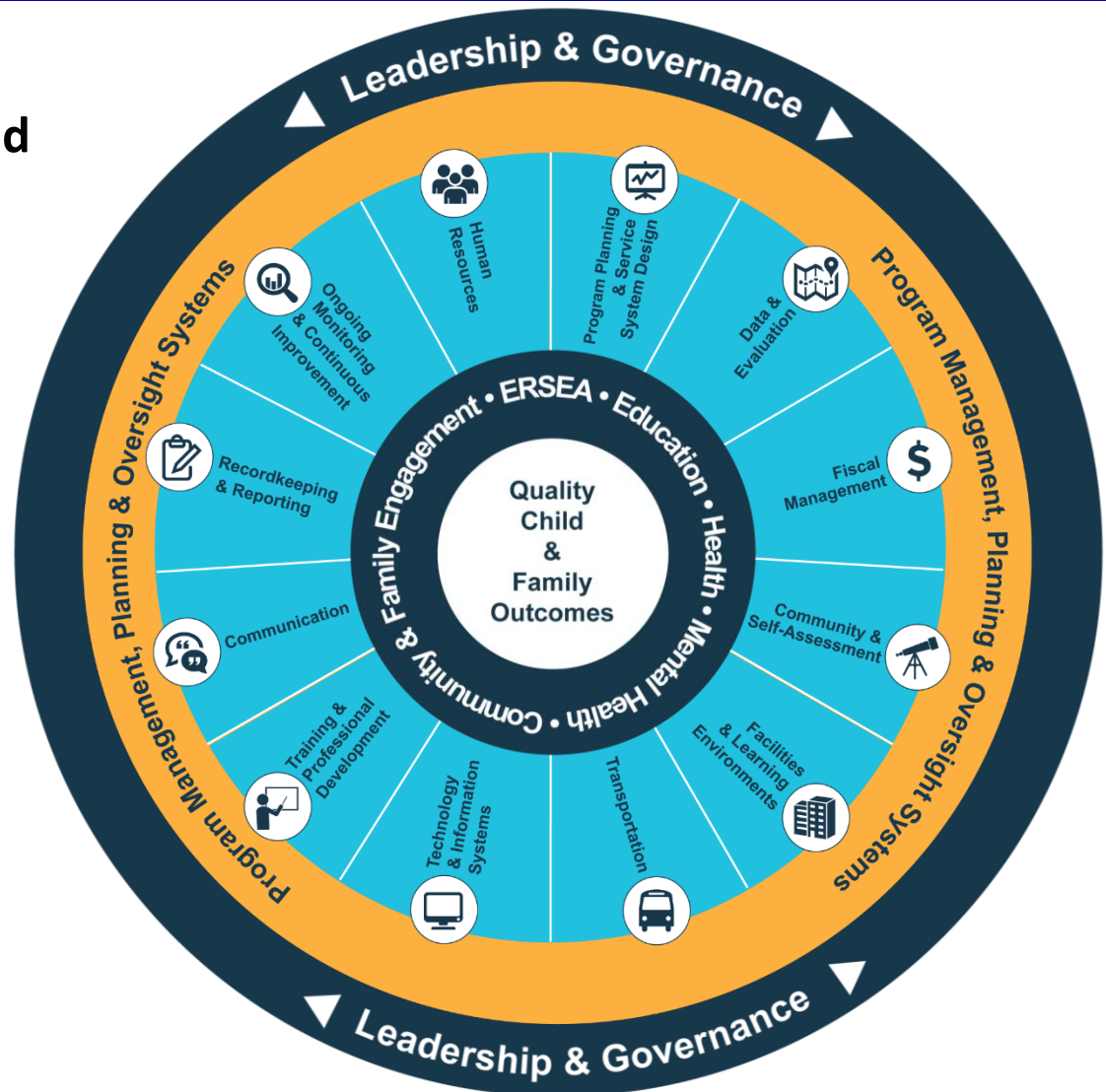
12 Management Systems
work together to inform and
influence the programs'
service delivery.

Comprehensive Services:

- ERSEA
- Education
- Health & Mental Health
- Community & Family Engagement

Target Area

- Quality Child &
- Family Outcomes





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Head Start Program Performance Standards (HSPPS)

The video player interface has a blue background with large, faint upward-pointing arrows. A red banner at the top of the slide reads "Part 1301 - Program Governance". To the right of the banner is a small icon of a house with an upward arrow and stars. Below the banner is a list of bullet points. At the bottom of the video player, there is a progress bar and a timestamp of 14:14.

