

OVERVIEW OF THE 2009-2013  
NORTH DAKOTA HEAD START-  
STATE COLLABORATION OFFICE  
**STRATEGIC PLAN**

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# Process for Developing Strategic Plan

- ▣ Data Collection:
  - 2008-2009 HS-SCO Needs Assessment
- ▣ Meetings:
  - Meeting May 28, 2009 between HS-SCO, T&TA, and NDHSA leaders
  - Presentation of draft at June 10, 2009 summer retreat of NDHSA

# North Dakota Head Start and Early Head Start Programs

- Information about the 14 Head Start and 7 Early Head Start programs in North Dakota:
  - **Southeastern North Dakota Community Action Agency (SENDCAA) Head Start Program\***
    - Based in *Fargo*
    - Serves Cass, Ransom, Sargent, and Richland counties
    - Has Early Head Start
    - Total funded enrollment in 2006-07 was 369
  - **Minot Public Schools Head Start\***
    - Based in *Minot*
    - Serves Ward, Burke, Mountrail, and Renville counties and the Minot Air Force Base
    - Has Early Head Start which serves Ward County
    - Total funded enrollment in 2006-07 was 355
  - **Grand Forks Head Start Program\***
    - Based in *Grand Forks*
    - Serves Grand Forks, Walsh, Cavalier, and Pembina counties
    - Total funded enrollment in 2006-07 was 343

\*Responded to 2008-2009 Head Start-State Collaboration Office Needs Assessment Survey

Source: <http://www.nd.gov/dhs/services/childfamily/headstart/>;

<http://www.ndkidscount.org/headstart/HeadStart2007AnnualProfileReport.pdf>

# North Dakota Head Start and Early Head Start Programs

- ▣ Programs continued:
  - **Standing Rock 0-5 Head Start Program**
    - ▣ Based in *Fort Yates*
    - ▣ Serves the Standing Rock Sioux reservation
    - ▣ Has Early Head Start
    - ▣ Total funded enrollment in 2006-07 was 332
  - **Turtle Mountain Band of Chippewa Indians Head Start\***
    - ▣ Based in *Belcourt*
    - ▣ Serves Rolette County and the Turtle Mountain Band of Chippewa Indians reservation
    - ▣ Total funded enrollment in 2006-07 was 330
  - **Early Explorers Head Start Program\***
    - ▣ Based in *Towner*
    - ▣ Serves Bottineau, Towner, McHenry, Pierce, Benson, Ramsey, McLean, Sheridan, and Wells counties
    - ▣ Has Early Head Start, which is based in *Devils Lake* and serves Wells, Benson, and Ramsey counties
    - ▣ Total funded enrollment in 2006-07 was 266

\*Responded to 2008-2009 Head Start-State Collaboration Office Needs Assessment Survey

Source: <http://www.nd.gov/dhs/services/childfamily/headstart/>;

<http://www.ndkidscount.org/headstart/HeadStart2007AnnualProfileReport.pdf>

# North Dakota Head Start and Early Head Start Programs

- ▣ Programs continued:
  - **Community Action Agency Region VI Head Start\***
    - Based in *Jamestown*
    - Serves Barnes, Dickey, Eddy, Foster, LaMoure, and Stutsman counties
    - Has Early Head Start, which extends services to the additional counties of Griggs, Logan, and McIntosh
    - Total funded enrollment in 2006-07 was 234
  - **Head Start at Bismarck Early Childhood Education Program (BECEP)\***
    - Based in *Bismarck*
    - Serves Burleigh, Kidder, Logan, McIntosh, and Emmons counties
    - Total funded enrollment in 2006-07 was 231
  - **Spirit Lake 0-5 Head Start Program**
    - Based in *Fort Totten*
    - Serves the Spirit Lake Dakotah Sioux reservation
    - Has Early Head Start
    - Total funded enrollment in 2006-07 was 175
  - **West River Head Start\***
    - Based in *Mandan*
    - Serves Mercer, Oliver, Morton, and Grant counties
    - Total funded enrollment in 2006-07 was 168

\*Responded to 2008-2009 Head Start-State Collaboration Office Needs Assessment Survey

Source: <http://www.nd.gov/dhs/services/childfamily/headstart/>;  
<http://www.ndkidscount.org/headstart/HeadStart2007AnnualProfileReport.pdf>

