

**“The Future of Head Start”**  
**National Head Start Association**  
**Leadership Institute and Board Meeting**  
September 22 - 26, 2008

Report by:

Kaylin White

Member, NHSA Board of Directors (*Staff Representative*)

**Monday, September 22, 2008**

Orientation and Meetings for State & Regional Head Start Association Presidents and Executive Directors.

**Tuesday, September 23, 2008**

Early Childhood & Education Legislative Initiatives in Congress: Roberto Rodriguez, Senior Education Policy Advisor, Senate Committee on Health, Education, Labor and Pensions & Lloyd Horwich, Policy Advisor on Early Childhood & Elementary and Secondary Education, House Education and Labor Committee

- This panel presented information on current legislative issues. The Casey Bill focuses on quality, the Clinton Bill has a focus on quality and Pre-K expansion slots, and the Dodd bill has a focus on public/private partnerships for Early Childhood Education with a heavy focus on quality. The Secondary Education Act holds importance for the Head Start community due to it's focus on making sure schools are well equipped to welcome Head Start programs. Reauthorization of the Childcare Block Grant was touched upon briefly. State Early Care Advisory Councils have a focus on better opportunities for collaboration across the system and encouraging a broader focus than just Head Start. The Higher Education Bill includes Early Childhood Educators in grant programs with added loan forgiveness provisions. Implementation of the Head Start Act of 2007 was also discussed, with a focus on the enrollment process. The question was posed regarding Congressional intent; this is answered in the letter from Secretary Michael O. Leavitt- U.S. Department of Health & Human Services, dated September 22, 2008. This letter expresses concerns with the Program Instructions 08/05 issued by OHS regarding 45 CFR1305.7(b). It clearly states the bipartisan Congressional intent on this topic was misinterpreted, giving reasoning, and asks that the Program Instruction 08/05 be withdrawn and aligned with the Congress' intent to support full enrollment and active waiting lists while providing a reasonable timeline for local programs to enroll eligible families. NHSA was very instrumental in this letter being generated and has already met with OHS regarding further guidance on this issue.*

Presentation: Angela D. Mickalide, Ph.D., CHES Home Safety Council

- Dr. Mickalide was very informative on the mission and purpose of the Home Safety Council; this research-based council is creating materials for use with Head Start programs. The packets being developed include classroom-use and send-home materials which will be sent out to 6,700 Head Start programs by the end of March. Regional training will be filmed and at the end of the grant cycle 10,000 kits will be made available nationally. Meanwhile, the Home Safety Council Network is free to join for interested*

*programs.*

The Office of Head Start Reauthorization Regulatory Update: Patricia Brown, Acting Director OHS, Frank Fuentes, Deputy Director OHS, Craig Turner, Director- Policy & Budget Division, Ann Linehan, Director- Quality Assurance Division, and Amanda Bryans, Director- Educational Development & Partnership Division

- \*2,500.00 grant will be given to every grantee for the purpose of assisting in sending persons to the Dual Language Institute.*
- This season monitoring will be very cautious regarding reviews. 30% of review teams will have non-federal team leaders this season. Teams are to be “committed to including strengths” in reports. This year’s Monitoring Protocol does not have ‘prompts’; there are now targeted questions in each area. Curriculum must now be ‘scientifically based’ as cited in the protocol. Re: Board Composition, it is not yet clear what the relationship between the Board and Policy Council entails. Head Start has partnered in the “Picturing America” program and OHS is writing a guide for this program that is adaptable for use by individual Pre-K teachers. The Head Start distribution of this curriculum and the “Picturing America” program will kick off on October 28<sup>th</sup>, with delivery of the materials to programs between November and January. Expect more to be coming on the science domain. There will be an Emergency Preparedness manual coming in the next several months. Innovation and Improvement Grants have been announced in the areas of Obesity & Overweight, ‘Little Voices for Healthy Choices’ EHS grant, and Outdoor Play Space (emphasis is now on horizontal spaces rather than vertical equipment spaces). The CLASS Instrument being developed by the University of Virginia, regarding teacher-child interaction and teacher sensitivity in language development was touched upon. This instrument takes the focus from environment as a measure of quality and places it upon teacher-child interactions. There is a new study being done similar to the FACES study, for Early Head Start entitled “Baby FACES”.*
- The language in the HS Act “At All Times” inspired the current controversy with enrollment directives. NHSA and OHS met with Congressional leaders last week to discuss how to hand this issue legally and appropriately. The PIR will be changed to reflect this decision with additional questions. Maintenance of an active waiting list is also under discussion in regards to following up with individuals on the wait list to update their status and information. Some of the new language in the HS Act negates current regulations; by December a draft will be published. The 5 year Grants will hinge on high quality re: non-competitive grants v. re-competition. A panel will be meeting soon for the third time on this topic; a report will be sent out. This is an attempt to identify the small percentage of grantees who are not high quality and public comment will be solicited.*
- Revisions to Performance Standards are to be an improvement on the standards currently in use, and reflective of the current world we live in. A draft will be sent out to solicit public comment.*
- Information on conversion of HS slots to EHS slots will be released soon.*
- The Board/Policy Council relationship illustrated in 1304 Appendix A still exists but changed with the HS Act in that the language in law is not crystal clear and has implications. OHS will be discussing this and sending instruction regarding the*