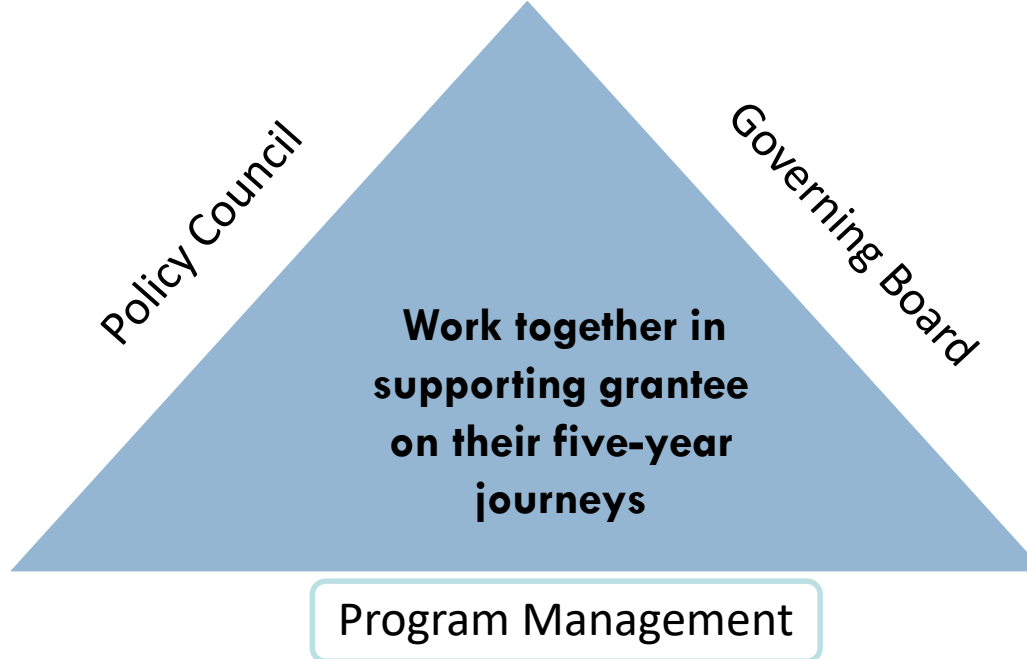
Part 1301 - Program Governance

- Relies on the Head Start Act
- Emphasizes the use of data
- Restores parent committees
- Clarifies advisory committees
- Includes terms for policy council and policy committee members
- Requirements for Impasse procedures

14:14



ALL PARTS OF GOVERNANCE STRUCTURE MUST BE ENGAGED IN PROVIDING STRATEGIC DIRECTION





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Shared Governance

- Present since the inception of Project Head Start in 1965
- Parent involvement in program governance reflects the fundamental belief, **that parents must be involved in decision-making about the nature and operation of the program for Head Start to be successful in bringing about substantial change.**

Federal Register, 40 FR 27562 June 30, 1975



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Head Start Act Sec 642 (c)

The Head Start agency shall establish and maintain a formal structure for program governance, for the oversight of quality services for Head Start children and families and for making decisions related to program design and implementation.



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Part 1301 Program Governance

1301.1 Purpose

1301.2 Governing body

1301.3 Policy council and policy committee

1301.4 Parent committees

1301.5 Training

1301.6 Impasse procedures

Head Start Program Performance Standards (HSPPS)

Align with the Head Start Act



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1301.1 Program Governance Purpose

An agency must establish and maintain a **formal structure** for program governance that includes a **governing body, a policy council at the agency level and policy committee at the delegate level, and a parent committee.**



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1301.1 Program Governance

Governing bodies have a legal and fiscal responsibility to administer and oversee the agency's Head Start and Early Head Start programs



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Governing Body Composition

Exceptions shall be made to the requirements for members of a governing body when

- those members oversee a public entity and
- are selected to their positions with the public entity by public election or political appointment.