# North Dakota Head Start and Early Head Start Programs

- ▣ Programs continued:
  - **Three Affiliated Tribes Head Start**
    - Based in *New Town*
    - Serves the Three Affiliated Tribes reservation
    - Total funded enrollment in 2006-07 was 163
  - **Community Action Head Start\***
    - Based in *Dickinson*
    - Serves Adams, Billings, Bowman, Dunn, Golden Valley, Hettinger, Slope, and Stark counties
    - Total funded enrollment in 2006-07 was 152
  - **Head Start and Child Development Center at Mayville State University\***
    - Based in *Mayville*
    - Serves Traill, Steele, Griggs, and Nelson counties
    - Has Early Head Start, which serves Traill, Steele, and Nelson counties and part of Grand Forks County
    - Total funded enrollment in 2006-07 was 120
  - **Williston Head Start\***
    - Based in *Williston*
    - Serves Williams County
    - Total funded enrollment in 2006-07 was 115

\*Responded to 2008-2009 Head Start-State Collaboration Office Needs Assessment Survey

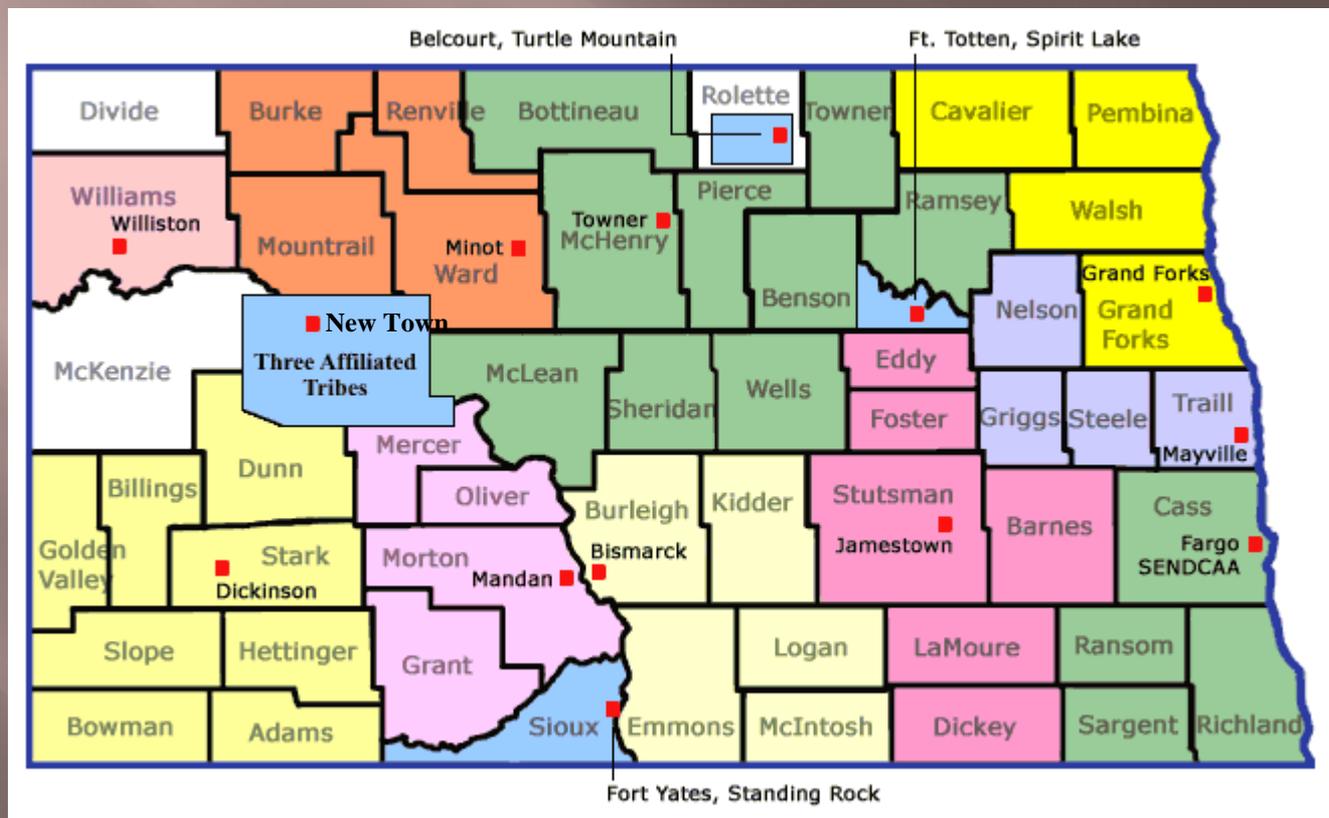
Source: <http://www.nd.gov/dhs/services/childfamily/headstart/>;  
<http://www.ndkidscount.org/headstart/HeadStart2007AnnualProfileReport.pdf>