*responsibilities and who does what.*

- The report from the National Academies of Science re: assessment of children is now out.*
- State T/TA contracts will be completed by September 30<sup>th</sup>.*
- There is assurance that issues with screening children within the 45 day window will be accounted for in the 10% disabilities requirement.*
- Individuals/Programs CAN request amendments to the language in the HS Act.*
- There is NO current plan for any “son of NRS” assessment instrument. The current focus is on how programs utilize observations, etc. and teacher training topics and decisions referring to the Child Outcomes Framework.*
- Homeless children are NOT required to be served before everyone else. They are merely deemed “categorically eligible”.*

Head Start Advocacy and the Media: Maria Glod- National Education Reporter for The Washington Post, Jeanette Senecal- League of Women Voters United States

- “Educate the Media so they become a partner.”*
- Politicians read the paper and love photo opportunities.*
- America’s Promise with Colin Powell mentions Early Childhood Education, Early Literacy & Early Numeracy.*
- Children and Families are the best ambassadors for your program. Have them share their stories with media.*
- Develop relationships with local reporters (education & politics reporters are good).*
- Reporters need to be and should be nagged - “come visit our program”- to see things that cannot be translated to paper For Themselves.*
- Contact reporters well before your event.*
- Share studies and supporting information with reporters.*
- The Best event for a reporter is the classroom. Educate them as to what they are seeing, what children are learning, and what this leads to down the road.*
- Reporters are NOT advocates- but they CAN convey what is happening.*
- “Assume people don’t know about Head Start. Serving them IS educating them.”*

What NOT to do:

- *photo ops with politicians*
- *pre-write articles (better to pitch idea ahead of time and connect it to what is currently going on in the world)*
- *Try not to be too “wonky” (using acronyms from Head Start language, etc.)*
- Find out who your Associate Press reporters are and send articles to them.*
- Develop “Back-Grounder” sheets to give reporters with your ideas & invitations (history of your program and Head Start in general).*

Registering Parents & Staff to Vote:

- Registering parents & staff IS training educating them.*
- Train parents to work with League of Women Voters as a volunteer to register other*

*parents*

- Have League of Women Voters train a Policy Council member. Four days before any election, have parent volunteers call ALL parents to remind them to vote.*
- Sign in programs "Are You Registered to Vote?" is ok to do.*
- There are now 23 million Head Start graduates- let those running for elected offices know the voting base and power of Head Start parents.*
- Make it an annual procedure to include the League of Women Voters in activities with your program.*
- Encourage the use of absentee ballots when they are needed.*
- Educate your elected officials regarding the new provision for registering Head Start parents- how many of these are in their area?*
- "If people don't respect your voice, they figure they can do anything to you."*
- "We can't afford to sit back and wait for other people to do something for us that we can do for ourselves."*

The Future of Head Start: Legislative Initiatives in the 111<sup>th</sup> Congress: U.S. Representative Loretta Sanchez (D-CA); Chairwoman of Homeland Security Subcommittee on Border, Maritime and Global and counterterrorism