Head Start Act Sec 642(c)(1)(D)

HSPPS 1301.2 (a)



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1301.3 Policy Council

Each agency must **establish and maintain a policy council responsible for the direction of the Head Start program** at the agency level. Since we do not have any delegates we do not have policy committees.



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Policy Council and Policy Committee Composition

Policy Council

Composition and Selection –

- The Policy Council **shall be elected by the parents of children who are currently enrolled in the Head Start program** of the Head Start agency **as early in program year as possible.**
 - The Policy Council **shall be composed of –**
 - **Parents of children who are currently enrolled** in the Head Start program of the Head Start agency (including any delegate agency), **who shall constitute a majority of the members of the Policy Council;** and
 - Members at large of the community served who may include parents of children who were formerly enrolled in the Head Start program of the agency
- Parents of children currently enrolled in a program option must be proportionately represented on Policy Council**

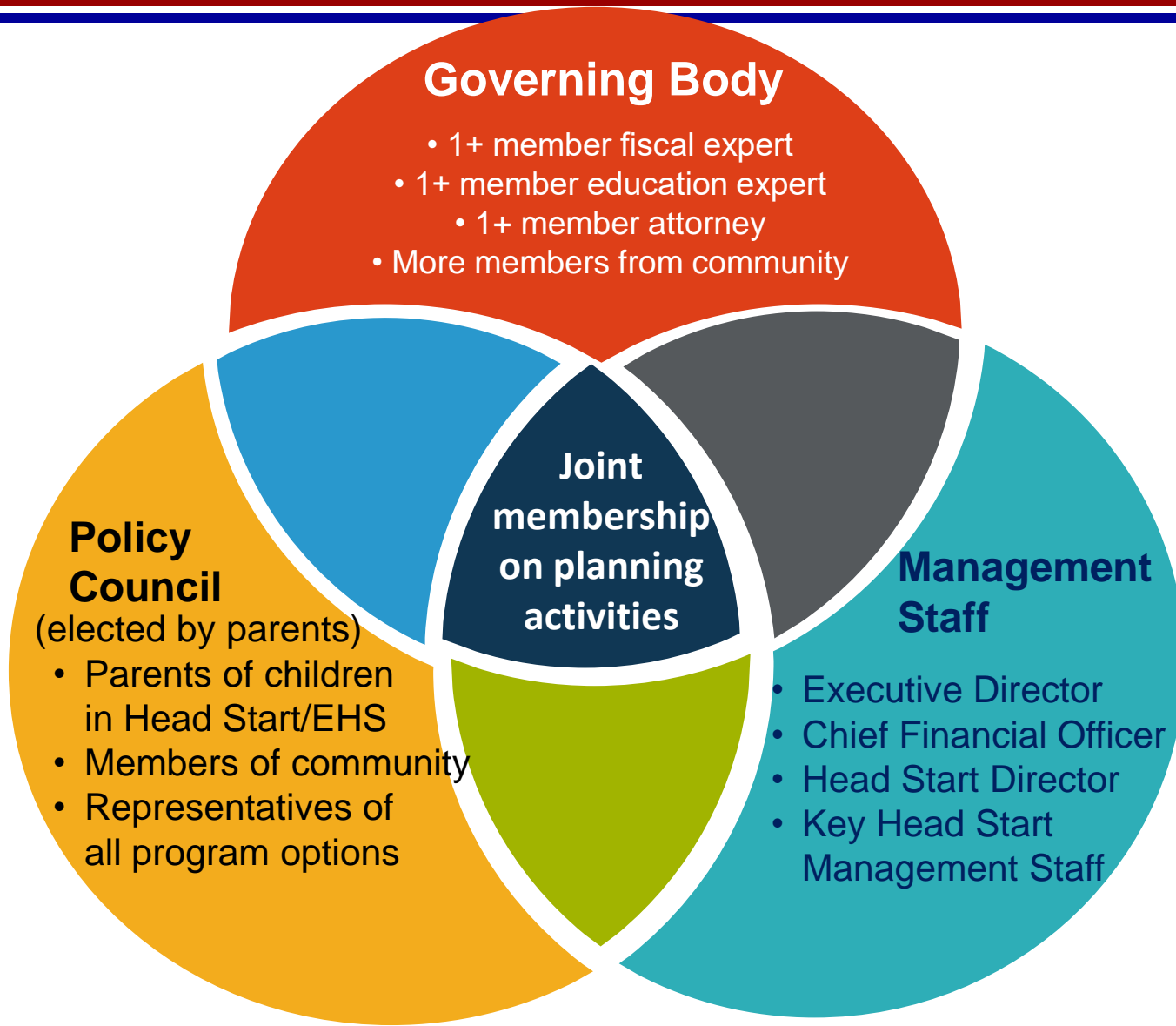
Head Start Act 642(c)(2)(B) 642(c)(3)