# North Dakota Head Start and Early Head Start Programs

- ▣ Additional Head Start Program Serving North Dakotans:
  - **Tri-Valley Opportunity Council Inc., Migrant Head Start**
    - ▣ Based in *Crookston, MN*
    - ▣ Serves the states of MN and ND
    - ▣ Has two centers in ND: Grafton and Manvel
    - ▣ Total funded enrollment: 979; ND funded enrollment: 153

# North Dakota Head Start and Early Head Start Programs

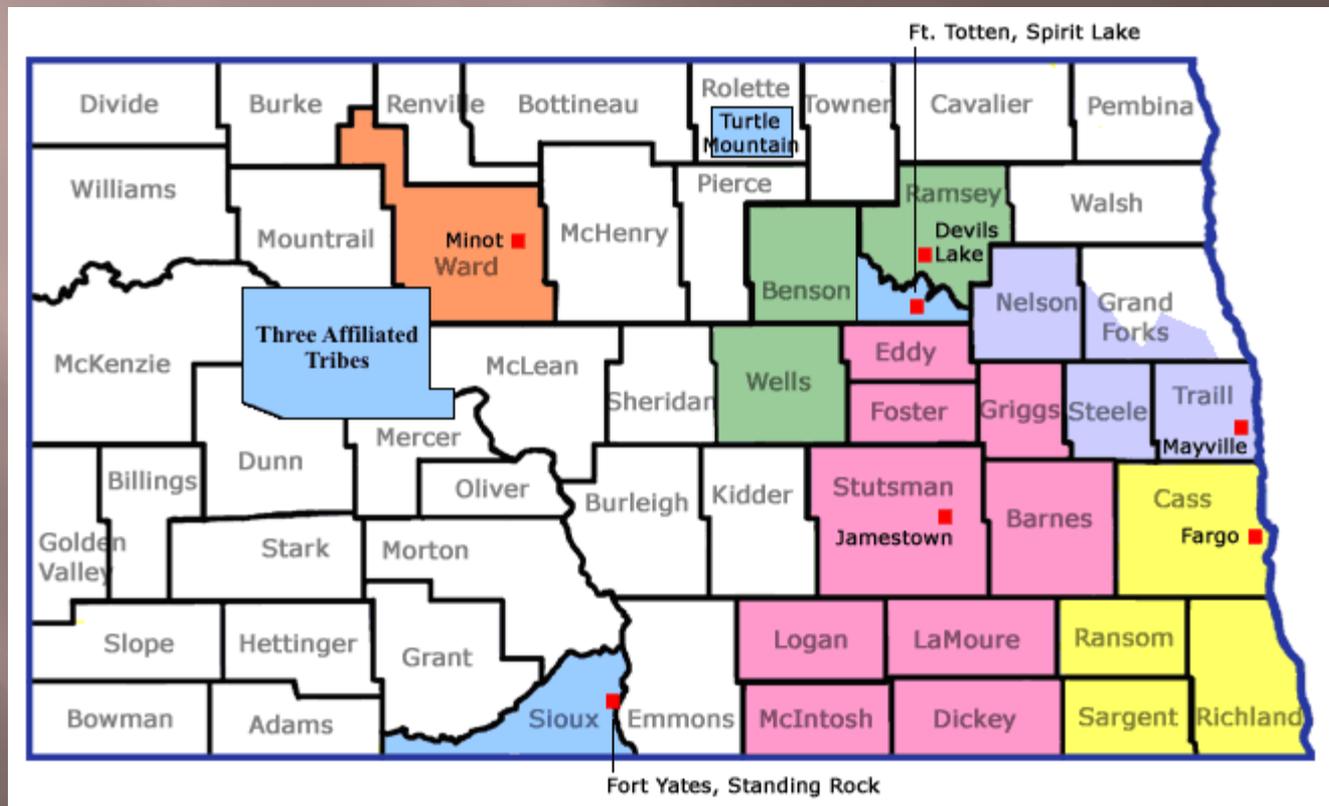
## Map of North Dakota Head Start Programs