- Congresswoman Loretta Sanchez is a Head Start alumni. She spoke extensively about the great value of the Head Start program and how it made a significant difference for her and the other members of her family. She is a huge advocate for the Head Start program and has a history of advocating for us on the national level. She also presented an informal update on the current appropriations process and expressed the opinion that Congress will pass a continuing resolution prior to adjourning, and does not expect to see any additional funding at this time. Congresswoman Sanchez recently published a book written with her sister, Congresswoman Linda Sanchez, entitled "Dream in Color"; copies were offered to those who were interested and she was available to autograph copies for a brief period of time.*

### **Wednesday, September 24, 2008**

Leadership Institute Legislative Breakfast: U.S. Representative Robert C. Scott- Member House Education & Labor Committee and House Budget Committee, U.S. Representative Howard "Buck" McKeon- Ranking Member House Education and Labor Committee

- Congressman McKeon spoke regarding Federal Initiative HR3289 (Pre-K). This would entail \$2.5 billion over a period of 5 years, but does not include prioritization of services for low-income children.*
- Congressman Scott spoke on the advantages of well-educated workers; "when you lose the advantage of well educated workers, you have lost your competitive advantage in the world market." He illustrated this with an estimate that with 1.2 million non-high school graduates in 2007, this translates into a loss of \$3.2 billion nationally.*
- Congressman Scot spoke about the Head Start Act of 2007, touching on the highlights of the removal of prohibition to voter registration activity, the safeguarding of the non-discrimination policy, and the Policy Council retaining power.*
- Congressman Scott spoke briefly about the "Youth Promise Act" which he introduced with a focus of keeping kids out of prisons. Information can be found at [www.house.gov/scott](http://www.house.gov/scott)*

Lobbying and Voter Registration- What You Can and Cannot Do: Zoe Beckerman, Feldsman Tucker Fidell LLP

- During election campaigns there should be NO candidates in Head Start buildings.*
- Language of new provision is STRICTLY regarding using Federal dollars.*
- Non-Federal dollars CAN be used to conduct voter registration activities*
- No copies, phone use, etc. in HS programs.*
- Keep Good Records! Accounting is critical to prove where dollars came from and compliance with regulations.*
- ACF has decreed that Head Start CAN be used as polling places.*
- Head Start parents can register voters as Volunteers of League of Women Voters- not as Head Start volunteers.*
- Head Start CAN place posters reminding people to vote in programs (not who to vote for).*
- These activities cannot be counted as In-Kind.*
- The Hatch Act applies to Individuals and penalties are to individuals, including loss of 2 years salary for violations.*
- Head Start employees cannot run for elected offices while still employees of Head Start unless this is for a Non-Partisan position (such as school board).*
- It IS ok to run for offices within parties, such as treasurer, etc. for local Democratic/Republican party.*
- Programs are encouraged to have a Policy & Procedure on political activities that apply to staff and board members (include statement on Hatch Act). Train staff on this policy!*
- State Head Start Associations CAN hold candidate forums/debates in Head Start buildings, but MUST have at least 2 candidates attending. Building rental cannot be paid for by Head Start, and candidates cannot ask attendees for money. This also cannot be a Rally. If this event is NOT in a debate format (such as a forum with questions sent to candidates prior to event) the event MUST be held in a public educational facility. (Building used by Pocatello/Chubbuck SD#25 Head Start is ok to use for this according to Feldsman Tucker Liefer Fidell LLP).*
- It is okay for staff to say "register to vote" "you can vote at \_\_\_\_\_(location)"*

Reception Honoring Chairman George Miller (D-CA), House Committee on Education and Labor

- Congressman Miller was presented with the second annual Lady Bird Johnson Head Start Heroes Award. This event was sponsored by NHSA, Region IX, and the California Head Start Association.*

**Thursday, September 25, 2008**

The Future of Head Start Update: Barbara Haxton- Executive Director, Ohio State Head Start Association, Ben Allen- Director of Research and Evaluation, NHSA