HSPPS 1301.3(b)(1)



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Governing Body Roles and Responsibilities

1301.2(b)(1) Duties and Responsibilities

The Head Start Act describes the **primary role** of governing bodies as having **legal and fiscal responsibility** for the Head Start agency and Head Start programs (sec. 642(c)(1)(A) and 642(c)(1)(E)(i)) as well as for three other areas:

- (1) Practices that assure active, independent, and informed governance. (Sec. 642(c)(1)(E)(ii))
- (2) Compliance with Federal requirements and applicable State, Tribal, and local law. (Sec. 642(c)(1)(E)(iii))
- (3) Responsibilities in eleven specific enumerated areas related to program administration and oversight. (Sec. 642(c)(1)(E)(iv))



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Governing Body Responsibilities

Governing bodies shall be responsible for other activities, including-

- I. selecting delegate agencies and the service areas for such agencies;
- II. *establishing procedures and criteria for recruitment, selection, and enrollment of children;
- III. reviewing all applications for funding and amendments to applications for funding for programs under this subchapter;
- IV. establishing procedures and guidelines for accessing and collecting information described in subsection (d)(2).

Head Start Act Sec 642(c)(1)(E)

HSPPS 1301.2(b)(1)



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Governing Body Responsibilities

- V. **reviewing and approving all major policies** of the agency, including—
- the annual self-assessment and financial audit;
 - progress in carrying out the programmatic and fiscal provisions in such agency's grant application, including implementation of corrective actions;
 - personnel policies of such agencies regarding the hiring, evaluation, termination, and compensation of agency employees;

Head Start Act Sec 642(c)(1)(E)
HSPPS 1301.2(b)(1)



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Governing Body Responsibilities

- VI. developing procedures for how members of the policy council are selected, consistent with paragraph (2)(B);
- VII. approving financial management, accounting, and reporting policies, and compliance with laws and regulations related to financial statements, including the—
 - approval of all major financial expenditures of the agency;
 - annual approval of the operating budget of the agency;
 - selection (except when a financial auditor is assigned by the State under State law or is assigned under local law) of independent financial auditors
 - monitoring of the agency's actions to correct any audit findings

Head Start Act Sec 642(c)(1)(E)

HSPPS 1301.2(b)(1)



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Governing Body Responsibilities

- VIII. reviewing results from monitoring conducted under section 641A(c), including appropriate follow up activities;
- IX. approving personnel policies and procedures, including policies and procedures regarding the hiring, evaluation, compensation, and termination of the Executive Director, Head Start Director, Director of Human Resources, Chief Fiscal Officer, and any other person in an equivalent position with the agency;

Head Start Act Sec 642(c)(1)(E)
HSPPS 1301.2(b)(1)



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Governing Body Responsibilities

- X. establishing, adopting, and periodically updating written standards of conduct that establish standards and formal procedures for disclosing, addressing, and resolving—
 - any conflict of interest, and any appearance of a conflict of interest, by members of the governing body, officers and employees of the Head Start agency, and consultants and agents who provide services or furnish goods to the Head Start agency;
 - complaints, including investigations, when appropriate;
- XI. to the extent practical and appropriate at the discretions of the governing body, establishing advisory committees to oversee key responsibilities related to program governance and improvement of the Head Start program involved.

Head Start Act Sec 642(c)(1)(E)
HSPPS 1301.2(b)(1)



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Governing Body Additional Responsibility

1301.2(b)(2)

The governing body must use ongoing monitoring information described in monitoring results, data on school readiness goals, other information described in 1302.102, and information described at 642(d)(2) of the Act to conduct its responsibilities.



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Policy Council Additional Responsibilities 1301.3(c)(2)

Policy council, and policy committee at the delegate level, **must use ongoing monitoring results, data on school readiness goals, other information described in 1302.102,** and information described in Section 642(d)(2) of the Act to conduct its responsibilities.