Source: North Dakota Head Start – State Collaboration Office, Division of Children and Family Services, North Dakota Department of Human Services (<http://www.nd.gov/dhs/services/childfamily/headstart/sites.html>)

# North Dakota Head Start and Early Head Start Programs

## Map of North Dakota Early Head Start Programs



Source: North Dakota Head Start – State Collaboration Office, Division of Children and Family Services, North Dakota Department of Human Services (<http://www.nd.gov/dhs/services/childfamily/headstart/earlysites.html>)

# 2008-2009 Needs Assessment

- ▣ *North Dakota Head Start State Collaboration Office Needs Assessment: 2008-2009 Survey Results*
  - Data collected from Program Directors and key staff at 11 of the 14 ND Head Start Programs Oct.-Dec. 2008
  - Survey focused on cooperation, coordination, and collaboration within nine key activity areas, as well as barriers/challenges
  - Report is available at:
    - ▣ [www.ndsu.edu/sdc/publications.htm](http://www.ndsu.edu/sdc/publications.htm)
    - ▣ [www.nd.gov/dhs/services/childfamily/headstart/resources.html](http://www.nd.gov/dhs/services/childfamily/headstart/resources.html)



# 2008-2009 Needs Assessment

- ▣ Survey Definitions: Types of relationships between Head Start Programs and other service providers/organizations (from least to most involved)
  - **No working relationship:** You have little or no contact.
    - ▣ Examples: you do not make/receive referrals, work together on projects/activities, or share information.
  - **Cooperation:** You exchange information.
    - ▣ This includes making and receiving referrals, even when you serve the same families.
  - **Coordination:** You work together on projects or activities.
    - ▣ Examples: parents from the service providers' agency are invited to your parent education night; the service provider offers health screenings for the children at your site.
  - **Collaboration:** You share resources and/or have formal, written agreements.
    - ▣ Examples: co-funded staff or building costs; joint grant funding for a new initiative; a Memorandum Of Understanding (MOU) on transition.

# Insights from the 2008-2009 Needs Assessment

## ▣ Positives

### ■ Strong collaborative relationships

- ▣ Local Part C providers
- ▣ Training and Technical Assistance network
- ▣ Public health services
- ▣ Family/child assistance (parent organizations, TANF)
- ▣ Book donations/funding for books from public/private sources
- ▣ Providers of child abuse and domestic violence prevention/treatment services
- ▣ WIC

# Insights from the 2008-2009 Needs Assessment

- ▣ Overall, areas most lacking in involvement:
  - Children experiencing homelessness (Title I, Part A; parent organizations, McKinney-Vento liaison)
  - Family literacy services (DPI, museums, school libraries, ELL programs/services, higher ed. programs)
  - Disability services (State Lead Agency for Part C, providers of adult disability services)
- ▣ Opportunities for greater collaborative relationships:
  - Emergency services
  - Libraries
  - Higher-education programs

# Insights from the 2008-2009 Needs Assessment

- ▣ Need for more involvement:
  - Children's physical fitness and obesity prevention
  - Higher ed. programs relating to family literacy
  - Dental home
  - Homelessness
  - Community services, including disability services

# Insights from the 2008-2009 Needs Assessment

- ▣ Difficult tasks:
  - Dental homes linkages
  - Release time for staff development
  - Funding for staff development
  - Child care – accessing full-year, full-day services
  - Child care – linkages with child providers

# Insights from the 2008-2009 Needs Assessment

- ▣ Area 1: Health Care
  - Need: Children's physical fitness/obesity prevention
  - Greatest challenge: Linking to dental homes, health programs
- ▣ Area 2: Homelessness
  - Need: Establishing linkages/collaboration
  - Greatest challenge: Obtaining data to inform needs
- ▣ Area 3: Family/Child Assistance
  - Need: Link to economic development council, foster/adoptive services

# Insights from the 2008-2009 Needs Assessment

- ▣ Area 4: Child Care
  - Need: Linkage to full-day services
  - Greatest challenge: Partnerships with child care providers; policy and practices (such as consistent standards)
- ▣ Area 5: Family Literacy
  - Need: Link to DPI Family Literacy
  - Greatest challenge: Collaboration with higher ed., libraries; recruitment of families to literacy services
- ▣ Area 6: Disabilities
  - Need: Support system for when parent is disabled