- The draft of a Head Start PR booklet was presented for comment. 50 people met in Chicago in April to work on this; attendees were chosen as a sampling of Head Start leadership. This group met again in June in Ohio to turn the initial work into a manageable amount of information. Word-smithing and graphics were done, but it was agreed that more needs to take place in these areas. The color will not be the bright green as presented and will have additions of the federal element, teen parents, etc. Barbara's email for suggestions is haxton@ohsai.org Ben's email is ballen@nhsa.org The cost of doing the footwork for this publication has been borne by Chicago Head Start.*

- *NHSA will also be getting a new look. The advertising firm from Nike has been working with NHSA on designing a new logo, etc.*

Election 2008: The Future of Head Start and the Next Administration Senior Early Childhood & Education Policy Advisors invited from the Barack Obama Campaign, John McCain Campaign, and Bob Barr Campaign.

- *Representatives from the Barack Obama Campaign and the Bob Barr Campaign participated in this discussion; although all six major candidates for the Presidency were invited, the other four candidates did not send representation. As presented by William Renpath, the Barr campaign supports no money for federally funded education, advocates for smaller federal government, believes that the states and private agencies should provide education, advocates for no federal assistance for low-income families, and stated "The Government will welch on promises." This individual did not appear to have an understanding of the difference between Head Start and Pre-K.*
- *Shelly Waters Booth from the Barack Obama campaign stated that the Obama camp understands investing in Early Childhood Education/children is critical to economic health and security. Obama's 0-5 plan proposes \$10 billion for ECE; this includes a 3X increase in Early Head Start and an increase in funds for HS with a focus on improving quality. She also mentioned the Early Learning Challenge Grant for states, a Presidential Early Learning Counsel, and the "Champions For Change" children's policy counsel at mybarrackobama.com*
- *Ron Herndon advocated for NHSA/OHS to be at the table the during transitional Presidential period regarding issues involving Early Childhood Education and Head Start.*
- *Neither party appeared well versed in the Fatherhood Initiative, and there was no official position on this, although Shelly Waters Booth agreed to send further information to me on Obama's official position on this topic.*

Enhancing State Collaboration with Head Start Programs Cindy Colson- Director, Culpeper County Head Start, Patricia Devitt- Director, Pupil Services, Augusta County Public Schools, Judith Rosen (retired)- Office for Children, Fairfax County Department of Family Services, Fairfax County, VA

- *Relationships outside of the work environment are important in developing trust in collaboration between agencies.*
- *California offers CATS- Community Access to Ticketing Services (free tickets to sporting events, concerts, social events, etc. through partnerships with the community).*
- *California uses a "Centralized Eligibility List" that is shared by agencies serving children in county eligible services- not only Head Start.*
- *Suggestion was presented by Virginia that other candidates for Policy Council include Over Income parents on waiting lists, and parents from other programs in the community as well as Head Start.*
- *Virginia has a center that includes Head Start, Virginia Pre-K, and two for-profit Preschools. These are operated together, and only 1 application is used for the center, no matter which program a child/family is applying for or may qualify for. This collaboration began with family activities shared by the programs, shared professional development opportunities, and finally combining and streamlining the programs. The key is to build on commonalities.*

Evaluation on Capitol Hill Visits

*Each group that made hill visits was required to fill out a written report and turn this in. Some of the reports were also made orally to the group.*

- WA visitors learned from their visits that next year's budget should be quick and most likely will be a continuation budget. It is helpful to elected officials if states have coordinated letters sent in on separate issues. Head Start is viewed as in need of "freshening up" their image- needs marketing efforts- vocabulary changes so people know who we are.*
- CA visitors learned from their visits that Head Start is viewed positively. Re-authorization was very bi-partisan. Caution to pay close attention to where Head Start fits in with Pre-K and the No Child Left Behind- if not careful we could get lumped together. Head Start should be a model for Pre-K, but Pre-K has a "life of it's own" and Head Start needs to be "at table". Appropriations are finished for February and March budgets. Legislators are relying on the outcome of the election before forming opinions. Targeted packets were delivered to each legislative office, geared toward that individual legislator's interests. Suggestion was made to talk about children from that legislator's district, not Head Start children in general.*
- IL reported that Jackson's office has a Head Start graduate for a staffer.*
- WY visitors went to state offices as well as Obama's and Kennedy's offices. A staffer told them not to worry about the enrollment piece- it was not interpreted as they intended it. It is important to build relationships with legislators (this was an ongoing theme from other states as well). On the issue of Pre-K, BE AT THE TABLE!*
- Watch the Congressional Calendar so you know where your legislators will be at any given time of the year. "District Work Periods" are their "at home" time.*
- MD expressed gratitude that "We are Americans and we are allowed to do this". Google your own agency to see what people might be saying about you. MD visitor found photos of a staff member from her own program on a legislator's website! Lots of support from MD legislators.*
- Dean-Stephen Kauffman and Kaylin White spoke on behalf of Region X. Kaylin took packets to Idaho legislators containing a personal letter, a gift of 4 posters from the Pocatello/Chubbuck SD#25 Head Start "Super Dads", the Idaho Head Start Data Book with a story about her step-son highlighted, and information provided by NHSA. Dean Stephen visited Oregon legislators; each office received a packet of information and letter of thanks, etc.*