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1302.102 Achieving program goals

Program Management Cross Reference to Governance

- (a) Establishing program goals.** A program, in collaboration with the governing body and policy council, must establish goals and measurable objectives that include:
 - (1) Strategic long-term goals**
 - (2) Goals for the provision of educational, health, nutritional, and family and community engagement services**



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Governing Body & Policy Council

- (3) School readiness goals** that are aligned with the Head Start Early Learning Outcomes Framework: Ages Birth to Five
- (4) Effective health and safety practices** to ensure children are safe at all times as per 1302.47, 1302.90(b), 1302.92(c)(1), 1302.94, and 1303 subpart F



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1302.102 Achieving program goals

Program Management cross reference to Governance

(b) **Monitoring** program performance

(iii) Work with the governing body and policy council to **address issues** during the ongoing oversight and correction process and during the federal oversight



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1302.102 Achieving program goals

Program Management cross reference to Governance

2) Ongoing assessment of program goals.

(ii) Communicate and collaborate with the governing body and the policy council, program staff, parents of enrolled children when **conducting the annual self-assessment.**



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1302.102 Achieving program goals

Program Management cross reference for Governing Body & Policy Council

(d) Reporting.

(1) A program **must** submit:

(i) **Status reports**, determined by ongoing oversight data, to the governing body and the policy council, **at least semi-annually**.



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1302.101 Management system

Program Management cross Reference for Governance

(b) Coordinated approaches.

- (4) A program must establish procedures on data management, and have them approved by the governing body and policy council, in areas such as quality of data and effective use and sharing of data, while protecting the privacy of child records in accordance with subpart C of part 1303.**



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Policy Council Roles and Responsibilities

Role -The Policy Council is responsible for the **direction** of the Head Start program, including **program design and operation**, and **long- and short-term planning goals and objectives**.

Responsibilities: The Policy Council **must approve and submit to the governing body** decisions related to **eight specific activities**.

Head Start Act 642(c)(2)(D)

HSPPS 1301.3(c)(1)



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Policy Council Responsibilities

The Policy Council shall **approve and submit to the governing body** decisions about each of the following activities:

- (i) Activities to support the **active involvement of parents in supporting program operations**, including **policies** to ensure that the Head Start agency is **responsive to community and parent needs**.

Head Start Act Sec 642(c)(2)(D)

HSPPS 1301.3(c)(1)



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***Policy Council Responsibilities**

- (ii) Program **recruitment, selection, and enrollment priorities. (ERSEA)**
- (iii) **Applications for funding** and amendments to applications for funding for programs under this subchapter, **prior to submission** of applications described in this clause.
- (iv) **Budget planning** for program expenditures, including policies for reimbursement and participation in Policy Council activities.

Head Start Act Sec 642(c)(2)(D)

HSPPS 1301.3(c)(1)



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Policy Council Responsibilities

- (v) **Bylaws** for the operation of the Policy Council.
- (vi) **Program personnel policies and decisions regarding the employment of program staff, consistent with paragraph (1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff.**

Head Start Act Sec 642(c)(2)(D)

HSPPS 1301.3(c)(1)



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Policy Council Responsibilities

- (vii) Developing **procedures for how members of the Policy Council** of the Head Start agency **will be elected**.
- (viii) **Recommendations on the selection of delegate agencies and the service areas** for such agencies.

Head Start Act Sec 642(c)(2)(D)

HSPPS 1301.3(c)(1)



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1301.3(d) Policy Council and Policy Committee

Term:

- (1) A member will serve for one year.**
- (2) If a member intends to serve for another year, she/he must stand for election.**
- (3) The policy council, and policy committee at the delegate level, must include in its bylaws how many one year terms, not to exceed five terms, a person may serve.**
- (4) A program must seat a successor policy council, policy committee at the delegate level, before an existing policy council, or policy committee at the delegate level, may be dissolved.**



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1301.3(e) Policy Council and Policy Committee Reimbursement

Reimbursement.

A program must enable low-income members to participate fully in their policy council or policy committee responsibilities by providing, if necessary, reimbursements for reasonable expenses incurred by the low-income members.



