



**PAJARO VALLEY UNIFIED SCHOOL DISTRICT
MISSION STATEMENT**

The Mission of the Pajaro Valley Unified School District is to educate and to support learners in reaching their highest potential. We prepare students to pursue successful futures and to make positive contributions to the community and global society.

**March 16, 2011
BOARD STUDY SESSION
MIGRANT AND SEASONAL HEAD START PROGRAM
6:00 PM – 10:00 PM**

***DISTRICT OFFICE
BOARDROOM
292 Green Valley Road
Watsonville, CA 95076***

- 1.0 OPENING CEREMONY – MEETING OF THE BOARD IN PUBLIC - 6:00 P.M.**
 - 1.1 Pledge of Allegiance
 - 1.2 Welcome by Board President
Trustees Leslie De Rose, Kim De Serpa, Doug Keegan, Sandra Nichols, Karen Osmundson, Jeff Ursino, and President Willie Yahiro.
- 2.0 APPROVAL OF THE AGENDA**
- 3.0 STUDY SESSION: MIGRANT AND SEASONAL HEAD START PROGRAM**
- 4.0 ADJOURNMENT**

PAJARO VALLEY UNIFIED SCHOOL DISTRICT



Board Agenda Backup

Item No: 3.0

Date:	March 16, 2011
Item:	Migrant and Seasonal Head Start Program
Overview:	<p>The Migrant and Seasonal Head Start Program study session will focus on covering the following items:</p> <ol style="list-style-type: none">1. Program Background2. Program Governance and Shared Decision-Making3. Federal Reviews and Compliance Issues – Federal Review in 20124. Possible Options for Board Role in Program Governance Structure per Head Start ‘5. Human Resources <p>The Board will have an opportunity to discuss the program and to ask any question regarding Migrant and Seasonal Head Start.</p>
Recommendation:	This is a study session item only.

Prepared By: Carole Clarke, Director, Migrant and Seasonal Head Start

Superintendent's Signature: _____

Dorma Baker

Pajaro Valley Unified School District
Migrant & Seasonal Head Start (MSHS)
Governance & Shared Decision-Making

Board Study Session – PVUSD Board Room

Wednesday, March 16, 2011 6-10 p.m.

Study Session Topic Outline

1. Program Background
 - a. Head Start and Migrant & Seasonal Head Start;
Central California Migrant Head Start (grantee, SCOE) & PVUSD (delegate agency)
 - b. Main elements of program design and service delivery options in PVUSD/MSHS
 - c. Benefits for District and community

2. Program Governance and Shared Decision-Making
Head Start requirements for Formal Structure of Program Governance, including the nitty-gritty – Head Start Performance Standards, Appendix A

3. Federal Reviews and Compliance Issues – Federal Review in 2012
 - a. Program Governance/Shared Decision-Making
 - b. Planning
 - c. Human Resource Requirements

4. Possible options for Board Role in Program Governance Structure per Head Start
 - a. Board solo role
 - b. Establish Board-level Advisory Committee with non-Board members (Board Final Decision Maker)
 - c. Mix and match option(s): Some Board Members on Advisory Committee with non-Board members (Board Final Decision Maker)
 - d. Other option(s)

5. Human Resources
 - a. Current Status
 - b. Next Steps

6. Other/Questions

Migrant & Seasonal Head Start Program Governance & Shared Decision-Making

Presentation adapted from CCMHS Presentation by Judy J. Brummel, Mgt. & ECE Consultant

Federal regulations based upon Head Start Performance Standards

Formal Structure of Program Governance

- ♦ A formal structure of program governance provides parents and other community representatives with the authority and opportunity to participate in shared decision-making concerning program design and implementation.
- ♦ Although the formal structure of governance will vary across local agencies, policy groups and parent committees are required for all. Each agency or organization has one policy group.

Policy Groups

- ♦ The Policy Council at the grantee level (Central California MHS)
- ♦ The Policy Committee at the delegate agency level (PVUSD) have policy-making authority and, therefore, are governed through locally established by-laws that ensure clarity and consistency in function and purpose.

Local Parent Committees

- ♦ Provides each parent of an enrolled child with the opportunity to assist in the development of activities that address their interests and needs that support the education and healthy development of their children.

Policy Committee Must be Established as Early in the Program Year as Possible

- ♦ Because shared decision-making is a critical element of ongoing planning, it is important to maintain an effective Policy Group from one year to the next.

Term Commitment

- ♦ Although outgoing parents from the Policy Committee may not have children enrolled at the beginning of the next season, it is important that parents complete their term and continue in a policy-making role until new parents are elected and seated. PVUSD/MSHS uses an Executive Committee model to carry out this continuity.