# Insights from the 2008-2009 Needs Assessment

- ▣ Area 7: Community Services
  - Need: Linkages to providers for substance abuse
  - Greatest challenge: Sharing data
- ▣ Area 8: Education ( A=pre-k and B=alignment with K-12)
  - Need: No pre-K, alignment with K-12, special education
- ▣ Area 9: Professional Development
  - Greatest challenge: Staff release time, access to programs

# Seven Goals of the 2009-2013 Strategic Plan

- ▣ Goal 1: Pre-K, Part B, Title 1
- ▣ Goal 2: Child Health and Well-Being
- ▣ Goal 3: Early Care and Education and Part C
- ▣ Goal 4: Community Engagement
- ▣ Goal 5: Professional Development
- ▣ Goal 6: North Dakota Early Childhood Education Council
- ▣ Goal 7: Use Data to Assess Outcomes

# 2009-2013 Strategic Plan

## Goal 1: Pre-K, Part B, Title 1

- ▣ Goal 1 statement:
  - Promote and facilitate the development and maintenance of successful Head Start/State Pre-K Collaboration at a state and local level, including specific strategies to promote successful transition activities between Head Start and kindergarten. Encourage the development and expansion of state and local Head Start/Early Childhood Special Education (ECSE) partnerships.
- ▣ Two objectives

# 2009-2013 Strategic Plan

## Goal 1: Pre-K, Part B, Title 1

- ▣ **Objective 1.1: Collaborate with Part B partners to develop a Statewide Interagency Agreement and Transition Guidelines inclusive of Early Head Start and Head Start Federal Performance Standards**
  - Strategy 1: Coordinate the integration of transition guidelines.
  - Strategy 2: Develop a state-level MOU between the North Dakota Department of Public Instruction (Part B and Title I) and Head Start.

# 2009-2013 Strategic Plan

## Goal 1: Pre-K, Part B, Title 1

- ▣ **Objective 1.2: Promote alignment of curricula used in Head Start programs and continuity of services with the Head Start Child Outcomes Framework and, as appropriate, State early learning standards**
  - Strategy 1: Annually revisit alignment of curricula
  - Strategy 2: Ensure North Dakota Early Learning Guidelines align with Head Start Child Outcomes Framework

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ Goal 2 statement:
  - Through collaboration activities at a state and local level, expand access and improve outcomes for Head Start children and other low-income children in five targeted health and well-being areas: oral health, obesity prevention, medical and dental homes, mental health, and safety and security issues (e.g., foster care, child welfare).
- ▣ Five objectives

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ **Objective 2.1: Promote collaboration and leveraging of resources to improve medical health**
  - Strategy 1: Implement the North Dakota Integrated Services Project (medical home) by serving on the North Dakota Integrated Services Advisory Committee and HNDECA
  - Strategy 2: Identify action steps for opportunities to coordinate and collaborate activities within the IV-B 5-Year Plan for health care services

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ **Objective 2.2: Promote collaboration and leveraging of resources to improve oral health**
  - Strategy 1: Identify action steps for the selected goals, prioritize, and implement within the Oral Health Coalition
  - Strategy 2: Implement the American Academy of Pediatric Dentistry Head Start Dental Home Initiative
  - Strategy 3: Serve on the Ronald McDonald Care Mobile Advisory Committee, Prevention Committee, and the Data Advisory Committee

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ **Objective 2.3: Promote collaboration and leveraging of resources to improve physical health and healthy choices**
  - Strategy 1: Continue to provide leadership to the Governor's HealthyND Initiative by serving on the HealthyND Coordinating Committee
  - Strategy 2: Help develop, implement, and initiate policies that address obesity and fitness for young children by serving on the Healthy Eating and Physical Activity (HEPA) Advisory Committee
  - Strategy 3: Coordinate with the Office for the Elimination of Health Disparities to identify goals, objectives, and strategies to support local Head Start programs

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ **Objective 2.4: Promote collaboration and leveraging of resources to improve social, emotional, mental health**
  - Strategy 1: Provide leadership and support for Head Start and Early Head Start on the Children's Social, Emotional, Development Alliance (NDSEDA)
  - Strategy 2: Improving statewide mental health capacity building, including collaborating with the Center on Social and Emotional Foundations for Early Learning (CSEFEL)
  - Strategy 3: Serve on HNDECA Mental Health Committee
  - Strategy 4: Identify trends and policy needs

# 2009-2013 Strategic Plan

## Goal 2: Child Health and Well-Being

- ▣ **Objective 2.5: Promote collaboration and leveraging of resources to improve safety and security**
  - Strategy 1: Promote partnerships that focus on early intervention and prevention for children and families, between Head Start Agencies, Parent Resource Centers across the state, schools, etc.
  - Strategy 2: Assist children and families in crisis by promoting partnerships between Head Start Agencies, law enforcement, child abuse and neglect services, substance abuse/treatment centers, domestic violence services, foster care, homelessness services, etc.

