Building a Foundation for Shared Governance
Let’s create a quick list of facts you already know about being a Head Start Policy Council member.
Your Concerns?

What are some questions you want answers for? Write them down on index cards.

You can work alone or with others at your table. Pass to the front when done.
Agenda

- History
- Head Start Core Values
- Federal Administration
- Laws, Regulations, & Standards
- Program Governance
- Policy Council
As a result of this training, it is expected that you will:

- Recognize this training as an *introduction*, a resource for information regarding Head Start program governance
- Gain more familiarity with Head Start Performance Standards and the Head Start Act
- Gain a greater understanding of how to serve as a policy council member
History of Head Start
1965 - Began as an eight-week summer program.

Grew into a year-round, comprehensive, multigenerational development program for children and families.

1994 - Congress established Early Head Start program for low-income families with infants and toddlers.

Head Start serves children and pregnant women in all 50 states and the Districts of Columbia, Puerto Rico, and the US territories.
Head Start Core Values
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
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)
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.
Two Eligibility Requirements for Participation in Head Start

1. **Age:**
   - Early Head Start (EHS): zero to three years and pregnant women
   - Head Start (HS): three - five years.

2. **Income:**
   - Below poverty line, or eligible for public assistance
   - Homeless children
   - 10% of participants can be over income
   - Additional 35% below 130 % of the poverty line
   - Additional considerations for military families
Federal Administration and Funding

- The Head Start Program is administered by the Office of Head Start (OHS),
- Administration for Children and Families (ACF),
- Department of Health and Human Services (DHHS)
Statutes and Regulations
Laws, Regulations, and Standards

- Public Law 110-134 - December 12, 2007 -- Improving Head Start for School Readiness Act
- Head Start Program Performance Standards
- Individual’s with Disabilities Education Act (IDEA)
- McKinney Vento Homeless Assistance Act
- Other Federal and State Regulations and Statutes (PI, IM, OMB Circulars, Fiscal Regulations)
Stay Grounded in the Regulations

The Head Start Program Performance Standards and other Federal Regulations:

- Articulate a vision of service delivery
- Provide a regulatory structure for the monitoring and enforcement of quality standards
Stay Grounded in the Regulations

The Head Start Program Performance Standards emphasize the need for governing bodies to:

- Develop, review, and approve or disapprove
- Design written policies
- Ensure appropriate internal fiscal controls
- Work with policy groups
Head Start Program Performance Standards (HSPPS) and Other Regulations

45 CFR Parts:

- 1301 - Head Start Grants Administration
- 1302 - Policies and Procedures for Selection, Initial Funding, and Refunding of Head Start Grantees, and Selection of Replacement Grantees
- 1303 - Appeal Procedures for Head Start Grantees and Current or Prospective Delegate Agencies
Head Start Program Performance Standards (HSPPS) and Other Regulations

- 1304 - Program Performance Standards for the Operation of Head Start Programs by Grantee and Delegate Agencies
- 1305 – ERSEA
- 1306 - Head Start Staffing Requirements and Program Options
Head Start Program Performance Standards (HSPPS) and Other Regulations

- 1308 - Head Start Program Performance Standards on Services for Children with Disabilities
- 1309 - Head Start Facilities Purchase, Major Renovations and Construction
- 1310 - Head Start Transportation
- 1311 - Head Start Fellows Program
Shared Governance Structure

- Governing Body
- Policy Council
- Head Start Program Administration
The Head Start Act (of 2007)
The Head Start Act (of 2007)

Enhances Governance

- Lists specific qualifications for board members or consultants
- Defines the Board’s legal & fiscal responsibilities
- Discusses the roles and responsibilities of the Policy Council
What is Program Governance?

The Reauthorization Act of 2007
Sec 642. Powers and Functions of Head Start Agencies

Formal structure for the oversight of quality services for Head Start children and families and for making decisions related to program design and implementation [HS ACT Sec 642 (c)].
(1) Governing Body - Board of Directors

(A) In General –

The governing body shall have legal and fiscal responsibility for the Head Start agency.
Policy Council
Head Start Act Sec 642(c)(2)

(A) Each Head Start agency shall have a policy council responsible for the direction of the Head Start program, including
- program design and operation,
- and long- and short-term planning goals and objectives,
- taking into account the annual communitywide strategic planning and needs assessment, and
- self-assessment.
(B) Composition and Selection

