

National Migrant & Seasonal Head Start Collaboration Office



STRATEGIC PLAN

2012-2016



ADMINISTRATION FOR
CHILDREN & FAMILIES 

TABLE OF CONTENTS

From the Director.....	2
Introduction	3
The Work of NMSHSCO	4
Strategic Planning Framework	5
Commitment	6
Vision and Mission	
Strategy Formulation	7
Goal and Objectives	
Implementation	9
Publication	9
Evaluation	10

This document was produced in cooperation with the Office of Head Start (OHS), under contract #HHSP23320120000C by the National Migrant and Seasonal Head Start Collaboration Office. A draft version of this document was reviewed and approved by the NMSHSCO Advisory Council on February 29, 2013. No official endorsement by the United States Department of Health and Human Services (HHS) or the Administration for Children and Families (ACF) is intended or should be inferred.

FROM THE DIRECTOR

The National Migrant and Seasonal Head Start Collaboration Office (NMSHSCO) Director, Guadalupe Cuesta, would like to thank each and every member of the Advisory Council for his/her hard work and dedication in guiding the Collaboration Office and for their participation and input in the creation of the four-year strategic plan for 2012-2016.

The members of the NMSHSCO Advisory Council generously shared their knowledge and vast experience of migrant issues, without which this document could not have been written. This strategic plan is the synthesis of the council's input into critical decisions that pertain to the needs of Migrant and Seasonal Head Start (MSHS) programs as they pertain to collaboration, education, coordination and alignment of Head Start services at the local, state and national level.

Fernando Balderas, (Parent Representative)
Washington State Migrant Council

Carolyn Kiefer,
Idaho Head Start State Collaboration Office

Angela Branch,
MSHS Training/Technical Assistance

Andrea Martínez,
Chicanos por la Causa

Deb Booth,
East Coast Migrant Head Start Program

Cindy Parkey,
East Coast Migrant Head Start Program

Mary Capello,
Teaching and Mentoring Communities

Elida Perez-Knapp,
National Parent Teacher Association

Sandra Carton,
Office of Head Start (OHS) Region XII
Migrant & Seasonal Head Start

Micker Richardson,
National Region XI AI/AN
Collaboration Office

Laura Enciso,
(Parent Representative)
Washington State Migrant Council

Cleo Rodriguez,
National Migrant and Seasonal
Head Start Association

Mary E. Foley,
Medicaid/SCHIP Dental Association

Roger Rosenthal, Migrant Legal Action
Programs, Inc.

Marelisa Gonzalez,
MSHS Training/Technical Assistance

Levy M. Schroeder,
Association of Farmworker Opportunity
Programs

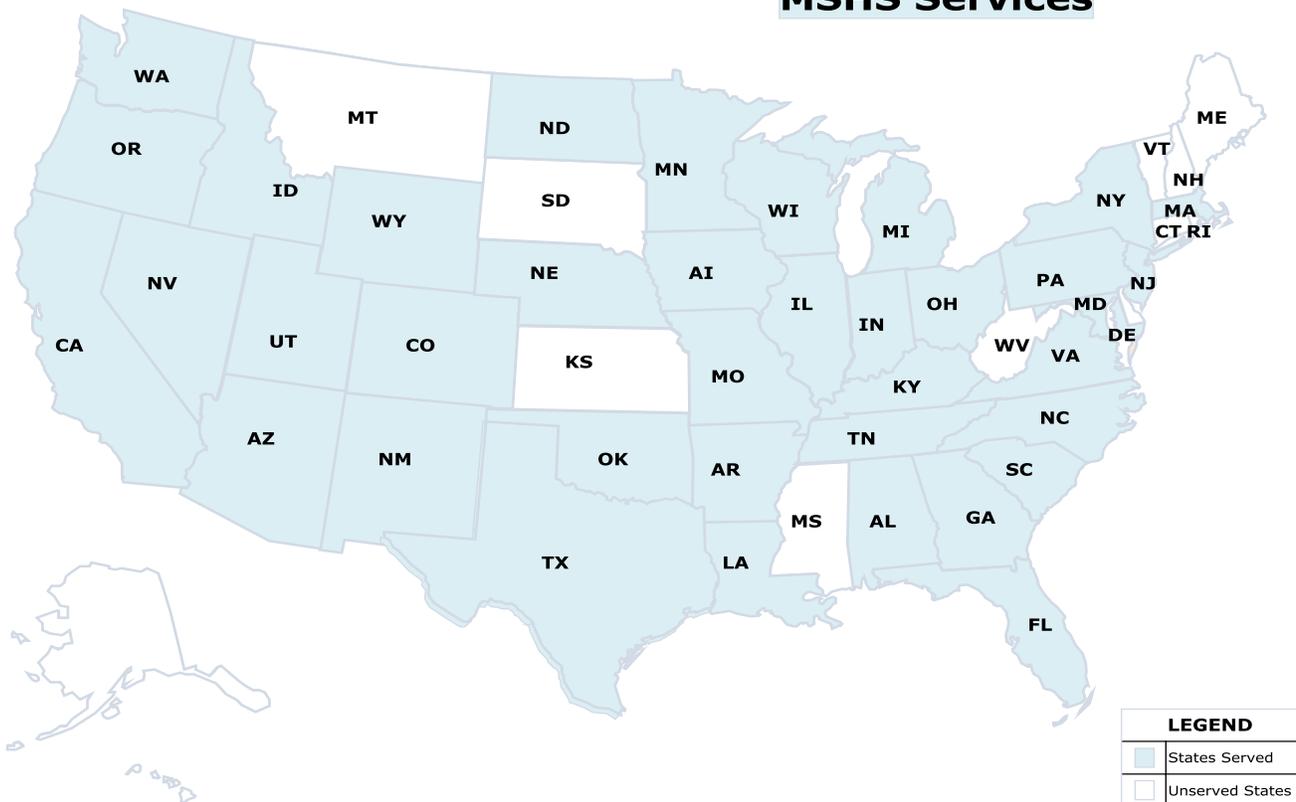
Gail Houle,
US Department of Education, Office of Special
Education Programs (OSEP)