# 2009-2013 Strategic Plan

## Goal 3: Early Care/Education, Part C

- ▣ Goal 3 statement:
  - ▣ Assist in building early childhood systems and continued access to comprehensive services and support for all children with low income. Encourage the development and expansion of state and local Head Start/early care and education partnerships. Encourage the development and expansion of state and local Head Start/Early Head Start (ages 0-3) Part C partnerships.
- ▣ Three objectives

# 2009-2013 Strategic Plan

## Goal 3: Early Care/Education, Part C

- ▣ **Objective 3.1: Collaborate with Part C partners to develop a Statewide Interagency Agreement inclusive of Early Head Start and Head Start Federal Performance Standards**
  - Strategy 1: Enhance Part C working partnership to strengthen service delivery on behalf of families with low incomes
  - Strategy 2: Coordinate the integration of transition guidelines
  - Strategy 3: Develop a state-level MOU between the North Dakota Department of Public Instruction (Part B and Title I) and Head Start

# 2009-2013 Strategic Plan

## Goal 3: Early Care/Education, Part C

- ▣ **Objective 3.2: Partner with child care administration to support coordination of full-day, full-year services**
  - Strategy 1: Facilitate discussions around innovative approaches in how to address providing full-day, full-year programming for family needs
  - Strategy 2: Offer assistance to local communities to advance partnerships and develop MOUs (e.g., between universities, public schools, child care providers, local Head Start programs)

# 2009-2013 Strategic Plan

## Goal 3: Early Care/Education, Part C

- ▣ Objective 3.3: Promote alignment of curricula used in Head Start programs and continuity of services with the Head Start Child Outcomes Framework and, as appropriate, State early learning standards
  - Strategy 1: Annually revisit alignment of curricula
  - Strategy 2: Dissemination of 0-3 early learning guidelines to the Early Head Start programs

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ Goal 4 statement:
  - Expand parent and community involvement in all aspects of early childhood system development work and in early childhood system initiatives, and focus on efforts to improve parent and community support services, especially those that empower parents and community members/organizations to be active participants in advocacy, program design, and planning.
- ▣ Five objectives

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ **Objective 4.1: Improve services in response to the needs and concerns of children and families with low incomes and without homes in North Dakota.**
  - Strategy 1: Enhance information and partnerships between the ND Coalition of Homeless People, the Regional Homeless Coalitions, and the local Head Start programs
  - Strategy 2: Collaborate with community partners to improve the delivery of wrap-around services to children and families with low incomes
  - Strategy 3: Represent and serve as an advocate for low-income families at state agency meetings (dispel myths, give accurate information and data, inform policy)

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ **Objective 4.2: Improve Family Literacy Services**
  - Strategy 1: Identify, coordinate, and leverage resources to support local programs' efforts to serve English Language Learners
  - Strategy 2: Encourage local Head Start programs to participate in reading readiness programs (such as programs offered by public and school libraries)

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ **Objective 4.3: Enhance intergovernmental relationships with AIAN Head Start and Early Head Start programs**
  - Strategy 1: Serve as an information resource to AIAN Head Start and Early Head Start programs (e.g., coordinating, networking, updating on current issues/policies, listening to their issues, connecting to resources) within North Dakota
  - Strategy 2: Serve the AIAN Head Start National Collaboration Advisory Council (NCAC)

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ Objective 4.4: Monitor the well-being of seasonal migrant Head Start/Early Head Start families in North Dakota being served by the Tri-Valley Opportunity Council, Inc., in Crookston, MN
  - Strategy 1: Coordinate with Tri-Valley Opportunity Council, Inc., in Crookston, MN, to make sure that the needs of North Dakota seasonal migrant Head Start/Early Head Start families (in Grand Forks, Traill, and Walsh counties) are being addressed regarding referrals and services (e.g., aware of resources, language needs, educational transition needs, health, nutrition, family services)