(i) Elected by parents of children who are currently enrolled in the program

(ii) Composed of

-(I) parents of children who are currently enrolled in the program of the Head Start agency (including any delegate agency), who shall constitute a majority of the members of the policy council; and

-(II) members at large of the community served by the Head Start agency (including any delegate agency), who may include parents of children who were formerly enrolled in the Head Start program of the agency.
(C) 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.
Recuse

- to declare yourself to be, or to render somebody, disqualified to judge something or participate in something because of possible bias or personal interest
As a group, come up with a scenario when it would be appropriate to recuse yourself from a policy council discussion.
(D) 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.
The policy council shall approve and submit to the governing body decisions about:

- (ii) Program recruitment, selection, and enrollment priorities.
- (iii) Applications for funding and amendments to applications for funding for programs under this subchapter, prior to submission of applications described in this clause.
The policy council shall approve and submit to the governing body decisions about:

- (iv) Budget planning for program expenditures, including policies for reimbursement and participation in policy council activities.

- (v) Bylaws for the operation of the policy council.
The policy council shall approve and submit to the governing body decisions about:

(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.
The policy council shall approve and submit to the governing body decisions about:

- (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 Program Performance Standards

1304.50
Grantee and delegate agencies must establish and maintain a
**FORMAL STRUCTURE OF SHARED GOVERNANCE**
through which parents can participate in policy making and other decisions about the program.
Policy Council is Essential!

- The Performance Standards require a Policy Council (PC), initially established by the board.

- The PC must be composed of 51% parents of present HS children and community members.

- The PC has specific responsibilities outlined in the regulations.
Parent Committees are also Essential!

- **Parent Committees** must be established at the center level.

- **Parent Committees** must be composed exclusively of parents or caregivers of currently enrolled children.

- **Parent Committees** elect representatives to the Policy Council.
The Parent Committee should:

- Advise staff in developing and implementing local program policies, activities, and services.
- Plan, conduct, and participate in informal as well as formal programs and activities for parents and staff.
- Participate in the recruitment and screening of EHS and HS employees within guidelines established by the Governing Body, Policy Council, or Policy Committee.

45CFR 1304.50(e)(1-3)
# Governance Groups

*(all are required)*

<table>
<thead>
<tr>
<th></th>
<th>Governing Body</th>
<th>Policy Council</th>
<th>Parent Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formation</strong></td>
<td>Legal Entity of the Organization</td>
<td>By the Governing Body- members elected by parent committees</td>
<td>Parents of currently enrolled children</td>
</tr>
<tr>
<td><strong>Members</strong></td>
<td>Determined by Corporate By-Laws</td>
<td>Elected - 51% Current parents and Community Reps (No staff/family)</td>
<td>Parents of currently enrolled children</td>
</tr>
<tr>
<td><strong>Term</strong></td>
<td>Defined within By-laws</td>
<td>One year, limited to no more than 3 terms. Annual Elections</td>
<td>Duration of child’s enrollment</td>
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Conduct of Responsibilities of Head Start Director  Sec 642 (d)(2)

Each Head Start agency shall ensure the accurate sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and Head Start agency operations, including--

(A) Monthly financial statements, including credit card expenditures;

(B) Monthly program information summaries;

(C) Program enrollment reports, including attendance reported for children whose care is partially subsidized by another public agency;
Conduct of Responsibilities of Head Start Director
Sec 642 (d)(2) continued…

(D) Monthly reports of meals and snacks provided through program of the Department of Agriculture;

(E) The financial audit;

(F) The annual self assessment, including and findings related to such assessment
Conduct of Responsibilities of Head Start Director
Sec 642 (d)(2) continued…

(G) The communitywide strategic planning and needs assessment of the Head Start Agency, including any applicable updates;

(H) Communication and guidance from the secretary; and

(I) The program information reports.
Uh-Oh!

What happens when the Policy Council and the Governing Board do NOT AGREE?
Impasse

(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.
Communication

Must be open, honest, appropriate and actively support partnerships among

- administrators
- policy group
- governing body
Policy Groups

provide support and direction to guide

- Administrators
- Managers
- Programs
Effective Head Start Policy Groups

- Understand the concept of and roles of shared governance
- Clarify their roles and responsibilities
- Recognize the basic procedures and systems
- Demonstrate effective shared decision-making
Sources

- Public Law 110-134 - December 12, 2007 --Improving Head Start for School Readiness Act
- Head Start Act 2007, HHS.
- Head Start Program Performance Standards
- www.eclkc.ohs.acf.hhs.gov