3 Critical Roles/Functions to Make Things Happen in all Head Start Programs by Governing Bodies (Boards) and/or Policy Groups

- ♦ Provide direction and oversight because of legal and fiscal responsibility
- ♦ Participate in the development of certain key policies/procedures and planning functions; otherwise, review and approve or disapprove
- ♦ Do (implement)

In Head Start terms, these roles/functions are also known as (aka):

- ♦ General Responsibility – typically Board function
- ♦ Must approve or Disapprove – often Board & Policy Group
- ♦ Operating Responsibility – typically staff function, some exceptions
- ♦ Determine Locally (may depend upon local organizational/agency structure)

Policy Council/Policy Committee's Major Role is Approval or Disapproval Process

♦ Not a Rubber Stamp

- ♦ **Must work in partnership with the Board and key management staff to develop, review and approve or disapprove key program policies and procedures.**
- ♦ **Need to have all key relevant information to make good decisions.**

Voice & Vote

Policy Councils/Policy Committees (“PC’s”) Have a Voice & Vote In Developing...

- ♦ The Performance Standards give PC’s the authority to be involved in the important responsibility of helping to govern the MSHS program by developing, reviewing, and approving or disapproving decisions...

Planning

Approval or Disapproval

- ♦ Procedures for program planning.
- ♦ The program's philosophy and long-and-short-range goals and objectives; Community Assessment
- ♦ Criteria for defining recruitment, selection and enrollment priorities.
- ♦ The grantee (Central California MHS) and its CCMHS Policy Council determine the selection of delegate agencies (such as PVUSD) & their service areas.

Planning

Approval or Disapproval

- ♦ All federal funding applications and amendments to them.
- ♦ Policy Council, Policy Committee, Parent Committee reimbursement.
- ♦ Procedures for the annual self-assessment of the grantee's programmatic & fiscal progress...

General Procedures

Approve or Disapprove by PVUSD Board of Trustees

- ♦ The composition of the MSHS Policy Committee and the procedures for choosing members.
- ♦ Procedures for implementing shared decision-making.
- ♦ Internal dispute resolution.

General Procedures

Operating Responsibility

- ♦ Establish and maintain procedures for hearing and working to resolve community complaints about the program with Policy Committee

Human Resources

Approval or Disapproval

- ♦ Program personnel policies and any changes to them.
- ♦ Decisions related to the hiring or termination of the MHS/EHS director and any person who works primarily for the Migrant & Seasonal Head Start Program.

Other Responsibilities of the Policy Committee

- ♦ Serve as a link to the Parent Committees, grantee and delegate agencies governing bodies, public and private organizations, and the communities they serve.
- ♦ Assist Parent Committees in communicating with parents enrolled in all program options to ensure that they understand their rights, responsibilities, and opportunities in the program and to encourage their participation in the program.

Fostering Program Governance & Shared Decision-Making in Migrant & Seasonal Head Start Programs

Understanding the Role of the Governing Body

- Governing bodies provide support and direction to guide organization administrators, executives, and managers.
- Governing bodies are expected to be visionaries, policymakers, organizational gatekeepers; and ensure that the mission, vision, and values lead to achieving program and agency goals and objectives.

Effective Migrant & Seasonal Head Start Governing Bodies (Boards) need to

- Understand the concept of governance and how the roles associated with governance are distinguished from the roles associated with administration.
- Clarify their roles and responsibilities and how these roles and responsibilities relate to policy groups and agency and program managers.
- Recognize the basic procedures and systems that must exist to have a well-functioning Head Start Program.
- Demonstrate effective shared decision-making with appropriate policy group.
- Review and approve or disapprove key policies and procedures in partnership with the policy group.
- Design written policies that define the roles and responsibilities of the governing body members and inform them of the management procedures and functions necessary to implement a high-quality program.
- Ensure that appropriate internal controls are in place to safeguard federal funds in accordance with Head Start and other regulations.
- Work with policy group to establish written procedures for shared decision-making and for joint internal disputes, including impasse procedures between the governing body (Board) and the policy group (Policy Committee).

The Constituency

The governing body of an organization operating a Head Start program is responsible for the stewardship – the legal and fiduciary oversight – of the organization.

The Constituency

- The empowered governing body exists on behalf of persons not seated at the governance table.
- The governing body represents children and families that will receive Migrant & Seasonal Head Start services, the community and other stakeholders.
- Often governing body members are selected* because they provide specific experience or the perspective of a particular group or segment of the organization's constituency. [*For PVUSD, Board members are elected by geographic area*]. The entire governing body must be attune to the issues and concerns of Migrant & Seasonal Head Start-eligible families in order to plan and oversee the delivery of quality services.