#### NHSA Board of Director's Meeting (Closed Session)

#### Friday, September 26, 2008

#### NHSA Board of Directors Meeting

- *Ron Herndon expressed thank you to all levels of Head Start programs in surviving this Presidential Administration the past 8 years.*
- *70 articles have been published nationwide from NHSA to make awareness of Head Start's situation, what HS does to benefit children, families and communities.*
- *Ed Ziegler witnessed Rumsfeld and Chaney planning to get rid of Head Start by reducing funding by 1/3 the first year, 1/3 the second year, and the final 1/3 the third year. He went to Elliot Richardson, who was responsible for killing the idea of destroying Head Start. Richardson's son accepted an award for Elliot Richardson, who was given the first award for Significant Contributions to Head Start.*
- *Ron expressed thanks for the leadership of California in writing the letter regarding the enrollment issue, and the inclusion of their Congress to deal with the enrollment issue.*

- *NHSA Brief resulted in the “Leavitt Letter”; brief showed the interpretation was in conflict with Head Start practice and questioned the intent of Congress. (Leavitt Letter attached)*
- *The Nike Emerging Head Start Leaders program will be offered again this year, the 5<sup>th</sup> week of January 09.*
- *NHSA Legal Counsel, Ted Waters, reviewed the Rights & Responsibilities of the NHSA Board of Directors.*
- *NHSA Interim Executive Director, Michael McGrady presented the report of the national office.*
- *Director of Research and Evaluation, Ben Allen, reported on the Children’s Leadership Council. This is 30 organizations working together to add value by working together to raise focus nationally and create an agenda for the next Administration.*
- *Luis Burgiollo reported on the federal budget and the passage by Congress of a continuing resolution, maintaining flat funding for Head Start. The outlook depends upon the results of the Election.*
- *Michael McGrady reported on the work toward finalization of the Parent Conference line-up. He encouraged attendees to contact Angela Smith at NHSA with training ideas for the Parent Conference ( [asmith@nhsa.org](mailto:asmith@nhsa.org) )*
- *Voter registration importance was stressed once more, with the statement “Constituents have known “Poor People Don’t Vote”. We have the opportunity to change that- NHSA represents one million children and their families.*
- *Every Child Matters information on trick-or-treat bags & brochures available on NHSA website.*

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### Committee Reports

#### *Executive Committee Report:*

- *Discussion was held briefly on the number of NHSA conference in the future. Is this the best way to offer training? Looking at fewer conferences and finding funding from outside of the Head Start funding stream. Can any contracts be backed out of, and penalties is being looked into. The general consensus was this may not be the best way to continue funding NHSA. The suggestion was made to form a new ad-hoc committee to look into this topic.*
- *Next 3 Conference Calls for Full Board Meeting are December 3<sup>rd</sup> (Wed.) 2pmEST, March 4<sup>th</sup> (Wed) 2pmEST, and July 15<sup>th</sup> (Wed) 2pmEST. Minutes for these will be posted on the website. The next physical meetings of the board will be in January and at annual conference.*

#### *Governance & Nominating Committee Report:*

- *NHSA Election procedures discussed, including the rationale. There was a motion by Jose Martinez to replace the former NHSA Treasurer. Motion passed unanimously with no abstentions.*