INTRODUCTION

The National Migrant and Seasonal Head Start Collaboration Office (NMSHSCO) is a nationally based office designed to promote high quality direct service delivery through collaboration, coordination and alignment of high quality services for all MSHS grantees and delegate agencies. The NMSHSCO serves a vital role in facilitating collaborative opportunities and fostering new partnerships to build a sustainable, comprehensive early learning system for our Migrant and Seasonal Head Start children, families and the communities in which they live.

Migrant and Seasonal Head Start children and their families are represented in key policies and advocacy efforts in the areas of school transitions, child care and early learning systems, professional development of all staff and regional office priorities (i.e. family and community partnerships; health, mental health, and oral health; disabilities) that occur in the 38 states where MSHS programs are located, addressing issues that impact the national, state, and local levels of services.

MSHS Services



THE WORK OF NMSHSCO

- At the national level, we engage in partnership and outreach efforts to a variety of agencies that directly impact migrant children (aged 0-5) and their families.
- We work hand in hand with the National Migrant and Seasonal Head Start Association (NMSHSA) and Region XII Migrant and Seasonal Head Start Training and Technical Assistance (MSHS T/TA) team in identifying resources, pre-k partnerships and other community partners available to share resources and maximize the service provision capacity of MSHS programs.
- We work with national, state and local governments, as well as other migrant and Latino based organizations to ensure the voices of migrant farmworkers and low income children and families are represented in all planning and policy making decisions.
- In the 38 states where we have programs, we work to promote relationships and partnerships between MSHS Programs and the Head Start State Collaboration Offices.

In the Head Start Act of 2007 (P.L .110-134), the National Migrant and Seasonal Head Start Collaboration Office (NMSHSCO) is required to conduct a needs assessment of Migrant and Seasonal Head Start (MSHS) grantees to determine the specific needs of programs and to develop a strategic plan based on the results of the assessment.