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1301.4 Parent Committees

- (a) Establishing parent committees. **A program must establish a parent committee comprised exclusively of parents of currently enrolled children as early in the program year as possible.** This committee must be established at the center level for center-based programs and at the local program level for other program options. When a program operates more than one option, parents may choose to have a separate committee for each option or combine membership. **A program must ensure that parents of currently enrolled children understand the process for elections to the policy council or policy committee and other leadership opportunities.**



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1301.4 Parent Committees

- (b) Requirements of parent committee. Within the parent committee structure, **a program may determine the best methods to engage families using strategies that are most effective in their community**, as long as the program ensures the parent committee carries out the following **minimum responsibilities**:



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1301.4 Parent Committees Responsibilities

Parent committees carries out the following minimum responsibilities:

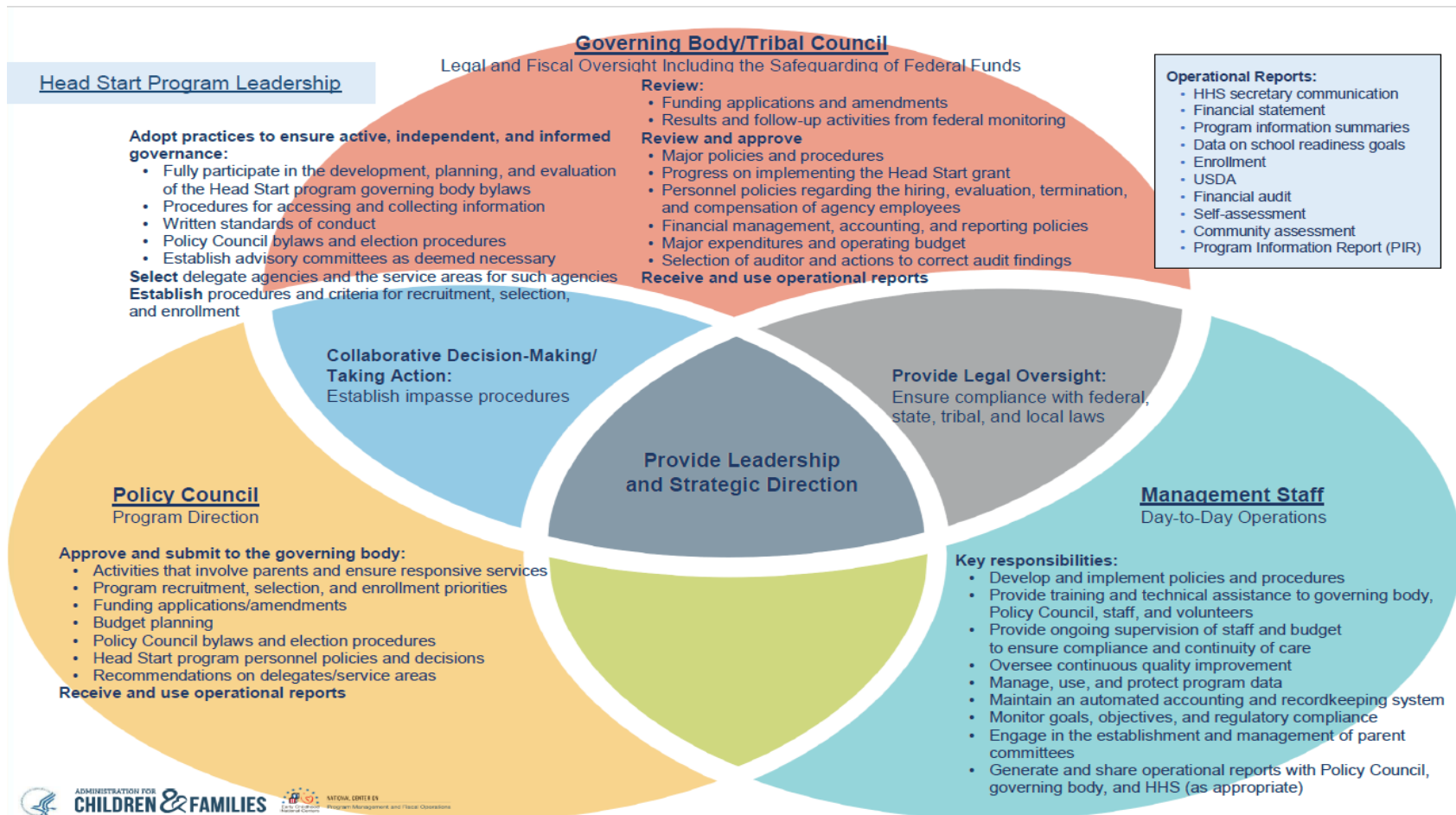
- (1) **Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of the children and parents.**
- (2) **Have a process for communication with the policy council and policy committee.**
- (3) **Within the guidelines established by the governing body, policy council, policy committee, participate in the recruitment and screening of Early Head Start and Head Start employees.**