# 2009-2013 Strategic Plan

## Goal 4: Community Engagement

- ▣ **Objective 4.5: To facilitate the involvement of Head Start in state policies, plans, processes, and decisions affecting the Head Start target population and other low-income families.**
  - Strategy 1: Assist Head Start agencies to collaborate with entities involved in state/local planning and assist Head Start agencies to coordinate activities with State agencies. Promote better linkages between Head Start and State and local communities
  - Strategy 2: Conduct a Community Assessment of the needs of Head Start and Early Head Start grantees with respect to collaboration, coordination, and alignment of curricula and assessments used with Child Outcomes

# 2009-2013 Strategic Plan

## Goal 5: Professional Development

- ▣ Goal 5 statement:
  - Support statewide efforts to develop an early childhood professional development system, Growing Futures, that will provide for professionals working in Head Start and other early education programs in North Dakota well-articulated pathways along a continuum of increased competence (certificates, credit, degrees), responsibility (career advancement), and compensation (salary and wage adjustments).
- ▣ Three objectives

# 2009-2013 Strategic Plan

## Goal 5: Professional Development

- ▣ Objective 5.1: Encourage the integration and coordination of national, state, and local Head Start professional development systems.
  - Strategy 1: Work closely with the state-based Head Start Training and Technical Assistance (T&TA) Office

# 2009-2013 Strategic Plan

## Goal 5: Professional Development

- ▣ **Objective 5.2: Help programs remove barriers to professional development.**
  - Strategy 1: Promote better utilization of existing systems and resources (e.g., CCR&R, Workforce Safety)
  - Strategy 2: Work with Early Childhood Services Administrator to convene the Growing Futures Professional Development committee to strategize and provide leadership to the field
  - Strategy 3: Assist program administrators in exploring innovative strategies for professional development (e.g., use of technology, developing partnerships)

# 2009-2013 Strategic Plan

## Goal 5: Professional Development

- ▣ **Objective 5.3: Create better linkages and support systems with higher education.**
  - Strategy 1: Continue to convene the Early Education Higher Education Consortium with the intent to build North Dakota's early childhood professional development system
  - Strategy 2: Expand involvement in the Early Education Higher Education Consortium

# 2009-2013 Strategic Plan

## Goal 6: ND Early Childhood Education Council

- ▣ Goal 6 statement:
  - ▣ Early Childhood Education Council, which will do an assessment of Early Childhood Education and use resulting information to build infrastructure.
- ▣ One objective

# 2009-2013 Strategic Plan

## Goal 6: ND Early Childhood Education Council

- ▣ **Objective 6.1: Represent the Head Start population on the Early Childhood Education Council.**
  - Strategy 1: Assist in reviewing the delivery of early childhood education in this state
  - Strategy 2: Assist in conducting a needs assessment
  - Strategy 3: Assist in reviewing early childhood education standards and propose revisions to the standards as needed
  - Strategy 4: Assist in reviewing opportunities for public and private sector collaboration in the delivery of early childhood education in this state
  - Strategy 5: Assist in developing a comprehensive plan governing the delivery of early childhood education in this state
  - Strategy 6: Contribute to biennial report regarding Early Childhood Education Council's activities to the governor and the legislative council

# 2009-2013 Strategic Plan

## Goal 7: Use Data to Assess Outcomes

- ▣ Goal 7 statement:
  - ▣ Utilize statewide data to discern disparities in target populations.
- ▣ One objective

# 2009-2013 Strategic Plan

## Goal 7: Use Data to Assess Outcomes

- ▣ **Objective 7.1: Compile statewide data into a coordinated, unified database, in order to identify statewide trends affecting disparate target populations.**
  - Strategy 1: Contract with the NDSDC to conduct the HS-SCO Needs Assessments and compile a final report
  - Strategy 2: Work with the NDSDC and North Dakota KIDS COUNT to help identify existing data sources
  - Strategy 3: Provide the availability of the PIR database to state and Tribal agencies, policy makers, program administrators and to NDHSA
  - Strategy 4: Contract with North Dakota KIDS COUNT to compile the Head Start Annual State Profile Report and/or the Head Start and Early Head Start Fact Sheets
  - Strategy 5: Integrate the PIR data into the CFS bulletin

# Next Steps