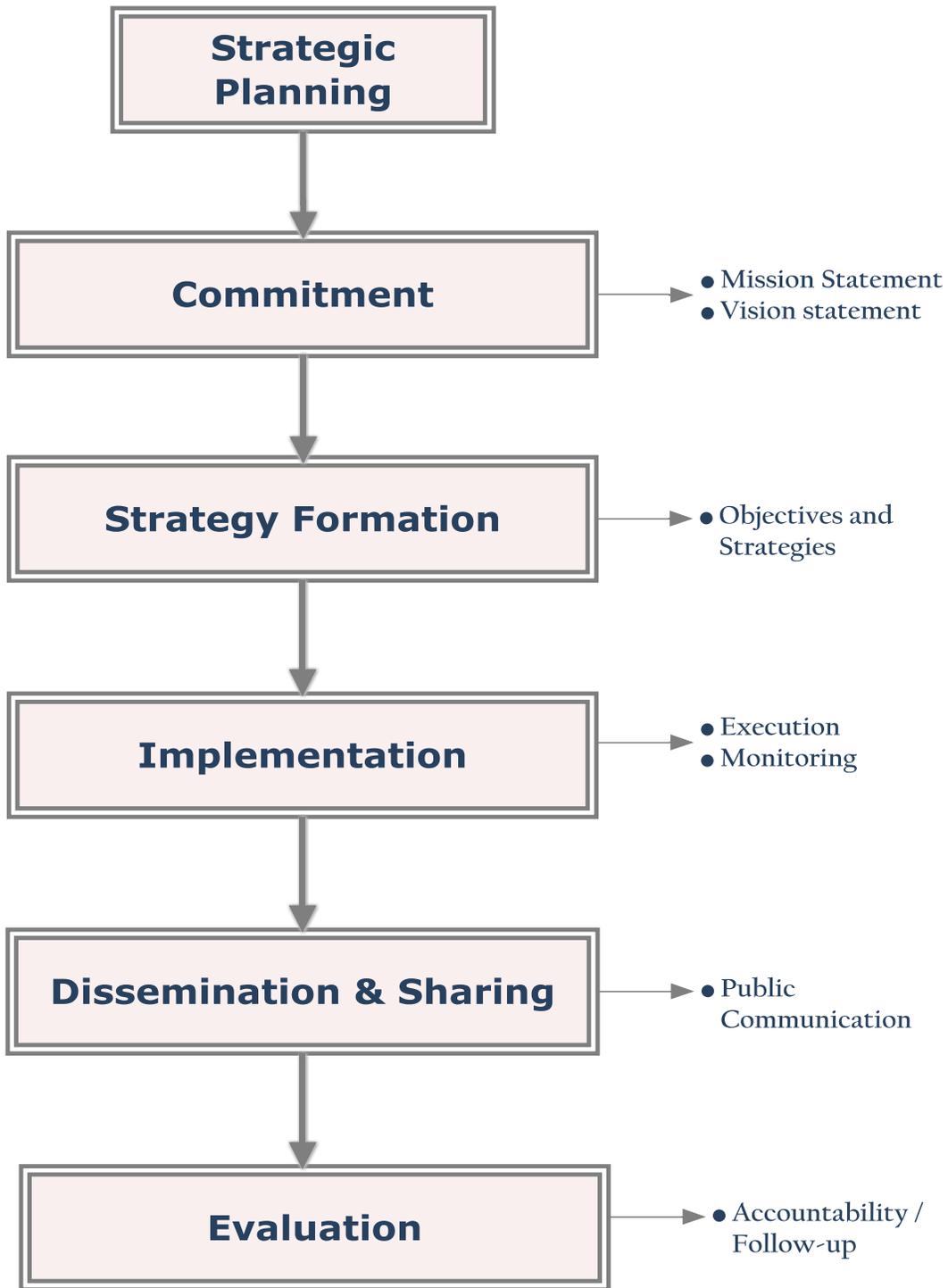
The 2012-2016 NMSHSCO strategic plan addresses the broad conclusions and strategies of how the NMSHSCO will assist and support Migrant and Seasonal Head Start grantees in meeting the requirements of the Head Start Act with respect to collaboration, coordination, and alignment of Head Start services in the areas of school transition, child care and early learning systems, professional development and regional priorities.

Strategic Planning Framework

The NMSHSCO Advisory Council used a framework (see Diagram 1) to scope out and align the goals and objectives of the four-year strategic plan. The framework will be used for updates which outline the five phases of the plan development process.

Diagram 1

STRATEGIC PLANNING FRAMEWORK



COMMITMENT

Mission Statement

The *mission* of the National Migrant and Seasonal Head Start Collaboration Office (NMSHSCO) is to collaborate, educate, coordinate and align Head Start services at the local, state and national levels to ensure access and utilization of high quality culturally appropriate early childhood education opportunities for the children and families of migrant and seasonal farm workers.

Vision Statement

- To work passionately together on enhancing opportunities and resources for all children in poverty, especially those of migrant and seasonal farm workers.
- To demonstrate a strong commitment to the values and beliefs that all children deserve access to high quality early childhood learning environments and comprehensive support services that honor both child and family alike.
- To identify and leverage valuable resources rooted in the knowledge that improving the lives of children ultimately improves the future outlook and social fabric of the nation.

STRATEGY FORMULATION

The *goal* of the strategic plan is to guide the work of the NMSHSCO for delivery of quality services in all priority areas established by OHS. The strategic plan goals will remain in effect during the four years of the NMSHSCO FHI 360 operated contract; the objectives will be updated as the NMSHSCO Needs Assessment is updated annually.