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*Shared Governance Responsibilities





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Program Governance Administration

Information that **must** be shared and used by Governing Bodies and Policy Councils:

- (A) **Monthly financial statements**, including credit card expenditures;
- (B) Monthly **program information summaries**; inclusive of data on school readiness and ongoing monitoring data
- (C) Program **enrollment reports, including attendance** reported for children whose care is partially subsidized by another public agency;
- (D) Monthly **reports of meals and snacks** provided through program of the **Department of Agriculture**;



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Program Governance Administration

- (E) The financial audit;
- (F) The **annual self assessment**, including and findings related to such assessment
- (G) The **communitywide strategic planning and needs assessment** of the Head Start Agency, including and **applicable updates**;
- (H) **Communication and guidance from the secretary**; and
- (I) The **program information reports**.

Head Start Act 642(d)(2)

A program must submit: status reports, determined by ongoing oversight to the governing body and policy council, at least semi-annually.

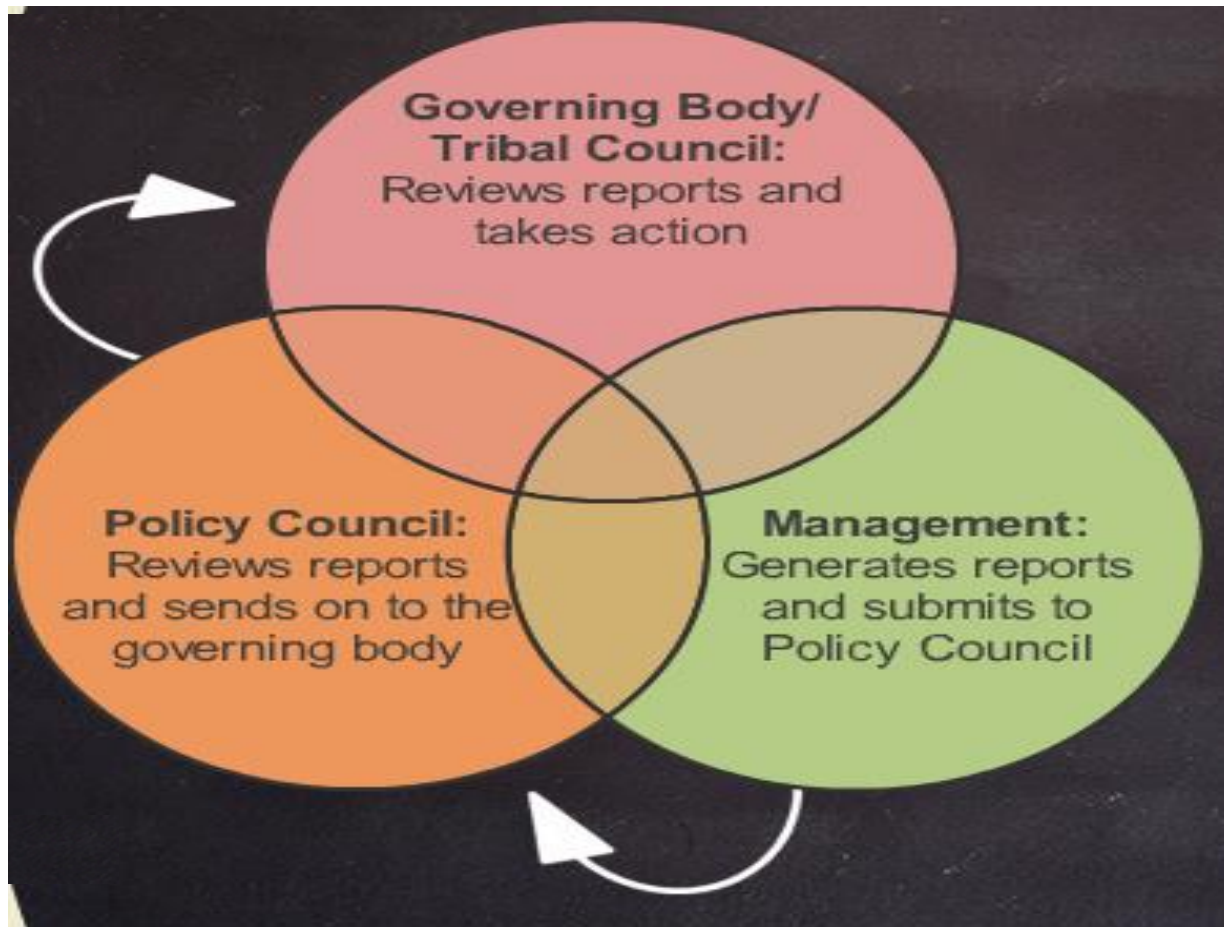
HSPPS 1302.102(d)(1)(i)