The Constituency

- The governing body represents the people receiving the services, rather than the staff managing the organization.
- The people receiving the services and the larger community need access to the governing body as a means of holding the program and the agency accountable.
- Procedures for hearing and resolving community complaints must be established and implemented.

Major Board Responsibilities

The governing body is responsible for ensuring that the Migrant & Seasonal Head Start program operates effectively and responds to issues and concerns in the community.

Functions of Governance from the Head Start Perspective

- Create a process that leads to defining goals.
- Establish boundaries & limits that describe management's authority & responsibilities for implementing the Migrant & Seasonal Head Start program
- Link with staff & assess staff and/or organizational performance to ensure management & staff are moving toward program goals.
- Design governance procedures to ensure that Migrant & Seasonal Head Start-eligible families are receiving quality services & that policies are being followed.

10 Responsibilities of Governing Bodies*

- Determine the purpose of the organization.
 - Select the Executive Director {District Superintendent @ PVUSD}; support & review performance.
 - Ensure that effective organizational planning occurs and that resources are available to implement planning goals and objectives.
 - Settle grievances from staff (when disputes cannot be resolved at lower levels of the organization).
 - Resolve complaints from the community when they cannot be resolved at lower levels of the organization.
 - Assess the performance of the governing body.
 - Determine new or changes in services and monitor ongoing program and services.
 - Act as a liaison between the organization and the community.
 - Safeguard the organization's assets.
 - Provide accountability to members.
- *Adapted from materials produced by the National Center for Non-Profit Boards, Washington DC, and Doing Good Better! How to be an Effective Board Member, Edgar Stoesz and Chester Raber, Good Books, PA 1997

Shared Decision-Making: Using the tools of Governance – 4 Key Concepts

Key Concept #1

- Strong governing bodies are aware that they are only part of the integrated whole. They understand that to implement a high-quality Migrant & Seasonal Head Start program, they must work in partnership with the policy group and program leaders.

Key Concept #2

- In order to share governance responsibilities with the policy group, the governing body must have procedures and responsibilities for a formal structure of governance.

Key Concept #3

- It is important that the governing body and the Migrant & Seasonal Head Start policy group describe how they will share the decision-making process described in the Standards.
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Key Concept #4

- The governing body's relationship to the policy group has many facets: mentor, coach, peer, and partner.
- All are key to achieving goals & objectives.

Examples of Shared Decision-Making between Board & Policy Committee

- Planning
- Monitoring and Assessing Performance
- Addressing Human Resource Requirements
- Setting Staff Boundaries & Limits
- Designing Governance Process
- Establishing communication system between Policy Committee & Board

Planning

- The Planning section of the Governance & Management Responsibilities Chart (Appendix A, Head Start Performance Standards) specifies that the governing body and the policy group must jointly approve the majority of the products that result from agency and/or program planning. (Example: Goals & Objectives)

Critical First Step ...

- The governing body & the policy group must understand and agree on the planning activities that they need to perform and the time frames for conducting activities.

Establish the “How” & “When”

- Staff cannot commit either body to carry out planning activities, the two groups must agree on the procedure before it is implemented.
- Both groups must be consulted about any item that requires their approval during the developmental process and before approval is sought.

IMPERATIVE!

- The planning process *must* describe not only when approval will occur but also when prior consultation and involvement in each planning activity will occur.

Monitoring Performance – Grantee (CCMHS) & PVUSD

- The results of ongoing monitoring for both program & fiscal activities provide information for the governing body & policy group to keep them apprised of program progress.

Assessing Performance – Grantee (CCMHS) & PVUSD

- The annual self-assessment results describe accomplishments of program goals & objectives and outcomes for children as well as establish proposal to correct any identified problems.

Federal Review (Assessment/Evaluation Team) & Re-competition – Every three years, but can be more often!

Human Resource Management

- The governing body & policy group must approve personnel policies and decisions to hire or terminate the Migrant & Seasonal Head Start [or Early Head Start director] and staff primarily working for MSHS program.
- The governing body may be far more involved in determining personnel policies to assure that risk to the agency is minimized to meet federal requirements.

Staff Boundaries & Limits

- For all the items that require shared decision approval by the policy group and the board, it is imperative that the role of staff in each item be clearly described and agreed to.

3 Aspects of Designing Shared Governance Processes

1. Ensure that there are clearly written procedures for each item that requires shared decision-making.
2. The need for a procedure to resolve disputes between the board and the policy group.
3. Assure that a procedure for hearing and resolving community complaints about the program exist.

Governing Body & Policy Group always need to operate with a common purpose

- To improve the lives of children and families.
- Both are contributors to Migrant & Seasonal Head Start in their community.
- Both are interested in making the best decisions they can for the benefit of the program and the families served.

They are both parts of the systems that integrate many facets to deliver high quality services to eligible children and families!