Years: 2012-2016

SCHOOL TRANSITION

Promote continuity for children and families from MSHS programs to the Public School System

- Objective: Research and develop a best practice guide/approach based on best practices for transitioning MSHS parents to the Public School System. 2014
- Objective: Collaboration among the key players in the transition process: National Parent Teacher Association and Migrant Education Programs design and implement a model for transition of MSHS Parents to the public school system (includes a pilot project). 2015
- Objective: Initiate the development of a Memorandum of Understanding between the U.S. Department of Education Migrant Education Program and the Office of Head Start and Region XII Migrant and Seasonal Head Start to coordinate resources and align policies at the national level to express commitment, to foster strong working relationships at the national and local level that assure access to quality, culturally competent and comprehensive primary services in each state where programs exist. 2016

PROFESSIONAL DEVELOPMENT

Address the challenges and barriers faced by MSHS programs in meeting the OHS staff development mandates

- Objective: Create a guide on developing articulation agreements. 2013
- Objective: Modify and adapt the Texas Head Start Collaboration Tool Kit and any other collaboration models for the use and benefit of MSHS collaborations at the grantee level. 2014

CHILD CARE AND EARLY LEARNING SYSTEMS

Establish relationships with national and state Head Start representatives to ensure that the voices of migrant farmworkers and low income children and families are represented in all planning and policy making decisions

- Objective: Increase knowledge and understanding of the new Affordable Care Act and its impact on MSHS families. 2013
- Objective: Increase MSHS Grantee participation in State Early Childhood Systems (i.e., Early Learning Council, Quality Rating Information System). 2013
- Objective: Create opportunities for collaborations and/or education with the Office of Child Care that benefit MSHS families. 2016

REGIONAL PRIORITIES

Support regional office priorities (i.e., family and community partnerships, disabilities, health, mental health, and oral health)

- Objective: Make certain that the Memorandum of Understanding between health resources, Services Administration's Migrant Health Center Program, the Administration for Children and Families, Office of Head Start, and Migrant and Seasonal Head Start program is promoted, disseminated, implemented, monitored and evaluated. This will ensure the MOU's success in improving the health and oral health services to Migrant and Seasonal Head Start children and their families. 2014
- Objective: Improve the delivery of health and oral health services to migrant children and families. 2016
- Objective: Increase awareness and knowledge of specific and effective approaches for the engagement of MSHS parents. 2013

IMPLEMENTATION

The implementation of the goals and objectives will be detailed in the NMSHSCO annual work plan. The work plan is organized into four areas: school transition, professional development, child care and early learning systems, and regional priorities. The elements that delineate how the determined objectives will be met are: the cost to accomplish the objectives, the lead partners who will work in partnership with the NMSHSCO Director to accomplish the objectives, the timeline for completion of those objectives, the resources available to the NMSHSCO Director to accomplish the work, and the outcomes expected from the objectives.

The NMSHSCO annual work plan is available upon request form the NMSHSCO.

DISSEMINATION & SHARING

The NMSHSCO 2012-2016 strategic plan update is publicly available to the Migrant and Seasonal Head Start community as well as the general public.

The plan will be made available through email distribution to MSHS programs, Head Start State Collaboration Offices, OHS Region XII, MSHS T/TA and other community partners.

Program Update	An informational communiqué which provides information to the following: MSHS community (including grantees and delegate agencies, OHS Region XII, NMSHSA and MSHS T/TA), Office of Head Start Collaboration Office, HSSCOs, and Head Start Training and Technical Assistance offices across the nation.
Listserv	The NMSHSCO will establish a listserv for continual communication with our partners and collaborators which will include, but is not limited to, members of the MSHS Collaboration Advisory Council, task forces or forums that currently exist or those that may be established during the implementation of the four-year strategic plan.
Mailing	The NMSHSCO 2012-2016 strategic plan update will be distributed electronically to the Office of Head Start, the NMSHSA, Regional Offices, MSHS T/TA, HHSCOs and community partners including the NMSHSCO Advisory Council membership.

EVALUATION

Accountability/Follow-up

Objective: Monitor and evaluate activities for the four-year NMSHSCO strategic plan for quality assurance

- Progress reports on the four broad areas addressed in the strategic plan: status of implementation, including progress toward each of the overall strategic goals, evaluation measures, and needed adjustments to plan.
- Review of the strategic plan will be a permanent agenda item on the NMSHSCO Advisory Council meeting agenda.
- Changes to the four-year strategic plan will be made in collaboration with the NMSHSCO Advisory Council.

Key Questions for Monitoring and Evaluating Status of Implementation of the Strategic Plan

- Are established goals and objectives being achieved according to the established timelines?
- If goals and objectives are being met, what were the driving forces/key strategies that helped to make them happen?
- If goals and objectives are not being met, what are the challenges or barriers identified that need to be discussed?
- What resources, time extensions, and/or collaborations are needed to achieve the goals and objectives according to the timelines specified in the plan?
- Does NMSHSCO have adequate resources (funds, equipment, facilities, training, personnel, etc.) to achieve the goals?
- Are the goals and objectives realistic?
- Should priorities be changed to put more focus on achieving goals that are more realistic after this evaluation?
- Should the goals be changed? (Clearly define and understand why efforts to achieve the goals are not successful before changing the goals)
- What decisions can be made from what we learned from the monitoring and evaluation process that will enhance the on-going implementation of the plan as well as improve future monitoring and evaluation efforts?