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Flow of Reports





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Conflict of Interest

Members of the governing body shall—

- (i) not have a financial conflict of interest** with the Head Start agency (including any delegate agency);
- (ii) not receive compensation for serving** on the governing body or for providing services to the Head Start agency;
- (iii) not be employed, nor shall members of their immediate family be employed, by the Head Start agency** (including any delegate agency); and
- (iv) operate as an entity independent of staff** employed by the Head Start agency.

Head Start Act Sec. 642(c)(1)(C)



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Conflict of Interest

Members of the Policy Council shall-

(i) not have a conflict of interest with the Head Start agency
(including any delegate agency)

And

**(ii) not receive compensation for serving on the Policy Council
or for providing services to the Head Start agency.**

Head Start Act Sec. 642(c)(2)(C)

Staff may not serve on the policy council or policy
committee at the delegate level, except parents who
occasionally substitute as staff.

1301.3(b)(2)



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Program Governance Administration

- (1) IMPASSE POLICIES - The Secretary shall develop** policies, procedures, and guidance for Head Start agencies concerning –
- (A) the resolution of internal disputes, including any impasse in the governance of Head Start programs; and
 - (B) the facilitation of meaningful consultation and collaboration about decisions of the Governing Body and Policy Council.

Head Start Act 642(D)



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1301.6 Impasse Procedures

- (a) To facilitate consultation and collaboration about decisions of the governing body and the policy council, **each agency's governing body and policy council must establish written procedures for resolving internal disputes between the governing board and the policy council in a timely manner that includes impasse procedures.**



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1301.5 Training

An agency must provide appropriate training and technical assistance or orientation to the governing body, any advisory committee members, and the policy council, including training on program performance standards and training indicated in 1302.12(m) [Eligibility] to ensure the members understand the information they receive and can effectively oversee and participate in the programs in the Head Start agency.



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1302.12 Determining, verifying and documenting eligibility

(m) Training on eligibility.

(1) A program must train all governing body, policy council, management, and staff who determine eligibility on applicable federal regulations and program policies and procedures.



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1302.12 Determining, verifying, and documenting eligibility

- (3) A program must train all governing body and policy council members within 180 days of the beginning of the term of a new governing body or policy council.**
- (4) A program must develop policies on how often training will be provided after the initial training.**



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***Questions for Self-Assessment Governance**

- I am confident in my role as a school board member to make informed decisions about the Head Start program based on the monthly reporting and presentations/workshops?
____ Strongly Agree ____ Agree ____ Disagree
- The governing body is responsible for the legal and fiscal administration and oversight of the Head Start and Early Head Start programs. ?
____ Strongly Agree ____ Agree ____ Disagree
- Only the Policy Council/Policy Committee is responsible for the direction/strategic planning of the Head Start program.
____ Strongly Agree ____ Agree ____ Disagree



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Resources

- The Head Start Act of 2007
<https://eclkc.ohs.acf.hhs.gov/policy/head-start-act>
- HSPPS <https://eclkc.ohs.acf.hhs.gov/policy/45-cfr-chap-xiii>
- ECLKC <http://eclkc.ohs.acf.hhs.gov>
- Head Start 101: History, Values, and Regulations
([Http://eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov))



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