#### *Government Affairs Committee Report:*

- *Discussion is still ongoing regarding working on the issue of how best to work with state and regional organizations.*
- *Proposed NHSA Election information going out weekly in a “Weekly Blast” to encourage individuals to vote, etc. Motion for this passed.*
- *A tip sheet was requested regarding what states will and will not allow, changes in polling locations, etc.*
- *Motion was made to identify parties and engage the political campaigns for the presidency*

*regarding the means necessary to forward Head Start's being at the table in the selection of high ranking appointments with a new Administration of important positions affecting Head Start. Motion passed.*

- *Motion was made to develop an aggressive Head Start legislative agenda for the next five years which builds upon the Children's Leadership Council 100-day Plan, and seeks to make Head Start whole and to propose significant increases in funding to meet added rules and regulations found in the Head Start Reauthorization while adding funding to increase enrollment to an ever-increasing pool of eligible families within 60 days. Motion passed.*
- *Motion was made to add language to last motion for the amount of \$1.3 billion "ask" for FFY-2010. "Ask for what we need, not what we think we can get" "If we don't ask for it, somebody else is going to be." How this is laid out and portrayed is still being worked on.*

#### *Resource Development & Member Services Report:*

- *This is a new committee and was attended by Donna Veach, Jana Evans, and Kaylin White.*
- *Motion for Donna Veach to become the interim chair of this committee was made; motion passed.*
- *Discussion of creation of a membership data base as well as better coordination of the billing system was discussed. Twelve separate billing cycles was discussed as a way to simplify the current billing system, as well as to spread the work over the year to eliminate a yearly push for membership.*
- *Discussion also occurred regarding a brochure or downloadable information/flow chart to help the general membership understand the purpose and flow of services provided by state associations, regional associations, and the NHSA.*
- *Motion was made to include conference planning in the scope of duties for this committee; motion passed.*

#### *Budget and Finance Report:*

- *the 20008-09 NHSA Summary of Revenues and Expenses for the 2 months ending on 8/31/08 was presented and reviewed by the Board.*

#### *Research and Evaluation Report:*

- *NHSA Vice President & Committee Chair, Janis Santos, presented this report. A summary of the NHSA Executive Director survey was presented to the board and reviewed.*
- *The firm of Isaacson-Miller gave a presentation on recruiting for the new NHSA Executive Director. This search firm works exclusively with mission-driven organizations and does not market it's services; business is generated through referral and repeat customers. It was stated that the hire of a new executive director is the single-most important decision that will affect NHSA in the next 5 - 10 years. Discussion ensued regarding the qualities the board wants in a new director. Estimate of the length for this search is not less than 4 months, and up to six months.*

*A motion was made for a 5% salary increase for all NHSA staff, as well as to re-classify the position of Associate Director of Research and Evaluation with an additional 5% increase for this position only. Motion passed.*

#### **Final Comments**

*I have been honored to serve as a representative from Region X. RXHSA was well represented*

*at this series of meetings with the full compliment of Ron Herndon, Jana Evans, Dean-Stephen Kauffman, and myself. It was my observation that every member of this team took this privilege seriously and were engaged in every aspect of the job of NHSA's Board of Directors. All four states represented by RXHSA should be proud of the representation given to them as members of RXHSA.*

*I overheard a conversation of private individuals while touring Washington D.C. during the evening on Friday; as we drove past the Congressional buildings they were awed and speculating on what goes on inside of the buildings. As representatives of RXHSA and NHSA, as well as our respective state associations, each of us had the privilege of "walking the halls of Congress" and being a part of the legislative process by advocating for our states, region, and national program. We have an opportunity only afforded to a few, and this is something to be appreciated and protected through active participation at all levels of the association system, as well as with individual Policy Councils on the program level. I also took the opportunity to visit the National Archives at the conclusion of the hill visits; the experience of viewing the Magna Carta, Declaration of Independence, Bill of Rights, and the Constitution, was beyond description. As I read the words written by those who penned the documents, tears ran down my face in appreciation of the privileges we enjoy as representatives of our programs, children & families, states, regions, and on the national level. It is my heart-felt wish that this process always be available for parents & staff of Head Start programs.*